



A Brief Historical Perspective of the Civil Service of Pakistan and the Role of Judiciary in its Development

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Abstract

Prime deficiency in the growth of the Pakistan is reprehensible civil service structure; the non performance of the civil service machinery is a serious question mark, as the government spends billions of rupees every year upon the perks and privileges of the civil servants.

This paper highlights the historical facts of the civil service in the colonization period and post colonization period. A detail analysis has been provided on the constitutional provisions provided in the constitution of Pakistan 1973, and a summary of the decision of the Honorable Courts of Pakistan are provided to highlight the role of the judiciary in the reforms of the Civil Administration of Pakistan. The researcher highlighted the performance of civil servants and streamlining of the structure of the Civil Service of Pakistan, in terms of their appointments promotion and loyalty with the post after the landmark decisions of the Honorable Supreme Court of Pakistan taken in this article.

Keywords: *Historical, Perspective, Technocrat, Generalist, Cadre, Performance, Colonization*

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INTRODUCTION

In this article, a historical background has been provided, that how the bureaucracy came into existence and later the civil service structure was established by the British Empire. Furthermore, it is highlighted that after the independence the Government of Pakistan has not taken any serious steps for the betterment of the civil service structure, which deteriorated the performance of the civil servants, and it was misappropriation, illegal promotions and appointment became common. However, the Honorable Supreme Court of Pakistan has provided some land mark judgments for the streamlining of the civil service structure which are used a model over in this article and hypothesis are established upon the land judgments of the Honorable Supreme Court of Pakistan, which clearly depicts that the performance of the civil service has been enhanced after said verdicts of the apex courts.

(a) HISTORICAL PERSPECTIVE.

The mighty Roman and Iranian empires, which ruled over a massive portion of the earth we live on today, were based on similar doctrines. Both empires were ruled by their respective Kings, whose word was final and irrefutable. The King appointed any individual as per his wishes, be it lord or soldier, to whatever position he pleased from head of state to lesser significant positions. At the same time, he had the authority to remove any such man from his position as per his pleasure or displeasure. The Umrah and Tribal chiefs of every area were the governing authorities.

These state servants enforced law and order in their designated areas, and derived their powers from the king. The efficiency with which they implemented the kings orders was a true reflection of the magnanimous value, significance and importance the king held in their eyes. Majority of these lords, governing over their respected localities, were from the armed forces, and were well trained in the art of warfare. This was meant to create a monopoly and give authority to the armed forces over the civil system. Other meagre jobs, such as finance collection, taxation and imposing law and order were given to civil servants by the armed forces.

The Indus civilization, one of the most prominent civilizations in the history of the subcontinent, was an urban development from Gujrat to what we now call modern day Punjab. The growth of agriculture was a key element for the Indus people, with crop growth and distribution being uniformly divided amongst the various cities. This was strongly controlled by the powerful bureaucracy of the king. A great example is that of Harappan empire, which dates back to 16BC. Another example is that of the Nandinas Empire, situated in the northern area. This empire, excellent in their ways of governance to the very core, was controlled by an armed force of more than two hundred thousand soldiers, and they operated in the same manner as the Roman and Persian empires, dividing control into small territories and controlled by lords appointed from the armed forces. This civilization was later over run and conquered by the great Chandragupta Moria.

Chakia Kotlia, a great counselor and adviser to Chandragupta Moria, created a new

map of power in ancient India. He believed that when it came to power, relationships didn't hold any value, be it moral, emotional or ethical. He declared that the king should be protected from by own progeny, which directly threatened his power, and orders spy's to continually monitor the activities of the queen.

Their system of administration was similar to what we had seen in earlier times- the King appointed a lord, mostly from the armed forces, over a certain area of his empire, and that lord was responsible for collection of revenue generated from that land. Mostly, this came from the agriculture. The lords were in turn paid salaries for their services to the throne. The most important responsibilities of this system were to provide able and fighting soldiers to the king if and when needed, as well as keeping peace within the region and collecting taxes from the cultivators.

The Morian Empire then took to establishing a civil bureaucratic system, which would be responsible for the empires wealth and taxation. Intellectuals and wise men were heavily paid for their services to the throne, both in salaries and financial grants given by the king at his pleasure. Public offices were established, and these were appointed the tasks of ensuring morality and law enforcement amongst the citizens, as well as providing them with recreation.

At this time, similar systems of governance were existing in other parts of the world. Empires were kept under control by strong military establishments and agents and spies were constantly informing rulers of activities within the state. The invasion of muslims in India was predominantly by Turks and Pushtoons, which both belong to tribal areas and lacked, at the time, any experience in ruling such a vast empire. Therefore, they adopted the Persian system of governance to rule and administer in the sub-continent. The central source of power was the king, or Sultan. He provided his support to the soldiers, and appointed heads of each individual province to divide management of the armed forces. The governors not only managed the army but also collected taxes from landlords and provided these to the throne. The landlords in turn were responsible for law and order and the maintenance of peace in their jurisdiction. He was also in charge of judicial decisions in his area of control on the basis of Panchayat in the villages.

The use of slaves in both the bureaucracy as well as the armed forces was common. During the period of Allahudin Khilji, collection of revenue from lands and agriculture was for the first time systemized in India.

The basic bureaucratic structure of the Mughal Empire was based on a combination of bureaucracy and civil service. The governors and Subedars were in charge of revenue collection, as well as most of the development work and maintenance of law and order.

Wan Hasting, a company officer, after getting victory in the Bengal war, decided to over come the government and became the first governor general of India. Being a corrupt man, he used his office to maximize his power, and was heavily involved in usurping the rights of local crafts men, farmers and the masses. He increased taxes, and recovered these with force. He was also involved in patronizing the scholars.

In April 1786, he was charged with the death penalty and died.

“I impeach in the name of the people of India whose legal rights and liberties were supported and whose properties was destroyed”

Lord Cornwallis said that the principles which limits the powers of the government were unacceptable. He calls corruption when a person put his own benefit first,. He took the step that the board of revenue was withdrawn from collectors and instead handed over to the local landlords, who could more effectively tackle the problems. At the same time, he appointed district judges in Bengal, and gave control in their hand for judicial matters.

It was the English who for the first time introduced multiple aspects of basic human living into the legal system, such as human and property rights. They formed a very comprehensive judicial system.

The introduction of the Lord Cornwallis system created confusion amongst people, yet it was effective. The supremacy and the judiciary lead to an increase in the cost for achieving justice, and made it more time consuming then ever before. This made things very difficult for the common man. Consequently, the executive branch prevailed and a hierarchy was established consisting of magistrates, collectors and local police officers. Other departments, such as forest, customs, excise and education were established side by side. The smartest and most elite youngsters in Britain inducted in this service, and they were given absolute powers along with a high salaries, and allowed them to prevail amongst the upper middle class in Britain.

Five hundred officers were appointed and posted in the Indian Civil Service to begin with. The basic difference between them and the mansubedars and subedars of the mughal empire was that these officers were not simply working under command of the king. Instead, they followed the rules and regulation laid out for them, and were appointed on the basis of merit. They functioned as per the transfer and promotion rules . These officers were not employed as personal staff or servant of the crown. The military service saw a similar change, where the officers and commanders, once personal servants of the throne, were now recruited under specific rules and regulations laid down by the British empire.

Berry Bunty (1966) said that the British system of governance as done by district officers was an efficient and economical means to achieve law and order, and colonial officers were able to control a great number of peasants in this manner. His arguments showed that the British bureaucratic structure was although small, but at the same time it was effective, and managed to control the entire population of India. He believed this to be due to two reasons, the first being that it was economical and the second that it maintained political neutrality. The basic responsibilities of the British at this time were to maintain law and order and to collect revenue.

DIFFERENCE BETWEEN VARIOUS BUREAUCRATIC SYSTEMS

A. BUREAUCRATIC SYSTEM OF SULTAN, MORIA AND THE MUGHALS

1. Bureaucrats were from the armed forces mostly
2. Bureaucrats were appointed by the king or his nominee
3. The king had the power to remove from position any officer without any laid out rules or regulations
4. Their main function was to maintain a number of soldiers, which would serve as a reserve force should the king require them
5. The system was not based on any hierarchy, and any Jagidar could directly approach the king, as compared to a subedar under which multiple districts function with various Jagirdars who would be answerable to their superiors
6. Their role was maintenance of law and order, imposing of policies and collection of revenue.
7. There were no rules of recruitment laid down for their selection
8. Promotions were not granted accordingly.
9. There was no salary structure

B. BUREAUCRATIC SYSTEM OF BRITISH COLONIAL TIME

1. The appointments were made on merit
2. Salaries were paid regularly by the government
3. Their appointments were completely legal, and the procedures for this was laid down in legally
4. Their hierarchy, powers and process of promotion was also described
5. Dedication of powers and spear of control were outlined
6. Communication channels were also clearly outlined
7. Regular appraisals were made by the officers in charge, and reports were generated to the highest level

C. THE BUREAUCRATIC SYSTEM ADOPTED BY THE SUBCONTINENT IN 1934

The structure of civil service of subcontinent in 1934 was as divided in the following services 1). Civil service, Police service, Forest service, Educational service, Agriculture service, Veterinary service, and Medical service further more Federal state has taken Political department , Imperial customs department,. Ecclesiastical department,. External Affairs Department and the central department under the joint controls with the provinces were State railways engineers, State railways (Revenue Establishment), Superior telegraph and wireless branch

D. THE BUREAUCRATIC SYSTEM ADOPTED BY THE PAKISTAN AFTER INDEPENDENCE

After the partition Pakistan adopted the system of India with some minor changes, some of the important attribute of the system are mentioned below:

1. Administrative services considers as the backbone of the system and have vast concessions privileges and special quota's
2. Cadre officers have more chances of promotion as compared to other services
3. Foreign service of Pakistan is considered one of the prime service of the country
4. Police service of Pakistan is headed by Inspector General in every province and controlled by secretary interior.
5. Audit and account service headed by auditor general of Pakistan
6. Custom and excise service headed by member FBR who is always member of CSP class
7. Post and telegraph service headed by postmaster general of Pakistan but work under secretary communication who is a APUG officer
8. Pakistan taxation service headed by member FBR who is APUG officer
9. Information service of Pakistan headed by secretary information who is APUG
10. Central Engineering Service of Pakistan headed by secretary housing and works who is APUG officer.
11. Trade Service of Pakistan headed by secretary commerce is also APUG officer

During the British Colonial period the basic objective of the civil services was collection of revenue and maintain law and order, however after the independence the requirement of the new state as entirely difference, now the basic objective of the civil service was not to collect revenue or to maintain law order nevertheless the requirement was now to formulate new policies for the state that may help to run the machinery of the system to achieve its objective.

It was major a major setback for a new state that most of the civil servants were gernalist in majority even they were imposing their decision on the specialized fields such engineering, finance, law etc. the gernalist took control in the secretariat of the federal government and provincial government to implement the policies of their own interest which impaired the economic and administrative system of the country

After few years of the independence it was widely felt by the people Pakistan, specially the intelligentsia, economists, politicians, journalists and writers, that the performance of the civil servant structure is not up to mark and not as per the desire and expectation of the people of Pakistan and the power of decision making has been left with the specific class who is providing benefit to their blue eyed.

After the fall of East Pakistan Mr. Bhutto realized the basic cause of the problem and introduced administrative reforms which were based on two major segments

- Genreal Service
- Specialized or Technocratic service

Mr. Bhutto in 1973 abolished the cadre system and uniform pay scale and discontinued/ abolish the reserve posts for gernalist i.e quota system and designed a mechanism to appoint the technocrats in the main stream of civil service. Before 1973 the doctors and engineers were not supposed to hold the status of class I officer after the reforms the opportunity was provided to them to start their career as class I officer in the civil service of Pakistan.

After the Military takeover in 1977 the Military regime has discontinued the policy to appoint technocrats upon the decision making posts and the military again appointed generalist on the important and key posts of the civil service this practice again disturbed the administrative system of the country as on the one hand a tussle had started between the generalist and the technocrats and on the other hand bungling policies were made by the generalist which once again bring to an end the prosperity of the country and the same policy of appointing generalist on the key post is continued till to date to achieve personal interest rather than to achieve the interest and objectives of the state .

E. CONSTITUTION OF PAKISTAN 1973 AND THE SERVICE OF PAKISTAN

the following article of the constitution deals directly with the service.

(I). Article 27 deals with the discrimination in service, it is clearly mentioned in the article that no person will be discriminated in respect of appointment in the service of Pakistan on ground of race, religion, cast, sex and place of birth

(II). Article 240 bifurcate the service structure into three groups i.e services in federation, service in province and All Pakistan service (common service in federation and province)

(III). Article 242 deals with the establishment of the Public Service Commission of the federation and the provinces.

F. ROLE OF JUDICIARY IN THE ADMINISTRATIVE REFORMS

That judiciary has played an important role in the reforms of the administrative system, following are some recent judgments which has played a significant role in the reforms

2006 PLD 612

This case is also known as Mubeen-us-Salam case in which the apex court, distinguished between employment under civil service and employment in corporations . The government has inserted section 2-A in the Federal Services Tribunal Act of 1973, through which employees of corporations and autonomous bodies were granted permission to approach civil services tribunal for their grievances.

1. The Honorable Supreme Court through this judgment partially declared section 2-A ultravires of the article 240 and 260 of the constitution of Pakistan 1973 in which the scope of the services of Pakistan is clearly provided. The Honorable Court also distinguished between the bodies who may come in the definition of the service of Pakistan and who may not, it was provided that the bodies who has statutory rules shall come with in the definition of the services of Pakistan,

rest will not.

- 2.
3. That a law also settled that statutory bodies that are performing the functions with the affairs of the federation or a province shall come within the definition of the Article 260 of the constitution of Pakistan 1973 and within the definition of the person as mentioned in the article 199 of the Constitution of Pakistan 1973.
4. Hence it was concluded that Services of Pakistan and services in corporation are not synonymous. Furthermore, distinction has been provided in the above said judgment that a civil servant may approach services tribunal for their grievance while for other persons who are not in civil services are ousted from the jurisdiction of the civil services as provided in the article 212 of the constitution of Pakistan 1973.

2013 PLD SC 195

That in the above case the court declared as follows

i) Appointments, Removals and Promotions: Appointments, removals and promotions must be made in accordance with the law and the rules made thereunder; where no such law or rule exists and the matter has been left to discretion, such discretion must be exercised in a structured, transparent and reasonable manner and in the public interest.

ii) Tenure, posting and transfer: When the ordinary tenure for a posting has been specified in the law or rules made thereunder, such tenure must be respected and cannot be varied, except for compelling reasons, which should be recorded in writing and are judicially reviewable.

iii) Illegal orders: Civil servants owe their first and foremost allegiance to the law and the Constitution. They are not bound to obey orders from superiors which are illegal or are not in accordance with accepted practices and rule Const. based norms; instead, in such situations, they must record their opinion and, if necessary, dissent.

iv) OSD: Officers should not be posted as OSD except for compelling reasons, which must be recorded in writing and are judicially reviewable. If at all an officer is to be posted as OSD, such posting should be for the minimum period possible and if there is a disciplinary inquiry going on against him, such inquiry must be completed at the earliest

2013 SCMR 1752

The Honorable Court has taken notice in the Karachi law and order case on the illegalities of the civil service in the Sindh government, the court has taken notice on the absorptions, out of turn promotions, reemployment, employment after retirement, out of cadre posting and the principle of locus of poenitentiae and deputation .

It was held as follows

1) Absorptions were held illegal from the year 1994 and five principles was provided on the subject of the absorption which are as follows

(a) Sindh Government can only appoint a person under Rule 9A of the Rules of 1974.

(b) Sindh government cannot absorb non civil servant

(c) Sindh Government cannot absorb a civil servant of non-cadre post to any cadre post.

(d). Employees of autonomous bodies can be absorbed as per rule 9-A of Civil Servant Act

(e) appointment by transfer out of cadre can only be done under rule 9-A subject to the restrictions contained in rule 9(1) of the APT rules 1974

2) Out of turn promotion were held illegal provided through legal instruments to the civil servant the Honorable Court has struck down the impugned instruments and held that out of turn promotions can not be granted to the civil servants. The Honorable further held that seniority provided to the civil servant who get out of turn promotion is also illegal hence reverted civil servants to their original positions.

3) Deputation and Out of cadre postings were declared all the deputation and out of cadre postings illegal and held that section 10 of the civil servant act doesn't meant that a civil servant can be transferred out of cadre to post any where in the government . a civil servant can be posted only in his own cadre.

4) Reemployment

The Honorable Court also took notice of the reemployment in the Sindh government and held that the legislation on the reemployment of the employees was held illegal and violative of the Constitution.

5) Locus of poenitentiae

Locus of poenitentiae is phrase which means that benefit once granted may not be taken back, the Honorable Court held that if illegal benefits has been granted then this principle shall not apply. The Honorable Court struck down all the illegal benefits granted to employees.

2015 SCMR 456.

It was actually review petition filed by the against the judgment passed in the 2013 SCMR 1752, The Honorable Court declared as follows.

That Honorable Court has allowed that Section 24 of the civil servant act may be used in case of exigency only.

The appointment by transfer may only take effect if it is resorted under section 9-A of the of APT rules 1973.

That condition precedent to the appointment by transfer is the qualification and experience of the incumbent for that post.

BRIEF LITERATURE REVIEW

Confucius trad. (551–479) BCE which influence from centuries on the life of Chinese people; he has a notable remark for Chinese civil service and respect for education compliance with authority and believe in ranks in the society. They American Social Scientist C Wright Mills (1946) mentioned that the bureaucracy is the part of Monarchy, Western Culture and religious structure, he stress on the technological changes, increasing the needs of market for goods and services and growth of bureaucratic structure he believes that the expansion in the technological growth also enhance the role of civil service, in white collar powerful elite is the reflection of the beracucray Mills divided the state organization into three institutions which are called elite of society, they are the Government (Bureaucracy or civil service) which is the most important part of the government, military and corporations. He further explained the leadership positions were occupied by the Bureaucracy in the government structure and dominate on the congress and political parties.

Hegel explains the bureaucracy as an excellent civil servant structure in maintaining the societies while the Markist highly criticize the bureaucratic civil service structure they stress that the civil service divided the society into parts to create space for its own existence and usurp the powers in the society.

The important features of the Pakistani civil service are the preference on journalist on specialist, it is the administrative system in which journalist prevails on the specialist because all important cadres are based on the journal services; the technocrats are under the control of highly structured journalist civil servants.

The cadre system of organization the federal government of the country are working on the cadres services which is based on the DMG, PSP, and OMG while in province it is PCS and PSS. Basically it is the heritage of the English colonial system prevails in India

Michael J (1965) said that t Pakistan follows the same ICS methodology, Syed Anwar (1971) State servants are politicized in Pakistan and utilize the powers of the politicians Friend Goodnow also believes that the powers of the politicians has been completely took over by the state servants Lobert Law also agrees that civil servants if not taken the powers of the politicians perhaps they fill the gap of the power by the help of military which was created by the parliamentarians. Zirning Lawrance also agree with the same version Muneer Ahmed repeated the logic of Ziring Lawrance in the book in the study of the of the public servants.

RESEARCH METHODOLOGY

This study is using a simple content analysis and interpretative approach. The first thing to do choose the judgments of the Honorable Supreme Court of Pakistan which

has impacted the civil service (bureaucracy) of Pakistan. Three of the judgments from various judgments were chosen in this article that has significantly streamline the civil service of Pakistan.

Problem definition

The formation of research problem is foundation of the project is the definition of the problem, as the topic itself express prima facie the problem is directly related with the performance of the administrative system exist in Pakistan in the shape of civil services. The evolution of the structure, performance and the career paths of the civil servants and its relationship with the directions time to time issued by the Apex Court of the country.

As it is known that in Pakistan the constitutions has an important avenue that is judicial review which empowers the judiciary to make interpretation of the constitution uphold the whole system of the state operations

Research design

Research design is the foundation of the every research, the facts which are investigated and examined by the researcher (Zikmund 1997). It consist of the problem and the solution provided for the problem (Cooper & Schindler 2001; Davis & Cosenza 1993; Frazer & Lawley 2000). A good research design are facts which analyzed as per the objectives of the research paper (Kinnear & Taylor 1996). Research design formation involve detail logical computations to get desired result (Green, Tull & Albaum 1988).

Sample

The sampling is selection of part of the population. Sample r independence and representativeness are the most important element in the research project Nasif et al. 1991.

Design frame for Sample:

A sample is a subset of the population which is an integral part of the population (Cooper & Schindler 2001). In this research the researcher adopted the convenience sampling on the available decisions of apex courts on the services which are landmark and produced high impact on service structure

Population

A group of people have certain similar characteristics (Zikmund 1997) while in this research study the population in the Karachi related with the financial executives of financial institutions, stock markets, brokers, investors, upper class, and elite class.

Operationalization

It provides support to the conceptual framework of the research study (Neuman 1994; Sekaran 2000; Zikmund 1997). While Operationalization process normally work on relations with its procedure and operations conduct during the study. It provides the support to measure the conceptual framework in the research study (Neuman 1994; Sekaran 2000; Zikmund 1997).

Data collection method

There are five methods for the authenticity of data which includes data accuracy, time, research expense and cost (Sekaran 2000). The small sample size contains high accuracy. (Cooper & Schindler 2001; Sekaran 2000; Zikmund 1997).

Code of Ethics

That ethics are that the no person should be harmed and correct data should be used to get the desired results (Cooper & Schindler 2001; Sproull 1995).

Data Analysis

Data analysis is the mixture of the theoretical foundations and data related with the hypothesis along with statistical examination specially in quantative analysis

STATEMENT OF HYPOTHESIS.

The following are the research hypothesis:

Ho: The Judgments of the Honorable Supreme Court of Pakistan has not streamlined the civil service structure of Pakistan

H1: The Judgments of the Honorable Supreme Court of Pakistan has streamlined the civil service structure of Pakistan.

Ho: The Judgments of the Honorable Supreme Court of Pakistan has not streamlined the careers of the civil servant

H2: The Judgments of the Honorable Supreme Court of Pakistan has streamlined the careers of the civil servant.

FINDING OF THE HYPOTHESIS THROUGH SELECTED REPORTED JUDGMENTS AND DISCUSSION

2006 PLD SC 612

Through this judgment the Honorable Apex Court has distinguished the two classes of the service i.e. civil service and services in the autonomous bodies hence it was declared that nobody can be civil servant by virtue of the deeming clause, hence this judgment provided special privilege to the civil service which has impacted the

civil service structure positively

2013 PLD SC 195

The above said judgment of the apex court has significantly streamlined the civil service structure, the political governments for their benefits were in habit to transfer, appoint and promote the civil servants without following the requisite law and to curtail the tenure of the appointed person under tenure agreement without respecting the tenure. Moreover, the civil servants who were not in good books were transferred to OSD (without any assignment). This judgment has significantly stream lined and brought merit in the civil service structure, as now the civil servants can work fearlessly and gets promotion, seniority and transfer in accordance with law.

2013 SCMR 1752

This land mark judgment is one of judgments which played reformative role in the history of the civil service, where by this judgment drawn a line between cadre and non-cadre post, and prohibited permanent absorption of the non-cadre officers upon the cadre post. The political governments were in the habit of favoritism for their personal interest and absorbs any person whether in the civil service or not upon cadre post which are meant to do particular work, therefore this judgment has produced high impact on the civil service structure as it has nullified the illegal absorptions, return of the deputationist employees and reversed the out of turn promotions.

2015 SCMR 456

In this judgment the appointment by transfer was allowed subject to the compliance of the Rule-9-A of the APT rules 1974 and deputation was also allowed subject to reasons provided by the borrowing department.

Result of the Hypothesis

The H1 is reached to the level of acceptance therefore Ho is rejected.
H2 is reached to the level of acceptance therefore it is accepted and Ho is rejected.

CONCLUSION

The impact of the above mentioned directions issued by the Apex Court of Pakistan create the following impact on the civil service structure

The civil servants in the federation and provinces got clear path of career and position of appointment at the time of joining the service and their seniority of the cadre employees cannot be disturbed. The dedication to work efficiency in the employees increased and they are more inclined towards enhancing their skills and to increase their performance. Furthermore the working of the civil servants become group cohesiveness, cooperative. It was also observed that the loyalty with

the office is increased upto many folds and the civil servants are now saved from the political influences and victimization.

RECOMMENDATION.

The developed nations are changing their civil service structure rapidly, as per their requirements, the world has become more scientific and technical hence the civil service structures are shifting from the generalist towards technical. However, Pakistan is developing country having challenges at the economical, scientific, law & order, utilities, food, infrastructure and health care issues, but still the Government has been stick towards the old and traditional civil service structure based upon generalist structure which is focused on linguistics, rather than adoption of advance bureaucratic structure based upon technical and qualified persons who can resolve the pertaining and upcoming challenges, therefore it is recommended that technical posts may kindly be created in every cadre of the civil service and this old, traditional civil service structure shall be abolished and new cadres along with occupational groups should be established as per the requirement to resolve the challenges of the country. The Civil servants should also be provided advance trainings upon technical issues which are not the part of the policy yet, However traditional trainings are provided for the promotions which are not useful to resolve the current challenges of the country.

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