

6. **Clear delegation of roles and responsibilities with commensurate powers and resources:** There needs to be a clear basis upon which specific roles and activities are assigned to specific levels of the system. Second, the delegation of roles and responsibilities must be accompanied by the delegation of resources that would allow functionaries to fulfil their roles. In the absence of this, delegation could end up confounding rather than strengthening accountability.

Qn: *“Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer.*

The Way forward

- The concept of accountability should not be limited to a fault-finding perspective or blame game but should encompass the larger perspective of correcting and improving the systems.
- The focus should be on identification of systemic errors/ failures and suggesting improvements thereof. It also needs to be recognised that in a scenario of collective decision-making, it becomes a case of collective responsibility and accountability.
- The accountability mechanisms also need to keep pace with developments of modern government structures particularly in the era of digitisation.

While strong accountability is not a panacea for solving the numerous challenges that government faces in a complex environment, it can improve government. It generates incentives for responsible individuals to act in the interests of the public. Sometimes this means that ‘heads must roll’ following a major failure; but a healthy system of accountability also promotes improvements in how government works. This should include:

- Proportionate rewards for good performance
- Proportionate sanctions for failure
- A greater degree of learning than the current system contains
- Support for responsible individuals to develop, so that they are able to innovate and take appropriate risks.

As per 2nd ARC open, transparent and accountable government is an imperative pre-requisite for community-oriented citizen centric public service delivery. Because without it covert unethical behaviour will result. Through series of reform measures such as Financial Management Initiative, creation of Executive Agencies, Citizen’s Charter, and Public Service Agreement, complete transformation of bureaucratic structure and efficient public service, accountability is embedded.

Max Weber observed that the power position of a fully developed bureaucracy is everywhere overpowering. Without accountability bureaucracy will become like Frankenstein’s monster that divorced his own master.