

PART II

QUESTION # 2:

INTRODUCTION:

Public policies are the authoritative decisions and actions taken by governments to address public problems and achieve collective goals. They reflect the priorities of state and serve as the primary mechanism through which governments intervene in social, economic and political life. In developing countries like Pakistan, public policies play a decisive role in shaping development trajectories, governance quality and social stability. The success or failure of public policies depends not only on sound formulation but also on effective implementation, political commitment and institutional capacity.

PURPOSES SERVED BY PUBLIC POLICIES:

1) PROBLEM IDENTIFICATION AND RESOLUTION:

Public policies aim to identify societal problems such as poverty, unemployment, illiteracy or insecurity and provide systematic

solutions. By prioritizing issues through the policy agenda, governments channel attention and resources toward pressing public needs.

e.g.:

Poverty alleviation policies seek to reduce income inequality and vulnerability among marginalized groups.

2) SOCIO ECONOMIC DEVELOPMENT:

Public policies serve as engines of development by promoting economic growth, human capital formation and infrastructure expansion. Developmental policies shape industrialization, education systems, healthcare access and technological advancement.

e.g. Educational policies such as compulsory primary education aim to enhance human capital and long term productivity.

3) REGULATION AND ORDER MAINTENANCE:

Policies regulate markets, social behavior and institutional conduct to ensure fairness, efficiency and stability. Regulatory policies protect consumers, workers and the environment from exploitation and market failures.

e.g. Environmental protection policies

regulate industrial emissions to curb climate change and public health risks.

4) DISTRIBUTION AND REDISTRIBUTION OF RESOURCES:

A core purpose of public policy is to allocate scarce resources and redistribute wealth to reduce inequalities. Fiscal and social welfare policies embody the state's commitment to social justice.

e.g., Subsidy and social safety net policies transfer resources to low income groups.

5) NATION BUILDING AND SOCIAL COHESION:

Public policies foster national integration by promoting shared values, equal citizenship and inclusive development. Policies in language, culture and regional development help mitigate ethnic and provincial disparities.

A) PUBLIC POLICY SUCCESS STORY IN PAKISTAN:

BENAZIR INCOME SUPPORT PROGRAMME

(BISP):

It was launched in 2008. BISP is Pakistan's flagship social protection program, providing conditional and unconditional cash transfers to poor households.

Particularly women, to reduce poverty and vulnerability. Over time BTSP evolved from a simple cash transfer scheme into an integrated social safety net incorporating stipends and conditional transfers.

REASONS FOR SUCCESS:

1) EVIDENCE BASED TARGETING AND DATA UTILIZATION:

BTSP's success largely stems from its adoption of the National Socio-Economic Registry (NSER), which uses objective poverty indicators to identify beneficiaries. This data driven approach minimized political favoritism and leakages, a common weakness in earlier welfare programs. Accurate targeting enhanced credibility and ensured that limited resources reached genuinely deserving households.

2) WOMEN CENTERED POLICY DESIGN:

By transferring cash directly to the female heads of the households, BTSP strengthened women's economic agency and decision making power. This approach improved household welfare outcomes, including nutrition and children's education. International research supports the idea that women control transfers

generate stronger social returns, making BISP socially transformative rather than merely charitable.

3) INSTITUTIONAL CONTINUITY AND POLITICAL CONSENSUS:

Unlike many Pakistani policies that collapse with regime change, BISP enjoyed cross party support. Successive governments rebranded but retained the core structure of the program. This continuity ensured long term planning, institutional learning and gradual expansion, which are essential for policy success.

4) TRANSPARENCY AND INTERNATIONAL COLLABORATION:

BISP incorporated biometric verification, digital payments and third party audits, enhancing transparency and accountability. Collaboration with international organizations such as the World Bank improved governance standards and monitoring mechanisms. As a result, BISP gained both domestic legitimacy and international recognition.

5) ADAPTIVE AND LEARNING BASED POLICY

DESIGN:

BISP evolved over time by learning from implementation challenges and impact evaluations. This program incorporated reforms such as conditional cash transfers for education (Waseela-e-Taleem) and nutrition initiatives. This flexibility allowed BISP to respond to changing socio-economic realities rather than remaining a static policy. Continuous learning and policy adaptation are hallmarks of successful public policies.

6) CRISIS RESPONSIVE CAPACITY:

BISP proved its effectiveness during national crises such as floods, COVID-19, and economic shocks. The Ehsaas Emergency Cash Program, implemented through BISP infrastructure, enabled rapid and large scale cash transfers to vulnerable populations - The ability to scale up during emergency highlighted institutional readiness and public trust.

B) PUBLIC POLICY FAILURE IN PAKISTAN:

ENERGY POLICY AND POWER SECTOR REFORMS:

Pakistan's energy sector has been governed by multiple policies aimed at ensuring energy security, affordability and sustainability. Despite repeated

reforms, the sector remains plagued by electricity shortages, high tariffs, inefficiencies and mounting circular debt, making it one of Pakistan's most persistent public policy failures.

REASONS FOR FAILURE :

1) INCONSISTENT POLICY FRAMEWORK AND AD-HOC DECISION MAKING:

Frequent changes in energy policies, tariff structures, subsidy regimes created uncertainty for investors and consumers alike. Successive governments prioritized short-term political gains over long term planning, undermining policy credibility and coherence.

2) GOVERNANCE FAILURES AND INSTITUTIONAL WEAKNESS:

Public sector entities responsible for power generation and distribution suffered from mismanagement, corruption and political interference. Inefficient distribution companies failed to recover cost due to theft, line losses and poor billing systems, eroding financial sustainability.

3) CIRCULAR DEBT CRISIS:

The inability to align tariffs with actual costs and delays in subsidy payments resulted in massive circular debt. This debt constrained investment, disrupted ~~fuel~~ supply chains and perpetuated load shedding, reflecting a systemic failure of fiscal and administrative coordination.

4) UNSUSTAINABLE ENERGY MIX:

Over-reliance on imported fossil fuels exposed Pakistan to external price shocks and foreign exchange pressures. Failure to timely invest in renewable and indigenous energy sources increased production costs and undermined energy security.

5) WEAK IMPLEMENTATION AND REGULATORY OVERSIGHT:

Even well formulated reforms faltered due to weak enforcement and ~~regulatory~~ capture. Lack of coordination between the federal ministries, regulators and provincial governments further complicated implementation.

6) POLITICAL ECONOMY CONSTRAINTS AND

FLITE CAPTURE:

Energy policy in Pakistan has been shaped by powerful interest groups, including influential Independent Power producers (IPPs), fuel import lobbies and bureaucratic elites. These elites have resisted reforms that threaten their rents, such as tariff rationalization and efficiency improvements. Elite capture distorted decision making, increased costs and weakened accountability rather than service delivery.

7) OVER CENTRALIZED DECISION MAKING:

Energy policy formulation remained centralized within a narrow bureaucratic and political elite with minimal stakeholder consultation. Exclusion of consumers, provincial governments and technical experts reduced policy ownership and realism. Over centralization also delayed decision making and limited innovation as feedback loops from the ground were weak or absent.

CONCLUSION:

In short, public policies are central to effective governance as they guide state action

in solving public problems, promoting development and ensuring social justice. Pakistan's experience shows that policy outcomes depend more on implementation, institutional strength and political will than on policy formulation alone. The success of BISP highlights the value of continuity, transparency, inclusive design while the failure of energy policies underscores the costs of inconsistency and weak governance. Hence, sustainable public policy in Pakistan requires strong institutions, accountability and long-term commitment.

QUESTION # 5 :

INTRODUCTION:

Public administration and governance literature increasingly recognizes local governments as the fulcrum of effective service delivery, participatory democracy and accountable governance. The World Bank emphasize that governance outcomes improve when authority, resources and responsibility are devolved to the level closest to citizens. Local governments, by virtue of their proximity to the people are best positioned to understand local

needs, ensure efficient resource utilization and enhance their legitimacy. However, despite this global consensus, Pakistan's local government system remains the weakest and most unstable tier of governance, largely due to political marginalization, fiscal dependence and institutional fragility. Addressing these structural weaknesses is imperative for transforming local governments into effective engines of service delivery and democratic governance.

HOW LOCAL GOVERNMENTS CAN BE MADE MORE EFFECTIVE IN PAKISTAN:

article? relevant laws of constitutional prov?

1) CONSTITUTIONAL PROTECTION AND CONTINUITY:

Local governments in Pakistan lack permanent constitutional status and are often dissolved at the discretion of provincial government. To make them effective, local governments must be constitutionally protected with guaranteed tenure, regular elections and clearly defined powers. Constitutional continuity would prevent political manipulation and ensure long term planning at the grassroots level. Stable local institutions can focus on service delivery rather

than survival.

2) MEANINGFUL FISCAL DECENTRALISATION:

Effective local governance requires financial autonomy. Local governments in Pakistan remain heavily dependent on provincial transfers, local taxation powers and transparent provincial finance commissions (PFCs) would enable local bodies to plan and execute development policies effectively. Financial independence enhances accountability and responsiveness.

3) CLEAR FUNCTIONAL DEVOLUTION:

Ambiguity in roles between provincial departments and local governments leads to duplication and inefficiency. Clear functional devolution, particularly in sectors like education, health, water supply, sanitation and municipal services is essential. Each tier of government must have clearly demarcated responsibilities supported by legal frameworks. Clarity of functions improve coordination and reduces bureaucratic conflicts.

4) ADMINISTRATIVE AND HUMAN RESOURCE CAPACITY BUILDING:

Local governments suffer from acute capacity deficits, including lack of trained staffs, technical expertise and administrative autonomy. Regular training, professional development, merit based recruitment are essential to strengthen local institutions. Devolution of administrative control over local staff would enhance efficiency and reduce provincial interference in day to day operations.

5) STRENGTHENING ACCOUNTABILITY AND OVERSIGHT MECHANISM:

Effective local governments acquire robust accountability mechanisms to prevent corruption and inefficiency. Strengthening local councils, audit systems, social accountability tools and performance based evaluations can improve transparency. Citizen oversight through public hearings and grievance redress mechanisms enhances trust and service quality.

6) POLITICAL OWNERSHIP AND DE-

- POLITICIZATION:

Local governments in Pakistan often function at the mercy of provincial political elites who view them as competitors. Political consensus is needed to treat local governments as partners rather than rivals. De-politicizing local administration and respecting the autonomy of elected representatives can improve governance outcomes.

7) CITIZEN PARTICIPATION AND COMMUNITY ENGAGEMENT:

Active citizen participation improves service delivery and accountability. Institutionalizing mechanisms such as participatory budgeting, town hall meetings and community development committees can align services with local needs. Engaged citizens act as a watchdog, reducing corruption and enhancing policy effectiveness.

8) INTEGRATION OF TECHNOLOGY AND E-GOVERNANCE:

Digital tools can significantly enhance local governance by improving service

delivery, transparency and citizen interaction. E-governance platform for billing, licensing, complaints and record management can reduce discretion and delays. Technology also facilitates data driven decision making at local level.

9) STRENGTHENING LOCAL PLANNING AND COORDINATION:

Local governments must be empowered to prepare and implement local development plans aligned with provincial and national priorities. Strengthening coordination mechanisms between local, provincial and federal governments ensures coherence and avoids duplication. Integrated planning enhances development outcomes and resource utilization.

10) REFORM IN NATIONAL FINANCE COMMISSION AWARD FOR FISCAL AUTONOMY TO EMPOWER LOCAL GOVERNMENTS:

Fiscal empowerment is crucial for making local governments effective and reforming the NFC Award can play a key role. Reforming the NFC award to allocate a specific portion

of fiscal resources directly to the local governments can strengthen their capacity for service delivery and development planning. Such reforms would reduce provincial interference, ensure predictable funding and enable local bodies to address community needs efficiently. International experience, like India's fiscal transfers to Panchayati Raj institutions, shows that predictable and transparent resource allocation is a key to empowering local governance. Linking grants to performance and accountability can further incentivize efficiency and responsiveness at the grassroots level.

11) LIMITING BUREAUCRATIC INERTIA:

Local governments often lack control over administrative staff who remain under provincial or federal influence. Reducing bureaucratic inertia through merit-based appointments, training, delegation of authority and performance-based evaluation can empower local officials to implement policies effectively. Countries like Germany and Sweden demonstrate that professional, autonomous and motivated local bureaucrats are essential for efficient service delivery, planning and citizen satisfaction.

12) MAKING LOCAL GOVERNMENT ELECTIONS A COORDINATED SUBJECT OF CENTER AND PROVINCES:

Currently, local government elections in Pakistan are under provincial control, which often results in delays, irregularity and political interference. Making local government elections a coordinated subject ~~can~~ can standardize election schedules, improve fairness and strengthen democratic legitimacy. This approach ensures that no province can unilaterally postpone elections for political advantage. Countries like India and Indonesia demonstrate that coordinated oversight and clear legal frameworks enhance local democracy and citizen participation.

CONCLUSION:

Local governments are the cornerstone of responsive, accountable and participatory governance. In Pakistan, their effectiveness have been undermined by political interferences, fiscal dependence, weak institutions and bureaucratic inertia. Strengthening local governments requires a multi-pronged approach: Constitutional

protection, fiscal autonomy through AFC reforms, limiting bureaucratic inertia, citizen participation, e-governance, coordinated local government elections between the center and provinces. Financially independent and professionally managed local governments improve service delivery and deepen democracy. By implementing these reforms, Pakistan can transform its local governments from the weak local governments from weakest link into the foundation of efficient, transparent and inclusive governance.



PART-II

QUESTION #8

ANSWER

PART (a)

A) INTRODUCTION:

The traditional and modern theories on bureaucracy i.e. Max Weber bureaucratic model and New Public Management theory significantly differ from each other in both the positions and the implementation approach. These differences include the focus of the approach, nature of the models, rule bound models, market competitiveness, decentralization, rigidity and flexibility and collaborative projects of public and private sector. Moreover, the traditional theory of Max Weber bureaucratic model is more applicable in Pakistan keeping in view the contemporary system in Pakistan.

B) COMPARISON BETWEEN THE TRADITIONAL THEORY OF BUREAUCRATIC MODEL BY MAX WEBER AND NEW PUBLIC MANAGEMENT

- A CONTEMPORARY THEORY OF BUREAUCRACY:

The traditional theory of Max Weber significantly differs from the contemporary New Public Management theory emerged under the leadership of Margaret Thatcher. Some of these differences are as follow:

(i) FOCUS OF APPROACH:

The classical theory of hierarchy by the German sociologist focuses on bureaucratic model by being the ideal type of public administration due to the technical superiority of the bureaucrats. However, the modern theory of bureaucracy, the New Public Management, focused on cost effectiveness, maximum output and competitiveness of public organizations in the market.

(ii) NATURE OF THE MODELS:

The classical model of bureaucracy, particularly the bureaucratic model of Max Weber reflected the rigid and conservative nature of bureaucratic organizations due to

strict, disciplined approach. However, the modern model of New Public Management reflects a more flexible and people oriented approach to address the bureaucratic unresponsiveness to public and overresponsiveness to political bosses.

III) MARKET COMPETITIVENESS:

The classical model of bureaucracy by Max Weber focused more on rigid bureaucratic organizations without any emphasis and consideration of making the organization competitive in the market. However, the contemporary New Public Management model's central idea revolves around elevates the market competitiveness of the public organizations.

IV) DECENTRALIZATION FOCUS:

The traditional bureaucratic model of Weber tends to drift away from decentralization approach as it emphasized on strict hierarchical and top-down bureaucratic organizational approach over other public organizational models. In

contrast, the new public management model on bureaucracy promote decentralized authority and participative management by empowering the employees and teamwork.

V) ~~RIGIDITY AND FLEXIBILITY:~~

The classical bureaucratic model by Max Weber followed the rigid approach of bureaucratic dominance due to technical superiority undermining the customer friendly services. In contrast, the new public management approach focus on the participative services, treating public as customers and not mere cases.

VI) COLLABORATIVE PROJECTS OF PUBLIC AND PRIVATE SECTORS:

The classical emphasis of bureaucratic technical superiority of public organizations over the private ones undermines the possibility of collaborative projects of public and private sector. However, the modern model on bureaucracy, the new public management prefers the public private partnerships

for sharing the certain resources and expertise between both sectors for better and effective service delivery.

C) APPLICABILITY OF CLASSICAL BUREAUCRATIC MODEL IN PAKISTAN

In the view of current context in Pakistan, the bureaucratic organizational model by Max Weber is more applicable. It is due to the following reasons:

(i) HISTORIC FAILURE OF MODERN BUREAUCRATIC APPROACH IN THE ABSENCE OF REFORMS:

The historic SD plan of Musharraf tend to shift the bureaucratic model Pakistan on New public management model but it could not be implemented without the necessary reforms in the bureaucratic system. That's why the current bureaucratic system of Pakistan can be more aligned with the classical bureaucratic model.

(ii) BUREAUCRATIC INERTIA TO DEVOLUTION AND DECENTRALIZATION:

The 18th Amendment tends to transform

the bureaucratic model on the basis of new public management model. However, the continuous resistance from bureaucracy deter the shift of power - devolution to local level. Therefore, the classical bureaucratic model is best applicable in Pakistan's case.

iii) FREQUENT MILITARY TAKEOVERS,

The frequent military takeovers in Pakistan significantly deterred the bureaucratic development on modern models. Since, the top-down approach best serves the establishment's interest - to control the bureaucracy. Hence, the classical model by Max Weber is suitable in Pakistan's case.

D CONCLUSION:

The classical and contemporary models, the bureaucratic model by Max Weber and the new public management, differs greatly however both served to improve the bureaucratic system and address the inefficiencies. However, the former one is more applicable to Pakistan in the current bureaucratic system owing to bureaucratic inertia, frequent military takeovers

this is the same question
conclude both parts on 8th pages max
uselessly explaining the same points

~~Part (b)~~

~~A) INTRODUCTION:~~

The ICT (Information and Communication) Technologies have thrown up both opportunities and threats for civil service. Some of the opportunities include digitalization of audit ensuring accountability, efficient service delivery, detailed soft record keeping ensuring the transparency and public driven policy making. However, it carries some threats to civil services as well, which includes cyberprotection against security breach, lack of skilled human capital deteriorating the service delivery and prioritization of online presence by civil services over the productivity.

B) OPPORTUNITIES OFFERED BY ICT TECHNOLOGIES FOR CIVIL SERVICE:

(i) DIGITALIZATION OF AUDIT ENSURING ACCOUNTABILITY:

The ICT technologies offers the digitalization of audit which can effectively ensure the accountability through convenience of presence of data base without any loopholes in data. The G20 Anti-Corruption Working Group documented how Supreme Audit Institutions (SAIs) around the world are actively using ICT tools and digital data analytics to improve public sector auditing.

11) EFFICIENT SERVICE DELIVERY:

The ICT technologies offer the efficient service delivery to public without any bureaucratic delays. It offers the direct delivery of service at grass root levels thereby elevating the public administrative coordination efficiency. For instance, Aspire to Innovate (a2i) is a flagship ICT driven public service transformation program in Bangladesh which significantly eliminated the slow manual processes through introduction of digital platforms, thereby reducing the barriers between citizens and government services.

iii) DETAILED SOFT RECORD KEEPING ENSURING THE TRANSPARENCY:

The ICT technologies offer soft record keeping - Owing to this system, every transaction, decision and action is stored in a system that can be tracked, audited and verified unlike the paper files that can be lost, altered or hidden. Thus, this detailed digital record keeping ensure transparency. For instance, Studies of Brazilian e-services show that digital public services inherently increase 'transparency' because they make data processes and interactions visible and traceable.

iv) PUBLIC DRIVEN POLICY MAKING AND DECISION MAKING:

The ICT technologies allow the direct contact between public and the public organizations. The digital systems and platforms allow the policy makers to seek direct feedback of public in decision making and policy making, ultimately integrating public interest more effectively. For instance; Decision is open source participatory democracy

platform used by several city and regional governments (For example in Spain and Switzerland) to let citizens engage in public decision making. Through this platform, citizens can propose ideas, debate issues and participate in collective policy discussions, helping governments integrate citizen priorities directly into local planning and governance.

(C) THREATS THROWN BY ICT TECHNOLOGIES FOR CIVIL SERVICE:

(1) CYBERSECURITY THREAT:

While ICT has vastly improved how governments operate, it has also exposed civil service systems to serious cybersecurity threats. Digital platforms that store sensitive government data, manage public services or facilitate communication are frequent targets for cybercriminals and hostile actors. These threats can lead to data breaches, service disruptions, loss of public trust, financial damage and compromised national security.

Taiwan reported that in 2025 it faced an average of 2.6 million cyberattacks daily, targeting essential infrastructure and government services, underscoring the scale and persistence of cyber threats against public systems

(ii) LACK OF SKILLED HUMAN CAPITAL DETERIORATING THE SERVICE DELIVERY:

While ICT technologies offer many opportunities, they also create a demand for highly skilled personnel who can implement, manage and maintain digital systems. If civil service lacks employees with adequate digital literacy and technical skills, digital initiatives may fail or deliver poor results, leading to delays, insufficiencies, substandard service delivery, and even public distrust in e-government platform. In the UK, a report by the House of Commons Public Committee highlighted that a shortage of digital skills in the civil service is a key barrier to improving service delivery and implementing artificial intelligence systems.

III) PRIORITIZATION OF ONLINE PRESENCE BY CIVIL SERVANTS OVER THE PRODUCTIVITY

The use of digitized platforms and social media has encouraged some civil servants to focus more on building their personal or professional online brand - posting updates, photos, short videos or highlighting achievements rather than concentrating on substantive work duties. This can lead to distraction from key tasks, misallocation of time and energy, and in some cases even misuse of public resources for content creation that serves personal visibility more than organizational productivity. In Pakistan, media reporting noted that some civil servants have been criticized for using online platforms rather than emphasizing their institutional performance - a practice that can shift emphasis from productivity to performative visibility weakening professional standards.

why writing too much

D CONCLUSION:

The ICT offers both the opportunities and threats for civil service - however,

the opportunities supersede the threads
of employed under state security and
regulatory protocols, thereby making
civil service a complementary institution
across the world.



QUESTION # 7:

A) INTRODUCTION:

Allocative and productive efficiencies
both are the distributions of resources
but the former is people oriented and
the latter is product effectiveness oriented.
Both these concepts are highly relevant
in public administration because civil
service is responsible for delivering public
services efficiently and fairly. The concepts
contribute to monitor and shore up the civil
service performance efficiently through
budgeting and policy planning, performance
indicators, outcome monitoring, process
improvement, resource utilization and
performance metrics.

B) DIFFERENTIATION BETWEEN ALLOCATIVE

AND PRODUCTIVE EFFICIENCY.

(I) DEFINITION:

a) Allocative efficiency occurs when resources are distributed in a way that maximizes the overall welfare of society, meaning goods and services are provided according to society's preferences and needs.

b) Productive efficiency occurs when resources are used to produce goods and services at the lowest possible costs without wasting inputs.

(II) KEY IDEA:

a) Under allocative efficiency, the government or organisation produces the right mix of goods (services) ensuring that what is most valued by citizens or prioritized.

b - Under productive efficiency, the government or organization produces goods/services efficiently, making the best use of time, money and man power.

(iii) GOAL:

- a) Allocative efficiency provide the "right" goods / services as per society's priorities
- b) productive efficiency produce goods / services at minimum cost.

(iv) FOCUS:

- a) Allocative efficiency focus on what is produced, in accordance to the social demand.
- b) Productive efficiency focuses on how the good / service is produced keeping in view cost effectiveness.

(v) CONCERNED WITH:

- a) Allocative efficiency is concerned with social welfare and citizen satisfaction.
- b) Productive efficiency is concerned with resource optimization and cost effectiveness.

(vi) EXAMPLE:

- a) If a government spends more

on healthcare and primary education (high social value) rather than low priority luxury projects, it achieves allocative efficiency.

b. Running a hospital using clean procedures and optimized staffing to treat the maximum number of patients per unit of cost demonstrates productive efficiency.

C) RELEVANCE TO PUBLIC ADMINISTRATION:

Both concepts are crucial in public administration because civil service is responsible for delivering public services efficiently and fairly.

(i) ALLOCATIVE EFFICIENCY IN PUBLIC ADMINISTRATION:

Allocative efficiency in public administration ensures that government programs, funds and initiatives align with public needs. Public administrators must identify priority sectors (the healthcare, education, security) and

allocate resources accordingly to maximize social welfare.

(II) PRODUCTIVE EFFICIENCY IN PUBLIC ADMINISTRATION:

Productive efficiency ensures that government departments and agencies use their allocated resources effectively, minimizing waste while maintaining the service quality. For example, digitalizing records in a municipal office saves manpower and reduces costs.

D) APPLICATION TO MONITOR AND SHORE UP CIVIL SERVICE PERFORMANCE:

(1) ALLOCATIVE EFFICIENCY APPLICATIONS:

a) BUDGETING AND POLICY PLANNING:

Governments increasingly use data analytics and evidence based decision making to plan budgets that reflect real needs rather than guesswork. By analyzing special spending patterns, service use trends, and demographic

needs, policymakers can allocate resources where they deliver the greatest social benefit.

b) PERFORMANCE INDICATORS:

Performance indicators, such as coverage, client satisfaction or cost per outcome, help determine whether funds are indeed going to high impact programs. For instance, Australia's report on Government services used structured performance measures such as cost per output delivered to compare public service efficiency and outcomes across sectors. These indicators help managers see which services deliver the most impact for each dollar spent.

c) OUTCOME MONITORING:

Outcome monitoring goes beyond inputs and outputs to look at actual changes in public welfare. Data driven systems allow governments to continuously assess whether policies produce the benefits they intended. For example, when

health departments used patient data to track disease incidence and resource utilization, they can see whether health investments are reducing illness in the population.

11) PRODUCTIVE EFFICIENCY APPLICATIONS:

a) PROCESS IMPROVEMENT:

Productive efficiency is about using fewer resources to produce the same quality services. Public sector organizations use new technologies like workflow automation, digitalized records, and database dashboards to eliminate delays and reduce operating costs. Analytics and digital systems have helped city governments optimize operations like traffic management and energy response, reducing costs and improving service response time.

b) RESOURCE UTILIZATION:

monitoring. how manpower, budgets and equipments are used helps reduce a waste. Analytical tools and data dashboards show where resources are idle, overused or under performing. In many governments, shared data systems and analytics platforms allow for a transparent view of how each department uses its budget and staff time, helping leaders shift resources where they are most productive. This information help civil managers to cut inefficiencies such as unnecessary overtime, underused facilities, or redundant administrative tasks while maintaining service quality.

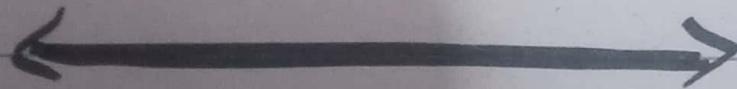
C) PERFORMANCE METRICS :

Setting measurable benchmarks help monitor whether services are delivered efficiently. Governments use cost per citizen served, service delivery times and output per employee as indicators of productive efficiency. Official performance monitoring frameworks (like Australia's measures for cost per service and

client satisfaction) are used to compare relative efficiency over time and across agencies. These metrics also help managers diagnose bottlenecks, reassign tasks, refine processes so that civil servants deliver services with fewer inputs but better outcomes.

E) CONCLUSION:

Using allocative and productive efficiency tools, public administrators can allocate resources where they yield the greatest public benefit and ensure those resources are used with minimal waste. Together, these practices sharpen accountability, improve service quality, and create transparent oversight frameworks that help civil service stay responsive and effective.



similar issues too much detail and less references of the syllabus make sure that answer does not give expression of current affair or pak affairs

8/20

conclude the answer on 8th page max i hope you managed the time too