
Public Administration
Paradigm Shift from Government to
Governance

Coverage

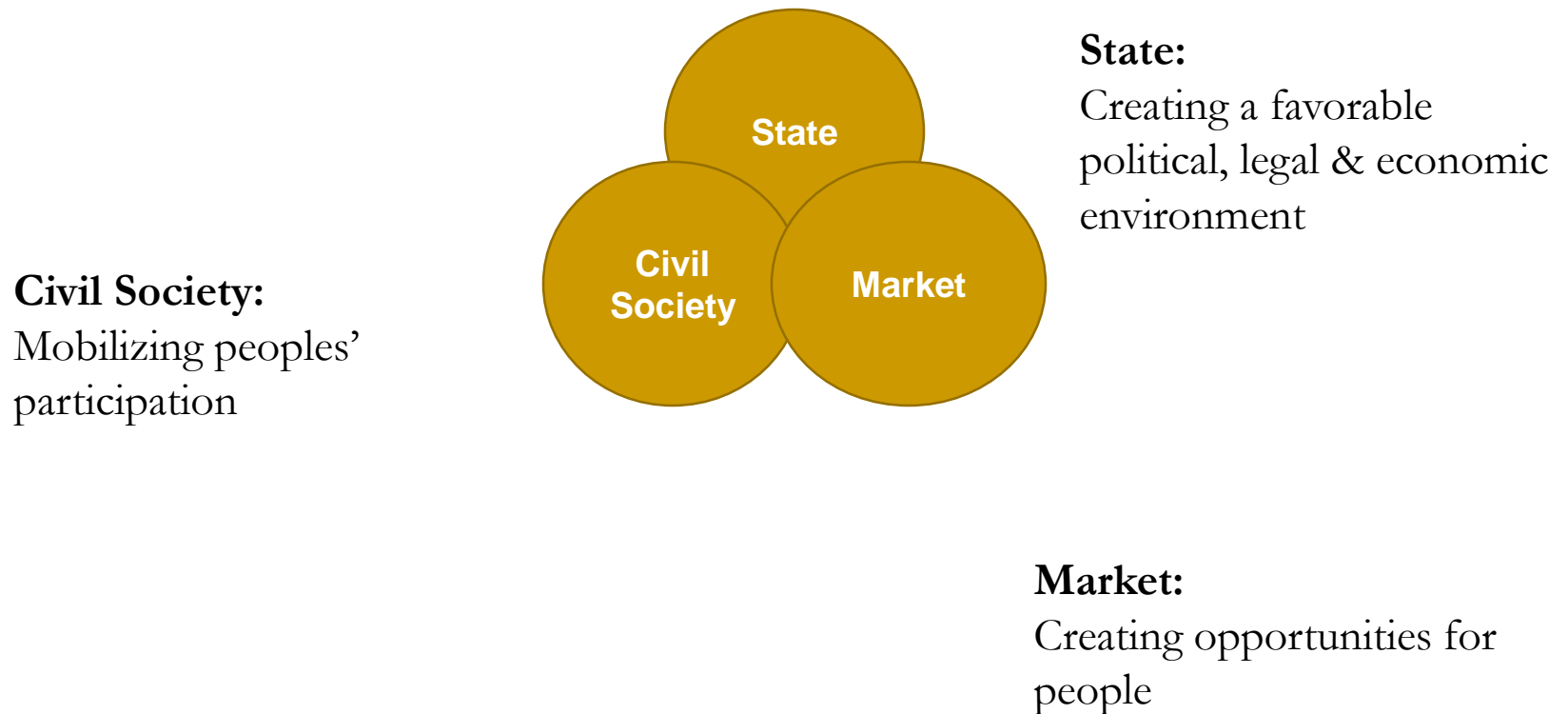
- Government and Governance
 - New Public Management
 - Leadership Roles to Promote Governance
 - Communication
 - Listening
 - Process and Feedback
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Peter Drucker

- “....We do not face a ‘withering away of the state’, we need a vigorous, a strong and a very active government... a government which confines itself to decision and discretion and leaves the ‘doing’ to others
 -a government that ‘governs’ and not a government that ‘does’ or ‘administers’....”
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Governance: Operation of 3 Key Actors

Governance: Goes beyond the Government



Administration/Governance

- **Is Governance another mode of conceptualizing public administration in a changed global scenario?**
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NPM - Some Key Words

- Entrepreneurship
 - Competition
 - Privatisation
 - Governance through non state actors
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World Bank Publication – ‘Sub – Saharan Africa – from crisis to sustainable growth’ 1989

- Worsened economic performance in the region despite Structural Adjustment Programmes
 - Failure of public institutions cited as reason for weak performance
 - Term “Governance” first used to describe the need for institutional reform and a better and more efficient public sector in sub –saharan countries.
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Governance

- Not synonymous with government
 - "Governance is the manner in which power is exercised in the management of a country's economic and social resources for development" (World Bank 1992)
 - Ability to make decisions and its capacity to enforce them.
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Governance

- Governance - ‘capacity’ of the public authority and its accountability

Capacity - state’s ‘hardware’

Accountability - ‘software’

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- Creating conditions for ordered rule or collective action.
 - Outputs of governance may not be different from those of government
 - It is rather a matter of difference in processes.
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From 2000 – Discernible trend towards emerging model

- Post – New Public Management/ Neo Weberian
- New Public Service (Denhardt and Denhardt, 2000)
- New Public Governance (Osborne, 2006)

How to make government perform better and deliver on key objectives?

How to make government more responsive to citizens?

NPM

- Fragmentation of policy and delivery across multiple agencies and service providers
 - Diminished coherence across government
 - Emphasis on ‘managerialism’ to the neglect of wider governmental, political and socio cultural contexts.
 - Political, legislative and parliamentary reform is critical to the success of management and governance reforms
 - Political reform a precondition for governmental reform
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Privatisation - one answer, not the answer

- Services can be contracted but not governance
 - Shift in the delivery of services does not imply shift in responsibility of services
 - Guiding role of the state is central to NWS
 - Policy Management, regulation, ensuring equity, social justice, social cohesion, collective decisions – onus lies on the public sector.
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The New Public Service

- Citizen as centre of reform
 - Emphasis on public interest and citizen as focus of public service
 - Role of public officials to facilitate opportunities for citizen engagement
 - Active and involved citizenship
 - Reasserts the importance of a public service ethos dedicated to wider public good.
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- Building **collaborative** relationships with citizens and groups of citizens
 - Encouraging **shared responsibility**
 - Disseminating information to elevate **public discourse**
 - **Seeking opportunities** to involve citizens in government activities.
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Post NPM Refoms

- Culturally oriented governance efforts
 - Need to re – establish a ‘common ethic’ and a ‘cohesive culture’ in public sector
 - Trust and value based management
 - Rebalancing existing administrative systems without changing them in fundamental way.
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Factors/incentives/drivers in the system

- Is the public service motivated to excel?
 - To what extent accountability can be ensured?
 - Is authority decentralised enough to permit adequate flexibility?
 - Do rewards reflect the quality of performance?
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How to factor in public sector reforms?

- Sensitive to context
 - Should draw on various approaches
 - No single model of public management offers a magic bullet
 - Some measure of downsizing and efficiency reforms need to continue
 - Rebuilding of the institutional fabric of authoritative and capable public institutions.
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- Opt for ‘best fit’ rather than ‘best practice’ solutions, not ‘one size fits for all’
 - Embrace adaptive responses to complexity
 - Need for an efficient and capable core public service
 - Reforms grounded in interests and needs of citizens and
 - not driven by technocratic impetus of public officials or the self interested imperatives of elected politicians
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Stakeholders in governance

- Executive
- Legislature
- Judiciary
- Media
- Private Sector
- Social organisation (pattern of relationships between and among individuals and social groups)
- Civil society
- Political parties
- Citizens

Governance: Who are the players? Who has influence? Who decides?

- governance is not only about **where to go**, but also about **who should be involved in deciding**, and in **what capacity**.
 - The role/influence of stakeholders is **relative** – **differs from society to society**.
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Some fundamental questions:

- What are the characteristics of good governance?
 - Are there universal principles of good governance?
If so, what are they?
 - Where do these principles come from?
 - In applying such principles what quality of detail do we need?
 - What particular criteria are necessary to build governance?
 - How might we apply these principles to assess current governance regimes?
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Good governance basically means balanced governance

❖ Challenge of good governance require:

- Government to be reinvented**
- Bureaucracy to be re-positioned**
- Government/ business sectors to be re-invigorated with a social motive**

The age-old reform conundrum

- “There is nothing more difficult to carry out ... than to initiate a new order of things. For the reformer has enemies in all who profit from the old order, and only lukewarm defenders in those who would benefit from the new.”

(Niccolò Machiavelli; *The Prince*, 1513)

GOOD GOVERNANCE

GOOD GOVERNANCE IS NOT A FINISHED PRODUCT
- IT IS A DYNAMIC CONCEPT

Scope

- Just as war is too serious a matter to be left only to generals, governance is too serious a matter to be left only to politicians and bureaucrats
 - In governance all stakeholders from all walks of life must become active participants in keeping a close watch over it.
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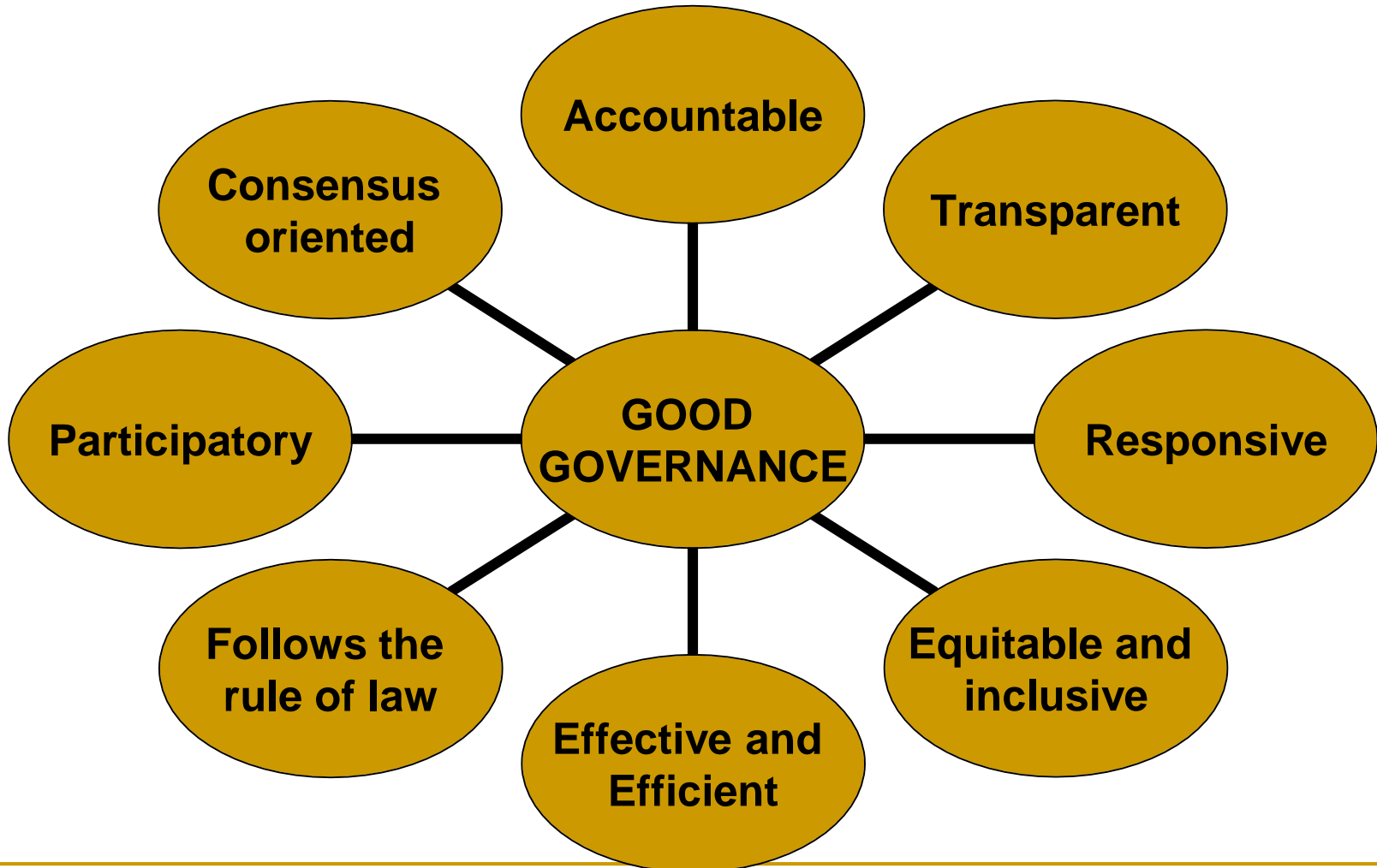
London School of Economics Study (2012)

- Structural weaknesses
 - Widespread Corruption
 - Poor Leadership
 - Extreme social Divisions
 - Religious extremism and internal security threats.
- Institutional Sclerosis was blamed for this situation.
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Focus

- Flexible, De-hierarchical, Post Bureaucratic
 - Less government and more governance
 - Emphasis on inter – organisational relationships and the governance of processes
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Eight Characteristics of Good Governance - UN



Role & Competencies

1. Representation
 2. Communication
 3. Facilitation
 4. Using Power
 5. Decision Making
 6. Policy Making
 7. Enabling
 8. Negotiating
 9. Financing
 10. Overseeing
 11. Institution Building
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POWER

- Reward Power
 - Coercive Power
(Demotion/Dismissal/Removal)
 - Legitimate Power
 - Expert Power
 - Information Power
 - Image Power
 - Contact Power
 - Catalytic Power (Merge two Sources)
 - Shared Power
 - Holistic Power
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Communication and Listening

- NO time to Listen
 - Just say-I Know –You listen
 - One side conversation
 - Poor planning
 - Faulty Implimentation
 - Barrier in Effective Administration
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Communication--Need

- Nindak Niyare Rakhiye
 - Walk 20 miles to listen from enemy if one can learn
 - Do not talk unless you can improve silence
-

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Communication -Forms

- Verbal
 - Visual
 - Written
 - Audio
 - Audio-visual
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Communication -Forms

- Purpose
 - Receiving
 - Giving
 - Absorbing
 - Acting
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Communication Skills

- Mail,
 - Facebook,
 - Twiter,
 - Skype
 - Lodging of formal complaints
 - Meeting with officials
 - Writing to officials
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Communication Skills

- Use of legal means
 - Formal petitions
 - Techniques by official to communicate with citizens
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Communication Skills

- Public sessions of elected body
 - Targeted meeting with citizen
 - Public discussion on important community issues
 - Formal public hearing on specific issues.
 - Publication of elected body meeting minutes
 - Answering correspondence.
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Active Listening

- Listening actively is powerful leadership and governance tool.
 - Active listening involves a two way communication
 - Active listening also involves reflecting back to the speaker assurance that what is being said is being heard.
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Listening Skills

- Convey interest – I like what you are saying
 - Encourage – Yes please tell me more
 - Help clarify – Based on what you are saying
 - Reflect back – If I understand you right, you are saying
 - Respond to feelings
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Taking Feed back

- Make it specific
 - Be direct
 - Be timely
 - Be descriptive
 - Check for response – be sure that message has been received and is understood.
 - Don't overlook the need for positive feedback
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Questions for feed back

- To learn
 - To get agreement
 - To expose interest
 - To probe
 - To clarify
 - To elaborate
 - To explore
 - To provoke
 - To sort out what is relevant and what not.
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Leadership and Learning are
indispensable to each other.

J. F. Kennedy

An axe without a handle does not cut
wood.

To chop a Tree Quickly, spend twice the time sharpening your axe.

Chinese Proverb

Nature has given us one tongue; but two ears that we may hear from others.

I would walk 20 miles to listen to my worst enemy if I can learn something.

My unhappiness was the unhappiness of a person who could not say no – One no is better than Hundred yes.

We do not see things as they are We
see them as we are.

The spoken word belongs half of
those who speak and half of those
who listen.

No sooner have you spoken than that
what you have said become property of
others.

If you have one good idea people will lend
you twenty.

The Need

Sachiv Vaid Guru Tin Jo Priya Bolen
Bhai Aas
Raaj Dharm Tan Tin Kar Hoi Bege hi
Naas

A boat does not go forward if every one is rowing her own way.

Leadership is the capacity to exploit connections that others rarely see.

Conviction is worthless unless it is converted into conduct.

There are two ways of spreading light
– Be the candle or the mirror that reflects it.

It is not only the water but the banks
which make the river.

Mahatma Gandhi

Watch what happens to a wagon when
one wheel comes off.

You can not create experience, You must undergo it.

Albert Camus

Everything that happens to you is your teacher – The Secret is to learn to sit at the feet of your own life and be taught by it.

Polly Berends

Be the change you want to see in the world.

Mahatma Gandhi

We will be for known by the tracks we leave.

Inspired vision, clarity of purpose,
integrity, will and trust.

Everybody, Somebody, Anybody,
Nobody

Mukhiya Mukh so chahiye khan paan
kahu ek,
polai posai sakal ang Tulsi sahit Saneh

Leader – within

- Energy/Talent
 - Patience
 - Truth
 - Politeness
 - Caring
 - Humble
 - Charity
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Leader

- Leadership Qualities
 - Leader Within
 - Leader creates another Leader
 - Leadership – Role and Competencies
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Sum up

- Leadership –Natural quality
 - Ignite self
 - Do Differently-not different
 - Way – to find
 - Out of Box –Thinking
 - Assess and re -assess
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