

# 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



HYDERABAD  
OFF CAMPUS

- 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
- Key Point:
  - Rules work only when aligned with social practices.
- 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 ab

- 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
- Key Point:
- Legitimacy is experienced, not declared

- 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 !