

## Section-II

Question no: 05

### Civic Engagements in Public Administration

#### Introduction:-

Civic or citizen engagement is the way in which citizens engage with their governing organizations and is a core element of democracy. It is a form of interaction between citizens and their governments. It can happen at any stage of the developmental process of governmental policy, and the delivery of public services.

#### 1. Civic/Citizen Engagement: Definition

Citizen engagement refers to:

"How citizens participate in decision-making process such as voting, public-meeting attending and volunteering."

- It leads to range of outcomes; including
  - ↳ more effective services
  - ↳ more responsive and accountable states
  - ↳ Enlightened citizens
- It is not about confrontation or merely about expressing dissatisfaction and restlessness; but,

more about collaborative partnership and dialogue intended towards inclusion, empowerment and is a political process.

→ Citizen engagement is the core component of any governance structure and is a highly embedded in the nature of political and governance context.

In democracies, citizen engagement is a basic principle - as government derive power and authority from the public.

## 2) Reinvigorating citizen oriented governance:-

Traditionally, governance structures hold the power to make decisions that affect the lives of the people. But, citizen-centric governance focuses on providing citizens with

- Access to information
- Resources and services and
- Engaging them in policy-making process.

Concept of citizen engagement is constantly evolving; hence putting into action the citizen's sustained engagement requires the clarity in the actions that civil

servants perform and how citizens engage with the state.

### 03) Why citizen engagement is essential in Public administration?

Following are the reasons that demonstrates the fact that citizen engagement is essential in Public administration:

#### (i) Promotes transparency and accountability:

It provides an opportunity to public to access information, voice their concerns and accountability of public administrators. On the other hand, Public administrators remain transparent in decision making and resource allocation process.

#### (ii) Enhance Policy Effectiveness:

It ensures that policy/programmes are aligned with the needs and preferences of the public. Citizens can provide valuable insights that may be overlooked by public administrators. Hence, it ensures more informed policy choices and implementation strategies.

### iii) Strengthens Public trust:

Through citizen engagement, citizens feel more valued when their voices and concerns/opinions are heard and are taken into consideration.

### iv) Facilitates inclusive governance:

It facilitates to hear the voices of marginalised and underrepresented groups. It promotes inclusivity by providing equal opportunities to all from diverse backgrounds. Not only this, it addresses the needs and aspirations of all segments of society.

### v) Prevents abuse of administrative authority:

Citizen engagement prevents the abuse of administrative authority by acting as a safeguard against the policies that can benefit the richer and powerful segments of the society.

### vi) Promotes "esprit de-corps":

It promotes esprit de-corps in the community as it strengthens the democracy at the grassroot level.

## 4) Efforts Citizen Engagement efforts in Pakistan:

### a) Citizens Feedback model:

This model is changing the way provincial government relates to citizens. Rather than waiting for citizens to approach government with grievances, it actively seeks feedback from the government citizens through calls, and text messages.

It enquires about the quality of services received;

- 0.3 Million citizens replied
- 8,000 reported corruption of some kind
- Several officials are punished

### b) New P for R Operation: Punjab Public Management reform Programme:

It is currently under operation and aims at supporting the government of Punjab to scale up the innovations one step further by institutionalizing the user feedback into smart monitoring system.

### c) Pakistan's Citizens Portal:

Inaugurated by the Ex-PM Imran Khan, it is the first largest citizen engagement initiative in the history of Pakistan.

- Portal linked to all provincial governments with one-click access

- to over 7,000 government offices
- 1.73 Million users registered as postal to address their grievances and to register their complaints

#### d) Public protest and Public Opinion:

Through Public protests, the public presented the unified and consolidated response to the massacre in Gaza by the rogue state of Israel merits appreciation.

#### e) Students active Participatia in organised Conferences:

Recently, Conferences 'Econfest' took place, hosted at Pak-China Friendship Centre by PIDE. In this,

- Students from about 15 universities took part, articulating grievances, proposing solutions and engaging in healthy debates.

- There was a Panel discussion also, on issues ranging from parliamentary discussions, access to information, heavy misgovernance and opportunities for youth.

## 5) Trends of Citizen engagement in other democracies:

### Case-Studies:

#### a) United States of America

USA Senate make it mandatory to require written submissions from the public for any bill introduced, with no restriction on Senate committees.

#### b) Australia:

Holds workshops as a part of regional consultation in the pre-legislative stage, and after a report is finalised.

#### c) United Kingdom:

Released citizen engagement framework in 2008, to deepen engagement with public on wide variety of issues;

e.g Constitutional changes, behavioral issue - Smoking etc.

### Conclusion:

Recent trends of citizen engagement provides a fair mechanism for shared decision making and collaboration between the public and <sup>from</sup> public administrators. Holding them accountable to address their grievances, citizen engagement is an effective tool to strengthen the democratic values at grassroot level in true letter and spirit.

## Question no: 06

### Impacts of globalization on Public administrators

#### Introduction:

Globalization, a process of interacting and integrating among the people, companies and governments of different nations, has gradually transformed the framework of public administration. It leads to changes in the states and in their governance systems. Various nation-states have changed their state's functions, political model, economic outlooks and others.

#### 1) Globalization : Definition

i) Organisation for Economic Cooperation and Development (OECD) defined globalization as;

• Shift from a world of distinct national economies to global economies in which production is internationalised and financial capital flows freely and instantly among countries. •



ii) Noam Chomsky (Internationally acclaimed bio-linguistic) explains the terms;

"Globalization means international integration in western doctrinal system and it refers to a specific form of international integration that has been pursued with particular intensity."

Being an ideology and process, globalization has become the dominant political, economic and cultural force in the 21st century and imparted the role of state.

- It leads to changes in the role of the state and their governance systems.
- It has promoted market values and subsequently diluted the role of the state in the economy.
- Economies and states are shifting to the market forces in order to participate and compete in the global markets and trade.

With the states, witnessing these changes, their administrative systems and functions are also being affected. The ways in which the states been affected is described across the following dimension;

## a) Changing the role of the state:

Most states modeled on the "concept of welfare state," globalization affecting changes across this particular role of the state.

(i) new competition states emerged that promotes public choice initiatives, privatization and deregulation in the economy.

(ii) New political economy of development highlights the "market" as the primary factor and not the state; meaning that market is more efficient in providing services to citizens than the state.

(iii) Provides the citizens with the choice of services based on economic capacity, whereas the state provides a comparatively less choice.

## b) Responsiveness of the state:

Globalization promotes policies that usually neglect the poor and disadvantaged sections of the society.

Developing states and societies mostly face this issue as they have a significant number of disadvantaged people.

only by making the state institutions more responsive and sensitive to the needs of its disadvantaged people, a state can effectively fulfill the gap that globalization cannot.

### C) State-market Competition:

As a state is the constituent in which the market operates, it can cooperate with the market in 3-ways;

• **Functionally**, a state can intervene in case of market failures in terms of controlling prices of essential commodities.

• **Institutionally**, state institutions can intervene in the market by laying down ~~rules~~ rules and regulations for governance and control of various players in a market.

• **Strategically**, the state can guide the market through defined strategic guidelines so that broader, long-term objectives of social development can be achieved.

### e) Democratic model:

With emergence and advancement of globalization, civil society also emerged as a viable force in a state.

Civil-society has gained importance due to its inclusive and participatory citizens, friendly, now the states adopted a non-democratic model.

### f) changes in the Economic Role:

Due to globalization, the states no longer control the currency as the global economy created by online banking, stock market, and global franchise.

For instance,  
World Trade Organization, dominant role in influencing the decision-making policies of the various states.

### g) Changes in the Political role:

Due to globalization, the political role of the state changed, because of the strengthened interstate relationships and dependence on the others.

States were created sovereign but their sovereignty is challenged by

globalisation due to "pulling" in conventions, contracting, coercion and imposition.

## N) Social dimension:

Social globalisation has created greater social awareness of Human Rights violation, child abuse, and corruption.

These challenges affect public administration and the role of government. The major change in the configuration of public-private spheres in favor of globalising the corporate sector has changed the leading role of the government.

Few challenges may be noted that;

i) Weber model of bureaucracy was a closed model, but globalisation has brought all the states under one big umbrella—bureaucracy of the state is open to administrative structures of other state.

ii) Administrative system of a developing nation comes into close contact with that of the developed nation and the former is unquestionably benefited.

(ii) Reforms in the public administrative authority may inspire administrative authority of other states to follow the reforms.

(iv) Globalization is an attempt to end the dichotomy between the private and public administrators.

## Conclusion:

Though globalization has changed the ways through which a state's social, political and economic system interacts with the other, yet it also accompanied with certain challenges that public bodies are serious about to the traditional system of public administration.

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## Question no: 04

### NPM and Public Service delivery

#### Introduction:

New Public Management (NPM) is a result-oriented and market-based approach. It promotes efficiency of the state by deregulating the resources of the

the state and its units. NPM emerged against the backdrop of an of civil rights movement, disintegration of Soviet Union, and attempted attack on bureaucracy and government. Its approach is **managerial modernity** in the delivery of public services to modernize the post-industrial bureaucracies.

## 1) Features and Practices of New Public Management For efficient Public Service delivery.

o2) Administrators play the role of managers:

Management have a role at upper level of organisation in NPM. Administrators work and perform duties of managers throughout the organisation.

### (ii) Organisational flexibility:

NPM helps in creating more flexibility and improves organisational dynamics. Work gets measured through targets and results are opposed to people just been available for work.

### (iii) Market-based approach:

Government under NPM is advised to take an actions that form market-oriented models in order to attain competitive edge and improve efficiency. Market based approach introduces complexity and flexibility in government.

### (iv) Decentralisation of Resources:

According to NPM model, government plays an important role in service delivery, therefore all the activities should be adequate and appropriate. People at lower level ~~man~~ of management must be given an opportunity to strategize, implement and monitor policies until expected goals achieved.

### (v) Result-oriented :

NPM promotes result-oriented methods and processes by measuring outputs. Organisation structures gets divided into to enhance productivity and introduction of contracts in the public sector to help foster quality and expected behavior from employees



## vii) Responsiveness of government:

NPM promotes responsiveness of any government. It encourages managers to make sound decisions that cater the needs of the public. For this, organization needs to be more responsive to the needs that arise from social, economic, and other aspects of society including political and technological environment.

## viii) Quality service delivery:

NPM is an upgrade to the old methods, processes and structures that elevates ways of doing business for government institutions, public administration and management. Organizations produced more improved products and services with the adoption of new public management.

## viii) Reducing the size of government and changing the role of government:

This refers to rolling back of state meaning that role of the state to be just that of enabler, facilitator and trying bring in use of market players. It refers to steering rather than being rowing, thereby efficiently channelizing the market forces.

## 2) Pre-requisites for success of NPM in developing countries:

Following are the pre-requisites for the successful implementation of NPM in developing countries:

- Having an acceptable level of economic growth.
- Having experience in how to change the manner and operate in a market manner.
- Existence of strong judicial system and to ensure rule of law.
- State capacity to ensure smooth transformation from old administration to new public management.

## 3) Is NPM relevant in developing countries:

NPM oriented reforms would fail if applied in developing countries like Pakistan because of the following reasons:

i) tends to create higher level of corruption

NPM provides greater freedom to public managers that used to together with lower level of

Supervision, creating fertile climate for corruption. As NPM advocates dramatic change from bureaucracy to market approach, there tends to be greater prevalence of corruption.

### (ii) Strong resistance to decentralization:

Owing to long history of centralization in public sector, maintaining centralization leads to corruption thus hinders application of NPM.

### (iii) Absence of rule of law:

In developing countries, there is a lack of application of laws related to contract enforcement and managing corruption because, the applicability of NPM is difficult.

### (iv) Inadequacy of infrastructure as well as lack of experience:

Public enterprises in developing countries are well operated and don't need privatization. So every case should be considered individually rather than decisions that all public enterprises should be privatized.

#### (v) Public expectation and government:

Public services in developing countries are not of high quality services, so don't put the government under pressure.

#### (vi) Concept of "one size fits all:"

It could bring the performance of the institutions to a lower level.

#### Conclusion:

Though NPM, is an effective model for efficacious execution of public services. However, in developing countries, challenges like corruption prevalence, absence of rule of law, lack of skilled labor and expertise and social dimensions hinder the ways for efficient execution of policies under NPM model.