

Government to Governance

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Governance: From Authority to Collective Action

- Understanding how public power works in practice
- **Key Point:**
- Governance connects democratic authority with lived outcomes.
- **Indian Case:**
- Post-1990s India shows that citizen trust increasingly depends on service delivery and administrative responsiveness.

Why Governance Matters Today



- Performance drives legitimacy
- Trust shaped by daily encounters
- Outcomes matter more than promises

- Key Point:

Citizens judge democracy by how it works in practice.

- Indian Case:
- Public satisfaction with welfare depends on ease of access and grievance redress.

From Government to Governance



- Government focuses on authority and hierarchy
- Governance focuses on processes and outcomes
- Multiple actors involved
- Key Point:
- Governance broadens responsibility beyond the state.
- Indian Case:

Urban services increasingly involve municipalities, NGOs, and private actors.

Classical Roots of Governance



- Authority and legitimacy
- Rules and bureaucracy
- State-centric logic
- Key Point:
- Early theory focused on control, not experience.
- Indian Case:

Colonial administrative legacy emphasised procedures over outcomes.

Modern Governance Thinking



- Institutions shape incentives
 - Informal norms matter
 - Governance beyond hierarchy
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- Key Point:
 - Rules work only when aligned with social practices.
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- Indian Case:
 - Community forest management outperforms top-down enforcement.

Why the Shift to Governance Occurred



- Complex policy challenges
- Fragmented authority
- Trust deficits

- Key Point:

Command-and-control alone cannot manage complexity.

- Indian Case:

Air pollution governance requires multi-state coordination.

Core Question of Governance



- How does authority translate into outcomes?
- Law vs implementation
- Institutions as mediators
- Experience as proof
- Indian Case:
- Strong welfare laws still show uneven outcomes across districts.

Core Dimensions of Governance



- Authority
- Capacity
- Accountability
- Coordination
- Legitimacy

- Key Point:

Imbalance among dimensions causes failure.

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Authority and Capacity



- Mandate vs ability
- Fiscal and human resources
- Uneven capability

- Key Point:

Authority without capacity undermines credibility.

- Indian Case:

Urban local bodies rely heavily on state transfers.

Accountability and Coordination



- Vertical and horizontal checks
- Institutional silos
- Feedback mechanisms
- Key Point:
- Accountability works only with coordination.
- Indian Case:

Disaster response improves through inter-agency coordination.

Legitimacy as Lived Experience



- Fairness
 - Predictability
 - Dignity
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- Key Point:
 - Legitimacy is experienced, not declared.
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- Indian Case:

Polling-day experience shapes voter trust.

Governance Models

- Good Governance
 - New Public Management
 - New Public Service
 - Collaborative Governance
- Key Point:
- No single model fits all contexts.
- Indian Case:
- India applies multiple models simultaneously.

Good Governance & NPM



- Transparency and efficiency
 - Performance metrics
 - Managerial tools
- Key Point:
- Efficiency must not override equity.
- Indian Case:
- Target-driven administration sometimes prioritised data over outcomes.

New Public Service & Collaboration



- Citizens as co-producers
 - Public value focus
 - Partnerships
- Key Point:
- Governance improves when citizens are partners.
- Indian Case:
- Self-help groups deliver livelihoods and nutrition.

Governance and Democracy



- Electoral vs performance legitimacy
 - Institutions between elections
 - Trust over time
- Key Point:
- Democracy is sustained through delivery.
- Indian Case:
- Independent institutions strengthen democratic credibility.

Conclusion: Governance as Democratic Craft



- Practice, not formula
 - Balance and calibration
 - Everyday democracy
- Key Point:
- Governance is how democracy is lived daily.
- Indian Case:
- India's democratic resilience depends on administrative practice.

Thank you !