

Q. Compare and contrast Bureaucratic Model with New Public Management (NPM). Do you think NPM is relevant to developing countries like Pakistan. Support your answer with relevant key indicators.

Introduction :

The Bureaucratic model and New Public Management (NPM) are two distinct approaches to public administration with their merits and demerits. Bureaucratic model is based on Weber's theory of bureaucracy whereas, NPM is a managerial and administrative approach emerged in 20th century, aiming to reform and improve efficiency of public sector organization. Moreover, NPM approach is considered more beneficial for developing countries like Pakistan due to different factors.

Comparison of Bureaucratic Model with NPM :

1- Situational Contexts :

a- Situational Context of Bureaucratic Model :

It was a response to the need of efficient and rational organizational structure in rapidly industrialized society. Bureaucratic model is based on Weberian theory of ideal bureaucracy emerged in 19th century.

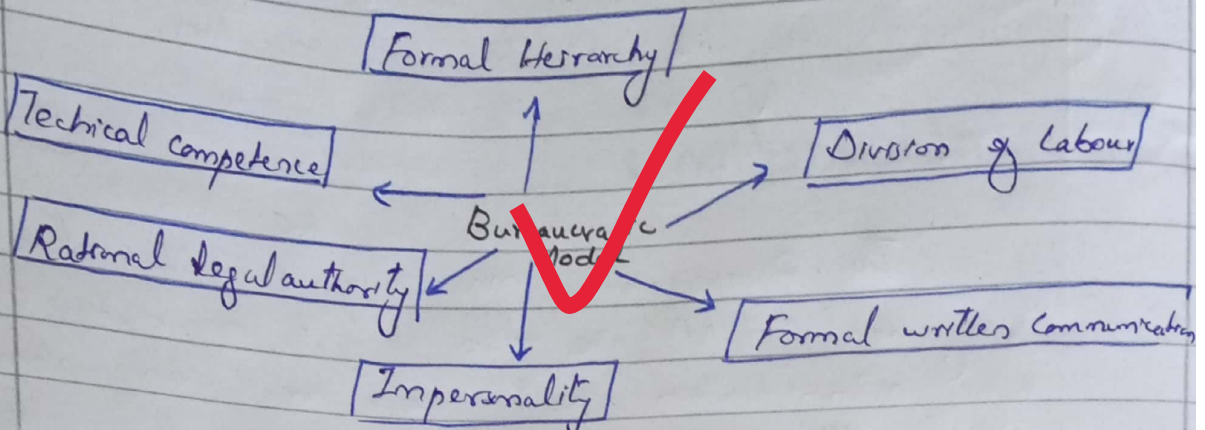
b- Situational Context of NPM :

NPM emerged in late 20th century to reform and improve efficiency of public sector organizations. It draws its principles from private sector to enhance delivery of public sectors.

2-

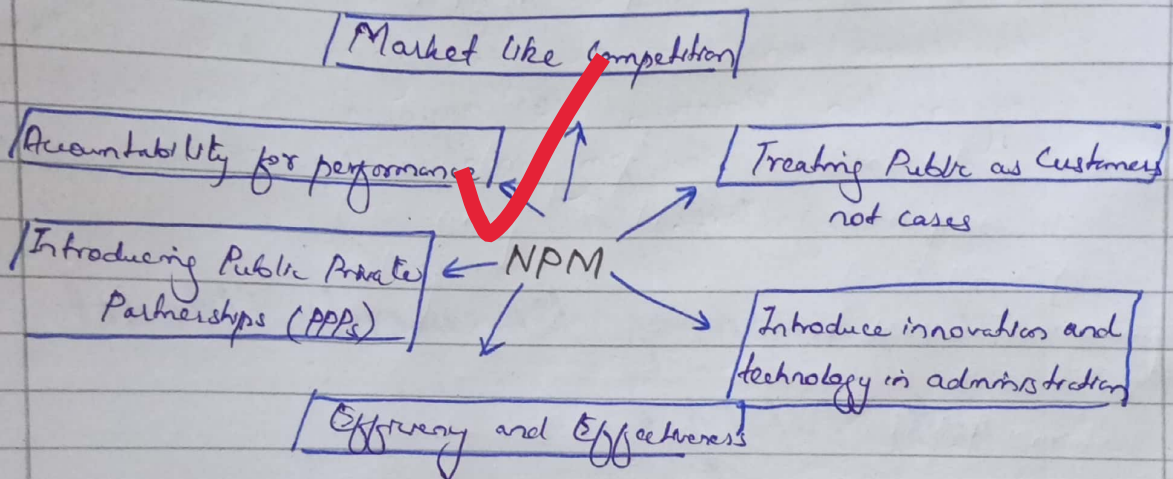
Principles :

a- Principles of Bureaucratic Model :



Well organised charts

b- Principles of NPM :



3. Decision Making in Bureaucratic Model and NPM :

a- Decision Making in Bureaucratic Model :

Decision making in bureaucratic model is centralized i.e. power of decision lies with top hierarchy. Communication is top-down i.e. from upper level management to lower management.

b- Decision Making in NPM :

In contrast to bureaucratic model, decision making in NPM is decentralized. It advocates for delegating decision-making to lower level of organization and increase autonomy. It is customer centric, emphasize

the needs of public or customers.

4. Accountability in Bureaucratic and NPM model:

a. Accountability in Bureaucratic Model:

In bureaucratic model, employees are accountable to their superior in hierarchical structure i.e. Public officers are accountable to the Minister or PAO of concerned Ministry.

b. Accountability in NPM:

NPM seeks to establish horizontal accountable mechanism in contrast to vertical accountability of bureaucracy. It extends across the organization and to external stakeholders.

5. Flexibility

a. Flexibility in Bureaucracy:

Bureaucratic model is highly rigid and there are no chance of flexibility. It is highly structured, rule bound and resistant to changes.

b. Flexibility in NPM:

NPM encourage organizations to be more flexible so they can have ability to adapt themselves with the changing circumstances.

6. Point of Focus:

a. Focus on process in Bureaucratic Model:

In Bureaucratic model, there is a set of formal rules and procedures so it emphasize on adherence to established rules and practices.

b. Focus on Outcomes in NPM:

NPM is result oriented. It emphasised

achieving specific objectives and outcomes and measures the performance against target. So, it is outcome driven.

Contrast of Bureaucratic and NPM model :

Factors ↓	Bureaucratic Model	NPM
Orientation	Process oriented	Results oriented
Centralized or Decentralized	Centralization of power	Decentralization
Origin and Evolution	Weber theory of Bureaucracy in 19 th century	Emerged in 20 th century as response to challenge faced by Traditional bureaucracy
Emphasis	Rule-based	Market oriented
Rigid/Flexibility	Rigid and resist to change.	Flexible; advocates change
Accountability	Vertical	Horizontal

Relevance of NPM in Developing Countries:

NPM is considered to emerged in 20th century as response to challenges faced by traditional bureaucracy. It is beneficial for developing countries like Pakistan due to following reasons:

1- Efficiency and Effectiveness:

NPM aims to improve efficiency and increase effectiveness by its result oriented approach, make it relevant to resource constraints countries like Pakistan. This way Pakistan can improve efficiency and effectiveness with scarce resources.

Indicators:

Improved service delivery can be measured by checking factors like reduced waiting times in hospitals, increased access to education, and enhanced infrastructure development.

2- Decentralization and Local Empowerment:

NPM emphasizes decentralization which can lead to more responsive and effective local government system in Pakistan.

Indicators:

Increased participation in local governance, community involvement in decision making and improved service delivery at grass-root levels.

3- Transparency and Accountability:

NPM emphasizes horizontal accountability mechanisms, thus reducing corrupt practices and ensuring that public resources are used efficiently and effectively.

Indicators:

Transparency in budget allocation, reduced level of corruption as per global transparency index, presence of robust audit mechanisms.

4- Customers Oriented Approach:

NPM focus on understanding and meeting needs of customers or public. This can lead to satisfaction of public with perceived level

of trust in government institutions.

Indicators:

Surveys and feedbacks can measure the satisfaction of citizens from public services and can check perceived level of trust in government organizations as well.

5. Flexibility and Adaptability:

Developing countries like Pakistan often face dynamic and rapid changing environments. NPM approach is flexible and can help government to respond challenges more effectively.

Indicators:

The ability to quickly adopt policies and programs to address new and evolving issues as demonstrated by timely response to crisis.

6. Private Sector Collaboration:

NPM encourages borrowing principles from private sector and can improve efficiency in developing countries like Pakistan where there is a serious need to improve institutional services. Public-Private partnerships are very helpful in this regard.

Indicators:

Number of successful ^{public} private partnerships and level of private investment in public sector can serve as indicators for efficiency gains.

7. International Competitiveness:

Adopting NPM principles can enhance the competitiveness of Pakistan on global stage by attracting foreign investments and fostering economic growth.

Indicators:

Metrics like FDI, ease of doing business, export competitiveness, can reflect improvement in international competitiveness.

Conclusion:

Both Weberian ^{model} and NPM has its advantages and disadvantages. It is important to note which suits best keeping in view the current situation of Pakistan. Implemented NPM principles in developing countries will be helpful to improve governance, enhance service delivery and increase efficiency in resource allocation.

x — x — x — x — x