

## **PUBLIC SECTOR: ITS SCOPE AND PERFORMANCE ASSESSMENT IN BALOCHISTAN**

Jan Muhammad<sup>\*</sup>  
Muhammad Asim<sup>\*\*</sup>  
Faraz Wajidi<sup>\*\*\*</sup>

### **Abstract**

In Balochistan, public sector is active in almost all sphere of social life. Its operation are varied and multi faceted which covers a broad range of issues encompassing health, education, provision of utility services, infrastructure development, provision of security and justice to promotion of trade and commerce, alleviation of poverty and eradication of crimes from society. This research article is a descriptive analysis of the scope of the public sector operations and its performance evaluation in different functional areas such as planning, finance, team building and performance appraisal. The study has made the use of both primary and secondary data.

**Keywords:** Public sector, Federal government, Provincial government, local government, Devolution plan.

---

<sup>\*</sup> Jan Muhammad, Assistant Professor and Director, Institute of Management Sciences, University of Balochistan, Quetta

<sup>\*\*</sup> Muhammad Asim, Assistant Professor, Karachi University Business School, University of Karachi, Karachi, Pakistan

<sup>\*\*\*</sup> Faraz Wajidi, Officer, National Bank of Pakistan, Karachi, Pakistan

## INTRODUCTION

Public sector is vital for the socio-economic development of under developed and backward areas. Due to the minimal role of private sector in Balochistan the role of public sector has become more obvious. The private sector is motivated mostly by profit incentive and is unable to perform its due role in the backward areas due to low rate of profit, high degree of uncertainty, and low demand for its goods and services. The province of Balochistan is stretching over on an area of 3, 47,188 Sq km which forms almost 43.6% of Pakistan's total landmass. The population of the province is the least among the other provinces of Pakistan. Balochistan is, by most measure, the poorest of Pakistan's four provinces. Largely, indicators of health and education outcomes, service provision and government satisfaction are substantially poorer than for the other three provinces and the country as a whole<sup>1</sup>. The majority of people are living under absolute poverty with low purchasing power and in scattered pockets in remote areas which are mostly rugged and mountainous and therefore inaccessible. Physical geography is the major exogenous cause of the province poverty. Its vast, harsh terrain and chronic water insecurity explains its light population density, high transport costs, poor agronomic conditions and low livelihood security<sup>2</sup>. Geographical factor greatly impede the provision of effective government services, and also limit the scope of private sector in the province. This research article is basically a descriptive analysis of the scope of public sector at different levels and its performance assessment from the workers perspective in different functional areas such as planning, finance, team building and performance appraisal.

## PUBLIC SECTOR IN BALOCHISTAN

The public sector operations include local, state and federal governments' activities<sup>3</sup>. The public sector in Balochistan consists of the institutions working under the control of federal, provincial and local government. They can be categorized under the following three headings,

1. Federal Government and its functionaries.
2. Provincial government and its functionaries.
3. Local government and its functionaries.

Pakistan is basically a federal state, which signifies divisions and sharing of powers and functions between a national government and constituent units called the provinces. In a federal set up the federation and provinces are independent of each other's control in the spheres assigned to each by the constitution<sup>4</sup>. The federation of Pakistan comprises of four provinces, one among them is the province of Balochistan. Provincial governments, according to the constitution of the country, are constituted in all four provinces. The constitution of Pakistan determines the policy framework including responsibilities of

---

<sup>1</sup> Mark Roll, Will devolution improve the accountability and responsiveness of social service delivery in Balochistan, Pakistan? ; A political economy perspective, London, Development Studies Institute, 2008, p. 19.

<sup>2</sup> Ibid.

<sup>3</sup> Roy J. Ruffin; Paul R. Gregory, "Principles of Economics", U.S.A Scot, Foresman and Company, 1983, p. 678.

<sup>4</sup> Sultan Khan, Public Administration: With Special Reference to Pakistan. Lahore, Famous Books, Urdu Bazar, Lahore. 1997, P, 167.

federal and provincial governments<sup>5</sup>. Provincial governments are headed by chief ministers along with their respective elected assemblies. In addition to the federal and provincial governments, local governments exist at the level of districts, thesils, cities and union. The structure of local governments has undergone a drastic change after the introduction of new local government system under devolution plan 2001.

Prior to devolution, there existed three tier of government; federal, provincial and local government. Federal and provincial governments have been elected within a parliamentary system. At the local government level, elected officials had marginal powers, and all executive and judicial functions were controlled through the district level led by the administrative position of Deputy Commissioner (DC). Power was de-concentrated from the province rather than devolved to the district level<sup>6</sup>.

Pakistan is a parliamentary democracy. The country has a bicameral legislature, i.e. the National Assembly and the Senate. The National Assembly is the most significant political body. The leader of the political party with the most seats in the National Assembly becomes the Prime Minister. The Prime Minister and his cabinet control much of government's daily functioning. The Senate is upper house and grants equal representation to all the provinces by equal number of members from each province. National Assembly is the more powerful of the two chambers, having exclusive jurisdiction over financial affairs. President is the head of the state and elected by the members of National Assembly, Senate and Provincial Assemblies jointly. The allocation of responsibilities among various tiers of governments is enunciated in the constitution and in a large body of legislation. The constitution is a supreme law of the country and determines the policy framework, including responsibilities of Federal and provincial governments. The public sector services are allocated monetary resources through the NFC award, five-year plans, and special programs, e.g. Social Action Program.

Federal government is mainly concerned with the general functions such as defense, external affairs, nationality, citizenship and nationalization, telecommunication, currency, foreign exchange, civil aviation, international trade etc. Most of the services in the field of education, health agriculture, roads, communication etc are provided by provincial governments. Although the federal government can legislate in these fields, yet it restricts itself to making national policy only and deals with the international aspects of such fields.

The federal structure of Pakistan's administration grants the provinces a great deal of autonomy in the provision of law and order and social and economic services, the allocation of development expenditure to different sectors<sup>7</sup>. The provincial government

---

<sup>5</sup> Iqbal A. Kildwai, Governance, Balochistan Conservation Strategy Background Paper, IUCN, The World Conservation Union, Quetta, p. 10.

<sup>6</sup> Mark Roll, Will devolution improve the accountability and responsiveness of social service delivery in Balochistan, Pakistan? ; A political economy perspective, London, Development Studies Institute, 2008, p. 8.

<sup>7</sup> NICEF Quetta; Government of Balochistan, "An analysis of the situation of women and children in Balochitan", 1995, p. 23

role in the socio-economic development of the province is very crucial. It straddles all the economic and natural resources.

In order to bring government closer to common citizens for greater accountability and better understanding of the needs and preferences of people, The federal government had entrusted the task of designing a local government system to National Reconstruction Bureau (NRB). As a result of this exercise a new Local Government System has been installed in Pakistan on 14<sup>th</sup> August 2001 by all the four provinces<sup>8</sup>. The local governments in the form of representative institutions exist at the lower level. The new system comprises a District Government or a city District Government and Zila Council in a district, Tehsil Municipal Administration and Tehsil Council in a Tehsil (a Town Municipal Administration and Town Council in a Town in a city district) and Union Administration and Union Council in a union<sup>9</sup>. They are the grass root level institutions. They are under the administrative control of provincial governments. Local councils are designated to serve as agencies for development as well as to carry out the basic functions of local government. These councils serve many important functions to the community, including the provision, maintenance, improvement, and management of public works and services (communications infrastructure, sanitation and public health, education etc) as well as for promotion of agriculture and village industry. The operations of these local councils are overseen by the Local Government Department of Provincial government which also assumes the technical functions of planning, contracting, supervision, and monitoring of development activities at this level. Together, the elected institutions and the Local Government Department constitute the local government system<sup>10</sup>.

#### **DISTRIBUTION OF FUNCTION AMONG DIFFERENT LEVELS OF GOVERNMENT**

There is a clear distribution of subjects among the Federal and Provincial governments in the constitution of 1973. However, certain subjects are born on the concurrent legislative list in which both the Federal and Provincial governments can make laws as well as constitute departments for their execution. At the federal level the administrative machinery mainly comprises ministries, divisions and directorates. There are autonomous bodies which form federal level institutions, e.g. WAPDA, Sui Gas, Oil and Gas Development Corporation, PIDC, PMDC, Utility Stores Corporations, Education and Research Institutions, Public Enterprises, State Bank and scheduled nationalized Banks etc.

According to the Federal Government budget book for 1999-2000, the following are the ministries, at federal level<sup>11</sup>.

1. Ministry of Commerce
2. Ministry of Communication

---

<sup>8</sup> Zulqarnain Hussain Anjum, New Local Government System: A Step Towards Community Empowerment, Islamabad, The Pakistan Development Review, 40: 4 Part II, (Winter 2001), Pakistan Institute of Development Economics (PIDE), p. 845.

<sup>9</sup> Ibid.

<sup>10</sup> Ibid. p. 27

<sup>11</sup> Government of Pakistan, Finance Deptt., "Federal Government Budget Book 1999-2000", Islamabad.

3. Ministry of Minorities, Culture, Sports, Tourism and Youth Affairs
4. Ministry of Defense
5. Ministry of Education.
6. Ministry of Environment, Local Government & Rural Development
7. Ministry of Finance, Economic Affairs, Statistics and Revenue
8. Ministry of Food, Agriculture and Livestock.
9. Ministry of Foreign Affairs.
10. Ministry of Health.
11. Ministry of Housing and Works.
12. Ministry of Industries and Production.
13. Ministry of Information and Media Development.
14. Ministry of Interior.
15. Ministry of Kashmir Affairs & Northern Areas and States and Frontier Regions
16. Ministry of Labour, Manpower and Overseas Pakistanis.
17. Ministry of Law, Justice, Human Rights and Parliamentary Affairs.
18. Ministry of Petroleum and Natural Resources.
19. Ministry of Planning and Development.
20. Ministry of Population Welfare.
21. Ministry of Railways.
22. Ministry of Religious Affairs and Zakat & Ushr
23. Ministry of Science and Technology
24. Ministry of Water and Power
25. Ministry of Women Development, Social Welfare and Special Education.

Each of the above mentioned ministries are further divided into various divisions, attached departments, directorates, and a host of subordinate offices, commissions e.g. Public Service Commission, Privatization Commission, Land Reforms Commissions and Planning Commission.

In addition there are many other institutions of federal level which are, Supreme Court of Pakistan, Shariat Court, Tribunals, Special Courts, Economic Co-ordination Committee, Executive Committee of the National Economic Council, Council of Common Interests, National Financial Award, Inter-Provincial Co-ordination Committee, Pakistan Environmental Protection Council, Social Welfare Council, Central Zakat Council, and Council of Islamic Ideology.

Moreover, The Auditor General of Pakistan, Accountant General of Pakistan, Military Comptroller of Audit and Accounts are working under the jurisdiction of Federal government. Autonomous and semi-autonomous corporations e.g. Pakistan Mineral Development Corporation, Pakistan Industrial Development Corporations, Pakistan Tourism Development Corporations, Pakistan Television Corporation, Pakistan International Airlines Corporation are also functioning under the executive authority of Federal government.

Authorities, e.g. National Highway Authority, Corporate Law Authority, Capital Development Authority, Military and Para-Military Forces, e.g. Frontier Constabulary, Coast Guards, Defense College, and Military Colleges and Schools are operating under Federal government.

National Administrative Staff College and National Institute of Public Administration Pakistan, Meteorological Department, Geological Survey of Pakistan, Pakistan Agricultural Research Council, Arid Zone Research Centre, Pakistan Council of Research in Water Resources, Pakistan Council of Scientific and Industrial Research, Federal Bureau of Statistics and Export Promotion Bureau, Central Board of Revenue and its departments for taxation and collections of central revenues, State Bank of Pakistan and development and financial Institutions e.g. scheduled banks, Agricultural Development Bank of Pakistan, Industrial Development Bank of Pakistan, Federal Bank of Co-operations, Pakistan Industrial Credit and Investment Corporation (PICIC) Small and Medium Enterprise Development Authority (SMEDA), and Regional Development Finance Corporation (RDFC), Commercial organizations e.g. Pakistan Telecommunication Corporation are the institutions which are under the control of federal government and active in different spars to develop the social and economic infrastructure.

The rest of the above mentioned institutions have their sub offices in Balochistan and constitute a part of its public sector.

The second most important part that constitute public sector in Balochistan is the government of Balochistan and its institutions and functionaries. The Federal institutions, although, playing important role in Balochistan, yet their role is less obvious than the provincial institutions

In Balochistan, the administrative machinery comprises the Chief Minister and his cabinet. Cabinet is a team of ministers. Under each minister is a ministry. There are various ministries in Balochistan and almost all the ministries are housed in the civil secretariat of Balochistan Quetta. The state departments under various ministries are as under

- Planning & Development Department
- Irrigation & Power Department.
- Agriculture Department.
- Livestock Department.
- Fisheries & Coastal Development Department.
- Environment, Forest & Wildlife Department.
- Industries & Mineral Development Department.
- Communications & Works Department.
- Local Govt. & Rural Development Department.
- Information Sports & Culture Department.
- Social Welfare & Women Development Department.
- Education Department.
- Health Department.

- Public Health Engineering Department.
- Labour & Manpower Department.
- Finance Department.
- Law & Revenue Department.
- Excise & Taxation Department.
- S&GAD Department.
- Home Department.
- Food Department.

The above said departments are controlled by the respective heads such as Secretaries, Director General or Managing Directors etc, Apart from the regular provincial government departments, there are autonomous and Semi autonomous departments e.g. Balochistan Development Authority, Quetta Development Authority, Water and Sanitation Authority, Environment Protection Agency etc. Apart from the Departments, there are Directorates, Authorities and Agencies dealing in subjects like Population, Agriculture, Industry, Small Industry, Water and Sanitations, Urban Development etc. Twenty six districts were there in Balochistan which have been increased to 30 districts recently. The administrative system has undergone a drastic change after the introduction of new devolution plan.

The Departments of the provisional government work in various areas through its field offices in various districts, tehsils and below the tehsils level in the form of directorates and sub-offices. These institutions of the provincial government are active in various spares to promote the living standard of the people of Balochistan and foster the pace of economic and social development.

Below the provincial government, is working local government which renders basic and highly important services to the community. The local government system is working under the control of the provincial government through its department of local government. This system exists in the form of representative institutions at district and union and cities level. The Devolutions Plan 2000 assigns greater responsibilities to the local institutions.

While the specific roles and functions of the federal and provincial governments are part of the 1973 constitutions, the existence of local governments is not a formal part of the constitution. Many of the residual functions that are not part of either of the legislative lists, or which are supposed to be performed by the provincial governments, have been delegated to the local governments by the promulgation of ordinances.

The services and functions that each of the three tiers of government is expected to perform and those that they actually perform are shown below<sup>12</sup>.

---

<sup>12</sup> Hanif, Naveed, 'The Structure of Government in Pakistan', News on Friday, Karachi, 25 August, 1996

**LEGISLATIVE AND ACTUAL ALLOCATION OF FUNCTIONS AMONG  
DIFFERENT LEVELS OF GOVERNMENT IN PAKISTAN**

Legislative responsibilities	Services	Actual allocations of functions
Federal government	Defense External affairs and foreign aid Post, telegraph, telephone, radio, and TV Currency and foreign exchange Institutes for research Nuclear energy Parts and aerodromes Shipping, air service, railways, and national highways Stock exchanges Geographical and meteorological survey Censuses Mineral oil and natural gas Industries	Federal government
Federal/provincial governments	Population planning Electricity (except KESC) Curriculum development, syllabus planning, and centers of excellence Tourism	
	Social welfare and employment exchange Vocational/Technical training Historical sites and monuments	Federal/provincial governments
Provincial governments	Law and order, justice Highways and urban transport Agricultural extension and distribution of inputs Irrigation and land reclamation Secondary and higher education	Provincial governments
	Curative health Land development Primary education	
	Preventive health Farm-to-market roads Water supply, drainage, and sewerage	Provincial/ Local governments



Local governments	Link roads Intra-urban roads Street lighting Solid waste management Fire fighting Parks, playgrounds	Local governments
-------------------	---	-------------------

Source: Hanif, Naveed, 'The Structure of Government in Pakistan', News on Friday, Karachi, 25 August, 1996.

The diagram shows that the federal government's role is of a more macro nature, while the provincial and local governments perform the key role in the provision of basic social and physical services and infrastructure. The local government institutions are also assigned some more important and fundamental functions.

#### **PUBLIC SECTOR'S PERFORMANCE ASSESMENT IN BALOCHISTAN**

In order to see the status the public sector performance in Balochistan, a survey of the public sector organization was conducted. For the survey, the Civil Secretariat, Government of Balochistan was selected. The rationality behind the selection was that the Civil Secretariat is the apex public sector organization where all the ministries are housed. All the coordination and control of the public sector organizations are done through the Civil Secretariat. The survey was conducted through questionnaire. For the survey, the employees of grade 17 to 20 were selected. The reason for the selection of higher grade employees was that they are well informed about the public sector performance in Balochistan. Their observations are more authentic and accurate than the lower grades employees. A pre-tested questionnaire was distributed among the employees of Civil Secretariat. The convenient sampling method was adopted.

The data collected through questionnaires was analyzed and the results are presented in the tabular form below.

Total number of questionnaire distributed;	90
Number of questionnaire received;	65
Percentage of questionnaire received;	72.22%
Percentage of questionnaire not received;	27.78%

The grade wise delivery of questionnaire is shown in the table below.

**Table 1**

Employees grade	Number of questionnaire delivered	No. of questionnaires received	Percentage	No. of questionnaires not received	Percentage
Grade 17	30	27	41.54	3	12.00
Grade 18	30	21	32.31	9	36.00
Grade 19	15	10	15.38	5	20.00
Grade 20	15	7	10.77	8	32.00
Total	90	65	100.00	25	100.00

The above table shows that the receipt rate is high in the smaller scales and low in the lower grades. This reveals that the employees of higher grades are busy and have little time to spare for the filling of questionnaires.

The employees surveyed were asked whether they are satisfied or not with the performance of public sector organizations, their response grade wise is given in the table below.

**Table 2**

Employees' grades	Yes	%age	No	%age	NR*	%age	Total	%age total
Grade 17	14	21.54	13	20.00	-	-	27	41.54
Grade 18	8	12.31	12	18.46	1	1.54	21	32.31
Grade 19	3	4.62	7	10.77	-	-	10	15.38
Grade 20	1	1.54	6	9.23	-	-	7	10.77
Total	26	40.01	38	58.46	1	1.54	65	100.00

\* No response.

The above table shows that 58% of employees are not satisfied with the performance of public sector organizations. The employees in the higher grades who are more informed and have better information about the success and failure of the organizations are mostly not satisfied with the performance of public sector organizations.

The questionnaire survey asked the employees to mention the level of performance of public sector organizations in planning; their grade wise responses are given in the following table.

**Table 3**

Employees' grades	Excellent		Good		Normal		Poor		Very poor		NR		Total
	No	%age	No	%age	No	%age	No	%age	No	%age	No	%age	
Grade 17	9	13.85	11	16.92	6	9.23	1	1.54	-	-	-	-	27
Grade 18	-	-	11	16.92	8	12.31	1	1.54	1	1.54	-	-	21
Grade 19	-	-	7	10.77	2	3.08	1	1.54	-	-	-	-	10
Grade 20	-	-	-	-	3	4.62	4	6.15	-	-	-	-	7
Total	9		29		19		7		1		-	-	65
%age total		13.85		44.61		29.24		10.77		1.54		-	100.00

The table above shows that the majority of employees are saying that the level of performance in planning is either good or normal but there is negative correlation in the grade and level of performance. The employees in higher grades say that the level of performance in planning is low while the employees in lower grades say that the performance in planning is high.

When the employees were asked that what the level of performance in finance is, they mentioned the following.

**Table 4**

Employees' grades	Excellent		Good		Normal		Poor		Very poor		NR		Total
	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	
Grade 17	1	1.54	15	23.08	8	12.31	2	3.08	-	-	1	1.54	27
Grade 18	1	1.54	8	12.31	9	13.85	3	4.62	-	-	-	-	21
Grade 19	1	1.54	2	3.08	6	9.23	1	1.54	-	-	-	-	10
Grade 20	-	-	1	1.54	2	3.08	4	6.15	-	-	-	-	7
Total	3		26		25		10		-		1		65
%age total	4.62		40.01		38.47		15.39		-		1.54		100.00

The figures in the above table shows that majority of the respondents are of the opinion that the performance of public sector in finance is either normal or good but again there is inverse correlation between grades and level of performance. Employees in the higher grades are less satisfied with the performance in finance than employees in the lower grades.

In the survey, the employees were asked to mention the level of performance of the public sector organizations in team building, the outcome of their responses is summarized in the figures below.

**Table 5**

Employees' grades	Excellent		Good		Normal		Poor		Very poor		NR		Total
	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	
Grade 17	1	1.54	9	13.85	6	9.23	9	13.85	2	3.08	-	-	27
Grade 18	-	-	2	3.08	8	12.31	10	15.38	1	1.54	-	-	21
Grade 19	-	-	2	3.08	3	4.62	5	7.69	-	-	-	-	10
Grade 20	-	-	-	-	1	1.54	4	6.15	2	3.08	-	-	7
Total	1		13		18		28		5		-		65
%age total	1.54		20.01		27.70		43.07		7.70		-		100.00

The figures in the above table reveal that the majority of the employees are of the opinion that the performance in team building is poor or normal. This area requires special attention in the future initiative to reform the public sector organizations.

In response to the performance in performance appraisal, the employees' opinions are summarized in the following table.

**Table 6**

Employees' grades	Excellent		Good		Normal		Poor		Very poor		NR		Total
	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	No	%ag	
Grade 17	2	3.08	13	20.00	7	10.77	5	7.69	-	-	-	-	27

Grade 18	-	-	4	6.15	5	7.69	9	13.85	3	4.62	-	-	21
Grade 19	-	-	4	6.15	5	7.69	1	1.54	-	-	-	-	10
Grade 20	-	-	2	3.08	4	6.15	1	1.54	-	-	-	-	7
Total	2		23		21		16		3		-		65
%age total		3.08							4.62		-		100.00
			35.38		32.30		24.62						

In the above mentioned figures, the employees are of the opinion that the performance of the public sector is either good or normal. A significant number of employees also consider the performance in performance appraisal to be poor.

In response to an open question to mention any other weak areas that needs special attention in the performance improvement of public sector organizations, they mentioned the following areas.

**Table 7**

Employees' grades	No. of employees responded	No. of employees not responded	Areas of performance mentioned
Grade 17	3	24	Mis-management, lack of coordination, poor control
Grade 18	4	17	Irrelevant administrative set up, inflexibility, not public friendly, lack of coordination
Grade 19	3	7	Poor decision making, lack of coordination
Grade 20	3	4	Political involvement, poor coordination and control
Total	13	52	

In an open question, the employees were asked to mention some other factors which they think hamper performance in the public sector organizations, they mentioned the following factors.

**Table 8**

Employees' grades	No. of employees responded	No. of employees not responded	Factors/ deficiencies mentioned which hamper performance in the public sector
Grade 17	4	23	Lack of work inspections, lack of political wills political interference.
Grade 18	7	14	Political influence, lack of work motivation, deviation from set policies, lack of coordination, no checks and balances, lack of commitment, un suitable policies.
Grade 19	4	6	Lack of direction for performance, lack of

			guidance, lack sincerity, lack of efficiency measures.
Grade 20	4	3	Lack of commitment, non existence of punishment and reward system, lack of accountability, lack of spirit
Total	19	46	

When the employees were asked as if they favor any changes in the present structure of public sector organizations, their responses were as under.

**Table 9**

Employees' grades	Yes	%age	No	%age	NR*	%age	Total
Grade 17	15	23.08	11	16.92	1	1.54	27
Grade 18	19	29.24	2	3.08	-	-	21
Grade 19	8	12.31	2	3.08	-	-	10
Grade 20	7	10.77	-	-	-	-	7
Total	49		15		1		65
%age total		75.40		23.08		1.54	100.00

The above table reveals that 75% of employees favor changes in the present structure of public sector organizations and the favor ratio is very high in the higher grades of employees.

When the employees were asked what kind of changes do they suggest? Their responses are given in the following table.

**Table 10**

Employees' grades	No. of employees responded	No. of employees not responded	
Grade 17	13	14	Result oriented performance based organizations, regular training for updating knowledge, merit based promotion, built-in checks and balances, changes may be introduced after thorough investigation, system of performance to be developed at every level, inspection mechanism development, performance based incentives system development, job relevant training provision, jobs to be on contract bases, international standards must be followed, awareness among workers be created, democratic organization, organizations must be made free politics entities, close coordination with masses.

Grade 18	15	6	Right sizing, goal oriented performance, delegation of true authority and responsibility for performance, punishment and reward system establishment, defined career paths, down sizing, focus on quality rather than quantity, abandoning of naib qasid culture, decentralized organizational structures, merit based promotions, private public partnership, proper checks and balances, e-governance, advanced planning strategy, proper job training, right person at right place strategy, transparent finance utilization system, change in annual performance evaluation system, responsibility shifting to all levels in the hierarchy, continuous improvement strategy, friendly work environment, use of information technology, removal of VIP culture.
Grade 19	7	3	Goal oriented performance, fixed responsibility, promotion of competition like situation, creation of promotional opportunities, administrative set-up needs change, built-in checks and balances, reward and punishment based performance, business like dealing, right sizing.
Grade 20	7	-	Performance based promotion, transfer, posting etc, reduction in public sector size/ requirements, more incentives both financial and promotional be created, extra training at regular bases, research based organizations, contract appointment, task oriented jobs, independent body for performance evaluation be created, non-political organizations, reduction of politics from administration, goal oriented performance, performance based jobs, contract bases jobs, open and democratic institutions, more responsive towards public demand, removing red-tapism, progressive organizations, specialization based appointment,
Total	42	23	

### RESULTS AND DISCUSSION

Public sector, with its different institutions of federal, provincial and local governments, is active in almost all spheres of public life in Baluchistan. The legislative and actual allocation of functions among different levels of government reveals that the higher levels of governments have always usurped the functions of lower levels of

governments. There is also possibility of inability of lower levels of governments to discharge their functions effectively. Moreover the ministries established at the federal and provincial levels are more or less alike. There is a need for the clear cut demarcation of functions among various levels of governments.

The survey conducted for the performance assessment of public sector reveals that majority of the employees is not satisfied with the performance of public sector in Balochistan. They consider the public sector performance in planning, finance and performance appraisal to be either good or normal but majority of them are of the view that the performance in team building is poor. There are only few employees who regard the performance in the above mentioned area to be excellent. The planning received more favorable outcome followed by finance and performance appraisal respectively. The overall analysis of survey demands that there is room for improving the performance of public sector in Balochistan with special focus on team building. The other aspects cited for the improvement of public sector performance are diverse and multiple. The most frequently cited elements are lack of coordination, political interference, lack of accountability, lack of incentive for better performance and the scarcity of checks and balances.

### **CONCLUSION**

Public sector is functional in Balochistan through the institutions of federal, provincial and local governments. The most obvious and widely recognized role in the province is of provincial government through its institutions. The ambiguity in the distribution of function among different levels of government is causing confusion and chaos. Proper arrangement is needed for the demarcation of the functional limits. The public sector in Balochistan needs to improve its performance. The team building skills of public sector employees need special attention. Training and development programs to overcome deficiencies in team building skills can greatly enhance the performance of public sector. Skills in planning, finance and performance appraisal are good but needs further improvement. Similarly coordination, accountability, system of checks and balances and banishing political interference in the administrative affairs are some of the areas that need further improvement. Further research is highly desirable to investigate the areas where further improvement is needed.