ABSTRACT

Over the years, a large number of philosophers, academicians and public functionaries have been discussing ways and means of governing societies. They have advocated different forms of political and administrative systems and methods of governance to reconcile the interests of the citizens with that of the role of the state. The debate is still inconclusive. During the last decade or so, in the aftermath of the onset of globalization process there has been a remarkable change in the role of government in different societies. Good governance depends on the cooperation and involvement of a large number of citizens and organizations. These requirements are considered not only essential for good governance but are also important for sustainable human development.

The study is divided into five-chapter and the conclusion and has been descriptive and analytical in nature. Chapter 1 of the thesis entitled *Globalisation- Concept and Objectives* explores the concept, objectives and contours of globalisation and its ongoing impact on the developing societies particularly Kuwait and India. Globalization is a modern term used to describe the changes in societies and the world economy that result from dramatically increased international trade and cultural exchange. It describes the increase of trade and investing due to the falling of barriers and the interdependence of countries. Globalization is the process, completed in the

twentieth century, by which the capitalist world-system spreads across the actual globe. Since that world-system has maintained some of its main features over several centuries, globalization does not constitute a new phenomenon. For some, Globalization is the growth and enactment of world culture. Since at least the middle of the nineteenth century, a rationalized world institutional and cultural order has crystallized that consists of universally applicable models that shape states, organizations, and individual identities. Conceptions of progress, sovereignty, rights, and the like, have acquired great authority, structure the actions of states and individuals, and provide a common framework for global disputes. For others, Globalization refers to "the compression of the world and the intensification of consciousness of the world as a whole". In thought and action, it makes the world a single place. What it means to live in this place, and how it must be ordered, become universal questions. These questions receive different answers from individuals and societies that define their position in relation to both a system of societies and the shared properties of humankind from very different perspectives.

Chapter II entitled *Globalisation and Good Governance* focuses on the emergent notion of good governance following the onset of process of globalisation since 1991. For some societies, the State plays a catalytic role to establish basic infrastructure for economic development and

provide such services which may lead to social justice. The degree of involvement of politico-administrative system may, however, differ from society to society. Development assistance to the Third World countries in the post-Cold War era has, thus, been subjected to the new politics of `good governance'. In 1989, the concept of `governance's for the first time highlighted in a World Bank document on Sub-Saharan Africa. By good governance was meant, at that time, sound development management. Good governance has recently been accorded a central place in the discourse on development and Globalisation. It is being increasingly argued that without an appropriate governance structure, the developing countries will not be able to generate either sustained economic growth or a momentum towards rapid poverty reduction. number of new challenges at the beginning of the 21st century.

In the age of globalisation and localisation, governments increasingly have to make pro-active responses to positive economic opportunities as well as to react defensively to negative economic pressures. Globalisation functions through local and national spheres, and may even strengthen them by providing social actors with new arenas of contest and sources of support.

Most studies on ˙globalization in the West Asia have, linked the region's comparatively low levels of global economic integration to any combination of insufficiently developed local markets, an underdeveloped or

non-existent local labor force, inadequate and inaccessible information technologies, and 'moralizing' or other defensive reactions by local leaders to the perceived socio-cultural and political threats of globalization. There is a need for reorienting the education system to meet the challenges of a diversified economy and globalization.

Though there are indigenous as well as exogenous factors responsible for the nature of economic globalization. Some studies have examined the outside factors prompting international investors to be leery of these states; the internal barriers to globalization have remained largely unexplored. In case of Kuwait since the early 1990s, the government has been undertaking a number of key initiatives to modernize its institutions and existing delivery system for public services. The traditional focus of Public Administration on intra-state policy management within state institutions is no longer adequate. Globalization has, in fact, brought about a vast increase in the number of non-governmental organizations. Formal and Informal groups based on different affiliations bring to the government's attention their particular interests. Globalization needs good governance. Only the state can provide the necessary leadership for good governance. Therefore, globalization, good governance, and the state are inextricably connected.

Further, globalization, privatization, economic reforms and trade liberalizations, have profound impact on changing the "character" and

"content' of social policy. These changes mean that social policies and programs must be reexamined and recast to address, adapt and absorb the impact and outcome of these fundamental changes. This also means that public administration reforms should be compatible with social policy reforms and demands for efficient, competent and accountable public service to deliver social policies and programs.

Chapter III of the thesis entitled *Good Governance and Public Administration* dealt with the emergent notion of good governance that has brought about structural and operational changes in public administration in both Kuwait and India. The new principle of democratic networking is the ability of citizens to organize themselves to establish a civil society. Although this principle antedates the Internet, the new information technology based on the World Wide Web is both a basic resource for globalization and a foundation for civil society. Public administration, in response to globalization, now encompasses much more than the management of independent states. Increasingly, sub-states, cities, and local governments are establishing their own Web sites to present themselves and discuss their problems. Public administration needs to be based on mechanisms that assure the accountability of officials to citizens and those they serve. Public managers are urged to steer not row their organizations and they are challenged to find new and innovative ways to achieve results. Modern public

administration, under the impact of democratizing forces, added responsibility to citizens, through elected officials, to the scope of its inquiries. Finally, in the context of contemporary globalization, the representing social networking and group rights has come forward as the result of globalizing forces.

Globalization has radically shifted the priorities for public administration by expanding the locus of action, both above and beyond states and also below them. New Web pages are needed at many levels, especially in the less developed countries where resources are still scarce and creating Web sites for Public administration may seem like a luxury that cannot be afforded. Most writers on modern public administration presuppose the existence of a career bureaucracy. There are expedient reasons that reinforce this preference since it is only possible to train future office-holders when there are established procedures to recruit them on a competitive basis. By contrast, when officials are appointed because of family or political relations, it is impossible to predict who they will be. One cannot, therefore, develop training programs for future patronage appointees. As result, it seems evident that Public Administration as a discipline has flourished mainly in countries where merit systems for recruiting public officials have been established -- on the basis of some kind of merit system. However, when one takes a global look at public administration as process of implementing public policies, it

seems clear that in much of the world office holders are still the beneficiaries of political favoritism.

Although public administration is clearly a focal point in policy studies, specialists in policy analysis feel uneasy about identifying their concerns with the field of Public Administration. The traditional focus of Public Administration on intra-state policy management within state institutions is no longer adequate. Globalization has, in fact, brought about a vast increase in the number of non-governmental organizations. Globalization has already had a profound impact on the field of Public Administration, as illustrated by texts drawn from the growing number of Web Sites posted by governments, associations, universities, and others interested in this segment in India and Kuwait. While, it is also alleged that bureaucracy in India is opposed to the economic powers and functions to the Panchayati Raj institutions and more recently as envisaged in the 73rd and 74th Amendments to the Indian Constitution. The system of bureaucratic administration below the state level fails to satisfy most of the criteria of good governance. Private sector has an interest in social issues, e.g. avoiding high unemployment contributes to stability. Kuwait benefited from advice from the World Bank and from experiences of other countries. The World Bank recognized the importance of administration for development although not everyone agreed with the Bank prescriptions. The Kuwaiti Parliament's intervention in the privatization of

Kuwaiti Telecommunications Corporation when the Parliament rejected an initial offer for purchase where the value of the sale would have been only double its yearly revenue.

A review of public management reform in developing countries demonstrates that although there have been very significant reforms that have drawn from the New Public management (NPM) menu, but most government functions are still performed by vertically integrated bureaucracies functioning in the Weberian model. The public administration and civil service reform in promoting and achieving democratic governance is a key strategic goal in the pursuit of sustainable development and achieving the Millennium Developmental Goals (MDGs).

The Kuwaiti Government's planning efforts since the 1960s, have varied over time in emphasis and approaches, each has concentrated broadly on improving productivity and participation in the nation's economic activity, achieving a more balanced population structure and labor force profile, restructuring the economy and diversifying the non-oil productive base; and maintaining the present level of social welfare for Kuwaiti citizens. In 1993, the government launched the Administrative Development Project, in cooperation with UNDP, in response to citizens' demands as well as government desire to change existing public service delivery system. Kuwait Ministry of Planning- Strengthening National Planning System (1997- 2001)

project is intended to support one of the principle goals of Government's Program of Action for the period 1997-2000, namely, to change the process of formulating and implementing the development policies essential to achieve a new vision of Kuwait society, by putting in place either a strategic planning process or an improved long-term planning process which closely links the long-term vision for the nation, the medium-term development priorities, and the annual budget. In Kuwait, ICT dissemination among children and youth is geared to enhance educational opportunities and cross-regional networking and learning.

Kuwait is working closely with the UNDP to develop a program to transfer state-of-the-art software technologies to the Arab region. In short, culture appears to connect closely with information technology design outcomes. In Kuwait, UNDP is collaborating with the Ministry of Education (MOE) and the Regional Software Technology Centers. The latter is a project funded by the United Nations Development Program (UNDP) and the Arab Fund for Economic and Social Development (AFESD) to serve the Arab region. Kuwait is initiating efforts in realizing the goals of e-government for good governance- driven by broader governance objectives and aims at changing the way governments work.

While chapter IV entitled *Good Governance Experiences* documents interesting experiences consequent upon the changes in the process of

governance in the countries under study. International institutions of governance will be in a better position to respond to the needs of the developing world once national institutions meet the test of good governance. The demands of governments in the international arena are only legitimate to the extent that they reflect the will of the people. Similarly, national institutions will be able to respond more effectively to the will of the people where there are international institutions based on principles of good governance. At the national level this necessarily implies transparent, responsible, accountable, participatory and responsive governance, which is respectful of the rule of law and the protection of human rights. Good governance is not simply something that government can achieve or do by itself. Good governance depends on the cooperation and an involvement of a large number of citizens and organizations. Governance is the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights. Good governance accomplishes this in a manner essentially free of abuse and corruption, and with due regard for the rule of law.

Basically, good governance is predicated on full accountability to stakeholders (e.g., workers, shareholders, persons on fixed income, various social segments or strata and so on) in the exercise of mandated activities and functions by all concerned, whether they be central or local Government,

managers of State and business enterprises, or civic and civil society organizations. It thus implies an informed, pluralistic and involved society but with shared basic norms, standards and aspirations.

Furthermore, standards of governance do not necessarily rise simply because of outside intervention, whether or not such intervention is delivered with judicious tact and sensitivity, or accompanied by generous measures of material goodwill. Characteristically, good governance requires the equitable participation of all stakeholders in the design and formulation of policies and institutions that affect them, or at least a majority of them at any given time. Moreover, good governance is predictable: there exists equal protection, plus non-discriminate and non-retroactive treatment, for all in the enforcement of laws and the application of regulations. In the contemporary times, it is the role and responsibility of the Government to seize the available (IT). Put down rules, regulations and standards. And lay down the Electronic Government Framework for the sake of improving Government services.

In Kuwait, the e-organization vision has been adopted by Kuwait Institute for Scientific Research (KISR) since the early 1980's. As part of KISR Information Technology (IT) strategies, KISR has been developing business application systems to serve its business functions. Therefore, the ultimate goal of e-KISR is to extend boundaries of information exchange for business functions. This is being done by facilitating transactions

electronically on local, national, and international levels through one gateway e-Government. Organizing an e-enabling community is an evolutionary process where business culture needs to adapt to the capabilities of IT in serving its needs. This process started gradually in the 1990's where client/server technology was developed to further serve more business needs. The advent of the Internet required new technologies to adapt to new IT standards. Furthermore, the web technology enabled systems' developers to introduce information systems that reached user's community with less maintenance requirements. All KISR business applications data are hosted within an integrated relational database environment which developed web services.

As the Internet was first introduced to Kuwait and Kuwait Institute for Scientific Research (KISR) in the early 1990's, the National Scientific and Technical Information Center (NSTIC) at KISR started preparation for utilization of the Web technology to build business applications. KISR can be one of the leading model organizations in Kuwait in applying the e-organization vision, which falls into the Kuwait e-Government strategy. e-KISR model consists of KISR intranet (KISR portal) and KISR internet site.

In context of financial governance, the Central Bank of Kuwait (Cebk) plays a unique role among the banking and financial sector in Kuwait. It is responsible for currency issuing and money stability, as well as setting the

monetary policy and directing credit for the service of different economic sectors. In addition, it supervises the banking sector and acts as a banker for government agencies. This requires the Cebk to operate with utmost precision and swift decision making.

E-Government involves the transformation of how Governments Department and agencies deal with each other (G to G), how Government manages its employees (G to E), how Government provides services to businesses (G to B), and how Government provides services to its citizens (G to C). e-Government is about making the full range of government activities – internal process, the development of policy and services to citizens – available electronically.

Kuwait Ministry of Education (MOE)'s awareness of the importance of computer-based education has reflected in many decisions on introducing computer in education in the State of Kuwait. This awareness is based on a carefully studied scientific plan aiming specifically at introducing computer in the various stages of education in the light of MOE's educational schemes, the available potentials and according to the scientific planning techniques as well as making use of local, regional, Arab and international experiences in this regard. These measures have contributed to realization of MOE readiness for implementation of e-Government Project. Kuwait Ministry of Social Affairs and Labour makes efforts to develop its computers and services to

keep pace with implementation of technology use in government business in order to facilitate the ministry's dealing with citizens and expatriates. Ministry of Health in Kuwait (MoH) is currently upgrading and developing its health delivery systems.

Successful e-Government uses a comprehensive approach that includes technology, as well as law, organization, society and other aspects. E-Government is no longer an isolated discipline of IT; it has grown to a field of its own that penetrates several other areas.

The E-Governance Division of Indian Ministry of Information Technology, has entrusted the study of developing frameworks for the assessment of E-Governance projects, to the Center for Electronic Governance, IIMA (CEG-IIMA) and the National Institute for Smart Governance, Hyderabad (NISG). The rating of some of the e-Governance projects implemented in the country is currently based on subjective assessment and value judgment of a few individuals and authorizations. The National Action Plan on e-governance has an ambitious outlay of over Rs.120 billion involving public and private investments over the next four years. The Department of Information Technology in India has identified increase of PC penetration and internet utilization/coverage in the country; and growth of domestic software market as the thrust areas for action during next 2-3 years. The nature and scale of e-governance initiatives in India are planned in the

domain of the State Governments and would entail major managerial and technological challenges. This necessitates Capacity Building both at Programme level and Project level in States.

Chapter V entitled *Emerging trends in Public Administration: India and Kuwait* focuses on the growing compulsions on public administration to ensure decentralization and participation as a result of the influence of Information Technology in the context of globalization. Decentralization creates a more open political system in that it implies a division of powers in society with many channels of representation and power sharing becomes available. This counteracts the monopolization of power by certain elite groups, often the consequence of centralized political and administrative structures. A decentralized system is also more accessible to new political movements and minority groups in their attempts to influence politics. Decentralisation promotes participation and improves the controlling function held by the lower levels of the political system. Its greater degree of political inclusiveness may also have important conflict-dampening effects. In its centralized form – often bloated with excessive staff – the state apparatus has in many instances proved to be poor at implementation. The legitimacy of public bodies may be considerably boosted by the greater involvement and influence of ordinary people due to the greater Decentralisation may entail the transfer of autonomy. This tends to strengthen the state's capacity for

implementation. Furthermore, a decentralised bureaucracy adapts more easily to local identities and norms, which may increase effectiveness. A decentralised system sets the stage for policy experimentation on a large scale. Seen from this perspective, decentralisation looks highly attractive: it can be seen as an irresistible remedy for developing countries.

Since its full independence almost a third of a century ago, Kuwait has been a hereditary monarchy under the Al Sabah family with a Constitution that not only gives rather broad assurances of human rights and the rule of law but also provides for a freely elected parliament. At the grassroots level, many more individuals needed, wanted and demanded to be involved, not to mention in Kuwaiti tribes where tribal chiefs heretofore unchallenged were unseated by fellow tribesmen. Nevertheless, by drawing on these case studies (and some other inquiries) it seems possible to point out a number of strategies that could be applied in order to achieve the possible positive consequences of decentralization programmes. There have been successes at the national and departmental levels, described as anti-corruption motions in Parliament in connection with the privatization of the telecommunications corporation and the importation of arms, pro-transparency legislation recently ratified in Kuwait. The rulers were genuinely concerned that Kuwait should be seen by other countries of the world as a modern state possessing a modern system of government. Since a wave of democracy and like institutions were

in vogue, a constitutional and parliamentary system seemed ideal to project its image abroad. The devolution of authority taking place in Kuwait to ministries, agencies and local units in personnel matters should be balanced by increased coordination and control by the central civil service or public employment agencies.

Successful decentralisation is the result of an interplay between central and local actors. What the centre can do is establish incentives and the rules of the game, thus encouraging new modes of behaviour at the local level. The trick, as it were, is to initiate a local dynamic that works independently in support of political and administrative reform. Central government in India can do much to control local activities – both ex ante and ex post.

Another key factor is the existence of institutions at the grass roots level that can channel influence upwards. Community organs at the village or ward level can be supported and actively involved in the reform programme to ensure that measures meet the demands of the local community at large. It is thus argued that a mixed strategy needs be applied to effectively challenge prevailing structures of corruption, patronage and poor governance at the local level. A major difficulty with regard to this mixed strategy is getting the rank and file activated. Political participation is often very low at the local level in developing countries; turnout in local elections is an indication of this. This is not primarily a question of a lack of support for democratic

principles. At the moment representative democracy, Kuwait-style seems to be alive and well. It is necessary to demonstrate that public representatives can be trusted, and that political participation can really make a difference in terms of improved public services.

Public administration, in general, and governance, in particular is at the crossroads and so are governmental organizations in India. The process of governance cannot remain unaffected by powerful winds of change and the thrust of the IT revolution sweeping the globe. The direction India chooses now will determine its future status world wide. It is a 'now or never' situation. Migdal (1988) argues that although many Third World states ascribe huge powers to themselves, they are often extremely weak and unable to implement their own legislation. This means that a nominally centralised country, at least outside the national capital, in practice, could be rather decentralised by default in that the state apparatus lacks capacity in rural areas. The role of party politics in gauging the extent of political decentralization is also very important. Elazar's argument that the existence of a non-centralised party system is perhaps the most important element in a decentralised system may still be valid today. PPBS, Planning, Programming Budgeting System introduction is MOP's contribution to the on-going effort at administrative and budget reform in the State of Kuwait.