A Study on Implementation of Good Corporate Governance by Bbmp (Bruhath Bengaluru Mahanagara Palike)

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Abstract:
Good governance is very much important towards the development of people and planet. It should entail processes, decisions and outcomes that sustain natural resources alleviate poverty and improve quality of life. Any good governance program towards sustainable development should develop on effective government within a democratic system and to implement sustainable development through global partnership if need be. It should also help in achieving equitable and sustainable development which will secure our common future. Active governance, which anticipates and responds to the needs of its citizen and evolving development challenges, with deliberate, targeted, and pro-active planning and delivery, is essential to getting the business of development done. Active and effective governance requires governing institutions which are capable of delivering reliable and quality services where and when they are needed. It requires public administration which can collect revenues honestly, allocate and invest public funds wisely, and manage public goods, including land and other natural resources, for the benefit of all.

In this paper an attempt has been made in finding out good and active governance practises followed by BBMP towards development of Bangalore

Key words: Good Governance, Active governance, Corporate Governance, Public Administration, Public funds.

1. INTRODUCTION

The governance concept:
Governance focuses on the organization’s stakeholders, the associated objectives, and the responsibility of the organization’s management to achieve these objectives. After all, an organization’s basis for existence is to achieve certain objectives on behalf of its stakeholders. The goal of governance is to create safeguards enabling these objectives to be achieved, in view of management’s responsibility in this respect. For this purpose, the organization should be managed and controlled, and should be made accountable for its activities to its stakeholders, in many cases, through a supervisor appointed on behalf of the stakeholders. Consequently, governance, and therefore government governance, in actual fact comprises management – control – supervision – accountability.

Municipal governance in Bangalore:
Bangalore Town and Bangalore Cantonment, analogous to modern wards, had separate committees with several divisions, with two councillors for each division. By 1892, both these municipalities were free from direct British rule and elections were introduced. The Cantonment municipality, unlike Bangalore town municipality, saw communal representation of counselors. This arrangement continued until independence. This period saw Bangalore Town municipality under the administration of eminent personalities such as Arcot Srinivasachar, K P Puttanna Chetty and A S Nagarkar.

The road to sound governance in the government departments:
Society considers that good government goes without saying. The general public follows the actions of government authorities with interest, especially when things go wrong or look like going wrong. The focus of this interest is both the government machinery itself and the responsible members of government. Parliament’s role of controlling government, in practice, is often directed at the details, and ministers are held accountable for these details, seemingly jumping from one incident to the other. Although, ideally, control of the organization as a whole should be a key, incidents seem to rule.

This also applies to the functioning of the government machinery. Whereas until quite recently, government authorities focused on policy-making and, where necessary, managing crises and incidents, in recent years, attention has noticeably shifted to improving governance in an increasingly wider context. In addition to processes aimed at controlling operations, policy-making processes are alsoimportant in this respect. Transparency of these processes, may extend over entire policy chain (from policy-making to the ultimate implementation of policy), is becoming increasingly essential.

What does government governance entail?
In both the private and the public sector, there is a trend towards ever increasing demand for accountability and transparency as well as an ever increasing awareness of the necessity for having checks and balances. Governance and associated subjects have become, both explicitly and implicitly, important issues for business, government, politics, and last but not least for the general public. That is why governance should be in place in both the private sector as well as the public sector.

History of Municipal Governance in Bangalore:
The history of municipal governance of Bangalore dates back to March 27, 1862, when nine leading citizens of the city formed a Municipal Board under the Improvement of Towns Act of 1850. Later, a similar Municipal Board was also formed in the Cantonment area of the city.
were legalized in 1881, and functioned as two independent bodies called the Bangalore City Municipality and the Bangalore Civil and Military Station Municipality. The following year, the concept of elected representatives came into being and also saw the introduction of property tax. After Indian independence, the two Municipal Boards were merged to form the Corporation of the City of Bangalore in 1949, under the Bangalore City Corporation Act. The corporation then consisted of 70 elected representatives and 50 electoral divisions. The name of the council then changed — first to Bangalore City Corporation (BCC) and then to Bangalore Mahanagara Palike (BMP).

In January 2007, the Karnataka Government issued a notification to merge the areas under existing Bangalore Mahanagara Palike with seven City municipal council (CMC)’s, one Town municipal council (TMC) and 111 villages around the city to form a single administrative body, Bruhat Bangalore Mahanagara Palike. The process was completed by April 2007 and the body was renamed 'Bruhat Bengaluru Mahanagara Palike'.

**The government governance concept of BBMP:**

The difference between the business sector and the BBMP is best exemplified by the published documents attracting public attention. Companies publish their financial statements, on the basis of which the profit is appropriated and the directors are held accountable to the stakeholders. BBMP publishes its budget, whereby the discussion focuses on policy proposals. In both the government and business sectors, there is a trend towards increasing transparency, the business sector focusing more and more on sustainable development in its reporting.

Thus, in addition to traditional financial and economic information, i.e. disclosing profit, safeguarded continuity and growth, reporting also focuses on the organization’s social impact. Within the government sector, a trend has now developed placing more emphasis on the reporting of performance. The associated transparency makes the case for sound governance stronger.

The objective of government governance is to create safeguards for achieving policy objectives. The design and operation of governance is important at various levels, from government minister to implementing organizations. Central government is concerned with policy objectives set by parliament. The minister is responsible and also accountable for achieving these objectives. The essence of sound governance, from the perspective of the ministerial responsibility, is that there are enough safeguards enabling the minister to bear ministerial responsibility.

These safeguards should exist within a policy area, which may extend over an entire policy chain, through a well-designed cycle of the management, control, supervision and accountability processes.

Hence, government governance is defined as safeguarding the interrelationship between management, control and supervision by government organizations and by organizations set up by government authorities, aimed at realizing policy objectives efficiently and effectively, as well as communicating openly thereon and providing an account thereof for the benefit of the stakeholders.

**LITERATURE REVIEW:**

B. Guy Peters and John Pierre, “Goverance Without Government? Rethinking Public Administration”, Journal of Public Administration Research and Theory, Volume 8, Issue 2, Pp- 223-243 says that the concept of governance has come to be used more commonly in the discussion of public administration, but the meaning of the term is not always clear. According to them there is a growing body of literature that can be characterized as “governance without government,” stressing as it does the importance of networks, partnerships, and markets (especially international markets). This body of literature can be related to the new public management; yet it has a number of distinctive elements.

Lisa Blomgren Bingham, Tina NabatchiandRosemary O'Leary, The New Governance: Practices and Processes for Stakeholder and Citizen Participation in the Work of Government discusses that leaders in public affairs identify tools and instruments for the new governance through networks of public, private, and nonprofit organizations. They also argue that the new governance also involves people the tool makers and tool users and the processes through which they participate in the work of government.

Gianluca Misuraca, Futuring e-government: governance and policy implications for designing an ICT-enabled knowledge society discusses the relation between Governance and Information and Communications Technologies (ICTs) and its implications for policy design in a period of global turbulence and uncertainty. After briefly introducing some of the challenges characterizing the building of an "ICT-enabled Knowledge-Society", and the implications of ICTs for development, the paper discusses potential and limits of e-Government vs. e-Governance.
3. RESEARCH METHODOLOGY:

DATA COLLECTION:

It is a study based on the primary & secondary data. The required data has been collected from BBMP office and various stake holders and secondary data from various websites, articles and e-newspapers.

OBJECTIVES OF THE STUDY

1. To study the history of Municipal Governance in Bangalore.
2. To understand the Government Governance concept of BBMP.
3. To investigate into the active governance practices followed by BBMP.
4. To study problems faced by BBMP in solving people problems
5. To offer suggestions

4. BBMP INITIATIVES PROMOTING GOOD GOVERNANCE

Many believe that companies with many shareholders need to be concerned about, or can benefit from, implementing governance practices. The reality is that along with companies even public administration departments compete in an environment where good governance is a business imperative. One size doesn’t fit all, but right-sized governance practices will positively impact the performance and long-term viability of every department.

Here are some of the Governance practices followed by BBMP for the development of Bangalore.

1. Eliminating Corruption:

   Corruption can manifest itself as individual, organizational or institutional and can be found in both the public and private sectors. In the context of the state, corruption most often refers to criminal or otherwise unlawful conduct by government agencies, or by officials of these organizations acting in the course of their employment. It hears complaints against government offices for alleged injuries or injustices resulting from administrative conduct. The office is proscribed from involving itself in issues involving foreign affairs, immigration questions, and certain other matters.

2. External Audit:

   The purpose of an external audit in the public sector is to provide assurance to taxpayers as to the integrity of public finances (the financial audit), and also to ensure that value is being achieved in public spending (the value-for-money audit)

   It is important to recognize that the Audit Office does not have any power to enforce its recommendations. It is the responsibility of the management of the Ministry/Department to ensure that it is utilizing its resources in an efficient manner.

3. Partnership for Development:

   Partnership for development can be defined as an agreement negotiated by the state and social partners, namely private sector institutions and civil society organizations. One of the objectives of the social partnership is to increase competitiveness through improved productivity and efficiency in the workplace.

4. Performance Indicators:

   Performance indicators are statistics, used as a management tool, which reflect the activities of the public service, and give insight into how well it is functioning. Performance indicators are used to monitor a particular programme or activity, or the performance of an organizational unit, such as a ministry or department. It promotes a non-blame approach to problem solving, employee empowerment and the development of a performance culture.

5. Improving Policy Presentation/Communication:

   The broad purpose of policy presentation strategies are:
   a. To create and maintain an informed public;
   b. To harness all suitable publicity methods; and
   c. To sound out public opinion on policy changes and service developments.

6. Information and communication technology (ICT):

   Information and communication technology (ICT) is revolutionizing the way governments operate around the world by enabling them to improve the delivery of services to their customers and to streamline their operations. BBMP intends to utilize all available new and emerging technologies to enhance the quality of life of its citizens.

7. Roles and Responsibilities:

   The need to define management roles, the desire for improved support services for decision-makers (politicians) and the quest for meaningful and effective allocation of duties and responsibilities among public officials has all been central and critical to efficient government.

8. Reforming Financial Management:

   The public service is responsible for protecting the value of the physical and financial assets owned by the government. In 1996, the government has introduced a system of Programme and Performance-Based Budgeting (PPBB). PPBB aims to improve the budgetary and financial management systems. PPBB lays greater emphasis on the classification of the budget, and is viewed as forward looking. It also places greater emphasis on prior accomplishment and performance indicators.

5. PEOPLE’S PROBLEMS:

   - Parking problem
   - Unaffordable housing
   - Increasing traffic
   - Dying lake
   - Mismanagement of funds
   - Public safety
   - Garbage crisis
   - Water shortage
   - Corruption
   - Depleting greenery
   - Roads & foot paths

6. BBMP SOLUTIONS:

   BBMP has created laws in order to solve parking problems which is growing day by day in the city of Bangalore. The recent BBMP bylaws can be a solution to decongest city. Homes having more than 2 floors will have to leave
mandatorily for parking which may solve parking problem to some extent.

BBMP has announced that by paying 10% extra fees either to save the mandatory leaving space or you pay fees. If you choose to pay fees, BBMP has planned to invest these funds in increasing greenery which is another problem faced today or people will get bigger homes.

State government allocations and property tax make up most of BBMP’s funds available, and since 2011 BBMP also included solid waste management cess in property tax collected. In a first of its kind, in the 2014-2015 union budget, under the 13th Financial Commission Bangalore was allotted 100 crores to sort out its garbage issues. BBMP has earmarked a whopping 415 crores for solid waste management in its budget this year. Mismanagement of funds is a major problem faced by BBMP today.

In order to solve water crisis, BBMP has planned to dig more bore wells and increase the number of tankers supplying water. However, there are many who are against this plan because this is just a temporary solution. What is required is a permanent solution.

BBMP has also addressed its footpath problems by constructing though it has not addressed this issue entirely.

7. SUGGESTIONS:

BBMP being one of responsible organizations contributing towards growth and development of Bangalore City should aim at delivering the needs of community. However, these points may be considered:

- Every individual corporator should be made responsible for his/her actions
- Monthly review meeting should be conducted by BBMP discussing about the new initiatives’ implementation and the effect of these initiatives on development.
- Appraisal of BBMP employees should be exclusively based on performance alone.
- A minimum performance standard to be set up
- If this standard is not met or if there is no performance then no further chance to be given to those to be a part of BBMP.
- Major crisis faced by city is its garbage problems, BBMP should make it mandatory to all citizens whether upper class or middle class or lower class to segregate waste.

8. CONCLUSION

People expect sound governance from their government authorities. Society is increasingly calling government authorities to account. Government is not just accountable to parliament, but more and more to other parts of society as well. This is caused by all sorts of developments in society such as the population’s increasing level of education accompanied by increasing emancipation, rapid developments in the field of information and communication technology (ICT) and the influence of the media. It is important for an administrator in the public sector to know and control the risks associated with his or her position in public administration, and a governance analysis is a useful tool to achieve this. Bangalore City population is roughly around 10,839,725 (over 10 million) and BBMP employees around 10,000. Though we expect a lot from these governing bodies, without the co-operation from public no governing body can do much to solve any of the above mentioned issues.

BIBLIOGRAPHY


