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{ Good governance and the role of public servant }

Outline

1) Introduction

2) Positive role of public servant

- a) Promotes accountability by being answerable to public
- b) Strengthens institutes by policy continuity
- c) Reduce fiscal management through efficient use of resources
- d) Enhance public participation by ensuring citizen feedback
- e) Enhances transparency and rule of law by not indulging in below the table affairs
- f) Resists political pressure by working on basis of merit
- g) Enhances administration by reducing red tape hurdles
- h) Contributes to progressive community works
- i) Strengthening merit and fairness in society
- j) Upholds moral values by strict discipline

3) Negative role of public servant

a) Favours personal interest over national interest

b) Promotes nepotism and corruption by indulging in unfair means

c) Wastes national resources

d) Easily influenced by political pressure

e) Avoids accountability by neglecting rule of law

f) Hinders public participation in governmental affairs

g) Misuses powers by delay tactics

h) Suppresses individual rights

4) Conclusion

{ Good governance and the role of public servant }

Every year thousands of students appear in civil services exam in order to become a public servant and play a part in governance of the country. Good governance is indebted to the role of public servant. He can either play a positive or negative role in the governance of the country. Pertaining to the positive role, a public servant can promote accountability in the society. He can strengthen institutes by taking measures such as policy continuity, making efficient use of resources, and ensuring maximum citizen participation in the governance. His personal moral standards are up to the mark. He prefers transparency and rule of law. He shows strength of character and strongly resists political pressure of any nature. He enhances administration by reducing red tape hurdles and focuses on upgrading health care and educational systems.

He contributes progressively to community works and strengthen merit and fairness in the society. He can also promote good governance by ensuring ethical leadership. The quality of governance can deteriorate if a public servant plays a negative role. Good governance can be undermined if a public servant favours personal interest over national interest, promotes nepotism and corruption, and is easily influenced by political pressure. He avoids accountability by neglecting rule of law and hinders public participation in governmental affairs. He misuses his powers by delay tactics and suppress individual rights. Good governance actually relies on people in power and the role they play in it.

Accountability is the most important aspect of good governance. A public servant can play a positive role in governance by promoting accountability. According to a report of public commission internal review less than 20%.

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developmental projects undergo third party monitoring in Pakistan, resulting in lack of accountability.

A public servant can promote accountability by ^{being} answerable to public, by penning down governmental procedures and his role in public reports and by promoting merit in society. Public servants themselves should be accountable. They should resemble an open book in matters of governance. A good public servant promotes accountability on personal as well as institutional level.

Good governance depends upon the role of institutions. These institutions are run by public servants. A public servant can strengthen institutions by policy continuity. Policy continuity is imperative for attracting long and short term investments. In the words of Dr. Ishrat Hussain "Investors value predictability and rule based governance". Policy continuity is the only way to ensure predictability in governance.

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Policy continuity can only be achieved by efficient and long term reforms.

The quality of governance is measured by efficient use of resources and finances. A good public servant reduces fiscal deficit and mismanagement by efficient use of resources. According to world bank, governance reforms introduced by punjab water act 2019 resulted in 20% reduction of ground-water over extraction after its implementation. A good public servant utilized minimum resources for large gains. According to Dr Ishrat Hussain "Good governance lowers wasteful spending and improve fiscal discipline". Improvement in fiscal discipline depends upon the role played by public servant.

A good public servant also promotes public participation by ensuring citizen feedback. According to Pakistan labor force survey female participation enhanced from 20% in 2015 to 23.6% in 2022

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due to governance reforms related to work space safety, maternity benefits, and harassment protection law. A good public servant also promotes the participation of minorities. According to Dr Ishrat Hussain "Inclusive governance ensures that minorities are not left behind". By ensuring citizen feedback, the quality of governance can be enhanced.

Transparency and rule of law play an important role in good governance. A public servant can play an important role by following due process of law and does not indulge in below the table affairs. According to world bank report "Pakistan public sector performance review 2022" Good governance enhances transparency, which in turn increases credibility and accountability of public institutions. Corruption risks also decline due to transparency and rule of law. Important measures such as digitalization and internal accountability promotes transparency and rule of law.

Excessive political interference can lower the quality of governance. The government effectiveness score of Pakistan is -0.58. A good public servant promotes good governance by resisting political pressure. Addressing the public servant in Peshawar Quaid-e-Azam said "You should never be influenced by any political pressure, by any political party or by any individual politician. The services are the backbone of state. Governments come and go but you stay on. Excessive political interference can damage the structure of institutions. It results in corruption and nepotism.

Good governance depends on the quality of administration. Various red tapes in administration lowers the quality of governance. Pakistan increased 28 places from 136 to 108 on World Bank ease of doing business index by implementing meaningful reforms which reduced red tape hurdles. A good public servant also enhance administration by reducing red tape hurdles thus bringing ease

in the life of citizens.

A good public servant can enhance governance by taking part in numerous community works. He can also enhance public participation which is vital for good governance. He also supports civil society organizations in their task. According to Dr Osama Siddique "Civil society organizations act as eyes and ears of citizens, holding public officials accountable." A good public servant^{can} also head numerous charitable organizations and can also improve service delivery outcomes.

In addition to that, public servant plays an important role in strengthening merit and fairness in society. If you destroy culture of merit from society, you have destroyed everything. A good public servant does not indulge in corruption and nepotism. His decisions are based on merit. He does not yield to political pressure. Merit based ~~regr~~ recruitment promotes good governance and fairness in society.

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Along with that, a public servant who upholds strict moral values can also contribute to good governance. A good public servant is God-fearing individual. Qualities like hardwork, honesty, and integrity are inculcated in his consciousness. He does not take any measure which would lead to bring bad name to his country or nation. He himself has a strong character. He is not easily swayed by pressure or political gains.

On the contrary, a public servant can undermine the quality of governance by playing a negative role. A public servant can favour personal interest over national interest. Under such a condition he can damage the country. It would result in weak institutional frameworks which would eventually undermine the rule of law. Favouring personal interest have also given rise to dynastic politics. More than 50% of legislators in Pakistan's assembly are from dynastic

Families.

In addition to that, the negative roles of public servants can promote nepotism and corruption in the society. It also undermines the merit. Below the table agreement, not only portrays a negative image of public servants, but also damages the governance of the country. Quid-e-Azam specifically warned about the evils of corruption and nepotism. He advised the nation to nip the bad evil in the bud.

Furthermore, a public servant can play a negative role in the governance of country by wasting its resources. It could also lead to inequitable distribution of resources. According to Dr Adnan Rafique "Unequal distribution of resources both natural and financial has been a major burden factor in regional disparities. A poor public servant can also use the resources of state for increasing his personal wealth. It could

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Compromise the quality of governance.

Along with that, a public servant can play a negative role by being easily influenced by political pressure. According to Abdullah Hussain "The civil service, once conceived as a neutral apparatus of the state, is increasingly becoming a playground of political manipulation and military influence." It could further lead to nepotism and corruption. It can damage not only institutional structure but also personal reputation. It can also demolish the pillars of merit and fairness from the society. Excessive political interference also disrupts administrative autonomy.

In addition to that, a public servant can play a negative role by avoiding accountability and neglecting rule of law. Accountability and transparency serve as the foundation for good governance. Lack of accountability results in misuse of public funds, mismanagement of natural resources, and inequitable

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resource distribution which can trigger regional grievances. It can also destroy merit from the society. Lack of accountability also reduces public trust in institutes.

Furthermore, a public servant can play a negative role by hindering public participation in governmental affairs. According to a study conducted by PIDE 3% of Pakistani respondents were classified as socially engaged. Only 9.2% participated in any civic engagement activities at national level. National policy making, laws etc do not involve civic engagement. According to Ayesha Jalal "Pakistan's associational life has remained fractured and politically weak". In order to promote good governance, it is the duty of public servants to engage citizens in decision-making process.

Moreover, a public servant can play a negative role by misusing his powers through delay tactics. It can result in

inefficiency. Government institutes are often criticized for taking excessive time even in trivial matters. According to chief Justice Asif Khosa, "There are 1.9 million pending cases in the entire country". Misuse of powers by delaying tactics often hinders foreign and domestic investments in Pakistan.

In addition to that a public servant can play a negative role by suppressing individual rights. It results in weak human capital management and undermines state efficiency. In the words of Dr Attiya Javed "Mismanagement of Pakistan's human capital has systematically weakened the state's ability to deliver services efficiently". Pakistan human index stands at 0.41.

By suppressing individual right, women and minorities are unable to participate in governmental affairs.

To sum it all, good governance depends upon the role of public servant. A public

Servant can either play a positive or negative role in the governance of the country. By playing a positive role, a public servant can strengthen institutes, promote accountability, and can ensure maximum participation of citizens in governmental affairs. He can also promote transparency and rule of law in society. He can enhance administration and plays a vital role in bringing foreign investments and promotes domestic investments. He also contributes to do community works and strengthens merit and fairness in the society. On the other hand, he can also damage the quality of governance by playing a negative role. He pursues his personal interest at the cost of national interests. He promotes nepotism and indulges in corruption. He is easily swayed by political pressure and is often involved in misuse of powers through delay tactics. He also suppresses individual rights and limits public participation in governmental affairs. In short good governance is indebted to

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the role of people in power.