



PUBLIC MANAGEMENT IN INDIA

Political Science

Dr .N.Sreeramulu

Dept Of Political Science And Public Administration, S.v. U College Of Arts, S.v. University, Tirupati

ABSTRACT

New Public Administration theory deals with the following issues: Democratic citizenship; Refers directly to the belief in creating a government where the "common man" has a voice in politics. For such an approach to work citizens must become aware, knowledgeable, and active in their communities and nations. New Public Management (NPM) is an approach to running public service organizations that is used in government and public service institutions and agencies, at both sub-national and national levels. The term was first introduced by academics in the UK and Australia [full citation needed] to describe approaches that were developed during the 1980s as part of an effort to make the public service more "businesslike" and to improve its efficiency by using private sector management models. New public administration (NPA) is a key method of introducing new trends in the administrative system to meet the requirements of society. The Father of Public Administration, Woodrow Wilson, introduced the concept of public administration in the United States of America. Goals of New Public Administration. Frank Marini summarizes the five aspects of the new public administration under five headings: relevance, values, social equity, change, and client focus

KEYWORDS

Goals of New Public Administration.

INTRODUCTION

As with the private sector, which focuses on customer service, NPM reforms often focused on the "centrality of citizens who were the recipient of the services or customers to the public sector". NPM reformers experimented with using decentralized service delivery models, to give local agencies more freedom in how they delivered programs or services. In some cases, NPM reforms that used e-government consolidated a program or service to a central location to reduce costs. Some governments tried using quasi-market structures, so that the public sector would have to compete against the private sector (notably in the UK, in health care).

NPM advocates in some countries worked to remove "collective agreements [in favour of] ... individual rewards packages at senior levels combined with short term contracts" and introduce private sector-style corporate governance, including using a Board of Directors approach to strategic guidance for public organizations. While NPM approaches have been used in many countries around the world, NPM is particularly associated with the most industrialized OECD nations such as the United Kingdom, Australia and the United States of America. NPM advocates focus on using approaches from the private sector – the corporate or business world—which can be successfully applied in the public sector and in a public administration context. NPM approaches have been used to reform the public sector, its policies and its programs. NPM advocates claim that it is a more efficient and effective means of attaining the same outcome.

In NPM, citizens are viewed as "customers" and public servants are viewed as public managers. NPM tries to realign the relationship between public service managers and their political superiors by making a parallel relationship between the two. Under NPM, public managers have incentive-based motivation such as pay-for-performance, and clear performance targets are often set, which are assessed by using performance evaluations. As well, managers in an NPM paradigm may have greater discretion and freedom as to how they go about achieving the goals set for them. This NPM approach is contrasted with the traditional public administration model, in which institutional decision-making, policy-making and public service delivery is guided by regulations, legislation and administrative procedures.

NPM reforms use approaches such as disaggregation, customer satisfaction initiatives, and customer service efforts, applying an entrepreneurial spirit to public service, and introducing innovations. The NPM system allows "the expert manager to have a greater discretion "Public Managers under the New Public Management reforms can provide a range of choices from which customers can choose, including the right to opt out of the service delivery system completely".

Evolution

The first practices of New Public Management emerged in the United Kingdom under the leadership of Prime Minister Margaret Thatcher.

Thatcher played the functional role of "policy entrepreneur" and the official role of prime minister.[citation needed] Thatcher drove changes in public management policy in such areas as organizational methods, civil service, labor relations, expenditure planning, financial management, audit, evaluation, and procurement.

Thatcher's successor, John Major, kept public management policy on the agenda of the Conservative government, leading to the implementation of the Next Steps Initiative. Major also launched the programs of the Citizens Charter Initiative, Competing for Quality, Resource Accounting and Budgeting, and the Private Finance Initiative.

A term was coined in the late 1980s to denote a new (or renewed) focus on the importance of management and 'production engineering' in public service delivery, which often linked to doctrines of economic rationalism (Hood 1989, Pollitt 1993). During this timeframe public management became an active area of policy-making in numerous other countries, notably in New Zealand,[6] Australia, and Sweden. At the same time, Organisation for Economic Co-operation and Development (OECD) established its Public Management Committee and Secretariat (PUMA), conferring to public management the status normally accorded more conventional domains of policy. In the 1990s, public management was a major item on President Clinton's agenda. Early policy actions of the Clinton administration included launching the National Partnership and signing into law the Government Performance and Results Act. Currently there are few indications that public management issues will vanish from governmental policy agendas. A recent study showed that in Italy, municipal directors are aware of a public administration now being oriented toward new public management where they are assessed according to the results they produce.

The term New Public Management (NPM) expresses the idea that the cumulative flow of policy decisions over the past twenty years has amounted to a substantial shift in the governance and management of the "state sector" in the United Kingdom, New Zealand, Australia, Scandinavia, North America, and Latin America. For instance, regional innovation agencies were created under NPM principles to support the innovation process. A benign interpretation is that these decisions have been a defensible, if imperfect, response to policy problems. Those problems as well as their solutions were formulated within the policy-making process. The agenda-setting process has been heavily influenced by electoral commitments to improve macro-economic performance and to contain growth in the public sector, as well as by a growing perception of public bureaucracies as being inefficient. The alternative-generation process has been heavily influenced by ideas coming from economics and from various quarters within the field of management.

Globalization

The initial New Public Management (NPM) reforms implemented in Anglo-Saxon countries inspired reforms across the world.[9] These

reforms, which were triggered and motivated by a variety of factors and resulted in the development of various models, led to the emergence of a global NPM trend. Despite the global nature of the movement, the concepts and models of the reform were diverse and developed in accordance with each country's specific and unique context and in response to the distinct challenge that it was facing. Therefore, in spite of the common features of the reforms, their driving factors, objectives, extent, and areas of focus varied across countries.

While, in many countries, NPM reforms were inspired and influenced by the reforms implemented beyond their national boundaries the driving factors of the reforms varied significantly across regions as well as across countries of the same region. In Europe, for instance, whereas the reforms in the Netherlands started in reaction to fiscal stringency, the driving factor for reform in Germany came from within the system as local government managers and politicians were dissatisfied with the traditional bureaucratic system and its shortcomings. Moreover, although the NPM reforms of Switzerland were influenced by the Netherlands' Tilburg model, their main motivator was dissatisfaction with the old public management system and its deficiencies. In Africa, on the other hand, the main motivating and driving factors of the NPM reforms were bureaucratic corruption, dysfunctional governance system, fiscal crises, and the success of the reforms in other countries. For developing nations and former communist countries, the motivation for reforms was benefiting from participation in a globalized economy and fulfilling the requirements of international donors.

Because of its belief in the importance and strength of privatizing government, it is critical to have an emphasis on management by engaging in hands-on methods. This theory allows leaders the freedom to manage freely and open up discretion.

Performance standards

The third point acknowledges the "shift from the use of input controls and bureaucratic procedures to rules relying on output controls measured by quantitative performance indicators". This aspect requires using performance based assessments when looking to outsource work to private companies/groups.

Decentralization

NPM advocates frequently moved from a bound together administration framework to a decentralized framework in which directors pick up adaptability and are not constrained to organization restrictions.

Competition

This characteristic centers on how NPM can advance competition within the public sector which may in turn lower fetched, dispose of debate and conceivably accomplish a better quality of progress/work through the term contracts. Competition can too be found when the government offers contracts to the private segments and the contract is given in terms of the capacity to provide the benefit viably, quality of the merchandise given, subsequently this will increment competition since the other private division which did not get the contract will make strides to ensure the quality and capacity subsequently encouraging competition.

Private-sector management

Criticisms

There are blurred lines between policymaking and providing services in the New Public Management system. Questions have been raised about the potential politicization of the public service, when executives are hired on contract under pay-for-performance systems. The ability for citizens to effectively choose the appropriate government services they need has also been challenged.

Post-NPM, many countries explored digital era governance (DEG). Dunleavy believes this new way of governance should be heavily centered upon information and technology. Technology will help re-integrate with digitalization changes. Digital Era Governance provides a unique opportunity for self-sustainability; however, there are various factors that will determine whether or not DEG can be implemented successfully. When countries have proper technology, NPM simply cannot compete very well with DEG. DEG does an excellent job of making services more accurate, prompt and remove most barriers and conflicts. DEG also can improve the service quality and provide local access to outsourcers.

AM Omar (2020)[24] challenged DEG by integrating the governance approach with social media technology. The work on Brunei's Information Department titled "Digital Era Governance and Social Media: The Case of Information Department Brunei. In Employing Recent Technologies for Improved Digital Governance" works to provide the theoretical and practical basis to substantiate the claim. The work concludes that digital dividends can be secured through the effective application of Social Media in the governance process.

The New Public Service (NPS) is a newly developed theory for 21st-century citizen-focused public administration. This work directly challenges the clientelism and rationalist paradigm of the New Public Management. NPS focuses on democratic governance and re-imagining the accountability of public administrators toward citizens. NPS posits that administrators should be a broker between citizens and their government, focusing on citizen engagement in political and administrative issues. Comparisons to New Public Administration.

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