

The government is seized with the objective of implementing civil service reform in order to create a structure that is more efficient and responsive. Suggest how the govt should balance its strategy b/w the effort to improve the personnel as well as the methods and organizations of its government offices (2016).

### Introduction

The government of Pakistan is trying to implement civil service reform in order to create an efficient and responsive governance structure. In the research paper 'Civil Service Reforms' the author highlights the strategies to improve the personnel as well as organizations working structure. These strategies includes:

merit-based recruitment,  
Training and capacity building,  
performance evaluation, Digitali-  
zation, and decentralization.

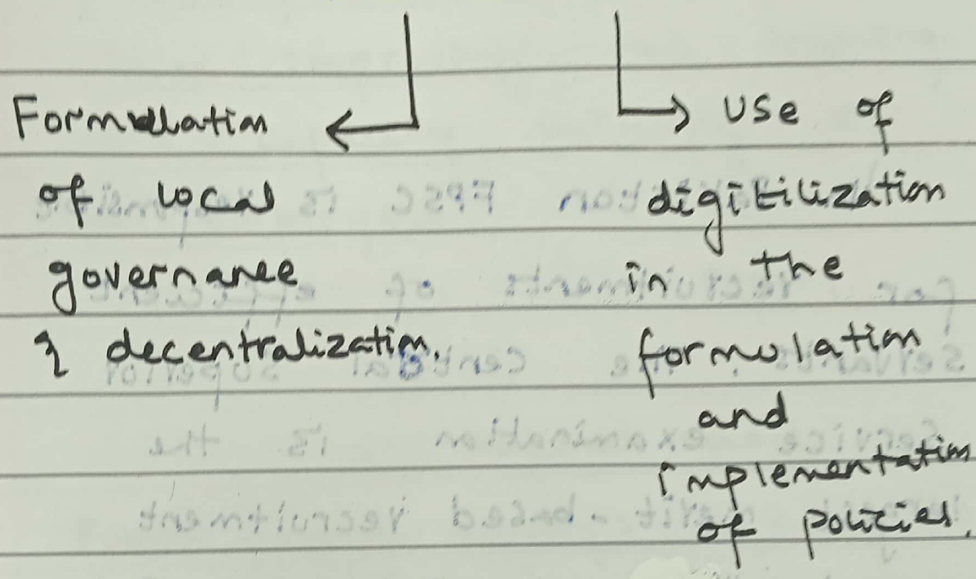
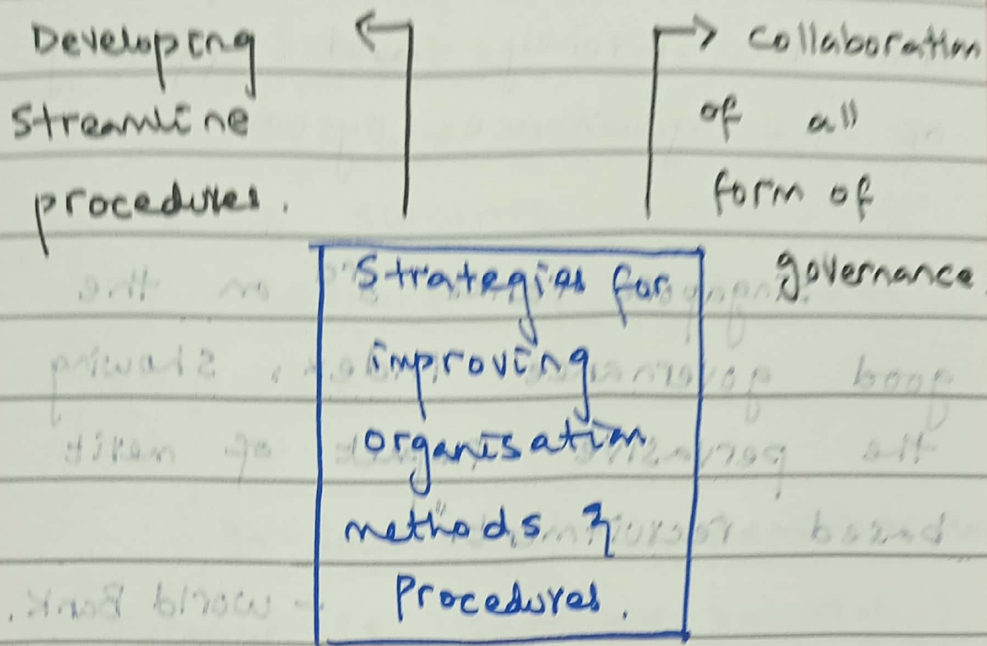
Merit-based recruitment

strategies for improving Personnel

Performance monitoring and evaluation

Training & Capacity building

code of conduct & ethical standards for public servants.



## 2. Strategies for Improving Personnel

2a. Merit based Recruitment

In order to improve the governance there should be merit based recruitment. This will improve the transparency and efficiency of the governance system.

"Singapore ranks 3rd on the good governance index, showing the pervasive impact of merit based recruitment."

- World Bank.

In Pakistan FPSC is responsible for recruitments of efficient servants. The central Superior Service examination is the largest merit-based recruitment examination of Pakistan. But still as per PLADT there is a dire need to improve the recruitment process.

2b. Training and capacity building of civil servants

Training and capacity building of civil servants is another crucial aspect of personnel improvement.

"In South Korea, the administration efficiency is improved by 17% after improving the training and capacity building of the employees." - OECD report.

In Pakistan National School of Public Policy plays a crucial role in training of civil servants. However, as per Pakistan Institute of Development Economics modern tools and technologies should be used in the training process.

## 2c. Need of Performance Monitoring and Evaluation

Thirdly, for accountability and transparency there is a need for performance monitoring and evaluation.

"Rwanda program 'Imhingo' for the evaluation and monitoring of its employees has improving the efficiency of the administration."

- Forbes report.

In Pakistan, Punjab government has developed performance Monitoring Framework with some key performance indicators to improve the efficiency and transparency of governance system. However, as per the corruption perception index

Pakistan is ranked 142 this  
accentuates that accountability  
and transparency is still  
a substantial concern.

## 2d. Ethical standards and code of conduct for civil servants working structure

In order to guide the work  
of civil servant, there must  
be ethical standards and  
code of conduct. ~~that~~ It  
will help them to  
perform their duties effectively  
and efficiently.

"In Pakistan, the Civil  
Servants Act 1973 provides  
a complete framework  
for working of civil  
servants."

### 3. Strategies for Improving the organizational Structure

#### 3a. Streamline Bureaucratic

##### Red tape

In order to improve the organization structure and to make the structure responsive, there is a need of streamlining the procedures; that are often delayed due to bureaucracy red tape.

Pakistan is ranked 108 out of 160 countries as per world bank "Ease of doing business report."

#### 3b. Formulation of local government and Decentralization

For better performance



of governance structure, there must be proper distribution of power and resources. Local governance and decentralization can play a major role in this.

As per the 18th amendment in 2010, power had been distributed among federal and provincial govt. But the often delay in elections of local government is impeding true decentralization.

3c. Use of digitization in the formulation and implementation of policies

In order to improve the governance system, technology must be inculcated in day to day governance task.

"A large percentage of government employees are involved in government role like clerks and Naib Qaid. Despite the technological advancement, manual task persist questioning the efficiency and necessity of these roles."

- Study by Journal of Public Policy and Administration

3d. Collaboration of all form of governance:

For effective implementation of reforms and policies collaboration between different forms of government is needed.

The National Action plan, is the perfect example of collaborative strategy. All forms of government collaborated in order to

combat terrorism. However, the overlapping of jurisdictions of federal and provincial government undermines its efficiency.

#### 4. Balancing the Personnel and organizational Strategies

##### 4a. Integrated Reforms

For Balancing the personnel and organizational structures, integrated reforms are required. These reforms will help in implementation of policies by bolstering both personnel and organizational efficiency.

Pakistan vision 2025 includes reforms bolstering the dilapidated

governance structure as well as the personnel structure.

#### 4b. Pilot Programs

Using pilot programs to monitor the efficiency and effectiveness of reform is an imperative approach.

PITB e-office initiatives pilot programs to check and monitor the effectiveness of e-technology.

#### 5. Conclusion

In a nutshell, the responsiveness and efficiency of governance can be improved by employing strategies in both personnel and organization structures. It includes merit based recruitment, decentralization, and collaborative governance.