

**Government Degree College Kaffota**  
**District Sirmaur, Himachal Pradesh**  
*Ranking of Government Colleges in HP*

**Criterion 5 Best Practices, Innovation and  
Institution Distinctiveness**

**Key Indicator 5.1 Best Practices Description &  
Outcome of Best Practices**

**Metric 5.1.i Good Governance-Principles and  
Practices**



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## **1. Title of the Practice: Good Governance - Principles and Practices**

It has been learnt and experienced that in an organisation a smooth flow of energy from top to bottom and vice versa can take place only when a collective responsibility towards the institution develops. This sense of belongingness develops only through delegation of powers and subsequent fixing of accountability. Following this administrative theory, the college administration is carried effectively through a good governance mechanism leading to healthy competition and delivery in the benefit of the institution.

## **2. Objectives of the Practice**

1. To develop the principles and practices of good governance to achieve academic and administrative efficiency.
2. To make the administration of institution more transparent and accountable through greater involvement of stakeholders viz. students, teachers, parents, alumni, industry, etc. by creating a sense of responsibility into their DNA.
3. To ensure a wide range of deliberations and feedback mechanism to take the best decision.
4. To improve overall employee performance, empower team members with a sense of ownership through appropriate delegation of powers and responsibilities.
5. To promote an environment of excellence through development of human potential.
6. To give the students practical lessons in management, organization, group behaviour, planning, finance, fund-raising etc. through their direct involvement in good governance of the institution.

## **3. The Context**

### **i. Good Governance:**

The concept of good governance originated in the early 1990s and was adopted by the World Bank in order to introduce certain practices into loans to poor countries. By 2000, it had become one of the major aims of the United Nation's Millennium Development Goals (MDGs), addressing issues from corruption to accountability. Similarly, good governance has been embraced by the corporate sector and several national institutions. Its aim is to decrease bureaucratic malpractices and make procedures and obligations transparent, in order to gain the trust of stakeholders and the public at large.

Good governance in academic institutions can be understood as a structure —which strives to preserve the integrity of the academic value system while at the same time positioning higher education institutions vis-à-vis their larger environment to make them receptive and answerable to external messages, demands and expectations.

## **ii. Good Governance in Higher Education Institution**

Good governance is a set of responsibilities and procedures exercise by an institution to provide strategic direction to ensure educational objectives are achieved through effective and efficient use of resources, accountability, and participation of people in decision-making. Good governance is a major factor in improving the quality of education.

## **iii. Inclusive System of Governance**

Good governance mandates inclusive approach which appreciates the fact that every individual is rich with potential and resourcefulness. Inclusive system of organizational set up helps the institution in the effective functioning of various strata of hierarchy. The institution aims at effective utilization of manpower, infrastructure, and facilities of the institution and thus governance is carried effectively through inclusive approach where all stakeholders.

## **4. The Practice**

The college has put into practice the principles and practices of good governance which are based on the established principles of good governance formulated by the international agencies including the World Bank and the United Nations.

### **i. Principle of Subsidiarity and Delegation of Power**

The 'Principle of Subsidiarity' is applied at different domains for effective governance. It aims at proper delegation of power and authority. Through this principle, the college effectively grooms leadership at various levels, strengthens emotional intelligence and develops empathy. The college being a government institution, is governed with a set of rules and the finances are regulated under Himachal Pradesh Financial Rules (HPFR), 2009 which vide Rule 12 'Delegation of Financial Powers' explicitly provides for delegation of powers. The detailed instructions for financial management of the institution are notified by the Department of Finance, Government of Himachal Pradesh. The Directorate of Higher Education notifies the SOE (Standard Object of Expenditure) wise delegation of financial powers to the Drawing and Disbursing Officers including the principal of the college.

### **ii. Responsibilities Defined**

One of the main aims of good governance is to avoid mismanagement within institutions. The arrangements emphasise the need for clear delineation of responsibilities within institutions. The responsibilities of the principal, teacher and librarian are broadly defined under the Section 17.0 Code of Professional Ethics of "UGC Regulations on Minimum Qualifications for Appointment of Teachers and Other Academic Staff in Universities and Colleges and Other Measures for the Maintenance of Standards in Higher Education, 2018".

### **iii. Stakeholders Participation**

Stakeholders are groups within society with a particular interest in higher education institution's performance. These can range from conventional actors such as students,

academics, or the government itself to newly recognised actors such as industry representatives, community authorities, parents and alumni.

Recommendations and suggestions are invited from the stakeholders before the policy formulations. Regular meetings of staff council, CSCA, advisory committee, IQAC and alumni association are conducted to pool opinions and proposals.

#### **iv. Responsibilities discharged through Committee System**

As a part of inclusive system of governance, statutory and non-statutory committees are formed with representation from teaching, non-teaching, and student sections of the institution and each one of them is assigned a specific area of responsibility. These meet periodically, arrive at decisions, and make necessary recommendations.

Committees are normally formulated at the time of commencement of an academic session by taking care of hierarchy in the organisation as well as providing leadership opportunities. The principal initially invites the preferences of the staff members for the formation of various committees and cells. This helps to strengthen the management of good governance. Then the allocation of work is done by the principal in consultation with the senior teachers and the convener of the prospectus committee on the basis of experience, expertise, and preferences.

The committees which involve the students as members is constituted by inviting the names of nominated students through a selection parameter. Several committees incorporate external members as required in its constitution such as IQAC, Internal Committee, Building Fund Committee, PTA, etc.

Functional autonomy is granted to all the committees and units in the college. Thus, an inclusive governance culture is evolved in the institution.

#### **v. Accountability**

Accountability is a fundamental requirement of a good governance. It is process of expecting each member of an organization to answer to someone for doing specific tasks according to specific plans.

Besides the financial accountability maintained in accordance with Himachal Pradesh Financial Rules (HPFR), 2009 and subsequent instructions of the Finance Department, the institution strives for accountability in education also.

Accountability demands sound management of decision, policies, constant supervision, and monitoring of education system. It also requires adequate record keeping, periodic evaluation of performance as well as feedback to stakeholders in the organization.

#### **vi. Rotation Policy**

In line with international corporate governance practices, the IQAC recommended mandatory rotation of leadership positions and other assigned responsibilities to give opportunities to

other faculty members after every 2-3 years which provides every member exposure to assignments of varied nature and helps prepare second line leaders so as to avoid leadership crisis at any given time. This rotation policy helps discourage creation of vested interests and prevent capture of the governance process. The rotation process is implemented on a staggered basis within each committee, with due consideration to ensuring continuity, appropriate expertise, and availability of experience.

Mandatory periodic rotation of committee assignments and committee chair positions is favoured, but it must be recognised that it is not implementable in case of certain statutory committees where the membership composition is predefined and subject to being senior-most or ex-officio i.e., by virtue of designation like principal, office superintendent, and librarian which are single positions in the institution. This rotation policy is in consonance with the instructions of the Directorate of Higher Education, Government of Himachal Pradesh from time to time and reiterated vide letter No. 6<sup>th</sup> December 2021.

## **5. Evidence of Success**

### **i. Involvement of External Members in Governance**

The representatives of industries, alumni association and civil society have been incorporated in Internal Quality Assurance Cell (IQAC) as well as the Career Counselling and Placement Cell (CCPC). These include Sh. Satish Goel, President, Himachal Pradesh Chamber of Commerce and Industry; educationists Prof. T.R. Parashar and Dr. Mohan Singh Chauhan.

### **ii. Role of Parent Teacher Association (PTA) in Sports Development and Maintaining Sanitation & Hygiene in the college**

The constitution of parent Teacher Association (PTA) in the college is one of the major examples of good governance. Inclusion of parents as one of the stakeholders in the form of association has provided the college an insight into the facilities the parents expect for their children while studying in the college.

Regular meetings are held by the college administration to seek the opinion of parents and teachers regarding proposals falling under the purview of PTA. The college being a government institution sometimes faces vacancies in various teaching positions and absence of appointment of sanitation workers – ‘safai karmachari’ by government. The PTA in such circumstances makes short-gap arrangements by appointing temporary employees under PTA so that the smooth functioning and governance of the college is not derailed.

The association takes the initiative to provide infrastructural and logistical requirements of the college which otherwise cannot be fulfilled due to administrative and time constraints.

The PTA serves as a pressure group and lobbies in the interest of educational institution by voicing their demands and seeks government’s immediate attention for its fulfilment.

The PTA mobilises its resources through contributions and donations and ensures transparency and accountability in its finances by involvement of governing body and annual general house.

## **6. Problems Encountered and Resources Required**

### **i. Problems Encountered**

1. It is not possible to keep all stakeholders satisfied with the governance decisions.
2. Delays in sanction and release of budgetary allocations.
3. Different stakeholders including parents and alumni usually provide positive feedback only instead of being critical. It is the critical feedback which enables focus on the relevant issues and ensures good governance.
4. The students involved in decision-making and governance face the risk of their getting over-involved which may lessen their focus on academics.
5. Since the student's participation provides high visibility and seems to be powerful, some resentment may build up amongst the students and peer jealousy, internal, regional and political rivalries may crop up.
6. Despite the government's notified rotation policy, certain individuals do not voluntarily offer to be replaced from remunerative and influential positions.
7. The staff recruited under PTA over the years approach the court for injunction to get permanently absorbed as regular staff. This leads to litigation costs on the part of PTA. Some of these have been absorbed by the government.
8. The government should appoint regular staff, the PTA cannot continuously fund these personnel expenses. It puts unnecessary and unintended burden on the students and their parents. PTA fund is primarily meant to serve as an adjunct.

### **ii. Resources Required**

1. Good governance requires adequate sanctioned staff including teaching posts as per UGC workload norms, adequate laboratory staff and sanitation workers.
2. Adequate funds be sanctioned and released timely depending on the quality of the proposals submitted.
3. Effective implementation of the principles and practices of good governance compulsorily require latest ICT infrastructure.

## **7. Notes (Optional)**

1. The student's participation creates an atmosphere of learning by doing and creates a sense of belongingness towards the institution.
2. Major stakeholders are students, faculty and community representatives and their degree of stakeholder involvement in decision-making processes and governing institutions varies widely.
3. The influence of students as the major stakeholders is rather low in decision-making. But unlike other stakeholders, the students possess strong short-term mobilisation capacities like student memorandums and student protests.
4. A congenial atmosphere for the holistic development of the students is created which helps students discover their hidden talents and polish their skills.