

worst and you will not be too disappointed.

Decision-making within bureaucracies is mostly autocratic and follows a rigid chain of command. The authority of senior bureaucrats is unquestioned. In many cases you will find it difficult to get a clear-cut decision. Often, only the person at the top has the authority to decide matters that would be the responsibility of mid-level or junior managers in Canada. The decision will not come until all the pros and cons have been considered. Low-level workers, such as servants, messenger boys, and drivers will not likely take the initiative to make decisions. Therefore your instructions to them must be comprehensive and explicit. Remember that subordinates never question or contradict their superiors at meetings. They are unlikely to make suggestions in the presence of their superiors.

Connections

Who you know is of paramount importance in helping you get things done. If you don't know the appropriate person, you must know someone who knows someone who can help. This makes it difficult for newcomers to get things done. But remember,

nothing is free. Every favour carries with it a reciprocal obligation. In the business world, a trustworthy local agent can save you a great deal of time and expense. On development projects, an experienced Pakistani administrative officer is essential.

Corruption

Corruption is widespread and an accepted part of Pakistani society. There are many reasons for corruption, not the least of which is that people must supplement their salaries to survive. It is common to pay staff extra to do work that is in their job descriptions. When required, do it discretely, using Pakistanis who understand the system to act on your behalf. Transactions for visas, licences, and similar requirements should be conducted by a Pakistani who has the appropriate contacts or who knows how much and how to pay.

That said, it is possible to carry on business in Pakistan without paying bribes, but you must accept that things will take longer without a little grease to smooth them along. It becomes even more important to develop a social network. Having friends in the right places is the most effective way of doing business.