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Paper: Public Administration

NOA Mock-6 2025

SECTION-B

Q.8 Short Notes

(A)

A) Introduction

After 26th Amendment in the Constitution of 1973 of the Islamic Republic of Pakistan the role of Executive, Legislature and Judiciary are changed. After this amendment Chief Justice of the apex court is the responsibility of Chief Executive to appoint him. Moreover, Parliamentary Committee recommend one among the three senior most judges to the prime minister. Furthermore, Judiciary is restrained to its limit under the judiciary.

B) Background to 26 Amendment:

Before this amendment judiciary was blamed about its judicial activism and over dominance.

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the parliament. which evident in various cases like; Mohi Tameez udin, Asma Jillani, Trial of Bhutto and the validation of Martial laws through the doctrine of necessity. Therefore, the policy makers considered to restrained judiciary through the 26 amendment.

c) What is in the 26 Amendment:

There are four important amendment taken place in the 26 amendment.

1) Annulment of Art 184(3)

In the 26 amendment the power of *Suo suo motto* action with the Supreme Court under the article 184(3) through which the SC ~~has~~ had the authority to secure the fundamental human rights and constitution.

This power has taken by the 26 amendment. Now the judiciary cannot take judicial review by itself.

2) The appointment of Chief Justice:

According to 26 amendment

The appointment of CJ should be among ^{three} from the top senior most judges of SC. Parliamentary Committee will select one among three senior most judges and send it to PM. Who will select one and send it to the president for approval.

3) Retirement Age:

Through the 26 amendment the retirement age of the CJ is ~~is~~ increased from 63 to 65.

D) How 26 Ament Changes the Role of Executive, Legislature and Judiciary:

1) Changed role of Executive:

26 amendment changes the role of executive in two ways. which are given below.

a) Appointment of CJ:

Before 26 amendment CJ was

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by the judicial Commission of Supreme Court. After this amendment the appointment comes into the hands of PM. As a result the Executives become empowered and its role is changed.

b) The dominance of Executive

After 26 amendment, the executive empowered and dominated over the judiciary. As the appointment by the parliament and PM shows this dominance over the judiciary and restrained judiciary to its constitutional jurisdiction. As a result the role of executive changes from equality to dominance over the judiciary.

2) Changed role of Legislature:

After 26 amendment the role of legislature changed. Under this amendment the legislature is empowered in the appointing of CJ. A Parliamentary Committee is formed in which 8 members from NA and 4 members from Senate. who suggests one name to PM from top three seniors most

judges. judges. who sends, it to President for approval. Before, this amendment legislature could not take part in the appointment of CJ as a result, its role changed.

3) The Changes role of Judiciary

Before, this amendment judicial Commissions appoint the Senior most judge as the CJ of SC. After this amendment the Senior most judge cannot be or could be by passed with another Senior judge among the three could be the CJ of apex court. Moreover, the power of Judicial Review under the article 184(3) has been taken away from SC. Therefore, its role is changed.

E) Conclusion

After the 26 amendment the role of executive, legislature and judiciary changed. In the appointment of CJ of apex court both executive and legislature play a vital role. Before, this amendment they did not.

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Similarly, in judiciary one of the three senior most judges could be the CJ of apex court. And the power of judicial Review is taken away from the judiciary. Contrary to it, there are various ~~benches~~ benches on the amendment by the various judicial experts who says that, the judicial independence is compromised. The system of check and balanced are shattered.

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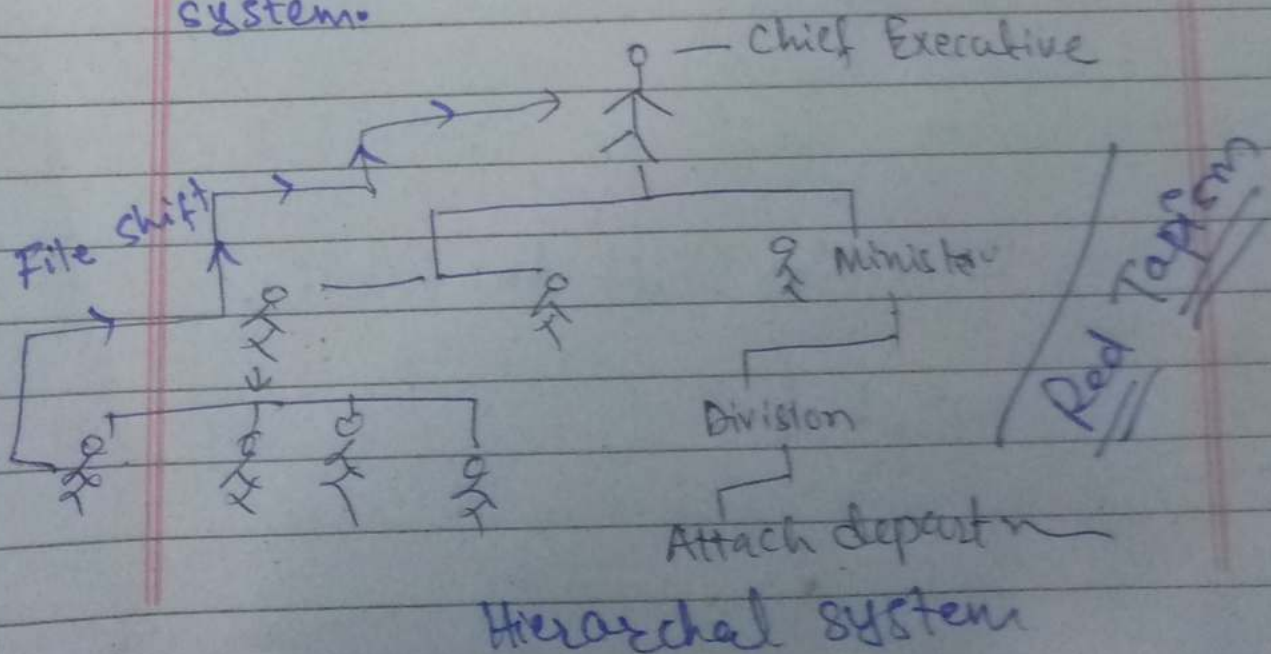
(B)

A) Introduction

New Public Management (NPM) is a response to the Weber traditional bureaucracy. According to the NPM that the bureaucracy should be decentralized and deregulated to avoid red tapism. Moreover, the goal of bureaucracy should be shifted from rules regulation to the human service oriented.

B) The emergence of NPM:

The NPM emerged against the Weber bureaucracy. Who emphasized on rules regulations, which caused red tapism in the bureaucracy. Moreover, he centralized the power in one authoritative. Due to this centralization there was a hierarchical system.



c) Some of the Prominent Features of NPM :

1) Deregularization:

According to NPM, the bureaucracy should be deregularized. The rules, regulations and formality should be diminished. So, a public administrator performs his duties without taking a formal permission to follow rules, regulations to assist an emergency occurring in the public.

2) Decentralization of Power:

NPM also postulated that, the bureaucracy should be decentralized. The power should be transferred into the grass roots. So, they could take decisions independently. Due to the decentralization of power the hierarchical chain would be reduced and as a result the red tapism would be eradicated.

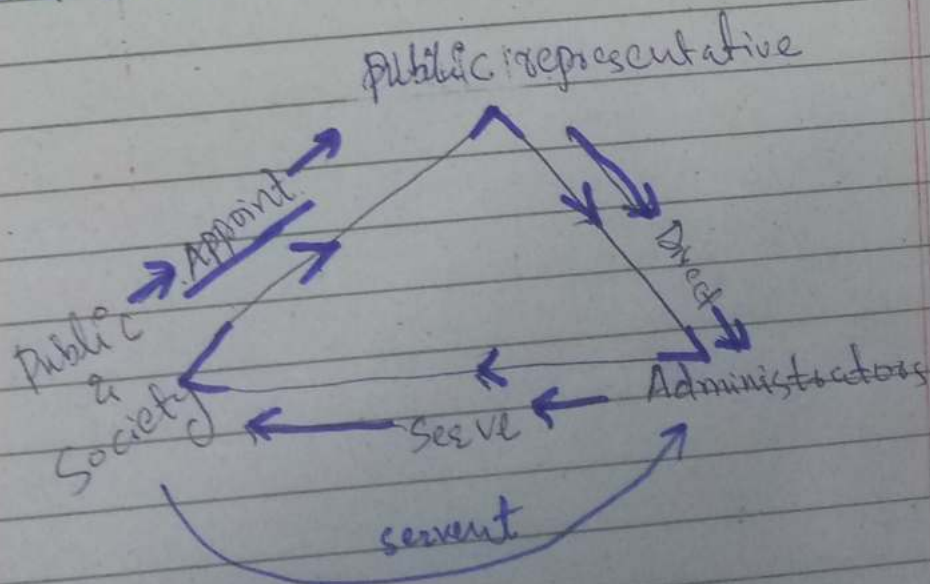
3) Priorities Shift to Public oriented

In the Weber bureaucratic model

the public administrators were behind to fulfill the roles regulation. So, if a citizens needs an emergency service, the administrators could not assist. Because, they were on the view that what the file says. Contrary to it, in the new public management priorities shifted from files into public problems solutions. The sole purpose of administrations ~~is~~ is come into to serve the citizens.

4) To be public servant rather than master:

According to NPM, a bureaucrate should be the servant of public rather than their master. He/she should provide his services when they needed. He/she should not issue commands, instruction and directions to keep suppress the people.



5) Functional Specialization

According to NPM that an administrator should be functional specialized. He should be recruited on the basis of his special technical education, skills and experiences. Then he should not be distracted from his main function into the other. As a result, the efficiency, capabilities and productivity will be increased of the bureaucracy.

D) Conclusion

NPM was a response to the traditional bureaucratic theory of Max Weber. This theory empowered the public servants to shift their principles into: decentralization, deregularization, functional specialization and to be a proper and obedient servants rather than masters of the public.

Q.4

A) Introduction

Bureaucracy is the organized group of people who implement the public policies. They work under proper rules regulation in a hierarchy for the well being of the people. Moreover, it needs proper training, incentives, staffing, financial budget, reporting, monitoring and evaluations. There are various problems faced by bureaucracy which needs pertinent measures to improve its performance.

B) Bureaucracy:

Bureaucracy is an organized group of people who works under the rules regulation through a strict hierarchical system. The sole purpose of the existence of bureaucracy is to serve the people.

Prominent

C) The ↑ Needs of Bureaucracy:

There are certain needs of bureaucracy. Some of the important needs are given below:

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1) Organization

The most and foremost needs of bureaucracy is the organization. Bureaucrats perform their activities in a particular organization, which serves the public in one way or another. For example, finance, education and health department of Pakistan.

2) Staff

In bureaucracy, after organization, staff is the foremost needs of an efficient bureaucracy. Staff is further divided according to their function specialization.

3) Financial Budget

Financial budget is also the needs of bureaucracy. Without finances, the bureaucrats are unable to implement the public policies. Because policy implementation requires budget for material purchase and executions.

4) Coordination

In bureaucracy, coordination

is another need. According to this need coordination is mandatory within and outside from the organization for the execution of public policies.

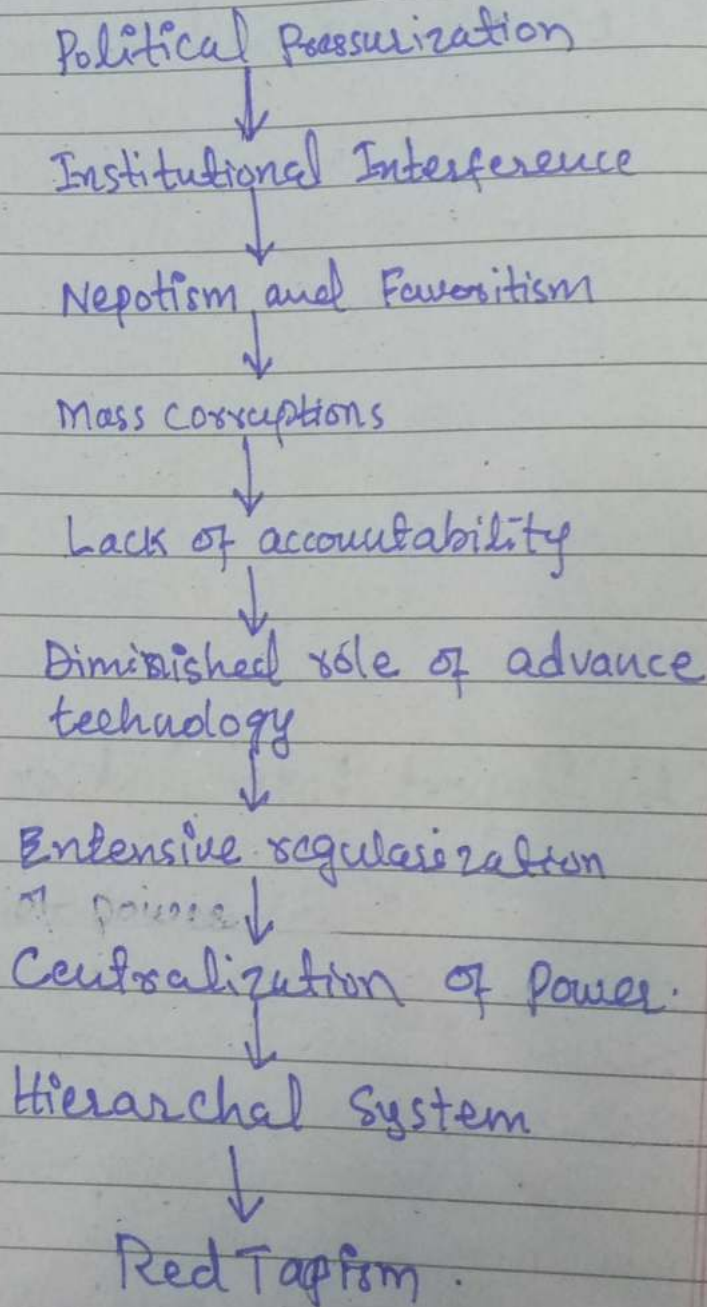
5) Monitoring and Evaluation

Implementing public policies a ~~thoro~~ thorough and regular monitoring and evaluation is the need of the hour in it. When, it is happening the execution of policy take place in a better way with minimum expenses and a correct, valid and efficient implementation of policies.

6) Report Formulation

Report formulation is the other need of bureaucracy. When the project is inspected, monitor and evaluated than a proper, honest and sincere report formulation is also a mandatory needs to send the progress into higher authorities in the country.

D) Prevalent Conditions of Bureaucracy in Pakistan:



E) Some of the fruitful suggestions to strengthen the bureaucracy of Pakistan:

There are some prominent suggestions to polish and strengthen bureaucracy in Pakistan. Which are given below.

1) Attenuate political interference and pressurization:

Pakistan bureaucracy is overly dominated by the political elites. Which are used to gain their personal interests or to target the political opponents. Moreover, if a bureaucrat refused to follow the illegitimate orders he is dismissed or transfer to the rural areas. Therefore, most of the bureaucrats cannot handle properly the political pressurization and the efficiency and performance is badly influence. Therefore, it is suggested

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for an effective bureaucracy to diminish the role of politicians.

2) Bring Modern and Technological Advancement:

In the 21st century every sector of life developed and traditional ways of doing work are replaced by modern technologies. Similarly, the bureaucracy of Pakistan delivering their services to public through traditional and physical ways which are time consuming energy and resources consuming. Therefore, in the bureaucracy of Pakistan, it is necessary to induct modern technology to make the things online by shifting to e-services and e-governance.

3) Limit the Bureaucrats to their Constitution Jurisdiction:

Constitution of 1973,

has clearly defined the jurisdiction of every institution. Articles 175 to 184, deals with the judiciary and from ~~article~~ article 243 to 245 deals with the military. The bureaucrats of these institutions interfere in other institutions jurisdiction in one way or another so, there is a strong body to protect and limit the institutions to their constitution responsibilities.

4) Improve the System of Accountability and Transparency:

Moreover, if Pakistan wants to ameliorate the performance of bureaucracy; so the policy maker, should ensure strict accountability and transparency. The bureaucrats should be held accountable to legislature, executive, judiciary and public. Moreover, its internal accountability should be made strong to ensure attendance, properly use state resources and to avoid nepotism and favoritism.

5) Decentralized and deregulated

In the bureaucracy of Pakistan the power is centralized in the few hands at the top of institution. While solving a problem from the bottom takes time to while in sending to the top. which causes red tapism. Moreover, the bureaucracy of the country is too much formal and no-flexible. So, the roles should be reduced to make it more public centric rather than roles regulations.

F) Conclusion

Bureaucracy is the organized group of people who provides services to the people. It needs: training, staff, finances and reporting, monitoring and evaluation. The bureaucracy of the country faces various problems in one way or another. which can be solved through accountability, depoliticization, induction of modern technology and strict limitations to the constitutional jurisprudence.

Q. NO: 3

A) Introduction

When the administration was unable to gain maximum production from the workers, Elton Mayo got interested to know the reason behind. He conducted an experiment in which he determined the reasons behind low productivity. Moreover, he given some suggestions to gain maximum production and make the bureaucracy more efficient and functional. Moreover, the ~~bureaucracy~~ the governance system can be ameliorate in Pakistan, if the technique of scientific management are applied in true sense.

B) Background to the Scientific Management School of Thought

Max Weber presented his theory of bureaucracy. which was failed to gain maximum productivity from the workers. As a result Elton Mayo, who was promoted to manager from a worker; wanted to know the

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the reasons behind low productivity.

1) The theory of Scientific Management School of Thought

2) Reasons behind low productivity:

a) Soldering or Skiving:

The workers cannot generate more productivity because of;

- No incentives are provided on extra work.
- Not recognized.
- If more work with increase productivity the extra labour will be removed.

b) Managers vs workers hostile relations

The second reason behind low productivity is the hostile

relations between workers and managers. As a result, low productions taken place.

c) The lack of scientific mechanism

Moreover, Elton Mayo said that low productivity is also due to the lack of scientific mechanism in working. A proper person should be selected as per his ability, aptitude and experience for the desired work. If, a person is expert in packing and he is given the responsibilities of administration so, the low productivity will be the result.

d) Time and Motion Studies

There should be a time and motion studies. If a person is working and he is supposed to go to some area for picking the raw products into the factory. So, all of his motions should be considered. ~~which~~ This motions consume time and as a result low productivity taken place.

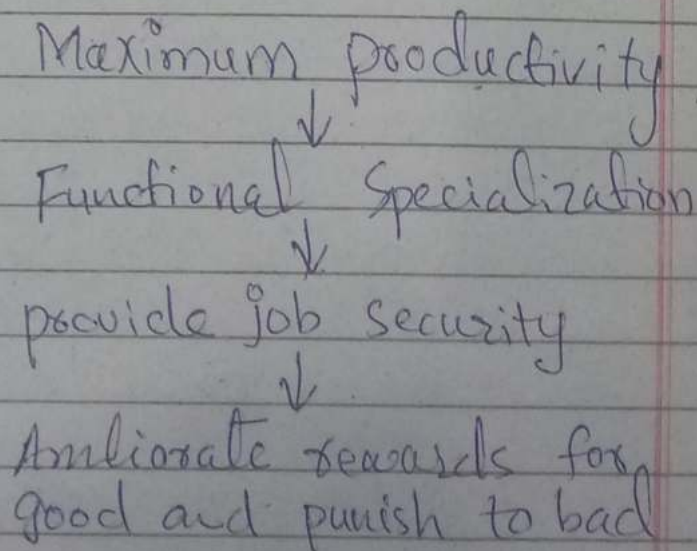
e) Special cases

Moreover, there are certain weak, younger or older people in work who are unable to work in a fast way. As a result, low productivity happens.

f) Decisions are made in hunch.

Most of the decisions are made in a quick way. Without taken care of facts, figures analysis and causes, impacts and solutions. That sort of decisions causes low productivity.

D) How to Gain maximum productivity:



improves workers and
manages relation ship.



Recognized the workers



participate them in decisions
making.



Increased productivity.

2) How to make use Scientific
Management to Improve
the Governance system in
Pakistan:

Scientific management
school can be use to make further
good the governance system of
Pakistan in the following ways.

i) Provide jobs Security and
incentives:

Governance system in Pakistan can be

improved, if job security and financial incentives are provided to the employees. Most of the public servants are unable to limit their actions as per the constitutional jurisdictions against the mafia. Because, they have influence in the executive places and the public servants afraid to take actions strictly against these mafia. Moreover, officers should be given incentives for their extraordinary activities to motivate them ~~in such~~ to catch such illegitimate activities. As a result the governance system should be improved in Pakistan.

ii) Recognize the workers' ^{Speciality in} decisions

Making:

To improve the governance system in Pakistan, those should be participated in decision making who are specialized in their domains. If decisions are made in an area, so the speciality should be invited to participate, provide some fruitful suggestions. For example in Pakistan

if, decisions are made in the economy. so, the finance minister should invite the economists to input their suggestions. as a result the economic growth will happen.

iii) Decisions should not be made in haste:

To improve the governance system of Pakistan, it is suggested that the decisions should not be taken in quick. A proper collection of facts, figures and the causes, impacts and solutions should be considered. For example; to overcome the energy crisis and make WAPDA institutions efficient. so, all of the data should be collected and the experts opinions should be considered to update line system and strong checks and balance should be kept internally and externally.

iv) Considering scientific management

To improve the governance system in Pakistan. due care should be taken about scientific management. on the

selection of an employee his qualification, expertise, education and mental aptitude should be checked. Such like people enter in the governance, who will improve the governance system of the country.

V) Advanced Technologies should be installed.

To improve the governance system of Pakistan advanced technologies should be installed. Government should installed CCTV cameras for security. Services should be shifted to e-services and e-governance. This will improve check and balance system and will facilitate the public to complain or give some suggestions.

E) Conclusion

The sole purpose of the scientific management school of thought was to improve the productivity. Elton Mayo had determined the causes of low productivity. Similarly, to overcome these causes the governance system of Pakistan should be improved. Like, decision should not be make

in haste, ~~workers~~ administrators should be recognized and to participate them in decisions making. Accountability and transparency can improve the governance system of Pakistan.

Q.5

A) Introduction

Woodrow Wilson in his essay "Administration and political dichotomy" claimed that these both are separate branches. One is concerned with policy formulation and the other is policy implementation. Moreover, the roles and functions of administrators and politicians are different from one another. Moreover, both of them can be reconcile; if both of them known properly, their constitutional jurisdictions.

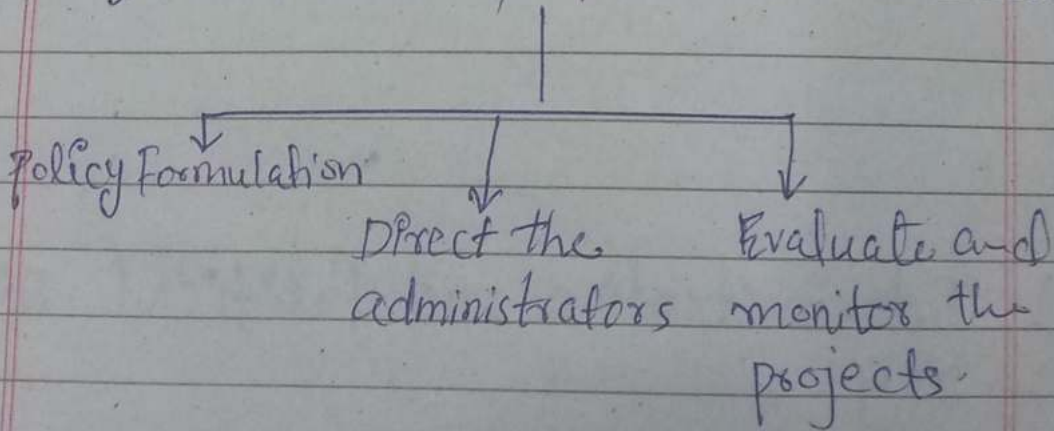
B) Administration and Political Dichotomy:

Administration and political dichotomy is refer to that both

administration and politics are separate branches. The role of politicians is to formulate the policies and then to hold responsible the administrators for its proper implementations. In a nutshell, politicians form policies and administrators implement it. One cannot interfere in the jurisdiction of another.

c) The difference between the roles and functions of political and administration leadership:

i) The role of political leadership



The

The role of political leadership in administration is given below.

i) Policy Formulation.

The role of political leadership is that to form the public policies. It be made in the areas, when it needs as per the demands of the people in his constituency.

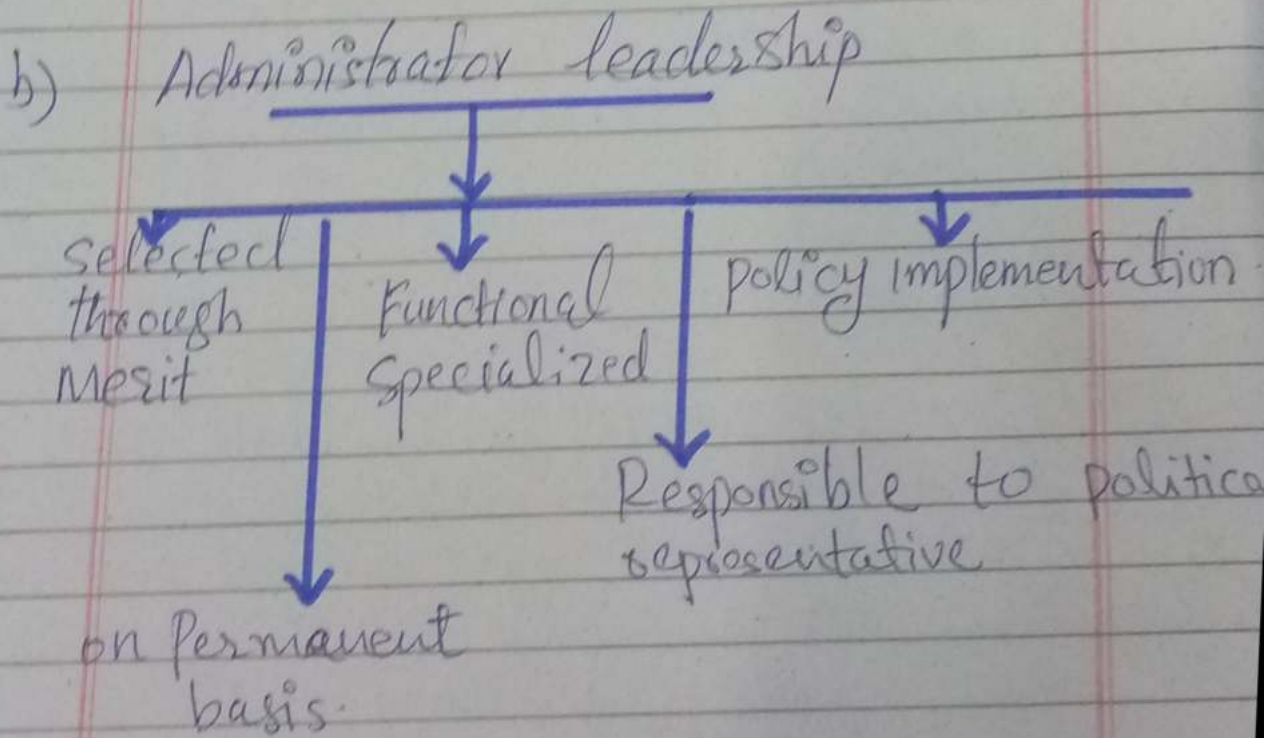
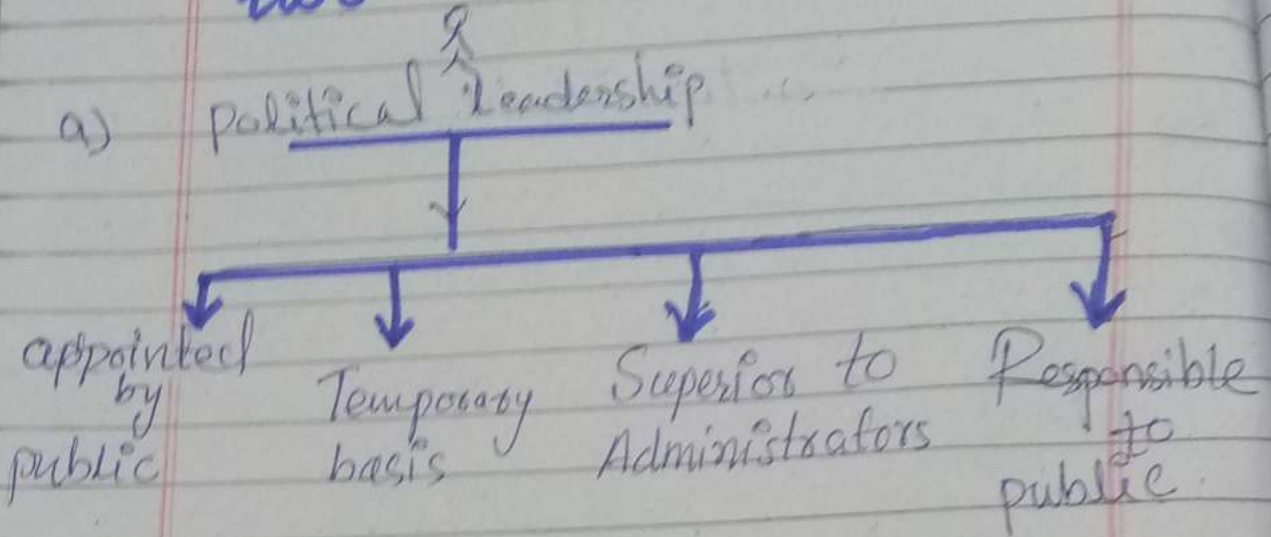
ii) Direct the administrators.

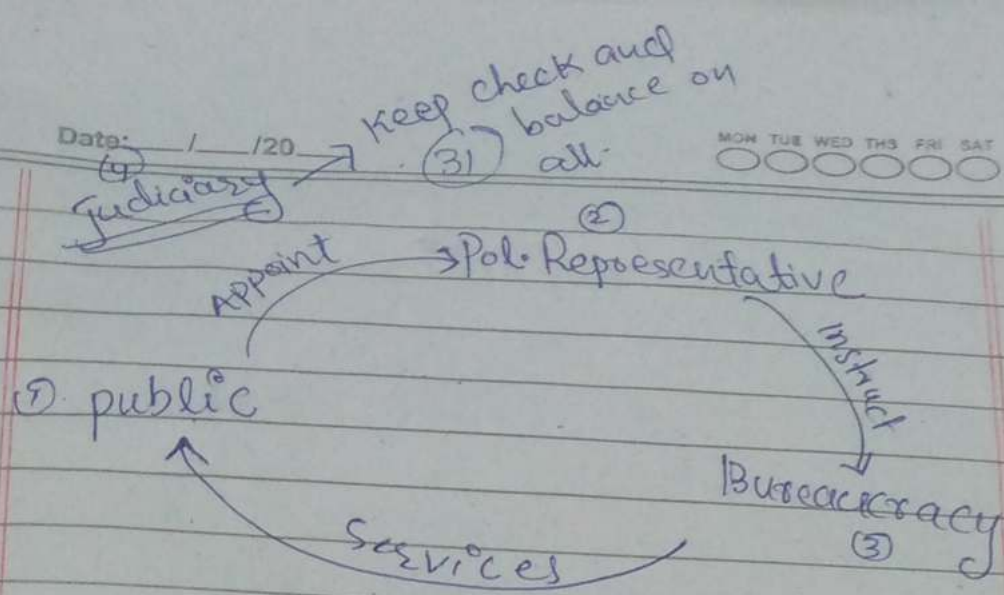
Moreover, the role of political leadership is to direct the administrators to properly implement his policies.

iii) Evaluation and monitoring

A political leader evaluate and monitor the projects being in implementation by the administrators. If there is any issue that is corrected or the project going well than he is appreciated.

2) The difference between the two





Political and administration Model.

1) How to Reconcile the Conflict between the two:

The conflict between the two can be reconcile through the following ways.

- 1) Avoidance to interfere in one another jurisdiction

The conflict between the two can be reconcile, if both of them known their constitutional boundaries. Political leaders should not pressures the administrators to use them to promote their own political agendas.

2) Improve relationship by respecting each other:

The reconciliation between the two can be through respecting one another. This can be through a better communication skills and well training. As a result, misunderstanding between the two should be eradicated and mutual understanding will be developed.

3) Recognize and participate the administrators in decision making:

They both can be reconcile, if the administrators are given opportunities while in decisions making. Politicians are inexperienced and the administrators are expert and specialized. So, the input of them in the decision making should be given, to address their strength and weakness to avoid inconvenience in the during the implementation.

4) Provide resources and staff:

Both of them can be reconcile

If, the policy makers provide them proper resources and staff. Every policy needs resources and staff for implementations.

If, there are the lack of the two, so an inconvenience will take place between the two.

4) Incentivise the administrators:

There should proper incentives while in doing better implementation. Moreover, there should be a well furnish salaries to avoid corruption and other illegal activities to refute the hypertension of policy makers. By securing them financially will reconcile both of them.

6) Assist the politicians in policy formulations.

one of the better ways to reconcile both of them is assisting politicians during policy formulation. Bureaucrats are expert and specialized in their respective domains. so, they should assist politicians to avoid conflict points during formulation.

E) Conclusion:

It can be conclude

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Politics and administration are two different branches of executives. One is responsible for policy formulation and the other is for implementation. Moreover, they both are different; politicians are appointed by people through vote, temporary, less expert and play a vital role in the policy formulation and vice versa. Furthermore, they both can be reconciled through mutual respect, cooperation in decisions making and non interference in one another jurisdiction.

The end.