

***Nurturing Minds***  
***A Seminar Series to give impetus to development discourse  
and stimulate intellectual thought***

**PAKISTAN INSTITUTE OF DEVELOPMENT  
ECONOMICS**



**Topic: “Why Civil Service Reforms Do Not Work?”**

**NADEEM UL HAQUE**

Public Sector Reform (PSR) efforts in developing countries have been less than successful in the past. Motivated by budgetary considerations, they have focused on downsizing and procedural changes without radically altering the outmoded incentive system, which in many countries, is now characterized by declining real wages, wage compression, and a non-merit promotion and reward system. Using results from the incentives literature, this paper argues that, for a reform effort to succeed, public sector human resource management (HRM) will have to be reformed at an early stage to establish productivity incentives in the public sector. This will include introducing substantial autonomy to organizations in their work, incentive schemes, and HRM along the lines of the now well-accepted concept of central bank independence. PSR must be based on the recognition that people are at the heart of public service. As a result, managing human resources must be at the centre of any effort.

**Date: May 09, 2007  
Wednesday**

**Time: 11:00 am**

**Location Details**

**Pide Seminar Hall  
Pakistan Institute of  
Development Economics  
Quaid-e-Azam University  
Campus**

**Islamabad.**

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**About the Speaker...**

Dr. Nadeem-ul-Haque is Vice Chancellor, Pakistan Institute of Development Economics, Islamabad. Prior to his appointment as Vice Chancellor, PIDE, Nadeem Ul Haque served as the Director of PIDE and Advisor to the Ministry of Commerce, Government of Pakistan. He has strong economics career and wide ranging operational experience of 22 years at IMF. He has undertaken research on a range of issues, such as governance, corruption, international trade, macroeconomic policies, agriculture taxation, environment, poverty, labour and manpower, income distribution, exchange rates, industrial economics, human resource development, privatization, fiscal and monetary policies, child labour, inflation and structural adjustments.

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the importance of intellectual contribution to our development  
processes!**