Introduction:

In the past, government organization have paid little attention to service quality or esponsiveness to clients. This situation however, changed with the movement termed “NEW PUBLIC MANAGEMENT. The NPM movement accompanied with a new approach emphasized the partnerships among government, private sector and civil society. As was the case with other reforms from the private sector – Strategic planning, incentive pay, performance appraisal, and performance management – implementation was sometimes problematic.

As governments have become more conscious of the need to address service quality, a range of approaches has been adopted to deliver services in a more efficient and effective way.The biggest difficulty in dealing with a public sector environment is being able to measure outcomes or even outputs in meaningful ways. While the intention is still to improve quality standards of the service, the way of doing so has increasingly shifted to mechanisms such as Explicit contracts, privatization, separating service provision agencies from policy and most recently e-government.

Now the question is: What is the role of public management in the new era which can be called as “the age of service”? How can governments produce and transfer services for the benefit of their citizens? Should the responsibility of delivery of services be transferred to other sectors? Or Should the government take the initiative in production and delivery of services?

CHANGE ROLEOF PUBLIC SECTOR

Public services have suffered a number of common problems internationally:

– Budgetary pressures

– Lack of responsiveness to public demand

– Ineffective programs

– The need to compete in the world economy

– The many issues that previously were solely domestic concerns.

– Population has increased

– Globalization

– Decreasing revenue due to fiscal pressures

NEW PUBLIC MANAGEMENT

On the theoretical origin of NPM there is a common agreement which is based on the result of partnership of two different streams of ideas: A. The “new institutional economics’, including the intellectual findings such as Public choice theory, principal –agent theory and transaction-cost analysis. B. A set of successive waves of business-type managerialism in the public sector, in the tradition of the international scientific management movement.

 [13.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-13-728.jpg?cb=1340614781) • NPM had a great impact on the administrative reform in diff countries particularly in the developed economy.• The most obvious impact is aimed at altering the relationship between the public and private sectors of the economy.• In most developed countries in the 1990s, “ market-oriented, private sector techniques emerged as the sole path to holding down public sector budget”.• The general belief during 1980s was that the management practices in the private sector are far superior to those in government and ‘whenever possible, the public sector should either emulate the private sector or simply privatize the function

 [14.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-14-728.jpg?cb=1340614781) The development of managerialism has gone hand- in-hand with the marketization of the State; indeed it is the “acceptable face” of new-right thinking concerning the state. Managerialism comprises three key themes: 1. an emphasis on cutting costs and increasing labor productivity and efficiency 2. the decentralization or delegation of management responsibilities 3. the development of Neo-Taylorian practices such as setting standards and targets, performance measurement, and performance-related pay designed to create incentives for better performance.

 [15.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-15-728.jpg?cb=1340614781) • Complementing marketization and managerialism are measures to disaggregate public sector organizations into separate.• Self-contained units in order to create smaller, more coherently directed, product-focused forms of organization, for example, executive agencies and local single-function agencies.• Such changes provide the structural context within w/c marketization and the development of managerialism can proceed. Taken together, these changes are now conventionally seen as constituting the New Public management (NPM).

 [16.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-16-728.jpg?cb=1340614781) The classical approaches to publicadministration were based on a sort ofassumptions, called “PARADIGMS” by KUHN(1970).1. the change from obsolete traditional model ofpublic administration to new model of publicmanagement represents a paradigm shift.

 [17.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-17-728.jpg?cb=1340614781) As HUGHES (1994): “Managerial reforms means a transformation, not only of public management, but of the relationships between market and government, government and the bureaucracy, government and the citizenry, and bureaucracy and the citizenry.”

 [18.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-18-728.jpg?cb=1340614781) The literature related to NPM is replete with dramatic, positive, action oriented phrases like: – Reinventing government – Re-engineering – Revitalization of the public service – Organizational transformation – Total quality management – Paradigm shift – Entrepreneurship – Empowerment

 [19.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-19-728.jpg?cb=1340614781) IMPROVING SERVICE DELIVERY BASED ON NPMGovernment concerned with public administration reform have adopted a number of new mechanisms for improving quality and efficiency of service delivery. 1. Internal Competition 2. User Charges and Cost Recovery 3. Established Operating Agencies 4. Market-Testing 5. Competitive Tendering 6. Contracting Out 7. Commercialization

 [20.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-20-728.jpg?cb=1340614781) INTERNAL COMPETITIONCompetition seems to be the watchword in the development of new models of coordinating services. A variety of competitive mechanisms are emerging to replace or be superimposed by existing collaborative arrangements. It is possible to distinguish between the following types of competition that have emerged to date.

 [21.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-21-728.jpg?cb=1340614781) Types of Competition1. External market competition2. In which there are many competing providers across a range of sectors: local gov’t, voluntary, profit making but local authority still acts as single purchaser3. As above, but many purchasers, i.e., consumers, intervene to choose4. Internal market competition(quasi markets): Many providers, but inside the public sector5. As above, but with many purchasers, i.e.consumers6. Non-marketed forms of competition7. Peer review and “beauty contest”: usually competitions for funds allocated by central government8. Performance Comparison9. Performance indicators10.League Tables; ranking

 [22.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-22-728.jpg?cb=1340614781) • In addition, some countries are experimenting with ways to increase competition within the public sector to improve service delivery. Most agencies have traditionally received services such as property and printing from a central body free of charge and have therefore had no incentive to economize in terms of quantity or quality. Recently, several countries have introduced user-charging for these services. As a result, the supply of services is determined by the amount the consuming agencies are prepared to pay.• A number of countries have gone further to create internal markets by allowing the purchase of services from alternative suppliers. The public sector provider must compete directly against the private sector for public sector business.

 [23.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-23-728.jpg?cb=1340614781) USER CHARGES AND COST RECOVERY • USER FEES are charged on external customers for services in an attempt to strengthen market signals, and thus improve resource allocation decisions in the public sector. • USER CHARGES are also part of cost- recovery schemes.

 [24.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-24-728.jpg?cb=1340614781) • As for internal markets, the introduction of charging linked with the breaking of monopoly supply can considerably strengthen market discipline.• It institutes stronger incentives to control and reduce costs, increase quality, and generally be responsive to consumers needs.

 [25.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-25-728.jpg?cb=1340614781) • It should also be recognized that charging fees creates a direct accountability relationship with clients of public services.• Accountability arrangements ensure that revenue- generation organizations continue to focus on their critical tasks and do not give undue attention to revenue-generation activities.• Good public relations and open communication are important to the success of cost-recovery initiatives.

 [26.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-26-728.jpg?cb=1340614781) Risks associated with fee-charging include: – Limiting access to services for which many fees are charged, which may lead to social exclusion, undermining the "public good” role of the service. – Encouraging government organizations to focus more on value-added activities and pursuit of markets e.g., international, that generate revenue rather than on their core responsibilities. – The introduction of what amounts to an additional tax in cases where fees exceed the costs of providing the service – Protection of government monopolies from the need to improve efficiency

 [27.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-27-728.jpg?cb=1340614781) Thus, Fee-charging can create pressure to minimizecosts and increase responsiveness to client needs, but mayalso be putting at some risk policy support andmaintenance of public values, such as fairness andconsistency. It is crucial ,therefore, that in introducing user-charges,the equity considerations of potential clients arerecognized. Reduced charges should be considered forusers where full cost recovery would represent anexcessive financial burden on individual users. This may especially relevant to lower-incomeindividuals , smaller entities, users located in remote areas,and heavy volume users of services.

 [28.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-28-728.jpg?cb=1340614781) ESTABLISHED OPERATING AGENCIES • Traditionally, the primary structural choices facing government concern the height and breadth of departmental bureaucratic pyramids. • Accountability is assumed to flow upwards, by contrast, recent experience shows that governments are choosing from a considerably broadened range of structural options. The core public sector has been divided into separate business groups or operating agencies. In general, these agencies have greater managerial flexibility in the allocation of financial and human resources and greater accountability for results.

 [29.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-29-728.jpg?cb=1340614781) • Example: – In the UK, almost two-thirds of the civil service have been moved into executive agencies that have specific service delivery functions. These changes have been accompanied by substantial devolution on managerial authority and accountability for results. – Among developed counties, Singapore was the first to create focused business units. In the early 1970s the Singapore civil service adopted the concept of Statutory Boards to achieve specific social development goals. They were designed to counter the traditional public service emphasis on regulation and monitoring, and were structured specifically to encourage the return of talent previously lost to the private sector.

 [30.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-30-728.jpg?cb=1340614781) MARKET-TESTING• Market-testing is helping the government to improve the quality and cost-effectiveness of many services.• In market-testing, an activity or service currently performed in- house is subjected to fair and open competition to the departments and agencies can achieve the best value for money for the customer and for the taxpayer.

 [31.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-31-728.jpg?cb=1340614781) • Market-Testing has been used extensively within the central government for technical and support services, and is being used increasingly in local authorities as a process which usefully precedes the competitive tendering phase. The process is compared with the “make or buy” decision in the private sector. The cost of providing the service or service cluster are identified. And opportunity provided to in-house staff to increase efficiency by identifying ways in which service delivery can be improved.• If there has been no strategic decision to contract out, a feature of the market-test will be an in-house bid from people currently doing the work. If, after evaluating all the competing bids, an external provider is perceived to have made the most economically advantageous offer, the service or services are purchased from that provider, i.e., contracted out

 [32.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-32-728.jpg?cb=1340614781) Three (3) Principal Benefits to be gained:3. When considering whether to accept an in-house bid or give the work to an outside contractor, the evaluation will look at improvements in the quality of service available from innovating methods of service delivery.4. there may be cost savings. Where an activity is market-tested, and an external bid is successful, it is likely that the bid offers greater overall long-term value for money than the current method of provision. Where an in-house bid succeeds, the process of opening up the public sector activity to competition in itself often creates opportunities for greater innovation and effectiveness.

 [33.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-33-728.jpg?cb=1340614781) 3. Experience suggests that market-testing will lead to raised standards by making expectation explicit. Greater clarity about standards of service and better monitoring of , performance against those standards, regardless of whether the work is retained, will improved the quality of service.

 [34.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-34-728.jpg?cb=1340614781) COMPETITIVE TENDERINGCompetitive Tendering covers the stages in the market-testing process from developing the specifications up to , and including, awarding of contract or service-level agreement. All activities included in the specification, which are being market-tested, would usually be subject to subsequent competitive tendering.

 [35.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-35-728.jpg?cb=1340614781) CONTRACTING OUTContracting out, which follows competitive tendering, is the purchase of a service from an outside organization and can be a result of a market-test involving and in-house bid of strategic decision to obtain the service from the private sector. The contract becomes the instrument through which relations between the parties are managed and regulated.Contracting out may also be described as operational privatization.

 [36.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-36-728.jpg?cb=1340614781) • Contracting out has been well-tested within the government. Although specialist services (e.g., maintenance, security, catering, etc.) have always been purchased from the private and non-government sectors, it is the development of market-testing techniques which is providing the strategy for assessing the ability of the market to provide goods and services historically considered to lie at the core of the government.

 [37.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-37-728.jpg?cb=1340614781) COMMERCIALIZATION • Commercialization is defined as a “process where markets are established for selected public sector goods and services in order to increase competitive pressures on suppliers”. • Introduction commercial principles into the public sector was argued to have stemmed from a desire to “enhance the revenue base for government”.

 [38.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-38-728.jpg?cb=1340614781) • In this way, COMMERCIALIZATION maybe concerned both with delivering services on a commercial basis to increase efficiency through competitive mechanisms and with reorienting budgetary processes and funding regimes to a more commercial focus to achieve cost savings.

 [39.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-39-728.jpg?cb=1340614781) • Using a strategy of commercialization is expected to develop private sector management techniques and processes to create a more efficient and effective public sector.

 [40.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-40-728.jpg?cb=1340614781) GOVERNANCE OR PARTNERSHIP APPROACH Alternative Service Delivery• GOVERNANCE refers t o the capacity of governing to coordinated policy and to solve public problems in a complex content.• It is concerned with how society collectively addresses and solves its problems and meets its needs.

 [41.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-41-728.jpg?cb=1340614781) FIVE PRINCIPLES UNDERPIN GOOD GOVERNANCE 1. Openness 2. Participation 3. Accountability 4. Effectiveness 5. Coherence

 [42.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-42-728.jpg?cb=1340614781) The Good Governance Principles: • Respect for the rule of law; • Openness, transparency, and accountability to democratic institutions; • Fairness and equity in dealings with citizens, including mechanisms for consultations and participation; • Efficient, effective service; • Clear, transparent and applicable laws and regulations; • Consistency and coherence in policy formation; and • High standards of ethical behaviour.

 [43.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-43-728.jpg?cb=1340614781) Based on the broad concept of Governance, ALTERNATIVE SERVICE DELIVERY means the identification, development, and adoption by public department s and agencies of means of delivering public services other than traditional, hierarchical bureaucracy.

 [44.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-44-728.jpg?cb=1340614781) • ALTERNATIVE SERVICE DELIVERY may take place within or outside the public service through partnership between the public, private and or non- profit sectors.• It seeks to focus attention on innovative delivery solutions at the customer end.

 [45.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-45-728.jpg?cb=1340614781) • It is developmental, since it involves the nurturing and support of creative solutions by those directly responsible for customer service innovation, transforming the role of top management into supporters and advocates for service delivery achievement rather than micro manager or controllers.

 [46.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-46-728.jpg?cb=1340614781) • It is neutral with respect to ownership of state assets and employment levels.• Its focus is on identifying and spreading practical approaches that make the services required by the public more effective, more equitable, and more accessible. Often this will also be associated with resource savings.

 [47.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-47-728.jpg?cb=1340614781) E-GOVERNMENT as a TOOL of NPM and GOVERNANCE• It is sometimes referred to as second revolution in public management after NPM.• It involves the use of internet-based technologies to transact business of government.• At the level of service, e-government promises 24/7 convenience, greater accessibility, the capacity to obtain government service without ever visiting a government office. And reduced cost due to increased technological intermediation.

 [48.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-48-728.jpg?cb=1340614781) E-GOVERNMENT• At the level of basic factors, (Government accountability and the general acceptance of state institutions),• It contributes to the functioning of democracy by online provision of reports and other government information which would otherwise be difficult to obtain or unavailable

 [49.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-49-728.jpg?cb=1340614781) E-GOVERNMENT• It can address a number of the principal aims of “Total Quality Management for the public sector, particularly those related to the need to be: – Customer-driven – Empowering for communities, workers and customers – And effective and efficient

 [50.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-50-728.jpg?cb=1340614781) E-GOVERNMENT • It may refer to narrower or broader areas. The narrow approach is simply the translation of E-COMMERCE private sector experience to the public sector. – E-COMMERCE is the use of documents in electronic form rather than paper for carrying out functions of business of government that require interchanges of information, obligations, or monetary value bet organizations and individuals.

 [51.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-51-728.jpg?cb=1340614781) E-COMMERCE• Is not just business.• In the public sector version it is associated with the one way delivery of static information to citizens and the provision of e-service together with back-office initiatives – e-administration

 [52.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-52-728.jpg?cb=1340614781) • E-SERVICE describe the use of electronic delivery of government information, programs, strategies and services. It represent a modernized front office but do not necessarily include a redesigned back-office capacity. It emphasize an innovative involvement of the citizen as customer.

 [53.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-53-728.jpg?cb=1340614781) • E-ADMINISTRATION refers to back-office informations systems that support the management and administrative functions of public institutions. It includes data and information management, electronic records maintenance, and the cross-departmental flow of information.

 [54.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-54-728.jpg?cb=1340614781) Conclusion and Concerns• Reforming public service structures and procedures is not enough. Actions must also be planned and implemented to radically improve the reach, accessibility, and quality of service delivery.• In other words, a wide range of other steps is also needed to encourage service delivery improvement at the customer end.

 [55.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-55-728.jpg?cb=1340614781) • Improved staff development and training, the fostering of innovation, comprehensive review and accountability procedures, the fight against corruption, the redeployment of resources from low to higher priority areas, all part of the picture.

 [56.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-56-728.jpg?cb=1340614781) • Reform might seem to be a way of destabilizing government rather than making it more effective.• Whether reform of public sector would be based on and in consistent with the ideas of NPM AND GOVERNANCE or based on more traditional ways of thinking, central government should be strengthened and public sector should be at the heart of any improvement.

 [57.](http://image.slidesharecdn.com/newapproachesinpublicservicedelivery-120625085730-phpapp02/95/new-approaches-in-public-service-delivery-57-728.jpg?cb=1340614781) THANK Y