PREFACE

It is increasingly recognised that much of the success of our development programmes depends upon the effective performance of bureaucracy. Bureaucracy now is considered to be a principal instrument of nation-building and development. But over the years, the short-falls in bureaucratic performance in India have proved to be a major obstacle to development. The general public, scholars and leaders of public opinion are unanimous in their evaluation of our administrative organisation as being ineffective and ill-equipped for the massive tasks of nation-building and socio-economic development. But why has the bureaucracy failed in its task of nation-building and development?

In this study, an attempt has been made to answer this question with particular reference to the higher bureaucracy in Meghalaya. The scope of the study has been restricted to the higher bureaucracy because it is this managerial group which is more likely to have a direct bearing on political, economic and other kinds of development. The perspective informing this study does not treat bureaucracy as a conglomeration of rules, regulations and
predecessors. It emphasizes the interaction pattern of bureaucracy with its environment as well as some of its behavioural features in order to highlight the problems that the bureaucracy faces in the performance of its role as a major instrument of development in Nagalaya. In this sense, this study is a departure from conventional studies in the field of public administration.

However, Nagalaya being a newly-created state, there is not such documentary and published material on the functioning of bureaucracy in the State. Hence, I had to spend considerable time at the various departments of the government to collect material for the present study and to know their working, practices and problems through discussions with officials belonging to different classes and grades. Secondly, I issued a questionnaire to the Civil Servants of different services and grades. Their answers to the questionnaire form the basis of analysis and discussion of problems in a major part of the thesis. An analysis of their responses to different questions is given in the respective chapters at appropriate places. The questionnaire has been reproduced in an appendix to the thesis. The third was the documentary source and consisted of various reports and research publications.
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