

# Good Governance and the Role of Public Servant

## Outline

### 1. Introduction:

• Hook:

• General Statement:

• Thesis Statement: Thus, good governance forms the foundation of a stable and prosperous state, shaping society through effective institutions and efficient policies. The capable administration of public affairs, where the role of competent and honest public officials is central to translating principles into meaningful outcomes.

### 2. Constituents of Good Governance

2.1. Accountability to ensure accountability of institutions and public officials

Case in Point: Singapore's ranking on Transparency International's Corruption Perceptions Index

2.2. Transparency and rule of law to ensure openness and legal equality

Case in point: Denmark's transparency and legal enforcement

2.3. Meritocracy to ensure competence and fairness in recruitment and promotions

Case in point: Japan's public service

2.4. Religious and ethical commitment to uphold honesty and justice in governance

Case in point: Quranic verse # 58 of Surah Al-Nisa

2.5. Effective planning and implementation to achieve policy objectives

Case in point: South Korea's governments

### 3- Effects of Good Governance

3.1. Institutional strength and public trust to ensure stable governance and legitimacy

Case in point: Norway's governance system

3.2. Quality service delivery to meet public needs and basic necessities

Case in point: Finland's governance framework

3.3. Economic efficiency to optimize the utilization of public resources

Case in point: Singapore under the leadership of Lee Kuan Yew

3.4. Strengthening of law and order to maintain security and public confidence

Case in point: Rwanda's governance framework.

3.5. Sustainable development to secure long-term national progress:

Case in point: New Zealand's Living Standards Framework (LSF)

well researched content

#### 4- Role of Public servants:

4.1. Upholding integrity and ethical conduct in public offices.

Case in point: Canada's strict Values and Ethics Code.

4.2. Implementing laws and policies effectively.

Case in point: Estonia's public service

4.3. Ensuring impartial service and protecting the public interest.

Case in point: SDG #16

4.4. Promoting accountability and transparency in administration.

Case in point: World Bank's Worldwide Governance Indicators

4.5. Sustainable stewardship of public resources to ensure long-term national development.

Case in point: Botswana's public resources management system.

## 5- Challenges to Good Governance

5.1. Corruption and lack of transparency are undermining public trust

Case in point: Pakistan's ranking in the Corruption Perceptions Index 2021.

5.2. Political interference and patronage affecting administration and policy

Case in point: 2022 report of UNDP

5.3. Weak institutional capacity and poor coordination among departments.

Case in point: UNDP Human Development Report

5.4. Bureaucratic inefficiency and lack of accountability

Case in point: OECD's Public Governance Reviews

5.5. Limited public participation and citizen engagement in governance.

Case in point: A 2025 study titled "Local Civic Engagement in Turbulent Times: Trust, Social Capital, and Policy Effectiveness."

## 6- Way Forward:

- Strengthening anti-corruption and accountability mechanisms.

- Build institutional capacity through training and

digital governance.

- Improve efficiency through performance evaluation and oversight.
- Promote citizen participation

## 7. Conclusions

# Essay

Economic and social development policies, no matter how well-designed, achieve their goals only when the institutions executing them are strong, efficient, and responsive. The quality of civil servants, the incentives they face, and the accountability mechanisms in place determine whether governance delivers real results. Good governance is the backbone of every successful ruling system. It ensures stability in society, reduces unrest, & promotes transparency, allowing both society and the state to flourish. Civil servants, often referred to as bureaucrats, are responsible for implementing government policies. Delivering good governance requires credible and honest individuals who can manage the system without compromising public interests. Thus, good governance forms the foundation of a stable and prosperous state, shaping society through effective institutions<sup>and</sup> efficient policies. The capable administration of public affairs, where

The role of competent and honest public officials is central to translating principles into meaningful outcomes.

First of all, accountability is the cornerstone of good governance. It ensures that institutions and public officials are answerable for their actions.

When officials are held accountable, decisions are made responsibly, and misuse of authority is minimized. Clear mechanisms for monitoring

and evaluation encourage transparency in operations and foster trust between the state and

its citizens. Accountability ensures that failures are addressed, policies are implemented effectively,

and public resources are used for their intended purposes. In 2024, Singapore ranked 3<sup>rd</sup> in

Asia on Transparency International's Corruption

Perceptions Index. Singapore's rigorous account-

ability framework allows citizens and oversight bodies to scrutinize governmental actions,

resulting in low corruption and high efficiency in service delivery. However, accountability

guarantees that governance remains responsible.

and credible.

Among others consistent of the good governance are transparency and rule of law are essential for ensuring openness, fairness, and equal treatment in governance. Transparency allows citizens to access information about government decisions, enabling scrutiny and reducing the risk of arbitrary actions. The rule of law ensures that laws are applied consistently to all individuals, regardless of position or influence, creating an environment of legal certainty and trust. Together, they prevent abuse of power and encourage responsible decision-making. To illustrate, Denmark consistently ranks among the top countries for transparency and legal enforcement, with strong public access to governmental information and consistent application of laws, which has helped maintain low corruption and high institutional credibility. Hence, transparency and rule of law form a critical framework for governance that is open and fair.

Furthermore, meritocracy ensures that competence and ability determine recruitment, promotion, and responsibilities within governance. Meritocracy ensures that only competent and skilled individuals hold positions of authority, strengthening institutional capacity. It fosters a professional culture where performance and expertise guide decision-making, rather than favoritism or influence. Such a system enhances efficiency, accountability, and the consistent delivery of public services. For instance, Japan's public service emphasizes merit-based recruitment and promotion, where performance and qualifications determine advancement. This approach has built a highly skilled and efficient bureaucracy capable of implementing complex policies effectively. Consequently, meritocracy ensures that skilled and qualified individuals manage public affairs.

In addition to religious and ethical commitment in governance ensures that

officials act with honesty, integrity, and moral responsibility. When public officials are guided by ethical principles, they prioritize the public interest over personal gains. Ethical governance fosters trust between the state and citizens, discourages corruption, and strengthens the legitimacy of institutions.

For Muslim countries like Pakistan, good governance also reflects Islamic values, as Islam advocates justice, trust, and honesty, and accountability in public service. The Quran emphasizes this responsibility: "Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice. What a noble commandment from Allah to you!" (Surah Nisa: 58)

Ultimately, adherence to religious and ethical standards ensures that governance serves society with honesty and responsibility.

Last but not least, effective planning and implementation are essential for converting

policies into meaningful results that benefit society. Even-well designed policies fail if they are not executed with precision and foresight. Strategic planning, proper resource allocation, and continuous monitoring ensure that government initiatives reach their intended targets. Efficient implementation links vision with action and allows timely adjustments to address emerging challenges. For example, South Korea's government has successfully implemented nationwide digital education programs through detailed planning and efficient execution, ensuring access and quality across all regions. Therefore, effective implementation ensures that governance is results-oriented and translating policy decisions into tangible benefits for society.

Building on the foundational principles of good governance, it becomes evident that these constituents directly shape tangible outcomes in society. The effectiveness, accountability, and ethical conduct of

institutions translate into measurable improvements in public welfare, stability, and development.

The foremost effect of good governance is that it strengthens institutions and enhances the well-being of society. When governance is effective, accountable, and transparent, it fosters public trust, stability, and social cohesion. Efficient institutions can deliver essential services, manage resources wisely, and implement policies that meet the needs of citizens. These outcomes create a foundation for sustained economic growth and social development. As an illustration, Norway's strong governance system ensures efficient public service delivery, resulting in high standards of healthcare, education, and social welfare. Consequently, good governance not only strengthens institutions but also promotes prosperity and trust within society.

Next, good governance ensures the effective

delivery of public services and fulfillment of basic necessities, directly improving citizens' quality of life. When institutions operate efficiently, and policies are implemented effectively, essential services such as health-care, education, water, and sanitation reach the population reliably. Reliable service delivery reduces inequalities, strengthens public trust, and supports social stability. Citizens are more confident in the system when their fundamental needs are met consistently and fairly. As an illustration, Finland's strong governance framework ensures high quality healthcare and education for all citizens, contributing to low poverty rates and high human development indicators. Hence, good governance ensures that the basic needs of citizens are met and societal well-being is strengthened. Moreover, good governance promotes economic efficiency through the optimal utilization of

public resources and disciplined fiscal management. When institutions function effectively, and policy execution follows clear priorities, public funds flow toward productive sectors rather than being lost to fiscal inefficiencies. Efficient allocation improves development outcomes, curtails financial losses, and strengthens long-term economic stability. Such governance creates an environment where growth aligns with public welfare objectives. To illustrate, Singapore serves as an exemplary model. Under the leadership of Lee Kuan Yew, the nation transformed from a struggling, resource-poor city-state into a prominent global financial hub. The government's dedication to anti-corruption measures, efficient service delivery, and public welfare programs has played a crucial role in its success. However, good governance brings durable economic prosperity.

Besides, good governance strengthens law and order, creating a secure environment that reinforces public confidence in the state. When legal authority operates through

impartial enforcement and institutional discipline, public power gains legitimacy rather than fear-based compliance. Consistency in law enforcement deters criminal activity, limits social disorder, and establishes predictability in public affairs. Over time, such stability fosters trust in state institutions and supports broader social and economic activity.

Rwanda exemplifies effective law and order within a strong governance framework. After the genocide, the government focused on rebuilding institutions, establishing professional policing, and enforcing a strict zero-tolerance policy on lawlessness. According to the World Bank Governance Indicators, Rwanda has demonstrated steady improvement in its control of crime and public security, which has contributed to higher investor confidence and social stability. As a result, strong law and order under good governance secures public confidence and sustains long-term stability.

Last but not least, good governance lays the foundation for sustainable development, ensuring

long-term national progress across economic, social, and institutional dimensions. When policies balance growth with environmental protection and social exclusion, development remains resilient rather than extractive and governance integrates long-range planning, inter-generational equity, and institutional continuity into decision-making.

Such an approach prevents short-sighted policies and secures stable progress over time. New

Zealand's commitment to sustainable governance

through its Wellbeing Budget framework, "Living Standards Framework" (LSF), aligns public spending

with long-term social and environmental outcomes.

According to the OECD, this model has strengthened policy coherence and improved resilience in

economic and social planning. Therefore, sustainable

development under good governance safeguards national progress beyond immediate political cycles.

The positive effects of good governance are realized through the actions and decisions of

competent public officials. Civil servants serve as the critical link between policies and people, translating principles of governance into concrete results for society.

First of all, public servants are the backbone of governance, responsible for administering the state with integrity, professionalism, and focus on citizen's welfare. When officials uphold honesty and ethical conduct, they foster public trust and prevent the misuse of authority. Their actions are guided by moral and professional standards, ensuring that state resources are utilized effectively for the benefit of society. Such commitment also cultivates a culture of professionalism and accountability across institutions. For instance, Canada's Federal public service follows a strict Values and Ethics Code, which guides employees in maintaining integrity, impartiality, and transparency. Thus, integrity and professionalism among public servants

are vital for maintaining credible, accountable, and effective governance.

Besides, public servants are responsible for implementing laws and policies effectively.

Efficient execution requires adherence to legal frameworks and disciplined management of resources. Public servants also conduct research, gather data, and consult experts to ensure policies are informed and effective. This

approach ensures consistent implementation, fosters public trust in government. For example, Estonia's public service has successfully implemented digital governance initiatives, such as e-Residency and online public services. This technology-driven

administration ensures policies reach citizens efficiently and transparently. Moreover, effective implementation of laws and policies delivers tangible benefits for society.

Notably, ensuring impartial service and protecting the public interest is a central obligation of public servants in a well-functioning governance.

system. Impartiality requires officials to act without political, personal, or sectional bias while delivering public services. When decisions follow objective rules and public interest considerations, governance remains fair and inclusive. SDG 16 reinforces impartial governance by promoting inclusive decision-making, non-discriminatory institutions, and the protection of public interest. Hence, impartial service anchored in public interest safeguards fairness and strengthens confidence in state institutions.

Furthermore, accountability and transparency are the threads that weave together the fabric of a just and equitable society in the tapestry of governance. These are not abstract ideals but living principles that civil servants embody in their daily work. Public servants must be accountable to the people they serve. This means being answerable for their actions and ensuring that governmental processes are open and

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transparent. They are expected to maintain clear records, provide accurate information, and be open to scrutiny. The World Bank's Worldwide Governance Indicators consistently identify accountability and transparency as key factors in controlling corruption and improving government effectiveness. States scoring higher on these indicators tend to demonstrate greater public confidence. Consequently, these indicators in administration anchor responsible governance and sustain institutional trust.

Last but not least, public servants act as stewards of public resources, entrusted with managing state assets responsibly for the benefit of society. They are entrusted with managing public funds and resources generated from taxpayers. They must exercise prudence and ensure these resources are allocated effectively to provide the public good. Mismanagement, corruption, or waste undermines public welfare and diminishes trust in government institutions.

To illustrate, Botswana has consistently demonstrated disciplined public resource management. The government's transparent budgeting, strict auditing practices, and careful allocation of diamond revenues have enabled investments in education, healthcare, and infrastructure. Therefore, effective management of public resources is essential for sustainable development.

The effective performance of public servants determines whether the principles of good governance translate into real outcomes for a society. However, despite their central role, multiple institutional and structural obstacles often hinder the realization of good governance.

First of all, corruption remains a pervasive challenge to good governance, particularly in Pakistan, where it weakens the legitimacy of the state institutions. Bribery, embezzlement, or misuse of authority diverted the public resources from critical sectors such as health and education. That results in poor service delivery and delayed development.

Such practices distort decision-making and normalize

inefficiency within administration. As citizens observe unequal access to resources and compromised processes, trust in governance institutions steadily erodes and social unrest increases. To illustrate, in the Corruption Perceptions Index 2024, Pakistan ranked 135<sup>th</sup> out of 180 countries with a score of 27. This reflects persistent public-sector corruption and weak accountability mechanisms. Hence, corruption not only drains public resources but also fractures the public trust.

Moreover, political interference and patronage significantly undermine good governance by weakening administrative neutrality and policy effectiveness. Political interference disrupts the impartial functioning of public institutions, as appointments and decisions are often guided by political loyalty rather than competence. This undermines professional standards, discourages capable officials, and redirects administrative focus from long-term public welfare to short-term political objectives. As a result, institutional coordination suffers, and the effectiveness of governance declines.

significantly. A 2022 report by the United Nations Development Programme (UNDP) highlights that the countries with high level of political patronage often experience bureaucracies failing to implement policies effectively. However, these factors erode institutional integrity, compromise administrative efficiency, and obstruct the achievement of good governance.

Besides, weak institutional capacity and poor coordination among government agencies hinder the effective implementation of policies and programs. When institutions lack adequate resources, trained personnel, or clear processes, their ability to deliver services efficiently is compromised. Fragmented coordination between departments lead to duplication of efforts, delays, and gaps in policy execution.

This institutional weakness prevents the state from responding effectively to societal needs and limits the impact of governance initiatives.

In Human Development Reports, the UNDP notes that countries with limited administrative capacity and poor inter-agency coordination

consistently underperform on public service delivery, poverty reduction, and infrastructure development. Therefore, addressing these issues is essential to ensure governance is effective and responsive.

In addition to bureaucratic inefficiency and lack of accountability significantly undermine governance. In Pakistan, public institutions are often slowed by red tape, rigid procedures, and reluctance to innovate, delaying service delivery and frustrating citizens. Bureaucrats may follow outdated methods or resist adapting policies, reducing administrative responsiveness. When accountability mechanisms are weak, officials can act without consequences, further eroding institutional performance and public trust. The Organization for Economic Cooperation and Development (OECD) notes in its Public Governance Reviews that bureaucratic inefficiency and weak accountability in developing countries result in delayed implementations, higher administrative costs, and lower service quality. Consequently,

inefficiency combined with weak accountability hinders policy implementation and diminishes public trust.

In the end, another major challenge is the lack of public participation in decision-making processes, which weakens inclusiveness and policy relevance.

In many countries, including Pakistan, public officials often formulate policies without actively engaging citizens, resulting in decisions that fail to reflect public needs and actively engaging citizen aspirations. The absence of structured participation limits feedback, reduces accountability, and disconnects citizens from governance processes. Over time, this exclusion erodes trust and undermines the legitimacy of state institutions. A 2025 study titled: "Local Civil Engagement in Turbulent Times: Trust, Social Capital, and Policy Effectiveness", published in the Policy Research Journal, shows that civic engagement increases trust in government and strengthens the relationship between citizens and policymakers. Ultimately, inclusive public participation remains essential for responsive

governance and sustained public confidence in state institutions.

In this regard, a comprehensive and sustained reform agenda is essential to address governance challenges and strengthen the foundation of good governance. Effective anti-corruption measures must be reinforced through independent accountability institutions. Alongside this,

institutional capacity requires enhancement through training, digital governance, and improved inter-agency coordination. Clear performance evaluation mechanisms can ~~also~~ improve efficiency and enforce accountability.

Expanding citizen participation through consultations and governance redress systems can align public policies with societal needs and restore public trust. Ultimately, only coherent and practical reforms can ensure effective governance and sustainable national development.

In a nutshell, good governance determines whether the state can translate authority into

legitimacy and policy into progress. Strong institutions, ethical leadership and merit-based administration create a governance framework that delivers stability, efficiency and public trust.

Public servants remain central to this process because their integrity, impartiality, and competence connect state objectives with citizen welfare.

Persistent challenges such as corruption, political interference, weak capacity, and limited participation continue to obstruct governance outcomes, particularly in developing states like Pakistan.

Sustainable national development therefore depends on reinforcing accountability, strengthening institutions, and empowering public servants to act in the public interest.

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