

An Analysis of Good Governance with Special Reference to Chelanoor Block Panchayat at Kozhikode District

AKSHAYA DIVAKARAN, M.phil Scholar, Department Of Political Science And
Development Administration, The Gandhigram Rural Institute Deemed to be
University, Gandhigram-624302, Dindigul-TamilNadu

ABSTRACT

There are different levels of understanding on concept of good governance which may differ in accordance with the level of management, type of administrative /bureaucratic setup. This type of political system various numbers of active indicators have been suggested. The success of all social system depends upon the people's views, opinion and participation. The success of good governance depends upon the eight characteristics such as participatory, consensus oriented, transparency, responsiveness, effective and efficiency, equitable and Inclusive, rule of law and accountability.

After the fall of Soviet Union the term administration came to be utilised to characterise the rehearsals of open organisation especially in the creating nations, to make it more responsive to the necessities of globalisation. In this study the basic inputs for good governance at the grassroots level in four panchayat of Chellanor, Kakkodi, Kakkur and Nanminda were analysed. They are thickly populated and covers hilly areas. The localities/situations vary from panchayat to panchayats. All the eight characteristics mentioned above were analysed separately. The views of public made through the help of sequence of questions and discussions with the people as well as staffs. All the aspects were considered for final results. Remarks and suggestions are required for the improvement of good governance in panchayats were mentioned. Due to the world's biggest democracy there are many improvements still required to give better governance to public through better provisions made in administration. This is ongoing process and never ending process

INTRODUCTION

“Good Governance is perhaps the single most important factor in eradicating poverty and promoting development.”

- Kofi Annan

Good governance often refers to the task of running the Government in an effective manner. It is qualitatively and conceptual superior to a mere good government. The right to a legitimate and accountable government, promotion of a society where the Rule of Law and fundamental human rights are respected, is ensuring a socially and economically equitable society that is inclusive in nature or all inherent to the concept of good governance. Good governance depends on various factors. A Government, in discharge of its sovereign functions, has to discharge many constitutional obligations and in discharge of these obligations it should be capable of enabling, enhancing and deploying the power of the State for sustainable human development. It is essentially a package to strengthen the institution of Government and civil society with the objective of making governments more accountable, open and transparent as well as democratic and participatory.

For good governance, there should be a government which is stable and truly representative of the majority of the people and which accelerate the economic growth and development ensures the welfare of all sections of the society. In this, the fact that transparency is also an important attribute of good governance must not be forgotten. Openness and opportunity for public participation have emerged as a universal principle of good governance. The interested group should provide with opportunities to observe and contribute in the policy making of the State where availability of relevant information would give them a chance to advance their ideas in the policy making process. However, at the same time there is always the risk that the special vested interest groups could take advantage of open decision making process to distort the policy. Common men are not aware of the true facts of many things as their source of information is very limited. Freedom of expression, free dissemination of ideas and access to information are vital to the functioning of democratic government.

Information crucial for vibrant democracy and good governance as it reflects and captures Government activities and process.

Access to information not only facilitates active participation of the people in the democratic governance process, but also promotes openness, transparency and accountability and administration. Right to Information, the right of every citizen to access information held by or under the control of public authorities, can thus be an effective tool for ushering in good governance. The major characteristics of good governance are participation, rule of law, transparency, responsiveness, equity and inclusiveness, effectiveness, efficiency, accountability, strategic vision and consensus orientation. Transparency means that decisions are taken openly and enforced as per rules and regulations. It requires that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement.

Accountability means that public institutions and functionaries are answerable to the people and to their institutional stakeholders. In general, an organization or an institution should be accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without a regime of transparency. A direct relationship exists between Right to Information, informed citizenry and good governance. The Right to Information provides citizens the opportunity of being informed of what the Government does for them, why and how it does it.

Good governance provides a platform that enable government functionaries to operate efficiently, effectively and transparently and be accountable to the public for their actions. It aims to put an end to inconsistent government practices and helps in establishing a responsive State. Public participation in government, respect for the rule of law, freedom of expression and association, transparency and accountability, legitimacy of Government etc are the core values of good governance, can be realized only if the right to information is implemented in the right spirit. Right to Information is the hallmark of good governance.

Essentials of Good Governance

1. Developing National Outlook

An essential requirement of promoting Good Governance is the necessity of developing and maintaining a national outlook. It involves, on the part of the political and civil service, willingness to try to understand and be tolerant of different points of view, different cultural patterns, and different work habits. It also entails willingness to work without prejudice or bias with persons of all regions, religions and cultures. It involves conduct of the highest type, and exercised of judgment and restraint in all expressions of view, whether public or private, any expression which could construed as biased or intolerant, particularly in respect of regional interest or political issue with which the organization is confronted, must be scrupulously avoided.

2 . Need to narrow the Gap between Theory and Practice

In theory, the Government at the Union and State level have promised to provide them all essentials of life through constitutional provisions, enactment and administrative orders but in practice there is hardly much achievement.

3. Need of Impartiality among Politico-Administrative Leadership

For Good Governance foremost characteristics required among the civil servants or impartially and consistency in the transaction of public business. Civil servants are required to be completely impartial to avoid corruption and favouritism; civil servants must maintain the dignity and authority of the public office. They must meticulously implement the policies and programmes as laid down in laws, regulations and rules.

4. Need of Ethics among Politico-Administrative Leadership

Ethics in administration for Good Governance is one of the very essential conditions for the stability and development of the country and the well-being of its citizens. History of several countries indicates that serious moral degradation has generated conflicts, miseries and even disintegration.

The civil service conduct rules require the civil servants to maintain absolute integrity in the discharge of their duties. Developmental administration needs a new mind, a new type of attitude that is suffused with human values. You are not dealing

with a table or a chair, but with a human being. He or she has problems. You are there to solve them. That chair of authority on which you sit is not a chair of comfort. It is a chair with a heavy human responsibility on your head. Rise to the level of responsibility that chair signifies. Our mental awareness must rise to that level.

5. Need of Protecting the Interests of the People

Good Governance can help in accelerating welfare of the people provided it is run in the interest of the people. The contents of Good Administration for Good Governance are:

- (i) Openness in the sense of having wide contact with the people administered;
- (ii) A sense of justice, fair play and impartiality in dealing with men and matters;
- (iii) Sensitivity and responsiveness to the urges, feelings and aspirations of the common people;
- (iv) Securing the honour and dignity of the human being, however humble he or she might be;
- (v) Humility and simplicity in the persons manning the administrative machinery and their easy accessibility.
- (vi) Creating and sustaining an atmosphere conducive to development, growth and social change; and
- (vii) Honesty and integrity in thought and action.

6. Need to Promote and follow Rule of Law

Good governance means that we must follow the rule of law. The concept of rule of law means that the society must be governed by law or Dharma and not according to the whims and fancies of a Ruler or by powerful individuals. This has been evolved in this Country from most ancient times. The necessity of scrupulous practice of Dharma is forcefully expressed by Manu:

“Dharma protects those who protect it. Those who destroy Dharma get destroyed”. Therefore, Dharma should not be destroyed, so that we may not be destroyed as a consequence thereof.

The people in government should take decisions on the basis of reason which can make the life of people happy. They should protect the interests of the people and see that their development is promoted based on Dharma. The people in government should cultivate the mind and keep peaceful, calm and quiet so that people can enjoy their glowing actions with truth, sincerity and reason. Whatever misery, anxiety and intolerable difficulty they are lost in the tranquil mind like darkness in the sun.

7. Need to follow Transparency and Public Interest

Administration must be transparent. Nothing should be done in secret. Secrecy breeds evil. The reasons for taking a decision must be recorded for all to see. This will also help to eliminate almost universal corruption in politics and administration today. Civil servants should leave behind their caste, community, religion and language in their own homes. They should not carry these levels with them when they go to work. At the work place a civil servant is just a public servant acting in the public interest, trying to serve the public.

8. Need to Developed Good Character of Persons in Government

For good governance character of those who are entrusted with public functions must be above board. When we do not enough character, in society there will be more quarrel and fight, agitation and unrest, corruption and nepotism than peace and harmony, control and happiness, honesty and uprightness. When we do not have enough character, we will corrupt the taste of people, nay, of our own children in order to make money by selling goods which would pamper their low and vulgar tastes. When we do not have enough character, religion will be reduced to soulless ritualism, ethical code will be perverted into sophistry, altruism will become self aggrandizing social work, our spiritually will be reduced to secularity, secularity to hedonism, hedonism to ruination, surer than death.

“In life to handle yourself, use your head but to handle others, use your heart. Be strict and intelligently critical about yourself and your own weakness and follies. But to manage others, be critical, but cushion your words and attitude with love. Love is the greatest persuasive power we know in life.”

Action plan for an effective and Responsive Government rightly stresses the need of good governance. Necessary corrective steps must be taken to arrest the personal drift in Government and public services, and capacity of administration.

9. Need to Inject Improvements and Reforms in Administrative System

We need to take care of the following aspects to promote administrative reforms:

1. A closer focus on results in terms of efficiency and effectiveness, and service quality;
2. The replacement of highly centralized hierarchical organizational structures with decentralized management environments, where decisions on resource allocation and service delivery are taken closer to the point of delivery, and which provide scope for feedback from clients and other interest groups;
3. Flexibility to explore alternative to direct public provision, which might provide more cost-effective policy outcomes;
4. New personnel management policies to provide greater flexibility in the deployment of staff (e.g. through multiskilling);
5. The use of mechanisms to improve performance such as performance contracting and the creation of competitive market environment within and among public sector organizations;
6. Incentives to improve performance through enabling organization to retain a portion of savings from improved performance;
7. The strengthening of strategic capacities at the centre to “steer” government to respond to external changes and diverse interest quickly, flexibility and at least cost; and
8. Greater accountability and transparency through requirements to report on results.

Nature of Good Governance in India

The Eleventh Five Year Plan (2007-2012) featured the accompanying highlights of Good Governance in India:

- As a vote based nation, a focal component of good administration is the unavoidably secured appropriate to choose government at different levels in a reasonable way, with viable support by all segments of the populace. This is an essential necessity for the authenticity of the legislature and its duty to the electorate.
- The administration at all levels must be responsible and straightforward. Firmly identified with responsibility is the need to kill debasement, which is generally observed as a noteworthy lack in administration. Straightforwardness is likewise basic, both to guarantee responsibility, and furthermore to empower honest to goodness support.
- The administration must be compelling and productive in conveying social and financial open administrations, which are its essential duties. This requires consistent observing and thoughtfulness regarding the outline of our projects. Where the duty regarding conveyance of key administrations, for example, essential training and wellbeing is at the neighborhood level, this requires an extraordinary consideration for guaranteeing the adequacy and effectiveness of nearby governments.
- Governments at bring down levels can just capacity proficiently in the event that they are enabled to do as such. This is especially significant for the Panchayati Raj Institutions (PRIs), which right now experience the ill effects of lacking devolution of assets and functionalities to do the capacities unavoidably relegated to them.
- A general necessity of good administration is that the lead of law must be solidly settled. This is important not just for relations between the administration and people, empowering people to request their rights, yet in addition for relations between people or organizations. A cutting edge monetary society relies on progressively complex associations among private substances and these connections can be proficiently performed just if lawful rights are clear and lawful solutions for upholding these rights are quick.

- Finally, the whole framework must capacity in a way which supposedly is reasonable and comprehensive. This is a perceptual issue however it is genuine regardless. Distraught gatherings, particularly the SCs, STs, minorities and others, must feel they have an equivalent stake and ought to see a sufficient stream of advantages to guarantee the authenticity of the State.
- The twelfth five year design (2012-2017) characterizes great administration as a fundamental component of any well-working society. It guarantees viable utilization of assets and deliverance of administrations to natives and furthermore gives social authenticity to the framework.

Steps Taken for Good Governance

Various advances have been taken for enhancing the nature of administration in India:

Good Governance can be guaranteed and fortified by popularity based decentralization and dynamic support of individuals during the time spent administration. The presentation of vote based system in free India made it basic for the nation to accommodate an arrangement of majority rule government at grass-root level. It was looked to be accomplished by the presentation of nearby self-governments in rustic and urban territories of the nation. The nearby governments have been in task since the early years of freedom yet amid 1990s an endeavor was made by the 73rd and 74th Constitutional alterations to give a more extensive delegate base and more powers to these foundations. These revisions gave established status to grass establish organizations in country and urban regions have been milestone accomplishments that guarantee the contribution of individuals during the time spent administration.

By the 73rd Amendment Act, 1992, a genuine endeavor was made to guarantee normal, dynamic and productive working of the neighborhood bodies in the provincial territories i.e. Panchayati Raj foundations. It contains Part-IX of the Constitution entitled as "The Panchayats" under Article 243 to 243-O. The Act additionally added the Eleventh Schedule to the Constitution of India. The new demonstration perceived the three level structure of the Panchayati Raj i.e. the Gram

Sabha and Gram Panchayat at the town level, a Panchayat or Panchayat Samiti at the middle of the road level and the Zila Parishad at the local level. The other imperative arrangements of the demonstration are; reservation of seats for SCs and STs in extent of their populace, reservation of the posts of chairpersons for the SCs and STs in a state, reservation of at the very least 1/3rd of the seats in every panchayat for ladies, reservation of 1/3rd posts of chairpersons for provincial ladies and pivot of reservations of chairpersons of town Panchayats at transitional level, and at region level, portrayal of MPs, MLAs, MLCs, race of executive of panchayats and progression in operation of Panchayati Raj foundations.

On April 23, 1994 every one of the conditions of India finished the way toward establishing crisp enactment for fortifying the Panchayati Raj foundations as conceived in the 73rd correction. The implementation of the demonstration denoted the start of procedure of devolution of energy and decentralization of regulatory experience. This constituted a vital advance in the drive towards the fortifying of the majority rule process at the grassroots. Since the beginning of freedom, the Urban Local Government has been working at the grassroots level.

By the 74th Constitutional Amendment Act 1992, an endeavor was made to patch up the Urban Local Government with a view to guarantee for its dependability, more representativeness and all the more intense part. It contains Part-IX an of the Constitution of India entitled "The Municipalities" from Article 243-P to 243ZG. By this demonstration three level urban neighborhood bodies have been set up i.e. Nagar Panchayats for quick urbanizing country zones, Municipal Councils for littler urban zones and Municipal Corporations for bigger urban regions. The demonstration has settled the term of five years for urban bodies. It additionally influences the arrangement of arrangement of a race to commission in each state for leading races to the organizations of neighborhood government. The arrangement for reservation of seats for SCs, STs, OBCs and ladies has additionally been made. All conditions of association authorized or altered their particular civil goes about according to the soul of 74th Amendment Act and the urban neighborhood government organizations in all states were sorted out in their new structures with impact from 1994.

In this period of Information and Technology, data is the most powerful device of strengthening of a person and also that of a country as it can turn out to be a compelling instrument in guaranteeing great administration. Without data, individuals can't sufficiently express their all right or make educated choices. Looking for data of numerous types and at each cost is, in this way, being seen as a fundamental appropriate by the general population all through the world. About 90 nations have effectively embraced some law giving its kin the privilege to look for data identified with different government and open workplaces and their working. In India additionally the Right to Information Act was passed by the Parliament on June fifteenth 2005, which came into full power in the midnight of twelfth and thirteenth October 2005. The first Constitution does not give unequivocally a privilege to data. In any case, the Supreme Court has held in a few cases that Right to Information is certain in the intrinsically cherished rights to the right to speak freely and articulation Article 19 (1) (a) and Right to Life and Liberty Article 21. The primary purpose of the demonstration is to change the way of life of mystery and reserved quality that has since quite a while ago tormented India's solid and hazy administration. The Act guarantees to invert this culture of mystery and unaccountability by perceiving that the administration just holds data for the benefit of its proprietors - the nationals. It requires open experts to uncover all data about their exercises proactively and keep up all data they keep in a way that encourages the general population's entitlement to data. In reality, by separating this culture of mystery, the law will likewise open channels of correspondence between the resident and the government.

Under the demonstration any national can look for data from government or open experts as advised in the demonstration. The Act is in application all through the nation except for Jammu and Kashmir. Under the demonstration data is given inside a stipulated outline work of time. An ostensible expense differing from state to state is charged for looking for data which can likewise incorporate getting Xerox duplicates of records, printouts and examination of documents. Each open specialist has assigned the same number of officers as the Central Public Information Officers or State Public Information Officers, by and large, in every single authoritative unit or workplaces under it as might be important to give data to people asking for to the data under this

demonstration. For looking for data from any office/division one needs to apply on a plain paper alongside the proper expense to the PIO (Public Information Officer) of that office. Data is to be given inside 30 days coming up short which candidate can engage the Appellate Authority of the office which is again given 30 days to give the data looked for. On the off chance that the Appellate Authority additionally denies data to the candidate, the last can speak to first to the State and afterward to the Central Information Commission. The Act accommodates a punishment of Rs. 250 every day on the PIO for making postponed or giving incorrectly data. Like different rights, the privilege to data isn't outright. It is liable to specific impediments, which can be put on it keeping in see the national and open interests. The issues managing focal knowledge and security organizations, directorate of Revenue Intelligence, International Relations and soon have been kept out of the ambit of the RTI Act 2005. Data, exposure of which would preferentially influence the power and uprightness of India, or cause a break of benefit of Parliament or the State Legislature can't be unveiled.

Thusly the RTI Act 2005 looks to develop Indian majority rule government by engaging the natives to get the required data from people in general experts at the national, state and nearby levels and goes for good administration by guaranteeing the genuinely necessary straightforwardness and responsibility in them. It has the considerable potential to guarantee great administration in the nation. It can, in reality turn into the panacea for every one of the ills tormenting the bureaucratic, political circles and can introduce a bona fide time of straightforwardness and responsibility.

The National Rural Employment Guarantee Act (NREGA), 2005, which has now been renamed as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is a stage towards executing the arrangement of Right to Work. It is the biggest social welfare plan of its kind on the planet. It has been perceived as a basic human appropriate by ensuring 100 days untalented work to each provincial family whose grown-up individuals volunteer to do incompetent manual work. It mirrors the necessities of nationals and is a brilliant case of the significance of basic linkage amongst administration and improvement. It approves the view that improvement and great administration are commonly complimentary. Great

administration encourages improvement, and thusly advancement guarantees the promotion of good administration. Each fifth rustic family unit in India profits by the plan. Wages given under MGNREGA every day have relatively multiplied from Rs. 65 to 128 since the dispatch of the plan. In 2012-2013, the plan gave work to in excess of 4.8 crore households.

Illiteracy is the significant obstacle in the method for Good Governance. Proficient subjects are the genuine resource of a state as they can contribute monstrously in the advance of administration. In this regard the Right to Education (RTE) Act, 2009, might be authentically hailed as one of significant point of interest enactments that have been ordered by Parliament in the 21st century, with a view to accomplish the targets of Good Governance. The 86th Constitutional Amendment Act 2002 prominently known as RTE looks to make free and necessary training a key Right for all youngsters in the age-bunch 6-14 years by embeddings another Article 21A in Part III of the Constitution. The new Article 21A peruses as "The state should give free and obligatory instruction to all offspring of the age of six to fourteen years in such a way as the State may, by law, decide."

The RTE Act goes for satisfying the guarantee of all inclusive instruction ensured by the establishing fathers of the Constitution in the Directive Principles of State Policy and appropriately perceived by the Supreme Court of India as an indivisible piece of the Right to Life in a way softening judgment up the Unnikrishnan versus Territory of Andhra Pradesh (1993).

It has made it obligatory commitments for the state to guarantee that all offspring of the 6-14 years age amass select themselves in schools and go to the classes. The state has likewise been commanded to make augmentations to the foundation of the current schools, to open new schools, if necessary, to guarantee the base instructive capabilities of the present educators, to expand their number to guarantee the instructor understudy proportion of 1-30, to give quality training and to guarantee the reservation of 25 for every penny situates in the unaided tuition based schools for the underprivileged understudies. In addition, the RTE has been made reasonable. More imperative, every one of the costs is to be met by the Government of India. Further, the Act makes it the principal obligation of guardians and watchmen

to give chances to training to their youngsters/wards in the 6 to 14 years age gathering.

The legislature is attempting to target such youngsters through a Sarva Shiksha Abhiyan and a progression of measures and offices, for example, free early afternoon suppers, regalia, and reading material. Additionally, according to Act, "the state should try to give early youth administer to all kids until the point that they finish the age of six years." Since, the RTE Act, 2, 14,561 essential and I,76,361 upper grade schools have been authorized under Sarva Shiksha Abhiyan (SSA) till 2013, of which 96% are operational. Government endorsed Rs. 23,836 crore for SSA amid 2012-2013. So; it is an incredible jump forward towards comprehensive training which would unquestionably accomplish the destinations of good administration.

National Health Mission is another activity embraced with a view to guarantee great administration by giving human services to the general population. Under it a sub mission The National Rural Health Mission (NRHM) 2005, was propelled to furnish viable provincial human services with extraordinary spotlight on poor performing states on various wellbeing markers. It goes for expanding open spending on wellbeing, and advancing value productivity, quality and responsibility in the general wellbeing system. Similarly National Urban Health Mission (NUHM) was propelled in 2013 just like the other sub-mission under the overall National Health Mission to address the social insurance difficulties of the urban poor. It actualized in 779 urban communities and towns with more than 50,000 populace. It means to cover 7.75 crore individuals. Implied for the urban poor, it principally focused on the urban ghetto populace of 68 million (6 crore) as uncovered by the 2011 Census. The mission comes when destitution in India is getting to be urbanized. By 2030, urbanization rate will touch 50 for each penny. Urban neediness at show is around 25 for each penny and albeit broadly provincial destitution is higher, the hole is closing. So the National Health Mission could be a point of interest activity to give human services administrations to the general population in rustic and urban regions for guaranteeing the goals of good administration.

The National Food Security Bill 2013, otherwise called Right to Food Act, for wiping out yearning and lack of healthy sustenance from the nation, is another

progression to build up great administration in India. It gives a substantial lion's share of its kin, the denied and the burdened, a legitimate appropriate to request nourishment from the state. It accommodates sustenance sponsorship to 66% of the populace and empowers them to fulfill their essential needs of sustenance. The milestone enactment went for giving modest nourishment grain to almost 82 crore individuals in the nation. A solitary class of recipients qualified for 5kg food grain per individual for every month. It ensures qualification of Anthodia family units at 35 kg for every family every month. It gives nourishment security stipend if there should arise an occurrence of non-supply of food grain. It likewise guarantees Rs. 6,000 maternity recompense for ladies other than dietary food.

The Department of Administrative Reforms and Public Grievances, as a major aspect of its command to report and spread great administration activities, has propelled a Web Portal, specifically, Governance Knowledge Center (GKC) in 2005. The entry is planned to be an information archive and a stage for sharing of thoughts and perspectives on administration and is basically focused at government workers and those inspired by the act of and explore on administration and open administration. The information shared by professionals and specialists would encourage a superior perception of the subtleties of regulatory and administration practices and make ready for taking up fitting mediations went for enhancing administration standards.

The Department of Administrative Reforms and Public Grievances has proposed a structure for good administration as a Code of Governance. The fundamental segments of this Code are: (I) enhancing administration conveyance; (ii) advancement of projects for weaker segments and in reverse regions; (iii) innovation and framework change; (iv) money related administration and spending sacredness; (v) responsibility and straightforwardness; (vi) open administration spirit and morals and (vii) boosting reforms. The Direct Benefits Transfer Scheme, propelled in January 2013, influences the Aadhaar framework to introduce more noteworthy straightforwardness and enhance focusing on, kill wastage and upgrade productivity. Utilizing broadband and data innovation, the Unique Identification Authority of India has issued in excess of 500 million Aadhaar Cards the nation over which is

empowering individuals to get Direct Benefit exchanges. The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011 imagines the nationals to get time-bound administrations. This would make a more responsive organization to enhance benefit delivery. Under the Bill each open expert is required to distribute a Citizens Charter indicating the class of merchandise provided and benefits rendered by it, the time allotment inside which such products should be provided or benefits be rendered; to set up data and help place for proficient and compelling conveyance of administrations and redressal of grievances and to assign Grievance Redress Officers (GRO) in every single open specialist to enquire into and review any dissensions from subjects.

E-administration is a capable instrument of good governance. The National e-Governance Plan has the vision to "Make all Government administrations open to the regular man in his area, through basic administration conveyance outlets and guarantee productivity, straightforwardness and dependability of such administrations at reasonable expenses to understand the essential needs of the basic man". A system of in excess of 100,000 Common Service Centers for electronic conveyance of open administrations to nationals in rustic territories has been taken off. The native driven e-Governance administrations have been actualized in various states under the e-District Project. It has changed the viewpoint of the majority towards organization. Mechanization of taxpayer supported organizations has encouraged data dispersal. It has been fruitful in zones like land records administration, peace organization, benefits payment and open data frameworks, particularly identifying with wellbeing and railroads. The more prominent utilization of web has coordinated all territories of our nation into the mainstream.

In addition, over the changes in the constituent framework, charge framework, legal set up, All India Service Rules, regulatory structure and working have guided with a view to advance effectiveness and straightforwardness in the organization which would absolutely build up great administration in India.

REVIEW OF LITERATURE

Review of Literature is the review of past researches which have been conducted in same field. The review is done in order to have an idea about the extent of research

work done in particular field and to have a glance about the results of the previous researches. This helps in selecting the objective for study. In my study the research papers by various researches from various Journals, Books, Thesis and working paper have been referred:

The Balwant Rai Mehta Committee (1979) expressed that advancement couldn't advance without obligation and power. Group improvement should be possible when general society comprehend their issues, understands their obligations, practice the essential controls through the correct nearby organization. As indicated by the creator the Indian town and Gram sabha is the republican base of our majority rule country. Panchayati Raj must draw its motivation from the quintessential idea of Gram Swaraj. The creator closed with that the Decentralization and Panchayati Raj implies strengthening at the grass root level. Its prosperity lies through cooperation, devoted what's more, sacrificial administration, watchful citizenship and energetic feeling of central obligations among the whole gang. (Maheswari.S.R., 1979)

World Bank's document (1992) "Governance and Development" states that "good governance is the core to create and sustain environment to encourage strong equitable development and its essential complement to sound economic policies." the three aspects of good governance identified in the document are the form of political regimes; the process by which authority is exercised in the management of a country's economic and social resources; and the capacity of the government to design, formulate and implement policies and in general to discharge government functions. as per World Bank's governance would place more emphasis on political accountability, regular elections to legitimize the exercise of political power, participation by various social, economic, cultural and professional groups in the process of governance, rule of law independence of judiciary, bureaucratic accountability, freedom of information, transparency, efficiency and effectiveness in the administrative system and cooperation between government and civil society. (WorldBank, 1992)

G. Palanithurai (1999) as per him "the new game plan of decentralization of energy or devolution of energy or strengthening of individuals is compared to creating

cleverness of the general population or entrustment of something beyond obligations to the general population". The part of Government abandoned supplier to facilitator being developed work. New Panchayati Raj framework is a procedure by which individuals additionally associated with each phase of advancement process. This new framework is going about as third Government. (Palanithurai.G, 1999)

K.S.Nakkeeran (2007) in his article good governance at grassroots: A Case analysis of Dindigul District he pointed that for the concept of good governance the level of management or the type of administration the bureaucratic setup was formed. The study deals with the eight major components which is the essential inputs for the good governance at the grassroots level. This article consists of two parts. The first part deals with the platform of good governance and second part analyse the realities of good governance in the three panchayat in Dindigul District. (K.S.Nakkeeran, 2007)

(Vijay Singh 2014) India has a unique distinction of having a well - developed system of administration and governance amongst the developed countries of the World. Even though India is having a traditional society and a developing economy, we have a challenging place at par with many of the developed countries of the west. At the time of Independence in 1947, the negative effect of partition has minimised due to the existence of an efficient system of administration well - equipped performance of law and order functions of the state. In contemporary Public administration governance is widely used concept. Traditionally it can be broadly defined as "the manner in which the power is exercised in the management of a country's social and economic resources for development." India became a success partner of the globalisation process and entered in to a new era in the history of administrative reforms due to the adoption of the New Economic Policy by the Government of India in 1991.it witnessed a paradigm shift for the first time after independence, from the Nehruvian philosophy of socialistic welfare state to a westernised model of development through globalisation, liberalisation, free market economy and good governance. The concept of governance is closely linked to the working of the nation - state or its governing capacity. The essence of good

governance are respect for the rule of law, special care for the disadvantaged and the weak, tolerance and broad mindedness. (Vijay, 2014)

Madhavi K (2016) this paper talked about the Rationale of Good administration in exhibit period of Globalization at Grassroot level. It examine about the Rural India and 73rd Amendment demonstration of 1992 and how Panchayati raj Institutions and the need of straightforwardness and responsibility through great administration. For the upliftment of rustic town there is an esurience of conveying better administration by utilizing data innovation and giving better personal satisfaction at grass roots. For this there is have to fortify majority rule government through great administration. The issue of administration at the front line of the improvement plan and states "great administration is one of most urgent factor for advancement". Administration is more extensive than government which guarantees the duty and responsibility of different group i.e. government, the common society and the corporate division. (Madhavi, 2016)

Soumen Roy (2018) based on the 73rd Constitution Amendment Act (1992) Gram Panchayat (GP) has been constitute as a chosen neighborhood legislature of the grassroots level individuals and give a more responsible, straightforward, open, evenhanded, proficient and participatory administration. The goal of this revision is to reinforce nearby government foundations as a type of vote based decentralization has been defended as far as its potential commitment towards participatory and responsive administration. Through this Amendment Act (1992) Gram Panchayat has get Constitutional acknowledgment as the establishment of neighborhood self-government, where individuals can take an interest specifically in the basic leadership and decentralized arranging. The 73rd Constitution Amendment Act, 1992 and all the West Bengal Panchayat Acts and its corrections has been given a few traits of good administration, for example, democratization, responsibility, straightforwardness, transparency, effectiveness, prevalent cooperation, strengthening, and so on. (Roy S. , 2018)

RESEARCH DESIGN

Title of the study

“An Analysis of Good Governance with special reference to Chellannor Block panchayat at Kozhikode District ”

Statement of the Problem

The concept Governance is a mechanism for improving the quality of relationship between Government and the citizens for whom in exist to serve and protect that is citizen centric. The concept of good governance has political, ethical and economic dimensions. Accountability, transparency, predictability and participatory is the four major pillars of the governance. It enhances the quality of the democracy. The good governance is not a completed subject but is a fast growing and getting improved day by day .The recent days E Governance is the next step to give good governance to the society which is being implemented by various departments to various projects at grass root level. The different stages of understanding about the concept good governance vary in accordance with the level of management, the type of administration or the way of bureaucratic setup. Lot of active indicators have been suggested for good governance in different type of political platform. The present study pinpoints on the eight major characteristics which are the essential inputs for good governance at grassroots level.

Objectives of the study

- ❖ To explore the quality of Governance and its implications.
- ❖ To examine the level of people involvement in the panchayat activity.
- ❖ To check that the panchayat have no partiality from their parts towards the people without looking the creed and cast.

Data collections Tools

The one percent of the total households of each panchayat has been designed as the sample size. The interview schedule method has been used in the study. The purposive sample techniques was been adopted in selecting the respondents. The data were analysed through simple statistical techniques

Source of data:

The study is based on both primary and secondary source of information.

Primary data:

Primary data is the first hand information collected from the respondents through various methods such as interview, observation, etc. the researcher directly collects data from the respondent.

Secondary data:

Secondary data is related to the study that has been already taken from journals, reports, books and research articles. It is second hand information the researcher used existing data as a base to explore further information related to this study.

Area of study

The study was conducted in four panchayat in Chellanoor Block, Kozhikode district of Kerala named Chellanoor, Kakkodi, Kakkur and Nanminda panchayats. Since these panchayat are highly populated one percent of the total household of each panchayat is selected for the sample size. The data were analysed using simple statistical methods.

Operational definition

1. Participation

The meaning participation of public is a key fact of good governance. Participation may be direct or through intermediate institutions or representatives. It is to say that representative democracy is not necessarily mean that the concerns of the most needy in society be taken into consideration in decision- making process. Needs of participation is to be informed and organized. Freedom of association and expression is on the one hand and an organized civil society on the other hand. The principle of participation is an acceptance that people are at the heart of development. Peoples are not only the ultimate beneficiaries of development, but are also the agents of development. In the latter capacity, they act through groups or associations like trade unions, chambers of commerce, non-governmental organizations (NGOs),

political parties and as individuals like letters to editor of newspaper, radio participation and debates through televisions and voting. Development is for the people and by the people. Hence participation is more important in decision-making.

2. Rule of Law

Good governance requires fair legal frameworks that are enforced impartially with full protection of human rights, especially of minorities. It advocates impartial enforcement of laws through impartial judiciary and with that incorruptible police force.

3 Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. Enough information is provided and that it is provided in easily understandable forms and media. Transparency refers to the availability of information to the general public and clarity about government rules, regulations, and decisions.

4. Responsiveness

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

5 Consensus- oriented

There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this 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. Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and where possible on policies and procedures.

6 Equity and inclusiveness

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

7 Effectiveness and efficiency

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

8. Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

Limitations of the study

The Kozhikode district of Kerala is highly populated. Out of four panchayat under study three panchayat are belonging to hilly and remote area and maximum SC/ST colonies exist have selected to understand the good and bad effects of good governance at local bodies. In some cases it is noted that some respondents are not willing to reply to the questions put forth due to one or other reasons. In some cases the respondents are ready to spare some minutes to share the facts because maximum peoples are busy with their personnel problems. The maximum people including ladies are engaged with many schemes. Hence more study is required in the field and more and more training/counselling classes are required.

DATA ANALYSIS AND INTERPRETATIONS

Realities of good governance

The success of all social systems depends upon the peoples view / opinion / participation. The characteristics which are important for good governance are namely participatory, consensus oriented, transparent, responsive, effective and efficient, equitable and inclusive, rule of law. This should be tested and analysed by an opinion survey among the people of the selected areas.

TABLE – 1

PARTICIPATORY

SL. NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Did you feel that panchayat realises the importance in all development activities?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	114 (99.13)	1 (0.87)
2	Do you agree that the decisions taken for development the villagers were discussed?	109 (99.09)	1 (0.91)	108 (98.18)	2 (1.82)	107 (97.27)	3 (2.73)	114 (99.13)	1 (0.87)
3	Did the panchayat give chance to everyone to express their views in the decision making process?	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	110 (100)	0 0	112 (97.39)	3 (2.61)
4	Have you been exposed to government schemes by the panchayat?	109 (99.09)	1 (0.91)	104 (94.55)	6 (5.45)	105 (95.45)	5 (4.55)	113 (98.26)	2 (1.74)
5	Did the panchayat invite experts for better	87 (79.09)	23 (20.91)	91 (82.73)	19 (17.27)	93 (84.55)	17 (15.45)	112 (97.39)	3 (2.61)

	exposure to schemes?								
6	Have you being enlightened by the panchayat on selecting representatives through different organisations?	109 (99.09)	1 (0.91)	106 (96.36)	4 (3.64)	110 (100)	0 0	114 (99.13)	1 (0.87)

Source computed

Table 1

This table is related to participatory systems in panchayat which is one of the important characteristics of good governance. It is analysed through six questions related to various matters. The major role of panchayat is to improve the peoples participation and equal chances are to be given to every individual to express their views in decision making process in gram sabha.

It is seen from the table that (99.09%) people of Chellanoor, Kakkodi, Kakkur and (99.13%) people of Nanminda panchayat is realizing the importance of people participation in all development activities. But (0.91%) people of Chellanoor, Kakkodi, and Kakkur and (0.87%) people of Nanminda replied as no. In the meeting for discussion to development activities, some people are not attending and think that there areas are not giving property for development activities.

The people of Chellanoor (99.09%), Kakkodi (98.18%), and Kakkur (97.27%), Nanminda (99.13%) panchayat are of the opinion that all the development decisions were taken after discussion with the villages. However; some has the different opinion that is near about (1%) of Chellanoor, (1.82%) of Kakkodi, (2.73%) of Kakkur and (0.87%) of Nanminda panchayat. They feel that their views are not accepting.

(99.09%) people of Chellanoor, (99.27%) of Kakkodi, 100% of Kakkur and (97.39%) of Nanminda Panchayat are in view that there panchayat are giving proper chance to express their views in the decision taking meeting .But near about (0.91%) people of

Chellanoor, (2.73%) of Kakkodi & (2.61%) of Nanminda panchayat feel that they are not getting proper chance to express their views in the meeting.

(99.09%) people of Chellanoor, (94.55%) of Kakkodi, (95.45%) of Kakkur and (98.26%) of Nanminda were in the opinion that their panchayats are giving full details of governmental schemes to them in time. But (0.91%) of Chellanoor, (5.45%) of Kakkodi, (4.55%) of Kakkur and (1.74%) of Nanminda are in the opinion that they are not getting full exposure of government schemes.

(87%) people of Chellanoor, (91%) people of Kakkur, (112%) people of Nanminda panchayats are in the opinion that, for better exposure of the schemes of the panchayat are inviting experts to explain about the schemes to the people. However, (20.91%) of Chellanoor, (17.27%) people of Kakkodi, (15.45%) people of Kakkur, (2.61%) people of Nanminda are in the opinion that the panchayats are not inviting experts for exposure of the schemes

(109%) people of Chellanoor, (106%) people of Kakkodi, (110%) people of Kakkur and (114%) people of Nanminda are in opinion that their panchayats are giving people guidance to select their representative through different organization. But (0.91%) people of Chellanoor panchayat, (3.64%) people of Kakkodi panchayat and (0.87%) people of Nanminda panchayat are in the opinion that the panchayats are not doing the enlightenment process to select the representatives.

From the analysis of people's participation based on the survey carried out on the salient facts suggested for effective participation it is seen, almost 99% of the people of Chellanoor, Kakkodi, Kakkur and Nanminda panchayat stated that they have an important role in conducting decision making, discussing the panchayat development activities. Also they exposure of the government schemes and creating awareness about them by inviting experts and enlightening the people on their role of selecting good representative for various organisations. Thus the panchayat realising the importance of people's participation on the smooth functioning of good governance.

TABLE - 2

CONSENSUS ORIENTED

SL. NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Did the panchayat arrive at all plans for development activities of the village through consensus?	110 (100)	0 0	110 (100)	0 0	110 (100)	0 0	114 (99.13)	1 (0.87)
2	Did the panchayat constitute consensus oriented planning committees?	107 (97.27)	3 (2.73)	110 (100)	0 0	109 (99.09)	1 (0.91)	109 (94.78)	6 (5.22)
3	Did the panchayat devise a set of methods for health care through broad consensus?	107 (97.27)	3 (2.73)	107 (97.27)	3 (2.73)	106 (96.36)	4 (3.64)	111 (96.52)	4 (3.48)
4	Do you say water supply is consensus oriented?	108 (98.18)	2 (1.82)	107 (97.27)	3 (2.73)	110 (100)	0 0	115 (100)	0 0
5	Do you feel that caring for common property was arrived through consensus?	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	106 (96.36)	4 (3.64)	115 (100)	0 0
6	Is the protection of the environmental system by consensus?	109 (99.09)	1 (0.91)	106 (96.36)	4 (3.64)	109 (99.09)	1 (0.91)	114 (99.13)	1 (0.87)
7	Did the panchayat is giving importance to SHG/Kudumbashree?	110 (100)	0 0	109 (98.09)	1 (0.91)	110 (100)	0 0	115 (100)	0 0
8	Do you think the panchayat is providing health campaign frequently?	107 (97.27)	3 (2.73)	107 (97.27)	3 (2.73)	109 (99.09)	1 (0.91)	109 (94.78)	6 (5.22)

Source computed

This table covers the point is consensus oriented which is another important characteristics for good governance. This has been analyzed through eight questions placed in front of people and after taking their views, discussions were made with various sections of panchayat like CDS, health department, agriculture department and water supply etc.

(100%) of people Chellanoor, Kakkodi, Kakkur and (99.13%) of Nanminda panchayat are in the opinion that the panchayat are executing the development plans through consensus of the people. Only (0.87%) of Nanminda panchayat are having different opinion. The panchayat is covering hilly area hence some people may not be getting chances to attend the meeting.

(97.27%) people of Chellanoor, (100%) people of Kakkodi, (99.09%) people of Kakkur and (94.48%) people of Nanminda panchayats were in the opinion that the consensus oriented planning committees were executed by the panchayat. However, (2.73%) people of Chellanoor, (0.91%) people of Kakkur and (5.22%) people of Nanminda replied no. This may be due to non attendance of the people and such people for selection committee meeting.

(97.27%) people each of Chellanoor and Kakkodi, (96.36%) people of Kakkur and (96.52%) people of Nanminda were in the opinion that there panchayats are having set of methods for health care which are used as broad and consensus oriented. But some people said that (2.73%) people of Chellanoor and Kakkodi, (3.64%) people of Kakkur, (3.48%) Nanminda were replied no. They feel that the panchayat is not giving proper set of health care methods to their areas.

(98.18%) people of Chellanoor, (97.27%) people of Kakkodi, (100%) people of Kakkur and Nanminda panchayat are in the opinion that the water supply at their panchayat are conscious oriented. But (1.82%) people of Chellanoor, (2.73%) people of Kakkodi were replied no. The reason may be due to problems related to insulation facilities for areas assistance for want of financial assistance.

(99.09%) people of Chellanoor, (97.27%) people of Kakkodi, (96.36%) people of Kakkur and (100%) of Nanminda panchayats are in the opinion that the caring of common property by panchayat are taken through consensus. But (0.91%) of Chellanoor, (2.73%) people of Kakkodi, and (3.64%) people of Kakkur panchayats were replied as no. This may be due to illiteracy about common property.

(99.09%) people each of Chellanoor and Kakkur, (96.36%) people of Kakkodi and (99.13%) of Nanminda panchayat has expressed the protection of environment system were taken by panchayat through consensus .However, (0.91%) people each of Chellanoor and Kakkur, (3.64%) of Kakkodi and (0.875%) people of Nanminda panchayat replied no. In their opinion the protection of environment system in the panchayat were not taken by the panchayat through consensus.

(100%) people each of Chellanoor, Kakkur, Nanminda and (98.09%) people each of Kakkodi panchayat are in the opinion that there panchayat were giving proper importance to SHG/Kudumbashree system. However, (0.91%) people of Kakkodi panchayat replied as no. They feel that proper importance in these systems was not being given by panchayat to their areas.

(97.27%) people each of Chellanoor and Kakkodi, (99.09%) people of Kakkur and (94.78%) people of Nanminda are in the opinion that there panchayat are providing frequent health campaigns. Hence they replied as yes. However (2.73%) people each of Chellanoor and Kakkodi, (0.91%) people of Kakkur and (5.22%) of Nanminda are in the opinion that still the health care campaign is not sufficient .Hence they replied has no.

From the opinion survey based on the aspects suggested for effective consensus of the selected area, it is clear that the consensus is very good (94% and above) in all the panchayats. As per people opinion the panchayat arrives all their plans through broad consensus such as development activities, constituting planning committees, set of methods for health care ,supply of water ,caring of common property ,protection of the environmental system giving importance to self help groups/kudumbashree and timely provision s of the health campaign. The positive attitude of the people of sample panchayat was reflected in all developmental activities due to the interest of people to reach a broad consensus.

TABLE -3
TRANSPARENCY

SL. NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Did the panchayat explain the complete budget to you in the gram sabha?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	115 (100)	0 0
2	Did you express acceptance of the budget after understanding?	109 (99.09)	1 (0.91)	108 (98.18)	2 (1.82)	107 (97.27)	3 (2.73)	112 (97.39)	3 (2.61)
3	Have you been appraised of the	107	3	106	4	107	3	108	7

	decision of the panchayat council meeting?	(97.27)	(2.73)	(96.36)	(3.64)	(97.27)	(2.73)	(93.91)	(6.09)
4	Did the panchayat clarify the doubts regarding the decision of the council with the clarity?	107 (97.27)	3 (2.73)	106 (96.36)	4 (3.64)	109 (99.09)	1 (0.91)	113 (98.26)	2 (1.74)
5	Are you aware of the common property resources (CPR) and the revenues within the panchayat?	108 (98.18)	2 (1.82)	88 (80)	22 (20)	107 (97.27)	3 (2.73)	111 (96.52)	4 (3.48)
6	Did the panchayat explain the doubts regarding CPR?	110 (100)	0 0	93 (84.55)	17 (15.45)	107 (97.27)	3 (2.73)	112 (97.39)	3 (2.61)
7	Have you been informed of village development programmes and related enquiries?	110 (100)	0 0	107 (97.27)	3 (2.73)	108 (98.18)	2 (1.82)	113 (98.26)	2 (1.74)
8	Do you feel the welfare schemes beneficiary selected in the gram sabha?	110 (100)	0 0	109 (99.09)	1 (0.91)	110 (100)	0 0	114 (99.13)	1 (0.87)
9	Have you been permitted to see the documents and records in case of doubts regarding the administration?	106 (96.36)	4 (3.64)	108 (98.18)	2 (1.82)	106 (96.36)	4 (3.64)	112 (97.39)	3 (2.61)
10	Do you feel the panchayat is interested for giving the details of functions through online?	110 (100)	0 0	108 (98.18)	2 (1.82)	109 (99.09)	1 (0.91)	115 (100)	0 0

Source computed

This table is regarding the transparency which is another key characteristic in good governance. The report has been finalised placing ten questions to the public and getting the replies and discussions with the staffs of village panchayats. All the questions covers separate matters related to the acceptance of budget, council of meetings, doubts regarding the administration and upliftment of people.

(99.09%) people each of Chellanoor, Kakkodi, Kakkur and (100%) of Nanminda panchayat are in the opinion that all the budget of the panchayat are explaining in the gram sabha meeting by the authority. Only (0.91%) people of Chellanoor, Kakkodi and Kakkur panchayat are replied as no. Their opinion that the budget details are not explained properly.

(99.09%) people of Chellanoor, (98.18%) people of Kakkodi, (97.27%) of Kakkur and (97.39%) of Nanminda panchayat are in the opinion that the budget are accepted understanding by each other and the reply was yes. The only (0.91%) people of Chellanoor, (1.82%) of Kakkodi, (2.73%) of Kakkur and (2.61%) of Nanminda panchayat are not satisfied with budget acceptance. Hence they replied no.

(97.27%) people each of Chellanoor, Kakkur, (96.36%) of Kakkodi and, (93.91%) of Nanminda panchayats are in the opinion that the decisions of the panchayat are appraised in the council of meetings. Only (2.73%) each of Chellanoor, Kakkur, (3.64%) of Kakkodi and (6.09%) of Nanminda replied no. Their opinion is that the decisions of the panchayat are not fully appraised.

(97.27%) people of Chellanoor, (96.36%) people of Kakkodi, (98.26%) Nanminda and (99.09%) Kakkur are in the opinion that the panchayat are clarifying the peoples doubt regarding the decision of councils with clarity but, (2.73%) of Chellanoor, (3.64%) of Kakkodi, (1.74%) Nanminda and (0.91%) Kakkur replied has no. They are not satisfied with the clarification of councils.

(98.18 %) of Chellanoor, (80%) people of Kakkodi, (97.27%) people of Kakkur, (96.52%) people of Nanminda panchayat are fully aware of CPRS and its revenue within the panchayat but (1.82%) of Chellanoor, (20 %) of Kakkodi, (2.73%) of Kakkur and (3.48) % of Nanminda are not aware of the CPR and its revenue within the panchayat. Hence they replied no.

(100%) people of Chellanoor, (84.55 %) Kakkodi and (97.27%) Kakkur and (97.39%) Nanminda panchayat are in the opinion that the doubts regarding CPR were being explained by the panchayat. However, (84.55%) of Kakkodi, (97.27%) of Kakkur,

(97.39 %) Nanminda are in the opinion that they are not getting the doubts regarding the CPR because it is clarified and replied.

(100%) of Chellanoor, (97.27 %) of Kakkodi, (98.18%) of Kakkur and (98.26 %) of Nanminda panchayat are giving information regarding village development programmes and its related enquiries. But (2.73%) people of Kakkodi, (1.82 %) people of Kakkur and (1.74 %) of Nanminda replied as no. Their opinion is that the village development programme and related queries are not informing properly.

(100%) people of Chellanoor and Kakkur panchayat, (99.09%) of Kakkodi and (99.13%) of Nanminda panchayat has replied yes. They feel that the beneficiary of Kakkodi and (99.13%) of Nanminda panchayat has replied yes. They feel that the beneficiaries of welfare schemes are being selected in the gram sabha. But (0.91%) people of Kakkodi and (0.87%) people of Nanminda replied has no. They feel that the welfare schemes are not reaching the beneficiaries.

(96.36%) people each of Chellanoor and Kakkur, (98.18%) of Kakkodi, (97.39%) of Nanminda panchayat has replied yes. As per their opinion when doubts were raised against administration they got permission to check the corresponding documents. However, (3.64%) each of Chellanoor and Kakkur, (1.82%) of Kakkodi and (2.61%) of Nanminda are not agreeing this and so they replied no.

(100%) people each of Chellanoor and Nanminda, (98.18%) of Kakkodi, (99.09%) of Kakkur panchayat feel that the panchayat are ready to give details of function through online is needed. Hence they replied that (1.82%) of Kakkodi and (0.91%) of Kakkur were replied no because they felt that panchayats are not giving some details through online.

Transparency of the entire work not only demands the effective activation of the decision taken but also they are informed, clarified and justified to the people. From the survey report (see table 3) it is seen that 90% and above of Chellanoor, Kakkur and Nanminda panchayat are of the opinion that there is transparency of these panchayats. The total budget of the panchayat are discussed /accepted through gram sabha. The decision of the panchayat council meeting appraised and clarified the

doubts of the people. They are in the opinion that the CPR and the revenues from it being discussed and doubts clarified. The village development programmes and related queries are informed in time. The people feel that all the beneficiaries of the welfare schemes are selected in the grama sabha. The authorities are ready to show the documents and records when there are doubts and panchayat is fully interested for giving details through online. However people of Kakkodi panchayat are fully satisfied and except CPR (that is 16% only). It is seen that lack of interest in common property resource and the revenues. They are in the opinion that these are not properly conveyed to them by the panchayat.

TABLE – 4
RESPONSIVENESS

SL.NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Do you have the opinion that the panchayat office opens in at the schedule time to attend to the people grievances?	109 (99.09)	1 (0.91)	110 (100)	0 0	110 (100)	0 0	113 (98.26)	2 (1.74)
2	Is the administration of the panchayat run meaningfully?	109 (99.09)	1 (0.91)	108 (98.18)	2 (1.82)	110 (100)	0 0	115 (100)	0 0
3	Have you got the feeling that the execution of the duties of the workers of the panchayat is supervised carefully?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	113 (98.26)	2 (1.74)
4	Does the panchayat send the monthly/annual reports to the government in time?	109 (99.09)	1 (0.91)	105 (95.45)	5 (4.55)	110 (100)	0 0	114 (99.13)	1 (0.87)
5	Do you agree that the panchayat								

	executes work like the development plans as per the gram sabha decisions and of the council and attends to the grievances of the people within the given time frame?	107 (97.27)	3 (2.73)	109 (99.09)	1 (0.91)	98 (89.09)	12 (10.91)	104 (90.43)	11 (9.57)
6	Do you think the panchayat is concerned for the eradication of plastic wastage?	106 (96.36)	4 (3.64)	108 (98.18)	2 (1.82)	107 (97.27)	3 (2.73)	110 (95.65)	5 (4.35)
7	Do you think that the panchayat giving priority for rectifying the public services like repair of water tapes, street lights etc?	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	109 (99.09)	1 (0.91)	113 (98.26)	2 (1.74)

Source computed

The table gives importance to responsiveness which is another important characteristic of good governance. This part covers the average view of respondents based upon the questionnaire. The panchayat has to satisfy the people's requirements of the people in a specific time period, opening the panchayat office in a schedule time and sending the monthly/yearly reports to the concerned officials in the right time.

(99.09%) of Chellanoor, (100%) people each of Kakkodi and Kakkur and (98.26%) of Nanminda panchayat are in the opinion that the panchayat officers were opening at the scheduled time and attending the grievances of the people. But (0.91%) of Chellanoor and (1.74%) of Nanminda panchayat has replied no. Their views are that when the approached the panchayat after taking their level from their job site that, they officer are opened late which resulted difficulties in their daily job.

(99.09%) people of Chellanor, (98.18%) of Kakkodi, and (100%) each of Kakkur and Nanminda panchayat are in the opinion that the administration of their panchayat is running meaningfully and smoothly. However, (0.91%) of Chellanor, (1.82%) of Kakkodi panchayat disagreed this because they feel that the administration is not smooth and meaningful.

(99.09%) people each of Chellanor and Kakkodi, (97.92%) of Kakkur and (98.20%) of Nanminda panchayat feel that the execution of duties of the workers of the panchayat is supervised properly. However (0.91%) each of Chellanor and Kakkodi, (2.73%) of Kakkur and (1.74%) of Nanminda panchayat replied as no. They feel that there is no supervision of workers.

(99.09%) people of Chellanor, (95.45%) people of Kakkodi, (100%) people of Kakkur and (99.13%) people of Nanminda panchayat are in the opinion that their panchayat are sending monthly /annually reports to government at the scheduled time. But (0.91%) of Chellanor, (4.55%) people of Kakkodi, (0.87%) people of Nanminda panchayat are in different opinion. They were not aware of the reports of government and its time scheduled.

(97.27%) of Chellanor, (99.09%) of Kakkodi, (89.09%) of Kakkur and (90.43%) of Nanminda panchayat are being executed the developmental work plans as per the gram sabha decision and the council and attends the grievances of the people within the time frame. However (2.73%) of Chellanor, (0.91%) of Kakkodi, (10.91%) of Kakkur, (9.57%) of Nanminda are disagreeing this because they feel that panchayat executes are not doing the development work as per the plans.

(96.36%) people of Chellanor, (98.18%) of Kakkodi, (97.27%) of Kakkur and (95.65%) of Nanminda panchayat feel that their panchayat is fully concerned for the eradication of plastic waste, but the reply of (3.64%) people of Chellanor, (1.82%) of Kakkodi, (2.73%) of Kakkur and (4.35%) are saying no. They feel that the eradication of plastic waste is not properly done by the panchayat.

(99.09%) people of Chellanor, (97.27%) of Kakkodi, (99.09%) of Kakkur and (98.26%) of Nanminda panchayats are in the opinion that their panchayat is giving

priorities for rectifying the public services like water taps and street lights etc. However (0.91%) of Chellanoor, (2.73%) of Kakkodi, (0.91%) of Kakkur and (1.74%) of Nanminda panchayat are not happy with the repair /rectification work. Hence they replied no.

The survey reports of the village panchayat (see table 4) in Chellanoor, Kakkodi, Kakkur and Nanminda shows the good responsiveness of the people. The percentage is above 89. The people are in the opinion that the administration is very good. The offices are opening in time and works are supervised carefully. The reports of the panchayat are being sent in schedule time to the government. All the developmental works are being executed as per plans of the grama sabha decision and of the council. The panchayat are attending the grievances of the people within the given time frame. The panchayat are working for eradication of plastic wastage and also giving priority for rectifying the public services like repair of water tapes and street lights.

TABLE -5

EFFECTIVE AND EFFICIENT

SL. NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Does the panchayat identify the CPR through village mapping?	71 (64.55)	39 (35.45)	85 (77.27)	25 (22.73)	82 (74.55)	28 (25.45)	98 (85.22)	17 (14.78)
2	Does the panchayat feel that CPR must generate revenue?	66 (60)	44 (40)	92 (83.64)	18 (16.36)	82 (74.55)	28 (25.45)	94 (81.74)	21 (18.26)
3	Have you been given awareness about the revenues from the natural resources with the help of experts by the panchayat?	110 (100)	0 0	108 (98.18)	2 (1.82)	103 (93.64)	7 (6.36)	108 (93.91)	7 (6.09)

4	Has the panchayat planned to maintain and protect the water resources available in the panchayat?	108 (98.18)	2 (1.82)	110 (100)	0 0	109 (99.09)	1 (0.91)	115 (100)	0 0
5	Has the panchayat planted trees and maintained them properly?	105 (95.45)	5 (4.55)	105 (95.45)	5 (4.55)	106 (96.36)	4 (3.64)	111 (96.52)	4 (3.48)
6	Has the panchayat safeguarded the natural resources and the eco-friendly environment?	110 (100)	0 0	99 (90)	11 (10)	109 (99.09)	1 (0.91)	111 (96.52)	4 (3.48)
7	Do you feel panchayat give special provision/support to farm social forest in private land?	109 (99.09)	1 (0.91)	110 (100)	0 0	107 (97.27)	3 (2.73)	108 (93.91)	7 (6.09)
8	Do you think the panchayat is working for the digitalisation for good governance?	109 (99.09)	1 (0.91)	108 (98.18)	2 (1.82)	110 (100)	0 0	114 (99.13)	1 (0.87)
9	Do you think the panchayat is working for the base wastage recycling?	105 (95.45)	5 (4.55)	104 (94.55)	6 (5.45)	108 (98.18)	2 (1.82)	109 (94.78)	6 (5.22)

Source computed

The table deals with the panchayat effective and efficiency which is another important characteristic of good governance. To find out the effective and efficiency the nine questions has been framed on various matters related to fulfil the people's needs by utilising all the resources available in the panchayat and to create awareness among the people regarding the revenues.

(64.55%) people of Chellanoor, (77.27%) people of Kakkodi, (74.55%) people of Kakkur and (85.22%) people of Nanminda panchayat feel that their panchayats are

identifying the CPR through mapping. However, (35.45%) of Chellanoor, (22.73%) people of Kakkodi, (25.45%) people of Kakkur, and (14.78%) people of Nanminda panchayat are not fully aware of CPR. Hence they replied no.

(60%) people of Chellanoor, (83.64%) people of Kakkodi, (74.55%) people of Kakkur, and (81.75%) of Nanminda panchayat feel that the CPR gives revenues to the panchayats. However, (40%) of Chellanoor, (16.36%) people of Kakkodi, (25.45%) of Kakkur, and (18.26%) people of Nanminda panchayat have replied no because they are not aware of the CPR. They needed proper counselling.

(100%) people of Chellanoor, (98.18%) people of Kakkodi, (93.64%) of Kakkur, and (93.91%) of Nanminda panchayat are in the opinion that the panchayat is giving awareness to the public about the revenue from the natural resources with the help of experts. But (1.82%) people of Kakkodi, (6.36%) people of Kakkur, (6.09%) people of Nanminda panchayat feel that the panchayat are not giving awareness about the natural resources. Hence their reply was no.

(98.18%) people of Chellanoor, (100%) people each of Kakkodi and Nanminda (99.09%) people of Kakkur are in the opinion that their panchayats have planned to maintain and protect the available water resources in the panchayat. However, (1.82%) people of Chellanoor, (0.91%) people of Kakkur panchayat feel that the panchayats have not sufficient plans to protect the natural resources. Hence their reply was no.

(95.45%) each of Chellanoor and Kakkodi panchayats, (96.36%) of Kakkur and (96.52%) of Nanminda panchayat are in the opinion that the panchayat are planning trees and protecting them properly. However, each of (4.55%) people each of Chellanoor and Kakkodi, (3.64%) people of Kakkur and (3.48%) people of Nanminda panchayats are not giving proper interest for planting/protecting sufficient trees.

(100%) people of Chellanoor panchayat, (90%) of Kakkodi panchayat, (99.09%) of Kakkur and (96.52%) of Nanminda panchayat are in the opinion that their panchayat are interested to safeguard the natural resources and the eco-friendly environment. But (10%) people of Kakkodi, (0.91%) people of Kakkur and (3.48%) people of

Nanminda panchayat are not in the opinion that the panchayat are not safeguarding the natural resources.

(99.09%) people of Chellanoor, (100%) people of Kakkodi panchayat, (97.27%) people of Kakkur and (93.91%) people of Nanminda panchayats are having the opinion that the panchayat are giving special provision/support to farm social forest in private land. But (0.91%) of Chellanoor, (2.73%) of Kakkur and (6.09%) of Nanminda are not feeling that their panchayats are giving proper provisions/support to farm the social forest in the private land. Hence their replied are no.

(99.09%) people of Chellanoor, (98.18%) of Kakkodi, (100%) people of Kakkur and (99.13%) of Nanminda panchayat are in the opinion that their panchayat are working for the digitalization of good governance. However, (0.91%) of Chellanoor, (1.82%) Kakkodi and (0.87%) people of Nanminda panchayat are feeling that their panchayat is not working for the digitization of good governance hence there reply is no.

(95.45%) people of Chellanoor, (94.55%) people of Kakkodi,(98.18%) people of Kakkur and (94.78%) of Nanminda panchayats are in the opinion that their panchayat is working for the base wastage recycling programme and it is in progress. But the reply of (4.55%) people of Chellanoor,(5.45%) people of Kakkodi,(1.82%) people of Kakkur and (5.22%) of Nanminda panchayat are because they feel that the panchayat is not properly working for the base wastage recycling programme.

The survey analysis on effective and efficient governance tested as per the suggestion (see table 5) from peoples opinion to ascertain exposure to or awareness programme through experts in panchayat Kakkodi, Kakkur and Nanminda shows highly positive (i.e. more than 93%) but in Chellanoor it shows lack of interest with regards CPR and its revenue generation. The people of all panchayat show awareness about the revenue from the natural resource. The people are also in the opinion that the panchayat have maintained and protected the water resources available. Panchayat are planted/maintained trees properly, safeguarding the natural resources and the eco friendly environment. There is special provision for the social forest .The base

wastage recycling system and working for digitalisation for good governance is in progress.

TABLE -6

EQUITABLE AND INCLUSIVE

SL.NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	What do you think about equal treatment of people in panchayat?	110 (100)	0 0	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	114 (99.13)	1 (0.87)
2	Are the lower caste people and women feeling that their participation in grama sabha is meaningful?	109 (99.09)	1 (0.91)	110 (100)	0 0	106 (96.36)	4 (3.64)	114 (99.13)	1 (0.87)
3	Does panchayat function with the objective of the development of the panchayat and not anything else?	107 (97.27)	3 (2.73)	107 (97.27)	3 (2.73)	108 (98.18)	2 (1.82)	108 (93.91)	7 (6.09)
4	Has the panchayat taken steps to supply essential commodities to BPL families through PDS?	79 (71.82)	31 (28.18)	76 (69.09)	34 (30.91)	98 (89.09)	12 (10.91)	106 (92.17)	9 (7.86)
5	Does the panchayat realise the role of promoting schedule	107 (97.27)	3 (2.73)	107 (97.27)	3 (2.73)	109 (99.09)	1 (0.91)	113 (98.26)	2 (1.74)

	caste people and women by way of availing of concessions from the government?								
6	Has the panchayat tapped the hidden skills of the women for employment generation?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	112 (97.39)	3 (2.61)
7	Did the panchayat allocate any funds for women development activities?	109 (99.09)	1 (0.91)	110 (100)	0 0	110 (100)	0 0	114 (99.13)	1 (0.87)

Source computed

The equitable and inclusive is another important characteristic of good governance. To know about the panchayat activities seven questions were framed with certain aspects. They should focus that all the people are being treated equally and everyone should have the rights to express their views in grama sabha and the panchayat has to identify the hidden skills among the women so that the women can come up with their skills as well as funds should be allocated for women development activities.

(100%) people of Chellanoor, (99.09%) people each of Kakkodi and Kakkur, (99.13%) of Nanminda panchayat are in the opinion that the peoples are getting equal treatment from the panchayat. But the reply of (0.91%) people each of Kakkodi and Kakkur, (0.87%) of Nanminda is no. Because they feel that the panchayat have partiality treatment from people area to area and if it is existing it should be curtailed.

(99.09%) people of Chellanoor, (100%) people of Kakkodi, (99.36%) people of Kakkur and (99.13%) of Nanminda panchayat are in the opinion that the people and women of lower caste from their panchayat are getting equal participation in gram Sabha is meaningful. However, (0.91%) people of Chellanoor, (3.64%) of Kakkur and

(0.87%) of Nanminda are replied no. They feel that the lower caste people are not getting equal meaningful treatment in their panchayat.

(97.27%) each of Chellanoor, Kakkodi, (98.18%) of Kakkur and (93.91%) of Nanminda are in the opinion that the panchayat feel that their panchayat is functioning with the objective of the development of the panchayat and not anything else. Their reply of (2.73%) each of Chellanoor, Kakkodi and (1.82%) of Kakkur and (6.09%) each of Nanminda are no because they feel that their panchayat functioning is not as an objective of the development of the panchayat.

(71.82%) people of Chellanoor, (69.09%) people each of Kakkodi, (89.09%) people of Kakkur and (92.17%) of Nanminda are in the opinion that their panchayat is taking steps to supply essential commodities to BPL families through PDS in their area. But the reply of (28.18%) of Chellanoor, (30.91%) of Kakkodi, (10.91%) of Kakkur and (7.86%) of Nanminda panchayat said no. As per queries from panchayat it is understood that there is a misunderstanding only elected families are getting commodities through PDS of panchayat that is also as per availability of funds from the concerned departments and not for full BPL families are getting free rice/ wheat through PDS.

(97.27%) of each Chellanoor and Kakkodi panchayat, (99.09%) of Kakkur and (98.26%) of Nanminda panchayat are in the opinion that the panchayat is realizing the role of promoting the schedule caste people and women by the way of awaiting concession to run the government However, the replies of (2.73%) people each of Chellanoor and Kakkodi, (0.91%) of Kakkur and (1.74 %) of Nanminda are no because they feel that the SC people are not getting full helps from panchayat for availing concessions.

(99.09%) people each of Chellanoor and Kakkodi panchayat, (97.27%) of Kakkur and (97.39%) of Nanminda panchayat are having the opinion that the panchayat are having hidden skills of women for employment. However, the replies of (0.91%) each of Chellanoor, Kakkodi,(2.73%) of Kakkur and (2.61%) of Nanminda are no because as per their view the panchayat is not doing so much for tapping the hidden skills of the women for employment.

(99.09%) of Chellanoor, (100%) each of Kakkodi and Kakkur, (99.13%) each of Nanminda panchayat are in the opinion that their panchayat is allocating funds for women’s development activities. But the replies of (0.91%) of Chellanoor, (0.87% of Nanminda panchayat are no. Because they are in the opinion that the panchayat are allocating less funds for development activities.

The survey report (see table 6) based on the aspects relating to equitable and inclusiveness of all people (69% and above) shows their positive feeling against panchayats. They are in the opinion of getting equal treatment in panchayat and good participation of lower caste people and women in grama sabha. They feel that panchayat function with the objective of the developments only. People are in the opinion that panchayat actually realises the role of SC people and women by way of availing concessions from the government. Panchayat are working for the utilisation of hidden skills of women through SHG/Kudumbashree. The panchayat are not reluctant to allocate funds for women development activities. But at least 30% of people of Kakkodi panchayat feel that authorities are not supplying essential quantities of commodities to BPL family. But on verification it is understood that after improvisation of PDS through rationing supply system all the panchayat through their Community development system (CDS) visit the localities where the SC/ST colony exist and select the BPL family who are no earning to purchase the daily commodities, giving free ration kits for their welfare.

TABLE-7

RULE OF LAW

SL. NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	How does the panchayat act if it finds any encroachment in the village?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	101 (91.82)	9 (8.18)	112 (97.39)	3 (2.61)
2	Does the panchayat collect levy tax without any partiality?	109 (99.09)	1 (0.91)	110 (100)	0 0	109 (99.09)	1 (0.91)	113 (98.26)	2 (1.74)
3	Has the panchayat	109	1	107	3	107	3	110	5

	provided the developmental benefits to all the peoples?	(99.09)	(0.91)	(97.27)	(2.73)	(97.27)	(2.73)	(95.65)	(4.35)
4	Do you say that that the panchayat effectively enforces the law regarding the illegal exploitation of mineral resources?	83 (75.45)	27 (24.55)	84 (76.36)	26 (33.64)	98 (89.09)	12 (10.91)	97 (84.35)	18 (15.65)
5	Have the schedule caste people been permitted to enter into the village peoples?	110 (100)	0 0	110 (100)	0 0	110 (100)	0 0	115 (100)	0 0
6	Have you feel the panchayat is considering the public opinion for social audit?	110 (100)	0 0	108 (98.18)	2 (1.82)	110 (100)	0 0	115 (100)	0 0
7	Do you think that the gram sabha meeting is held properly?	110 (100)	0 0	109 (99.09)	1 (0.91)	110 (100)	0 0	114 (99.13)	1 (0.87)

Source computed

The table indicates the rule of law which is another important characteristic of good governance. The seven questions were framed to know about the panchayat administration is working properly in accordance with the rule of law. If any encroachment is happening in panchayat it has to be removed and all development activities should be benefitted to all kinds of the people.

(99.09%) people each of Chellanor and Kakkodi panchayat, (91.82%) people of Kakkur and (97.39%) of Nanminda panchayat are having the opinion that the panchayat is working immediately to stop any encroachment exist in their village. However, (0.91%) each of Chellanor and Kakkodi, (8.18%) of Kakkur and (2.61%) of Nanminda panchayat are not acting immediately if any encroachment happens in the village. Hence their replies are no.

(99.09%) each of Chellanor and Kakkur, (98.26%) of Nanminda and (100%) people of Kakkodi panchayat are in the opinion that their panchayat have no partiality in the

levy of tax, however, (0.91%) of Chellanoor and Kakkur, (1.74%) of Nanminda panchayat has replied no. They feel that the panchayat in collection of levy taxes have partiality if it is true it is to be stopped immediately

(99.09%) of Chellanoor, (97.27%) each of Kakkodi and Kakkur, (95.65%) of Nanminda panchayat are in the opinion that the panchayat are providing developmental benefits to all the people. However (0.91%) of Chellanoor, (2.73%) each of Kakkodi and Kakkur, (4.35%) of Nanminda panchayat have replied no. As per their opinion, the developmental benefits are not getting to all the people of their areas.

(75.45%) people of Chellanoor, (76.36%) people of Kakkodi, (89.09%) people of Kakkur and (84.35%) of Nanminda panchayat are in the opinion that the panchayat are effectively enforcing the law against illegal exploitation of mineral resources. However, (24.55%) people of Chellanor, (33.64%), Kakkodi,(10.91%) of Kakkur and (15.65%) of Nanminada panchayat feels that the panchayat are not properly enforcing the law against illegal exploitations of minerals resources or they are not really willing to stop it.

(100%) people each Chellanoor, Kakkur and Nanminda panchayat are in the opinion that there is no restriction for the lower caste people in entry to the temples all over (100%) people of all panchayat that is Chellanoor, Kakkodi, Kakkur and Nanminda panchayat are in the opinion that there the district/state.

(100%) people each of Chellanoor, Kakkur and Nanminda panchayat and (98.18%) people of Kakkodi panchayat are in the opinion that their panchayat is considering opinion of public in social audit. But only (1.82%) people of Kakkodi replied has no. Because they feel that the social audit is not done properly.

(100%) people each of Chellanoor, Kakkur and (99.13%) Nanminda panchayat and (99.09%) people of Kakkodi panchayat are in the opinion that the gram sabha meeting of their village is held properly. How over, (0.91%) people of Kakkodi and (0.87%) people of Nanminda has replied no because they feel that the gram sabha meeting are

not being held frequently. Hence it is understood that the sufficient member is not present and the meeting will be postponed to another day these are the reasons.

The important factor for good governance is rule of law and the same was surveyed from the sample villages. The survey report shows (see table 7) that more than 75% of the people reported proper enforcement of law for vacation of encroachment in the village. There is no partiality in levy and collection of taxes. People feel that panchayat provides developmental benefits to all. If any illegal exploitation of mineral resources exist the panchayat acts according to the law to stop it. There is no restriction to lower caste people for the entry in the village temple. People have the opinion that the panchayat is considering public opinion for social audit and the grama sabha is being held properly.

TABLE -8

ACCOUNTABILITY

SL.NO	ITEMS	Chellanoor N=110		Kakkodi N=110		Kakkur N=110		Nanminda N=115	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Whether the panchayat implemented the decision made in the gram sabha?	108 (98.18)	2 (1.82)	108 (98.18)	2 (1.82)	108 (98.18)	2 (1.82)	113 (98.26)	2 (1.74)
2	Does the panchayat implement the decisions taken in the council meetings?	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	97 (88.18)	13 (11.81)	99 (86.09)	16 (13.91)
3	Has the panchayat really concerned for people grievances?	109 (99.09)	1 (0.91)	110 (100)	0 0	108 (98.18)	2 (1.82)	112 (97.39)	3 (2.61)
4	Are you the beneficiary of the protected water supply?	108 (98.18)	2 (1.82)	99 (90)	11 (10)	109 (99.09)	1 (0.91)	114 (99.13)	1 (0.87)
5	Do you have the opinion of the women developmental	109 (99.09)	1 (0.91)	107 (97.27)	3 (2.73)	110 (100)	0 0	114 (99.13)	1 (0.87)

	programmes are successfully implemented?								
6	Whether panchayat has taken any steps to eradicate the poverty?	107 (97.27)	3 (2.73)	107 (97.27)	3 (2.73)	106 (96.36)	4 (3.64)	109 (94.78)	6 (5.22)
7	Did you feel that the authorities giving priority for the unemployed youths?	109 (99.09)	1 (0.91)	97 (88.18)	13 (11.82)	106 (96.36)	4 (3.64)	112 (97.39)	3 (2.61)
8	Are you in the opinion that panchayat giving top priority for agriculture and betterment of farmers?	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	109 (99.09)	1 (0.91)	113 (98.26)	2 (1.74)
9	Whether the panchayat giving priority for senior citizen?	108 (98.18)	2 (1.82)	110 (100)	0 0	109 (99.09)	1 (0.91)	115 (100)	0 0

Source computed

The table is regarding the accountability of village panchayat towards the people which is another important characteristic of good governance. The nine questions were framed. The panchayat should be liable to the people and should give assurance regarding the implementation of the programmes.

(98.18%) each of Chellanoor, Kakkodi, Kakkur and (98.26%) of Nanminda panchayat are of the opinion that their panchayat are implementing the decision taken from the gram sabha only. But the replies of (1.82%) of Kakkodi, Nanminda (1.74%) panchayat replied has no. They feel that all the decisions taken by the gram sabha are not being implemented by the panchayat.

(99.09%) of Chellanoor, (97.27%) people of Kakkodi, (88.18%) people of Kakkur and (86.09%) people of Nanminda panchayat of the opinion that their panchayats are

implementing the decision taken in the council of meeting. However, the replies of (0.91%) people of Chellanoor,(2.73%) people of Kakkodi panchayat,(11.81%) people of Kakkur and (13.91%) people of Nanminda panchayat said no. Because they feel that the decision taken in council of meeting were not fully implementing by the panchayat.

(99.09%) of Chellanoor,(100%) people of Kakkodi, (98.18%) people of Kakkur and (97.39%) people of Nanminda is of the opinion that their panchayats are really concerned about the people's grievance and being attended to. However the replies of (0.91%) people of Chellanoor, (1.82%) people of Kakkur and (2.61%) people of Nanminda panchayat feel that the panchayat are not concerning the grievances of the people.

(98.18%) of Chellanoor,(90%) people of Kakkodi, (99.09%) people of Kakkur and (99.13%) people of Nanminda panchayat are in the opinion that all the peoples are benefited and protected for water supply. However, , the replies of (1.82%) people of Chellanoor,(10%) people of Kakkodi panchayat,(0.91%) people of Kakkur and (0.87%) people of Nanminda panchayats has replied no, because they feel that all people in their areas are not getting benefit from protected water. The few people are getting benefited.

(99.09%) of Chellanoor,(97.27%) people of Kakkodi, (100%) people of Kakkur and (99.13%) people of Nanminda panchayat are in the opinion that the women development programmes are successfully implemented by the panchayat. However, the replies of (0.91%) people of Chellanoor, (2.73%) people of Kakkodi panchayat and (0.87%) people of Nanminda panchayat are in the opinion that the women development programmes are not properly being implemented by the panchayat in their area.

(97.27%) each of Chellanoor, Kakkodi, (96.36%) people of Kakkur and (94.78%) people of Nanminda panchayats are in the opinion that there panchayats are taking steps to eradicate poverty from the panchyats. However, the replies of (2.73%) people each of Chellanoor, Kakkodi panchayat and (3.64%) people of Kakkur and (5.22%)

Nanminda panchayat has replied no. They feel that eradication project for poverty from panchayat is very slow and it should be speed up.

(99.09%) of Chellanoor, (88.18%) Kakkodi, (96.36%) people of Kakkur and (97.39%) people of Nanminda panchayats feels that the panchayats are giving top priority against unemployment of youths in their prediction. However, the replies of (0.91%) Chellanoor, (11.82%) of Kakkodi panchayat, (3.64%) of Kakkur and (2.61%) people of Nanminda panchayat are in the opinion that the priority given by the panchayats against unemployment of youths are very slow and not sufficient.

(99.09%) people each of Chellanoor, Kakkodi and Kakkur panchayat, (98.26%) Of Nanminda panchayat are in the opinion that their panchayat are giving top priority for agriculture and betterment of farmers. However the replies of (0.91%) people each of Chellanoor, Kakkodi, Kakkur and (1.74%) people of the Nanminda panchayats replied has no. They are not happy with the panchayats in this field of agriculture and the betterment of farmers. They require more help from the authorities.

(98.18%) people of Chellanoor, (100%) people each of Kakkodi, Nanminda and (98.09%) people of Kakkur panchayat has felted that the authorities were giving proper priority for senior citizen in the panchayat. However, the (1.82%) of Chellanoor and (0.91%) people of Kakkur are feeling that the panchayat are not being given proper care to the senior citizen in their area.

Accountability is another important characteristic of the panchayat administration. More than 86% of Chellanoor, Kakkodi, Kakkur and Nanminda village panchayat (see table 8) are in the opinion that the decision made in the grama sabha and council of meeting are being implemented. The panchayat really concerned for the peoples grievances. Peoples are the real beneficiaries of protected water supply. The women's developmental programmes are being successfully implemented. As per people, the panchayat actually taking steps to eradicate poverty and taking care of unemployed youths. The panchayat is giving top priority for agriculture and betterment of its farmers. The senior citizens of the panchayat are getting priority in all aspects.

FINDINGS, SUGGESTIONS AND CONCLUSIONS

FINDINGS

Participatory

From the analysis of people participation based on the survey carried out on the salient facts suggested for active participation it is seen that Chellanoor panchayat have a percentage between 79 to 99 Only (exposure in schemes got 79%).for kakkodi panchayat it is between 82 to 99.the kakkur panchayat shows between 84 to 99.and the nanminda panchayat it is 97 and 99 which is highly participatory in all the development activities of the panchayat.

Consensus Oriented

From the survey report against the consensus the chellanoor and kakkodi panchayat stands between 97 and 100%.the Kakkur panchayat is between 96 and 100, the nanminda panchayat stands between 94 to 100 which shows all the development activities constitution of planning committees, health care, water supply, caring of common property, protection of environmental system, giving importance to SHG/kudumbashree and frequent health campaign are conducted through better consensus.

Transparency

In regards to transparency of activities for good governance the survey report shows that the Kakkodi and Kakkur panchayat stands between 96 and 100%, chellanoor have a percentage of 97 to 100 and at Nanminda panchayat it is 94 to 100%.it shows these panchayat are in better position regarding transparency in their developmental activities and the working conditions. The panchayat explains complete budget in gram sabha and accept it after better understanding. The decisions taken are appraised in the council meeting and clarify the doubts if any. The people are aware of CPR and its revenue. All the beneficiary of welfare schemes are selected in the gram sabha .the members have the chance to check all the documents/regards in

case of doubts in the administration and it is happy to know that the panchayat are ready to give the information through online.

Responsiveness

The survey report shows that all the panchayat stands between 90 to 100 % regarding the responsiveness. The people are in the opinion that the office open in the schedule time to attend the grievances, the administration is meaningful and the execution of duties of panchayat is better supervised. The people feel that all the reports are submitted to government in stipulated time. Also the people express that the panchayat executes development plans as per the gram sabha decision and of the council and peoples grievances are attended in time. The panchayat is working for eradication of plastic wastage and giving priority for rectifying public services like repair of water tapes and street light etc.

Effective and Efficient

Regarding effective and efficiency the survey shows that the chellanoor panchayat stand at 60 to 100%.the Kakkur and Kakkodi panchayat stands between 74 to 100 and Nanminda panchayat have 81 to 100%.the people of all the panchayat have a lack of view regarding identification of CPR and its generation of revenue. However more than 60% of people is in positive reaction. The people are aware of revenues from natural resources through experts. The panchayat have plans to maintain and protect the water resources. The people are in the opinion that the panchayat are giving proper importance of tree plantation and their protection, safeguarding the natural resources and eco friendly environment. The panchayat gives special provision and support to farm social forest. The panchayat is giving importance to base wastage recycling and moving forward for the digitalisation of good governance.

Equitable and inclusive

The survey report reveals that all the panchayat under review shows high position regarding equitable and inclusiveness except kakkodi and chellanoor panchayat regarding the provision of essential commodities to BPL family. The

people are in the opinion that they were equally treated by the panchayats. The lower caste people and women are participating in the grama sabha meaningfully. The people are there in the opinion that the panchayat function with the objective of the development of the panchayat. Regarding the supply of essential commodities to BPL families through PDS chellanoor and kakkodi panchayat has some lack of information. It is come to know on verification that actually implementation of free ration (rice) by the district rationing supply system to the poor the panchayat through CDS provides free kits of commodities to the selected poorest families. All four panchayat are giving these through “ASHRAYA SCHEMES”. The panchayat is working for promoting schedule caste people and women by availing concessions from the government. The panchayat are giving priority to tap hidden skills of women for employment generation such as SHG/Kudumbashree etc. The panchayat is giving priority for providing funds for women development activities.

Rule of Law

The enforcement of law is an unavoidable fact in the process of good governance. The survey reveals that the people are in the opinion of proper enforcement of law for their better development. The reports of the panchayat shows between 75 to 100%. the people are in the opinion that the panchayat should enforce the law strictly to stop the exploitation of mineral resources. As per people's views the panchayat acts immediately to vacate any encroachment if occurred. The panchayat have no partiality in levy taxes and its gives the developmental benefits to all the people. There is no restriction for lower caste people in the village temples. The panchayat are conducting gram sabha meeting and have the public opinion in social audit.

Accountability

Accountability is an important characteristic in good governance. The survey reports of the sample panchayat reveals that more than 86 % of the people are in the opinion of actual accountability in their panchayats. The panchayat is implementing the decision of gram sabha and council meeting. The panchayat is concerned for rectifying people's grievances. The people feel that they are the actual beneficiaries of

the protected water supply. The women development programmes are successfully implemented and taking steps to eradicate the poverty, and giving priority for the unemployed youths. The panchayat is giving top priority to agriculture and betterment of farmers. The senior citizens are getting due priority.

SUGGESTIONS

As per study in sample village panchayat it is noticed that there is fast improvement in good governance. However there are low indicators in some parts like CPR and its revenue. The panchayat is to provide more information/counselling through experts to educate the people regarding Common property resource (CPR) and its importance. Another factor noticed is exploitation of mineral resources and encroachment of public land. In these regards the government that is the panchayat to use enforce the law for immediate curtailment of these practices.

All the functioning of panchayat is depend upon the financial assistance from the government. It is a real fact that the government is allocating funds to panchayat for their developmental work. But this is not sufficient for completion of the project and welfare measures in the stipulated time. More financial helps are a must from the government and allot more funds to panchayat for their project works and eradication of poverty through “ASHRAYA”.The kudumbashree mission is to prepare to adopt more projects for a prosperous living of the poor.

CONCLUSIONS

The basic inputs for good governance at the grass root level in four panchayat of chellanoor block of Kozhikode district named Chellanoor, Kakkodi, Kakkur and Nanminda were tested and analysed. The findings suggest that the effective participation of these areas is good. It is a must for implementation of the development programme. Due to highly population and lack of landed property for cultivation, making factories, building flats /houses and even allotments of small plot for houses to its poor families. The government is forced to choose other methods for development programmes to the population and utilise the participation of the people

and their skills and available resources to improve the livelihood as well as for the good governance.

The panchayat through gram sabha understands the people's ideas for improvement and decision taken through council of meeting. There are facilities provided to people to express their grievances and solving them at the stipulated time. The panchayat through its CDS /Kudumbashree select the needy and poor families to provide free kits of commodities. There are three ST colonies in Kakkur and 5 ST colonies in Nanminda panchayat. The panchayat provides all financial help to improve the living condition of these colonies. There are also selected NGOs are working in these field. The panchayat through its effective implementation of law are working for curtailing the exploitation of mineral resource and also vacate the encroachments of public land. It provides protection of CPR and generates the revenues.

It is understood that the panchayat is fastily moving towards e governance through the digitalisation of all its activities. The study reveals that the panchayat functions smoothly and convincingly. The documents/reports to the governments are being submitted regularly and get the funds. The upkeep of environment is good and working for eradication of plastic wastage. There are facilities for base waste recycling in the sample panchayat. The panchayat is planting trees and protect/maintained it through MGNREGA /Kudumbashree for eradication of poverty there is financial assistance from zilla panchayat, block panchayat, gram panchayat and zilla kudumbashree mission for project "ASHRAYA".There is no partiality in levy of tax and providing help to people without looking their creed and caste. There is no restriction of entry to the village temple for lower caste people.

All the indicators and factors for good governance vary from panchayat to panchayat. The low indicators noted in two panchayat regarding CPR and exploitation of mineral resources which should be curtailed in order to have good platform for good governance in the panchayat. In this project instrumental factors and their value in governance conceptualisation leading to good governance at the grass root levels are emphasized. The project intends to say that the working of a good panchayat is

viewed as good governance only through successful implementation. For this we should create a feeling among the people that every panchayat is an institution for the people by the people and of the people. For this voluntary organisation have an important role in creating awareness among the people about the better aspects of the panchayat and its features, besides giving good training and counselling. Good leaders can lay a strong base for effective panchayat thereby ensuring good governance in society.

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