

# F. Y. B. Tech. Curriculum w.e.f. 2020-2021

# Democracy, Elections and Good Governance (Non Credit Mandatory Course)

# • Democracy in India

- Dimensions of Democracy: Social, Economic and Political
- Decentralization: Grassroots Level Democracy
- Challenges before Democracy: women and marginalized sections of the

Society

- Election to Local Self Government Bodies
- 73rd and 74th Constitutional Amendment Acts: Institutions at the local level and Role of State Election commission
- Local Body Elections: Urban & Rural
- Duties of an Individual towards electoral process



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#### Good Governance

- Meaning and concept

- Government and Governance
- Good Governance initiatives in India

Rationale: the rationale of the study is to make the pupils aware of the importance of democracy. What constitute democracy, what is its importance from the point of view of the role of individual and what exactly can a individual get if he performs his role well in the society. This module also aims to make the individual understand the different aspects of democracy and its implications in the overall development of the state. The syllabus is introduced from the point of view that all students upon entering into the college, enroll themselves as voters and encourage and enthuse other members of the society to participate not only in election process but also electoral and political process in general.

### I. Democracy

### **A.** Introduction

Democracy is derived from the Greek word '*Krates*' meaning power or rule. Democracy thus means rule of the demos (the demos refereeing to the people, although the Greeks originally used this to mean the 'poor or the many'. Thus democracy essentially links to the government to the people and hence Abhram Lincon's famous definition of 'Democracy is government of the people, by the people and for the people' rightly expresses the spirit of democracy.

Very broadly, democracy may mean the following

1. The system of rule by the poor and disadvantaged.

2. A form of government in which the people rule themselves directly and without the need for professional politicians or public officials.

3. A society based on equal opportunity and individual merit rather than hierarchy and privileges.



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4. A system of welfare and redistribution aimed at narrow social inequalities.

5. A system of decision making based on the Principle of majority rule

6. A system of rule that secures the right and interests of minorities by placing checks upon the power of the majority.

7. A means of filling public offices through a competitive struggle for the popular vote.

8. A system of government that serves the interest of people regardless of their participation in political life.

### Democracy is broadly classified as:

Direct Democracy and Representative Democracy

Direct Democracy is also called as participatory democracy this was the first ever model of democracy introduced in the Greek city state of Athens in 3rd century BC. In this form of democracy, citizens participated in the affairs of the state directly and had a say in the governance of the city state. Every citizen had a political right in theism state. (women and slaves were not allowed to participate).

Direct democracy thus obliterates the distinction between government and the governed and between the state and civil society.

### **Features of Direct Democracy**

It heightens the control that citizens can exercise over their own destinies as it si the only pure form of government.

It creates a better informed and more politically sophisticated citizens. It enables the public to express their own views and interests without having to rely in selfserving politicians.



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#### **Representative Democracy**

It is also called limited or indirect democracy. The narrow meaning of representative democracy as understood by many is periodic voting after a stipulated time (in case of India it is every five years). However the larger meaning of democracy is full participation in the day to day affairs of governance. The process of election is essentially to establish a link between the government and the governed.

### Features of representative democracy:

It is a practicable form of democracy.

It relieves ordinary citizens the burden of decision making thus possible a division of labour in politics.

It allows governed to be placed in the hands of those with better education, expert knowledge and greater experience.

### Principles of Democracy are as follows

1. **Government by consent:** democracy is government by consent of the people. Rational consent can be obtained by persuasion for which an atmosphere of free discussion is essential. Consent is obtained at two levels.

A) Among the representatives of the people in the legislative assemblies where members of the opposition have their full say and

**B**) At a public level where there is a direct communication between the leadership and the people.

2. **Public Accountability:** It essentially means the representatives must remain answerable to the people. As we have seen earlier that democracy essentially is based on public consent, therefore it is implied that the government should be responsible and responsive to the people. Whatever will and aspirations of the people are, the government should attempt to fulfil/realise those if they fall well within the constitutional framework of the country.



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3. **Majority Rule:** In modern representative democracies, decisions are taken in several bodies right from electing the government to the committees that are constituted. It is considered to be the heart of the democratic system that all issues in all the bodies from legislature to cabinet, executives and other committees are resolved through majority decisions. Political equality is secured by the principle of 'one man on vote', which implies that there will be no privileged sections claiming special weightage nor any underprivileged section whose voice is ignored. No discrimination is allowed on grounds of religion, race, Caste, Sex, Place of birth or ownership of property. The principles of majority rule relies on the wisdom of the Majority.

# **BOX1: Popular Sovereignty:**

It means people's rule. The authority of the State and government is created and sustained by the consent of its people, through their elected representatives. It means people are supreme authority and not the elected representatives.

### 4. Constitutional government and Rule of Law:

Constitutional government means 'government by law' rather than by men. Democracy requires an infinitely complex machinery of process, procedures and institutions to translate the majority will into action. If one compromises with the law, rampant corruption and decay of democracy is ensured. It is, therefore, essential to have a well-established tradition of law and constitution for the stability of a democratic government.

### **Box 2: Constitutional Supremacy**

As the rule book the constitution is supreme and not the Parliament. The laws emanating from the constitution should supersede all laws, caste, sex, place of birth or ownership of property. The principle of majority rule relies on the wisdom of the majority.



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#### II. Dimensions of Democracy: Social, Economic and Political Democracy

**Definition** a democratic welfare state that incorporates both capitalist and socialist practices.

**Meaning:** Social Democracy is a political, social and economic ideology that supports economic and social interventions to promote social justice within the framework of a capitalist economy, as well as a policy regime involving a commitment to representative democracy, measures for income redistribution, and regulation of the economy in the general interest and welfare state provisions. Social democracy thus aims to create the conditions for capitalism to lead to greater democratic, egalitarian and solidaristic outcomes and is often associated with the set of socioeconomic policies that became prominent in Northern and Western Europe. In India Dr. B.R Ambedkar the Chairman of the Drafting Committee of the Constitution strongly advocated for Social Democracy.

#### Core values of Social Democracy are as follows.

1. **Freedom, Equality and Fraternity:** This was the battle-cry of the French Revolution and these broadly remain the core values of democratic parties today. The formulation of core values began in the nineteenth century with the rise of the bourgeoisie and they began to conquer the world at the latest in the mid-twentieth century, they came to be the standard by which states and societies were judged.

2. This is also reflected in the legal foundations of the United Nations. With the UN's two Human Rights Covenants of 1966 the fundamental civic, political, economic, social and cultural rights attained the apex of their legitimacy and have been ratified by almost every country in the world. They constitute something like a global legal foundation. Fundamental rights are supposed to ensure the transposition of core values into formal legal claims.

**3. Fundamental Rights:** These are the rights enshrined in the constitutions of democratic countries. These are claims that individuals have in a state. In India, Fundamental Rigts



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are enshrined in Part III of the constitution. If the fundamental rights are abridged by any individual or the state, any citizen can move the Supreme Court or the High courts.

> **BOX 2: Six Fundamental Rights:** Right to equality Right to freedom Right against exploitation Right to freedom of religion Educational and cultural right Right to constitutional remedies

**Economic democracy** or stakeholder democracy is a socioeconomic philosophy that proposes to shift decision-making power from corporate managers and corporate shareholders to a larger group of public stakeholders that includes workers, customers, suppliers, neighbours and the broader public. No single definition or approach encompasses economic democracy, but most proponents claim that modern property relations externalize costs, subordinate the general well-being to private profit, and deny the polity a democratic voice in economic policy decisions. In addition to these moral concerns, economic democracy makes practical claims, such as that it can compensate for capitalism's inherent effective demand gap.

**Political Democracy** is a means for the people to choose their leaders and to hold their leaders accountable for their policies and their conduct in office. The people decide who will represent them in parliament, and who will head the government at the national and local levels. They do so by choosing between competing parties in regular, free and fair elections. Government is based on the consent of the governed. In a democracy, the people are sovereign, they are the highest form of political authority. Power flows from the people to the leaders of government, who hold power only temporarily.



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### **B.** Decentralisation:

Decentralisation can be usefully understood as a political process whereby administrative authority, public resources and responsibilities are transferred from central government agencies to lower-level organizations of government or to non-governmental bodies, such as community-based organisations (CBOs), 'third party' non-governmental organisations (NGOs) or private sectors.

In 1993, the Government of India passed a series of constitutional reforms, which were intended to empower and democratise India's rural representative bodies "the Panchayats". The 73<sup>rd</sup> Amendment to the Constitution formally recognised a third tier of government at the sub- State level, thereby creating the legal conditions for local self-rule or Panchayati Raj. Since this time, the process of decentralisation has been highly variable, ranging from ambitious attempts at Gram Swaraj (or village self-rule).

Box 3: Political, administrative and fiscal decentralisation.

Political decentralisation transfers policy and legislative powers from central government to autonomous, lower-level assemblies and local councils that have been democratically elected by their constituencies.

Administrative decentralisation places planning and implementation responsibility in the hands of locally situated civil servants and these local civil servants are under the jurisdiction of elected local governments.

Fiscal decentralisation accords substantial revenue and expenditure authority to intermediate and local governments.

Source: World Bank



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#### **Defining features of Decentralisation:**

Popular control of policy makers, both by regular elections and by the pressure of social interest groups, the institutionalisation of all adult citizens in voting (i.e. one person, one vote), political freedom in the eyes of the state, policy decisions made on the basis of majority rule.

### What makes local institutions accountable?

In this section, we consider three broad conditions under which local institutions can be made more accountable to poor and politically marginal groups, an active citizenry, whose participation in broad areas of political life, such as voting, campaigning, attending meetings, running for office, lobbying representatives, etc., serves to counter balance the arbitrary use of power, fiscal and political support from higher level authorities within government, the existence of competitive political parties whose legitimacy depends at least in part on the ability to support the needs of the poor.

### **C.** Challenges before Democracy

The basic challenges before democracy in India are poverty, illiteracy, lower participation, criminalisation of politics, political violence, corruption, communalism, Regionalism. Apart from this the two very crucial areas of (non) participation are women and marginalised sections.

#### Women

After family, patriarchy exists most in politics. Women are always considered to be the secondary citizens of the country. Hence, the opportunities for participation are minimal to them. In most cases they do not even have the right to select their own candidates and are often forced to vote for a candidate who the head of the family (generally male) askes to. If at all women come out to vote during various elections from parliamentary to state legislature to the local bodies of Municipal corporations, municipal councils, the zilla-parishads to panchayat samities to the gram panchayat, the turnout is generally very



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low. As regards contesting elections women though 33% reservation is available very few women volunteer for the same. As the posts are reserved the political families or the male members of the family operate from behind the curtain.

### Marginalised population:

As regards the marginalised sections (the dalits, the tribals, casual workers, fisher folks, construction, migrated and labour, the voting percentage is very low. The government machinery cannot all the time attempt to bring them to the main stream. Hence community initiatives are most needed in this sphere. These marginalised groups are not even registered voters and hence a large number of people are out of the fray of election and in turn democratic process. It is therefore imperative to bring these people into the political sphere of the country.

### **II.** Elections to Local Self Government Bodies:

India is considered as one of the largest functional democracy in the world. This democratic experiment has withstood the test of the time.it has been possible because we have been able to conduct free and fair elections at regular interval (Except during 1976 Emergency). The constitution of India guarantees its people right to choose their representatives and people who govern them. This takes place through elections at following three levels.

**National Level:** At this level people directly elect their representatives to the House of People i.e. Lok Sabha for a period of five years. The person elected thus is a representative of that particular area or constituency in the parliament. E.g. Lok sabha has 543 members which are directly elected by the peole through the first past the post system. People cast their votes for candidates belonging to a variety of political parties. The one who secures highest number of votes is declared elected. Members of the Council of States i.e. Rajya Sabha are indirectly elected by members of Lok Sabha and members of the state legislative assembly.



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**State Level:** The parliamentary form of government has been adopted at the state level as well. At this level people of a particular state directly elect their representatives to the state legislative Assembly i.e. Vidhan Sabha for a period of five years. The person elected thus is a representative of particular area or constituency from a state in the state legislature. E.g. State legislature of Maharashtra has 288 members in the Vidhan Sabha which are directly elected by the people of the state of Maharashtra.

**Local Level:** In order to achieve ideals of good governance the constitution of India since 1990's has added one more tier to the government, in the form of local self-governing bodies, both in rural and urban areas. In this part of the chapter we shall go into details of Urban and Rural Local Body Elections.

### Institutions at the Local Level:

The geographical length and breadth of our country coupled with unimaginable socio cultural diversity makes her a unique nation state. In addition to this a huge population pose many governance challenges before us. Our constitution has divided the powers and functions between the union and state in the form of three lists mentioned in part VII of the constitution. But with changing times and growing expanse of governance, it was realised that a government is needed which closer to people, where people are part of the governing process and also a part of electing their own local representatives to address their local problems and concerns. To this effect in 1993 two historic constitutional amendments were passed by the Indian Parliament. The 73<sup>rd</sup> CAA and 74<sup>th</sup> CAA celebrate the spirit of local democracy and local governance in India.

#### Constitutional Provisions of the 73<sup>rd</sup> & 74<sup>th</sup> Constitutional Amendment Acts:

The 73<sup>rd</sup> and 74<sup>th</sup> Amendment to the Constitution of India has given legal sanctity to the Panchayat Raj System in rural arrears and Municipal Governance in Urban areas. India



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has a chequered history of local self- governing bodies working at the local level. The council of five elderly members from a village i.e. Panchayat existed in India since time immemorial. Sir Charles Metcalf called these village communities as 'Little Republics'. But with the passage of time these communities became dysfunctional. After independence, through the recommendations of various committees like Balwant Rai Mehata Committee, Ashok Mehta committee and others, Indian government tried to revive these institutions. But unfortunately they all failed miserably. However with the onsets of liberal reforms in 1990's, the process of decentralisation also gained momentum. And finally in 1993 73<sup>rd</sup> and 74<sup>th</sup> CAA were passed by the Indian Parliament. These acts implement Article 40 of the DPSP. It added Part XI and XI A to the constitution. It covers Article 243 to 243 O which relates to Panchayati Raj System in rural areas and Article 243 P to 243 ZG which relates to urban local governance in India. These acts also added two schedules to the constitution, namely 11<sup>th</sup> and 12<sup>th</sup> schedule. The 11<sup>th</sup> schedule prescribes a list of 29 functions to be performed by rural local bodies and 12<sup>th</sup> schedule prescribes a list of 18 functions to be performed by the urban local bodies.

These two acts have added third tier to the federal framework of our Government and thus it makes India a unique three tier federal democratic polity in the world. The following flow chart explains this:







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### Important features of the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendment Acts:

1) Gram Sabha or Ward Sabha (Meetings): It is a deliberative body at the grassroots level. It comprises of all the registers voters in a village in rural areas or a ward in an urban area. It is the foundation of local democracy and process of decentralisation of powers in India. People at grassroots level can directly participate in the meetings of Gram Sabha or Ward Meeting, where they can discuss issues concerning them, offer suggestions, question their representatives and also approve the plans and budgets prepared by their representatives. In a way it's a miniature of the parliament of India at the grassroots level.

2) **Reservation of seats for SC/ ST and Women:** In order to provide fair and equal representation to all the sections of the society, seats are reserved for SC, ST in proportion to their population. Along with this, one third seats are also reserved for women candidates. States like Maharashtra, Madhya Pradesh, Gujarat now reserve fifty per cent of the seats in their Panchayati raj institutions.

3) **State Election Commission:** This amendment provides for the establishment of the State Election Commission for conduct of elections to the urban and rural local self-government. This consist of Municipal Corporations, Municipal Councils, Nagar Panchayats in urban areas and Zilla Parishads, Panchayat Samitis, Village Panchayats in rural areas. This amendment made provision of Article 243-K and 243-ZA wherein State Election Commission were established. The main objective for 73<sup>rd</sup> and 74<sup>th</sup> amendment and making this provision was to create independent status of State Election Commission so that elections are conducted in free and fair, without other intervention.

**Role of an individual towards electoral process at the local level:** Democracy as a system and as a way of life becomes meaningful only when there is active participation



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of people in the electoral process.

Following suggested activities help us understand our role as a citizen and as an individual in the electoral process.

### Suggested Activities:

1) Find out the name of elected local representative from your rural or urban area in which you live. What promises he made at the time of election and how much work he had done in your area?

2) Register yourself in the voters list of your area of residence, to be able vote at the time of National, State or local Elections. If you shift your residence then you also must shift your name to the voters list of that area. Voter registration can now be done online as well.

3) Visit a Local body. E.g. Gram Panchayat or Municipal Corporation or Zilla Parishad

4) Attend a Gram Sabha or Ward Meeting in your own area.

5) Find out what functions rural or urban local bodies are supposed to perform in your Area.

6) Find out what are the problems, challenges and concerns of your area. What steps local body has taken to address the same?

7) Find out the names of political parties which contested election in your area last time. What was their electoral manifesto or agenda? How far the party has been able to address the local concerns? What is their party ideology? What is their party symbol?



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# III. Good Governance Introduction:

Governance has been defined to refer to structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment and broad based participation. When a government sticks to these principles while making policies and implementing them, it is said to be good governance.

Let us now look at the concept of Good Governance in detail.

### Meaning of Good Governance:

In 1989, the concept of 'governance' was for the first time highlighted in a World Bank study 'Sub-Saharan Africa-from Crisis to Sustainable Growth' to describe the need for institutional reform and a better and more efficient public sector in Sub-Saharan countries. The study report mentioned four key dimensions of good governance:

- i. Public sector management
- ii. Accountability
- iii. Legal framework for development
- iv. Information and transparency

For a country like India where democracy forms the base of all the governing systems, governance needs to be inclusive and is largely determined by the participation of its people. In a democracy like ours, a system of governance which is accountable and transparent demands the participation of people at every level. People's participation on one hand can help the government formulate better policies which can be communicated to the society again through participation and also implemented well with its help.

If policies of the government are inclusive and people friendly, it would help encourage the participation of citizens in the mainstream political process. In turn, when people participate directly- by contesting or indirectly by voting or by being a part of the electoral



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process, it would help strengthen the government and would help in brining more people friendly policies.

Good governance thus has to be understood as a two way process, the government should ensure that the values of good governance like accountability and transparency are taken care of while framing policies while on the other hand, people should participate in the process of governance to make it better.

After having a detailed discussion about the origin, development and meaning of good governance, let us try to understand the essential components of good governance reflected in the various documents and study reports of international organisations, policy makers and in the writings of the researchers and academicians.

**Characteristics of Good Governance:** 

### **1.** Participation:

The first characteristic refers to equal participation by all members of society as the key element of good governance, with everyone having a role in the process of decision-making. Participation could be either direct or through legitimate intermediate institutions or representatives. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand. All the section of society should be allowed to express their concerns in the policy making influencing them without any fear and discrimination.

### 2. Rule of Law:

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and



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incorruptible police force. It also involves provision of free legal aid to the poor and needy people who cannot afford to pay to the legal practitioner. It focuses on judicial and legislative reforms and the importance of legal education and training.

### **3.** Transparency:

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

### 4. Responsiveness:

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe. By being responsive, governmental institutions gain 'legitimacy' in the public realm which will automatically ensure their wider acceptance and thus effectiveness in governance.

### 5. Consensus oriented:

There are several actors and as many viewpoints in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long- term perspective on what is needed for sustainable human development and how to achieve the goals of such development.



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#### **6.** Equity and inclusiveness:

A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.

### 7. Effectiveness and efficiency:

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

### 8. Accountability:

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Accountability cannot be enforced without transparency and the rule of law.

**Government, Governance and Good Governance:** The word 'Governance' lends itself to wider meaning which includes the processes as well as the results, making it more comprehensive in meaning and implications than the word 'government'. Government refers to the machinery and institutional arrangements of the 'political community' whereas governance means making policies for the development of organisations as well as people.

While governance, on the one hand, deals with collaborative partnership networks which are necessary for policy formulation and implementation, good governance, on the other hand, attempts to make this activity not just efficient but also more accountable, democratic and responsive to the public needs.

Good governance goes beyond the formal institutions of democratic government to



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address several other central issues which includes- representative legislature; nondiscriminatory laws; efficient, impartial and rapid judicial processes; transparent public agencies; Universal protection of human rights; accountability for decisions by public officials, devolution of resources and decision making to local.

#### **Good Governance in India:**

Kautilya's Arthashastra highlighted the principle of good governance as,

"In the happiness of his people lies king's happiness, in their welfare his welfare, whatever pleases himself he shall not consider as good, but whatever pleases his people he shall consider as good."

The Indian Constitution has not used the term even once in its preamble.

Indeed, the Constitution has used 'governance' only once in its directive principles of state policy. Article 37 says: 'The provisions contained in this part shall not be enforceable by any court, but the principles therein laid down are nevertheless fundamental in the governance of the country and it shall be the duty of the state to apply these principles in making laws.' The directive principles of the state policy emphasize the 'content' part of good governance. E.g. Right to an adequate means of livelihood, Equal pay for equal work for both men and women is ensured, equitable distribution of resources etc.

The problem of good governance (read administrative reform) is discussed in each fiveyear plan as well as by parliamentary committees. Besides, the Government of India has appointed no less than 34 committees devoted to good governance making a large number of recommendations.

The plan documents in post 1990 reflected the essential principles of good governance including constitutionally protected right to elect government, accountable and transparent government, effective and efficient delivery of social and economic public services, a special attention for ensuring the effectiveness and efficiency of local governments, delivery of key services such as primary education and health, the rule of law, protection of the disadvantaged groups, especially the SC's, ST's, minorities and



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others etc.

One of the best policies that has set an example in the country is the Right to Information Act which came into full force in the midnight of 12<sup>th</sup> and 13<sup>th</sup> October 2005. Under the act any citizen can seek information from government or public authorities as notified in the act. The act seeks to deepen Indian democracy by empowering the citizens to obtain the needed information from the public authorities at the national, state and local levels and aims at good governance by ensuring the much-needed transparency and accountability in them.

Another such initiative is The National Rural Employment Guarantee Act (NREGA), 2005, which has now been renamed as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). It is one such step towards implementing the provision of Right to Work and is the largest social welfare scheme of its kind in the world.

Even The Right to Education (RTE) Act, 2009, may be legitimately hailed as one of major landmark legislations that have been enacted by Parliament in the 21st century, with a view to achieve the objectives of Good Governance. It aims at fulfilling the promise of universal education by making it a mandatory obligation for the state to ensure that all children of the 6-14 years age group enroll themselves in schools and attend the classes.

#### In conclusion

After understanding the concept, meaning, principles and examples of good governance, one can infer that it is a broad and dynamic concept. Governance to become good governance needs participation of people at each stage through which ideals of the same can be achieved for a better welfare of people. The values of good governance need to be cherished and practiced in a true sense to make governance more efficient, effective and beneficial to the citizens.

#### **Operation of the syllabus:**

The syllabus has to be operationalized in the following manner



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Apart from the theoretical understanding given in the above section, the students should be encouraged to follow democratic principles in their daily life

They should be encouraged to make presentations on various electoral processes

They should be encouraged to propagate and enthuse for registering voters

The students should ensure full class registers as voters if they are not.

The school/colleges may have essay writing competitions on electoral/democratic processes

Interview at least on elected representative or politically active individual or one who had contested election to anybody in the area and make presentation in the class.

Role play, skits, short stories, short dramas, short films in case of BMM students posters (fine and applied arts students) be used for part assessment during the course.

Depending upon the activities carried out by the students one student be declared leader of the month.

Mock Elections can be organised in your institutions.