



## **Strengthening Bureaucratic Power in Pakistan: Addressing Challenges and Enhancing Accountability for Effective Governance**

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### **Abstract**

*This research will analyze, in-depth, how the bureaucracy navigates and manages itself under the political conditions that obtain in Pakistan. It would also investigate and interrogate the extent to which further power might be laden on either bureaucracy or the political system to improve governance in the country. The role of bureaucratic power - that emanates from administrative, expert, political, coercive stress, and legitimacy dimensions - becomes all more critical in the implementation of policies and delivery of services. However, a range of issues, including corruption, political interference, lack of training, resistance to reform, and complicated civil-military relations have severely undermined the importance of bureaucratic power. Public trust is eroded more by corruption and therefore, reduces the legitimacy of bureaucratic institutions. Political interference diminishes the independence of civil servants within the system, thus leading to inefficiencies in governance.*

*Seeking solutions to these challenges, the study suggests recommended strategies for mitigation. Strengthening anti-corruption agencies and implementation of whistle-blower protection laws would fight this vice. Measures like clear guidelines for bureaucratic independence would create a healthy environment to reduce political interference while creating professionalism culture in the civil service. Besides, enhancement of training and capacity development would equip bureaucrats with skills necessary for effective governance through continuous professional development programs. Therefore, their active involvement in the execution of reforms and communication, particularly based on benefits, could lead to easily accepting reforms with reduced resistance.*

*The study goes further to emphasize the necessity of reforming civil-military relations through civil oversight mechanisms and democratic governance. Leverage on technology through transparency by initiating e-governance solutions and open data portals will go a long way in streamlining bureaucratic processes and increasing public accountability.*

### **Keywords**

Bureaucratic Power, Governance, Accountability, Corruption, Political Interference, Capacity Building, Civil-Military Relations, E-Governance, Public Administration

### **Background of the Study**

Accountability in civil services is a basic tenet of good governance in developed societies. In these countries, accountability mechanisms have been created to enable public officials to be held accountable for their actions and decisions. For example, in the United States, checks and balances between the executive, legislative, and judicial branches aim to prevent abuses of power and maintain

transparency (Smith, 2020). These safeguards against corruption while enhancing service delivery to the public.

In the United Kingdom, accountability is well assured through the National Audit Office (NAO); it conducts audits of government departments on the economy, efficiency, and effectiveness of public spending (National Audit Office, 2019). The NAO, thus, guarantees an effective use of public resources and that the activities of the government stay under scrutiny which in turn nurtures public trust in government institutions.

The Scandinavian countries with a very high degree of transparency and accountability are the ones which have, in a way, seen that pertinent laws have been enacted to principally promote good governance. Research has shown that these countries have come to instill accountability in their public sectors resulting in appreciable trust and satisfaction among citizens (Andersen & Hvidman, 2016). The path taken in these countries to strengthen the aspects of accountability presents great lessons for the other regions with such ambitions to reform their governance setups.

Accountability practice among Asian countries remains heterogeneous, with glaring differences between countries. Japan believes in strengthening accountability through performance evaluations and citizen feedback systems, although rigid bureaucracy remains ailing (Kato, 2018). In South Korea, major advances toward enhancing accountability have been made through the establishment of institutions like the Anti-Corruption and Civil Rights Commission, which seeks to promote integrity in the public sector (Kwon, 2017).

The political landscape has continued to encumber accountability mechanisms with corruption menace in many Asian countries. In India, for example, the accountability systems can far more often than not be put in jeopardy through widespread bureaucratic inefficiencies and a very weak political will (Chaudhuri, 2020). These challenges strongly call for continued reform and innovative approaches to accountability mechanisms across the region.

Indonesia and the Philippines are two more countries that face challenges to developing robust accountability mechanisms. In Indonesia, the Corruption Eradication Commission has made great strides in the fight against corruption but is under constant threat from political elites and bureaucratic inertia (Harris, 2019). In the Philippines, aid to accountability exists more on paper than in implementation while corruption and lack of resources hamper these laws anyway (Bacani, 2020).

Differential success in creating environments favorable for accountability in Asia speaks about the great need for context-specific approaches that take into consideration the peculiar political, cultural, and social dynamics of a given country. Thus, the insights from both successful and unsuccessful accountability efforts in Asia can guide measures for institution-building in other territories, including Pakistan.

In Pakistan, the subject of bureaucratic accountability is terribly complicated and articulated within its historical and political context. The civil service has been subject to perennial challenges of corruption and inefficiency, which have greatly corroded public trust (Hussain, 2018). The bureaucratic structure, the root of which can be traced back to British colonial rule, has had difficulty aligning itself with the changing demands of governance in a modern state (Rizvi, 2019).

Institutions, like the National Accountability Bureau (NAB), Federal Investigation Agency (FIA), and Public Accounts Committee (PAC), make up the accountability landscape in Pakistan. However, these institutions are often considered ineffective and politically motivated (Khan 2020). In fact, NAB has been charged with concentrating on political opponents rather than looking into real corruption; this erodes public trust in accountability (Shah 2021).

The military's influence in Pakistan's political realm makes the accountability landscape even more difficult. The military has historically had a great impact in governance, often undermining civilian organizations and thereby restricting their effectiveness (Jaffrelot 2019). This civil-military imbalance results in bureaucrats ignoring public accountability in favor of military interests and thus depriving citizens of their basic needs (Siddiqui 2020).

The media's zoning in on scandals and their call for transparency also vis-a-vis public attitude toward accountability in Pakistan. Investigative journalism has reported cases of corruption, some of which have embroiled the nation in public outrage and demand for accountability (Ahmed 2020). Journalists face various threats and intimidation, which seriously affect their ability to cover many issues of importance (Raza 2021).

Accountability and civil service reform initiatives have appeared in Pakistan in the last few years. For instance, the Right to Information Act was enacted in 2017 to enhance transparency and empower citizens to hold public officials accountable (Khan 2018). Furthermore, the digitization of government services and enhancement of service delivery systems may also help cultivate a culture of accountability by ensuring transparency and making processes accessible (Bashir 2021).

Ironically, while much hope has developed within a short period for such changes to occur, the real practical challenges remain. Political interference and resistance to reform by bureaucrats, coupled with the lack of appropriate resources for accountability institutions, keep diminishing the progress made (Hussain 2018). More entrenched than all of the above hurdles is the civil service culture of corruption, which acts as the greatest roadblock in the real accountability sense (Khan 2020).

### **Research Problem**

In Pakistan, there are serious impediments before civil service accountability systems, workability, and integrity. It is the absence of these basic accountability frameworks that permits widespread corruption, lack of efficiency, and degradation of the public's trust in government institutions—even assuming that public officials will impose at least slight costs on their potential misconduct (Transparency International, 2021).

Additionally, accountability mechanisms in Pakistan generally lack transparency and citizen engagement mechanisms, both of which are critical to catalyze a culture of accountability. The lack of social accountability measures, wherein citizens are supposed to be active participants in monitoring the functions of their government, acts in further detriment to civil service accountability (World Bank, 2017). The whole situation is compounded with political interference in accountability processes, which would have resulted in selective enforcement of the laws and protection of corrupt officials, thus perpetuating a vicious cycle of corruption and inefficiency (Khan, 2018).

The implications of these accountability failures are far-reaching, impacting not only the effectiveness of public service delivery but also the governance and development of the country. Unless thorough reforms to enhance the accountability framework concerning transparency, citizen participation, and independence of oversight institutions are carried out, the civil service in Pakistan will continue to grapple with graft and inefficiency, thereby impeding the country's ability to achieve good governance and sustainable development.

### **Major Challenges in Accountability Mechanisms in Pakistan**

Pakistan has faced many challenges in civil service accountability, which severely affect governance and public trust. The problems are manifold:

**Political Interference:** Accountability institutions in Pakistan such as the NAB are often pressured politically in a manner that prevents them from working independently. This interference leads to selective application of law whereby political opponents are targeted while their allies are spared, thereby eroding public confidence in these agencies (Khan, 2020).

**Weak Institutional Capacity:** Inadequate resources, expertise, and infrastructure also hinder many accountability bodies in executing their respective mandates. As a consequence, they become ineffective in investigating and prosecuting corruption cases, and this leads to a culture of impunity for public officials (Hussain, 2018).

**Corruption and Lack of Transparency:** Corruption is endemic within the civil service, and officials, in many cases, fear no consequence for working illegally. The situation is worsened by lack of transparency in governmental procedures which prevent citizens from holding officials accountable for their actions (Transparency International, 2021).

**Limited Citizen Engagement:** The other significant hurdle is a prominent lack of citizen participation in current accountability processes. Owing to the lack of social accountability mechanisms, citizens' abilities to monitor government actions and demand accountability are severely limited (World Bank, 2017).

**Judicial Inefficiency:** Pakistan's judicial system is usually characterized by delays and inefficiencies, with adverse implications for timely prosecution of corruption cases. Such inefficiency discourages possible whistle-blowers and victims of corruption from seeking justice, thereby cementing the culture of impunity (Shah, 2021).

**Cultural Factors:** Factors shaped by societal norms and values regarding corruption and accountability may also act as impediments. For some case studies, corruption becomes entrenched as

part of societal culture, thereby diminishing whatever semblance of public outrage exists against corrupt practices (Rizvi, 2019).

**Civil-Military Relations:** In Pakistan, the role of the military in the political arena has adversely affected any efforts toward accountability. Where military involvement in governance is significant, the civilian institutions become weak or fail utterly-implicating a lack of accountability and further solidification of a culture of impunity (Jaffrelot, 2019).

### **Significance of the Study**

Accountability mechanisms in Pakistan's civil services have far-reaching effects that extend to issues of governance, public trust, and socio-economic development.

**Improving Governance:** This study aims to evaluate the present accountability mechanisms critically, identifying major imperfections and proposing recommendatory action. Improvements in the accountability machinery would lead to improved governance in ensuring that public functionaries are held accountable for their deeds, hence improving public administration efficiency.

**Restoration of Public Confidence:** Public trust in government institutions is an essential factor that sustains democracy. The study shall emphasize the role of accountability in restoring citizens' confidence in their government. The use of findings in addressing issues like corruption and inefficiency could help restore public trust and promote the role of an engaged citizenry.

**Promoting Transparency and Integrity:** The study addresses the need for transparency in government operations, a critical item in combating corruption. By studying the role of accountability mechanisms in ensuring ethical conduct among public officials, the research may assist in nurturing an integrity culture in the civil service.

**Empowerment of Citizens:** An analysis of the role of citizens in the processes of accountability will remind us of the importance of engaging the public to monitor government actions. Empowered citizens who can demand accountability will ensure responsive governance and a vibrant civil society.

**Informing Policy Reforms:** The study's findings provide a basis for policymakers to determine how effectively the current accountability frameworks have been implemented and where reforms are needed. Based on the findings, the recommendations provided in this study would offer a valuable input in formulating more effective accountability policies.

**Enriching Academic Discourse:** It will broaden the horizon of arguments on governance and accountability in developing countries, especially South Asia. A study concentrated on the case of Pakistan will lend some insights to other countries having similar challenges.

**Fostering Sustainable Development:** Sufficiently strong accountability mechanisms are a precondition for sustainable development since they ensure efficient and equitable distribution of resources. Through actualizing accountability, this study may thus have an indirect contribution to achieving larger socio-economic goals, especially distinctive progress in alleviating poverty and equitable service delivery.

### **Literature Review on Bureaucratic Power in Pakistan**

Bureaucratic power becomes a very important game changer in the political landscape of governance in Pakistan. The element of the state's apparatus, which is civil service, becomes significant in influencing decisions regarding policy implementation, public administration, and, as a general comment, the running of government institutions. This literature review then looks into the types of bureaucratic powers present in Pakistan and what these bureaucratic powers mean for organizational effectiveness, as well as the civil service in its struggles toward accountability and transparency.

#### **Types of Bureaucratic Power:**

Bureaucratic power can be categorized into several forms, each with varied characteristics and implications for governance:

**Administrative Power:** Such an authority exists in Pakistan for the civil services to implement the laws and policies by exercising their authority as they are found within different government departments, in which case they get themselves involved in the frame of decision-making processes and resource allocations (Rizvi, 2024).

**Expert Power:** Bureaucrats usually have a specialized knowledge and expertise about a certain area making them very powerful in influencing policies formulation as well as implementation. This expert power is very much reflected within the technical ministries where the knowledge of the bureaucrats has a lot to do with critical decisions concerning infrastructure, health and education (Khan, 2024).

**Political Power:** Bureaucratic power in Pakistan also appears as one painted in political colors. Bureaucrats earnestly engage in political manoeuvring to win a favorable position in the bureaucracy and influence policy results. The political power can often be seen as manifested through patronage networks wherein the bureaucrats co-opt political leaders for favors and resources in return (Shah, 2024).

**Coercive Power:** Bureaucrats can and often do bear down with their coercive power through controlling enforcement and compliance mechanisms. Such power often intimidates citizens and businesses, especially in cases when discretion exists within a bureaucratic context (Ahmed, 2024).

**Legitimacy Power:** Bureaucratic power comes from legitimacy, derived also from recognition of the institutions they represent. In Pakistan this historical legacy and constitutional mandate tally up for civil service to justify its bureaucrat's authority and claim governance (Hussain, 2024).

### **The Influence of Bureaucratic Power over Organizations in Pakistan**

The influence of bureaucratic power on organizations in Pakistan is multifaceted, affecting various aspects of governance and public administration: **Policy Implementation.** Bureaucratic power comes into great play when it comes to the implementation of government policy. Bureaucrats as the primary implementers of policy can channel their own interpretations and priorities to the policy implementation process. Thus, a situation occurs when the policy application varies, leading to different levels of service delivery across regions (Khan, 2024). **Resource Allocation.** Bureaucratic power is a critical factor for resource allocations in government organizations. Bureaucrats take discretionary decisions regarding allocation of funds and resources, leading to favoritism and corruption without accountability (Rizvi, 2024).

**Culture of an Organization:** The application of bureaucratic power influences the culture of the organization in every government institution. It develops a culture in which complying with and upholding hierarchy stifles innovation and responsiveness leading to inefficiencies in public service delivery (Shah, 2024).

**Public Trust:** Public trust in government institutions hinges greatly at the perception level of bureaucratic power. When bureaucrats are characterized by the attributes of unaccountability or corruption, public trust declines against the civil service, thereby conditioning the citizen's actions against the civil service to non-existent engagement and cooperation (Ahmed-2024).

**Accountability Mechanisms:** Bureaucratic power can positively or adversely affect the accountability mechanisms within a nation. Bureaucrats having a greater chance of independence and discretion lead to accountability deficit, as lack of transparency results in non-performance of servants in the government department (Hussain, 2024).

### **Sources of Bureaucratic Power Challenges in Pakistan**

Bureaucratic power is, however, among the odd numbers of powers in the country, allowing different challenges to infringe on its effective work.

**Corruption:** There is a constant condition of corruption in civil service, where bureaucrats primarily indulge in corrupt acts for their own benefit, which, thus, deters the very legitimacy of bureaucratic power and results in erosion of public faith in government institutions (Transparency International, 2024).

**Political Interference:** The combination of power both in terms of bureaucratic and political often leads to political interference in administrative affairs. This is mainly bureaucrats concentrating on political loyalty instead of concentrating on their abilities, whose results are inefficiencies and poor service delivery (Khan, 2024).

**Poor Training and Capacity Building:** Since Most of the Bureaucrats in Islamabad Pakistan have no formal training and knowledge for New Skills and Attitudes. Lack of capacity means poor implementation of policies and failure to respond to the changing needs of society (Rizvi, 2024).

**Resistance to Reform:** Bureaucratic power has the potential to resist attempts to reform in the name of accountability and transparency. Bureaucrats, hence, will see these reforms as a threat to their authority and independence and, thus, resist all action intended to improve governance (Shah, 2024).

**Understanding Civil-Military Relations:** Military influence over the politics of Pakistan makes the conditions of bureaucratic power somewhat complicated. The military tends to cover a space in governance that is overshadowing the role of civilian institutions and creates a culture of non-responsibility for military officials over civilian authoritarians (Jaffrelot, 2024).

### **Opportunities for Bureaucratic Power Enhancement**

**Strengthening Bureaucratic Power:** Certainly, this challenge is umbrella under opportunities that can strengthen bureaucratic power within the country and herein, broaden the bureaucratic horizon within the effective working spectrum:

**Capacity Building:** Invest in training and capacity-building programs for bureaucrats in order to improve their skills and hence provide a better understanding of their work. Thus, policy implementation and service delivery can be improved (Hussain, 2024).

**Accountability Mechanisms:** The penetration of accountability mechanisms such as the Right to Information Act and independent oversight bodies will help increase transparency and inhibit corruption in the civil service, thereby restoring public confidence in government institutions (Transparency International, 2024).

**Promote Citizen Engagement:** Citizen participation will empower communities to hold bureaucrats accountable for actions taken and endorse a culture of accountability and responsiveness in civil service (World Bank, 2024).

**Reforming Civil-Military Relations:** The authority and jurisdiction would clearly define boundaries between civilian and military authority and contribute to strengthening the effectiveness of bureaucratic power. Strengthening civilian institutions and democratizing governance will, therefore, lead to accountable and transparent governance (Jaffrelot, 2024).

**Leveraging Technology:** The technology used in public administration improves transparency and efficiency. Technology-enabled digital platforms for service provision and citizen engagement would reduce bureaucratic red tape and accountability, therefore improving efficiency (Ahmed, 2024).

There are several strategic approaches one can take in countering a few bureaucratic power challenges in Pakistan. These strategies focus on the deep-seated underlying causes of the inefficiencies and corruption and are thus expected to transform the civil service in overall effectiveness.

### **Mitigation Strategies**

#### **Involve Combating Corruption:**

**Strengthen Anti-Corruption Agencies:** Now independent anti-corruption agencies need to have the powers to investigate and prosecute corrupt activities that would deter bureaucrats from indulging in unethical activities. Ensure that these agencies operate in free political influence for their effectiveness (Transparency International, 2024).

**Strong Legislative framework on Whistle-blower Protection:** Legislation that ensures adequate protection of whistle-blowers would enhance reporting of corrupt practices by people who fear retaliatory action and increase accountability within the civil service (Hussain, 2024).

#### **Reduce Political Interference:**

**Establishing Clear Guidelines for Bureaucratic Independence:** Decreeing and implementing clearly set policies that define the function of bureaucrats and political leaders could reduce political interference in administration. These guidelines would also include meritocratic recruitment and promotion schemes based on professional competence rather than political loyalty (Khan, 2024).

**Fostering Professionalism:** Promoting a culture of professionalism and ethical conduct in the civil service would help bureaucrats resist political pressure and focus on their prime duty-the public (Shah, 2024).

#### **Strengthening Training and Capacity Enhancement:**

**Invest in Continuous Professional Development:** Ongoing training programs on skills, policy implementation, and ethical governance would make sure that bureaucrats possess the basic tools necessary for effective performance of their duties (Rizvi, 2024).

**By Utilizing E-Learning Platforms:** Tech-enabled online training resources would ensure that the bureaucrats, even in remote areas, further their continuous learning and skills development (Ahmed, 2024).

#### **Encouraging Acceptance of Reform:**

**Enlisting Bureaucrats in the Reform Process:** Bureaucratic involvement can lessen resistance to reform and develop a perspective of some ownership over change. Participation would address sentiments of authority and autonomy (Shah, 2024).

**Articulating Benefits of Reform:** Articulating the benefits of reform for bureaucrats and the citizens would support building momentum while structurally lessening the negative assumptions about changes to the system (Hussain, 2024).

**Improving Civil-Military Relations:**

Establishing Civilian Oversight Mechanisms: Mechanisms for civilian oversight of military activities should be developed so as to enhance accountability and transparency in governance. These mechanisms would clearly delineate the roles of military and civilian institutions in order to mitigate any possible overlapping or confusion (Jaffrelot, 2024).

**Creating Democratic Governance:** Conditioning democratic institutions and processes shall even further alleviate the suffocating military involvement in governance, thus contributing to a more accountable and transparent bureaucratic practice (Jaffrelot, 2024).

**Empowering Transparency through Technology:**

E-Governance Implementation E-governance solutions provide a way to ensure that services are delivered on a digital platform so that it is easier to streamline bureaucratic processes and eliminate avenues for corruption while increasing transparency. E-governance projects could also cover citizens' engagement and feed-back (Ahmed, 2024).

**Developing Open Data Portals:** Setting up open data initiatives may empower the citizenry in public accountability by allowing access to information about government works and expenditures and thus ensuring public accountability by making public officers accountable for their actions (World Bank, 2024).

**Conclusion of the Study**

This research addresses the features of the bureaucratic power in Pakistan added with its powerful stages of influence in governance, public administration, and accountability measures. Findings clarify that bureaucratic power entails the promise of efficient policies and delivery of services but becomes beset with a wide range of challenges, including political interference, corruption, and lack of transparency.

Though accountability mechanisms are supposedly stronger and more effective in developed countries, notoriously entrenched problems continue to threaten the performance of Pakistan's civil service. The bureaucratic landscape of Pakistan is an amalgamation of administrative, expert, political, coercive, and legitimacy power, all being parts of governmental institutional functioning. The relative function of these power types competes with each other for effective justification and sometimes leads to inefficiencies and lack of accountability thereby losing public trust in government.

The study also identifies the following five major challenges that the bureaucratic system in Pakistan faces:

**Corruption:** Severe spread of corruption within the civil service discredits the legitimacy of bureaucratic powers while discouraging public confidence in governmental bureaucracies (Transparency International, 2024).

**Political Interference:** The overlap of bureaucratic and political power resulted in major political interference, thus undermining the independence of accountability institutions and selective enforcement of law (Khan, 2024).

**Very Weak Institutional Capacity:** Most accountability agencies do not have enough resources and expertise to go about their mandates effectively, thus barring them from most of the investigations and prosecutions of corruption cases (Hussain, 2024).

**Limited Citizen Engagement:** The absence of social accountability mechanisms restricts citizen participation in governance processes, and therefore the public has little influence over the process by which bureaucrats are held accountable for their actions (World Bank, 2024).

**Judicial Inefficiency:** The inability of the judiciary to act swiftly tends to delay processes, making investigation options unattractive to whistle-blowers and victims because they are ineffective in broadening avenues for justice (Shah, 2024).

There are therefore major reforms needed, as this study recommends, for accountability mechanisms to be strengthened and transparency enhanced with increased citizen engagement. Capacity-building initiatives for bureaucrats and the establishment of independent oversight bodies coupled to digital governance will have very positive impacts on a more accountable and effective civil service.

**Recommendation:**

Following the discoveries about the problems and dynamics of bureaucratic power as related to Pakistan, the following may enhance accountability, workability, and transparency among the public service:

**Reinforce Accountability Mechanisms:**

Establish and empower independent monitoring and oversight bodies to monitor the bureaucratic dispensation and investigate claims of corruption. These bodies should be politically independent for impartial functioning (Hussain, 2024).

Create strong accountability frameworks around detailed procedure legal guidelines for reporting and dealing with acts of misconduct across civil service.

**Strengthening Training and Capacity Building:**

Invest heavily in training for all civil servants with the requisite competencies for good governance, policy enactment, and ethical conduct. Capacity-building initiatives should also work at creating a culture of integrity and public service (Rizvi, 2024).

**Encourage Transparency:**

Pursue the aggressive enforcement of the Right to Information Act for people to be fully informed about the operations and decision-making process of government. The whole spectrum of government institutions and functional areas is affected and accountable for corrupt practices (World Bank, 2024).

Establish services and provide platforms to the public using technology directly in care and affect citizen live tracking their governmental activities and service feedback.

**Engage Citizens:**

Encourage citizen involvement in joint capacities through facilitating channels for consultation and informing the public about policy and program matters. The main purpose of town hall meetings and online surveys has been served through participatory budgeting (Shah, 2024).

Give awareness campaigns to educate citizens about their rights and encourage them to be part of monitoring the accountability importance of accountability. Engage citizens to understand their rights regarding accountability.

**Mitigating Political Interference:**

The delineation of bureaucrats' spheres of influence from political executives should be institutionalized by drawing physical borders through the development of policies that delineate the duties between bureaucrats and political leaders. The merit-based system for appointment and promotions should be established so that personnel are secured on the basis of competency rather than political considerations (Khan, 2024).

**Judicial Reform:**

To mitigate this, the funds should be funded accordingly and reforms in the management of cases should set in place in the judiciary to reduce the delays experienced in the processing of corruption cases (Ahmed, 2024).

**Build a Culture of Integrity:** Keep morale high and encourage ethical behavior in civil services through the adoption of conduct codes and through punishing offenders. Regular workshops and seminars on ethics and integrity should be conducted to reinforce these values (Hussain, 2024).

**Use Technology:** Support digital governance programs that simplify bureaucratic processes, thereby decreasing the chances of corruption. E-governance may enhance the efficiency of service delivery as well as usher in illumination (Transparency International, 2024).

If implemented, these suggestions would underpin an unprecedented enhancement in the working strength of Pakistan's bureaucracy, obtain accountability for civil servants, and restore public trust in government institutions. These changes will set the agenda for better governance, greater inclusion of the public, and the sustainable development of the country.

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