

Public Administration

Lecture 1

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26th Common

Introduction to Public Administration

Political
institutions

Religious
institutions

Economic
institutions

Cultural
institutions

Civil society

State

THE STATE

- A body of **people** occupying a definite **territory** and politically organized under one **government** which is **supreme** over all institutions and organizations within the territory and independent of foreign control

THE STATE

- State has several objectives and functions
- Various organizational and functional structures at national, provincial and local levels
- One of these organizations is **public administration**

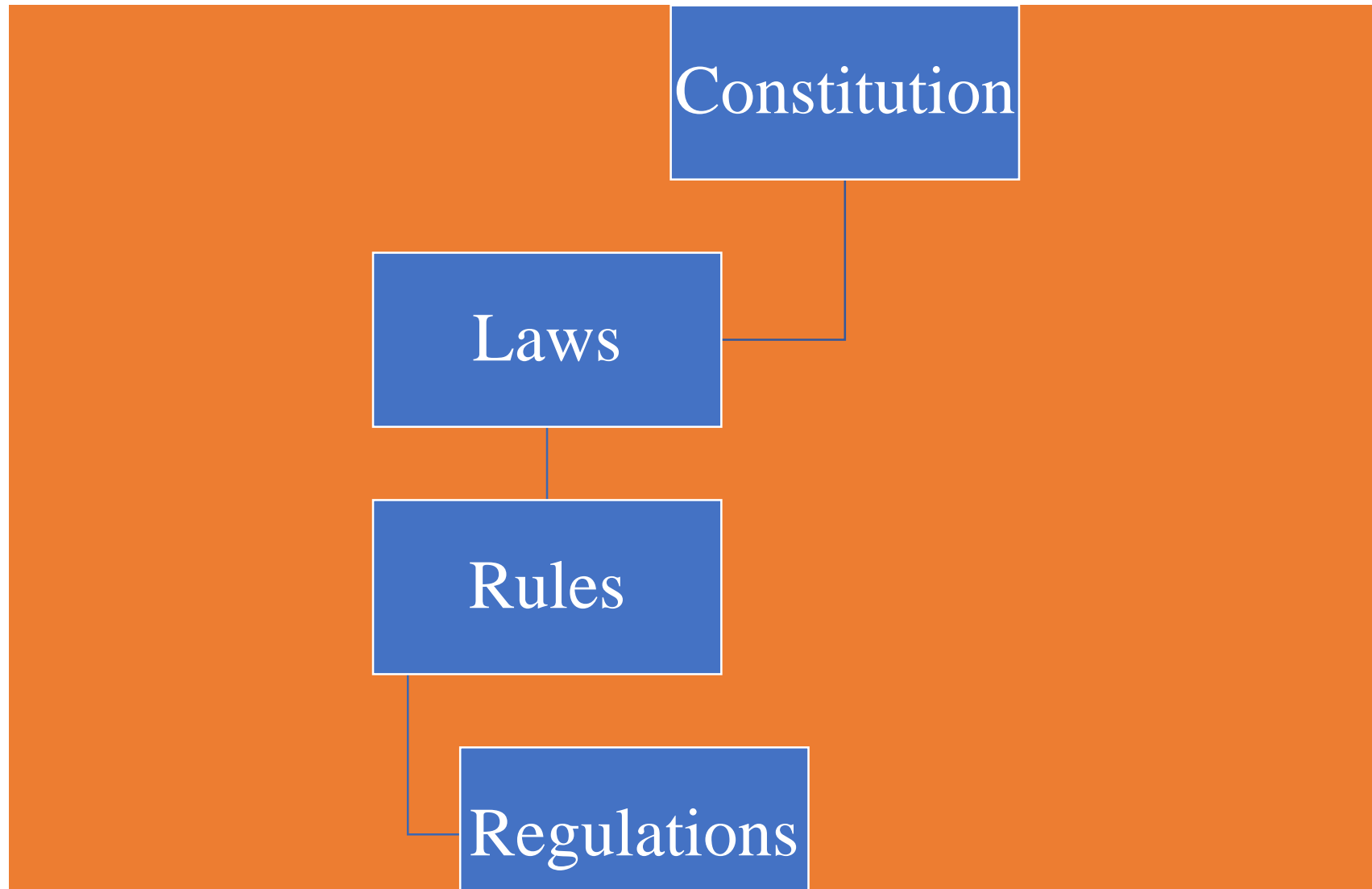
Govt Organs

Executive

Legislature

Judiciary

Hierarchy of Legal Terms



Public

- The people as different from the government
- Common: a matter of public knowledge
- Totality, whole, or generality: community
 - in public interest
- Public as opposed to the private
 - Public and private sector
 - Public and private law

Public

- All state organs that provide services to the people
 - Public ownership of means of production
 - Public property
 - Public servant

Administration

- Performance of executive duties
- overseeing an organisation's day-to-day operations, ensuring they run smoothly by implementing policies and decisions set by management

Administration & Management

- Management focuses on strategic direction
- Administration handles the practical and operational aspects
- They jointly contribute to an organisation's overall functionality and achievement

Public Administration

- The management of public or govt programs
- Works at all levels of govt
- Both at home and abroad

Public Administration: Scope

- Defense and national security
- Taxation
- Financial management
- Law & order
- Social welfare
- Environmental quality
- Infrastructure development
- Human resources management

Govt Functions

Essential

Development

Welfare

Regulatory

Approaches to PA

Managerial Approach

- Executive function of govt
- Emphasis on Efficiency

Political Approach

- Legislative function of govt
- Emphasis on constitutional safeguards

Legal Approach

- Judicial function of govt
 - Emphasis on application and enforcement of law

Approaches to PA

- Govt essentially a political machinery
- All govt functions take place within a political context
- A commitment to democratic ideals and values

Democratic ideals and values

- Inviolability of Fundamental rights
- Equality regardless of creed, ethnicity, gender, etc
- People are the real masters

Business & Public Administration

Similarities

- Four-fold role of management
 - Planning
 - Organizing
 - Leading
 - Controlling

Differences

- 1. Objectives
 - Business: profit-making
 - PA: Service delivery in public interest
- 2. Private Vs public interests

Business & Public Administration: Differences

- **3. Performance Evaluation**
- Business: sales, profits, market share easier to quantify
- PA: service delivery often difficult to quantify

Business & Public Administration: Differences

- **4. Higher Stakes**
- Govt decisions much higher stakes
- More careful decision-making

Business & Public Administration: Differences

- **5. Conflicting interests**
- Govt often needs to balance conflicting interests
 - Fiscal discipline and public welfare
 - Export and domestic prices
 - Taxes and economic vibrancy

Business & Public Administration: Differences

- **6. Decision-making process**
- Decision-making process in govt involves input from larger number of stakeholders
- Inter-ministerial/stakeholders' meetings
- Decision-centre difficult to specify

Business & Public Administration: Differences

- **7. Time**

- Decision-making in govt takes more time

- Deliberations have to be more thorough

Business & Public Administration: Differences

- **8. Scrutiny**
- Greater scrutiny of govt decisions and activities by public and press than in businesses
- Intra-govt scrutiny and checks and balances

Business & Public Administration: Differences

- **9. Visibility**

- Greater visibility of govt decisions and activities than in businesses

Characteristics of PA

- Purpose is public good
- Makes use of the public power
- The entire structure of PA governed by law
- Public institutions work under legislative control

Two Poles of PA



Efficiency

Responsiveness

Exercise

You have been appointed AC of a tehsil level city. One of the major industrial firms is moving out, taking much-needed jobs and public revenue.

That firm has been a persistent contributor to pollution. Both job creation and a clean environment are CM's priorities. Decision on keeping the firm or letting it go is to be made by local govt.

What would you do?

Basic Skills for Public Administrators

Conceptual skills

Ability to see how the organization relates to its environment

More important for senior managers

Technical skills

Proficiency in relevant methods, processes and techniques

More important for junior and mid level managers

Interpersonal skills

Capacity to work as team member or team leader
Also entails communication skills

Equally important for managers at all levels

Issues in Public Administration

- Politics and Administration
- Bureaucracy and Democracy

Dichotomy between Politics and Administration

Woodrow Wilson

- “Administration lies outside the proper sphere of politics. Administrative questions are not political questions. Although politics sets the tasks for administration, it should not be suffered to manipulate its offices.”

Dichotomy between Politics and Administration

- Separation of Policy-making and administration
 - Policy-making domain of politicians (ministers, etc)
 - Policy-execution domain of politically impartial and professional civil service

Dichotomy between Politics and Administration

- Separation of Policy-making and administration
 - Also practised in Pakistan



Dichotomy between Politics and Administration

- Rigid separation between Policy-making and administration not possible
 - Operations of govt becoming more complex and technical
 - Involvement of civil servants in policy-making process
 - Growth of delegated legislation

Accountability of Public Administrators



Executive
Accountability

Legislative
Accountability

Judicial
Accountability

Public
Accountability