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Paper : Public Administration
DAY: _____

DATE: 14/12/2025

Part-1 (MCQs)

1 A

2 B

3 C

4 C

5 A

6 A

7 A

8 C

9 A

10 C

11 A

12 C

13 A

14 B

15 C

16 C

17 A

18 B

19 D

20 C

Q: 4 Suppose you are hired by the government on a project to reform the civil service, which four major reforms would you propose? Keeping in view the ground realities (including but not limited to fiscal constraints)

Inter?

Ans Overview of Civil Service Reforms:-

The Civil Service rules were adopted from colonial era and were only confined to extraction of resources, revenue collection. These rules of Civil Services lack welfare and development work for public delivery. Talking view of past practice made by various political leadership to alter the Civil Service reforms. It is obvious that the present civil service rules still need working on it to deliver the public and address organizational fault lines that hinders the performance of government institutions.

Proposing 04 Major Reforms

1- Decentralization of powers to Local Government

The plan of Decentralization of powers of provincial government to local government implemented by General Pervez Musharraf was a good initiative which provided the local government representation to include them in functioning of local government system and address the issues of their constituencies. The zila nazim were having powers to look after the welfare and other genuine problems of districts and tehsils.

in coordination with Deputy Commissioners. This decentralization proved to be a good step towards public delivery and apprised by many peoples who could not reach to Deputy Commissioners before for the implementation

of reforms to address their concerns. **Advice:** The decentralization of few public powers including spending of welfare budget as per head of 250 Nazims

2. Unification of Perks & privileges of Same pay scale:

Present

Situation: The unification

of perks and privileges of same pay scale of Government Employees has remained the concern stone of discussion in government agenda reforms. However, there is still distinction in salaries.

and other facilities provided to government officials

For example: An officer in BPS 20 who serves in well reputed Government Institution gets good

and facilities provided by the department as per its Budget expenditures on the other hand the

officer of same grade works in an government institution like attach department or Subsidiary

does not enjoys same facilities as, the latter

enjoyed by.

SUGGESTIONS FOR FURTHER IMPROVEMENT

Advice

- The unification in facilities of same pay scale to all officers will make them to perform well and it will also address the long-persisted issue of corruption which affects the performance and image of government institutions.

3. Eliminate the practice of Current & Additional Charge:

Present
Situation

The shortage of officers in government institution

is a major problem, due to fewer number of officers in office, one officer is given the additional or concurrent charge of the vacant office or next higher post on basis of need of situation. It has been observed that the practice of additional charge or concurrent charge to next higher post hinders the performance of both offices due to pressure of work officer is unable to perform and execute task of both offices in time. This impacts the overall performance of the institution and creates delay in cases of urgent need.

IMPRACTICAL SUGGESTION

Advice: Instead of providing additional charge to one officer - the subjects of section or office which is vacant shall be divided at minimum weightage to those offices who have low volume of work. This will save the expenses spent on payment of additional charge and helps in smooth disposal of work.

4. Unified Policy formulation:

Present Situation After the 18th Amendment in the Constitution various subjects have been transferred to provincial governments from federal concurrent list. This includes budget expenditure, Development & welfare programs, culture, education, health, policy implementation and policy making. Presently the federal government has only few subjects at the concurrent list.

which includes Defense spending, loan payment etc. The transfer of main subjects to provincial government has large affect on performance of provincial institution and delivery to public service.

The policy making and implementation by provincial government lacks the process of audit and discipline in development of provincial services.

**THERE IS NO COHERENCE IN ANSWER
THERE IS NO REF OF SYLLABUS
NOT SATISFACTORY BLAND
INCOMPLETE ANSWER 6/20**

*Advocacy
education
health
welfare* The practice of unified policy making at major subjects federal level by the federal government legislatures will make possibility of good performance by provincial government, and a mechanism to carry out audit of provincial government shall also be done by the federal government auditors to strictly ensure the proper spending of welfare and development funds.

Q:5 The contemporary literature on public administration and governance underlines the importance of putting in place strong local government institution for effective service delivery. However, in Pakistan local government remains the weakest link in the government system. How local governments can be made more effective?

Ans **Approach for Strong local government institutions**

The performance of local government systems at provincial level has remained influenced due

to number of reasons, the politicians will try to keep the major works under their control in order to serve their constituencies that gains them ~~major~~ voting in electoral campaigns. Since years the local government decisions have remained pending and the flow of funds to local governments representatives could not done for public delivery.

The Musharaff reforms of Decentralization of powers to local governments representative were a good step to obtain better service delivery at local government level.

Presently the New Public Management Model component focuses on tailoring the government functions towards the business like model incorporating the communities ^{views} in policy making, implementing the mechanism for enhanced public service delivery, introducing methods to address the development and welfare projects on priority basis.

Making Local government More Effective:

The local government system can contribute with provincial governments Coordinator and district offices to perform and deliver the public in efficient manner.

There is need to implement number of initiatives to explore possibilities for inclusion of local government representative in district

Functions:

- The devolution of powers to local government representatives
the Zila Nazim and allocation of welfare funds.

- Including the Zila Nazim and Councillors in
policy making of local government & provincial governments

- Timely calling of election process of local government
representatives to continue the functioning of delivery
Tehsil level -

- Conducting meetings and visit to local government
representative and constituents of province
to listen to the problems of society.

- Managing good contacts with political representative to
motivate them to address the problem that is
of urgent nature instead of securing their
constituency for securing their vote bank.

- A mechanism at federal government level to
devise the development plan and delivery
of service to provincial tehsils and districts.

- Mechanism for strict policy implementation of
development and other welfare and routine
functions without involvement of political
leaders.

3/20

Q16

Budget is the most important policy instrument available to the government both to manage the economy and monitor and control the bureaucracy: Explain:

Ans

Budget as an important Policy Instrument:

The Budget is the main component of annual expenditure and economy of the country, it comprises and covers various annual expenditures, including Health, Education, Welfare, Defense, Development, Revenue Collection, debts payment, Covering Circumstances, debts, Foreign Direct Investment calculations.

There are four major components of Budget include:

- i-Balance of Payment
- ii Revenue & Expenditure
- iii Debt (National & External)
- iv-Growth to GDP.

The Budget represents the true performance of economy of the country its spending in defense, Education and development, health. The allocations of funds have direct impact on the policy of these sectors. For example the higher expenditure allocation to defense subject shows the military might of the country and its military prowess. The allocation of expenditure to other important subjects has in the same way impact on their annual planning, development, projects, and other routine

activities.

- Role of Budget in Managing Economy:-

The making and implementation of Budget is a lengthy and important practice/exercise, this has to be done in consultation with relevant Stakeholders the provincial & federal institutions, the law enforcement and health, defense specialists, in order to provide friendly budget to these parties. The expenditure and Revenue are interconnected phenomena in budget process it is ^{important to} keep the expenditure in balance form with Revenue if the expenditure exceeds the annual limit of Revenue collection this creates Budget deficit and has impact on the formulation of next year expenditure of Budget of particular institution- this impact the economy cycle and hinders the economic activity of the country- In other situation if budget expenditure exceeds the growth rate or revenue of the country the Country has to go to doors of IMF and the IMF and World Bank bailout packages have impact on the economy policy of the country.

- Budget ^{monitoring} ^{controlling} 'Bureaucracy'?

The exceeding expenditure in contrast to Revenue collection FDI and growth rate per Capita income forces

the country to look for loans and aids from international donors namely the IMF, the World Bank, and other international creditors. These international creditors provide bailout packages with large policy requirements that have to be implemented by the borrowing country in its economic mechanism to get the aid.

The implementation of strict policy, like Structural Adjustment Programs (SAPs) and other strict programs impact the development and welfare progress and expenses of the country. The government has to implement strictly these policies and has to make cuts on subsidies.

The allocation of less budget to Education, Health, development in Pakistan is the result of going to the international creditors, every year, to meet its economic needs. Even budget making can not be completed unless the government ensures the ~~Credit~~ facility from these donors. Securing a

The interventionist mechanism of these creditors starts to influence the sovereign policies of state and monitor and control the bureaucracy of the country. The bureaucratic leadership can not make ~~free~~ ^{even} their economic policies which at large impact the growth of the country and hinders the development progress.

Conclusion:-

The country needs to devise a mechanism for raising revenue and growth to avoid going to doors of international creditors and implement smooth Budget making. For this number of steps are needed to be followed; including;

- 1- Changing the government Model to NPM means government should implement the business Model at federal & provincial level.
- 2- Increase the revenue collection not from the poor or Salaried class but from the large tax evaders.
- 3- Increase the opportunities of Foreign Direct Investment.
- 4- Increase the export net of the country.
- 5- Address the Circular debt ANSWERS
NOT SATISFACTORY
- 6- Privatization of Small ~~Medium~~ Enterprises that are burden on government expenditure. PRESENTATION IS POOR
5/20
NO REF OF SYLLABUS
- 7- Address the corruption ~~fraud~~ within the political and Bureaucratic tiers.
- 8- Cuts on unnecessary government expenses only allocation may be done to areas where it is necessary.