CONTENTS

Foreword	Pages v
PART 1	
Pakistan: The Need for Civil Service Reform Shahid H. Kardar	1
Decentralise, Professionalise, and Autonomise Nadeem Ul Haque	17
Why Perks Block Reform Nadeem Ul Haque	21
Reforming the Civil Servants' Pension System Shahid H. Kardar	25
Explaining Civil Service in Pakistan Moeen Afzal	29
The Civil Service and the Role of the Government Shahid H. Kardar	35
The Experience of Civil Service Reforms in Argentina, the US, and Canada Mosharraf Zaidi	39
Civil Servants' Salary Structure Faiz Bilquees	45
Bureaucracy and Pro-poor Change Asad Sayeed	51
The Efficiency of Civil Services Javed Masood	55
Devolution Shafqat Mahmood	61
PART 2	
Public Service: Through the Eyes of Civil Servants Nadeem Ul Haque and Idrees Khawaja	65

		Dana
	PART 3	Pages
	Towards Civil Service of Pakistan: A Perception	
Surv	ey em Jehangir Khan and Musleh-ud Din	87
ranet	em Jenangh Khan and Musien-ud Din	07
	PART 4	
Why Civi	il Service Reforms Do Not Work	
Nade	em Ul Haque	103
	PART 5	
_	ening Public Sector Capacity for Improved ernance in Pakistan	
Fahee	em Jehangir Khan	135
Reference	es	138
	List of Tables	
	PART 2	
Table 1.	Survey Response: Service Group-wise	67
	PART 3	
Table 1.	Participation of Candidates in CSS Exams	88
Table 2.	Family Income of the CSS Candidates	89
Table 3.	Students' Attitude towards Civil Service	99
	PART 4	
Table 1.	Trends in Real Wages in General Government (Annual Percentage Change)	110
Table 2.	Trends in Ratio of Government of Private Sector	
T 11 2	Average Wages (Annual Percentage Change)	111
Table 3.	Cadres in Ethiopian Civil Service (1990s)	115
	List of Figures	
	PART 2	
Figure 1.	Should the Recruitment Process be Specialist Oriented?	68

		Pages
Figure 2.	Direct Recruitment: Grade 18 & above	69
Figure 3.	Yes to Direct Recruitment: Grade-wise	69
Figure 4.	Postings: Academic Background Considered?	70
Figure 5.	Do you have a Written Job Description?	70
Figure 6.	Training Nominations: Major Determinants	71
Figure 7.	Foreign Training Acquired: Posting Area of Nominees (%)	72
Figure 8.	Training: Foreign vs. Domestic	72
Figure 9.	Performance Evaluation: Is there a Written Criteria?	73
Figure 10.	Is the Seniority-based Promotion System Fair?	73
Figure 11.	Yes to Lesser Hierarchy (%)	74
Figure 12.	Should the Perks be Monetised?	75
Figure 13.	Pension Portability	75
Figure 14.	Has the Performance of Civil Service Deteriorated Over the Year?	76
Figure 15.	Civil Servants Performance: Extent of Deterioration	77
Figure 16.	Satisfaction with Work	77
Figure 17.	Satisfaction with Work	78
Figure 18.	Where Would You Like to Work in Next Two Years?	79
Figure 19.	Reasons for Joining Civil Service (%)	79
Figure 20.	Is Civil Service Job Prestigious?	80
Figure 21.	Does the General Public Carry a Good Perception of Civil Service?	80
Figure 22.	Attitude of Civil Servants towards General Public	
	is Authoritative	81
Figure 23.	Political Influence in Civil Service	82
Figure 24.	Consultation with Private Sector in Policy-making	82
Figure 25.	Bribery in Civil Service to Get Things Done	82
Figure 26.	Accountability of Civil Servants in Cases of Corruption	83
	PART 3	
Figure 1.	Outcome of Competitive Examination 2000-2006	90
Figure 2.		92

Figure 3.	Factors Influencing Students' Decision to Join CSP	Pages 97
	PART 4	
Figure 1.	Wage Compression in the Public Sector	112
Figure 2.	Government Employment	113
Figure 3.	Cash Allowances as a Percentage of Total Current	
	Monetary Rewards	117