

## PART-II

### Question #3

Give a comprehensive account of Scientific School of thought in administration. How can it be made instrumental for good governance in Pakistan?

### Introduction

Good governance is the running wheel of any nation, it helps in prosperity and growth of the state. Good governance stands on eight pillars, such as rule of law, accountability, transparency, consensus driven policies, etc. Scientific school of thought in administration focuses on scientific means of management to strengthen good governance in Pakistan through several methods of empiricism.

### I- Scientific School of thought in administration

The scientific school of thought focuses on scientific management of



administration, proposed by Fredrick Taylor.

He is one of famous scholar of Public administration. He believes that any administration could be tackled through scientific means.

Scientific school of thought is also known as

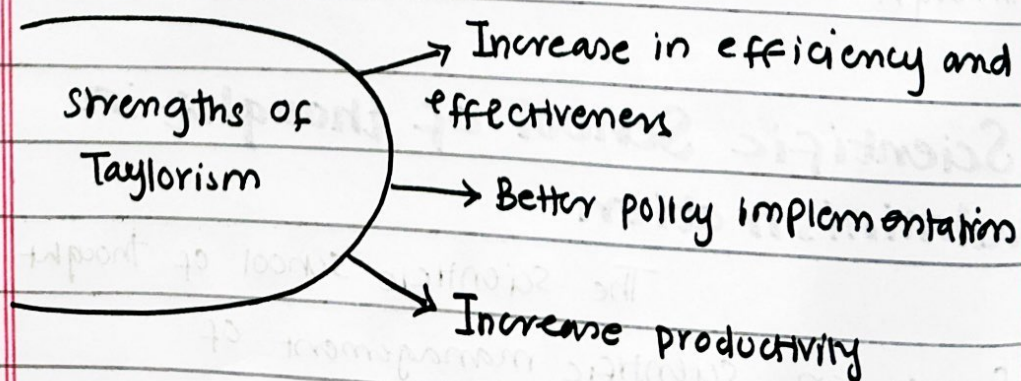
**Taylorism**, it focuses on empirical observation and experimentation of public administration.

It mainly focuses on **increasing efficiency and effectiveness**. Scientific school of thought

~~focuses on~~ only highlights the **formal means of bureaucracy** and forces individuals to work like machines without any chance of error.

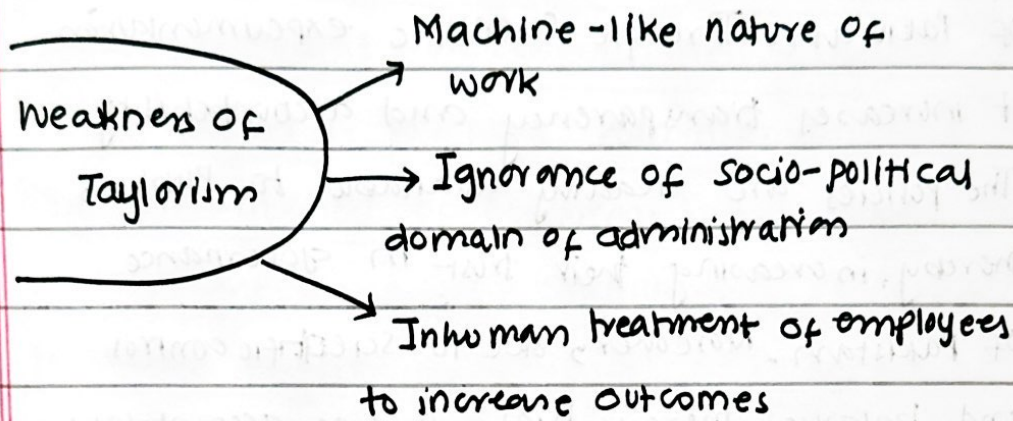
The main focus of Scientific school of thought is to strengthen public administration through strict adherence to increase in **productivity**.

A- Strengths of Scientific School of thought



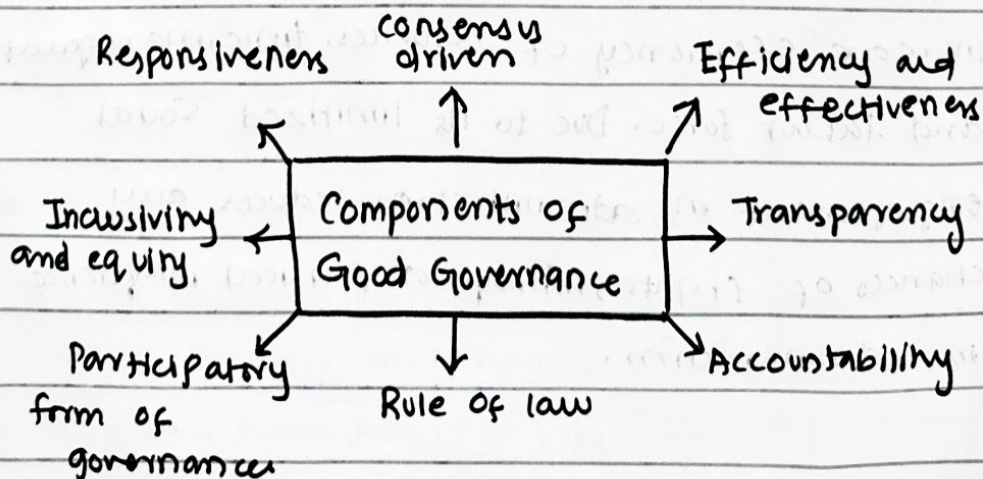


## B- Weakness of Scientific School of Thought in administration



## II. Scientific School of thought as a Instrumental mean for good governance in Pakistan

Good governance is the Pivotal point for growth and development of Pakistan. It enhances peace and security of Pakistan, Promoting prosperity.





Scientific school of thought plays an instrumental role to strengthen good governance of Pakistan. Through scientific experimentation it increases transparency and accountability. The policies are readily available to public, thereby, increasing their trust in governance of Pakistan. Moreover, due to scientific control and balance, there is high level of accountability. It traps the loopholes in governance of Pakistan. Scientific management of public administration focuses on yielding high productivity, efficiency and effectiveness. This increases rightful distribution and allocation of resources, which in turn reduces corruption. It promotes equitable distribution of financial incentives and parity in wages. Furthermore, it helps to reduce any delays or red tapism in any department of administration. It focuses to increase efficiency of resources, time, management and labour force. Due to its limited social engagement in administration, reduces any chances of fights, mishaps or political interference in administration.



## Conclusion

In spite of the weakness of scientific school of thought in administration, it has many benefits to public administration and good governance of Pakistan. Through scientific management, the public administration is forced to reduce corruption, red tapism or delay in progression. It ~~fore~~ focuses to increase efficiency and effectiveness, thereby promoting good governance in Pakistan.

## **Question # 4**

What is bureaucracy? Explain its need. Suggest ecological changes which may improve the performance of the bureaucracy of Pakistan.

## Introduction

Bureaucracy is a means to serve the public under public administration. These are group of government officials who work to empower public and strengthen governance of Pakistan. Bureaucracy is vital of any



public administration to operate. Due to the limitization and external influences the efficiency of bureaucracy is hindered. However, ecological changes could be ~~made~~ processed to improve the performance of bureaucracy of Pakistan.

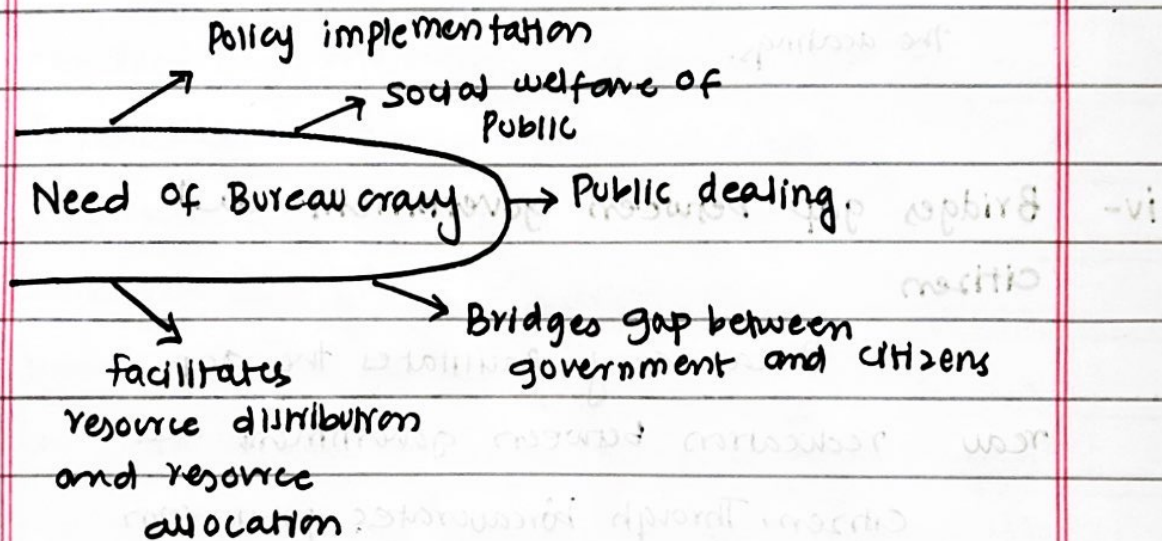
## I- Unfolding the concept of Bureaucracy:

Bureaucracy makes the most important composition of public administration. Different scholars of public administration describe bureaucracy in different connotations. According to Max Weber, bureaucracy is a hierarchical relationship between employees and employers, it operates when the top in hierarchy proposes policies which are to be implemented by employees or under commanding. Moreover, Luther Gulik explains bureaucracy as a key driver of public administration which comprises of government officials with an aim to implement POPSCORB in public administration. Marxist highlights the view of bureaucracy, as a group of highly prestigious officials, who ~~set~~ strive to inflict their power on other classes of society. Keeping the view of scholars' ~~in~~ ~~the~~ points regarding bureaucracy,



it is clear that the main function of ~~the~~ bureaucracy is to implement policies and group of officials to work for betterment of nation. -iii

## II- Need of Bureaucracy



### i- Policy implementation

Bureaucracy play a crucial role to implement policies which are merely proposed by politicians.

### ii- social welfare of public

Bureaucracy focuses on enhancement of social welfare of citizen. It increases the welfare facilities functioning and withholds strict check and balance of schools, hospitals, markets or public places.



### iii - Public dealing

Bureaucrates play a pivotal role to deal with public affairs. They have ~~office~~ open offices, and ~~ex~~ any individual can reach out to them easily. From domestic issues to local issues, bureaucrats mediate the dealings.

### iv - Bridges gap between government and citizen

Bureaucracy facilitates the gap reduction between government and citizen. Through bureaucrats, public can reach other policies and instigate their view in governance. It increases transparency of government.

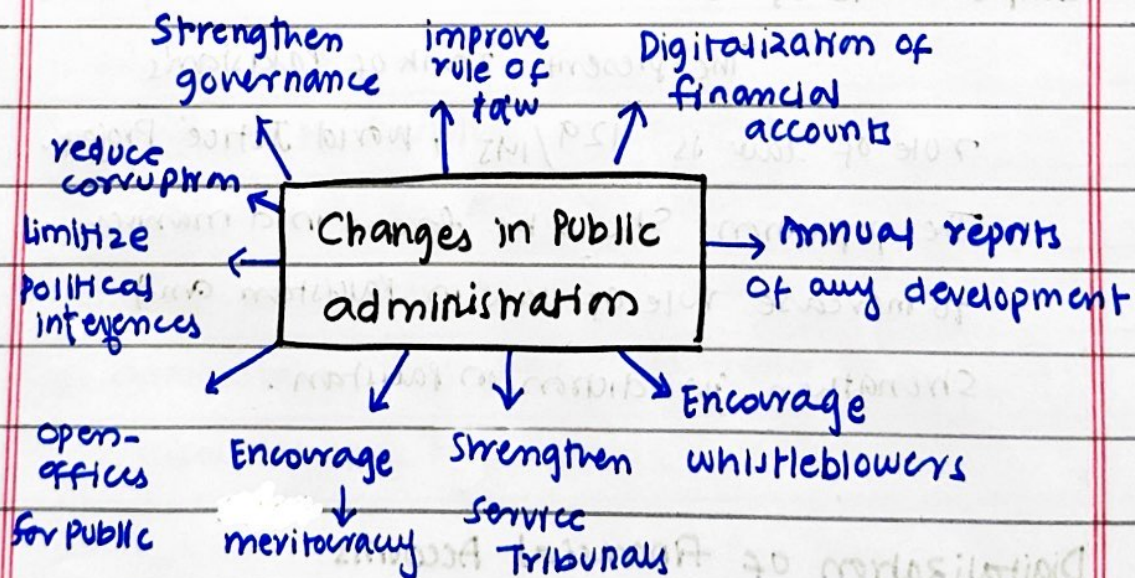
### v - Facilitates resource distribution and resource allocation

Bureaucracy overlooks the distribution of and allocation of resources. It helps to deliver rightful distribution of resources to public, thereby facilitating economic conditions of a state.



### III Ecological changes in Public administration to improve performance of bureaucracy in Pakistan

Ecological changes are shifts in the way the living organisms interact with each other and environment. Ecological changes in public administration highlights the changes in interaction among bureaucrats and their interaction with public. To increase efficiency of bureaucracy of Pakistan, ecological changes are vital to improve performance of bureaucrats.





i- Limitize political interferences

Administration should exist outside the political sphere. The dicotomy helps to facilitate the better performance of ~~these~~ bureaucrats of Pakistan.

ii- Strengthen governance

There should be collective efforts to increase transparency and accountability. This further decrease the chances for corruption, thereby, improving performance of the bureaucracy in Pakistan.

iii- Improve rule of law

The present rank of Pakistan's rule of law is 129/145, World Justice Project. The population should be forced in a manner to increase rule of law in Pakistan and strengthen jurisdiction in Pakistan.

iv- Digitalization of financial Accounts

Digitalization will help to overcome any loophole in financial <sup>d</sup>budgetary of public administration in Pakistan.



#### v- Annual reports of development or progress

Bureaucrats should provide annual reports or 6-month reports to portray their progression in areas, thereby, increasing governmental and public trust.

#### vi- Encourage whistleblowers

The government and law enforcement agencies should encourage whistleblowers and keep their identity confidential so that they can provide information about any ills in public administration.

#### vii- Strengthen service tribunals

Service Tribunals are courts which operate to facilitate bureaucrats and civil servants of Pakistan. ~~It~~ Strengthen these courts help to bring stability in administration by induces deterrence of accountability before law.

#### viii- Encourage meritocracy

The performance of bureaucracy in Pakistan can be strengthened through encouraging ~~merit~~ meritocracy.



## Conclusion

Bureaucracy plays a crucial role in public administration of Pakistan. They aim to focus on increasing social welfare and operate for betterment of nation. Ecological changes, such as strengthening governance, reducing corruption, promoting meritocracy and utilizing political interferences, can increase the performance ability of the bureaucracy of Pakistan.

## **Question # 6**

A fair and transparent system of accountability is a pre-requisite of public administration in a democratic state. Identify the causes and suggest remedies for the failure of system of accountability in Pakistan.

## Introduction

Accountability is one of the most crucial element of good governance. It brings stability and progress in public administration. In democratic state, citizens are empowered to participate in policy formulation



and implementation process. Due to the greater say of citizens in democratic state, a fair and transparent system of accountability is a pre-requisite of public administration in a democratic state.

Therefore, it is essential to identify the causes of failure of system of accountability in Pakistan, and suggest remedies in accordance to strengthen the accountability in Pakistan for ~~promoting~~ promotion of good governance and operating functional public administration.

## **I- A fair and transparent system of accountability is a pre-requisite of public administration in a democratic state:**

Accountability enhances the sense of being answerable to public and government. It helps to mitigate loopholes in governance and public administration in a democratic state.

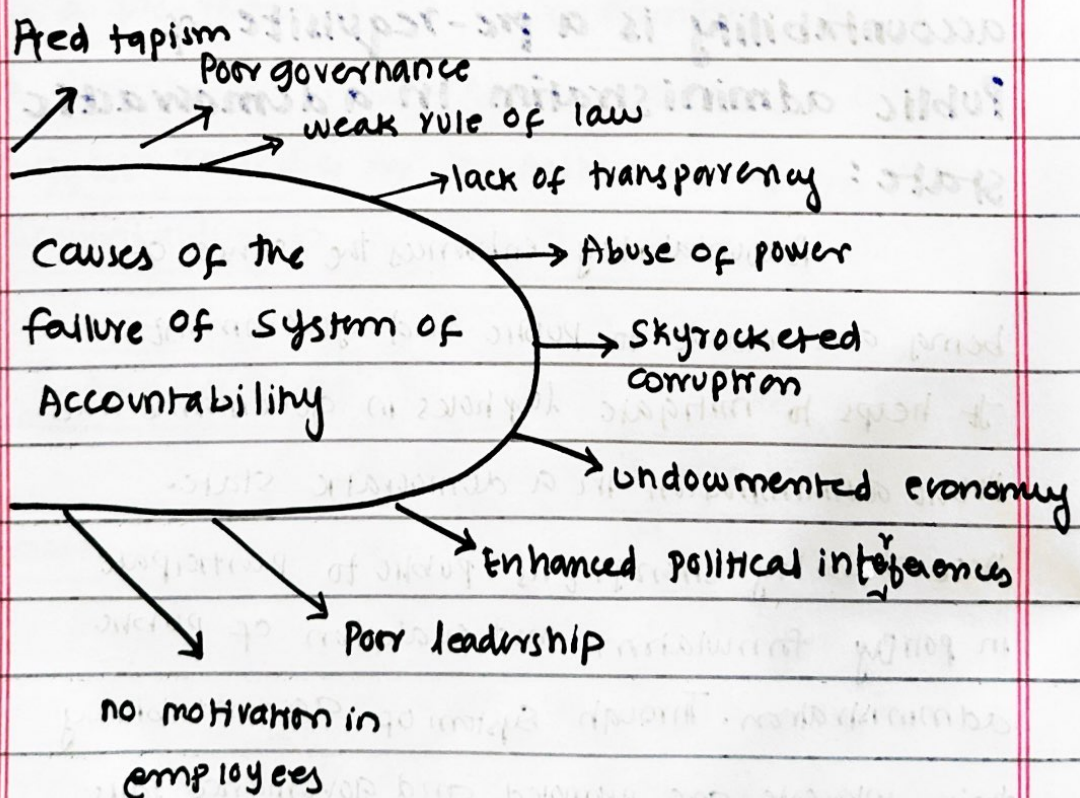
Accountability strengthens public to participate in policy formulation and evaluation of public administration. Through system of accountability their interests are promoted and governance falls



in favour of citizens or public. Therefore, a fair and transparent system of accountability is pre-requisite of public administration in Pakistan.

## II- The causes for the failure of System of accountability in Pakistan

The continuous downfall in efficiency and effectiveness of public administration of Pakistan is a clear indication of absence of accountability in Pakistan. This causes increase in other pitfalls of public administration, for example increase in corruption and poor development for social welfare.





## A- Poor governance and weak rule of law

Due to the poor governance and weak rule of law, the system of accountability turns out to be a failure. The rank of fakultans in rule of law of world according to world Justice project is 129/145. This is a clear indication that poor governance hinders accountability.

## B- Abuse of Power by bureaucrats

Bureaucrates misuse their power which keeps them away from accountability of public. Due to ~~absence~~ saturation of power, public is unable to reach bureaucrats, thereby, reducing accountability.

## C- Enhanced Political Interference

The high interference of politics in public administration hampers accountability. Politicians use public administrators to enhance their power and spread their influence.

## D- Poor leadership and lack of motivation

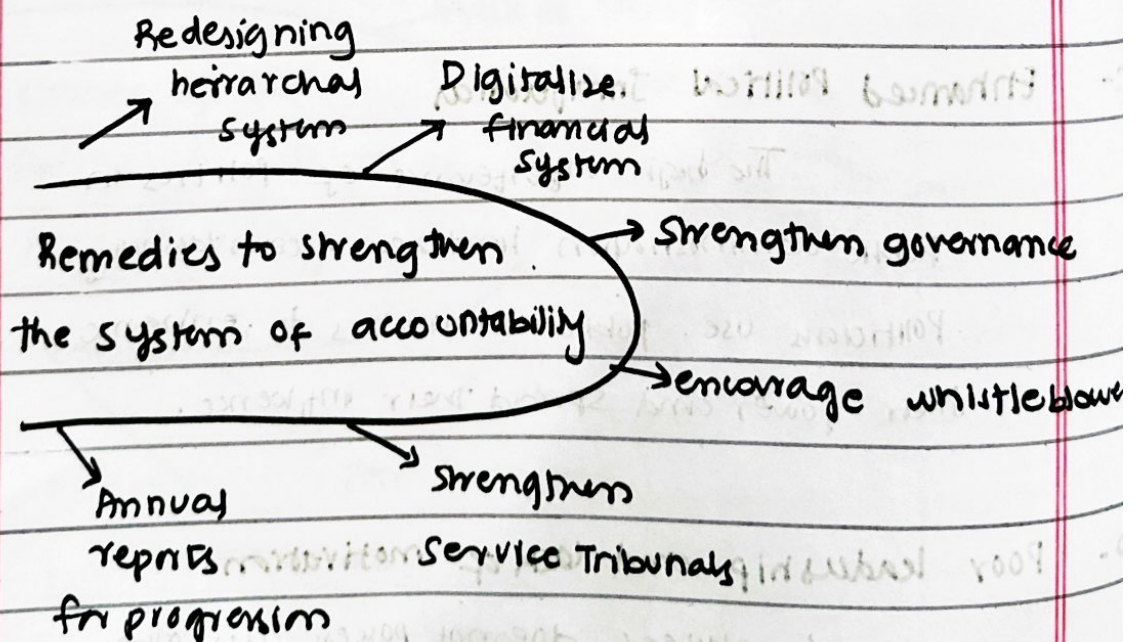
Employees do not possess any other



cause to work in public administration other than earning money and Prestige.  
Incapable leaders distort the system of accountability.

### III- Remedies to strengthen the system of accountability in Pakistan =

A functional system of accountability helps to increase efficiency and effectiveness of public administration. It helps to propose policies in interest of public, thereby, promoting harmony among the government, public administrators and public or citizens.





## A- Redesigning hierarchical System of Public administration.

Public administration should focus on horizontal, connect and collaborate system to strengthen accountability.

## B- Digitalize financial system

By ~~the~~ digitalization of financial system, the government and law enforcement agencies would be able to track any corruption, thereby, promoting accountability.

## C- Strengthen governance and service tribunals

Pakistan should move ahead to

limit the political interference in public administration.

It should focus on increasing rule of law and transparency which encourages accountability.

Moreover, strengthen service tribunals help to enhance accountability among government officials.

## D- Encourage whistleblowers

Whistleblowers facilitate the public administration to highlight the bottlenecks of any department, thereby, promoting accountability.



in public administration of Pakistan.

## Conclusion

The system of accountability is a pre-requisite of public administration in a democratic state. There are many causes for failure in accountability in Pakistan, however, through strengthening governance, promoting service tribunals and ~~the~~ redesigning hierarchical system of Pakistan, can strengthen accountability in public administration of Pakistan.

## Question #7

What structural changes would you suggest to change the orientation of civil services in Pakistan from ruling elite to serving civil servants or service delivery?

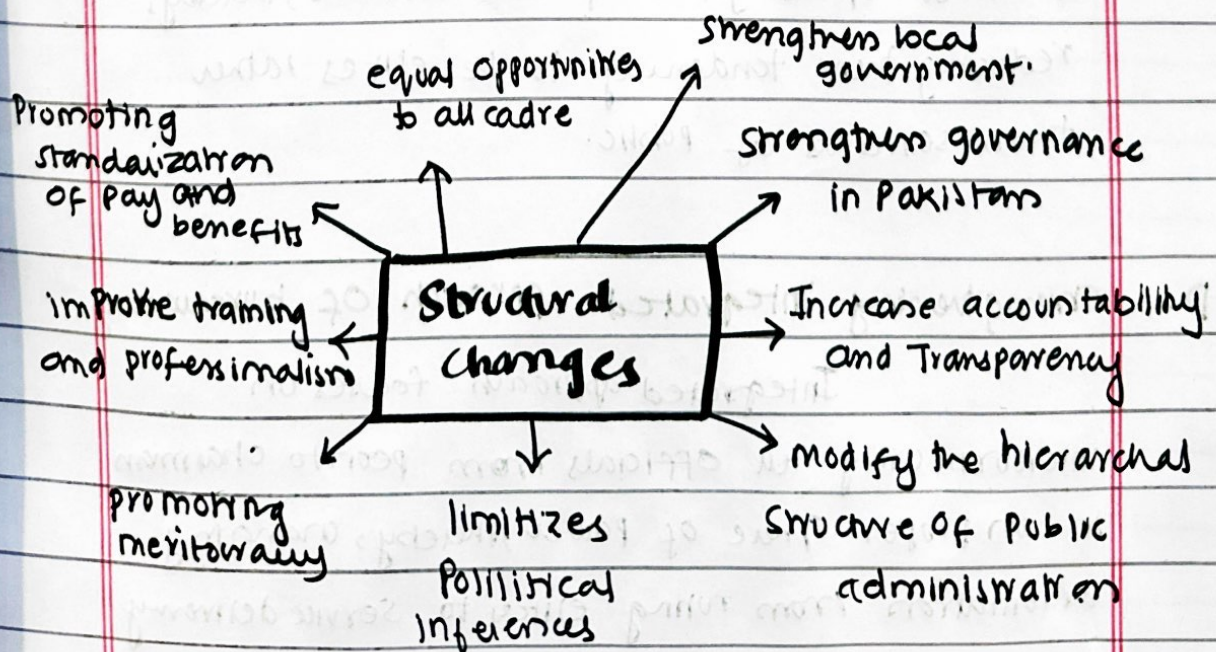
## Introduction

Civil servants of Pakistan are highly honorable officials of government, they aim to serve the public of Pakistan through different means in almost every



department of Pakistan. The high saturation of power in civil services of power deviate them from real purpose of being in services of Pakistan for serving public, but intwn taking in role of ruling elites to serving the public administration of Pakistan. The abuse of power, prestige and property ingulge the officials to be the elites of Pakistan. Structural changes are needed to change the orientation of civil services in Pakistan from ruling elite to serving civil servants for service delivery.

## I. Structural changes to change the orientation of civil services in Pakistan from ruling elites to serving civil servants for service delivery





### A- Strengthening local governance to limitize Power Sphere

By strengthen local government the power saturation of civil servants ultimately reduces down. There will be division of tasks and power for basic governance and increases the chances for civil servants to service delivery.

### B- Decentralization and devolution of power

The power concentrated in hands of civil servants could be reduced through decentralization and devolution of power to all other cadres of civil services.

### C- Standardization of pay and benefits

This is help to limitize the monetary or asset upholding power of civil servants, thereby, reducing their tendency to be elites rather than servants of public.

### D- Strengthening integrated approach of bureaucracy

Integrated approach focuses on interconnecting all officials from peon to chairman in or proper sphere of power, thereby, changing orientation from ruling elites to service delivery.



## E- Strengthen governance in Pakistan

Through ~~set~~ strengthen governance in Pakistan, helps to increase transparency, accountability, and reduces corruption, thereby, promoting service delivery of civil servants.

## Conclusion

The public administration in Pakistan is more in hands of civil service elites, through structural changes the orientation of civil services in Pakistan helps to withhold the excess power and monetary value of elite civil servants which in turn results in service delivery for betterment of Pakistan's government.