

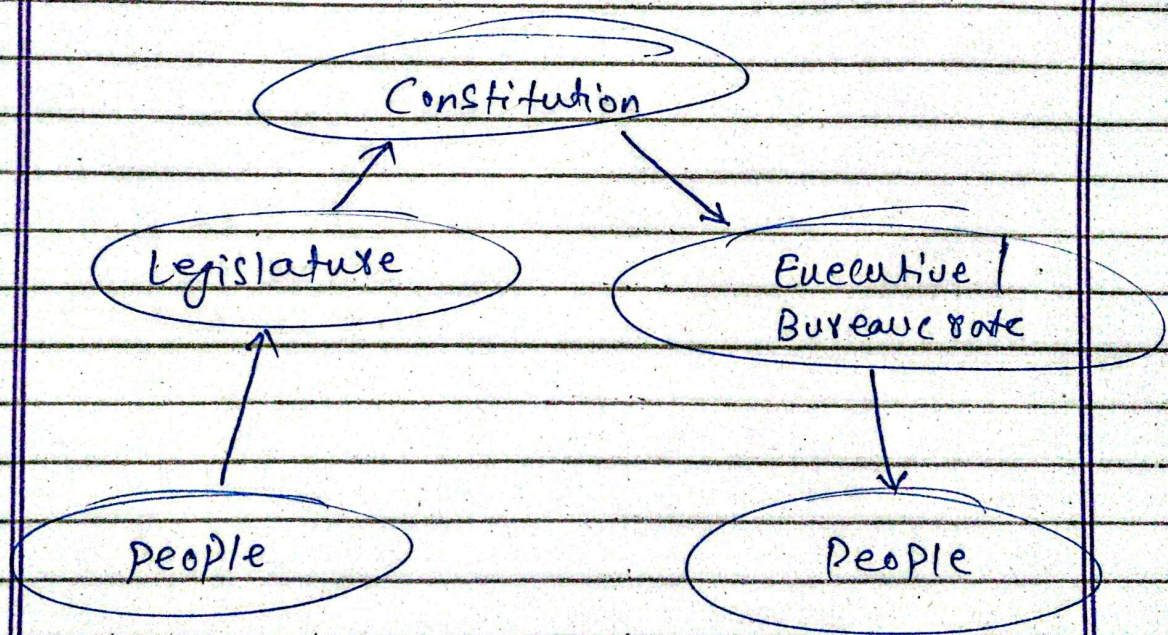
CGS 2023 - Past Paper Question

Write a note on reforms and restructuring required in the civil bureaucracy of Pakistan?

Introduction :

Reforming the Civil Services of Pakistan is long standing debate. Since the inception of Pakistan, several attempts have been made to improve the effectiveness, transparency in order to bring good governance. In early years of Pakistan, early administrative reforms had been adopted; in 1973 Centralization of Civil Services step was taken under equal grades initiative. In 2001, local governance ordinance was initiated that was later replaced by National Commission for governance reforms. From 2010 onwards several fragmented efforts has been taken by the government of Pakistan, but not the effective outcomes has acquired. Pakistan is currently stagnated in terms of good governance, efficiency in administrative matters, and institutional transparency. IMF latest report is again highlighted the corruption' menace of our institutions, reports says that about Rs 5.6 trillion has been recovered in early 2 years. Executive's plays

Key role to run the Country's administrative matters like rule of law, institutional effectiveness, education, healthcare, agriculture, industrialization, and finally national economic and social growth. There is a model in democratic system that people choose legislative members those make laws and to implement and ~~execute~~ execute these laws, bureaucracy is required.



* Structural model of democratic system to ensure good governance, transparency and effectiveness

Why Reforms are Needed :

Current bureaucratic model of Pakistan was adopted by Colonial model of governance. After the independence of Pakistan, Colonial legacy has been followed in our governance model. No doubt, that was the need of that time when in early years of independence, Pakistan had been facing multiple challenges. The real problem lies that the colonial model is not replaced by the updated model that suits Pakistan's demographic needs, institutional needs, and democratic needs. That Bureaucratic system was introduced to rule in the subcontinent, not to serve it. However, democratic system demands to serve the people, not to rule them. Secondly, in modern days, institutions and functioning the government demands specialist not generalist. There are 12 groups in Pakistan's civil services, each one of them demands efficiency through specialist of every domain. Contrastly, current recruitment model is hiring generalist with same curriculum and exam structure. Thirdly, training mechanism and procedure is very generic not does not produce effective results. Many others like

E-governance, Performance based mechanism, and local government authority are also need of the current demand of the ecosystem.

Model of Bureaucracy and governance in the world :

In developed countries and countries that have exemplary governance like Singapore, Malaysia, United Kingdom, United States, Canada, and India neighbour country ; there are some common governance model that should be adopted in Pakistan. They have performance-based governance mechanism ; Digitalization and E-governance; local government based civil services; people centric governance; and capacity building of civil servants through continuous learning procedure. This model presents a envisioned roadmap for Pakistan in order to improve its civil services. Despite several efforts, political interventions, absence of clear vision, bureaucratic pushback, and maintaining status-quo have halted the transition towards good governance and productive outcome.

Mandatory reforms and Restructuring
Required in existing model of
Civil Services :

Civil Services are Complete
hierarchical model, unless changes has
been made from lower to upper
level, effective outcome cannot be achieved.
Research suggests these changes in the system.

1. Changes in Recruitment Model

Recruitment is the first
stage that decides the future of
Civil Services. There are almost
twelve major groups in current system,
and their recruitment model ~~model~~
curriculum is same. Modern world
demands specialist in every domain
to compete with rest of the world.

(i) Cluster based Exam pattern: The
current exam pattern is very generic
in which every aspirant have to
clear the same exams no matter one
is going to serve in public administration
group or audit and accounts group.
There should be subject specific
and group based specific exams
pattern are required. The candidate
have to choose its desired group
before exam and exam should be

Categorized according to the service group. This would also reduced the current overburdened syllabus. Any candidate that choose any group, ~~they~~ it should only have to pass the specific subject that checks his/her command and speciality in its subject. Group specific pre-requisite education background would also help to Choose the best Candidate for the ~~best~~ desired service.

(ii) Recruitment cycle duration ~~has~~ has to reduced: Current recruitment process, from application submission to allocation, takes almost two years. A graduated candidate, who is struggling for his future, ~~has~~ has to wait for almost two years untill his allocation. After a long wait, there is still no guarantee that he would be allocated or not. In case of rejection, there is need to restart the process or look for any other job. This long-lasting time can be reduced by digitization and upgradation of existing model.

By implementing these strategies of cluster based system, pre-requisite education criteria, domain specific exams syllabus, and by reducing the exam recruitment cycle; key achievements could be taken to reform the governance.

2. Advance Training Mechanism to improve Efficiency and Capacity building:

Training is the first schooling of any bureaucrat where he learns about his/her future roles and responsibilities. Effective training enhance the personality, Capability, and Capacity of a trainee. Pakistan Armed Forces are known for its discipline and Professionalism in the world, it is only because of their early training procedure. Civil services should also adopt the following policies;

(i) Updated teaching curriculum based on each group future requirements. Every ~~Subject~~ Service group demands distinguished skills and abilities, so there should be specific syllabus, and physical training as well. The existing model of Civil service academy is Comprehensive but more expertise and efficiency are required.

(ii) Foreign Scholarships and Collaborations to enhance learning process. In Pakistan Military Academy, cadets go to foreign academies and academia to enhance their skills and vision. Civil Service should also strengthen its Collaborations with other services of different Countries.

3. Performance Based Promotion by Strengthening the Evaluation mechanisms

Bureaucracy need to adopt multi-tier evaluation mechanism to oversee the performance of officers and their promotion should be based on their performance. The current system is very limited in this factor, where promotion is decided upon service tenure not upon the performance. This evaluation and promotion must be transparent and away from political intervention. Multi-tier evaluation hierarchical model could give the desired result.

4. Institutional Reforms and E-governance

James A. Robinson wrote in his book "Why Nations Fail" that institutions decides the future of the nation; whether these are extractive or inclusive institutions. Political and economic institutions decides the real path towards good governance. There is reforms mandatory within the institutions to strengthen transparency, efficiency, and timely result outcome; to minimize the corruption and personal privileges.

By promoting E-governance and timely result outcome, this aim can be

Federal Constitutional Courts, legislative has parliament as a supreme authority. A supreme National Executive Commission should be established that ensure the transparency, accountability, effectiveness the whole civil services model.

This Committee can govern by senior bureaucrats, top diplomats, and experienced technocrats from the country.

7. Conclusion

Although Pakistan has been facing serious and concerning crisis in terms of governance, but vision and leadership goals of current government brings hope for better governance. A policy making committee has been established under the leadership of Mr. Athar Iqbal. After evaluation and research, top diplomats and analysts says that if these policies can be implemented, the future of the country would be prosperous. Capable team of civil servants, strengthened institutions, and effective policies could be the foundation of tomorrow's Pakistan.