M-PHIL THESIS

Title: Applicability of NPG Practices in Pakistan. A Case Study of
District Administration Islamabad

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LIST OF ABBREVIATIONS

FBR	Federal Board of Revenue
IMF	International Monetary Fund
ICT	Islamabad Capital Territory
NPG	New Public Governance
NPM	New Public Management
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
OGDCL	Oil and Gas Development Company Limited
PG	Public Governance
PA	Public Administration
PAR	Public Administration Reforms
PTCL	Pakistan Telecommunication Company Limited
PARC	Pakistan Agricultural Research Council
SAP	Structural Adjustment Program
SPSS	Statistical Package for Social Sciences
SARS	Severe Acute Respiratory Syndrome
USA	United States of America
UK	United Kingdom
WB	World Bank

DECLARATION

This thesis contains no material which has been accepted for the award of degree in any other university or institution. To the best of my knowledge, this thesis contains no material previously published or written by another person, except where due reference is made in the text.

The purpose of this dissertation is partial fulfillment of M-phil degree in Governance and Public Policy (GPP), National University of Modern Languages, Islamabad.

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Date:.25.07.2021...................................

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<u>DEDICATION</u>

I dedicate this thesis to my beloved family especially to my Father and Mother who are the constant source of inspiration and strength for me. Without their unwavering support, encouragement right from the day one, success in this endeavor would not have been possible, and I never would have been able to muster up the perseverance for it.

ABSTRACT

New public governance (NPG) paradigm has increasingly become a popular phenomenon in developed world. By seeing this success, certain components of NPG; cost-cutting and downsizing, separating purchaser from provider, devolution of management authority, technology and innovation have become an archetypal reform model for modernization of public administration in developing countries. The aim of this research was to analyze and test the applicability of New Public Governance reforms practices in Pakistan. The applicability was measured by the perceived usefulness of NPG elements to stakeholders. The study also explored the potential influence of political and bureaucratic environment inherent in Pakistan to the applicability of new governance paradigm and suggested course of action for future reforms in public sector.

A mix method employing both qualitative and quantitative approaches were used to collect and analyze the data. Face to face interviews were conducted to collect qualitative data from actors of participatory local governance i.e., Politicians, Civil Servants and NGO's and analyzed using Thematic analysis. Quantitative data was collected using survey method through questionnaire and analyzed by application of software i.e., Statistical Package for Social Sciences (SPSS) version 26. The discussion regarding limitations, theoretical and practical implications, and future study are provided in this research work.

Keywords: Public administration, New public management, New public governance, developing country, Developed country, Public sector reforms.

CHAPTER 1: INTRODUCTION TO STUDY

1.1 Introduction

With the public sectors being modernized in numerous developed countries, new paradigms of governance have started emerging. These new public administration paradigms are known as New Public Management (NPM), and New Public Governance (NPG). Many public sector reforms are being carried out under their umbrella. These reforms can be seen in the public sectors of a majority of Anglo-American countries as well as distinctive worldwide institutions such as IMF and World Bank etc. (McCourt, 2013).

The elements of NPM paradigm have emerged from economic sciences. It drew attention of political scientists and public management experts (Ferris and Graddy, 1998; Kaboolian, 1998; Rosenbloom and Kravchuk, 2005; Vining and Weimer, 2005). Apolitical nature of this approach has led to the emergence of Public Governance (PG) and New Public Governance (NPG) concepts. Scholars argue that both concepts of NPM and PG are transitory stages in the evolution process of administrative ideas from classical public administration to the NPG (Osborne, 2010).

According to scholars, the concept of New Public Governance was brought to the fore by Osborne in early 2000s. Theoretical reform model i.e., New Public Management (NPM) that introduced a significant change in OECD countries including Australia is now transformed to New Public Governance. The traditional public sector reform approaches i.e., public administration (PA) and new public management (NPM) appear to have not been able to meet the increasing intricacies involved in globalized, networked society thus replaced by New public governance (NPG) paradigm (Osborne,

2006). Like OECD countries, United Kingdom (UK) also applied the features of this reform model to improve the services to citizens (Runya, 2015; Osborne, 2016).

Similarly, public sector reforms are progressively penetrating in developing countries like Bangladesh mainly due to global pressure and strict conditionalities for provision of debt relief, new loans or grants by donors and World Bank taking leading roles in achieving good governance objectives (Tahrima and Jaegal, 2012).

Over a period of time, Pakistan has too witnessed a plenty of political, economic and socio-administrative reforms that have come about in a number of restructuring processes in the country. As a result, the Pakistani administration has shift in public policy and governance (Haque, 2010). However, public sector has not been able to come out of low esteem as the public servants could not change their perception of being unresponsive, corrupt and inefficient (ICG, 2010).

With the support of international experts and management gurus, New Public Governance appeared to be crossing the boundaries from developed to developing states. Even the donor agencies have incorporated these reforms in their aid or loan packages to developing countries thus has become an important subject of interest to address the inherent problems in bureaucratic and political systems (Fair, 2012). Here it is import to find an answer to the pertinent question; Is New Public Governance reforms are applicable to Pakistan and other developing countries despite variations in their socio-political, bureaucratic and administrative systems?

Although the subject of this research was very complex in nature considering the fact that what policy does or does not work in a specific environment of the country (P Lagried, 2011) yet the researcher has attempted to answer this broad question aiming at to draw some concrete recommendations by adopting a case study method in which data based on perceptions, beliefs and attitudes of people has been collected and

analyzed to determine the application of NPG style reforms in Pakistan and other developing countries in future.

1.2   Research Gap

The literature exist on public governance reforms in developing countries is narrowly focused on specific programs (Fair, 2012). A comprehensive, conclusive study based on solid evidence is needed to test the applicability of New Public Governance paradigm in Pakistan and other developing countries where traditional bureaucratic systems have been dominant over the past several decades (Meijer & Bolivar, 2016). This research attempts to fill this void by adding significant literature which contends that the bureaucratic model is now no more suitable for growth in the world, and Pakistan is also gradually shifting away from this model with a move towards sustainable growth of its public organizations. This growth is only possible through proper network-based collaboration and coordination among public sector institutions horizontally rather than vertically.

1.3   Statement of Problem

New Public Governance (NPG) paradigm is being regarded as a more proficient and superior avenue for good governance in the international community. Scholars suggest that NPG reforms being practiced in the developed world are needed to be carefully reviewed before they are implemented in developing countries, as these reform doctrines are the products of a developed world that have different social, cultural, political and administrative characteristics compared to the developing world. It is for this reason; this research aims at exploring the applicability of NPG in Pakistan through a case study of Islamabad District Administration. This research also aims at examining the relationships between NPG factors and particularly bureaucratic and

political characteristics of Pakistan and provide a clear direction with solid recommendations for future reforms.

1.4 Research Questions

The research questions of the study are as under:

a. What are the models of New Public Governance being practiced by developed countries?
b. What is the applicability of implementation of New Public Governance refom model in Islamabad's District Government?
c. How does political and bureaucratic systems influence the applicability of NPG in Pakistan?

1.5 Research Objectives

The objectives specified for the research study are:

a. To analysise and evaluate New Public Governance models practiced in developed countries;
b. Evaluate the applicability of NPG in Islamabad's District Government, and determine political and bureaucratic systems influence on implementation of NPG reforms in Pakistan;
c. Add sound empirical recommendations for future refom measures in Pakistan.

1.6 Significance of Study

The study holds great theoretical as well as practical significance as it is highly relevant to the Public Administration policies which are dynamic, bringing about changes every now and then. It adds to the recent literature on the topic of NPG and complexities associated with its development. The future of a strong government depends greatly on the very nature of the leadership in Pakistan and its policies. This research study would significantly contribute to fill the knowledge gap in public

governance reforms by providing a way forward to the policy makers for economic prosperity of Pakistan.

1.7 Contribution to knowledge

Following could be the important contributions of this research study:

a. Expanding the knowledge about public management reforms, appropriate technique and strategies to make such reforms successful.

b. Fostering academic thinking regarding applicability of NPG model experienced by some of the developed countries to Pakistan by in depth analysis of elements, inherent political and bureaucratic culture of the country.

c. Developing some solid conceptual and operational recommendations for future course of action on public management reforms by integrating the results from the case study research.

1.8 Limitations and Scope

The scope of this research is limited to Islamabad District government known as ICT (Islamabad Capital Territory) Administration only. There are 06 Directorates and 25 departments under Chief Commissioner Islamabad, Head of District Management The reason to choose Islamabad, Pakistan for case study and other limitations include:

a. NPG was a new paradigm, therefore, it was convineint and appropriate for researcher to find knwolegeable respondents in Islamabad than any other District of Pakistan.

b. Timing and enviornment was ideal because the government of Pakistan was in search of appropriate model to refom its public sector.

c. It was not possible to cover the all broad areas of new public governance reforms, therefore, thrust of this study was on the analysis of Civil Service and Administrative (CSA) reforms (Evans, 2008). Civil Service in a broader sense points all the service which is people oriented and civilian based. The

term CSA reforms has been used by scholars for focusing on administrative area of Civil Service.

1.9   Organization of study

The thesis is structurally organized into six (6) chapters. The first and present chapter which happens to be the introduction offers introductory and background discussions of the study. It primarily discusses the research intent and theme of the study. It traces the socio-political phenomena called research problem, discussions on research questions, objectives, significance and scope of the study. The second chapter scans the literature on public sector reforms models i.e. public administration, New Public Management and NPG paradigm being practiced in developed and developing countries and their significance, elements of NPG and strategies for implementations of public management reforms. Finally, the chapter concludes with emerging criticism of NPG. The primary objective of this chapter to satisfy the first objective of this study. The third chapter offers the conceptual framework and methodology. It discusses the research approach, data collection methods, poplution, sampling procedures adopted for this study. This study is primarily a qualitative study but quantitative methods are used to support the argument and help the interpretation of result findings. The chapter four discusses the data analysis and findings. It expounds on how the research was conducted and analyzed. Fifth chapter is about discussion on findings. At the end final chapter constitutes conclusion, its theoratical and practical implications, limitations and areas for future research in this field of study and recommendations for future reforms in Pakistan and other developing countires.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

In contemporary times, role of public managers is subject to change and greatly different from what it used to be a few decades ago. The public organizations of today are now expected to join hands in collaboration, not just with one another but also the citizen groups as well as non-profit organizations. Moreover, these public organizations are also expected to utilize the modern innovative technologies of the recent times in order to increase efficacy in their services (Peters and Pierre, 1998). This is primarily a result of the coercive pressures by dynamic global forces on the markets of different countries across the world, including Pakistan, where resources are being structured to be used in a more efficient manner. This new approach in the field of public administration is known as New Public Governance (Osborne, 2006).

This literature review shall study and review the basics of this new approach in Public administration in the ranks of scholars and researchers across the world in order to see if the organizations working under Islamabad's District Administration are amenable to adopt this approach or not.

2.2 Public Administration

In order to seek a sound understanding of this domain, we shall consider the definitions provided by multiple scholars who have carried out research in this field (Osborne, 2006).

According to Marx, "the domain of administration is witnessed in the determined action taken in pursuit of a conscious purpose. It is the systematic ordering of affairs and the calculated use of resources aimed at making those happen which one wants to happen" (Marx, 1999, p. 233). This definition can be considered as an important reference point to understand the concept administration. The vital point

which must be taken into account is the use of resources which ought to be calculated and ought not to be squandered.

Another scholar named Frederic k Lane puts forth his definition of public administration as the pursuit of achieving a group's desired goal through the maintenance and proper organization of fiscal resources (Lane, 2004). A more comprehensive definition is still being developed as public administration has a large number of tasks which fall under its auspices (Bourgon, 2007).

Many scholars argue over the narrative that all activities which fall under the domain of government can be considered in this category. On the other hand, some academicians only consider the activities performed by the executive authorities to be under the realm of public administration. However, according to L.D White "Public administration consists of all those operations having for their purpose the fulfillment or enforcement of public policy". This means that a more holistic concept of public administration is present in the literature, on which the concept of NPG thrives on; because NPG considers social organizations and citizens to be a part of the administrative system. On the contrary, Woodrow Wilson described public administration as the systemic and detailed application of all the rules and regulations devised by the government. This meant the laws formulated by the government, and their application, only fall under public administration.

The key elements of public administration include; rule of law, status quo oriented (administering set rules and guidelines), believes in centralized authority, split of politics and administration in public organizations, commitment to incremental budgeting and dominance of professionals in service delivery (Dunlevy, 1985). Public administration gained momentum in United Kingdom post World War-II in 1945 era of welfare state (Peck and Dickinson, 2008). The government was expected to fulfill

all the needs of citizens. After long dominance, this model was critiqued initially by academicians and later on political elite (Rhodes, 1991; Shendler, 1997). This gave rise to New public management (NPM) reform model.

2.3   New Public Management

New public management (NPM), symbolized as paradigm shift, was originated at the end of 1970s in Western developed countries particularly in UK since it replaced the rule driven classical public administration model (Osborne, 2006; Hood and Dixon, 2015). Scholars recognized the elements of NPM; cost effectiveness, introducing stakeholder approaches, performance-based management and transparency in allocation of resources (Dan and Pollitt, 2015). This model was later on introduced in developing countries like Bangladesh in 1980s by International Financial Institutions/donor agencies IMF and World Bank (Sarker, 2006).

At the end of 20th Century NPM started declining being declared ineffective in developed countries including USA and Canada. Many scholars claimed that NPM was dead while for others, it transformed into public governance (Dunleavy et al., 2006). These failures also prompted decision makers to cease application of this model in their public sector and as a consequence shifted to the implementation new public governance (NPG) reforms paradigms (McCourt, 2008).

2.4   New Public Governance

New public governance (NPG) paradigm is rooted in organizational sociology and network theory and is centered on the dispersion of power, trust and stability, coordination of the government (collectivism), independence of citizen, participatory decision making, collaboration (resource exchange) and delivery of service to the citizen in public interest (Osborne, 2006).

2.4.1 Theoretical roots and key principles

New public governance (NPG) paradigm is rooted in organizational sociology and network The concept of New public governance was conceived by Stephen Osborne. This approach was originated in Europe in response to criticism on New Pubic Management in the period of 1990s (Kooiman, 1993; Rhodes 1997). It is primarily based on network theory and organizational sociology (Osborne, 2006). Public services are produced by networks; public, for-profit and third sectors.

2.4.2 Scope and nature of participation

The second era of research which talks about governance under dialectical system and looks at political scope of governance network has gained significant importance specifically during the course of last decade (Klijn and Skelcher, 2007). The governance networks are closely linked with new systems free discussions, negotiations and execution (Sorensen & Torfing, 2005). In the existing governance system, the procedures of decision making have become too much complicated (Edelenbos & Klijn, 2005). In addition, this system has also changed the current political depiction to various unelected political players (Hajer & Wagenaar, 2003).

2.4.3 Role of citizens

The participatory dialogues which support NPG articulate the value of inclusivity and powerful associations have been established between players and crystal-clear procedures (Skelcher *et al.,* 2005). These discussions about such associations have emphasized for transformation of set roles and responsibilities for provision of public services. Public service delivery based on independent hierarchal relations exists between services users and trained individuals or within NPM which pertain to customer-provider linkages based on mutual trust and relational capital (Osborne, 2010). The relations of co-producers and government are horizontal form as

NPG conceptualize service user (Pestoff, 2006). So, co-production is basically an interactive and cooperative relation as it happens while delivering services (Meijer, 2016). Its aim is generation of those pre-defined public services mechanism which public managers have outlined in service design (Torfing *et al.*, 2016).

2.4.4 Enablers of participation

The basic device of NPG is networks though which capabilities of democratic representatives can be enhanced by making new structural offers and convincing others having keen attention & interest towards certain problems; by enlarging participation at political system's output side and hiring and granting powers to those individuals who can face/challenge conventional methodologies of powers (McQuaid, 2005, Sorenson & Torfing, 2005). In order to bring improvements in public service delivery within NPG, co-production is perceived as innovatory solution and recommends innovative measures and expansion (Thomsen, 2017).

On the other hand, it is viewed by Bovaird (2007) that co-operation is not necessarily be made a bench mark solution to obstacles of public service production and development. Furthermore, Torfing (2016) states that sole dependency on co-production for deliverance limits the participation possibility of service beneficiary in reforming process of innovative solutions. Governance networks are also welcomed for their plurality of actors who are well equipped to develop solutions to complex societal problems (Hajer and Wagenaar, 2003; Koppenjan and Klijn, 2004; Pestoff and Brandsen, 2010; Kennett, 2010).

Such actors who are generally out of specific community are viewed as enhancement the typical representative democracy (Sorensen and Torfing, 2009). These elected official with background of democratic control on community are used to influence over network to 'Democratic anchorage' is also achieved where elected

officials retain some hierarchical control over the networks to protect and ensure the equivalency of interest among network members and democracy (Sorensen, 2006; Sorensen and Torfing, 2007). The intermediaries role between community and democratic identities through interactional decisions (Jeffares and Skelcher, 2011), helping and absorbing in co-production of public service delivery (Sicilia et al., 2016).

2.5   Objectives of New Public Governance

According to scholars, major objective of NPG is to tackle crosscutting as well as complex policy issues through the medium of collaboration (Koppenjan and Klijn, 2004). Policy deadlocks are to be overcome and competition between government organizations or public-private sectors is discouraged. As opposed to the objectives of New Public Management (NPM), where effective management is sought to be achieved through competition, the scholars of New Public Governance claim that effective management can only be done through the establishment of proper negotiations channels between the public authorities working in a city or a country.

The objective of establishing connections, networks, and interactions between the public and private organizations, both in service as well as production, is to pool and exchange resources as well as ideas. This approach can also contribute in strengthening of the overall democratic culture in the society, along with the incorporation of innovative tools and technologies for mutual learning and knowledge building.

However, the objective is not just limited to the provision of public services through collaborative rule-making, and policies but also the deployment of innovative designs for effective governance (Salamon, 2002). The underlying objective is the enhancement of problem-solving abilities of the stakeholders involved, contributing to the efficacy of public service for citizens.

Another objective is to establish a strong mechanism for accountability based on a number of accountabilities setups which involve more than just political or constitutional accountability. The aim is to establish an accountability mechanism that caters to multiple standards both vertically as well as horizontally (Koliba et al., 2011).

To sum it up, we can say that New Public Governance aims to search for more prolific and productive public policies. The major requirement is that this approach requires focused scientific analysis of all the information in order to tackle public problems rather than a simple policy analysis through the lens of political speculation. This means that the aspect of future modeling is considered with different forms of analysis and the overall results are achieved through collaboration and interaction of government sectors with private organizations or non-profit groups (Dunn, 2006).

2.6   Reasons for public management reforms

With the consolidation of globalization, significant transformation in the realm of administration can be seen around the world. Public management has been modernized and new variables and stakeholders have assumed contribution into the governance and public policy structures which were once only a monopoly of the government. Technological innovations in recent times have increased the ability of citizens to become a part of critical decision making (Moore and Hartley, 2010).

In order to develop better understanding about the reforms being implemented in the field of public administration, scholars find it imperative to first identify and evaluate the underlying reasons as well as predict the further course of evolution. The need for public management reform can be described simply as an initiative that is being taken globally by different countries in order to meet the new challenges and obstacles emerging in the contemporary times (Torfing et al., 2012).

OECD countries have been seeking to collaborate instead of competing with one another. This is a clear indication of the New Public Governance reforms which are being implemented for utilizing resources in an efficient manner. The decision-making agencies have achieved fruitful results through this collaboration and milestones which were left vacant previously (OECD, 2009).

In United Kingdom, Mrs. Thatcher, the then Prime Minister since it came to power in May 1979, introduced macro-economic reforms sought to increase the efficiency, productivity and encourage economic growth while limiting the institutional involvement and role of government in decision making (Ray, 1999). The successive labor and conservative governments under John Major, Gordon Brown Tony Blair, David Cameroon and Theresa May continued these reforms. In UK ideas of reforms came from political, business and administrative elites. They are not only pioneer of market less government but export the idea to other countries (Pollitt, and Bouckaert, 2017).

Pakistan too has tried to restructure public organizations to improve their efficiency, effectiveness in meeting the socio-economic and security challenges. Budget deficits and public debts are the key catalysts of reform in many developing countries. Likewise, economic crisis, pressures from international donor agencies, and terrorism are the important factors which have forced the government to modify its traditional bureaucratic structure. Apart from few reform measures which yielded positive outcomes, most reform initiatives could not move beyond political pronouncements as bureaucracy is still perceived to be corrupt, inefficient, non-responsive and serving the purpose of elite.

2.7   Emergence of New Public Governance

A period from 1940s to 1970s is marked as era of public administration and considered as time of hierarchy in governance terms (Peck & Dickinson, 2008). Later on, this mode was seriously critiqued for its inefficiency, unresponsiveness, consumption of extra national resources, preference for self-interests of public servants over general public. Apparently, it was assumed that close integrated network occupied the central government and was unable to focus or enhance their service to community.

This traditional model faced criticism from researchers, academicians, bureaucrats, politicians and other stakeholders and was forced to develop a new model New Public Governance enabling governments to ensure efficient and effective service delivery. The tendency for shifting governance from hierarchy form to market under NPM model was strongly felt based government intention (Ferlie et al., 1996). As public sector started delivering service in co-operation with commercial and community organizations through contracts, disintegration started to take place in public sector. Public official lost their grip in influencing community and discretion and consequently vacuous their role (Skelcher, 2000).

This was a new shaped government but "the government without government" (Rhodes, 1996). A self-organized government with inter organizational networks attains the independency and autonomy from the state is understandable (Rhodes, 1997). These networks were appreciated on view of a source to provide way for counter restrictions on market exchange as well as top-down planning in globally growing complexities (Jessop, 2003). This change towards network governance entailing collaboration and horizontal links between individual and departments is termed as New Public Governance (Osborne, 2006).

2.8   Principles of New Public Governance

According to scholars, we can summarize the principles of New Public Governance as under:

First of all, the New Public Governance primarily focuses on distribution of authority among employees. Besides, government and market places, rights and privileges to take part in public matters are also conferred on other organizational setups (Torfing *et al.,* 2012). Meanwhile, these organizations also enjoy right of participation for providing solutions to the general public issues, they further added.

Second, New Public Governance emphasis on harmonization of government departments. Over the long period of time, in various matters, such as policy development, implementation and its evaluation, the government has been considered as central hub of public administration. The new public governance (NPG) has put efforts for rotating government from paternalism to a coordinator. Additionally, government has also been turned from large govt. setup to lesser/smaller one. In addition, NPG has also ensured establishment of discourse platform, social interest coordination and integration of public assets. Basically, both administration and public are attempting for mutual agreement (Osborne, 2006).

Third, a complicated system has been developed by new public governance (NPG). The networks containing concentration and authoritative control are formed by social and public organizations. NPG has built integration of these social organizational setups and individuals. According to research study undertaken by Osborne (2010), complex networks have different members including markets, social organizations, government, public societies and other individuals.

Fourth, exchange/interchange of resources among different departments is based on governance networking. In accordance with NPG that public products &

services has developed various networking systems which engaged in provision of plentiful social resources. These social resources consist of technological items, currency and other relevant & viable information. According to related rules and regulations (formal & informal rules), members can independently perform their activities in getting social resources and obtaining profit accordingly (Fair, 2006). A proper system introduced through new public governance with respect to sharing of public administration information for satisfaction of different wants of public.

The fifth point is that there are two fundamental of new public governance including trust and contractual stability. As per traditional administration, consistency and stability of contract between internal and external largely depends upon power & authority. So, power is deemed a key factor to maintain stability between interior and exterior elements. Since, reliance of new public governance is on specific contracts, therefore, trust and member's character are considered more viable and basic element in execution of contracts. In order to make public governance networking mechanism highly flexible, changeable and user friendly, it is necessary to build trustworthy environment (Osborne, 2010). Hence, it is not feasible for public governance to depend on limitations, restrictions of rules & regulations to function effectively (Osborne, 2010).

Lastly, social organizations must be given proper worth and value in performing its functions appropriately. In the new public management (NPM) is properly considering/viewing public sector organization's productivity levels as customer instead of citizens. Furthermore, market is plying vital role in provision of general public goods and services. On the other hand, NPG highlights the importance of public service in serving citizens and protecting public welfare (Pestoff & Brandsen, 2010).

2.9   Elements of NPG

Follwing section discusses the elemets of New Public Governance and how some countries used these elemetns. An explantion of each element is as follows:

2.9.1   Decentralization of management authority

The management authority, after the implementation of New Public Governance, is meant to be decentralized with a plethora of stakeholders contributing in the decision-making process. The important aspect is that management authorities are significantly dispersed and not centered in the bureaucracy or the government anymore. Managers have liberty and discretion to utilize resources and manage operations. Along with authority, managers are directly held responsible for outcome. In a decentralized government structure, power, resources and authority is transferred from central government to local government (Edem Happy Wutoh, 2018). In developing country, decentralization is regarded as loss of power and thus resisted by the bureaucratic empire run by command and control that provides them an opportunity of corruption and nepotism.

Nevertheless, decentralization provided answer to the dissatisfaction of public with unresponsive, inefficient bureaucracy in developed countries like USA, UK and New Zealand (Burns et al., 1994). It is gradually becoming part and parcel of reform programs of developing countries as well.

2.9.2   Separation of purchaser and provider

The separation of purchaser/provider model was introduced by many developing countries like Australia and Sweden with the aim to bring market incentive in public sector institutions (Street, 1994). Contracts are made between purchaser and provider. Here purchaser are not the consumers but the authorities who buy the services through competitive tendering among providers (Dunleavy, 1991). However, this

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concept is still new in developing countries. In this arrangement, government shifts its focus on steering (policy decisions) rather than rowing (service delivery). One of the main objectives of separation of purchaser/provider is to improve quality of services by generating competition between providers. Although purchase/provider separation is an important reform element of NPG but study indicates how difficult it is to effectively ensure its implementation (Flynn and Williams, 1997).

Purchaser/provider split is an important element of NPG for bringing about efficiency in an organization. For example, the Australian Health System is one of the finest in the world, and it has also applied this model. In this model, the third-party payers are managed, and they are kept organizationally contrasted from the service providers operating in a country. Contracts are used to manage the provider's operations.

2.9.3   Cost cutting, downsizing

New public governance draws this concept from private sector and is an important reform measure with the goal to a create smaller, more responsive, effective and economical public sector (Hood, 1991; Linert and Modi, 1997; Pollitt, 2003). This means that budgets are carefully made so as to make sure that institutional imbalances eradicated. However, when we talk about public organizations cutting their budgets and using scarce resources effectively, then scholars have analyzed this tendency to be a result of the broader goal of New Public Governance to achieve efficiency and productivity. Many developed countries launched programs to manage budget deficits by controlling or reducing government expenditures. It was an important reform agenda in countries like Canada, UK and Australia (Oyelaran-Oyeyinka, 2006).

According to scholars, downsizing was another important measure taken by many developed countries including United States, UK and Japan to improve

organizational performance by reduce expenditures in the declining organizations (Baumol et al., 2003). Similarly, international financial institutions and donor agencies also pressurized developing countries including Pakistan under Structural Adjustment Program (SAP) to make this measure as part of their reform programs to improve organizational performance (Mutahaba et al., 1993). However, different strategies to reduce the size of work force includes voluntary retirement, compensation packages, recruitment freeze and monetization of non-cash benefits and allowances (Shacter, 2000).

2.9.4 Technology and Innovation

Technology and innovation have greatly surpassed all expectation when it comes to progressing or developing over the past few years. As a result of technology and innovation, administration is now seeking to increase the rate of productivity and induce efficiency into the process. This is either done through automation or establishing strong connection over the channels such as internet. Innovation is described as novelty in action or idea that work (Altschuler and Zegans, 1997; Mulgan and Albury, 2003).

Innovation in governance is something different from the concept derived from new product development. Public service innovation is a social phenomenon which cannot be measured by hard indicators. A combination of related activities or a mechanism adopted to find solutions to the problems is regarded as public governance innovation (Jovanna Rosen, 2020). In public sector, innovation has a lead role in all kind of administrative activities to meet the emerging needs for productivity and efficiency. Generally, innovation activities are resisted due to associated risks. As such, risk governance is pre-requisite for future and evolutionary changes. Innovations can either be incremental or radical. The purpose of incremental innovation is to improve

the quality of product or service whereas, radical innovation brings entirely new product or service (Bann, 2010; Norman, 2014).

2.10   Strategy for implementing public management reforms

In recent times, the public management reforms have become extremely crucial for the effective working of public organizations. However, the process of implementation for these reforms is something that is quite intricate and takes time to establish. Many countries have undertaken reform programs, but rate of success varies from country to country depending upon their strategies and volume of change initiatives. Political stability and credibility are the key factors to make reform programs successful (World Bank, 1995). Hence, scholars have proposed different strategies for implementing public reforms in an appropriate manner.

Some scholars advocate the creation of a strategic framework for Public Administration Reform which can assist in public management reform implementation. Reforms can be implemented by designing and implementing Public Administration Reforms (PAR) policy and programs which also includes involving stakeholders, setting priorities, sequencing actions and costing reforms (JW Stanley, 2014). Public Administration Reforms primarily focus on targeted reforms, such as revision of civil service structure, organization structures, decentralization, public finance, personnel management, and regulatory reforms etc. PAR is not only of paramount importance for efficient functioning of a country but also the basic mean to achieve the Millennium Development Goals (MDGs).

Furthermore, scholars of public management have advocated the establishment of institutions for this purpose. A plethora of studies have been carried out for the strengthening of the capacities and capabilities required to execute and monitor the development of public management reforms throughout a public organization.

2.11 History of Public Sector Reforms in Pakistan

Public perception about Pakistan's 2.4 million civil bureaucracy is not positive and generally regarded as inefficient, corrupt and unresponsive. (ICG, 2010). While acknowledging this fact, successive governments have made several attempts for enhancement of public sector performance. However, they have not become successful due to unstable political environment caused frequent changes in civil and military regimes They rolled back each other's programs declaring them inapt for the country. One of those reforms' initiatives could complete reform cycle in Pakistan (Polidano, 2001).

According to Wilder (2009), in Pakistan more than twenty studies on administrative reforms have been conducted by different government committees and commissions during last six decades. However, most of these attempts remained on shelves due change in political setups and only few recommendations could be implemented (Ishrat et al., 2008). In 1990s, Pakistan fell into deep financial crises due to massive politico-army turmoil that forced the leadership to negotiate Structural Adjustment Programs (SAP) with IMF and World Bank (WB) for financial assistance/loans. But unfortunately, the results were not fruitful. Based on this experience, from year 2000, the government initiated NPM inspired reform initiatives and also took human, organizational, institutional and capacity building initiatives to create an environment to make these reforms successful. These initiatives conclude key institution reforms in FBR, PARC and Civil Aviation Authority (CAA) apart from privatization of Banks and state-owned institutions (PTCL, OGDCL etc.) to reduce size of government and implementation of e-governance initiatives in public sector organizations to facilitate citizens and improve the coordination between departments but could not achieve significant results due to political indifferences. The present

government seems to focus on reforms for example introduction of Prime Minster Web Portal to received/address complaints from citizens. Moreover, Civil Servant Efficiency and Discipline Act 2020 to held the officials accountable and improve their performance. However, again successful execution of policies is still to be seen.

2.12   Emerging criticisms about NPG reforms

Three types of "accountability dimensions" standards, agents and means are described by Shamsul Haque (2000). Citizen's right should not be influenced through market-based accountability, equality should also be ensured through accountability of competition and productivity as well as wealth and justice should not be affected through accountability of profit.

Decentralization of power in New Public Governance theory grounds unavoidable accountability problems. How to fix responsibility; what is the legal procedural root for the accountability system? Public Governance is unable to give these answers. Further, disagreement for understanding decentralization and accountability will remain unsolved.

Subsequently, new public governance is disparaged to be inefficient. Social networking may result in plurality, consequently making them inefficient to solve social issues. Counter terrorism, financial market regularization and global warming and many of such social issue are still unattended (Nye, 2000). Inefficiency is one of the four big crises (Manuel Castells, 2008). Whereas, honesty is huge and redundant and is expressively focused in traditional theory. New public policy paradigm emphasis that on "how concise body or small government can raise efficiency in delivery of service. Social issues are unexploited to target in decentralization concept of new public policy and delegating powers to stakeholder the vital element of accountability is un-addressed.

Finally, new public governance bears legal flaws causing deep rooted conflicts between public and public service departments. Democratic based statements of politicians are a simple confidence vote of management of national profit in decision of global network. Assuming the un-forecasting variability and emerging intensity of issues, getting votes is not unique mission (Dalton, 2005). Resultantly, the gap between citizens and political representatives tend to increase. According to Caputo (2004), trust level among political parties, democratic groups and politicians are damaging badly. The global survey has also stated that distrust has been increased during past few decades.

The political scandals are major cause of legal crisis in the countries (Thompson, 2000). The engagement level is improved due to devolution of new public governance. However, irregularity of data and information among Civil Autonomy Organizations, social groups and Non-Government Organization causing distrust. The next problem is how to legally represent, express, implement public will.

2.13   Conclusions

In the end, we can say that this literature review has provided us with a strong insight into the situation of present literature on New Public Governance. Through reviewing the scholars 'perspectives as well as definitions of Public Management concepts, we have established a strong sense of understanding about the topic in hand. Along with all the major benefits as well as criticisms on the topic, we can now consider ourself to be a strong situation to carry out a sound research in an extensive manner. This literature has provided us with the fundamental underpinnings of New Public Governance along with the major pros and cons of the paradigm, and how can this public management reform be implemented in the case of Pakistan.

CHAPTER 3: CONCEPTUAL FRAMWORK AND METHODOLOGY

3.1   Introduction

A conceptual framework helps the researcher to understand things which he might have otherwise overlooked (Macintosh, 1994). According to Humphrey and Scapens (1996), it is an essential starting-point for any case study research. This research will endeavor to apply the public sector reform model in order to fathom the status of NPG applicability in Islamabad 's District Government.

3.2   The aim of conceptual framework

The framework presented in this chapter is a conceptual model developed to identify dependent and independent variables and show relationships among the various variables for the purpose of this research work. The identification of the variables is based on the literature reviewed in previous chapters. The conceptual framework aims at testing the applicability of NPG to Pakistan.

3.3   Conceptual Framework

The fundamental questions posed by Pollitt and Bouckaert are framed in comparative terms. "Why is it that, on the one hand, many public sector organizations have participated in the rush to remodel their public sectors while, on the other, some have been much more cautious? How can we explain both the similarities and the differences between what has happened in one public sector organization as compared to the other?"

The intention of the model is to utilized it as an experiential device to learn about the various influences that inform reform, so to speak. The authors state that it "represents a synthesis of what we have learned about the process of reform in many countries" (Pollitt & Bouckaert, 2004, p. 24).
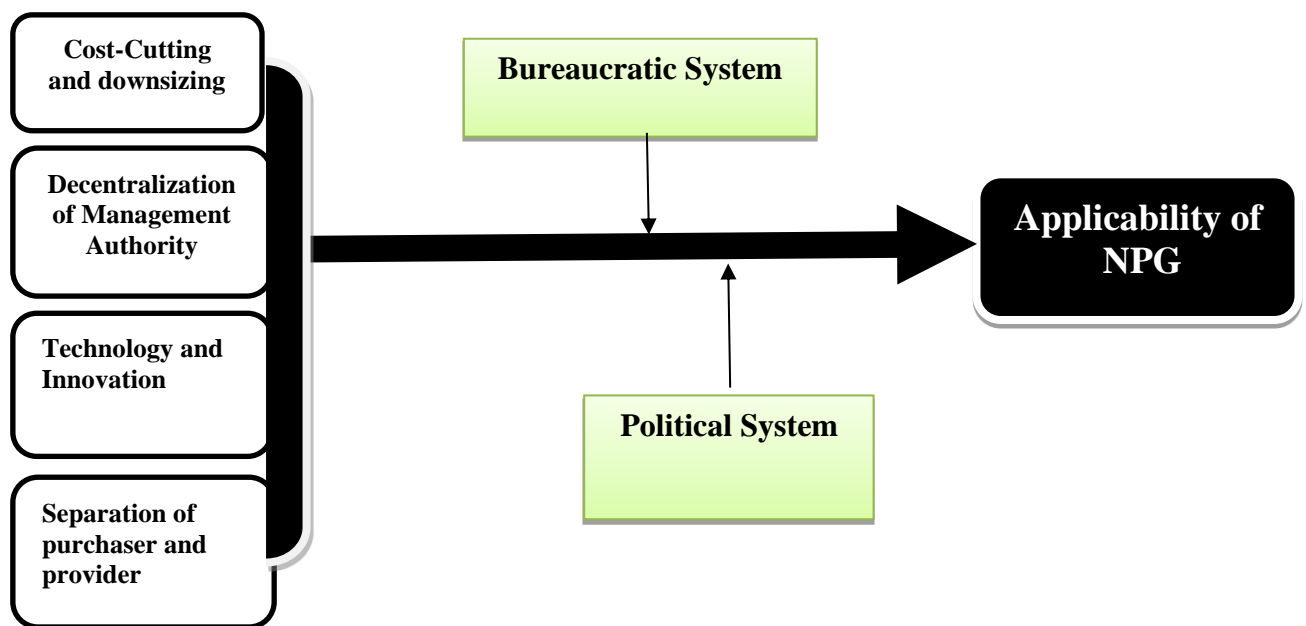
Figure 1: The conceptual framework model of NPG Reform

The researcher is interested to measure the applicability of NPG in Pakistan through a case of District Administration Islamabad. Applicability of NPG is contingent upon the usefulness of independent variables explained in following section:

3.4 Defining Study Variables

3.4.1 Independent variables

The independent variables identified for this study are "cost cutting and downsizing ", "Decentralization and Management Authority ", "Innovation and Technology "and "Split of purchaser and provider ". The configuration of these four variables is defined as element of NPG. The provide basis on which applicability of NPG is measured.

3.4.2 Intervening variables

Political and bureaucratic systems are identified as intervening variables. In this study the political systems mean the political interest and commitment towards the reform program and the degree of political influence of the public service. It is argued that the degree of political commitment and interest towards the reform programs

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influence the independent-dependent variable relationship. Similarly, bureaucratic systems mean the prevailing mechanisms of the government to carry out its administration. It is viewed that if the bureaucratic systems are transparent, accountable and less corrupted such systems influence the adoption of independent variables.

3.4.3 Dependent variables

The dependent variable in our case study is the NPG applicability which bears the reform package, its implementation, and the overall results achieved.

3.5 Research Paradigm

A research paradigm is direction of research on a definite way through gathering, analyzing and using data (Gregg, Kulkarni & Vinze, 2001). It includes extract of physical knowledge and sociology and gives way to acceptance of genuineness (Goles & Hirschheim, 2000). Pragmatism is typically in practice by co-governance as research paradigms.

According to Morgan (2007), pragmatists believe on real world, but they however, believe that interpretation about the world varies from person to person. Therefore, pragmatism is nevertheless acceptance of relying on "subject" whereas the same is approving the belief of "inter-subjectivity." Notion and values of society are vital elements of research and outcomes extraction and executer is suggested to adopt external means and select elaborations of society which are likely to generate desired results (Pansiri, 2005). Pragmatism is backed by two extremes of supportive interpretations and positivism/post-positivism as enquiry mode. Qualitative and quantitative approaches are focused through interpretivists and positivism/post-positivism approaches respectively. Pragmatism stood as base for mixture of qualitative and quantitative research method (Tashakkori & Teddlie, 1998; Teddlie & Tashakkori, 2003). According to Creswell (2011), pragmatism is directly related to cause and sense

of research phenomenon under consideration for methods of "narration" and "collection" of data. This method is adopted to concentrate pivotal interest in place of surface (Creswell, 2003). Therefore, questionnaires, observations, interviews, documentation and articulation etc. (data collection), qualitative and quantitative narratives and description, factors, content, discourse and thematic analysis, seems high actors for provision of profound base to research (Creswell, 2003; Mackenzie & Knipe, 2006). Consequently, current research is based on pragmatism and away from relevance of bias conception and consideration based on personal understanding as integrated interest manipulate the facts.

3.6   Research Design

Research design can be explained in terms of carrying out research work in systemic manners (Creswell, 2014). Research design defines the appropriate ways for conducting research in effective manners (Creswell & Clark, 2011). The classification of research designs can be made two forms i.e., process based qualitative and output based quantitative methods (Yin, 2014). Scholars have recognized that selection of suitable research design is very important because of its significant impact on research work. Hence, research scholars have suggested selection of appropriate research design keeping in view the objectives and nature of research study.

In the instant study, researcher has chosen case study design integrating triangulation methodology for investigating New Public Governance (NPG) applicability. Further, the mixed method contains two or more techniques for gathering and analyzing required data. While undertaking single and longitudinal researches, mixed methods are used to incorporate quantitative & qualitative data (Creswell, 2014; Creswell & Clark, 2011; Denscombe, 2008). Both qualitative and quantitative are important approaches through which research design's validity and reliability can be

reinforced. Guion (2002) further added that statistical analysis tools, sampling techniques and other research instruments help in fortifying the reliability and validity.

In order to enrich understanding about pragmatic situation, collection and incorporation of qualitative and quantitative data is highly desirable. This methodology will help to overcome potential problems & deficiencies which can be faced by applying one method. Therefore, the same method will be applied in the current study to incorporate stakeholders' multiple point of view. Similarly, other broader perspectives of existing problems will also be discovered by qualitative and quantitative methods.

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┌─────────────┐       ┌──────────────┐       ┌─────────────┐
│ Quantitative│       │              │       │ Qualitative │
│ Data and    │ ────► │Interpretation│ ◄──── │ Data and    │
│ Results     │       │              │       │ Results     │
└─────────────┘       └──────────────┘       └─────────────┘
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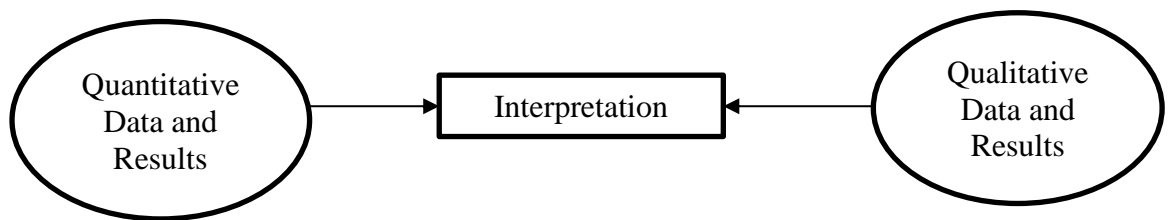
Triangulation design adopted from Creswell & Clark, 2011

3.7   Research approach and strategy

In present study, abductive reasoning approach known as abduction was adopted by researcher as a strategy of case study. Morgan (2007) stated that movement of abductive reasoning approach carries out between inductive and deductive processes. It is a type of logical reasoning starts with an observation or set of observations and thereafter, observations and problems are clarified by utilizing easiest and appropriate measures. In contemporary literature, the preferred research approach for scholars is abductive approach as it will support in examining pragmatic situations and possible challenges posed to participatory governance.

3.7.1 Justifications of case study research

Case studies are designed to analyze individuals, time periods, certain projects, democratic and bureaucratic identities, public representatives, organizations and common individuals (Thomas, 2011). Case study research is suitable and widely used in cases where questions like why and how to be answered or behavioral events are uncontrollable. Such ways of sociology study give further way to using concerned approach as questionnaire to generate sound case study (Yin, 2014).

More importantly, this case study relates to a specific issue in a particular region of Pakistan that was "Exploration of Applicability of NPG in Islamabad District Government." Such kind of deep-rooted issues demand currently applied method of research in this case as any other method was unable to provide desired and accurate results. Further, according to flexibility of used tools, the flexibility of approach in this case study is high in collection of data through statistical methods, interviews and in-depth observation (Punch, 2013).

3.8   Framework and Methodology

The framework for this research study constitutes two phases as presented in following figure:
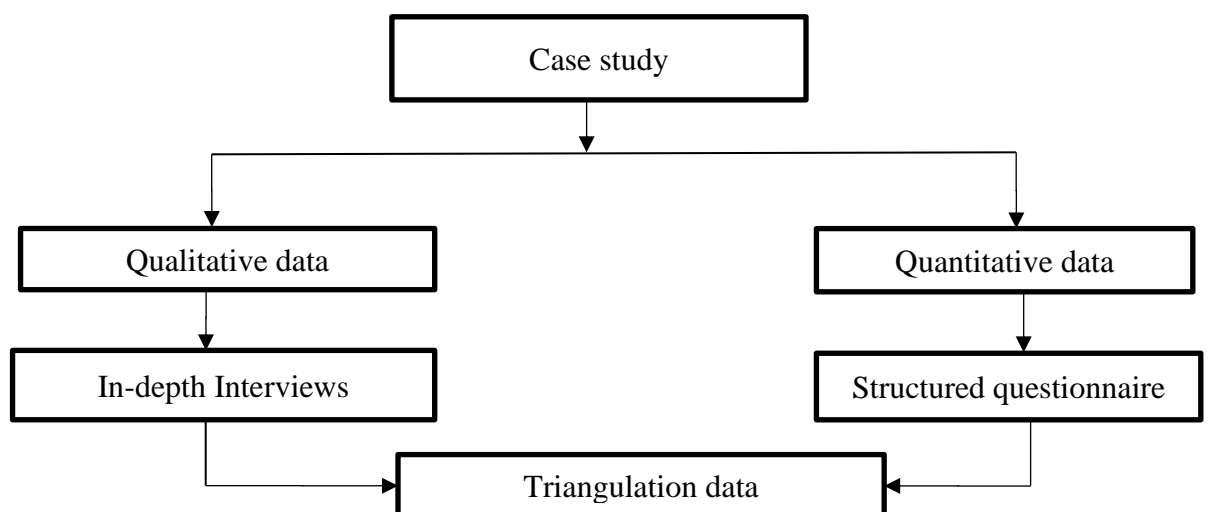
3.9   Qualitative Approach

The prime objective of this study was to explore applicability of NPG in Islamabad. A qualitative mode of research was considered most appropriate for in-depth study because most of the elements were subjective in nature. In qualitative approach, the researcher is challenged to analyse and interpret the experiences, behaviours and relations about a phenomenon on the basis of his observations. It has no concern with use of statistical or mathematical solutions or numerical data processing (Merriam, 2009; Hennink et al., 2010).

3.9.1   Data collection

The data was collected from Politicians, Civil Servants of Islamabad District Administrations and NGOs through face-to-face interviews. Interviews are considered the best and appropriate form of data collection to enhance the quality of collected data (Lavrakas, 2008). Open-ended questions were used to amass the pertinent information and data.

3.9.2   Sampling technique and sample

In terms of sampling technique, purposive sampling was adopted, which supports the researcher to select sample using his own judgement. This technique is used when samples are very small like case study research (Neumann, 2005). A total number of 10 interviews (04 politicians, 03 each from civil servants and non-governmental organizations) were conducted as per guidelines given by Elmendorf and Luloff (2001).

3.9.3   Data analysis

Thematic data analysis was used to transcribe and analyse qualitative data following the method suggested by Braun & Clark (2006). In this method, patterns or

themes are recognized through the codes extracted from interviews and then results are interpreted.

3.10   Quantitative Approach

Quantitative research mode provides numeric description of perceptions, opinions, attitudes and tendencies of sample drawn from target population (Goertz & Mahoney, 2012). In this method, cross sectional or longitudinal study can be conducted using structured questionnaire or interviews as data extraction tools (Creswell, 2014). As such, survey method being the most relevant tool based on nature of study and past researches was selected for the instant research (Dietz, 2008).

3.9.2   Survey

A survey method using a questionnaire was appropriately applied to this research work aiming at to generalize the findings from sample population (Creswell, 1994). This method was preferred for being most suitable, economical to cover descriptive aspects of study meant to test the applicability of New Public Governance (NPG) in Pakistani context in which, the research was independent and unbiased. Therefore, survey method was most suitable and relevant approach to conduct this research.

3.10.2 Data collection

A simple random sampling technique through a structured questionnaire was used in the research for collection of data. Questionnaire is an important instrument for research which contains a list of pre-formulated questions in written form along with choice of answers to acquire information from respondents (Sekaran, 2006). This instrument is used by researchers for survey when they are familiar with variables to be measured and the size of sample is big (Bailey, 1994; Sekran, 2000). Following table depicts variables, key issues and items used for measuring variables:

Table 3.1: Variables, Issues and related Measures		
Variables of study	**Issues**	**Measures**
Independent variables		
Cost-cutting and downsizing	Expenditure reduction, Overstaffing, functions duplication.	CCD1,CCD3, CCD4,CCD5
Separation of purchaser/provider	Relevance and coordination	SPP1, SPP2
Decentralization of management authority	Enhancement of performance, increase of efficiency by devolution.	DMA1,DMA2,DMA3,DMA4
Technology and Innovation	Quality of service, environment, management support	IT1,IT2,IT4,IT6,IT7
Moderating Variables		
Political system	Political interference, commitment.	PS1,PS2,PS3,PS4,PS5,PS6
Bureaucratic systems	Transparency, accountability, corruption, evaluation of reforms and implementations.	BS1to BS18

The questionnaire was adopted. It included a short introduction at the beginning that explained the purpose and significance of the survey and requested the respondents to participate in this important endeavour. It was closed in form, using the five-point Likert scale model i.e. (Strongly agree, agree, neutral, disagree & strongly disagree).

3.10.3 Target Population

The target population for the survey was government and non-government employees who were the potential stakeholders of government reform program. The employees were representing various departments of Islamabad District such as Deputy Commissioner Office, Tehsil office, Civil Defense, Police Department, Excise and Taxation Office, Revenue Office, Local Government and Rural Development

Department, Zakat and Usher Department, Food and Agriculture Department, Banks, Social and Private Organizations and Chamber of Commerce etc.

3.10.4 Sampling technique and sample

The sample representing both male and female officials working in Islamabad District Administration was chosen to assess factor hinder or promote the applicability of NPG. Many scholars have discussed about the appropriate size of sample. As a thumb rule, it should be five times the number of variables used in the study. Anderson and Tatham (2010) maintain that most appropriate and acceptable size would be ten times (10:1). Sekaran and Bougie (2010) proposed a sample size of 10 respondents for every variable in the study. Schreiber and King (2006) also suggested drawing 10 times for every parameter. The access to the whole population was not possible at an individual level, therefore, sample size selected for this study was 90 considering it an appropriate measure for generating results in chosen field of research.

3.10.5 Research procedure

After finalizing the research methodology and confirming its suitability, the researcher identified the departments to be targeted and estimated number of respondents representing each organization. Once the respondents were identified, the scholar contacted them personally to brief and give a copy of research questionnaire. Date was obtained to collect questionnaire after completion. Some of the respondents sent back completed questionnaire by themselves. The researcher also obtained appointments from top ranked government officers and administered the questionnaire personally as it was difficult for them to spare time from their official commitments. Respondents were briefed about each measure of questionnaire and responses from these officials were noted accordingly. The reason to adopt this approach was quite obvious that high ranked officers are usually pre-occupied by their official obligations.

The questionnaire administered in person helped researcher to build rapport, attend queries of respondents, share and discuss topic of the research with top ranked officials. However, this activity was very laborious and time consuming because the research to adjust himself with respondent's schedule and move in different organizations for distributing and collecting the research questionnaire.

3.10.6 Unit of analysis

A unit of analysis is the basic entity being analyzed in a scientific research. Some of the most common potential units include individuals, groups or organizations (Trochim, 2006). The current study examines the applicability NPG reform model in public sector organizations in Islamabad District. Thus, organizations are the unit of analysis.

3.10.7 Data preparation and analysis

The quantitative data gathered through structured questionnaire adopted from authentic source containing 47 items covering different variables of the study was analyzed using Statistical Package for Social Sciences (SPSS) version-26. Statistical tools like, descriptive statistics, mean, standard deviation, percentage and frequencies were used to gauge the reaction of respondents to each question/instrument in the questionnaire. An independent t-test was used to explore significant difference in responses between governmental and non-governmental employees. All these statistical investigations help in findings the answers of logical questions posed by the research study.

CHAPTER 4: RESULTS AND FINDINGS

4.1 Quantitative Data

As outlined in previous chapters, the purpose of this research is to test applicability of New Public Governance paradigm in Pakistan through a case study of Islamabad District Administration. A mixed method approach was adopted to collect the data. In this research study, quantitative data was collected using structured questionnaire which was comprised of two parts. First part was containing demographics and the second part was constituted of the scale consisting of 47 items. Simple random sampling was us ed to select respondents. Quantitative research is used to select and analyze data numerically (Goertz & Mahoney, 2012). It also helps researcher to quantify and compare the obtained data. Complete detail of sample characteristics, reliability of instruments used in the study and descriptive statistics along with interpretations is given in following section.

4.1.1 Descriptive Statistics

Sample characteristics drawn from demographics in the research questionnaire and descriptive statistics of the items in tabular form are given below:

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Males	77	85.6	85.6	85.6
Females	13	14.4	14.4	100.0
Total	90	100.0	100.0	

Table 4.1 Gender Statistics

As shown in table 4.1 majority of respondents 85.6% were males and 14.4% were females.

Age in years

	Frequency	Percent	Valid Percent	Cumulative Percent
20-29	26	28.9	28.9	28.9
30-39	33	36.7	36.7	65.6
40-49	21	23.3	23.3	88.9
50-59	10	11.1	11.1	100.0
Total	90	100.0	100.0	

Table 4.2 Age Statistics

The above table 4.2 indicates that respondents were comprised of four age categories, 28.9% from the age range between 20-29 years,36.7.8% belong to age group of 30-39 years, 23.3% were from 40-49 years and less number 11.1% participants were from the age between 50-59 years.

Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Public	90	100.0	100.0	100.0

Table 4.3 Organization Statistics

The above table 4.3 reflects 100% data has been collected from the respondents belong to public sector organizations.

Grade

	Frequency	Percent	Valid Percent	Cumulative Percent
16	53	58.9	58.9	58.9
17 & Above	37	41.1	41.1	100.0
Total	90	100.0	100.0	

Table 4.4 Grade Statistics

The above table 4.4 reflects 58.9% data has been collected from officers of grade 16 and 41.1% respondents belong to grade 17 and above working in public sector organizations.

Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Graduation	35	38.9	38.9	38.9
Maters	43	47.8	47.8	86.7
PhD	5	5.6	5.6	92.2
Others	7	7.8	7.8	100.0
Total	90	100.0	100.0	

Table 4.5 Qualification Statistics

The table 4.5 reflects that participants of this study were highly qualified, majority of them 47% were possessing university degree. Even good number of respondents 5.6% had PhD degree.

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	70	77.8	77.8	77.8
Single	20	22.2	22.2	100.0
Total	90	100.0	100.0	

Table 4.6 Marital Status Statistics

In table 4.6, Almost 78% of the respondents were married whereas 22% respondents were unmarried amongst all the participants.

Work experience (Years)

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	28	31.1	31.1	31.1
6-10	21	23.3	23.3	54.4
11-15	17	18.9	18.9	73.3
16-20	17	18.9	18.9	92.2
21 & Above	7	7.8	7.8	100.0
Total	90	100.0	100.0	

Table 4.7 Work Experience Statistics

The results of above table 4.7 shows that 31.3% participants have variety of work experience. Majority of them have work experience between 1-5 years, 23.3% in the range of 6-10 year's experience, followed by 18.9% respondents have experience of 11-15 and 16-20 years while 7% others have experience beyond 21 years.

Cost cutting and downsizing 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	14	15.6	15.6	24.4
Neutral	8	8.9	8.9	33.3
Agree	42	46.7	46.7	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Table 4.8 Cost cutting and downsizing 1

The above table 4.8 shows that 66.7% respondents were agreed with the issue of overstaffing in government departments 24.4% people disagreed 8.9% people were neutral.

Cost cutting and downsizing 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	10.0	10.0	10.0
Disagree	19	21.1	21.1	31.1
Neutral	5	5.6	5.6	36.7
Agree	40	44.4	44.4	81.1
Strongly Agree	17	18.9	18.9	100.0
Total	90	100.0	100.0	

Table 4.9 Cost cutting and downsizing 2

The above table 4.9reflects that 63.3% respondents were in favour to reduce size as well as scope of government operations, 31.1% people disagreed whereas, 5.6% people were neutral.

Cost cutting and downsizing 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	22	24.4	24.4	33.3
Neutral	5	5.6	5.6	38.9
Agree	36	40.0	40.0	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Table 4.10 Cost cutting and downsizing 3

The above table 4.10 reflects that 61.1% participants were agreed that the government must down the expenditure, 33.3% people disagreed and 5.6% people were neutral.

Cost cutting and downsizing 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	19	21.1	21.1	30.0
Neutral	8	8.9	8.9	38.9
Agree	40	44.4	44.4	83.3
Strongly Agree	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Table 4.11 Cost cutting and downsizing 4

The above table 4.11 reflects that 61.1% respondents were agreed that there were some functions not fall within the scope of administration, 30% people disagreed this statement and 8.9% remained neutral.

Cost cutting and downsizing 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	25	27.8	27.8	34.4
Neutral	9	10.0	10.0	44.4
Agree	36	40.0	40.0	84.4
Strongly Agree	14	15.6	15.6	100.0
Total	90	100.0	100.0	

Table 4.12 Cost cutting and downsizing 5

The above table 4.12shows that 45.6% participants were in favour of downsizing, 34.4% people disagreed whereas 10% people were neutral.

Decentralization of management authority 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.4	4.4	4.4
Disagree	24	26.7	26.7	31.1
Neutral	12	13.3	13.3	44.4
Agree	38	42.2	42.2	86.7
Strongly Agree	12	13.3	13.3	100.0
Total	90	100.0	100.0	

Table 4.13 Decentralization of Management Authority 1

The above table 4.13 reflects that 55.5% participants were agreed that their devolution of power and authority increases the efficiency and economy, 31.1% people disagreed whereas, 13.3% people were neutral.

Decentralization of management authority 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.1	1.1	1.1
Disagree	24	26.7	26.7	27.8
Neutral	19	21.1	21.1	48.9
Agree	31	34.4	34.4	83.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Table 4.14 Decentralization of Management Authority 2

The above table 4.14shows that 51.1% respondents were agreed with the statement that performance of managers improve when they are given flexibility and operational authority, 27.8% people disagreed whereas, 21.1% people were neutral.

Decentralization of management authority3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	14	15.6	15.6	22.2
Neutral	16	17.8	17.8	40.0
Agree	32	35.6	35.6	75.6
Strongly Agree	22	24.4	24.4	100.0
Total	90	100.0	100.0	

Table 4.15 Decentralization of Management Authority 3

The above table 4.15reflects that 51.1% particpants were agreed that authority and power is not decentralized in Pakistan, 22.2% people disagreed whereas, 17.8% people were neutral.

Decentralization of management authority4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.2	2.2	2.2
Disagree	15	16.7	16.7	18.9
Neutral	13	14.4	14.4	33.3
Agree	42	46.7	46.7	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Table 4.16 Decentralization of Management Authority 4

The above table 4.16 reflects that 66.7% participants were agreed that concerned officials are involved in policy making decision through a formal consultation system with in departments, 18.9% people disagreed and 14.4% were neutral.

Technology and innovation 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	17	18.9	18.9	25.6
Neutral	16	17.8	17.8	43.3
Agree	29	32.2	32.2	75.6
Strongly Agree	22	24.4	24.4	100.0
Total	90	100.0	100.0	

Table 4.17 Technology and innovation 1

The above table 4.17shows that 54.6% participants were agreed that their organization always takes initiatives in introducing new product or service 25.6% people disagreed whereas, 17.8% people were neutral.

Technology and innovation 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.4	4.4	4.4
Disagree	16	17.8	17.8	22.2
Neutral	17	18.9	18.9	41.1
Agree	34	37.8	37.8	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Table 4.18 Technology and innovation2

In table 4.18, a good number of 58.9% were agreed that product or services of their organization are perceived as novel, 22.2% participants disagreed and 18.9% were neutral.

Technology and innovation 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.6	5.6	5.6
Disagree	28	31.1	31.1	36.7
Neutral	23	25.6	25.6	62.2
Agree	32	35.6	35.6	97.8
Strongly Agree	2	2.2	2.2	100.0
Total	90	100.0	100.0	

Table 4.19 Technology and innovation 3

The above table 4.19 reflects that 37.9% participants were agreed their organization has produced more innovative products than competitors during past 5 years, 36.7% people disagreed whereas, 25.6% people were neutral.

Technology and innovation 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	18	20.0	20.0	28.9
Neutral	4	4.4	4.4	33.3
Agree	41	45.6	45.6	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Table 4.20 Technology and innovation 4

The above table 4.20 reflects that majority of the participants i.e 66.7% were agreed that they continuously bring adapt changes, 28.9% people disagreed whereas, 4.4% people were neutral.

Technology and innovation 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	17	18.9	18.9	27.8

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	2	2.2	2.2	30.0
Agree	45	50.0	50.0	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Table 4.21 Technology and innovation 5

The above table 4.21 reflects that 70% participants were agreed they continuously emphasize and introduce managerial innovation, 27.8% people disagreed whereas, 2.2% people were neutral.

Technology and innovation 6

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	25	27.8	27.8	36.7
Neutral	1	1.1	1.1	37.8
Agree	37	41.1	41.1	78.9
Strongly Agree	19	21.1	21.1	100.0
Total	90	100.0	100.0	

Table 4.22 Technology and Innovation 6

The above table 4.22 reflects that 62.2% respondents were agreed managements seeks innovative ideas, 36.7% people disagreed whereas, 1.1% people were neutral.

Technology and Innovation 7

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	8.9	8.9	8.9
Disagree	20	22.2	22.2	31.1
Neutral	3	3.3	3.3	34.4
Agree	37	41.1	41.1	75.6
Strongly Agree	22	24.4	24.4	100.0
Total	90	100.0	100.0	

Table 4.23 Technology and Innovation 7

The above table 4.23 reflects that 65.5% participants were agreed innovation is resisted due to involved risks, 31.1% participants disagreed whereas, 3.3% respondents were neutral.

Separation of Purchaser and Provider 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.6	5.6	5.6
Disagree	17	18.9	18.9	24.4
Neutral	13	14.4	14.4	38.9
Agree	43	47.8	47.8	86.7
Strongly Agree	12	13.3	13.3	100.0
Total	90	100.0	100.0	

Table 4.24 Separation of purchaser and provider 1

The above table 4.24 reflects that 60.9% respondents were agreed principle of purchase/provider separation is relevant and workable in Pakistan, 24.4% people disagreed whereas, 14.4% people were neutral.

Separation of Purchaser and Provider 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.6	5.6	5.6
Disagree	15	16.7	16.7	22.2
Neutral	17	18.9	18.9	41.1
Agree	37	41.1	41.1	82.2
Strongly Agree	16	17.8	17.8	100.0
Total	90	100.0	100.0	

Table 4.25 Separation of purchaser and provider 2

The above table 4.25 reflects that 58.9% particpants were agreed that coordination between government departments is strong, 22.2% people disagreed whereas, 18.9% people were neutral.

Reforms implementation and evaluation 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	30	33.3	33.3	40.0
Neutral	24	26.7	26.7	66.7
Agree	17	18.9	18.9	85.6
Strongly Agree	13	14.4	14.4	100.0
Total	90	100.0	100.0	

Table 4.26 Reforms implementation and evaluation 1

The above table 4.26 reflects that 40.0% participants were disagreed that public sector reforms were on the national agenda of government of Pakistan, 33.3% people agreed whereas, 26.7% participants were neutral.

Reforms implementation and evaluation 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.6	5.6	5.6
Disagree	44	48.9	48.9	54.4
Neutral	18	20.0	20.0	74.4
Agree	19	21.1	21.1	95.6
Strongly Agree	4	4.4	4.4	100.0
Total	90	100.0	100.0	

Table 4.27 Reforms implementation and evaluation 2

The above table 4.27 reflects that 54.4% participants were disagreed that govt. has a detailed plan, programs and institutional capacity to implement public governance reform programs, 22.2% respondents agreed whereas, 25.5% participants were neutral.

Reforms implementation and evaluation 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	13.3	13.3	13.3
Disagree	14	15.6	15.6	28.9
Neutral	3	3.3	3.3	32.2
Agree	32	35.6	35.6	67.8
Strongly Agree	29	32.2	32.2	100.0
Total	90	100.0	100.0	

Table 4.28 Reforms implementation and evaluation 3

The above table 4.28 reflects that 67.8% participants were agreed authority and power is not decentralized in Pakistan, 28.9% participants disagreed whereas, 3.3% people were neutral.

Reforms implementation and evaluation 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.8	7.8	7.8
Disagree	23	25.6	25.6	33.3
Neutral	7	7.8	7.8	41.1
Agree	30	33.3	33.3	74.4
Strongly Agree	23	25.6	25.6	100.0
Total	90	100.0	100.0	

Table 4.29 Reforms implementation and evaluation 4

The above table 4.29 reflects that 51.1% participants were agreed that govt. needs external international agencies help to plan and implement public management reform programs, 33.3% people disagreed whereas, 7.8% people were neutral.

Reforms implementation and evaluation 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	10.0	10.0	10.0
Disagree	27	30.0	30.0	40.0
Neutral	4	4.4	4.4	44.4
Agree	36	40.0	40.0	84.4
Strongly Agree	14	15.6	15.6	100.0
Total	90	100.0	100.0	

Table 4.30 Reforms implementation and evaluation 5

The above table 4.30 reflects that 55.6% participants were agreed that systems and procedures have not been established for proper monitoring and evaluation of reform programs,40% disagreed and 4.4% other respondents were neutral.

Political system 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	13.3	13.3	13.3
Disagree	27	30.0	30.0	43.3
Neutral	4	4.4	4.4	47.7
Agree	29	32.3	32.3	80.0
Strongly Agree	18	20.0	20.0	100.0
Total	90	100.0	100.0	

Table 4.31 Political system 1

The above table 4.31 reflects that 52.3% participants were agreed people have confidence in govt., 43.3% disagreed and4.4% respondents were neutral.

Political system 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.8	7.8	7.8
Disagree	18	20.0	20.0	27.8
Neutral	12	13.3	13.3	41.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	36	40.0	40.0	81.1
Strongly Agree	17	18.9	18.9	100.0
Total	90	100.0	100.0	

Table 4.32 Political system 2

The above table 4.32 reflects that 58.9% participants were agreed political interference in public services is excessive, 27.8% disagreed and 13.3% respondents were neutral.

Political System 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	30	33.3	33.3	40.0
Neutral	24	26.7	26.7	66.7
Agree	17	18.9	18.9	85.6
Strongly Agree	13	14.4	14.4	100.0
Total	90	100.0	100.0	

Table 4.33 Political system 3

The above table 4.33 reflects that 56.7% participants were agreed that govt. is committed to implement reform programs, 26.7% disagreed whereas, 16.6% participants were neutral.

Political System 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	3.3	3.3	3.3
Disagree	40	44.4	44.4	47.8
Neutral	14	15.6	15.6	63.3
Agree	30	33.3	33.3	96.7
Strongly Agree	3	3.3	3.3	100.0
Total	90	100.0	100.0	

Table 4.34 Political system 4

The above table 4.34 reflects that 47.8% participants were disagreed with the statement that public management system in Pakistan is efficient and effective, 36.6% people agreed whereas, 15.6% people were neutral.

Political System 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	3.3	3.3	3.3
Disagree	16	17.8	17.8	21.1
Neutral	18	20.0	20.0	41.1
Agree	36	40.0	40.0	81.1
Strongly Agree	17	18.9	18.9	100.0
Total	90	100.0	100.0	

Table 4.35 Political system 5

The above table 4.35 reflects that 48.9% participants were agreed public service delivery to citizens is satisfactory, 21.1% people disagreed whereas, 20% people were neutral.

Bureaucratic System Centralization/Decentralization1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	5.6	5.6	5.6
Disagree	13	14.4	14.4	20.0
Neutral	20	22.2	22.2	42.2
Agree	37	41.1	41.1	83.3
Strongly Agree	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Table 4.36 Bureaucratic system Centralization/decentralization 1

The above table 4.36 reflects that 57.8% participants were agreed that Pakistan's bureaucracy is functioning under traditional centralized command and control system, 20% disagreed whereas, 22.2% people were neutral.

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Bureaucratic System Centralization/Decentralization 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	14	15.6	15.6	22.2
Neutral	22	24.5	24.5	46.7
Agree	37	41.1	41.1	87.8
Strongly Agree	11	12.2	12.2	100.0
Total	90	100.0	100.0	

Table 4.37 Bureaucratic system centralization/decentralization 2

The above table 4.37 reflects that 53.3% participants were agreed that the government is fully centralized in its operations, 22.2% people disagreed whereas, 24.5% people were neutral.

Accountability in the Govt.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	18	20.0	20.0	20.0
Disagree	47	52.2	52.2	72.2
Neutral	7	7.8	7.8	80.0
Agree	15	16.7	16.7	96.7
Strongly Agree	3	3.3	3.3	100.0
Total	90	100.0	100.0	

Table 4.38 Accountability in the govt.1

The above table 4.38 reflects that only 20% respondents were agreed that government employees were accountable for their work, 72.2% participants disagreed whereas, 7.8% people were neutral.

Accountability in the Govt.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	12.2	12.2	12.2
Disagree	49	54.4	54.4	66.7
Neutral	7	7.8	7.8	74.4
Agree	21	23.3	23.3	97.8
Strongly Agree	2	2.2	2.2	100.0
Total				

Table 4.39 Accountability in the Govt. 2

The above table 4.39 reflects that 66.7% participants were disagreed that each department has a clearly stated objectives, 25.5% participants agreed whereas, 7.8% people were neutral.

Accountability in the Govt. 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.8	7.8	7.8
Disagree	42	46.7	46.7	54.4
Neutral	1	1.1	1.1	55.6
Agree	34	37.8	37.8	93.3
Strongly Agree	6	6.7	6.7	100.0
Total	90	100.0	100.0	

Table 4.40 Accountability in the Govt. 3

The above table 4.40 reflects that 54.4% participants disagreed that rules and regulations to enforce accountability adequate, 44.5% people agreed whereas, 1.1% people were neutral.

Accountability in the Govt. 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.4	4.4	4.4
Disagree	44	48.9	48.9	53.3
Neutral	17	18.9	18.9	72.2
Agree	21	23.3	23.3	95.6
Strongly Agree	4	4.4	4.4	100.0
Total	90	100.0	100.0	

Table 4.41 Accountability in the Govt. 4

The above table 4.41 reflects that 53.3% participants were disagreed that the concept of performance agreement or contracting is used by the government for establishing accountability, 27.7% participants agreed whereas, 18.9% people were neutral.

Accountability in the Govt. 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	12.2	12.2	12.2
Disagree	45	50.0	50.0	62.2
Neutral	8	8.9	8.9	71.1
Agree	24	26.7	26.7	97.8
Strongly Agree	2	2.2	2.2	100.0
Total	90	100.0	100.0	

Table 4.42 Accountability in the Govt. 5

The above table 4.42 reflects that 62.2% participants disagreed that each department was responsible and accountable for carrying its work, 22.2% respondent agreed whereas, 17.8% people were neutral.

Corruption 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.4	4.4	4.4
Disagree	6	6.7	6.7	11.1
Neutral	4	4.4	4.4	15.6
Agree	49	54.4	54.4	70.0
Strongly Agree	27	30.0	30.0	100.0
Total	90	100.0	100.0	

Table 4.43 Corruption 1

The above table 4.43 reflects that 84.4% participants were agreed that declaration of personal assets was mandatory for government officials, 11.1% people disagreed whereas, 4.4% people were neutral.

Corruption 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.1	1.1	1.1
Disagree	23	25.6	25.6	26.7
Neutral	10	11.1	11.1	37.8
Agree	44	48.9	48.9	86.7
Strongly Agree	12	13.3	13.3	100.0
Total	90	100.0	100.0	

Table 4.44 Corruption 2

The above table 4.44 reflects that 62.2% participants were agreed that there are regulations to control the corruptions, 26.7% people disagreed whereas, 11.1% people were neutral.

Corruption 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	6.7	6.7	6.7
Disagree	54	60.0	60.0	66.7
Neutral	12	13.3	13.3	80.0
Agree	14	15.6	15.6	95.6
Strongly Agree	4	4.4	4.4	100.0
Total	90	100.0	100.0	

Table 4.45 Corruption 3

The above table 4.45 reflects that 66.7% participants were disagreed that the Govt. strictly enforces the anti-corruption, 20% participants agreed whereas, 13.3% respondents were neutral.

Corruption 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	12.2	12.2	12.2
Disagree	44	48.9	48.9	61.1
Neutral	11	12.2	12.2	73.3
Agree	22	24.4	24.4	97.8
Strongly Agree	2	2.2	2.2	100.0
Total	90	100.0	100.0	

Table 4.46 Corruption 4

The above table 4.46 reflects that 61.1% participants were disagreed that the government has established procedures for whistle blowing, 22.2% people agreed whereas, 17.8% people were neutral.

Corruption 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.1	1.1	1.1
Disagree	25	27.8	27.8	28.9
Neutral	5	5.6	5.6	34.4
Agree	46	51.1	51.1	85.6
Strongly Agree	13	14.4	14.4	100.0
Total	90	100.0	100.0	

Table 4.47 Corruption 5

The above table 4.47 shows that 66.5% participants were agreed with the statement that transparency in the operations control corruption, 28.9% respondents disagreed whereas, 5.6% were neutral.

Financial Management System1

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	1.1	1.1	1.1
Disagree	10	11.1	11.1	12.2
Neutral	3	3.3	3.3	15.6
Agree	71	78.9	78.9	94.4
Strongly Agree	5	5.6	5.6	100.0
Total	90	100.0	100.0	

Table 4.48 Financial Management System 1

The above table 4.48 reflects that 84.5% participants were agreed fiscal discipline in govt. is low, 12.2% respondent disagreed and 3.3% were neutral.

Financial Management System2

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	4.4	4.4	4.4
Disagree	39	43.3	43.3	47.8
Neutral	1	1.1	1.1	48.9

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	42	46.7	46.7	95.6
Strongly Agree	4	4.4	4.4	100.0
Total	90	100.0	100.0	

Table 4.49 Financial Management System 2

The above table 4.49 reflects that 52.1% participants were agreed that financial resources are allocated on the basis of national priorities, 47.8% disagreed and 1.1% people were neutral.

Financial Management System3

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.2	2.2	2.2
Disagree	3	3.3	3.3	5.6
Neutral	1	1.1	1.1	6.7
Agree	45	50.0	50.0	56.7
Strongly Agree	39	43.3	43.3	100.0
Total	90	100.0	100.0	

Table 4.50 Financial Management System 3

The above table 4.50 reflects that 93.3% participants were agreed that the allocated resources are not properly utilized as per planned program or project,5.6% disagreed and 1.1% were neutral.

Financial Management System4

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.2	2.2	2.2
Disagree	3	3.3	3.3	5.6
Neutral	1	1.1	1.1	6.7
Agree	45	50.0	50.0	56.7
Strongly Agree	39	43.3	43.3	100.0
Total	90	100.0	100.0	

Table 4.51 Financial Management System 4

The above table 4.51 shows that 93.3% respondents were agreed the the extent that budget allocation should be linked to results, 5.6% people disagreed whereas, 1.1% participants were neutral.

Financial Management System5

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	7.8	7.8	7.8
Disagree	50	55.6	55.6	63.3
Neutral	1	1.1	1.1	64.4
Agree	21	23.4	23.4	87.8
Strongly Agree	11	12.2	12.2	100.0
Total	90	100.0	100.0	

Table 4.52 Financial Management System 5

The results of table 4.52 reflects that 63.3% participants were disagreed that concerned head of department is responsible and accountable for use/misuse of funds,35.6% respondents disagreed whereas, 1.2% participants remained neutral.

Financial Management System6

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	9	10.0	10.0	10.0
Disagree	59	65.6	65.6	75.6
Neutral	2	2.2	2.2	77.8
Agree	18	20.0	20.0	97.8
Strongly Agree	2	2.2	2.2	100.0
Total	90	100.0	100.0	

Table 4.53 Financial Management System 6

The above table 4.53 reflects that 75.6% participants were disagreed that computerized system is used by each department to provide updated and reliable budget and accounting information, 22.2% participants were agreed whereas, 2.2% respondents were neutral.

4.1.2 Reliability test

Reliability determines the inter-items consistency. As a thumb rule, Cronbach's Alpha values greater than 0.70 are considered appropriate and the values higher than 0.92 are excellent for further analysis of data (Cronbach, 1951; Nunnally, 1978). The table 4.55 dipicts the Cronbach's Alpha to assess the reliability of instruments:

Case Processing Summary Statistics			
		N	%
Cases	Valid	90	100
	Excluded	0	0
	Total	90	100
a. List wise deletion based on all variables in the procedudre			

Table 4.54 Case Processing Summary Statistics

Cronbach Alpha for all items		
	Cronbach's Alpha	No of items
	0.839	90

Table 4.55 Cronbach Alpha for all items

Above table depicts that alpha value of all items is 0.839 which reflects that 47 items in the instrument are reliable having good internal consistency.

4.1.3 Descriptive Analysis

The table 4.56 shows all details of descriptive analysis; minimum and maximum value, mean and standard deviation, Skewness and Kurtosis values:

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Cost Cutting and Downsizing	90	1.00	5.00	3.5333	1.22887	-.747	-.506
Cost Cutting and Downsizing	90	1.00	5.00	3.4111	1.28862	-.556	-.956
Cost Cutting and Downsizing	90	1.00	5.00	3.4000	1.30513	-.443	-1.119
Cost Cutting and Downsizing	90	1.00	5.00	3.3889	1.24246	-.531	-.894
Cost Cutting and Downsizing	90	1.00	5.00	3.3000	1.22199	-.296	-1.137

Decentralization of Management Authority	90	1.00	5.00	3.3333	1.14165	-.319	-1.019
Decentralization of Management Authority	90	1.00	5.00	3.3889	1.08818	-.082	-1.152
Decentralization of Management Authority	90	1.00	5.00	3.5556	1.20962	-.561	-.654
Decentralization of Management Authority	90	1.00	5.00	3.6556	1.05107	-.631	-.406
Innovation and Technology	90	1.00	5.00	3.4889	1.23838	-.428	-.899
Innovation and Technology	90	1.00	5.00	3.5333	1.14362	-.476	-.686
Innovation and Technology	90	1.00	5.00	2.9778	.99412	-.165	-1.006
Innovation and Technology	90	1.00	5.00	3.5000	1.27420	-.650	-.812
Innovation and Technology	90	1.00	5.00	3.5333	1.25600	-.756	-.645
Innovation and Technology	90	1.00	5.00	3.3778	1.32883	-.406	-1.242
Innovation and Technology	90	1.00	5.00	3.5000	1.31756	-.573	-.999
Separation of Purchaser and Provider	90	1.00	5.00	3.4444	1.11286	-.608	-.538
Separation of Purchaser and Provider	90	1.00	5.00	3.4889	1.13419	-.539	-.543
Reforms implementation and evaluation	90	1.00	5.00	3.0111	1.17554	.275	-.906
Reforms implementation and evaluation	90	1.00	5.00	2.7000	1.01062	.570	-.584
Reforms implementation and evaluation	90	1.00	5.00	3.5778	1.42196	-.701	-.938
Reforms implementation and evaluation	90	1.00	5.00	2.6333	1.12629	.769	-.560
Reforms implementation and evaluation	90	1.00	5.00	3.2111	1.30250	-.247	-1.306
Political System	90	1.00	5.00	3.1556	1.39752	-.132	-1.433
Political System	90	1.00	5.00	3.5667	1.16165	-.671	-.676
Political System	90	1.00	5.00	3.0111	1.17554	.275	-.906
Political System	90	1.00	5.00	3.4222	1.22683	-.488	-.852
Political System	90	1.00	5.00	2.8889	1.02161	.227	-1.245
Political System	90	1.00	5.00	3.5333	1.09339	-.456	-.633
Bureaucratic System Centralization/ Decentralization	90	1.00	5.00	3.4889	1.10407	-.560	-.373
Bureaucratic System Centralization/ Decentralization	90	1.00	5.00	3.3667	1.09596	-.515	-.424

Accountability in the Govt.	90	1.00	5.00	2.3111	1.07729	.835	-.123
Accountability in the Govt.	90	1.00	5.00	2.4889	1.05196	.622	-.686
Accountability in the Govt.	90	1.00	5.00	2.8889	1.19403	.178	-1.411
Accountability in the Govt.	90	1.00	5.00	2.7444	1.01185	.536	-.738
Accountability in the Govt.	90	1.00	5.00	2.5667	1.08151	.451	-.972
Corruption	90	1.00	5.00	3.9889	1.01111	-1.445	2.015
Corruption	90	1.00	5.00	3.4778	1.05178	-.414	-.986
Corruption	90	1.00	5.00	2.5111	.98579	.976	.179
Corruption	90	1.00	5.00	2.5556	1.06118	.457	-.865
Corruption	90	1.00	5.00	3.5000	1.08359	-.461	-1.058
Financial Management System	90	1.00	5.00	3.7667	.76511	-1.729	2.817
Financial Management System	90	1.00	5.00	3.0333	1.12629	-.067	-1.540
Financial Management System	90	1.00	5.00	4.0889	.62969	-1.725	7.878
Financial Management System	90	1.00	5.00	4.2889	.83793	-1.881	4.927
Financial Management System	90	1.00	5.00	2.7667	1.24567	.599	-1.068
Financial Management System	90	1.00	5.00	2.5000	1.11426	.947	-.222
Valid N (listwise)	90						

Table 4.56 Normality of data

4.1.4 Relationship between two groups of respondents on factors/elements of New Public Governance

An investigation was made to find any significant differences in responses between the civil servants (referred to as 'government') and non-governmental employees and respondents (referred to as 'stakeholders') in their responses. An independent t-test (2 tailed) analysis was conducted and mean values of two groups were compared. The following showed the results of this study.

4.1.4.1 First factor of NPG: Cost-cutting and downsizing

Difference between the two groups on the seven items measuring cost-cutting and downsizing were tested using the t-test analysis. The test revealed a significant difference on only one (Sig. value = .026) 'the government in Pakistan is excessively overstaffed'. The mean scores for 'government' and 'stakeholders' recorded at 1.95 (SD = .96) and 1.67 (SD = .84) respectively meant that stakeholders affirmed more strongly that the government in Pakistan was excessively overstaffed (Table 4.57) than the government officials. For other items, the test recorded highly significant alpha value of .05 and more, and that meant that both government and stakeholders probably held similar views.

Table 4.57: The t-value, mean, and standard deviation on items measuring the 'cost cutting and downsizing'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Govt, is overstaffed	2.234	.026	1.95	**.96**	1.67	**.84**

4.1.4.2 Second factor of NPG: Decentralization of Management Authority

The t-test revealed no significant difference on items measuring the decentralization of management authority. The mean and standard deviation for four items for government were recorded at 2.34 (SD=1.09), 2.18 (SD=. 87), 3.32 (SD=. 87) and 1.95 (SD=. 82) respectively. Similarly, the mean and standard deviation for stakeholders were 2.25 (SD=.84), 1.98 (SD= .84), 3.33 (.87) and 2.23 (.96) respectively. This meant that both government employees and stakeholders probably had similar opinions regarding the issues on decentralization of management authority (Table 4.58).

However, the t-test revealed a significant difference (Sig. value = .032) on one item 'should services be provided from a single point or one stop shop, rather than from

different agencies, at the district and regional levels?' The mean scores recorded at 2.24 (SD = 1.02) and 2.57(SD=1.20) for government and stakeholders respectively meant that government employees were more positive than stakeholders to Introducing the concept of a one stop shop (Table 4.58). No significant differences were recorded on other items.

Table 4.58: The t-value, mean, and standard deviation on items measuring 'decentralization of management authority'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Level of Decentralization	.833	**NS**	2.34	1.09	2.23	.96
Power devolution (Useful)	-.663	**NS**	2.18	.87	2.25	.84
System of consultation	-.080	**NS**	3.32	.87	3.33	.86
Performance improves devolution of power	-.193	**NS**	1.95	.82	1.98	.84
Application of one-stop shop	-2.166	.032	2.24	**1.02**	**2.57**	**1.20**

4.1.4.3 Third factor of NPG: Separation of Purchaser and Provider

The t-test analysis showed no significant difference in responses between the government and stakeholders for the items measuring the separation of purchaser and provider. The mean and standard deviation for two items were 2.89 (SD= .95) and 4.05 (SD= .62) for the government and 2.91 (SD= .85) and 4.10 (SD= .74) for stakeholders respectively (Table 4.59). This meant that both groups held similar views on issues relating to the separation of purchaser and provider.

Table 4.59: The t-value, mean, and standard deviation on items measuring the 'separation of purchaser and provider'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Appropriateness of separation of purchaser and provider	-.205	**NS**	2.89	**.95**	2.91	.85
Coordination among agencies	-.488	**NS**	4.05	**.62**	4.10	.74

4.1.4.4 Fourth factor of NPG: Technology and Innovation

Eleven items were used to measure the applicability of technology and innovation in public sector of Pakistan. The t-test analysis showed a significant difference on four items. These were: (a) always takes new initiatives. (Sig. value =. 04); (b) market demands and develop new methods (Sig. value = .03); (c) emphasize and introduce managerial innovations (Sig. value =.03); and (d) Innovation proposals are welcome in the organizations. (Sig. value =. 01). The mean scores for above items recorded at 2.75 (SD =.91), 2.24 (SD =. 89), 1.55 (SD =. 70) and 2.50 (SD =.91) respectively for government. Similarly, the means scores for stakeholders were 2.00 (SD =.91), 2.51(SD =.99), 1.76 (SD =.79) and 2.23 (SD =.77) respectively (Table 4.60). A comparative study of mean and standard deviation values suggested that the stakeholders rated higher the need for privatization in Pakistan and the capability of the private sector to take over the commercial functions carried out by the government. In contrast the government employees rated strongly that the government should be responsible for the core functions and should 'commercialize the services' compared to the stakeholders.

Table 4.60: The t-value, mean, and standard deviation on items measuring the introduction of market-based mechanisms.

Items	t-value	Sig. value	Government		Stakeholders	
			Mean	SD	Mean	SD
Always takes new initiatives	2.060	.040	2.75	.91	2.00	.91
Market demands and develop new methods	-2.096	.038	2.24	.89	2.51	.99
Emphasize and introduce managerial innovations	-2.107	.036	1.55	.70	1.76	.79
Innovation proposals are welcome in the organizations	2.423	.016	2.50	.91	2.23	.77

4.1.4.5 Fifth factor of NPG: Bureaucratic System

The result of each separated sub-variable is presented below:

(a) Centralization/Decentralization

The results of the t-test on items measuring the centralization /decentralization showed no significant difference between government officials and stakeholders. It meant that both government and stakeholders probably viewed the issues similarly (Table 4.61).

Table 4.61: The t-value, mean, and standard deviation on items measuring the 'centralization /decentralization'.

Items	t-value	Sig. value	Government		Stakeholders	
			Mean	SD	Mean	SD
Centralized bureaucracy	-1.565	**NS**	**1.97**	**.74**	**2.13**	**.75**
Centralized government	.824	**NS**	2.54	**1.03**	**2.42**	**.99**

(b) Accountability

The t-test revealed a significant difference on item 'there exist adequate rules and regulations to enforce accountability in the government' (Sig, value = .001). The mean value for that item for the government was 2.82 whereas for the stakeholders it

was 3. 47. This indicated that stakeholders disagreed more strongly that there were adequate rules and regulation to enforce accountability in the government compared to the public service employees (Table 4.62). For other six items, the alpha value recorded was not significantly higher than .05, and that indicated that both groups probably held similar views.

Table 4.62: The t-value, mean, and standard deviation on items measuring the 'accountability' in the government.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Rules and regulation to enforce accountability	-4.463	.001	2.82	1.05	3.47	1.05

(c) Corruption

The t-test revealed a significant difference on 'there are regulations establishing sanctions to control the corruption' (Sig. value=.001). The mean and standard deviation Indicated that stakeholders disagreed more strongly that there were regulations establishing sanctions to control corruption compared to government employees (Table 4.63). For other items, both groups' views were similar.

Table 4.63: The t-value, mean, and standard deviation on items measuring the ' Corruption in the government'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Regulations establishing sanctions to control corruption	-4.124	.001	**2.33**	**.84**	2.93	**1.17**

(d) Financial Management System

The t-test showed a significance difference between government and stakeholders on three items. They were (a) 'the allocated resources in programs or projects are not properly utilized' (Sig. value .03); (b) 'each agency Head is accountable for the use/misuse of funds' (Sig. value .016); and (c) 'each agency has adopted a computerized system to provide reliable and up-to-date budget and accounting information' (Sig. value .043). The mean scores for government on these three items were 1.94 (SD = .77), 2.39 (SD = 1.95) and 3.91 (SD = .77) respectively whereas for the stakeholders the scores were 1.73 (SD = .65), 2.76 (SD =1.21) and 3.62 (SD = 1.14) respectively. An Inspection of mean values between the two groups Indicated that stakeholders rated higher that the resources in programs was not properly utilized and disagreed more strongly that each agency Head is accountable for the use or misuse of funds compared to government employees. The government officials disagreed more strongly that each agency has adopted a computerized system to provide reliable and up-to-date financial Information compared to the stakeholders (Table 4.64).

Table 4.64 : The t-value, mean, and standard deviation on items measuring the 'financial management system'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Resource utilization	2.180	**.030**	1.94	**.77**	**1.73**	**.65**
Funds accountability	-2.440	**.016**	2.39	**1.95**	**2.76**	1.21
Reliability of information	2.046	.043	**3.91**	**.77**	**3.62**	**1.14**

4.1.4.6 Sixth factor of NPG: Political System

The t-test on items measuring the political Influence in the public service, commitment and Interest for reform, and level of confidence towards the government revealed no significant difference between 'government' and stakeholders. This meant that both groups probably held similar opinions as to political factor and its influence in the public service (Table 4.65).

Table 4.65: The t-value, mean, and standard deviation on items measuring the 'Political system'.

			Government		Stakeholders	
Items	**t-value**	**Sig. value**	**Mean**	**SD**	**Mean**	**SD**
Confidence in government	-1.554	**NS**	3.44	**1.06**	3.66	**,97**
Political interference	.976	**NS**	1.64	**.77**	**1.54**	**.69**
Public management effectiveness	-.942	**NS**	**3.83**	**.75**	3.93	**.79**
Reform priority	-1.556	**NS**	2.26	**1.02**	**2.49**	1.11
Reforms commitment	-.253	**NS**	**3.28**	**1.03**	3.31	**.96**
Delivery of services	-1.715	**NS**	3.63	**.75**	**3.79**	.62

4.2 Qualitative Data

The qualitative research provides answers to what, how, when and where (Miles & Huberman, 1994). It enables to conduct research in relatively new area or in natural environment. Qualitative research is an interpretive technique used to translate concepts and draw conclusions on the basis of certain observations and also supportive to in-depth study of phenomena (Goertz & Mahoney, 2012).

According to scholars Maguire & Delahunt (2017), in qualitative approach, researcher is challenged to describe, analyze and interpret specific

phenomenon. Analysis of qualitative data provide a grasp on objectives of research revealing patterns and themes in data (Marks & Yardley, 2004).

4.2.1 Thematic analysis

Thematic analysis is a data analysis technique developed by Gerold Holten is used for a qualitative research. According to authors, it is a method of data analysis in which researcher identify commonly recognized themes and patterns from the data to answer a particular research question (Braun & Clarke, 2013). This technique is useful for any type of qualitative data including interviews, focus group discussion and qualitative survey irrespective of its large or small size.

In this study, thematic analysis method has been adopted to analyze qualitative data using six phased framework as proposed by Braun & Clarke (2013):

- Familiarization with data
- Generating codes
- Search for themes
- Reviewing themes
- Defining themes
- Develop findings

Step one: Familiarization with data

In this step, the researcher familiarized himself with collected qualitative data by transcription of interviews manually taking notes on hard copy.

Respondents' demographics:

Data was extracted using face to face interviews from politicians, civil servants and NGO officials to explore perspective of respondents on the applicability of NPG in Pakistan as part of a study that explored respondent's perspectives on applicability of NPG. Each interview took about 30-35 minutes as per interview schedule at Appendix-2. A total number of 10 face to face interviews i.e., 04 from civil servants,

03 from elected members and 03 interviews from NGO officials have been conducted and data has been recorded through notes.

Step two: Generating codes

In this phase, initial codes are generated by arranging, reducing big data in a meaningful and systematic sequence. It represents only a piece of relevant data in the entire data set and meaningless data is excluded. Coding can either be data-driven or theory-drivern. In this study, the researcher has adopted theory driven technique.

Process of coding:

Coding of transcript was done manually and typed in word format under each question separately as detailed below:

Table 1 Initial Codes of Responses given by Civil Servants

Q-1 Do you think that the Islamabad's District government is overstaffed?	Q-2 What is your opinion to reduce government size by downsizing?	Q-3 Do the government need to cut down the expenditure?
Codes: Employee performance in public sector organizations is the widespread problem Manpower in different departments needs to be rationalized to deal with inefficiencies. I think some of the departments are overstaffed. No, in fact department are facing shortage of manpower. There is composite situation of over and under staff in government departments.	**Codes:** Reduction of staff should be made, where needed. I think there is a need to streamline the size of government. I think downsizing is not the solution. We need to utilize the manpower to their optimum capacity to improve the service delivery. Staff should be arranged in relevance to capability.	**Codes:** The government through proper planning can optimum utilize the resource to cut-down her expenditure. The government is already on the way to adopt economy measures to curtail the expenditures. In my opinion, cost effectiveness should be the prime objective of government due to scarce resources. Cost reduction is mandatory but should not

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		be on the cost of effective result and efficient staff.
Q-4 **What is your opinion about duplication of functions among the government departments?**	**Q-5** **Do you think that the devolution of power and authority increases the efficiency of government?**	**Q-6** **Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities?**
Codes: I would suggest responsibilities should be clearly defined to avoid duplication among government departments. The issue has somehow managed by the government by restructuring of departments but the problem of duplication of functions still exits. Different departments of Metropolitan City Islamabad are performing same functions which at times create confusion not only among officials but also in general public. Islamabad is facing duplication of function problem in some of its vital public departments i.e., FIA and NAB as well as WASA and CDA.	**Codes:** Delegation of powers at subsequent level swifts the functions of department as power is transferred to lower rank to authorize for decision making. Yes, the developed countries have gained success by adopting devolution of power model in which management approach has changed from compliance with rules and regulations to result based management. Devolution of power and authority is need of the hour for prompt decision making and improve efficiency of government. In order to in time resolution of public affairs there is dire need for downward delegation.	**Codes:** If the managers are authorized for decision and implementation of desired function, they will have a keen interest in results of assigned task. I believe that managers perform efficiently if they are given flexibility and operational authority. Yes, it invariably effects the performance of managers. Of course, managers feel free to plan and execute his task.
Q-7 **Whether authority and power are decentralized in Islamabad's District government?**	**Q-8** **Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan?**	**Q-9** **Is there exist strong coordination among government departments?**

Codes:	Codes:	Codes:
In my opinion, Islamabad District Government is operating through centralized authority that is needed to be devolved. The present government structure supports the centralized decision making with greater control from the central department. The system needs to be decentralized for efficient effective performance. Powers are centralized which in my opinion should be delegated to lower level so as to improve the service. Being rational, one can't deny that public sector is operating through centralized authority.	The government should play the role of steering rather than rowing. Policy and operational roles must be separated for efficient and effective working of the organizations. I feel that separation of purchaser and provider would be appropriate. In fact, government needs to reduce its role. It does not need to be a manufacture of goods and services directly to the people. I think function of purchaser and provide should be separated as it would reduce the size of the government and make the service providers accountable. This principle is inevitable in Pakistan but needs solid policies to bring in work as it halts the way of corruption that may not be acceptable by some stakeholders.	Lack of coordination between Government departments is a main cause of overlap of responsibilities and negatively effect on organization performance. Coordination among government departments appears to be weak. I think the departments are working with proper coordination. Unfortunately, due to lack of coordination among govt. departments, Islamabad is not fully and efficiently serving the public.
Q-10 **How innovation is generally perceived in the organizations?**	**Q-11** **How your organization takes innovative proposals?**	**Q-12** **Why is innovation implementing difficult?**
Codes: The global impact of modern methods of administration is unavoidable. Innovation is considered essential in the organizations to promote the efficiency and effectiveness.	Codes: My organization, adopts innovative proposals with the emerging needs and requirements. Innovative ideas and strategic thinking along with use of modern technology is encouraged	Codes: It is not easily welcomed and surely resisted by corrupt and incompetent elements. Because of inherited culture of resistance to change.

	to carry out day to day business and solutions.	Implementation of innovation is always difficult because it faces resistance from within the organization as it raises the possibility of diminished bureaucratic control and public corruption. So, it requires conducive environment
It is generally believed that innovation is not amenable in public sector organizations. Innovation is the need of hour to meet the potential challenges.	Efforts are made to enhance revenue and improve service quality through digitization. Being public servant, I adopt the proposal given by the beneficiaries as well as global innovative ideas practicable in Pakistan.	Innovation is generally not welcomed by the stake holders as it diverts the rule of thumb, stake holders are used to, to a calculated method of execution. Therefore, it faces resistance as well as takes time to accept and practice.
Q-13 **To what extent organizations introduce managerial innovations including computer based administrative and accounting systems etc.?**	**Q-14** **Can principles of management practiced in private sector be adopted in public sector?**	**Q-15** **Is public management efficient and effective?**
Codes: Almost all kind of correspondence is computer based. Besides this new accounting system is also in use by and large. The extensive use of Information Communication Technology (ICT) which has led to efficient service delivery of the organization. My organization is gradually transforming its functions to Information	**Codes:** Principles and practices applied at private sector are definitely advantageous for public sector as well. It can help improve the performance of the organization. Public sector organization should adopt the principles and practices of private sector. Yes. Helpful practices should bring in use to innovate the work.	**Codes:** Although government has policies to implement but public management is weak in put it into practice completely. Public management is thought to be inefficient and ineffective. Government needs to do a lot to change the public perception. Public management is not meeting the required standards.

Communication Technology (ICT) particularly with regard to record keeping, making information to public and customer service etc. Digital innovation is being practiced in my organization. Generally accepted principles for accounting and financial measures are also used where applicable.		Our public office holders are competent and professionals and they have the policies and framework. Indeed, the execution is not up to the mark due to lack of supervision and accountability.
Q-16 **The degree of political interference in public service?**	**Q-17** **Do you think that delivery of service to citizens is satisfactory?**	**Q-18** **In your opinion, rules and regulations are adequate to enforce accountability in the government?**
Codes: Public service departments are somehow affected by political interference. Excessive political interference in public service is quite visible. Organizations of public sector are greatly influenced by politicians. Public sectors have always been under influence of politicians.	**Codes:** Due to weak public management at some government departments, people are facing difficulties. Public sector organizations are required to improve service delivery to citizens. They can be made possible by e-governance measures. People are not satisfied with delivery of services. People seem annoyed with public office holders for undue procedural formalities. Anyhow some of departments are providing satisfied services.	**Codes:** There are good rules and regulation to fix the responsibilities but the application is not adequate. I am not satisfied with existing rules and regulations to enforce accountability. Rules and regulations to enforce accountability are not adequate. Exactly, not only the rules and laws but law enforcement departments also exist. However, Implementation is facing implications.
Q-19 **Is there exist rules to control corruption?**	**Q-20** **How do you see transparency of**	**Q-21** **Whether the resources allocated for specific**

	information in the government?	programs or projects are adequately utilized?
Codes: Rules are available to control the corrupt activities and National Accountability Bureau is responsible for their execution. The government has made provisions to disclose personal assets and regulations to control corruption. But enforcement of these regulations seems to be a problem. The existing rules and regulations cannot control the corruption of civil service employee. Rules exist but with flaws and implementation are also questionable.	**Codes:** I think, transparency of information in government sectors is perceived to be weak. Transparency is fundamental to ensure good governance. I must accept that information is not easily available to the public. Democratic societies place a high value to the right of information. Transparency refers to access of information and is an important element of good governance. The governments have failed to ensure transparency in its operations. Transparency of information is nominal in government creating chaos and confusion in public.	**Codes:** Resources are underutilized due to lack of either planning or monitoring. The allocated resources are not properly utilized due to inherited weaknesses of financial management system. The allocated resources are not utilized appropriately. Where ever, the principle of separation of purchaser and provider as discussed earlier is not applied, resources are very likely to misuse.
Q-22 **Is the government committed to implement the reforms?**	**Q-23** **Has the government capacity to implement reform programs?**	**Q-24** **Whether the government has placed systems and procedures to monitor and evaluate reform programs?**
Codes: Self-interest and lack of political will is the major concern and obstacle. Government claims to be committed to execute reform programs but it should speak from its actions. Reform implementation is one of the major issues. it	**Codes:** It should grow its institutional capability to achieve the desired results One can easily witness the weaknesses of the government institutions to implement the reforms. Lack of ownership of reform programs due to frequent change of	**Codes:** The government needs to bring in practice the existing and to work on update the rules and procedures for proper implementation of reforming programs to meet the desired results. It lacks detailed plans and programs for monitoring

| seems to be committed for implantation of reforms.

Present government is showing its willing and commitment to adopt reforms in very departments under government. | governments harms the ability of institutions to implement reforms.

The government needs to enhance the capacity and capability to implement the reforms to meet its agenda.

Enhancement in capacity is needed in fact, as the public servant should learn the use of new policies and procedures as well as globally practiced innovative ideas and method. | and evaluation of reform programs.

The government has evolved a comprehensive and effective monitoring and evaluation system for reforms programs.

Monitoring is made through unprofessional and using outdated techniques. Existing System of Evaluation should be updated. |
|---|---|---|

Data gathered through Interviews

Table 2 Initial Codes of Responses given by NGO's

Q-1 **Do you think that the Islamabad's District government is overstaffed?**	**Q-2** **What is your opinion to reduce government size by downsizing?**	**Q-3** **Do the government need to cut down the expenditure?**
Codes: Up to some extent, it is true that some government departments are overstaffed. On the other hand, some are facing acute shortage of staff. However, the current system needs to be rationalized. Yes Govt service departments are overstaffed. Not all but some of departments are really overcrowded in capital.	**Codes:** Downsizing be made if deem necessary but it should not be at the cost of workers un-employment. Downsizing depends upon necessity. Capital should focus on best interest of her state ensuring economy either if, it is on the cost of downsizing.	**Codes:** Pakistan is developing country; therefore, non-developing expenditures can be reduced to utilize the same for provision of subsidized basic necessities to people below poverty line. Cutting down of non-productive expenditures is necessary. Economy of Pakistan is of severe need for cut down the finance involved in non-mounting proposals.

Q-4 What is your opinion about duplication of functions among the government departments?	Q-5 Do you think that the devolution of power and authority increases the efficiency of government?	Q-6 Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities?
Codes: Many of the Govt. departments are having duplication of functions causing unnecessary delay in execution of tasks. No doubt duplication exists in governments departments creating dilemma in ascertaining the responsibility and held answerable. Government departments are facing such duplication causing ambiguity in finding distinct source of service.	**Codes:** Definitely, devolution of powers will enhance the authority at lower level to take prompt decisions. Authorization of low staff for various tasks being not so much critical, is beneficial for smooth functioning. I think Devolution is mandatory for uninterrupted service through fewer formalities.	**Codes:** Yes, liberty of planning and implementation will lead manager to accomplish their assigned tasks more effectively and efficiently. Power and authority moved at lower level enhance the efficiency and interest in performing self planned task. Delegation of power accumulates the effective and efficient fulfillment of assigned jobs.
Q-7 Whether authority and power is decentralized in Islamabad's District government?	Q-8 Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan?	Q-9 Is there exist strong coordination among government departments?
Codes: Not all, but few of district government department in Islamabad are still centralized. Some of Public sectors are operating through centralized authority causing unwanted delay in execution of task	**Codes:** It can be useful in Pakistan for transparency of functions in government departments. Govt. should only have engaged in planning, financing and evaluation and perform her functions under public private partnership	**Codes:** There seems lack of proper coordination among govt. departments in sharing of expertise, support, relevant information and implementation of uniform policies. To the extent of my Knowledge, departments

depending upon several avoidable formalities. Govt. departments in Capital are running through decentralized management system that is needed to be rationalized.	Powers are centralized which in my opinion should be delegated to lower level so as to improve the service. I believe that transparency is easy to achieve by adopting this principle in true letter and spirit. When the govt. executes her planes through partnership of private sectors, it becomes much possible to execute the task within bounded time and resources and tracking the responsible of results.	have enough coordination and response. Assistance is not adequate in term of coordination or sharing information.
Q-10 **How innovation is generally perceived in the organizations?**	**Q-11** **How your organization takes innovative proposals?**	**Q-12** **Why is innovation implementing difficult?**
Codes: The changing needs and day to day emerging circumstances push the organization for adoption of innovative methods. Innovation is always backed by needs, necessities and prevailing accepted principles. Meeting with stake holders and solution-oriented seminars with other organizations working for the same purpose generates new workable thoughts.	**Codes:** Organization aims to focus on the best possible way of welfare services to its beneficiaries by adopting globally practiced methods Our organization enforces the replacement of old tools with newly and moderate tools enhancing the services to maximum concerned. The continuous and committed efforts bring variety in approach for achieving the desired goal.	**Codes:** For an NGO's in developing country, it is hard to access or scrutinize the actual financial position of its beneficiaries. Therefore, the implementation of granting financial aids becomes difficult through innovative method i.e., obtaining asset information from Govt. Department and payment of loans through banking system. Financial system of Pakistan is although getting on modern line. Anyhow, digitalization of data base of living population and their economic condition is

		either not available or less in accessing it validation for serving through NGO. Therefore, it becomes difficult to adopt digital ways of service. People hide their financial position to be granted with financial aids that cause infringement to needy. This is possible due to lack of record and control of one's financial position by Govt. departments. Here it becomes difficult stepping forwarded to innovative ways.
Q-13 **To what extent organizations introduce managerial innovations including computer based administrative and accounting systems etc.?**	**Q-14** **Can principles of management practiced in private sector be adopted in public sector?**	**Q-15** **Is public management efficient and effective?**
Codes: Govt. Department now seems to adopt modern methods of administration. and financial management. However, it still needs to train the official for use of developed procedures and principles of running a Govt. institute or organization and provision of latest technology for record and filling. Present generation is well aware of using technology and modern method of digital solution therefore almost every department is using modern tools.	**Codes:** Private sector tends to fulfil the needs of customer and use the upgraded method and practices for the purpose. Therefore, Govt. should also use the innovative procedures and principles practiced in private sector to accommodate its functions. It is a good to obtain the result-oriented procedures practiced in private sector. Privately owned sectors run on personal stake necessitate innovation to meet the requirement of customers. Therefore,	**Codes:** Public management is poor in efficient and effective implementation of policies. Public management has always been comprised of efficient office holders but remained ineffective in implementation of policies. Efficiency and effectiveness need improvement to save the scare resources of, and in time services, to public.

Modern technology is although making place in departments. However, fast spread of digitalization of task and developed accounting tools needs widely.	private sector keeps on moving toward advanced method of servicing. Govt. departments should also apply these means to cope with changes.	
Q-16 **The degree of political interference in public service?**	**Q-17** **Do you think that delivery of service to citizens is satisfactory?**	**Q-18** **In your opinion, adequate rules and regulations exist to enforce accountability in the government?**
Codes: Our country is suffering with high degree of political interference in public service causing the inappropriate planning and misuse of resources. Govt. representatives influence the Govt. proposals for personal stakes and it should be got rid of. Efficiency of public sector is securing low scores due to influence of political individuals.	**Codes:** Complexity of procedures and undue formalities makes it difficult for a common man to be accommodated with Govt. services. People are not satisfied with delivery of services. As we know the separation principle is not applied as well as political interference is ranking high. Therefore, common man is not getting fruit of Govt. policies. It is worse to hear but right to speak that the delivery of services by either Govt. could not satisfy the citizens.	**Codes:** Rules and regulations always remained available but their execution and implementation remained rare or limited. Rules of Govt. to held responsible herself is hard to regulate. Existence could not make sure the implementation of accountability laws till date. Whenever we talk about implementation of rules of accountability on Govt. office holders that are not in practice.
Q-19 **Is there exist rules to control corruption?**	**Q-20** **How do you see transparency of information in the government?**	**Q-21** **Whether the resources allocated for specific programs or projects are adequately utilized?**
Codes: Anti-corruption acts are existing and Islamabad is also holding an institute	**Codes:** Govt. is reluctant to reveal information with general public in many of her activities.	**Codes:** There are some factors halting the transparency of resource utilization. Political influence,

named NAB for the purpose. Almost every Govt. worked on making anti-corruption rules and institutes to eliminate this ulcer. Sufficient rules and laws are available and their forceful enforcement is still a dream.	Govt. policies and rules are made under cushion and question of transparency is never let to arise. Transparency of information has never been considered the right of public in Pakistan.	judiciary system allowing stay orders in someone personal interest, lack of planning and monitoring and corruption are the element to be eliminated for proper utilization of resources. A country like Pakistan assuming political interference in public administration is unable to execute under appropriate planning and use of resources. Resources can be used properly through defined responsibilities and segregated authorities of financial and administrative bodies.
Q-22 **Is the government committed to implement the reforms?**	**Q-23** **Has the government institutional capacity to implement the reforms?**	**Q-24** **Whether the government has placed systems and procedures to monitor and evaluate reform programs?**
Codes: Present Govt. has agenda for implementing the reforms in all Govt. sectors providing services. Policies for NAB, Tax reforms, NADRA etc. are indicating the interest of Govt. for reforms. I think in spite of vocal reforms spoken out by Govt., there should be some credible steps towards social and economic highness of people.	**Codes:** Institutional competency is needed to improve for implementation of reforms. Govt. office holders are competent enough to implement reforms but there is dire need to keep in front the public interest and elimination of political influence. Institutes at first step should be made capable for understanding the need and impact of reforms and then how the	**Codes:** A mechanism of monitoring and evaluation is key for successful implementation of reforms in Govt. sectors. Govt. do have measures and system to evaluate the achievements of her innovative programs. Holding responsibility and owning the executed task is rare in govt. projects. Therefore, rules binding the liable should be enforced as they exist in numbers.

	reforms should be implemented to finally achieve the results.	Rules are insufficient and need to work on. There are also flaws in existing system.

Table 3 Initial Codes of Responses given by Politicians

Q-1 **Do you think that the Islamabad's District government is overstaffed?**	Q-2 **What is your opinion to reduce government size by downsizing?**	Q-3 **Do the government need to cut down the expenditure?**
Codes: Due to political influence various departments are excessively overstaffed. Our government has recently carried out a detailed study and made a comprehensive plan to reduce the staff. I think manpower placed in different government departments is surplus. Successive Governments made induction in public sectors without job specifications and increased burden on budget due to which state own enterprises fail to achieve break even.	**Codes** Downsizing is necessary, the government should limit its role to planning, monitoring and evaluation of programs only. Our party believes that size of government should be downsized. Govt. should rationally managed hired staff in her departments and to avoid drain of funds.	**Codes:** Our government has put efforts to enforce economy drive and has achieved significant results in curtailing its operational/non-development expenditures. Obviously, our debt burden is reached at alarming stage and government should take steps to reduce expenditures and raise their revenue resources to overcome budget deficit issue. The early execution of developing projects may save the budget from inflation affect. Further, the funds allocation for renovation of public houses, entertainment expenditures, undue subsides etc should be restricted or optimized.

Q-4 What is your opinion about duplication of functions among the government departments?	Q-5 Do you think that the devolution of power and authority increases the efficiency of government?	Q-6 Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities?
Codes: Structural changes are required to remove the duplication of duties and functions perform by various departments. By clearly defining the roles and responsibilities of different government departments, this issue can be addressed. To some extent, government departments in Islamabad are having duplication functions and need their duties and functions expressed.	**Codes:** Our government has made a comprehensive plan for devolution of powers to local governments for efficient utilization of resources. Devolution of Powers at all tiers of the government are essentially needed to enhance efficiency of public sector organizations. Transformation of power at lower rank enlarges the heart and interest of lower officer. Further, it increases the rate of task.	**Codes:** I think operational authority is key for successful discharge of responsibilities and duties by the managers I agree that managers with operational authority can perform well. When managers are permitted to plan and execute in their selective way, it is more likely to get a task complete within specified time and resources.
Q-7 Whether authority and power is decentralized in Islamabad's District government?	Q-8 Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan?	Q-9 Is there exist strong coordination among government departments?
Codes: It is primarily a centralized system centralized in District Government Islamabad. I don't think so; we still are not able to make effective reforms in traditional bureaucratic culture in which powers are held at central level.	**Codes**: I am strong proponent of the view that government should confined its role to decision and direction. Outsourcing and contracting are identified as best means for managing government.	**Codes**: Coordination among the department need to be strengthen. I think government departments lack coordination while performing various functions.

A known of a number of departments in Islamabad having authority centered at a specific level.	Yes, principle of separation of purchaser and provider is relevant and workable in Pakistan. The conditions and commitments demand for said principle, although it may face resistance by corrupt and crooked elements.	Govt. is working on the system of coordination and information sharing. As, it is also necessary and will facilitate in early service to the beneficiaries in public.
Q-10 **How innovation is generally perceived in the organizations?**	**Q-11** **How your organization takes innovative proposals?**	**Q-12** **Why is innovation implementing difficult?**
Innovation brings productivity, cost savings and improvements in service quality in private sector. This model should be replicated in public sector as well. Innovation is perceived as complex and less likely to adopt in organizations. Innovation alleged in private and public sectors in different way. Private entrepreneur tends to meet the needs of customer as soon as possible and converts to updated methods within short time to save her personal stake. Whereas, Govt. takes reasonable time in judging the suitability of modern way for a specific project its implication, evaluation and even the choice of its times opposition for introducing a change.	Innovation is the key engine of long-term growth and competitiveness. Our government is keen to implement innovative ideas to ensure transparency and improve the performance of government departments. We encourage and motivate employees to use innovative tools productivity, cost saving and improve performance. Innovation should base on cost effective measures and incremental efficiency as well as saving of involved labor. The proposal offering these ingredients is welcomed.	There are many barriers in implementation of innovation which includes, inadequate support from management, less incentives for staff, regulatory hurdles and lack of human and financial support. The traditional culture in the public sector organizations tend to resist the change and innovation. They also have capacity issues as well. Implementation of cost-effective innovation may need changes in infrastructure like downsizing of staff, separation of authorities, use of technology replacing the human labor etc. Therefore, resistance by stake holders is hard to avoid.

Q-13 To what extent organizations introduce managerial innovations including computer based administrative and accounting systems etc.?	Q-14 Can principles of management practiced in private sector be adopted in public sector?	Q-15 Is public management efficient and effective?
Codes: Considering the importance and positive impact, the government is directing the efforts and resources to implement the innovative activities in the organizations Local government departments have adopted various new measures but lot of work is still to be done to transform the systems to E-governance. Most of Public departments are provided with computer based administrative tools and advised to adopt latest accounting principles. Hence, Digital and e-governance is gradually coming in practice.	**Codes:** Private sector model is efficient and can be equally effective for public sector as well. Principles and practices of private sector must be applied in government sector as well to improve the performance. Workable principle either related to management or accounting or computer-based administration should bring in use in Govt. sectors.	**Codes:** The present government is concentrated to improve the governance and change the inherited perception of inefficiency of public sector. The pubic management system is perceived to be inefficient and ineffective. Mostly Public management has not been allowed to work freely through political influence. Therefore, could not effectively deliver the service to common man.
Q-16 The degree of political interference in public service?	**Q-17 Do you think that delivery of service to citizens is satisfactory?**	**Q-18 In your opinion, rules and regulations are adequate to enforce accountability in the government?**
Codes: Public Sector organizations were highly politicized. Our government took measures to de-politicize the institutions to promote merit.	**Codes:** I must admit that delivery of services to citizens needs to be improved. Citizens does not seem satisfied with the quality	**Codes:** The existing rules and regulations were not adequate the reason why our government has introduced new rules

Unfortunately, our institutions are excessively politicized. Political interference has magnificent proportion in public service and extensively affected the decision of public interest.	of services being produced by public sector. Delivery of service is shared by stake holder like, management, politicians, private partners etc. and a minimal share is gained by citizen.	under Civil Servant Act 2020 to held the civil servants accountable. Unfortunately, the existing rules and regulations are not adequate to deal with the problem. NAB as well as anti-corruption institute is working for the purpose, definitely holds in hands the rules and regulation but the implementation is brushed aside by institutions as well as offender.
Q-19 **Is there exist rules to control corruption?**	**Q-20** **How do you see transparency of information in the government?**	**Q-21** **Whether the resources allocated for specific programs or projects are adequately utilized?**
Codes: Anti-corruption laws need to be strengthened and enforced without any distinction. There exist regulations regarding corruptions. Anti-corruption institute as well as law and regulations are available to bring to a halt the corrupt activities but institutional capacity is not strong enough.	**Codes:** In order to improve the transparency of information, our government has established procedure for Whistle blowing. Transparency of information is essential to held the government accountable for its decision. Accountability of public departments or Government is assured only through transparency of information.	**Codes:** Allocated resources on programs and projects are now being utilized properly by our government. In my view, the allocated resources are not being adequately utilized. Improper or misuse of resources in public project and programs is common.

Q-22 **Has the government institutional capacity to implement the reforms?**	Q-23 **Is the government committed to implement reform programs?**	Q-24 **Whether the government has placed systems and procedures to monitor and evaluate reform programs?**
Codes: It is continuously working on capacity building. The present government is seriously lacking the capacity to enforce the reforms. For a Govt. it has never been an issue of capacity for implementation of institutional reforms. It is quite possible if backed by the institutions itself.	**Codes:** Political will seems to be found missing as priority is given to personal over institutional interests. The acts of government did not reflect its commitment to implement any kind of reforms in the institutions. Govt. is devoted and constant to bring reforms in almost every institution and aims to develop a modernized and corruption free system.	**Codes:** The systems being placed to introduce, implement, monitor and evaluate the reform programs as was conceived by our Prime Minister. I think reforms monitoring, and evaluation systems are weak. Committees and task forces are made to evaluate the efficiency of programs but still need and impacted steps to bring the proposed reforms in practice.

Step three: Search for themes

There exit strict rules to make themes as maintained by Braun & Clarke (2006). Initial codes identified from the extracts of responses are shown in above table. Following section depicts the themes (highlighted words) along with associated codes. These themes have been recognized on the basis of significance and importance of idea extracted through responses:

Data gathered through Interviews

Table 4 Codes of Responses given by Civil Servants

Q-1 Do you think that the Islamabad's District government is overstaffed?	Q-2 What is your opinion to reduce government size by downsizing?	Q-3 Do the government need to cut down the expenditure?
Codes: Employee performance in public sector organizations is the widespread problem Manpower in different departments needs to be rationalized to deal with inefficiencies I think some of the departments are overstaffed. No, in fact department are facing shortage of manpower due to imposition of ban by government on recruitment. There is composite situation of over and under staff in government departments.	**Codes:** Reduction of staff should be made, where needed. I think there is a need to streamline the size of government. I think downsizing is not the solution. We need to utilize the manpower to their optimum capacity to improve the service delivery. Staff should be arranged in relevance to capability.	**Codes:** The government through proper planning can optimum utilize the resource to cut-down her expenditure. The government is already on the way to adopt economy measures to curtail the expenditures. In my opinion, cost effectiveness should be the prime objective of government due to scarce resources. Cost reduction is mandatory but should not be on the cost of effective result and efficient staff.
Q-4 What is your opinion about duplication of functions among the government departments?	**Q-5** Do you think that the devolution of power and authority increases the efficiency of government?	**Q-6** Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities?
Codes: I would suggest responsibilities should be clearly defined to avoid duplication among government departments. The issue has somehow managed by the	**Codes:** Delegation of powers at subsequent level swifts the functions of department as power is transferred to lower rank to authorize for decision making.	**Codes:** If the managers are authorized for decision and implementation of desired function, they will have a keen interest in results of assigned task.

government by restructuring of departments but the problem of duplication of functions still exits.

Different departments of Metropolitan City Islamabad are performing same functions which at times create confusion not only among officials but also in general public.

Islamabad is facing duplication of function problem in some of its vital public departments i.e., FIA and NAB as well as WASA and CDA. | Yes, the developed countries have gained success by adopting devolution of power model in which management approach has changed from compliance with rules and regulations to result based management.

Devolution of power and authority is need of the hour for prompt decision making and improve efficiency of government.

In order to in time resolution of public affairs there is dire need for downward delegation. | I believe that managers perform efficiently if they are given flexibility and operational authority.

Yes, it invariably effects the performance of managers.

Of course, managers feel free to plan and execute his task. |
| **Q-7**
Whether authority and power is decentralized in Islamabad's District government? | **Q-8**
Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan? | **Q-9**
Is there exist strong coordination among government departments? |
| **Codes:**
In my opinion, Islamabad District Government is operating through centralized authority that is needed to be devolved.

The present government structure supports the centralized decision making with greater control from the central department. The system needs to be decentralized for efficient effective performance.

Powers are centralized which in my opinion should be delegated to lower level so as to improve the service. | **Codes:**
The government should play the role of steering rather than rowing. Policy and operational roles must be separated for efficient and effective working of the organizations.

I feel that separation of purchaser and provider would be appropriate. In fact, government needs to reduce its role. It does not need to be a manufacture of goods and services directly to the people.

I think function of purchaser and provide should be separated as it would reduce the size of the government and make | **Codes:**
Lack of coordination between Government departments is a main cause of overlap of responsibilities and negatively effect on organization performance.

Coordination among government departments appears to be weak.

I think the departments are working with proper coordination.

Unfortunately, due to lack of coordination among govt. departments, Islamabad is not fully and |

Being rational, one can't deny that public sector is operating through centralized authority.	the <mark>service providers accountable</mark>. This principle is inevitable in Pakistan but needs solid policies to bring in work as it halts the <mark>way of corruption</mark> that may not be acceptable by some stakeholders.	efficiently serving the public.
Q-10 **How innovation is generally perceived in the organizations?**	**Q-11** **How your organization takes innovative proposals?**	**Q-12** **Why is innovation implementing difficult?**
Codes: The <mark>global impact</mark> of modern methods of administration is unavoidable. <mark>Innovation is considered essential</mark> in the organizations to promote the efficiency and effectiveness. It is generally believed that innovation is <mark>not amenable</mark> in public sector organizations. Innovation is the need of hour to meet the potential challenges.	**Codes:** My organization, adopts <mark>innovative proposals</mark> with the emerging needs and requirements. Innovative ideas and strategic thinking along with <mark>use of modern technology</mark> is encouraged to carry out day to day business and solutions. Efforts are made to <mark>enhance revenue</mark> and improve service quality through <mark>digitization</mark>. Being public servant, I adopt the proposal given by the beneficiaries as well as global <mark>innovative ideas</mark> practicable in Pakistan.	**Codes:** It is not easily welcomed and <mark>surely resisted</mark> by corrupt and incompetent elements. Because of inherited <mark>culture of resistance</mark> to change. Implementation of innovation is always difficult because it faces resistance from within the organization as it raises the possibility of <mark>diminished bureaucratic control and public corruption</mark>. Innovation is generally not welcomed by the stake holders as it diverts the rule of thumb, stake holders are used to, to a calculated method of execution. Therefore, it faces <mark>resistance</mark> as well as takes time to accept and practice.
Q-13 **To what extent organizations introduce managerial innovations including computer**	**Q-14** **Can principles of management practiced in private sector be**	**Q-15** **Is public management efficient and effective?**

based administrative and accounting systems etc.?	adopted in public sector?	
Codes: Almost all kind of correspondence is computer based. Besides this new accounting system is also in use by and large. The extensive use of Information Communication Technology (ICT) which has led to efficient service delivery of the organization. My organization is gradually transforming its functions to Information Communication Technology (ICT) particularly with regard to record keeping, making information to public and customer service etc. Digital innovation is being practiced in my organization. Generally accepted principles for accounting and financial measures are also used where applicable.	**Codes:** Principles and practices applied at private sector are definitely advantageous for public sector as well. It can help improve the performance of the organization. Public sector organization should adopt the principles and practices of private sector. Yes. Helpful practices should bring in use to innovate the work.	**Codes:** Although government has policies to implement but public management is weak in put it into practice completely. Public management is thought to be inefficient and ineffective. Government needs to do a lot to change the public perception. Public management is not meeting the required standards. Our public office holders are competent and professionals and they have the policies and framework. Indeed, the execution is not upto the mark due to lack of supervision and accountability.
Q-16 **The degree of political interference in public service?**	**Q-17** **Do you think that delivery of service to citizens is satisfactory?**	**Q-18** **In your opinion, rules and regulations are adequate to enforce accountability in the government?**
Codes: Public service departments are somehow	**Codes:** Due to weak public management at some	**Codes:** There are good rules and regulation to fix the

affected by ==political interference==. ==Political interference== in public service is excessive. Public sector organizations are ==greatly influenced by politicians==. Public sectors have always been under influence of politicians.	government departments, people are facing difficulties. Public sector organizations are required to ==improve service delivery== to citizens. They can be made possible by ==e-governance measures==. ==People are not satisfied== with delivery of services. People seem annoyed with public office holders for undue procedural formalities. Anyhow some of departments are providing ==satisfied services==.	responsibilities but the application is not adequate. I am not satisfied with existing rules and regulations to ==enforce accountability==. ==Rules and regulations== to enforce accountability are ==not adequate==. Exactly, not only the rules and laws but law enforcement departments also exist. However, Implementation is facing implications.
Q-19 **Is there exist rules to control corruption?**	**Q-20** **How do you see transparency of information in the government?**	**Q-21** **Whether the resources allocated for specific programs or projects are adequately utilized?**
Codes: ==Rules are available== to control the corrupt activities and National Accountability Bureau is ==responsible for their execution==. The government has made provisions to disclose personal assets and regulations to control corruption. But ==enforcement of these regulations== seems to be a problem. The existing rules and regulations cannot ==control the corruption== of civil service employee.	**Codes:** I think, ==transparency of information== in government sectors is perceived to be ==weak==. ==Transparency== is fundamental to ==ensure good governance==. I must accept that information is not easily available to the public. A democratic society places a high value to the right of information. ==Transparency== refers to access of information and is an important element of good governance. The ==governments have failed to ensure transparency in its operations==.	**Codes:** ==Resources are underutilized== due to lack of either planning or monitoring. The allocated resources are not properly utilized due to inherited ==weaknesses of financial management system==. The allocated ==resources are not utilized== appropriately. Where ever, the principle of separation of purchaser and provider as discussed earlier is not applied, resources are very likely to misuse.

Rules exist but with flaws and implementation are also questionable.	Transparency of information is nominal in government creating chaos and ==confusion in public==.	
Q-22 **Is the government committed to implement the reforms?**	**Q-23** **Has the government the capacity to implement reform programs?**	**Q-24** **Whether the government has placed systems and procedures to monitor and evaluate reform programs?**
Codes: Self-interest and ==lack of political will== is the major concern and obstacle. Government claims to be committed to execute reform programs but it should speak from its actions. ==Reform implementation== is one of the major issues. it seems to be committed for implantation of reforms. Present government is showing its willing and ==commitment== to adopt reforms in very departments under government.	**Codes:** It should grow its ==institutional capability== to achieve the desired results One can easily witness the ==weaknesses of the government institutions== to implement the reforms. Lack of ownership of reform programs due to ==frequent change of governments== harms the ability of institutions to implement reforms. The government needs to ==enhance the capacity and capability== to implement the reforms to meet its agenda. Enhancement in capacity is needed in fact, as the public servant should learn the use of new ==policies== and procedures as well as globally practiced innovative ideas and method.	**Codes:** The government needs to bring in practice the existing and to work on ==update the rules and procedures== for proper implementation of reforming programs to meet the desired results. It ==lacks detailed plans== and programs for monitoring and evaluation of reform programs. The government has evolved a comprehensive and ==effective monitoring and evaluation system== for reforms programs. Monitoring is made through unprofessional and using outdated techniques. Existing System of Evaluation should be updated.

Data gathered through Interviews

Table 5 Codes of Responses given by NGO's

Q-1 Do you think that the Islamabad's District government is overstaffed?	Q-2 What is your opinion to reduce government size by downsizing?	Q-3 Do the government need to cut down the expenditure?
Codes: Up to some extent, it is true that some government departments are overstaffed. On the other hand, some are facing acute shortage of staff. However, the current system needs to be rationalized. Yes, Govt service departments are overstaffed. Not all but some of departments are really overcrowded in capital.	**Codes:** Downsizing be made if deem necessary but it should not be at the cost of workers un-employment. Downsizing depends upon performance of the organization. Capital should focus on best interest of her state ensuring economy either if, it is on the cost of downsizing.	**Codes:** Pakistan is developing country; therefore, non-developing expenditures can be reduced to utilize the same for provision of subsidized basic necessities to people below poverty line. Cutting down of non-productive expenditures is necessary. Economy of Pakistan is of severe need for cut down the finance involved in non-mounting proposals.
Q-4 What is your opinion about duplication of functions among the government departments?	Q-5 Do you think that the devolution of power and authority increases the efficiency of government?	Q-6 Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities.
Codes: Many of the Govt. departments are having duplication of functions0 causing unnecessary delay in execution of tasks. No doubt duplication exists in governments departments creating dilemma in ascertaining the responsibility and held answerable.	**Codes:** Definitely, devolution of powers will enhance the authority at lower level to take prompt decisions. Authorization of low staff for various tasks being not so much critical, is beneficial for smooth functioning. I think Devolution is mandatory for	**Codes:** Yes, liberty of planning and implementation will lead manager to accomplish their assigned tasks more effectively and efficiently. Power and authority moved at lower level enhance the efficiency and interest in performing self-planned task.

Government departments are facing such ==duplication causing ambiguity== in finding distinct source of service.	uninterrupted service through fewer formalities.	Delegation of power accumulates the effective and efficient fulfillment of assigned jobs.
Q-7 **Whether authority and power is decentralized in Islamabad's District government?**	**Q-8** **Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan?**	**Q-9** **Is there exist strong coordination among government departments?**
Codes: Not all, but few of district government department in Islamabad are still centralized. Some of Public sectors are operating through ==centralized authority== causing unwanted delay in execution of task depending upon several avoidable formalities. Govt. departments in Capital are running through ==decentralized management== system that is needed to be rationalized.	**Codes:** It can be useful in Pakistan for transparency of functions in government departments. Govt. should only have engaged in planning, financing and evaluation and perform her functions under public private partnership Powers are centralized which in my opinion should be delegated to lower level so as to improve the service. I believe that ==transparency== is easy to achieve by adopting this principle in true letter and spirit. When the govt. executes her planes through partnership of private sectors, it becomes much possible to execute the task within bounded time and ==resources== and tracking the responsible of results.	**Codes:** There seems lack of proper ==coordination== among govt. departments in sharing of expertise, support, relevant information and implementation of uniform policies. To the extent of my Knowledge, departments have enough ==coordination== and response. Assistance is not adequate in term of coordination or sharing information.

Q-10 How innovation is generally perceived in the organizations?	Q-11 How your organization takes innovative proposals?	Q-12 Why is innovation implementing difficult?
Codes: The changing needs and day to day emerging circumstances push the organization for adoption of ==innovative methods==. Innovation is always backed by needs, necessities and prevailing accepted principles. Meeting with stake holders and solution-oriented seminars with other organizations working for the same purpose generates new workable thoughts.	**Codes:** Organization aims to focus on the best possible way of welfare services to its ==beneficiaries== by adopting globally practiced methods Our organization enforces the replacement of old tools with newly and moderate tools enhancing the services to maximum concerned. The continuous and ==committed== efforts bring variety in approach for achieving the desired goal.	**Codes:** For an NGO in developing country, it is hard to access or scrutinize the actual financial position of its beneficiaries. Therefore, the implementation of granting financial aids becomes difficult through innovative method i.e., obtaining asset information from Govt. Department and payment of loans through banking system. Financial system of Pakistan is although getting on modern line. Anyhow, digitalization of data base of living population and their economic condition is either not available or less in accessing it validation for serving through NGO. Therefore, it becomes difficult to adopt digital ways of service. People hide their financial position to be granted with financial aids that cause infringement to needy. This is possible due to ==lack of record and control== of one's financial position by Govt. departments. Here it becomes difficult stepping forwarded to innovative ways.

Q-13 To what extent organizations introduce managerial innovations including computer based administrative and accounting systems etc.?	Q-14 Can principles of management practiced in private sector be adopted in public sector?	Q-15 Is public management efficient and effective?
Codes: Govt. Department now seems to <mark>adopt modern methods</mark> of administration. and financial management. However, it still needs to train the official for use of developed procedures and principles of running a Govt. institute or organization and provision of latest <mark>technology</mark> for record and filling. Present generation is well aware of using technology and modern method of <mark>digital solution</mark> therefore almost every department is using modern tools. Modern technology is although making place in departments. However, fast spread of digitalization of task and developed accounting tools needs widely.	**Codes:** Private sector tends to fulfil the needs of customer and use the upgraded method and practices for the purpose. Therefore, Govt. should also use the <mark>innovative procedures</mark> and principles practiced in private sector to accommodate its functions. It is a good to obtain the result-oriented procedures practiced in private sector. Privately owned sectors run on personal stake necessitate innovation to meet the requirement of customers. Therefore, private sector keeps on moving toward advanced method of servicing. Govt. departments should also apply these means to cope with changes.	**Codes:** Public management is poor in efficient and effective implementation of policies. Public management has always been comprised of efficient office holders but remained ineffective in implementation of policies. Efficiency and effectiveness need improvement to save the <mark>scare resources</mark> of, and in time services, to public.
Q-16 The degree of political interference in public service?	Q-17 Do you think that delivery of service to citizens is satisfactory?	Q-18 In your opinion, rules and regulations are adequate to enforce accountability in the government?
Codes: Our country is suffering with high degree of <mark>political interference</mark> in	**Codes:** Complexity of procedures and undue formalities makes it difficult for a	**Codes:** Rules and regulations always remained available but their execution and

public service causing the inappropriate planning and misuse of resources. Govt. representatives influence the Govt. proposals for personal stakes and it should be got rid of. Efficiency of public sector is securing low scores due to ==influence of political individuals.==	common man to be accommodated with Govt. services. People are not satisfied with ==delivery of services==. As we know the separation principle is not applied as well as ==political interference== is ranking high. Therefore, common man is not getting fruit of Govt. policies. It is worse to hear but right to speak that our citizens are not satisfied with the delivery of services by either Govt.	implementation remained rare or limited. Rules of Govt. to held responsible herself is hard to regulate. Existence could not make sure the ==implementation of accountability laws== till date. Whenever we talk about implementation of rules of accountability on Govt. office holders that are not in practice.
Q-19 **Is there exist rules to control corruption?**	**Q-20** **How do you see transparency of information in the government?**	**Q-21** **Whether the resources allocated for specific programs or projects are adequately utilized?**
Codes: Anti-corruption acts are existing and Islamabad is also holding an institute named NAB for the purpose. Almost every Govt. worked on making anti-corruption rules and institutes to eliminate this ulcer. Sufficient rules and laws are available and their forceful enforcement is still a dream.	**Codes:** Govt. is reluctant to reveal information with general public in many of her activities. Govt. policies and rules are made under cushion and question of transparency is never let to arise. ==Transparency of information== has never been considered the right of public in Pakistan.	**Codes:** There are some factors halting the transparency of resource utilization. ==Political influence==, judiciary system allowing stay orders in someone personal interest, lack of planning and monitoring and ==corruption== are the element to be eliminated for proper utilization of resources. A country like Pakistan assuming ==political interference== in public administration is unable to execute under appropriate planning and use of resources. Resources can be used properly through defined

		responsibilities and segregated authorities of financial and administrative bodies.
Q-22 **Is the government committed to implement the reforms?**	**Q-23** **Has the government institutional capacity to implement the reforms?**	**Q-24** **Whether the government has placed systems and procedures to monitor and evaluate reform programs?**
Codes: Present Govt. has agenda for implementing the reforms in all Govt. sectors providing services. Policies for NAB, Tax reforms, NADRA etc. are indicating the <mark>interest</mark> of Govt. for reforms. I think in spite of vocal reforms spoken out by Govt., there should be some credible steps towards social and economic highness of people.	**Codes:** Institutional competency is needed to improve for implementation of reforms. Govt. office holders are competent enough to implement reforms but there is dire need to keep in front the public interest and elimination of political influence. Institutes at first step should be made capable for understanding the need and impact of reforms and then how the reforms should be implemented to finally achieve the results.	**Codes:** Evaluation and monitoring are the key for successful implementation of reforms in Govt. sectors. Govt. do have measures and system to evaluate the achievements of her innovative programs. Holding responsibility and owning the executed task is rare in govt. projects. Therefore, rules binding the liable should be enforced as they exist in numbers. Rules are insufficient and need to work on. There are also flaws in existing system.

Table 6 Codes of Responses given by Politicians

Q-1 **Do you think that the Islamabad's District government is overstaffed?**	**Q-2** **What is your opinion to reduce government size by downsizing?**	**Q-3** **Do the government need to cut down the expenditure?**
Codes: Due to <mark>political influence</mark> various departments are <mark>excessively overstaffed.</mark> Our government has recently carried out a detailed study and made a comprehensive plan to reduce the staff.	**Codes** Downsizing is necessary, the government should limit its role to planning, <mark>monitoring and evaluation</mark> of programs only.	**Codes:** Our government has put efforts to enforce <mark>economy drive</mark> and has achieved significant results in curtailing its

I think <mark>manpower placed in different government departments is surplus</mark>. Successive Governments made induction in public sectors without job specifications and increased burden on budget due to which state own enterprises fail to achieve break even.	Our party believes that size of government should be downsized. Govt. should rationally managed hired staff in her departments and to avoid drain of funds.	operational/non-development expenditures. Obviously, our debt burden is reached at alarming stage and government should take steps to <mark>reduce expenditures</mark> and raise their revenue resources to overcome budget deficit issue. The early execution of developing projects may save the budget from inflation affect. Further, the funds allocation for renovation of public houses, entertainment expenditures, undue subsides etc. should be restricted or optimized.
Q-4 **What is your opinion about duplication of functions among the government departments?**	**Q-5** **Do you think that the devolution of power and authority increases the efficiency of government?**	**Q-6** **Do you agree that performance of managers improves if they are authorized to make decisions at their liberty while carrying out operational responsibilities.**
Codes: <mark>Structural changes</mark> are required to remove the duplication of duties and functions perform by various departments. By <mark>clearly defining the roles and responsibilities</mark> of different government departments, this issue can be addressed.	**Codes:** Our government has made a <mark>comprehensive plan for devolution of powers</mark> to local governments for efficient utilization of resources. Devolution of Powers at all tiers of the government are essentially needed to enhance <mark>efficiency</mark> of	**Codes:** I think <mark>operational authority</mark> is key for successful discharge of responsibilities and duties by the managers I agree that managers with operational authority can perform well.

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	public sector organizations. Transformation of power at lower rank enlarges the heart and interest of lower officer. Further, it increases the rate of task.	When managers are permitted to plan and execute in their selective way, it is more likely to get a task complete within specified time and resources.
Q-7 **Whether authority and power are decentralized in Islamabad's District government?**	**Q-8** **Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan?**	**Q-9** **Is there exist strong coordination among government departments?**
Codes: It is primarily a centralized system centralized in District Government Islamabad. I don't think so; we still are not able to make effective reforms in traditional bureaucratic culture in which powers are held at central level. A known of a number of departments in Islamabad having authority centered at a specific level.	**Codes**: I am strong proponent of the view that government should confined its role to decision and direction. <mark>Outsourcing</mark> and contracting are identified as best means for managing government. Yes, principle of <mark>separation of purchaser</mark> and provider is relevant and workable in Pakistan. The conditions and <mark>commitments</mark> demand for said principle, although it may face resistance by corrupt and crooked elements.	**Codes**: Coordination among the department need to be strengthen. I think government departments lack coordination while performing various functions. Govt. is working on the system of <mark>coordination</mark> and information sharing. As, it is also necessary and will facilitate in early service to the beneficiaries in public.
Q-10 **How innovation is generally perceived in the organizations?**	**Q-11** **How your organization takes innovative proposals?**	**Q-12** **Why is innovation implementing difficult?**
In private sector, innovation is a major source of productivity, cost savings and improvements in <mark>service quality</mark>. This model should be applied by the public sector as well.	<mark>Innovation is the key engine of long-term growth</mark> and competitiveness. Our government is keen to implement innovative ideas to ensure	There are many barriers in implementation of innovation which includes, lack of support from management, lack of

Innovation is perceived as complex and less likely to adopt in organizations. Innovation alleged in private and public sectors in different way. Private entrepreneur tends to meet the needs of customer as soon as possible and converts to updated methods within short time to save her personal stake. Whereas, Govt. takes reasonable time in judging the suitability of modern way for a specific project its implication, evaluation and even the choice of its times opposition for introducing a change.	transparency and improve the performance of government departments. We encourage and motivate employees to use innovative tools productivity, cost saving and improve performance. Innovation should base on cost effective measures and incremental efficiency as well as saving of involved labor. The proposal offering these ingredients is welcomed.	incentive for staff, regulatory hurdles and lack of human and financial support. The traditional culture in the public sector organizations tend to resist the change and innovation. They also have capacity issues as well. Implementation of cost-effective innovation may need changes in infrastructure like downsizing of staff, separation of authorities, use of technology replacing the human labor etc. Therefore, resistance by stake holders is hard to avoid.
Q-13 **To what extent organizations introduce managerial innovations including computer based administrative and accounting systems etc.?**	**Q-14** **Can principles of management practiced in private sector be adopted in public sector?**	**Q-15** **Is public management efficient and effective?**
Codes: Considering the importance and positive impact, the government is directing the efforts and resources to implement the innovative activities in the organizations Local government departments have adopted various new measures but lot of work is still to be done to transform the systems to E-governance.	**Codes:** Private sector model is efficient and can be equally effective for public sector as well. Principles and practices of private sector must be applied in government sector as well to improve the performance. Workable principle either related to management or accounting or computer-	**Codes:** The present government is concentrated to improve the governance and change the inherited perception of inefficiency of public sector. The pubic management system is perceived to be

Most of Public departments are provided with computer based administrative tools and advised to adopt latest accounting principles. Hence, Digital and e-governance is gradually coming in practice.	based administration should bring in use in Govt. sectors.	inefficient and ineffective. Mostly Public management has not been allowed to work freely through <mark>political influence</mark>. Therefore, could not effectively deliver the service to common man.
Q-16 **The degree of political interference in public service?**	**Q-17** **Do you think that delivery of service to citizens is satisfactory?**	**Q-18** **In your opinion, rules and regulations are adequate to enforce accountability in the government?**
Codes: Public Sector organizations were highly politicized. Our government took measures to <mark>de-politicize the institutions</mark> to promote merit. Unfortunately, our institutions are excessively politicized. <mark>Political interference</mark> has magnificent proportion in public service and extensively affected the <mark>decision of public interest</mark>.	**Codes:** I must admit that delivery of services to citizens needs to be improved. Citizens are not satisfied with the <mark>quality of services</mark> being produced by public sector. This can be improved by innovation and use of technology. Delivery of service is shared by stake holder like, management, politicians, private partners etc. and a minimal share is gained by citizen.	**Codes:** The existing rules and regulations were not adequate the reason why our government has introduced new rules under Civil Servant Act 2020 to held the civil servants accountable. Unfortunately, the existing rules and regulations are not adequate to deal with the problem. NAB as well as anti-<mark>corruption</mark> institute is working for the purpose, definitely holds in hands the rules and regulation but the implementation is brushed aside by institutions as well as offender.

Q-19 **Is there exist rules to control corruption?**	Q-20 **How do you see transparency of information in the government?**	Q-21 **Whether the resources allocated for specific programs or projects are adequately utilized?**
Codes: Anti-corruption laws need to be strengthened and enforced without any distinction. There exist regulations regarding corruptions. ==Anti-corruption== institute as well as law and regulations are available to bring to a halt the ==corrupt activities== but institutional capacity is not strong enough.	**Codes:** In order to improve the transparency of information, our government has established procedure for Whistle blowing. ==Transparency of information== is essential to held the government ==accountable== for its decision. Accountability of public departments or Government is assured only through ==transparency== of information.	**Codes:** ==Allocated resources== on programs and projects are now being utilized properly by our government. In my view, the allocated resources are not being adequately utilized. Improper or ==misuse of resources== in public project and programs is common.
Q-22 **Has the government institutional capacity to implement the reforms?**	Q-23 **Is the government committed to implement reform programs?**	Q-24 **Whether the government has placed systems and procedures to monior and evaluate reform programs?**
Codes: It is continuously working on capacity building. The present government is seriously ==lacking the capacity to enforce== the reforms. For a Govt. it has never been an issue of ==capacity== for implementation of institutional reforms. It is	**Codes:** Major problem if I count is missing of ==political will== and priority of personal interests over institutional interests. The ==acts of government did not reflect its commitment== to implement any kind of reforms in the institutions. Govt. is devoted and constant to bring reforms in	**Codes:** The systems being placed to introduce, implement, monitor and evaluate the reform programs as was conceived by our Prime Minister. I think reforms monitoring, and

quite possible if backed by the institutions itself.	almost every institution and aims to develop a <mark>modernized and corruption free system</mark>.	evaluation systems are weak. Committees and task forces are made to evaluate the <mark>efficiency of programs</mark> but still need and impacted steps to bring the proposed reforms in practice.

Step four: Review themes

The fourth step of thematic analysis is to identify broader patterns of data to address the research question. Following these patterns of data, themes and sub themes have been identified as mentioned below under each question separately. Themes should be clear, concise and distinctive in nature from each other.

RQ 2: What is the applicability of implementation of NPG model in Pakistan?

Teheme 1	Theme 2	Theme3	Theme4
Cost Cutting and Downsizing:	Decentralization Management Authority:	Separation purchaser and provider:	Innovation:
Sub themes:	**Sub themes:**	**Sub themes:**	**Sub themes:**
Over Staffing	Powers Devolution	Coordination of Departments	Quality of services
Reduction of Expenditure	Enhancement of Performance	Outsourcing	Environment
Function's Duplication			Management Support

Table 1 Main themes and sub themes under RQ 2

RQ3: How does the bureaucratic and political system influence the applicability of NPG in Pakistan?

Theme 1	Theme2
Political System	Bureaucratic System
Sub themes:	**Sub themes:**
Political Commitment	Transparency
Political Interference	Accountability
	Corruption
	Reforms Implementation and Evaluation

Table 8 themes under Research Question 3

Step five: Defining themes

In this step, themes are refined with the aim to identify the essence of each theme (Braun & Clarke, 2006).

RQ No. 2 What is the applicability of implementation of NPG model in Pakistan?

Cost cutting and downsizing, decentralization of management authority, separation of purchaser/provider and technology& innovation are four main themes. Under the main theme *"cost cutting and downsizing"* there are three further sub themes: *over staffing, reduction of expenditure, and function duplication.* Similarly, second main theme, "decentralization of management authority" consists of two sub themes: *devolution of powers and enhancement of performance*. The third main theme, "separation of purchaser and provider" constitutes three sub themes: *coordination of departments, and outsourcing*. The fourth main theme "Technology and Innovation" constitutes sub themes: quality of services, management support, environment. The relationship of sub theme of one main theme with sub theme of another main theme is indicated by dotted

lines in the diagram. The sub theme "function duplication" of main theme "cost cutting and downsizing" is related with the sub theme "coordination" of main theme "separation of purchaser and provider". In other words, duplication of work can be avoided by effective coordination among the organizations.

RQ 2: What is the applicability of implementation of NPG model in Pakistan?

Cost Cutting and Downsizing

Decentralization

Separation purchaser and provider

Technology and Innovation

Over Staffing

Reduction of Expenditure

Function Duplication

Devolution of power

Enhancement of performance

Coordination

Outsourcing
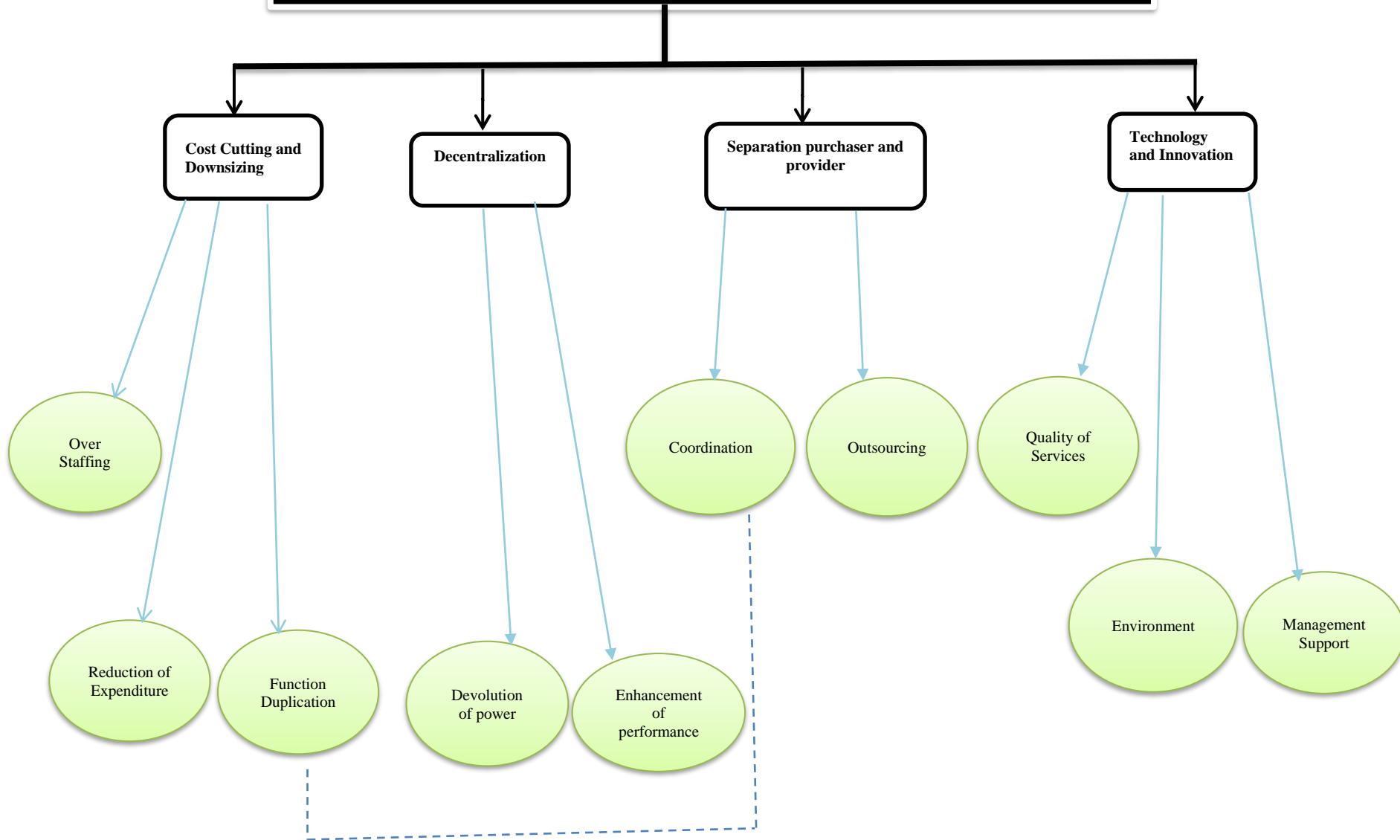
Quality of Services

Environment

Management Support

Figure 1 Thematic Map of RQ 2

RQ No. 3 How does the bureaucratic and political system influence the applicability of NPG in Pakistan*?*

Two main themes are: *political system and bureaucratic system.* There are four sub themes under main theme "political system "of the main theme "political system ": *political commitment and political interference.* Similarly, second theme, "bureaucratic system" constitutes four sub themes: *transparency, accountability, corruption and reforms implementation and evaluation.* The relationship of sub themes of one main theme with sub themes of other main theme is indicated by dotted lines in the diagram where sub theme "transparency" has a relation with sub theme "political interference "as the transparency is hindered by political interference.

RQ 3: How does the bureaucratic and political system influence the applicability of

NPG in Pakistan?

Bureaucratic System

Political System

Transparency

Reforms Implementation and Evaluation

Accountability
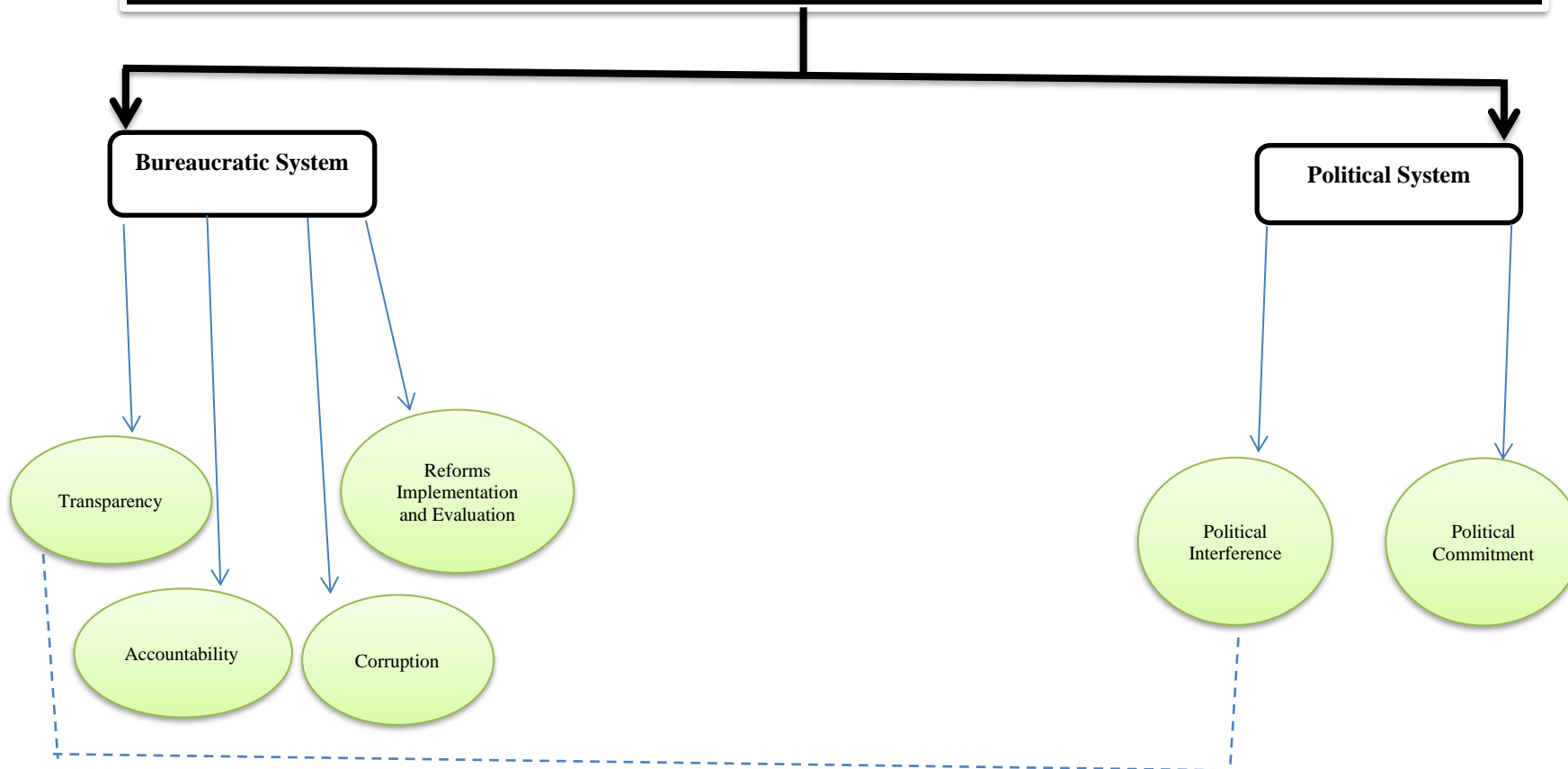
Corruption

Political Interference

Political Commitment

Figure-2 Thematic Map of RQ-3

Step Six: Develop themes

The sixth and final phase of thematic analysis is about discussions on each identified theme and sub theme:

RQ 2: **What is the applicability of implementation of NPG model in Pakistan?**

Main Theme 1: Cost cutting and downsizing

This theme explains the concept that emphasize public sector organizations to cut down the expenditure and reduce the staffing level. The government bodies as well as international donor agencies believe in and stretch on much needed downsizing of bureaucracy (Mahat, 2001). Downsizing reduces the government expenditures and increases efficiency. According to Husnain, M. I (2011), the government of Pakistan acknowledged the importance of reducing the size of government and took various initiatives like merger of ministries, abolishing some regional offices, voluntary retirement through golden shake hand scheme, privatization of State-Owned Enterprises (SOEs) and banks.

On narrative "cost cutting and downsizing" one respondent (politician) said that as an economic reforms policy, mass layoff is required in public sector. However, downsizing based on involuntary retirement/removal from services might not be politically feasible and could compromise the objective. Therefore, financial assistance and attractive packages help overcoming resistance to restructuring, downsizing and privatization of public sector organization. Similarly, another respondent (NGO official) argued that cost cutting and downsizing is needed but displaced employees must be compensated to minimize the adverse impact of downsizing on poverty.

Thus, for current study, "Cost cutting and downsizing" is taken as a main theme with constituting sub themes: Overstaffing, Expenditure reduction, Function duplication and Size of government.

Sub theme: Overstaffing

Overstaffing is one of the prime concerns of public sectors around the world which causes inefficiencies, financial burden and collapse of institutions. While restructuring the organizations, reduction in staff is done with an objective to save cost and improve efficiency (Wescott, 1999a). Economic prosperity ensures sovereignty, development and stability of a country. This can be achieved through good governance and high-level performance. Pakistan's public sector is not very efficient due to various reasons. Among those, overstaffing is a potential problem that hinder employee performance. On a question "Is government overstaffed?" a respondent replied "employee performance in public sector organizations is the widespread problem. Manpower in different departments needs to be rationalized to deal with inefficiencies" Downsizing is somehow a difficult task and if it is done without proper planning can create a high social cost. To deal with the issue, it is imperative that surplus staff must be redeployed to benefit from their services. Hiring of new employees must be done against job descriptions defined according to needs and requirement of the organizations. Any disregard to the requirement of organization or breach of merit can cause overstaffing and effect the performance of organization.

Sub theme: Expenditure reduction

The concept of public expenditure management is not new. It is an instrument of government policy to achieve macro financial discipline. According to Schick (1999), public expenditure management concentrate on three outcomes i.e., the total spent amount, the expenditure composition and finally the efficiency of government operations. The expenditures cannot be effectively managed without clear and well-defined policies. On a question "Do the government need to cut down expenditure" a respondent said that the government through proper planning can optimum utilize the resource to cut-down her expenditure. Thus, the

government needs to curtail expenditures through good financial governance means such as ensuring a fair tax system rather than imposing extra burden on existing tax payers.

Sub theme: Function duplication

On a close look of different organizations, it transpired that over a period of time, they have been assigned new duties and responsibilities to extend their services to public without explicitly defining their roles. Many departments of central and local government are performing concurrent functions. This has resulted overlapping and duplicative responsibilities leading to wastage of efforts, resources, taxpayer money and also create confusion for public as well as conflicting situation among organizations. The respondents of this study suggested that the government should work to reduce duplication and fragmentation challenges to address unnecessary and wasteful spending. Thus, elimination of duplicate responsibilities would improve organizational performance.

Main Theme 2: Decentralization of management authority

The term decentralization refers to the dispersion of authority, activity, rights and responsibilities to lower level. Thus, decentralization of managerial authority means allowing managers to manage. It is a prime agenda of reform in developed countries to improve performance. On the other hand, governance ensures effective application of organizational reforms. In decentralized governance, power and authority is delegated to remote lower-level administration, provide opportunity for active pubic participation for better delivery of services. It is becoming the part of reform programs in developing countries including China (Hawkins, 2000).

This concept "Decentralization of management authority" has been taken as main theme of the study that has two sub themes "Devolution of Power" and "Enhancement of performance" as discussed below:

Sub theme: Devolution of power

Devolution of power not only provides opportunity for employees to unleash their creativity but holds them accountable and helps in saving time, cost and energy for delivery of services to citizens. At the same time, it is associated with risk of misuse of power and authority for vested interest. In Pakistan several attempts have been made to implement the system of devolution (Cyan, 2007). One of the respondents said that delegation of powers at subsequent level swifts the functions of department as power is transferred to lower rank to authorize for decision making. Similarly, another respondent on this question that the developed countries have gained success by adopting devolution of power model commented:

> "The practical problem in developing countries including Pakistan is that the higher authorities seem reluctant to delegate powers to gross root level managers because they do not trust in the capacity of their subordinates and have fear of being thrown out of their chairs However, devolution is the only way forward for promoting good governance and development of Pakistan ".

Sub theme: Enhancement of performance

In this contemporary world, inefficiencies and ineffectiveness on the part of government are not tolerated by citizens. Therefore, government is required to shift from existing centralized complex, unresponsive and bureaucratic management system to new governance paradigm of decentralization encouraging private sector participation in national development. Measures to enhance performance are critical to make public sector employees to work on performance contract or targets. The analysis of responses from interviewees it can be deducted that though the traditional public administration model was justified in the era of welfare state where government used to intervene in economic sectors to rectify market failure

and extend services to public. However, this model seems to have not been able to deliver public services being its nature of unresponsiveness and deployment of defective methods. This has motivated the governments to shift from traditional management system to new public governance i.e. market led government.

Main Theme 3: Separation of purchaser and provider

Amstrong (1998a) argues that separating purchaser/provider would help reducing the size of pubic sector, preventing bureaucratic capture and reducing the conflict of interest. In this arrangement, agents providing services have no role in policy. It is more a decentralized and pluralistic service delivery system as argued by (Hokenstad and Johansson, 1996). The benefits of such as system include:

- Enhanced capacity for policy, planning and control;
- Service providers are distanced from policy decisions;
- Flexibility in responding to changes;
- Generates opportunity to introduce competition in the operational services.

Therefore, "Separation of purchaser and provider" is very important theme of the study which constitute sub themes "Coordination of departments" and "outsourcing".

Sub theme: Coordination of departments

According to Vinamaki (2004), interrelation of functions, structures, and resources in organizational context is called coordination. There is a greater need for coordination between policy makers and implementers. Policy is made by central departments and executed at sub offices. Ensuring coordination among the offices is a great problem in Pakistan. A respondent highlighted that lack of coordination between Government departments is a main cause of overlap of responsibilities and negatively effect on organization performance.

Sub theme: Outsourcing

The prime objective of outsourcing of public services to private sector is to minimize labor intensity and increase efficiency. It is distinct from privatization because in outsourcing private sector is responsible for provision of goods or services under procurement contract. While in privatization, the ownership of public business entity is transferred to private sector. A respondent said that government should confined its role to decision and direction. According to scholars, outsourcing and contracting are best means for managing government. In Pakistan, popular examples of outsourcing are transportation service (Metro buses), health services through health card scheme. The results of contracting out public services are encouraging because quality of services improves by competition. However, services must be outsourced through public tender to ensure transparency. It is also noted that there is strong resistance of outsourcing because of fear of losing public sector jobs. There might be some job losses in short run but utilization of resources in more productive work and long-term effects on employment could be positive.

Main Theme 4: Technology and Innovation

Another main theme emphasis the use of technology and innovative techniques in public sector for effective governance and public service delivery. Innovation significantly contributes in productivity, economic growth and prosperity (Shani, Wesson, & Christensen, 2013). Public sector is not believed to be amenable to innovation, therefore, far behind the private sector due to inherent differences of both sectors carrying incentives, motivation, allocation of resources and attitude towards risk. However, in spite of this fact innovation is appearing in public sector in different ways (Leyden & Link, 2015). Public sector managerial activities innovation activities include:

- Find new ways to increase revenue;
- Reduce cost for proving goods and services;

- Improve quality of good and services

In this contemporary world governments are attempting to improve performance by exploiting the potential benefits of technology advancement and opportunities of digitalization. However, to make it possible it is necessary to create necessary environment for generating innovation in public sector. This study is an attempt to draw determinants of technology and innovation from data collected through respondents of interviews.

Sub theme: Quality of Services

The performance, process of solving problems is termed as services (Akinboade, Kinfack & Mokwena, 2012). The role of public sector is not only the enforcement of public authority but to provide services quality compliant with the needs and demands of citizens. Public sector institutions were formed aiming at to serve the public and the determinant of service quality was satisfaction of people which could only be achieved by innovation and continuous improvement in quality of services. This mandate is given to Total Quality Management (TQM) department to improve quality of services by adopting customer-oriented approach. Total Quality Management (TQM) was a kind of department using customer-oriented approach to improve quality of product and services. Data collected through interviews revealed that government departments in Islamabad District have introduced some innovations to swift functioning for convenience of the citizens. Director Excise and Taxation Islamabad said:

"we are continuously putting efforts to satisfy the citizens with our improved performance and responsiveness. This has helped build trust-based relationship which promotes sense of participation among the citizens as they reciprocate to take ownership and become advocate of our functions and activities. In this respect, we have recently introduced biometric registration and transfer of vehicle system in 2019 and the public is satisfied to this facilitation".

Scholars have argued that improved public service performance would complement to build confidence in government officials (Chih-Tung Hsiao and Jie-Shin Lin, 2008).

Sub theme: Environment

Environment is referred to as creating *"white space "*in which to carryout experiment (Shani et al., 2013). It is pre-requisite to have enabling environment for creativity, generating new ideas to see them realization. For example, a well-developed Information Communication Technology (ICT) environment is not only an enabling factor within the organization but also contribute to change in private sector and civil society. Scholars emphasize to structure such an environment that provides public sector entrepreneur much needed legal and administrative support from top level management to engage them in innovation process by individual or organizational recognition, career advancement opportunities and other incentives.

Sub theme: Management Support

The organizations usually fail to implement the reform agenda due to lack of support/commitment of its management. Leadership plays key role to initiate reform or change process within organizations and also to start new projects (Parry and Proctor-Thomson, 2003). Any reform or change agenda is, in the end a political decision, therefore needed political support. In order for making reform process successful, leadership must adopt bottom-up approach in which all those responsible for work middle and operational managers are involved in design process rather than the process being imposed on a top-down basis. This approach led to resistance to change and ultimately slowed the implementation significantly. The support from grassroot level is crucial to implement change. A respondent commented *"Lack of support from management is one of the main barriers in implementation of change. So, the organization need leaders that encourage collaboration and promote creative activity".* It is

therefore imperative to create an environment that promotes good communication and working relationship between political and administrative to achieve fruitful results of reforms.

RQ 3: **How does the bureaucratic and political system influence the applicability of NPG in Pakistan*?***

Main Theme 1: Bureaucratic system

Sub theme: Transparency

Transparency is an important element of good governance. Over a period of last two decades, adoption of access to information laws has been rampant in the governments all over the world. As argued by Florini (2007), there is no commonly accepted definition of governmental transparency. However, in general terms, transparency is denoted by right to know and access to information. Excessive confidentiality prevents general public from knowing the abuse of public power and undermines the quality of decision making. Sundaram (2000) maintains that transparency and accountability are four important pillars of governance. The issue of transparency is one of the concerns at all tiers and levels of governance in Pakistan.

On a question *"How do you see transparency of information in the government?"* a respondent commented that advance democratic societies place high value to access and right to information. The successive governments in Pakistan have failed to ensure transparency in its operations. However, present government has established a procedure for whistle blowing.to ensure transparency in operations as it is an important factor in reducing corruption.

Sub theme: Accountability

Good governance sets agenda not only for accountability of public sector but also creates suitable environment for private sector as well (Chalker, 1993). The basic objective of public sector reforms is that government provides flexibility to managers to exercise their powers while making them accountable for outcome. This involves delegation of powers and transfer of all resources and authority from center to operational level. However, before allowing the management authority to managers, it is crucial to establish specific targets to measure the results and also set parameters for financial and performance auditing (World Bank, 2000). Regarding existence of adequate rules and regulations to ensure public officials' accountability, a respondent said:

> *" Rules of Govt. are hard to regulate due to vested interests and political interference. Existence of rules could not make sure the effective implementation of accountability laws till date. The need to strengthening the laws of accountability and mechanism of implementation is ever increasing".*

Sub theme: Corruption

The problem of corruption is being faced by Pakistan since its birth in 1947 because anti-corruption institutions could not be strengthened in both civil and military regimes. According to Corruption Perception Index (CPI) 2019, Pakistan is ranked at 122 out of 180 countries. These statistics reflect that the country falls only three spots on corruption perception index than previous year, despite increased anti-corruption efforts. In 2017, Ex-Prime Minister was disqualified by Supreme Court of Pakistan for being involvement in corruption cases. He was also sent to jail but he managed to get bail and moved to London on medical grounds. A couple of senior civil servants and senior politicians under investigation for alleged corrupt practices.

These glaring evidences of widespread rampant corruption in the country provide enough reasons for the government to improve accountability laws to control corrupt practices. On a question "Is there exit adequate laws and regulations to control corruption?", a respondent replied:

"There are certain provisions for personal assets declaration and laws to deal with corruption but mechanism to enforce these laws without any discretion or distinction seems to be weak ".

This situation arises when policy legislation is done to the advantage of policy makers and legislators instead of public interest. Thus, the issue of corruption can only be resolved by policy making involving all stakeholders and giving autonomy to the institutions responsible for executing anti-corruption laws without political influence.

Sub theme: Reforms implementations and evaluation

Ownership of local leadership and stakeholders is critical in successful implementation of public sector reform initiatives. It is important to build capacity of institutions responsible to implement reforms. According to scholars, variety of ways are available to implement reforms either using radical or incremental model. However, Wescott (1999b) suggested that incremental reform model is perhaps the better way which provides opportunity for detailed deliberations, discussions and adjustments so as to increase 'winners' than 'losers' of reform programs. A respondent said that the government needs to bring in practice the existing and to work on update the rules and procedures for proper implementation of reforming programs to meet the desired results. In Pakistan, different governments launched reforms programs during last three decades but these reforms were demand driven and on the pressure of IMF and World Bank. This impaired the capacity of government to successfully implement reforms having no

or less ownership of the stakeholders. The present government is on the way to introduce public governance reforms keeping in view the home-grown local interests.

Main Theme 2: Political system

Political support and desirability is the pre-requite for successful implementation of reforms (Pollitt and Bouckaert, 2000; Minogue, 2000). Political commitment at the top level to take reform initiatives, implement and maintain the process is key to accomplish agenda. The reform process will be ineffective if not given ownership by political leaders. Further, reform measures are influenced by self-interests of political elites. Pakistan like other developing countries could not successfully implement its reform agenda due to lack of political commitment and excessive political interference in the public sector organizations. In this study, the political system constitutes two sub themes "Political commitment" and Political interference" as described below:

Sub theme: Political Commitment

Pakistan has suffered from a fragile domestic political support for implementation of its reform agenda. An interviewee regarding political commitment for implementation of reform commented:

" In my opinion, priority of self-interest and lack of political will is the major concern and obstacle. Unfortunately, our civil and military bureaucracy also use the institutions to protect their own interests. "

However, current government seems to be committed to restructure the institutions to improve governance. A respondent said:

" Present government is showing its willingness and commitment to adopt reforms in very departments under government. A democratic governance system is a huge challenge which could be achieved by strong political support."

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The government seems to have learnt from few successes in past and is trying to improve governance for a better future.

Sub theme: Political interference

Public service institutions are excessively influenced by political elite to gain personal advantages. This is one of the major obstacles to strengthening the public services. Indeed, one researcher argued that "politics got greatly enmeshed with in-fighting, indiscipline, integrity loss, self-interest and severely inclined to money and power" and he further stated that the "bureaucracy has been virtually rendered into a pendulum which swings at the will of its political masters. Politics has gradually invaded the domain of bureaucracy" (Pradhan, 1999 p. 14 & 15).

Military regime has been predominant ruler in Pakistan for several decades. Similarly other Asian country like Nepal has been under the rule of feudal lords. As a result, a centralized governance system emerged in these developing countries greatly influence by the military or political regime. Data collected from respondents also suggests that the issue of political interference from elites need to be managed for effective implementation of governance reforms.

RQ 1: **What are some of the models of NPG practiced by some of the advanced countries?**

NPG reforms have emerged in developed countries like UK, New Zealand, Canada and Australia at the end of 1990s due different reasons. Firstly, NPG can be seen as a reaction to the 'pillarization' or 'siloization' of the public sector that has been typical for the NPM reforms (Gregory, 2006; Pollitt, 2003a). By focusing on performance management, single-purpose-organizations, NPM reforms tend to ignore the problems of horizontal coordination or integration (Fimreite and Legreid, 2005). Performance management is mainly focused on

vertical coordination. The principle of "single-purpose organizations' or 'standalone organizations', with many specialized and non-overlapping roles and functions, seem to produce too much fragmentation, self-centered authorities, and lack of cooperation and coordination, hence hindering effectiveness, efficiency and public goal achievement (Boston and Eichbaum 2005; New Zealand Government, 2002).

Secondly, the 'fear factor' has been important. For a number of reasons, the world is perceived as increasingly insecure and dangerous, which may be either seen as evidence-based or related to emerging symbols. The concerns raised by terrorist attacks have had important repercussions for public-sector reforms in the US, UK, and Australia (Halligan and Adams, 2004; Kettl, 2003). While New Zealand is concerned about bio-security (Gregory, 2006). More and more countries are worried about either international or national crises, disasters, and threats, such as natural disasters, like tsunamis, or pandemics, like mad-cow decease, SARS or bird flu and most recently coronavirus. This has led to a tightening-up of government, or what some Australians refer to as a "thinking up and out" strategy, which includes typical NPG measures. The new threat of terrorism has underlined the importance of governments' having compatible structures and ensuring that information is shared between agencies, as seen in considerations connected to the organization of military security and intelligence units in US (Hammond, 2007).

Thirdly, NPM promised quite a lot concerning many things, but has had problems of delivering on these promises. Saving money was focused, because of less bureaucracy and more efficiency, whether on a macro or micro level. On a macro level typical NPM countries don't seemed to have been doing better than countries less eager on NPM reforms (Christensen and Lægreid, 2007a). On a micro level, there is a scholarly disagreement whether services have become more efficient as a result of NPM, including increased use of competitive tendering. Economist seem to have a generic argument of saving costs, in particular in 'simple' services,

while political scientists much more is problematizing the research results and at best think they are divided (Boyne et al., 2003). Adding to the economic equation, there is the question of transaction costs related to NPM reforms, which the critics say are huge. There are also concerns with NPM whether more efficiency means less quality, or whether NPM has been creating increased social inequality (Stephens, 2000).

NPG initiatives in different countries vary according to the starting points and national administrative cultures. But a common characteristic is that NPG reforms do not represent a break with the past, nor do they fundamentally transform public administration. Rather it is a question of rebalancing existing administrative systems without changing them in any fundamental way (Gregory, 2006). Countries show complex combinations of organizational autonomy on some issues, decentralized control and network-like coordination mechanisms alongside resilient traditional hierarchical control (Bouckaert et al., 2010).

In the last decade there has been no dominant model (Pollitt and Bouckaert, 2011). NPM has been supplemented by NPG, including key concepts such as coordination, governance, networks and partnerships. NPM and NPG overlap and are not mutually exclusive when it comes to specific reform tools. Both paradigms incorporate ideas from the other perspective, and both in practice and in the academic literature ideas from both models are combined (Klijn, 2011). Summing up, NPG reforms imply an increased focus on integration and horizontal coordination in line with a governance approach (Pollitt, 2003b, Lægreid and Verhoest, 2010). The emergence of NPG reforms can be understood as a combination of external pressure from the technical and institutional environments, learning from problematic elements of NPM reforms and deliberate choices by political executives, based on concerns about political control and capacity, skepticism whether NPM can deliver on their promises, the fear factor and social concerns (Christensen et al., 2007). An increasing number of scholars are arguing that these post-NPG trends are a reaction to the organizational proliferation and

resulting fragmentation induced by NPM doctrines (Pollitt, 2003a; Boston and Eichbaum, 2005; Gregory 2006; Halligan, 2010). External and internal pressure has questioned the effectiveness of a fragmented public sector. These include internationalization and Europeanization, security threats and crisis management need as well as a call for more integrated service delivery and holistic policies, e-government and regulatory reform initiatives, and the loss of a common civil service culture. However, it remains unclear what these coordination initiatives imply for public-sector organizations in terms of actual autonomy, control, coordination and performance. One take is that this is a new "one best way" orientation with a lot of symbolic flavor. Another is that such NPG initiatives have made a substantial contribution to a better organized public sector. The question is whether NPG and governance efforts will continue to be a strong reform movement or whether it will gradually fade away and be supplemented by new reform initiatives.

CHAPTER 5: DISCUSSION

5.1   Introduction

Previous chapters contain literature reviewed on the topic of research, conceptual framework, research design and methodology and results of the study. This chapter aims to discuss findings of the research concentrating on practical aspects as well as contribution to knowledge.

5.2   Description of sample population

The sample population of this research was highly qualified, matured and experienced representing their respective organizations as shown in demographic characteristics of sample population. This provides us sufficient evidence to believe in result of the study based on responses from such a respectable population.

5.3   Cost-cutting and downsizing

As shown in both quantitative and qualitative results, government was confronting with problems of overstaffing. There was a general consensus that government should focus on right sizing of manpower to reduce burden on its economy. A number of developed countries like United States of America (USA), United Kingdom (UK) and New Zealand adopted this reform measure and reduced their employees in different Ministries and Departments (Gore, 1993; NPR, 1999; Wilso, 1999). Many developing countries have supported cost-cutting and downsizing activities for making governments effective in line with the principles of international financial institutions and donor agencies World Bank, IMF (Linert and Modi, 1997). These findings identify underlying need of cost-cutting and downsizing as an important policy measure to reform public sector in Pakistan. Here, it is important to note that the economic benefit from downsizing can only be achieved if the surplus manpower is accommodated in other sectors either employment by private organizations or self-employment

generating income. It is, therefore, important that downsizing be properly planned taking into account the social and economic benefits.

5.4   Decentralization of management authority

The study reflects that majority of respondents were convinced that decentralization of management authority would enhance the efficiency and economy of operations. They were agreed that flexibility and operational authority would improve the performance of employee. They were of the opinion that existing structure of the government is based on traditional, centralized bureaucratic command and control which should be decentralized. The findings were consistent with other similar studies emphasizing the need of decentralization to improve the efficiency and curb corruption by involving people in policy making (Osborne, 2010; World Bank, 2000). According to Atreya (2001c), the new generation demands autonomy and resist any kind of suppression from authorities. The literature reflects that decentralization is a thrust of development plan in many developing countries including Bangladesh and Nepal. It is thus can be concluded that decentralization is unstopable like globalization.

5.5   Technology and innovation

In this study, the respondents emphasized the need to use advance technology and innovation for efficient and effective delivery of services by public sector which is perceived to be not amenable to innovation. This argument has been challenged in recent studies that technological innovation is becoming popular in public sector (Sahni, Wesson, & Christensen, 2013; Leyden & Link, 2015). Though, government of Pakistan has adopted certain measures but lack of political will, inadequate resources, and culture to resist change are major impediment in accommodating new ideas and initiatives. The literature revealed that developed and developing countries have been able to achieve governance objectives by use of technology and transforming their traditional systems to e-informtion and governance systems. Similarly,

the government of Pakistan should exploit the benefits of technology and create institutional environment through reward for success and threat for failure needed to promote public sector innovation.

5.6   Separation of purchaser and provider

The study confirmed that the concept of separation of policy with that of operational functions is relevant and viable in Pakistan. The kind of structure demands more input from lower level in policy and decision making. The respondents suggested that the government should encourage private sector to take control of the economy and government should retain its role to core functions only. The information management systems are generally weak therefore, the organizations rely on information from receive from sub offices representatives. This also emphasize on strong coordination between policy makers and implementers. Ensuring coordination is appeared to be a great problem in Pakistan. The result of study revealed that coordination is weak not only between different government departments but within respective departments as well, the information does not freely move from one department to other. The purpose of this principle is to make service provision competitive. However, political constraints and decreased credibility of governments has been the main problem in bringing reforms in public sector especially privatization implementation programs. Thus, it is important for the government to take essential measures for successful implementation of plan.

5.7   Bureaucratic enviornment

This study is aimed to explore the applicability of NPG in Pakistan therefore it was felt necessary to examine if the bureaucratic environment is supportive to such type of reforms or otherwise. Each component of bureaucratic environment is discussed below:-

5.7.1 Centralization/decentralization

The concept of NPG is based on the principle to change the centralized government with decentralized management system. The current study reflected that existing government structure supports the traditional centralized management control from central department. This structure is inherited by many developing countries from colonial legacy at the time of their independence. In countries like Africa and Latin America, centralized control has been the main problem in reform initiatives towards decentralization (CLAD, 1998; Wunsch, 2001).

5.7.2 Accountability in public service

Accountability plays key role in ensuring good governance. The result of this study showed that accountability in government departments was weak. There existing rules and regulations to enforce accountability were inadequate. Enforceability and equal application of rules and regulation by the government and other departments was a major problem. Auditor General Reports are generally ignored. The governments indifference and lack of commitment led to the increase in unsettled accounts as reflected in Auditor General Report (2019).

5.7.3 Corruption

The respondents believed that there are provisions in the rules and regulations to declare personal assets and curb corruption. But anti-corruption institutions have not been able to control corrupt practices in Pakistan. Many developing countries are also facing same problem and is a growing concern from International financial institutions and donor agencies as evident in World Bank policy against corruption (1997) and IMF Code of Fiscal Transparency (2007).

The government has recently introduced Civil Servant Efficiency and Discipline Act 2020 as one of the reform initiatives to held civil servant accountable but again freedom of press, parliamentary system, devolution of power and independent accountability institutions could play important role to minimize corruption.

5.7.4 Financial management

Result of this study depicted negative picture of current financial management system in Pakistan. There was a lack of planning, resource allocation and utilization were not based on national priorities. The respondents agreed to implement modern financial management system as proposed by NPG Model. They supported performance-based budget system like other developing countries Chile, Jamica who are progressing to implement performance linked budgeting system.

5.7.5 Reforms implementation and evaluation

The study revealed that government lacked detailed plan, programs and institutional capacity to implement reforms. The respondents emphasized that external support is essential to plan and implement reform programs. The government requests Asian Development Bank and other donor agencies for financial support which depicts weakness of government in terms of institutional capacity. In past, public sector reforms lacked ownership of local people mainly due to frequent switch of governments and leadership. The findings reflected that these are confronting problems in reform implementation programs in Pakistan and are consistent with national policies and programs including the observations of international doner agencies.

To sum up, the analysis of bureaucratic environment in Pakistan showed negatives results. This means accountability and other characteristics of bureaucracy are poor. The study clearly indicates that there is a need to improve the accountability, evolve mechanism to control corruption, allocation of budget should be linked to performance. Reforms should be carefully planned and enforced with support of stakeholders.

5.8 Political system

The results of study indicated that people do not have confidence in government. In the absence of trust governance objectives cannot be achieved. Citizens may be involved and

encouraged to participate in critical decision making. Majority of respondents were agreed that political interference in public service was excessive. This type of intervention in public service has been demotivating factor in the bureaucracy. It is imperative to clearly define political and bureaucratic roles to enable public service perform efficiently and effectively in Pakistan. Success of reforms greatly depend on the ownership of local people and this process should adopt incremental approach to build more winners than losers (United Nations, 2001). Moreover, the research indicated that political leadership is weak. There are demands that political leadership should play more aggressive role in implementation of reforms.

5.9   Relationship among the variables

The study found that four elements of NPG are interrelated to each other. Further, intervening variables are also interrelated to each other indicating that theoratical propositions hold true in this research. Another important part of study was to explore the relationship between intervening factors and elements of NPG. The theoratical assumption was that the political and bureaucratic systems (intervening factors) are poor and that this situation restrains the applicability of NPG in developing countries. This research confirmed two important issues. Firstly, it confirmed that political and bureaucratic systems in the country are poor. The accountability, transparency and financial management system (part of bureaucratic system) were found to be poor. It was also confirmed that people do not have confidence in government and that political factors were found to be dysfunctional. Secondly, the study also confirmed that bureaucratic and political systems influenced the outcome of public managemetn reforms. The research further explored that there was two way relationship between independent and intervening varioables. Thus, cocluded that reform program would improve the poor bureaucratic and political systems of the country.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1   Conclusion

After going through the findings and discussions in the previous chapters, it can be concluded that:

- The four independent variables; cost-cutting and downsizing, technology and innovation, decentralization of management authority and separation of purchaser and provider appeared to be useful and applicable to Pakistan.

- The empirical results of the study seem to be practically reasonable. Excessive employees and departments had been an important problem, therefore is considered as an important reform element in developing countries. The expanded role of government seems to be a problem as a consequence privatization has become an important reform agenda. Decentralization without any hint of doubt will improve the performance of government, the only problem lies with misuse of authority. Similarly, use of technology and innovation is an important element to improve the governance. Bureaucratic and political factors also influence the applicability of NPG. Reform implementation is not an easy job, it cannot be achieved with in short period of time rather a continuous activity, which should be sequenced and administered with proper plan.

- The study confimed that NPG elements are interrelated to each other.

- It also confirmed that NPG is perceived as applicable to a sample of respondents Pakistan and other developing countr0ies

- Pakistan is at threshold of change, thus interested in findings policy means that would benefit the country. This study has given mandate for the government that some elements of NPG are applicable to Pakistan making the policy enrich and provide direction to the government in the field of Public Administration Reforms.

6.2 Recommendations

The study suggests following recommendations for Pakistan and other developing countries:-

- This research has endorsed that New Public Governance paradigm is viable and useful to Pakistan. The applicability of this reform model determined on the basis of perceptions, beliefs and attitudes of individuals and potential stakeholders provide evidence to government of Pakistan and other developing countries to incorporate these reform measures in their future polices.

- This research identified the weaknesses of political and bureaucratic environment in the country which is vital for successful implementation of reforms. In other words, a weak government is one of the main obstructions in ensuring good governance. Therefore, it is essential to strengthen the government institutions, structures and individuals involved in policy formulation and operational functions for successful implementation of reform measures as was done in the countries where reforms have been successful.

- This study concluded that characteristics of bureaucratic system accountability, transparency and financial management system etc. were weak in the country. Applicability of New Public Governance is influenced by those factors. Therefore, priority should be given to strengthen these systems for successful implementation of reforms.

- The government has to deal with the problem of overstaffing and cutting cost. Implementation of such policies is a sensitive issue therefore, the government must ensure impartiality, objectivity, integrity in exercising the mandate given by public.

- Decentralization of government/management authority is a preferred way of making the employees responsible for results and proving better services to the citizens. This art needs to be learnt by leadership.

- The government must incorporate citizen oriented policies in its reform program. Public demands improvement in quality standards of services being provided by the government.

- The research revealed that lack of political commitment and excessive influence of political leaders in public services is a major obstacle in reforms. There is need to explicitly define the role of political leadershipenabling them to show vision in crafting citizen oriented policies and implementation to achieve desired goals.

- In order to ensure good governance practices, impartial accountablity and strict enforcement of anti-corruption laws is the only way forward for the government to save the declining economy. If we look around us, Singapore and Hong Kong have been able to bring corruption down perhaps due to political commitment of their leadersip. This reflects the importance of political will in successful implementation of reforms.

- The externally driven reforms were found to be less successful due to not giving account to the needs, demands and culture of respective country. Reform initiatives cannot achieve the fruitful results without the involvement and ownership of local people and communities. It is therefore imperitive that donor agencies must take into account the local considerations and provide support role to local leaders for successful implementation of reforms.

- An incremental approach is appropriate rather than big bang approach to get favorable results of reforms. It is suggested that a permanent body to look after the reform process be established. Heads of all the departments should be accountable for reform within department in consultation with permanent reform body.

It is noted that reform process is neither an easy job, nor it can be achieved within short span. It is a continuous activity, which should be sequenced and administered properly. It is recommended that few points drawn from this research be incorporated in a policy paper if the government wishes to benefit from this research.

6.3   Limitations and future research

In this study perceptions, beliefs and attitude of respondents were used to prove the applicability of New Public Governance in Pakistan. It would have been more appropriate to determine the applicability of NPG on the basis of outcomes of reforms which was not possible due to constraint that this concept was new to Pakistan. In the given circumstances, the researcher has adopted suitable approach to gauge the perceptions about New Public Governance reforms.

In this research, the respondents have shown support for implementation of New Public Governance elements in Pakistan. This evidence encourages other developing countries to adopt these reform measures but it should be subjected to further research in the context of local environment. A cross sector or cross-country comparison of the elements of reforms implemented in developing countries would contribute significantly in the field of academic research.

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Appendix One: Interview Guide

Name of the organization: **Interviewee's position:**

Department: **Date:**

The topic of my research is 'Applicability of New Public Governance (NPG) practices in Pakistan- A case study of District Administration Islamabad.' This research seeks to explore the following questions.

1. What are some of the models of NPG practiced by some of the advanced countries?

2. What is the applicability of implementation of NPG model in Pakistan?

3. How does the bureaucratic and political system of Pakistan influence the applicability of NPG in Pakistan?

The interview will take not more than 30-35 minutes. The interview will be recorded as well so that there is lesser chance of missing any point. The information will be kept confidential and will be used for research purposes only. If you do not like to answer any question, it can be skipped.

Indicators	Questions
Cost cutting and downsizing	Do you think that the Islamabad's District governments is overstaffed? Do you agree that the size of government needs to be downsized? Do the governments need to cut down the expenditure? Is there exist duplication of functions among the government departments?
Decentralization of management authority	Do you think that the devolution of power and authority increases the efficiency of government? Can performance of managersimproveif they are given flexibility and operational authority to carry out their assigned responsibilities?

	Is authority and power in decentralized in Islamabad's District government?
Seperation of purchaser andprovider	Do you think that the principle of separation of purchaser and provider is relevant and workable in Pakistan? Is there exist strong coordination among government departments?
Technology and Innovation	Do you think that in marketing innovations (entering new markets, new pricing methods, new distribution methods, etc.) your organization is better than competitors? Why is innovation implementing difficult? How your organization take innovative proposals? How innovation is generally perceived in the organizations? To what extent managerial innovations (e.g. computer based administrative innovations, new accounting systems etc.) are introduced in the organization?
Reforms implementation and evaluation	Can management principles and practices applied private sector be used in public sector? Do you think that principles of performance management are difficult to implement in public sector in Pakistan? Do you agree that there is a need to establish a separate Senior Executive Service (SES) service to improve the public service systems in Pakistan? Do you agree that establishing contracts with Senior Executives is necessary to improve the public service system in Pakistan? Should the government mover from standard pay system to performance-based pay system?
Political System	Is the government committed to implement the reform program? Do the people have confidence in government?

	Is public management efficient and effective?
	The degree of political interference in public service?
	Do you think that delivery of service to citizens is satisfactory?
Bureaucratic System	Is there exist adequate rules and regulations to enforce accountability in the government?
	Is there transparency of information in the government?
	Is there exist a legal framework that defines the standard of behavior from civil service employees?
	Whether the allocated resources in programs or projects are properly utilized?
	Has the government institutional capacity to implement the NPG reform.
	Is there exist systems and procedures for monitoring and evaluating reform programs?

Cover Letter

Dear Respondent,

My name is Nazma Noreen am a Mphil program researcher in the Department of Governance and Public Policy, National University of Modern Languages, Pakistan. My research aim is to study "Applicability of New Public Governance (NPG) practices in Pakistan-A Case Study of District Administration Islamabad".

I am inviting you to contribute in my research. Your participation will take around 25-35 minutes to complete. Participation in this research is voluntary and you may take out at any time. I assure that views expressed in the questionnaire will be treated as secret and will be used for research purposes only. I will give you with the consequences of the study if you wish to have them, when the consequences are completed. If you have any queries regarding this project please contact with me at my Email nazmanoreen53@gmail.com, or with my supervisor, Dr. Zain Rafique. Email zrafique@numl.edu.pk. Your co-operation in completing the questionnaire is highly valued.

Thank you very much for your participation

Yours sincerely,

Nazma Noreen

Consent Form

I, the undersigned, declare that I am willing to take part in this research project titled "Applicability of New Public Governance (NPG) practices in Pakistan-A Case Study of District Administration Islamabad".

- I declare that I have been fully briefed on the nature of this study and my role in it and have been given the opportunity to ask questions before agreeing to participate.

- The nature of my participation has been explained to me and I have full knowledge of how the information collected will be used.

- I fully understand that there is no obligation on me to participate in this study.

- I fully understand that I am free to withdraw my participation at any time without having to explain or give a reason.

- I am willing/not willing to be identified as a participant in this study.

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Signature of Participant   Date

Questionnaire

Applicability of New Public Governance (NPG) practices in Pakistan-A Case Study of District Administration Islamabad

<u>**Instructions to complete the Questionnaire:**</u>
  i)   Please do not write your name and Organization's name
  ii)   Please fill all the questions and do not leave anything blank.
  iii)   The questions are in two general formats. (Appendix A & B)
  iv) One format requires to circle a choice, for example,

Married	(Single)	others

v)   The second format is based on different scales to select the option, for example:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1- Honesty is the policy.	**1**	**2**	**3**	**4**	**⑤**

If you are strongly agreed with the above statement you would circle the number 5.

The following information is concerned about your position and other personal information. Please encircle the appropriate one.

1.Gender	Male	Female	Others		
2. Age (in years)	20 – 29	30 - 39	40 – 49	50 - 59	60 & above
4. your organization	Public	Private	Others		
5. Current Job Title	Acca	As	Man	Dor	Os
6. Grade	15-16	17/above			
7. Qualification	Graduation	Masters	PhD	Others	
8. Marital Status	Married	Single	Others		
9.Total work experience (in years)	1 – 5	6 -10	11-15	16 – 20	21 & above

Strongly Disagree	**SD**
Disagree	**D**
Neutral	**N**
Agree	**A**
Strongly Agree	**SA**

Our title		SD	D	N	A	SA	
Cost Cutting and Downsizing (Atreya, 2002)							
CCD1	The District Administration, Islamabadis extensively overstaffed.						
CCD2	The size of District Administration needs to be downsized.						
CCD3	The District Administration must reduce the size and scope of operations.						
CCD4	The District Administration must cut down the expenditure.						
CCD5	There exists duplication of functions among the departments.						
CCD6	There are functions that are not at all necessary for theadministration to provide.						
CCD7	Do you agree that the government must downsize the numberof employees?						
Your title		SD	D	N	A	SA	
Decentralization of Management Authority (Capistrano, 2012)							
DMA1	Devolution of power and authority increases the efficiency and economy in the government.						
DMA2	Performance will improve when managers are given flexibility and operational authority to carry out their assigned responsibilities						
DMA3	The authority and power is not decentralized in practice in Pakistan.						
DMA4	There is an acceptable system of formal consultations with concerned official (s) within each department for making policy decisions.						

	Your title	SD	D	N	A	SA	
full	**Technology and Innovation (Leyden, 2015)**						
IT1	In new product and service introduction, our organization is usually pioneer and always takes new initiatives.						
IT2	Our products and services are often perceived as very novel by customers.						
IT3	In comparison with competitors, our organization has introduced more innovative products and services during past 5 years.						
IT4	We constantly emphasize development of particular and patent products.						
IT5	We manage to cope with market demands and develop new methods.						
IT6	We continuously modify design of our products and rapidly enter new emerging markets.						
IT7	In marketing innovations (entering new markets, new pricing methods, new distribution methods, etc.) our organization is better than competitors.						
IT8	We constantly emphasize and introduce managerial innovations (e.g. computer based administrative innovations, new accounting systems etc.)						
IT9	Innovation proposals are welcome in the organizations.						
IT10	Management activity seeks innovative ideas.						
IT11	Innovation is perceived as too risky and is resisted.						
	Your title	SD	D	N	A	SA	
full	**Sepration of Purchaser and Provider (Gallego, 2000)**						
SPP1	The principle of separation of policy with that of operational functions is appropriate and workable in Pakistan.						
SPP2	The coordination between government departments is strong.						

	Your title	SD	D	N	A	SA	
	Reforms implementaions and evaluations (Osborne, 2010)						
NPG1	Public governance reform is a national priority for the government of Pakistan.						
NPG2	The government has a detailed plan and programs for implementing public governance reform programs.						
	The government is committed to implementing the reform program						
NPG3	The NPG principles and practices applied private sector can be used in the public sector in Pakistan.						
NPG4	The government has the institutional capacity to implement the reform programs						
NPG5	The government requires the support of external international agencies in planning and implemenfing public management reform programs.						
NPG6	There are no established systems and procedures for monitoring and evaluating the reform programs						
	Your title	SD	D	N	A	SA	
	Political System (Atreya, 2002)						
PS1	People have confidence in the government.						
PS2	The political interference in the public service is excessive						
PS3	Public management reform is a national priority for the government of Pakistan.						
PS4	The government is committed to implementing reform programs						
PS5	The public management is effective and efficient in Pakistan.						
PS6	The delivery of services to citizens is satisfactory.						

Your title	SD	D	N	A	SA	
Bureaucratic System (Atreya, 2002)						
Centrahzation/Decentrahzation						
BS1 The bureaucracy in Pakistan is characterized by traditionalprinciple of command and control.						
BS2 The government of Pakistan in practice is fully centralized in its operations.						
Accountability in the govemment						
A1 Employees at all levels of the government are accountable for their work.						
A2 Each agency has clear publicly stated objectives						
A3 There exist adequate rules and regulations to enforce accountability in the governmentaccountability in the government						
A4 The government is using the concept of performance contracting or performance agreements to establish accountability.						
A5 Each agency is accountable and responsible for its work.						
Corruption						
C1 Government officials are required to disclose personal assets.						
C2 There are regulations establishing sections to control the currupton.						
C3 The government strictly enforces the anti-corruptionThe government strictly enforces the anti-corruption reegulations						
C4 The government has established procedures for whistle blowing						
C5 Transparency in the operations controls corruption.						

		Financial Management System						
							150	
FMS1	The fiscal discipline in the government is low							
FMS2	The allocation of available resources is determined by national priorities.							
FMS3	The allocated resources in programs or projects are not properly utilized							
FMS4	The budget allocation should be linked to results							
FMS5	Each agency head is accountable for the use/misuse of funds.							
FMS6	Each agency has adopted a computerized system to provide reliable and up-to-date budget and accounting information							