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## Part - II

Q2

### Introduction:

The term good governance was first used by the World Bank to set a criteria for lending loans to the developing countries.

It has the following indicators, participation, Rule of law, Transparency, Accountability, Responsiveness and Efficiency. These indicators show the performance of governance in a country.

These are discussed below one by one:

#### i- Participation:

In governance participation means the role of citizens in decision-making process. In a democratic government more people participate in decision making through elections, opinion and criticism of any policy whereas in dictatorship citizen's participation remain dismal.

Role in governance:

Participation by maximum population

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results in resolving root causes of issues hence lead towards good governance. People better know their matters and their opinion is vital for good governance.

### ii- Rule of law:

Rule of law means no one is above the law and everyone should be treated alike. For rule of law a vibrant criminal justice system is needed. It means the judicial branch of the state is effective role in governance:

Same treatment with every individual of the state ensure equal opportunities for development and prevent any wrong done to a citizen. In this way play a vital role for fulfilment of interest of citizens.

### iii- Transparency:

Transparency is to make sure government actions are merely for the betterment of citizens and there is no malpractice on the side of executive. It is ensured by free access to data and revealing of facts and figures about every action of the government.

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iv- Accountability:

Accountability of government means evaluation of its performance. It evaluates government intentions and the outcome of its actions. It assess whether the resources are being utilized in efficient manner.

## Role in governance:

It helps in efficiently utilization of resources and prevents the ruling elite from fulfilment of their personal interests.

v- Responsiveness:

Responsiveness of government means whether it is ready to respond to the emerging problems. whether it has foresighted planning etc. For example, if there emerges a sudden problem such as any pandemic or disaster so, can the government handle the issue in an effective way.

## Role in governance:

There are many roles of responsiveness in governance. It build trust in the government and secondly through long term planning it save draining of resources and infrastructure <sup>and human</sup> loss.

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in case of disasters.

vi Efficiency:

Government efficiency means producing best outcome with minimum possible utilization of resources. It helps in development of state and its people.

Role in governance:

Efficiency of government builds its positive image and also helps in socio-economic development of the state.

Status of Pakistan in these indicators:

i- participation:

Historically Pakistan has made efforts for maximum participation of people but participation remained low. Local government system has been devised to ensure participation but provincial government's conservatism policies halted the devolution of power which has resulted in reduced participation.

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ii-

### Rule of law:

Pakistan has been ranked 25th percentile in 2021 according to World Bank. This shows that the government is unable to achieve ensure rule of law in its true sense.

iii-

### Transparency:

According to transparency international's corruption perception index Pakistan has been ranked 140 out of 180 states in 2022. This shows minimum transparency in actions of the government. Free excess to information is minimal.

iv-

### Accountability:

According to World Bank's worldwide governance indicators Pakistan has been ranked 26th percentile in 2021 in terms of voice and accountability. Scoring 26 out of 100 means the government is not performing in terms of ensuring accountability.

v-

### Responsiveness:

According to a research report "the government is actively responding in some areas such as during pandemics whereas during times of natural disasters

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its expertise are only limited to rescue but it lacks behind in pre-warning, evacuation and prevention strategies.

### Efficiency:

According to world Bank's worldwide governance indicators Pakistan has been ranked 27.5<sup>th</sup> percentile in 2021 in terms of efficiency and effectiveness. The low efficiency is also evident from poor economic growth, red tapism etc.

### Conclusion:

In brief governance indicators are the tools to assess the performance of governance through various dimensions. By assessing performance of Pakistan through these indicators it can be concluded that the governance <sup>performance</sup> level is not much satisfied and the country need to do more for achieving good governance.

Q4

## Introduction:

The digital age has provided many opportunities in terms of governance and public policy making. It has increased efficiency of the government and helped in accountability and ensuring transparency. However, it has also posed various challenges which demand government attention. Technology can be utilized in various ways to improve public service delivery and to achieve good governance.

## Opportunities provided by digital age in terms of governance:

Governments use technology in the following ways to improve governance:

### Automation of taxation:

By utilizing technology in taxation system governments have increased their ~~taxation~~ system collection. It has reduced chances of corruption which were otherwise present in manual

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system. Moreover, digital taxation has increased the efficiency of government to reach out the tax evaders through various ways. Digitalization of economy is another avenue to collect taxes automatically through online marketing etc.

### Improved efficiency through speeding up communication system:

Before the digital age official communication was done through post system which was time taking and thus reducing the efficiency. Now the digital age has increased performance of governments through emails and other forms of communication. It has helped to promptly request funds, technical support and other resources to resolve issue as soon as possible.

### Improved role of law:

Record keeping of criminals and their cases has helped to improve role of law in the country. Moreover, tracing and tracking, surveillance etc. has helped to reach out criminals and deal their cases on priority bases.



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## Challenges posed by digital age to the governance:

The following challenges are posed by digital age to the functioning of government.

### Cyber attacks on confidential information:

In this digital age cyber attacks are more common which hamper government performance by through cyberattacks. They misuse the information and do propaganda against government policies.

The recent example is "pentagon leaks" of USA which has revealed secret documents of the government and created a controversy.

### Lack of expertise for dealing with these devices in developing countries:

In developing countries the government employees lacks the information about dealing with new softwares, maintaining confidentiality etc. This has increased challenges for the government.

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## Lack of resources to buy digital devices:

In the age of digital competition, the developing countries lack resources to buy new digital devices in order to replace them with the old ones.

In this way digital age has increased challenges for the governments in developing countries.

## Role of technology in public service delivery and transparency.

Technology can help in achieving public service delivery and transparency in following ways:

### Role in public service delivery:

Government can utilize technology to improve its public service delivery. In education system it can provide online learning to the grass root level where infrastructure is not yet maintained.

### Medical sciences/Health facilities:

Government can utilize technology to provide quality health services through Tele health clinics and online

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Consultations.

Online resolution of problems: Government can resolve issue online through mobile applications and other sources for example, "Pakistan Citizens Portal". More over, online registration of National identity cards, Educational degrees, passport etc.

Transparency:

Through using technology the government can ensure transparency. For example, by bringing automation in every sector, ensuring access to information and by syncing data between different institutions.

Conclusion:

In short, digital age has provided many opportunities for the <sup>good</sup> government however, it has few challenges which can be avoided by taking certain measures.

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Q5

## Introduction:

In Pakistan different governments have made efforts for decentralization through local government system. For this purpose reforms have been made in all the three constitutions and more specifically through 18th amendment in the constitution of 1973. It has many impacts on governance and service delivery at the grass root level.

## Positive impacts:

Decentralization efforts has brought the following positive impacts:

### Proper law for holding Local Government elections:

Through 18th amendment a proper article "Article 140A" has been put in the constitution of Pakistan for holding elections for holding elections for local government within 120 days of the expiry of the local government tenure. Before 18th

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amendment there was no any Constitutional obligation to hold elections timely. Thus, decentralization reforms has ensured democracy at grass root level.

### Abolition of Concurrent list:

Through 18th amendment Concurrent list, which considered subjects upon which both federal and provincial governments can make laws, was abolished and replaced by federal list part 1 and 2. In part 1 legislation is prerogative of federal government whereas in part 2 legislation will be done through consensus between federal and provincial governments. So, in this way 22 ministries and more than 100 autonomous bodies have been transferred under the domain of provinces.

### Increased budget of units through NFC award:

After 18th amendment the share between federal and provinces was set as 57% provinces and 43% federal. This has helped provinces to achieve self-sufficiency and to work

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their development projects.

### Negative impacts:

Although decentralization reforms brought positive impacts, it has negative impacts as well.

### Projected legality of military rule in 1962:

Ayub Khan's "Basic Democracy" system has used decentralization reforms to justify military rule. The voting at grass root level was used only to justify its selection to power by illegal voting.

### Fiscal deficit at federal level:

The provinces are not equipped to collect revenue from the provinces and they heavily rely on federal government. Providing larger share to provinces leave federal govt with insufficient budget to pay for external debt and to balance the revenue and expenditure. In this way it causes fiscal deficit every year. According to <sup>Pakistan</sup> economic survey Pakistan's fiscal deficit recorded

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in 2022-23 at 4.6% of the GDP.  
This shows negative impact of the decentralization reforms.

### Threat to national unity:

Through 18th amendment provinces are given the autonomy to create curriculum. ~~for their respective provin~~  
Difference in curriculum at province and federal level causes disunity of ideas on the one hand and sense of ethnicity on the other.

### Implications for governance and service delivery at grass root level:

Decentralization reforms has following implications for service delivery and governance at grass root level.

### Implications for governance:

The positive implication of the reforms is that though lately but local government elections are happening. But the negative impact is that provinces due to their conservatism are not devolving power to the local governments. For example, in the case

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of local government's budget making local government commission interferes which is itself dominated by provincial commission.

### Impacts on service delivery:

Decentralization reforms has not improved service delivery comparatively.

There are various reasons of this.

Firstly, local government lacks technical expertise, experience and in budget making. Moreover, chief officer

which is representative of government carry out most of the functions.

Thus, in this way service delivery remain in status quo.

### Conclusion:

In conclusion, decentralization reforms has positive impacts on provincial autonomy but few negative impacts on federal government. At grass root level it does not have any major impact.



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Q8

Introduction:

Policy implementation in Pakistan is fourth stage of policy cycle. Policy implementation in Pakistan faces challenges like red tapism, resource constraints, lack of technical support and other hurdles. However, these challenges can be dealt through taking certain measures.

Policy implementation in Pakistan:Policy cycle:

Policy cycle consists of:

- 1 Identification of problem
- 2 Policy formulation
- 3 Decision making
- 4 Policy implementation
- 5 Policy evaluation

For the implementation of policy following measures are taken:

Resource allocation:

After adopting a policy, it needs

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financial resources to carry out its goals. For example, during Covid-19 the government of Pakistan adopted policy to vaccinate the citizens so, it released \$ 150 million dollars for purchasing of vaccines.

### Technical support:

For any institution to implement the policy it needs technical support which is provided by the federal government through its various institutions.

For instance, it send technicians/experts for training the staff, gives data and provide security in some cases.

### Role of bureaucracy:

Bureaucracy plays a vital role in implementation of policies.

They mobilize the Civil society and politicians to sensitise the populace for acceptance of the policy. Link between the people and executive. So, upon any difficulty they reapproach the executive to make changes in the policy.

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## Challenges in implementation of policies:

Policy implementation process face the following challenges:

### Red tapism:

Bureaucratic hurdles are the major reason of challenge in policy implementation. The documentation process and formalities causes delay in policy implementation.

### Pressure on interest groups:

Pressure on interest groups are another hurdle. They do not want their interests to be compromised from the policy of government so, they do propaganda, protests and spread misinformation.

### Resource constraints:

Unavailability of timely funds is another major factor in policy implementation.

## Recommended measures for policy implementation:

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## Remove bureaucratic hurdles:

For policy implementation things should be made simple rather than complex. Utilizing digital system will be more effective to speed up communication between the authorities.

## Role of Civil society:

Civil society like Media, Civil groups etc can play a vital role in best utilization of resources to implement the policy. Moreover, they sensitise the society about the new policy.

## Cooperation between institutions:

Sharing information and expertise among institutions increases efficiency thus help in implementation of the policy.

## Conclusion:

Policy implementation is one the important step in government's policy cycle. It can be efficiently implemented through taking aforementioned measures.