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**Public Policy Process in Pakistan: Key causes of
Public Policies Failures**

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Abstract. The public policy help to address public issues to the government. Since the establishment of Pakistan, the reigning governments has failed to adopt a viable mechanism for formulation and implementation of public policies. According to the constitution, the executive branch of the government is responsible for developing the public policy altogether with federal, provincial and local governments. Currently, after the 18th Amendment, this responsibility has been transferred to the provincial government and it further can delegate authority, powers and resource to the local governments. Every elected government has a manifesto that public the public relies on for voting. The elected governments are responsible for developing viable policies to address the public issues. But is case of Pakistan, politically elected government had always served their own interests rather than public issues. The 65 years history of Pakistan has presented very dismal situation in respect of formulation and implementation of policies. The research paper has investigated vast literature on successive government policies, and it has identified the major causes of policy failures i.e, massive corruption, insufficient financial allocations, untrained human resource, lack of vision, poor monitoring system, poor policy evaluations and centralized approach in policy implementation. The paper has identified reasons coupled with weak institutional structures and frequent political interventions due to which current policies failed to provide productive results as was desired in the policy goals.

Keywords. Public policy, Government Structure, Democracy, Political Leadership.

JEL. D73, H10, H75.

1. Introduction

Public policy generally can be defined as set of action of the Government to resolve the issue faced by the nation in the country. There are three elements in public policy making i.e Problems, Players and Policy. The problem is issue that have been identified to be addressed, player is the individual or group of people who need to address the identified problem. The public policy making is complex and multifaceted process that involves the interaction of interested groups and individuals who influence the policy makers in particular way. The groups uses their influences to advance their aims by advocating their positions, attempting to educate supporters and mobilizing allies on particular issue. (Dye, 2012). The public policy experts has given five steps of public process as show in the following figure.

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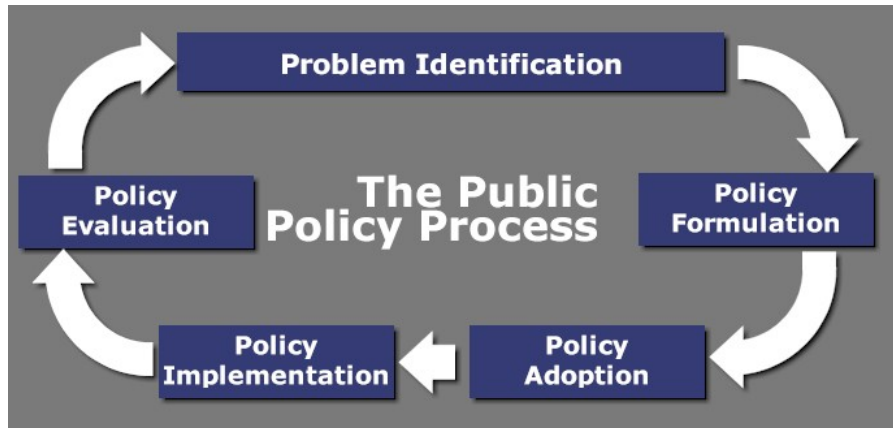


Figure 1. (Source: Dye, 2012)

1.1 Problem Identification

In the first step of public policy, the problem is identified and nature of the problem is described along with its history. This process often involves who is affected, how far public is aware of the issue whether it is long term and short term policy. Whether altering public policy can affect change. Answering to these questions may give range for which policy is changed. No policy response is likely to be effective without clear definition of issue. It is very essential that public issue need to be thoroughly deliberated with identified actors and possible means that are available (Dye, 2010).

1.2 Policy Formulation

After the problem is identified, the next step is the formulation of policy to resolve the particular identified problem. This step of public policy is usually marked by discussions and debates between government officials, interests groups or individual citizens, as to how best to address the related issue or problem. The general purpose of this step is to set clear goals and list the steps to achieve them. The formulation step often includes discussions of alternatives, solutions, potential obstacles and how to measure the effects of policy changes. The development of public policy proposal usually came from interest group, government staff and committees of think tanks. After having a in-depth discussion on alternative solutions and potential, the policy is formulated (Dye, 2010).

1.3 Policy Adoption

The policy analysis is process through which the policy maker evaluate alternatives policies that are intended to lesson or resolve the social and economic problems of the society. The policy analysis involves formulating and communicating useful advices. The main purpose of this activity is to help the decision makers to make better choice amongst the alternatives. In this process, it is very essential to establish a viable criteria for analyzing the alternatives. In order to compare and measure alternative policy, economic or social benefit must be considered in selection of any policy alternatives. The result of each alternative policy is evaluated and compared to select the viable alternative (Dye, 2010).

1.4 Policy Implementation

This is the last step of public policy process. In this steps, the defining agencies and organizations are involved and responsibilities are assigned to each agency on their part. This stage requires close communication and coordination between the involved agencies, sufficient funds and staff to carry out the tasks and overall compliance to the new approach for achieving

the desired objectives of the public policy. In this stage, the departments and agencies are usually responsible for implementing public policy (Dye, 2010). In Pakistan, the problem of implementation of public policy extends beyond it is formulation.

1.5 Policy Evaluation

In this step the policy is evaluated to know that how it is working after the policy is implemented, it is very essential to evaluate after the implementation that how far it has been able to resolve the problem of the society and whether the selected policy is implemented properly to achieve targeted policy objectives. There are various type of evaluation methods are employed for the assessment of policy such as cost benefit analysis, multi-critics analysis, economic impact and developing forecasting. This part of the process is generally implemented through a co-operative effort between policy manager and independent evaluation. The evaluation takes place at several of shapes in the policy process. This part of the process is generally implemented through a co-operative effort between policy manager and independent evaluation. Furthermore, the impact of policy is also evaluated to get know overall effect of that policy (Dye, 2010).

2. Key Causes of failure of public policies in Pakistan

The history of public policy making practice in Pakistan has revealed that, it has never been adopted proper process for making public policy as discussed in the introduction part of this research paper. The public policies have always been introduced without consensus of public and seeking necessary information on the ground. To develop a sustainable policy, it is very pertinent that there must be a participation of policy stakeholders (Bichard, 1999). In policy making process, university professors can play a greater role in formulating or designing a viable policy but unfortunately the knowledge and skills of these professors who has done their PhDs in various disciplines are not acquired in formulating the viable policies. There always has been adversarial relationships between the government and academia of the universities. Due to this kinds of situation, there is absence of reliable information needed for policy formulation. There is really dire need of strengthening the informationalbase to improve policy frameworks in developing countries like Pakistan. The lack of reliableinformation hamperspolicy makers' ability to devise clear policy goals, implementation plans and evaluation mechanisms. The good policy always failed to provide the productive result when it is being developed without seeking required information and participation of policy stakeholders (Bullock, 2001). The study has observed following key causes of publicpolicies failures in Pakistan,

2.1. Leadership Commitment

In democratic system of the country, the political leadership plays a vital role in developing a viable public policy for the benefit of the people but unfortunately, incompetence's of political leadership and their vested personal interests has presented the public policy process as one man show it Pakistan. The policy making is mainly the job of elected legislatures to the national and provincial assemblies. Unfortunately, in case of Pakistan 90% of parliamentarians are not well educated to have vision of solution of problems and possesses less understanding in adopting the proper process of policy making. There is a big problem of commitment in political leadership and lack of vision in Ministers of related ministries. The successful

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formulation and implementation of policy critically depends on the consistent support from the top political and also bureaucratic leadership (Edward, 2001). In the case of Pakistan, there have been many instances through which governments have failed to get required political support needed for sustained policy initiatives. Each new government discontinued most programs associated with the previous Governments. It has been that elected representatives are not committed to address the public issues within their constituencies through development programs. Instead they are rewarding their favorites' by posting them to the needed locations and allocating lucrative contracts. Majority of elected representatives are adopting this kind of tendencies to thwart the process of solving public issues. Due to political instability in the country, the parliamentarians are always unsure about their tenure, therefore they are mostly preoccupied in strengthening their opportunities for being re-elected. Because of these types of reasons, parliamentarians employ their political patronage ineffectively which causes serious harm towards the goals of development projects such as societal action programs. This lack of commitment amongst political leadership largely affects the successful formulation and implementation of public policies (Ahsan, 2003).

2.2 Governance Structure

The Governance structure of the government has been pointed out as one of the most significant obstacle in formulating and implementation of policies in Pakistan. The lack of accountability, misuse of authority and corruption are serious governance issues which affect the implementation of development programs. Due to the weak governance structure, there have been weak cooperation among various organs of the government. The prime reason of ineffective governance is lack of coordination and trust among political representatives and government officials. The study indicates the concerns which might be relating to the joint action connected with multiple actors, as well as its inherent problems. The experience of policy making in Sri Lanka had stand better experience regarding successful implementation because they have incorporated fewer government agencies in formulation and implementation of the public policy (Geurts, 2010). The recent introduction of the devolution system has created the tension between provincial and also district governments regarding the clarity of role and powers which has caused serious difficulty at the district and division levels of the government. Accordance with world standard bank research, Pakistan falls below average in key governance indicators just like corruption (Jamil & Qureshi, 2002)

The most critical problem in the government structure is that of centralization in decision making. The timely decisions play a very important role in formulation and implementation of public policies. The policies are formulated in the capital within controlled consultation throughout the concerned stakeholders. Because of this centralization, policy often fails to take refinements associated with initiatives from grassroots level. Such distance on the behalf of policy makers by practice not only causes policy managers failure, but also creates the disharmony among other elements of your same policy. Thailand's experience of policy making process throughout planning phase is actually the strong reason to the successful policy implementation (Edward, 2001).

2.3 Scarcity of Resources

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The financial, technical and human resources plays critical role in formulation and implementation of public policy. The successful implementation of the policy require the proper availability these resource at the every step of public policy process (Gerston, 2010). In case of Pakistan, the country has always has been in short of financial resources to implement the public welfare projects and there is no proper utilization of resources in any sphere of development or policy making process. Due to the corruption and inefficiency of government functionaries, the available resources are always mismanaged and underutilized. The injustice taxation policy is the main reason of shortages of financial resources in the country. Since the inception of Pakistan, government has failed to implement a viable taxation policy where every citizen irrespective of their positions and political influences should pay the required taxes and evaders liable to be punished according to the law. Due to this reason, the budget formulation history of the country has depicted that most of the presented budgets had been in deficit. It is prudent that there must be sufficient resources for the successful formulation and implementation of public policies to obtain the desired objectives.

3. Conclusion

It has been observed through vast analysis of information on the public policy process in Pakistan that there is lack of direction, consistency, poor institution-community relationship, corruption, lack of visionary leadership and commitment toward proper policy formulation and implementation. The study has found that there is no follow upto understand the reasons on the poor policy outcome. In addition to that there are several conventional factors are considered as major failures in the policy making process in Pakistan, such as clarity of policy goals, lack of political leadership's commitment, governance structures, centralized-oriented government structure and meagre financial resources. The better policy would be the one that optimally satisfied the beneficiaries in the larger interest of the country (Dye, 2012). The proper policy process may be adopted for the successful implementation of a policy. The proper process will help in setting forth mechanisms to achieve your prescribed objectives. It has been learnt from the policy making process of democratic countries that there are various techniques through which government could be able to implement public policy successfully i.e bringing more possible engagement of people at local level of policy making, strengthening the absolute role of parliament in policy making process, sketch out a strong focus on public value of policy making and bringing the participation of public in the utilization of existing resources properly (Geurts, 2010).

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