

The Effect of New Public Governance Policies and Practices on Administrative Performance in Sri Lanka

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The study explored and explained the challenges of introducing and implementing the New Public Governance (NPG) policies and practices on organizational performance in Sri Lanka (SL). The central research question was, "what are the challenges of introducing and implementing the NPG policies and practices in SL?" Answers to critical questions investigated were sought through qualitative and quantitative research. Using the combination of official documents and interviews with senior political elites, public officials, and academics, this thesis analyzed the 2004 Government NPG package, and the study period was confined between 2004-2020. The study was explicitly guided by the Van Meter and Van Horn model of policy implementation. The study derived its independent and dependent variables based on the model. The study confirmed that the lack of a constitutional or administrative mechanism to coordinate between the Centre and the Provincial Councils (PCs) and between PCs was a significant bottleneck in implementing NPG reforms. The study confirmed the nonexistence of multiple accountabilities as barriers in implementing NPG reforms. There was no political, administrative, or financial accountability in implementing these NPG practices. The next challenge identified was the absence of stakeholders' participation. Lack of participation of the private sector, bureaucratic, professional associations, and citizen support were the central issues for not fully implementing the NPG reforms. The study further explored the existence of various norms, attitudes, practices, and perceptions embedded in the Sri Lankan culture, the influence of politics, and insufficient information about the NPG reforms as significant challenges. The study confirmed that; SL lags far behind on many issues, such as governance effectiveness, voice, accountability, political stability, absence of violence, regulatory quality, and the rule of law and control of corruption. Therefore, based on these findings, this study concluded that reform implementation might lead to an unproductive project absent situation of necessary support and compliance of implementers. Therefore, there should be a capable institutional structure with flexible and protective legal provisions, sufficient resources, and compatible stakeholders' participation for successful NPG reforms implementation.

Keywords: *Institutional Capacity, Multiple Accountabilities, New Public Governance, Sri Lanka, Stakeholders Participation.*