

Q. No 1

Introduction

Public administration deals with the implementation of public policies for the welfare of public. It differs from private administration, in multiple ways. Unfortunately, the public machinery of Pakistan has various weaknesses. But, on the other side, it possesses some strengths as well.

Nature and Scope of Public Administration

Different view points exist regarding the nature and scope of public administration.

1) Narrow View

According to this viewpoint, public administration deals with only executive branch of the government. It deals with the implementation of public policies.

2) Integral view

Integral view of the public administration is also

aligned with the narrow viewpoint.
It encompasses that public administration deals with clerical nature work.
Its scope is restricted.

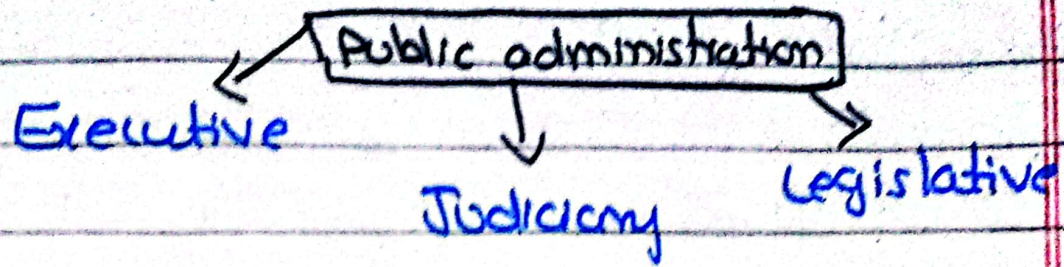
⇒ POSDCOR view

- P- Planning:** It involves devising the plans for the implementation of public policies.
- O- Organizing:** After planning, all the plans are organized in a proper way.
- S- Staffing:** This step deals with recruiting, training of the employees.
- D- Directing:** Managers direct employees regarding the process of implementing policies.
- C- Coordinating:** It involves coordination and cooperation between managers and employees.
- R- Reporting:** This is the last stage in which final report on public policies is devised.

⇒ Broader view

According to the Broader view, public administration deals

with the executive, legislative and judiciary tiers of the government.



→ Managerial view

Managerial view encompasses that public administration is associated with the clerical, managerial and technical nature of the work. Managerial view ratify the broader perspective of public administration.

Difference of Public Administration from Private Administration

→ Nature

Public administration is bureaucratic and hierarchical in nature.

Private administration is non-bureaucratic, flexible and less complex in nature.

Motive

Public administration has motive of public service delivery and public welfare.

Private administration aims to achieve profit from administrative activities.

1) Work in the name of

Public administration works in the name of state.

Private administration works in the name of private companies, organisations.

2) Market Nature

Public administration has monopoly power in the market due to non-rivalry. Private administration faces market competition from rival firms.

3) Political Influence

Public administration faces the issue of political interventions and influences in various forms.

(2)

1) Private administration is a political in nature.

2) Status Achievement

Public administrators enjoy prestige and reputable place in society.

Private administrators are also reputable but they enjoy less prestige and privileges in society.

3) Job Security

Public administrators have job security while private administrators are deprived of it.

4) Static vs Dynamic

Public administration is static in nature.

Private administration is dynamic nature.

5) Issues faced by Public and Private Administration

Public administration faces the issues of inefficiency, bureaucratic hurdle, political interference, corruption etc.

Private administration faces the challenges of competition, availability of capital, changing market dynamics

Strengths and Weaknesses of Public Machinery in Pakistan

Strengths

- It involves merit based recruitment under the platform of the Federal Public Service Commission.
- It updrages the skills and performance of public officials through the provision of training courses.
- Public machinery of Pakistan is dynamic in nature because it is transitioning from conventional to the electronic governance system.

Weaknesses

Political Interference

Political interference is often seen in public machinery of Pakistan in terms of

appointments, transfers, decision making etc.

→ Corruption

Corruption is pervasive in all domains of public sectors in Pakistan. Its most common manifestation is seen in the form of bribe culture in public domain.

→ Inefficiency

Public machinery of Pakistan is entangled in the web of inefficiency. It has halted the performance of public sector in Pakistan.

Conclusion

Public administration is wider in scope and it differs from private administration. Public machinery of Pakistan has both strengths and weaknesses.

Q No. 2

Introduction

The scientific school of thought in public administration aims to enhance the efficiency and effectiveness of administrative structure. This model can play important role in bringing good governance system in Pakistan, if it is applied across the board.

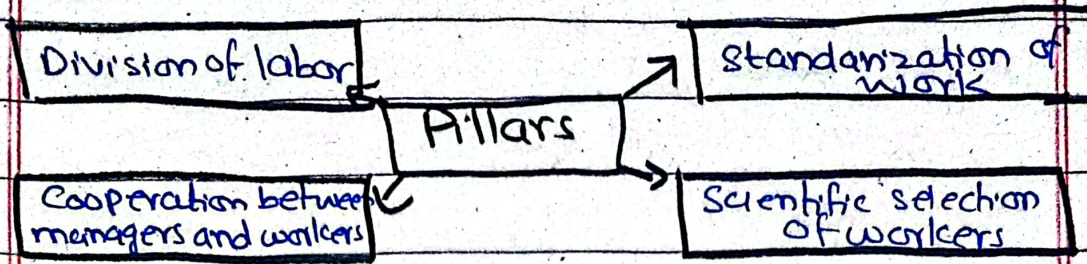
Scientific School of Thought

in Public Administration

Taylor is called as the father of this school of thought. He introduced the scientific system in the domain of public administration for improving its performance.

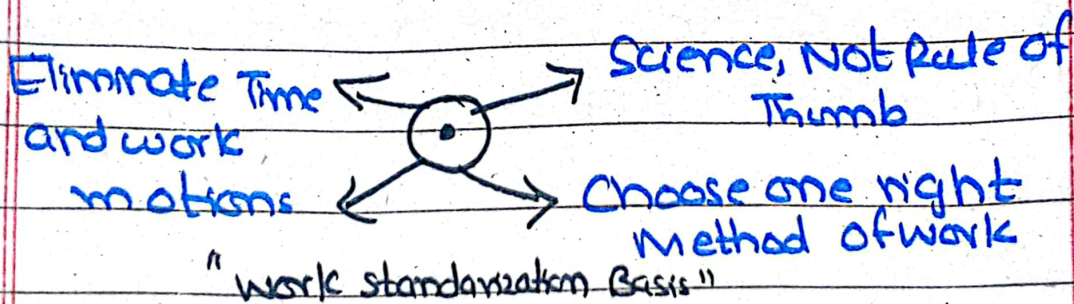
It involves the use of scientific methods and approach for bringing change in the administrative setup.

Principles of Scientific Management



Standardization of work

Taylor was of the view that there must be proper standardization of the work for its successful completion.



Science, Not Rule of Thumb

Taylor emphasized that scientific methods should be used for doing work instead of blindly following the rules of thumb. Even the loading of boxes in the car can be done more quickly if scientific approach is employed.

Choose one Right method of work

It involves choosing one right method of conducting the work. It can reduce the inefficiency and undue delays in the work.

Eliminate Time and Place motions

Scientific approach advocates the elimination of time and place motions for the timely completion of the work.

Example: Zoom meetings in public offices can reduce unnecessary time and place motions and it can reduce the associated costs.

•) Scientific Selection of the Workers

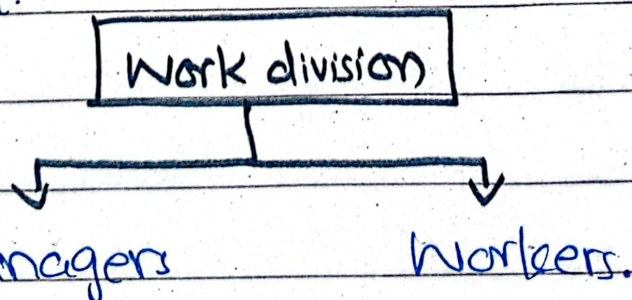
Another important pillar of the scientific school of thought is the scientific selection of the workers. It involves choosing one right man for the right job.

It advocates that workers should be selected for the job keeping in the skills and knowledge required for the fulfillment of the work.

In Pakistan, on the basis of political influence, many government servants have been chosen. It is anti-scientific approach.

→ Division of Labor

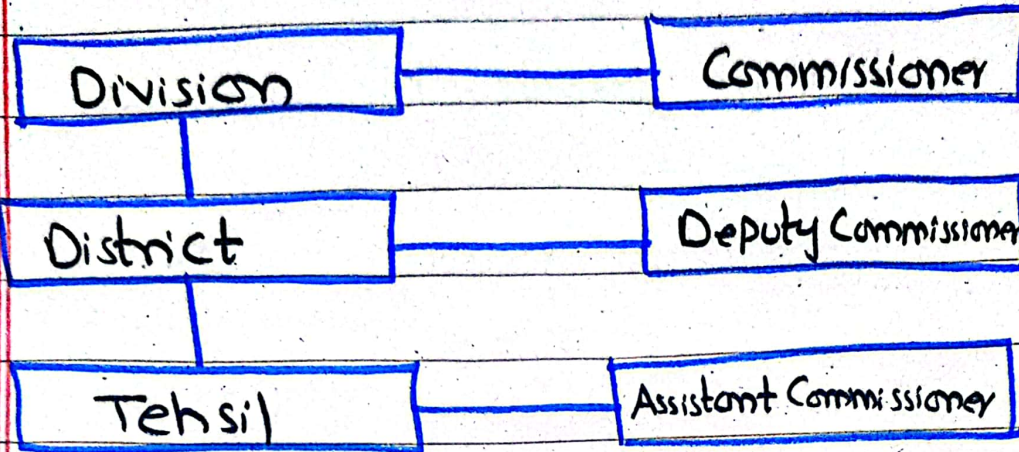
Division of labor is a fundamental basis for improving the service delivery. Work must be divided between the managers and employees in the government student.



It can promote specialization in the work and reduces the inefficiencies.

Example

In Punjab, division of labor in the domain of maintaining public order is following:



a) Cooperation between workers and Manager

It is an important pillar of scientific school of thought. It advocates the cooperation between workers and managers.

The friendly, collaborative, and cooperative linkage and relation between workers and managers lead to better working outcome.

It timely addresses the grievance of workers and motivates them to work efficiently.

Hence, Taylor advocated that by following these principles, efficiency of public administration can be improved.

Scientific School of Thought: Instrumental

For Good Governance in Pakistan

1) Introduce scientific methods in service delivery

Scientific school of thought can be made instrumental for achieving good governance in Pakistan by introducing scientific methods of service delivery. It will be cost and time effective for the government as well as citizens.

Example

People of Pakistan face issues while getting birth, death certificate, etc., and their passports. It should be made e-process like the e-tax filling system in Pakistan.

increasing their voice battle -

•) Develop Cooperative Relation Between Upper and Lower tiers of Government

Good governance can be achieved if upper and lower tiers of government develop cooperative and friendly relation. In Pakistan, it is often seen that people at upper bureaucratic positions do not mingle with low level people. They consider them superior which develops sense of hatred between them and it ultimately affects the service delivery.

•) Promote Meritocracy

By promoting merit culture, Pakistan governance system can be improved. It will enable choosing the right man for the right jobs.

Develop Clear Line of Work

There should be

proper division of work. When all the government departments are well aware of their line of work and domains, there will not interfere in one another domain. It will reduce the chances of conflict.

Conclusion

Although, scientific management approach has been replaced by many other approaches in public administration but it still has a significant influence. By drawing insights from this approach, Pakistan can improve its governance structure.

Q. No

Introduction

Political Administration dichotomy is an important debate in the public administration. The roles and functions of political and administrative leadership

vary from each other. Politics and administration are two different domains. But, there exists some conflicts between them which can be reconciled by ensuring their dichotomy.

Political Administration Dichotomy

According to political administration dichotomy, politics and administration are two separate areas. Although, they have some commonalities but cannot be merged into each other. Each of it maintains its separate standing.

Woodrow Wilson is called as the father of political administration dichotomy. He was of the view that public administration must be free from the strifes of politics. He advocated that political questions are not the administrative questions.

are no

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Politics and administration are poles apart.

Example

In political domain, a question can be raised that why ^{was} the voter turnout in elections were low. This question has no link with administration set-up.

Roles and Functions of Political Leadership

→ Voters Mobilization

Political leadership is concerned with their voter bank. So, they play vital role in mobilizing voters through processions, seminars, political functions and rallies.

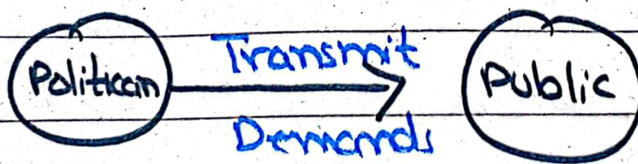
Example: In Pakistan, PMLN, PPP, PTI etc are political parties leadership is fulfilling the task of voters mobilization for increasing their vote bank.

1) Formulation of Policies

Another important function of political administration in Pakistan is to formulate the public policies. Politicians in Parliament are entrusted with this task. They do legislation which in turn gives shape to public policies.

2) Transmit Public Demands to ^{the} Government

Politicians act as a bridge between the government and the public.



Politicians remain active at the ground level. They come across with the issues being faced by public which they transmit to the government for addressing these problems.

Example

In Punjab, before 2023 elections, Maryam Nawaz visited different areas of his constituency and inquired about the issues of people. When she ^{has} become Chief minister Punjab, she is trying to address the problems.

*) Raise voice against Corruption

Politicians raise voice against corruption in government setup. Every opposition party scrutinizes the policies and affairs of government.

Example

In 2024, opposition parties are claiming of corruption charges against government of Pakistan.

So, these are the functions of political leadership.

Roles and Functions of Administrative Leadership

a) Public Service Delivery

Public service delivery is the basic function and role of administrative leadership.

They provide services to the public like education, health, defense, transportation etc at lowest possible cost.

Example

~~Nurseries~~ Pakistan, government schools are the source of education for many poor people.

b) Policies Implementation

Administrative leadership is concerned with the policies implementation.

Example

Health ministry formulate vaccination policy which is then implemented by the

administrative setup of Health department.

•) Role in Development Administration

Administrative leadership plays vital role in development administration. It increases their contribution in the socio-economic uplift of the public.

•) Financial Regulation

It is also an important function. Administrative leadership of different departments formulate strategic plans and goals and deliver it to Finance Ministry for the allocation of funds in budget. It enables to regulate their departmental financial matters.

Although, policies and administration are different

from each other but there exists some conflicts between them.

Reconciliation Strategy

These two domains conflicts can be rooted out by maintaining the separation of powers. Politicians should be hindered from entering in the domain of administration like their role in appointments, transfers should be curtailed.

Moreover, administration involvement in politics for gaining personal benefits should also be eliminated.

It will reduce their conflicts and can reconcile them.

Conclusion

Political-administration dichotomy is a reality. It

cannot be undermined. Political and administrative leadership differs in their roles and functions which is the evidence of their dichotomy.

Q.No

Introduction

In Pakistan, the civil servants have become the ruling elites. They have become the power guns of Pakistan. Their focus has diverted from serving the public. It is negatively impacting the service delivery in Pakistan. However, by adopting structural reforms, civil services can be oriented from ruling elite to ~~public~~ civil servants.

Structural Changes Needed in Civil Service

1) Strengthen Accountability Mechanism

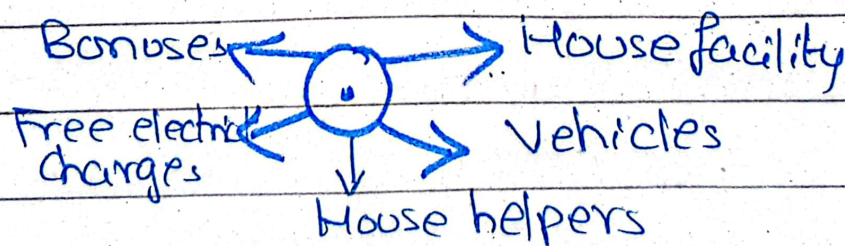
It is necessary to strengthen accountability

mechanism of civil servants
It will hinder them from
involving in corrupt practices
and mal-activities.

In India, Vigilance Commission
is formed that ensures the
accountability of civil servants.

→ Reduce Perks and Privileges

Perks and privileges
should be reduced and eliminated
gradually in long term. Due to
these perks, civil servants
mindsets have turned to elitist
mindsets. They enjoy



They should be given only
salaries not these undue
facilities.

→ Ensure Transparency

Transparency should be ensured in all the affairs of government. It will aware the public about their activities and can make them accountable.

→ Introduce Merit Culture

Due to the lack of meritocracy, some big guns get appointed at the administrative positions. These people are unaware of the grievances of the poor people. So, they behave in elitistic way. In Pakistan, there should be open merit and all recruitments should be made under an independent government department.

→ Performance Based Promotion

In Pakistan administration, performance

based promotion criteria should be setup instead of seniority principle. It will improve the service delivery in Pakistan.

1.) Train Civil Servants in Public Settings

Public servants should be trained in public settings. It will enable them to get the information about the grievances of public. So when they take their charge, it will help them to address public grievances.

2.) Introduce E-governance system

E-governance system is a key to improve service delivery. It will ease the public to get access to government services at low cost and in minimum time.

Sweden: It has transformed its governance system into a governance framework.

1) Ethical Training

Ethical training sessions should be introduced in Pakistan. It will help public servants to treat common people with respect and dignity. It will develop friendly relations between public servants and citizens.

2) Establish Separate Courts

In Pakistan, separate courts should be established to tackle cases of public administrators. It will help public to get timely justice against the malpractices committed by civil servants. It will develop fear in

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public servants and restrict them from manipulating public interests.

→ Establish E-complaint cells

E-complaint cells will help the public to complain against inefficient public administrators.

Example: Government of Azad Kashmir has established E-complaining cell for the public regarding administration matters.

→ Encourage Whistle blowing

Encouraging whistle blowing is a key to hinder public servants from misappropriately using public funds and embezzlement.

Conclusion

Civil service ^{delivery} in Pakistan can be improved by doing structural reforms in administrative setup.