

# Topic : Transforming Public Administration: From masters to Civil Servants.

## Outline

### 1- Introduction

The administrative system of Pakistan has become an institution of masters rather than civil servants and the masters are not interested in resolving public issues.

If the grievances of man remain disregarded it will lead the state towards blind ally.

### 2. Removal of 'Sahib Bahadur' mentality among civil servants

### 3. How poor administration has struck state in stagnation?

(a) Inefficient policies of officers

(b) Abuse of power by administrative officials.

(c) Political administration in administration

(d) Incompetency of administrative

System in the development of infrastructure

(e) The elite life style of bureaucrats

#### 4. Effects of poor administration on state progress

- (a) Prevalence of corruption in society
- (b) Weak law and order
- (c) <sup>Occurrence of</sup> Instability and violence
- (d) Sectarian conflict due to poor administration.
- (e) Inefficient administration halts social progress.

#### 5. Wayforwards: How the masters be transformed into civil servants

- (a) Integrated measures; policy formulation and implementation
- (b) Enhance the Jurisdiction of Judiciary to protect the civil servants rights.
- (c) Accountability in administrative system
- (d) local Government System to check on Public Administration.
- (e) Three tiers; administration, politics, Judiciary must work in their tiers.

#### 6. Conclusion.

"Sahib Bahadur", the term was originally used in Hindustan for civil servants in British Colonial era. But the concept is still used in Islamic state of Pakistan which was made to serve public and to promulgate Islamic teachings of Quran and Sunnah. The legacy of 'Afsar shahi' mentality has placed the state at a brink of deradation due to its inefficient policies, abuse of power, political interference and incompetency in the development of infrastructure. All these factors have serious implications on state and society like violence, sectarian conflict and weak law and order situation. However, it is a high time to transform these masters into slaves through integration measurements. By enhancing check and balance on administration through local Government and by involving judiciary for interpretation of rights and duties of civil servants. Since, The administrative system of

Pakistan has become an institution of masters rather than servants and the masters are not interested in resolving public issues. If the grievances of masses remain disregarded it will lead the state towards blind-alley.

Reversal of Sahib Bahadur mentality among civil servants is one of the important measure to track the state towards progress.

Though it's a complex process as whole foundation will shake from clerical level to secretary level. The special provisions which are provided to civil servants cost a huge burden on state economy and the poor people of state have to bear the brunt. The sinking economy of state and plights of poor can be addressed only by reforms in administrative system. The duties of civil servants must be revised under new reforms.

Now, the question arises how the poor administration had struck the state in stagnation. The reasons behind it are many; one is inefficient policies of officers. Inefficient policies mean the policies are incompetent with respect to rapidly transforming world. There are many issues facing by Pakistan from which the world moved on, a decade ago.

Among them the gruesome issue is terrorism, though Pakistan fought a "war on Terror" after 9/11 incident but the policies related to counter terrorism were not made by the state. Due to which, Pakistan remained in "Grey List" of FATF from 2018 - 2022, in allegation of supporting terrorist groups. So, the inefficient policies of state put institutions put the state in "Grey List".

Secondly, abuse of power by the administrative officers is a major barricade in the

Way of Progress. "Abuse of power" in the form of nepotism as the officers favour their relatives and friends in promotion. When merit system is bypassed, it results in the selection of ineffective officers, who destroy administrative structure in the long run. According to UNDP report 2023-2024, despite of 60pc youth population the social index rate is the lowest in the region. Hence, abuse of power by officials has degraded Pakistan in social progress.

Thirdly, ~~abuse of~~ political interference in administration is a hallmark to stop development of state. The administrative system has become only an <sup>instrument</sup> institution of maintain support for political elites. Their main purpose is only to preserve the interests of power elite and wealthy people of society. Every government when come into power make fresh appointments according

to their interests. In 2022, the Punjab Chief Secretary Kamran Afzal decided to quit his position and proceeded for on a two-week leave for tense relations between bureaucracy and rulers. These unnecessary political interference in administration is a setback in progress of a state.

Fourthly, incompetency of administrative system in the development of infrastructure since the inception of Pakistan. The institutions flourish in the presence of democratic regime but the military intervention prevented the establishment of proper infrastructure. Infrastructure is insufficient to cope with the challenges as state is importing 'morphine' medicine to treat cancer patients. In early days of Pakistan establishment, the factory was constructed in Lahore to fulfill the medicine need but it has been closed for a decade due to lack of proper infrastructure.

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It is reported by BBC news, September 2023, that so the incompetency in the development of infrastructure could not promote state development at Zenith.

Lastly, the elite life style of bureaucrats has downgraded the <sup>working</sup> efficiency of administration. In order to maintain their lifestyle the officials involve in many vices like corruption. The government servants from clerk to 22nd officer are entangled in this shameful practice. Many investors are discouraged to invest in Pakistan because of bureaucratic delay in approval process. The government officials take bribe to approve projects and the industries in IA sector of Islamabad have governmental approval, but these causes huge pollution in atmosphere. In 2018, the Supreme of Pakistan under CJ Saqib Nisar ordered to

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shut down those industries.  
Therefore, the desire <sup>→ among civil servants</sup> to maintain elite life style has downplayed their real duty to serve the public.

The ineptness of public administration has major consequences on society. One among <sup>them</sup> is corruption, the corrupt practices of officials have not <sup>only</sup> stained the government officers but also the society in general. The give and take of bribe has become a common

practice among generals. Such a low level of moral values among Pakistani public has become an embarrassment at international forum.

According to World Bank report 2021/22, Pakistan ranks at 140 out of 180 countries in the Corruption Perception Index (CPI). Hence, corruption is the consequence of poor administrative functions of state institutions.

Weak law and order in Society is result of poor administration. The law enforcement agencies are ineffective to enforce law in state, due to which there is insecurity among masses. People are fearful about their liberty, property and life, that's why they are migrating from state. Though, the article ~~9~~ of Constitution ensures the protection of political and civil rights. But these rights have been poorly administered in the state <sup>since 2022</sup>. It is evident from the fact <sup>that</sup> there is state censorship on press and public meeting after the ouster of former PM Imran Khan. So, weak writ of state has created poor law and order situation in the country.

Instability and violence are the by-products of negligent administration. There is instability in

Balochistan and the Baloch movement is active here. The core issue is that the Baloch people rights are not addressed by the mainstream administration. The flawed policies of administration has kept the area under-developed. Resultantly, the poor people are exploited by non-state actors and terrorist organizations like BLA. For example, Maharang Baloch is leading a women led movement and demanding justice for missing person. Hence, weak administration is causing instability and violence in the state.

Sectarian conflict is a major issue in Pakistani history and it is fueled by biased administration. The state policies are formulated only to safe the interest of specific sector.

In Punjab, the 5 seats are reserved only for (Sunni Muslim) Punjabis while

the other minorities like <sup>Sikhs</sup> ~~Christians~~,  
Bheas, Christians, Hindus have only  
limited seats. It gives rise to  
sectarian conflict. Furthermore, the  
rights of minorities are not preserved  
as it is reported 'Jaranwalla  
Incident' where ~~many~~ a mob  
fired many homes of Christians  
but the law enforcement agencies  
remained spectator to the whole  
incident with no positive outcome.  
Thence, biased administration gives  
birth to sectarian conflict in  
the state.

The administrative <sup>system</sup> policies  
has halt social program because  
these policies are downsizing  
the collective role of all sects  
of society. The state is unable  
to inculcate its role for  
oppressed people of society. Gender  
based discrimination is a major  
baricade in way of social  
progress and it is maximum in

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government officials. The women are harassed at public places despite of presence of Women Anti-Harassment Act 2019. Because there is no proper implementation on this law. So the social progress has stopped in Pakistan because of biased policies related to women.

The measurements to transform the masters of Bureaucracy into civil servants are wide. Some are as follows; firstly adopt integrated measure to mainstream the administration into society. The policies of state must be formulated according to the implementation capacity. Check the ground reality before formulation of policies, and the officials must play their role in their implementation. In case of education, which is basic right of every citizen according to article 25 of the constitution

the government need a proper policy to education children. The education Minister along with education experts and scholars must formulate policies to enroll the 28 million out of school children. The number is 2nd highest in the world after Afghanistan. So, integrated policies can reduce the system inefficiency.

Andly, enhance the Jurisdiction of Judiciary to protect the rights of civil servants. Because the officials who work honestly are either murdered or suspended by power elite. There is a need to protect their rights under judiciary. When power transfer occur in 2022, many government officials were trialed in courts in false accusation of corruption under NAB. The political revenge must be discouraged especially in institutions, because it has negative impact on institutions freedom. So,

the court patronage can protect the rights of civil servants.

Thirdly, there must be accountability in administrative system. Though, Masters are selected but they must be accountable before elected representatives of public. Pakistan can follow, USA Congress system, every citizen of USA is answerable for his deeds before USA Senate. In Pakistan, to <sup>run</sup> make the <sup>institution</sup> smoothly, ~~working~~ the accountability of officials is necessary.

Fourthly, there must be local Government system to check on Public administration. In Past, the bureaucrats <sup>(commissioner)</sup> were under the district Nazim according to local Government Act. But, later it replaced and the selected officials like Assistant Director, Commissioner became the administrative head and all funds were also transferred to them for

public welfare. This system has appeared inefficient so there is again a need of local Government system to check on the selected officials.

Last but not least, all three tiers, the administration, politics and judiciary must work in their respective tiers. It will keep a check and balance in one way and reduce the interference of bureaucracy in politics. As it is witnessed, in early years of Pakistan inception it was ruled by bureaucratic rulers which damaged not only state machinery but also the democratic structure of state. So, it is necessary to limit the role of bureaucracy in politics to enhance the institutions efficiency.

In a nutshell, the transformation of public Administration from Masters to Civil Servants



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is Cardinal to preserve the democratic structure of state, to serve the public and to lead the state towards progress.

Though, there are many inefficient practices in public administration like corruption, political interference and poor infrastructure. But through integrated measures and by expanding the court jurisdiction to save civil servant's rights and re-establishment of local government system, the Sahib Bahadur system can be transformed into civil servants in real sense.