



**GOVERNANCE  
IN SOUTH  
ASIA**

**State of the Civil Services**

Edited by

**K.S. CHALAM**



## Contents

<i>List of Illustrations</i>	ix
<i>List of Abbreviations</i>	xi
<i>Preface</i>	xvii
Introduction	1
<i>K.S. Chalam</i>	
<b>PART I</b>	
<b>Governance and Civil Service</b>	
<b>CHAPTER 1</b>	
Governance and Public Service	27
<i>Mohammad Hamid Ansari</i>	
<b>CHAPTER 2</b>	
Constitutional Status of Civil Service in India	31
<i>K.S. Chalam</i>	
<b>CHAPTER 3</b>	
Civil Service Values and Neutrality	39
<i>Bhure Lal</i>	
<b>CHAPTER 4</b>	
Importance of Social Security in Good Governance	59
<i>T.S.N. Sastry</i>	
<b>PART II</b>	
<b>Civil Service Reform in India</b>	
<b>CHAPTER 5</b>	
Accountability in Public Service	79
<i>N. Vittal</i>	

utilised in any form  
copying, recording or  
reproduction in writing from

Phototypeset in  
printed at Saurabh

K.S. Chalam.

1948-  
2014004949

Chatterjee and

ment  
Allied  
Journal

4

## Importance of Social Security in Good Governance

T.S.N. Sastry\*

Social security is a human right as well as a social and economic necessity. All successful societies and economies have employed developmental strategies where social security systems played an important role to alleviate poverty and provide economic security that helps people to cope with life's major risks or the need to quickly adapt to changing economic, political, demographic and societal circumstances (ILO, 2010).

From ancient to modern times, the administrative efficiency, economic growth, welfare policies adopted and the well-being of people of a state are assessed basing on its governance as an indicative factor (Agarwal, 2008, pp. 13-17; Sharma, 2006). But over the centuries, degeneration of moral and ethical values and self-centrist policies of rulers across the world have had an enormous upsetting the apple cart of governance, both at national and international levels (Margaret and Karen, 2005). The major changes that took place in the global arena after the Second World War, especially the end of decolonisation, redrawing of borders of many states, revolutionary affect of science and technology, expanding horizons of information technology, politico, socio-economic distress, emphatic concern for the promotion and protection of human rights and to adhere to the rule of law to the maximum extent, led the nation-states to focus

\* Professor of Law, University of Pune, Pune.

their attention on the concept of governance once again without any inking towards one-upmanship. The behavioural change in the mindset of the rulers and ruled around the world brought in sharp focus once again the need to rejuvenate the concept of governance with that of the concept of 'good governance' on to the international and national arena to measure the holistic effect on the governance of a state in its totality.

## Definition and Concept of Good Governance

The concept of good governance is an integral part of the concept of governance.<sup>1</sup> Since its coinage by the World Bank in the late 1980s and early 1990s, (Chowdhury and Skarstedt, 2005; World Bank, 1992), it has occupied a prime place in the governance agenda of the world. Further, with the recognition of right to development as a human right by the United Nations in the late 1980s,<sup>2</sup> the focus of the whole world has once again shifted towards promotion of the concept of governance with a blend of people-centric policies to justify themselves as good governing democracies (Sabharwal, 2006). Accordingly, considering the needs and obligations that these states have in their governance, the concept of governance has been defined as:<sup>3</sup>

The sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest.

Governance has many forms and approaches. However, in the contemporary era, the coming of nations wants to run their administrative approaches with more people-oriented policies in all sectors and to subscribe the individual, this being their prime objective has led to the evolution of the concept of good governance in the modern era. In other words, the irresponsible governance, lack of respect for the basic needs of individuals, rampant corruption, relegation of human security to secondary stage, scant attention for the promotion and protection of human

rights, etc., have led to the evolution of the concept of good governance. Accordingly, the concept of good governance can be defined as:

Universal protection of human rights, non-discriminatory laws, efficient, impartial and rapid judicial processes, transparent public agencies, accountability for decisions by public officials, devolution of resources and decision making to local levels from the capital; and meaningful participation by citizens in debating public policies and choices. (Wyman, 2011).

The principle of good governance covers a number of areas with different set of ideals for the augmentation of a better society. Hence, it has economic, political, social, cultural and legal dimensions with an aim to bring in transparent administrative process, to respect human rights of people without any legal deviation, to promote the inclusive and exclusive growth, and to promote the social security of all the people without any prejudices to the concept of equality.

## Good Governance and India

The concept of governance is not new to India. A glance into the annals of ancient India clearly specifies that the concept of good governance was the prime concern of the empires of India mostly based on the notion of dharma (Kashyap, 2003).

In the words of Bhisma Pramaha, the concept of good governance is nothing but righteousness to be strictly followed by the ruler of a state in its public affairs (Agarwal, 2008, p. 14; Ganguli, 1883–1896). This means the ruler and his ministers and public officials who have taken the oath of their offices to uphold dharma and to take care of public needs must not act unjustly or unethically because if they do so, they will not only destroy the moral basis of governance but also turn the state into a hell (Agarwal, 2008, p. 14).

Though good governance is a part of the Indian polity from ancient times, the upheaval events of frequent wars by foreign rulers, in its middle and later centuries, and the domination of the colonial masters in the modern periods had brought in a sea of change in the administrative setup and governance. Though we have achieved a tremendous economic

growth, the social security region is concerned; we are still well below the 100th mark of human index in the world.<sup>4</sup> This brings the point to the fore that in spite a number of welfare schemes which are crafted by the legislature, the lackadaisical attitude of the administrators has brushed aside the social security infrastructure of the majority of the populace of the country. Though economic development of a country is a priority area, at the same time, social security plays a very vital role to measure the governance of a country. The Millennium Development Goals of the United Nations too categorically advocate the significance of social security in no uncertain words and request the member states to reorient their policy framework to make the populace to be self-reliant.

### Concept and Definition of Social Security

The concept of social security is considered as an important factor by many states. However, in the developing states to a great extent it is limited to employment and labour relations.<sup>5</sup> From legal perspective it is an all-pervading concept; especially from the viewpoint of international law, it is recognised as a human right. The various texts on human rights have imposed obligations on the nation-states both at the national and international levels to extend state protection to every individual and provide for a sustainable environment, wherein the right to social security can be realised to its fullest extent possible by all means.<sup>6</sup> The United Nations bodies dealing with rights, including International Labour Organization (ILO), have enriched the scope of social security and it is defined as: encompassing the right to access and maintaining benefits, whether in cash or kind, without discrimination, in order to ensure protection, inter alia, from:

1. lack of work-related income caused by sickness, disability, maternity, employment injury, employment, old age or death of a family member
2. unaffordable access to health care
3. insufficient family support, particularly for children and adult dependants. It further emphasises the importance of

(redistributive) social security in poverty reduction and alleviation, preventing social exclusion and promoting social inclusion.

The definition makes it clear that states have an obligation to introduce schemes to help people who are unable to procure their contribution for their own protection and excluded from the social welfare schemes which mostly cover the below poverty line. It is this security that is provided to all the needy sections of a polity without any discrimination on sex, language and religion and other aspects which would be the yardsticks to decide whether the governance of a state is good or bad. In the contemporary era, apart from all other parameters, social security constitutes a most important tool and need to be augmented by all states, especially the developing world to judge their quality of governance.

### Social Security in the Indian Scenario

Social security concept like that of good governance is not new to India. From ancient to modern times, the concept of social security is part and parcel of the Indian administrative system. Among all the texts of ancient India, the *Arthashastra* by Kautilya has categorically stated that it is the duty of the king to extend support to those who are in need of the state at any point of time and due to whatsoever the reason that they need the help of the state. He specially addressed the vital components of social security, such as food security, policies to protect security in natural exigencies, welfare of distressed women and children, etc. (Rao, 1958; Sastry, 1961).

The Constitution of India without any deviance of the above philosophy, in no uncertain terms, advocates through preamble and a number of other provisions, and has imposed obligations both on the Union and states to adopt broad-based social security policies to cover majority populace of the country without any deviance.<sup>7</sup> In order to meet the requirements of the Constitution, a number of schemes have been introduced both by the Union and states. However, in the last six decades these policies have been confined only to protect needy sections of the society, especially the BPL families and other socially backward

sections and minorities and the work force of the country with a special focus in the industrial labour.<sup>8</sup>

In the contemporary era of globalisation and technological developments, social security needs to be a broad-based system which has to be extended to all sections of the society who are in need of the assistance of the state for one reason or the other. In the Indian context, urbanisation, extensive migrations, natural disasters, spate of diseases and changes in the joint family system, to name a few, have reinforced the need to have a rethink at the social security system that is prevailing in India.<sup>9</sup> Though due to financial and other resource crunch, the state has limited its extension of social security to the needy, social security in the contemporary era is a comprehensive perspective which needs to prevent deprivation and assure every individual a basic minimum living income to protect himself and his family.

Interpreting the true meaning of life and liberty under Article 21 and reading with a number of other provisions, especially that of raising the standard of living as stated in Article 47 of the Constitution, the Supreme Court of India in a catena of cases, in no uncertain terms advocated that social security is one of the fundamental aspects of life and liberty and is a concept of need based depending on a number of circumstances. For instance, in *P. Rathinam v. Union of India*,<sup>10</sup> the Court defined:

The right to live with human dignity and the same does not connote continued drudgery. It takes within its fold some of the fine graces of civilisation which makes life worth living and that the expanded concept of life would mean the tradition, culture and heritage of the person concerned.

In *Olga Tellis*,<sup>11</sup> emphasising the significance of the term life, it held that life is not merely restricted to animal existence of a person, it means something more and the inhibition against and deprivation to life extends to all those limits and faculties for which life is enjoyed'. In another case it articulated that 'in a welfare state the primary duty of the Government is to secure the welfare of the people'.<sup>12</sup>

The brief discussion amply makes it clear that social security is an integral part of the developmental process of a state and it is the duty of the state to extend protection to all sections of people, especially those who are in need of its helping hand at any point of time. It no more

implies that social security is only for particular section of people or only to people below the poverty line. Accordingly, the duty of the state doesn't end by framing the policies but making its administrative units to implement the policy formulations with utmost sincerity to achieve the objectives of a welfare state as laid down in the constitution.

### A Legal Perspective of Social Security

No doubt in the last six decades, the Union and the states have evolved a number of social welfare schemes to protect the needy sections of the society. However, in view of changing patterns of life cycle due to number of economic, social, cultural and other developmental perspectives, many families in India live in social insecurity. As a result, once a family considered as above poverty line may join the group either for a temporary period or on a permanent basis. In this regard, the state has to take steps to extend its social security cover to extend its realm from the below poverty line mark to extend protection to a number of people of different strata of society those who may require the extended protection mechanism of social security. In the contemporary era, this is otherwise popularly referred to as societal security (Tobias, 2010, pp. 105–23) and a growing concept especially in the regions of Europe, America and Australia and in few other parts of the developed states.

The various social welfare schemes that have been developed in India, especially, with the introduction of 20 point programme of Mrs Indira Gandhi in the mid 1970s till the 100 days rural employment scheme by Prime Minister Manmohan Singh in the recent past, almost all programmes have been targeted at a particular section of people with special focus on the BPL and to other weaker sections and minorities. Even then, they could not bring in the expected results in raising standards of these people and human index of social and security are still in a rudimentary stage. This is more so in the case of children who are the future capital of the country (Fronline, 2010). In reality, even the targeted sections of people, where social security measures were adopted to cover industrial workers, are also in the abysmal phase. It is evident from the statement of Krzysztof Hagemeyer that the social security programmes in India,

including poor health care, pensions, social assistance and unemployment benefits, are extremely limited with a large majority of the population ineligible for these benefits (Hagemeyer, 2010; HCO, 2010). This brings the point to the fore: minimal social security needs to be provided as a common denominator to all the people of the society by the state through its administrative mechanism in order to achieve the human index. Then only India can tinsel in the eyes of the world as a major world power both economically and socially.

To match with the 1993 global campaign of the International Labour Conference on social security for all to improve its world ranking in the promotion of social security, apart from existing schemes to targeted group of people's welfare schemes, some of the following common standards of social security measures need to be adopted to make the people be self-reliant.

Health being the most important vital basic need of all sections of the society, there is an urgent need for both the Union and the states to have a re-look at the health system of India. As suggested by the author elsewhere (Sastry, 2009), there is a need to re-integrate the existing policies to evolve a national policy on the lines suggested by HCO<sup>14</sup> to cover health care needs in terms of structure and volume of burden of disease, responding to demands in terms of quality expectations of people and defining level of health care including that of preventive health care. A critical examination of the 11th Five Year Plan clearly indicates that though the per capita expenditure of the state has nominally increased compare to yester years, the GDP of the state expenditure has considerably reduced (Planning Commission, 2008). As rightly pointed out by Ahluwalia,<sup>15</sup> though the expenditure of India on health sector is five to six per cent of the GDP which is equivalent to the comparable standards of other countries, the contribution of the state is mere one per cent. This in no uncertain terms calls for a relook at the health expenditure of the state which is a vital aspect to achieve social security with a number of innovative and initiating schemes.

The concept of food security and nutrition is another important area wherein the government has to shift its focus to protect and extend social security measure. According to Article 47 of the Constitution of India, it is the primary duty of the state to raise the level of nutrition and standard of living. However, in spite of a number of schemes that

have been developed by the Union and the state, in the last 25 years the average height and weight of most of the Indians have not grown to the expected international standards, especially vis-à-vis women and children. The percentage of underweight children is much higher than even that of our neighbours such as Bangladesh and Pakistan. According to United Nations Children's Fund (UNICEF), India accounts for 31 per cent of the developing world's children who are stunted and 42 per cent of those who are underweight (Tobias, 2010, p. 4)<sup>16</sup>. The figures are highly alarming and the government has to evolve strategies that affectively redress the problems of children, the future generations of India.

In response to the judgement of the Supreme Court in Chameli Singh,<sup>16</sup> the Union of India has evolved a National Urban Housing and Habitat Policy to provide shelter to cover a populace of 25 million Indians, especially those who are below the poverty line and other social and economically backward communities. However, due to lack of proper administrative management and corruption, many Indians are not in a position to own a house of their choice. Though the 11th Plan and various other policy perspectives suggested the evolution of a number of schemes, India is far behind in providing a right to shelter in terms of a dwelling house that people need in terms of development as held by the Supreme Court in the Chameli Singh case. In order to help the populace, especially the needy sections and the employees sector, the government should take lands in huge bulk than to encourage the private sector and construct houses and distribute to people. In the case of employees, instead of asking the employees to get loans and paltry tax exemptions, the government or its agencies should construct the houses and deduct the income from their salaries directly. In such case instead of paying the House Rent Allowance (HRA), the government can take such amount with additional amounts that require a very less interest rate to recover the money. It would be a wise thing to do as it would avoid lots of hardships and scans wherein government companies like LIC are involved (*Indian Express*, 2010). In fact, such a policy perspective certainly brings down the scarcity of not only housing, but the escalating rental and land values in the Indian market. The government needs to consider this as a priority social security measures, otherwise a day may come like China which is currently on the brink of collapse in the housing sector.

Taxation is another important area where in the government has to have a serious consideration to bring changes in its policy perspective which may promote much needed social security to middle and upper middle-class families to save for their future needs without much governmental interference. Though the government has considerably reduced the rates of income tax to be paid by individuals over the years, the present rates are also high, especially, for employees who are in the higher bracket of pay scales. The present rate of 30 per cent charged to individuals at par with corporate sector is certainly high with fewer exemptions to individuals compared to that of corporate sector. Apart from the 30 per cent income tax to employees in the higher bracket, the introduction of a number of indirect taxes such as Service Tax, Value Added Tax (VAT), education cess and a host of other taxes without much needed social security provisions undoubtedly constitute as burden on the civil servants or government employees. The tax structure needs to be rationalised along with the inflation index. Though it may appear to be silly, this is an important perspective, which not only encourages social security policies but also reduces corruption in the society largely. Such a reform would certainly be within the realm of constitutional ethics of the welfare state.

Another important area is pension, which provides social security to civil servants. The pension scheme was introduced in the government sector for its employees. Considering their long service, responsibilities and loyal services rendered for a long time, the state has assumed the responsibility to protect their old age as a measure of socio-economic justice, which includes social security. This was even supported by the Supreme Court in *Nakara v. Union of India*. However, in the wake of economic reforms, considering pension has become burden to the exchequer to meet its other social security requirements of public at large, the state discontinued the guaranteed pensions scheme for employees joining the government services on/after 2004. The National Pension Scheme, introduced in 2013, is a deferred pension scheme depending on the market volatility, which has no guaranteed returns like the previous pension scheme. With the increasing life expectancy, the post-retirement pensions assume a critical role for employees in the absence of strong social security mechanism in various sectors, like that of developed countries. The deferred income scheme of pension with fewer prerequisites to

civil servants compared to that of the private sector employees will have an adverse impact in rendering their faithful services; this will certainly have an adverse impact on good governance. Further, the irony of it is that on one hand the government cites burden on the exchequer to pay pensions to employees after retirement. And on the other hand, the state increases the salaries, perks and other allowances, including pension time and again, of members of Parliament and members of legislative assembly (MLAs), citing a number of reasons, though their period of service to people is limited compared to that of government employees. Would it not amount to deviation from the welfare state model of governance as advocated by the Constitution?

## Conclusion

For social security to develop as an important factor in the development of good governance, the government has to provide the platform for its development. Many times the governments either at the Union or at the state level are of the view that investing in sectors such as education, health, housing and other basic needs of the people is non-productive and there are no much returns. But the truth is that an investment today in these sectors will make these the highest yielding sectors of tomorrow for the sustainable developmental growth of the country. This is what the Western societies did long ago and became high stake nations of the contemporary world.

Models developed by the ILO, other institutes and the Western world may be studied to draw the thrust of social security schemes and social insurance schemes. Apart from that, for an affective commitment to discharge the constitutional and international obligations, the Government of India should become a party to the Social Security (Minimum Standards) Convention of 1952 of ILO. Also, it has to become a party to other relevant social security conventions of ILO. By joining in such conventions its workforce will certainly be in an advantageous position to enjoy benefits that are applicable to their counterparts in the developed world. In fact, some the conventions certainly impose obligations on the government to bring in necessary amendments to its existing social



security legislations in the labour front. Though the government may think negatively by joining or ratifying such treaties and conventions, which may increase its burden in many ways and means, its thinking process requires a change which will adopt welfare policies that are suitable to its societal conditions. In the changing contemporary era of a globalised world, better conditions to workforce and other sectors of society mean better income to the people and less dependence on the state. Social security is a powerful tool to achieve the concept of good governance and contributes to a cohesive workforce and overall growth and development which bolsters the living standards of the people; hence, the government needs to give a serious consideration to gauge its social security policy. Amartya Sen (2009), in all his works, especially in his book on *The Idea of Justice*, insists that the role of the state has to be a leading one in bringing welfare to the people which automatically makes the societies less unjust (Weiss, 2010). This is what has been advocated by the UN in its millennium goals (Sen, 2009) or near home, as rightly visualised by the former technocrat President of India Dr A.P.J. Abdul Kalam.<sup>17</sup>

## Notes

1. For detailed discussion on the concept of governance, see en.wikipedia.org/wiki/Governance (accessed 25 October 2010).
2. Declaration on Right to Development, UN GA Res.41/120, 4 December 1986. Article 1 states the right to development is an inalienable human right by virtue of which every human person and all peoples are entitled to participate in, contribute and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realised.
3. Report of the Commission of the Global Governance: Our Neighborhood. Available online at <http://www.ictd.org/english/accraw/relearrn/global/tor/globe/govc.htm> (accessed 1 November 2010).
4. For details, see UNDP, *Human Development Report 2010*. Available online at [www.undp.org](http://www.undp.org) (accessed 5 November 2010).
5. Available online at [www.undp.org](http://www.undp.org) (accessed 5 November 2010). The ILO constitution adopted in 1919 used the term only to cover the rights of the workers. Only in 1944 in Philadelphia it has been extended to cover a number of rights and recognising it as a universal right. For details, ILO, *Social Security Guide*, 2010, p. 23.

(4) According to Article 22 of the UDHR everyone, as a member of society, has the right to social security and is entitled to realisation, through national effort and international cooperation and in accordance with the organisation. Article 25 states: (a) Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. (b) Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection and Article 9 of the International Covenant on Economic and Social Rights clearly imposes an obligation on the states to adopt steps in which every individual could realise the right to social security, including social insurance.

7. For detailed discussion on Social Security Policy of the Government of India and the states see NCRWC, vol. II, Book 1, pp. 55–285.
8. *Ibid.*, pp. 55–281.
9. Social Security Is Your Investment in the Future, Ministry of Labour, Government of India. Available online at [www.labour.nic.in/ss/welcome.html](http://www.labour.nic.in/ss/welcome.html) (accessed 15 November 2010).
10. AIR 1994 SC1844.
11. Olga Tellis v. Bombay Municipal Corporation, AIR (1986) SC180.
12. Paschim Banga v. Union of India, AIR (1958) SC 731.
13. For details, see UNDP, Human Development Report 2010. Available online at [www.undp.org](http://www.undp.org) (accessed 5 November 2010), pp. 26–27.
14. [www.indiafast.com/2010/09/abluwalia](http://www.indiafast.com/2010/09/abluwalia) (accessed 20 November 2010).
15. For details, see UNDP, *Human Development Report 2010*. Available online at [www.undp.org](http://www.undp.org) (accessed 5 November 2010), pp. 129–60.
16. Chameli Singh v. State of Uttar Pradesh, AIR (1996) SC 1051.
17. Detailed discussion on Millennium Goals available online at [www.UN.org/millenniumgoals](http://www.UN.org/millenniumgoals). Also, A.P.J. Abdul Kalam: India Vision 2020, available online at [www.Indiavision2020.org](http://www.Indiavision2020.org) (accessed 20 November 2010).

## References

- Agarwal, S.K. 2008. *Towards Improving Governance*. New Delhi: Academic Foundation.
- Chowdhury, N. and C.E. Skarsrud, 2005. 'The Principle of Good Governance', Open Draft for Review, United Kingdom: Oxford. Available online at [www.worldfuturecouncil.org/.../user.../CISD1\\_P5\\_Governance.pdf](http://www.worldfuturecouncil.org/.../user.../CISD1_P5_Governance.pdf) (accessed 15 October 2010).
- Frontline, 2010. 'Stunned India', *Frontline*, 10–23 April, Chennai, pp. 3–32.

- Ganguli, Kisari Mohan. 1883–1896. *Mahabharata*. Available online at <http://www.bharatadesam.com/spiritual/mahabharata/index.php> vol. 18 (accessed 22 September 2010).
- Hagemeyer, Krzysztof. 2010. 'World Social Security Report', *Times of India*, 16 November.
- ILO. 2010. *World Social Security Report*. Geneva: ILO.
- Indian Express*. 2010. 'The Recent Housing Scam of LIC', *Indian Express*, 25 November, Pune, pp. 1–2.
- Kashyap, C. Subash. 2003. *Concept of Good Governance and Kautilya's Arthashastra*. New Delhi: ICSSR.
- Margaret, Karns P. and Mingst A. Karen. 2005. *International Organizations: The Politics and Processes of Global Governance*. New Delhi: Viva Publications.
- Planning Commission. 2008. *Eleventh Five Year Plan 2007–2012*, vol. II. New Delhi: Oxford University Press.
- Rao, M.V.K. 1958. *Studies in Kautilya (2nd edn)*. New Delhi: Munshiram Manoharlal.
- Sabharwal, Y.K. 2006. 'Role of Judiciary in Good Governance', High Court of Haryana and Punjab, Chandigarh. Available online at [www.highcourthd.gov.in](http://www.highcourthd.gov.in) (accessed 1 October 2008).
- Sastry, R. Shama. 1961. *Kautilya's Arthasastry Sastra*. Mysore: Printing and Publishing House.
- Sastry, T.S.N. 2009. 'Good Governance and Right to Health', in K.K. Bagchi (ed.), *Good Governance and Development: An Indian Perspective*, pp. 370–86. New Delhi: Abhijeet Publications.
- Sen, Amartya. 2009. *The Idea of Justice*. England: Penguin.
- Sharma, S. Kumar. 2006. 'Good Governance in Ancient India: Remembering Santi Parvam in Mahabharat', *Meerut Journal of Political Science and Public Administration*, 6 (1): 109–23.
- Theiler, Tobias. 2010. 'Societal Security', in Myriam Dunn Cavelty and Victor Maurer (eds), *Routledge Handbook of Security Studies*, pp. 105–23. London: Routledge.
- Weiss, J. 2004. 'Poverty Targeting Programmes in Asia', Asian Development Bank. Available online at [www.adb.org/documents/PRM/Working\\_papers](http://www.adb.org/documents/PRM/Working_papers) (accessed 22 November 2010).
- World Bank. 1992. *Governance and Development*. Washington, D.C.: World Bank.
- Wyman, Miriyam. 2011. 'Thinking about Governance', a Draft Discussion Paper prepared for the Commonwealth Foundation Citizens and Governance Programme. London. Available online at [http://www.education.gov.mt/youth/pdf\\_cyf/CYF\\_Themes\\_Concept\\_papers/cg\\_governance\\_papers.pdf](http://www.education.gov.mt/youth/pdf_cyf/CYF_Themes_Concept_papers/cg_governance_papers.pdf). (accessed 15 September 2010).

## Civil Service

Civil service reforms in studies and elegant worked in different Reform of any existing in a better transformation facilitate development on the basis of Appleb commission known (FARC) was appointed administrative organs programmes of the go mendations in 10 are relations, economic agricultural develop the personnel, recruit with the FARC, there as Committee on Pre Pay Commission. E references to the ad service. The need fo in departments and were put in to opera

In the area of Commission in 197 civil service by oper