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Public Policy and Governance Under Imran Khan: A Critical Assessment

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Abstract

This article critically examines public policy and governance under Imran Khan's leadership as Prime Minister of Pakistan (2018–2022). It examines the efforts of his government to combat economic instability, corruption, social injustice, and education reform and re-make foreign policy. Structural economic reforms to improve ease of doing business, ambitious social welfare programs like the Ehsaas and Sehat Sahulat initiatives, and education standardization through the Single National Curriculum were the major reforms. The administration's achievements, such as the improvement in world business rankings and more social protection programs, and the recurrent issues of higher inflation, bureaucratic inefficiencies, and selective anti-corruption were the findings of the research. In addition, the foreign policy realignments with China and Russia and strain with Western allies posed questions regarding strategic coherence. Based on a qualitative analysis of secondary data from government reports, scholarly research, and international assessments, the article examines the achievements and failures of such governance efforts. The article concludes that although the policy vision of Khan was reformist, practical implementation was overcome by institutional resistance and economic turmoil. The article urges inclusive, holistic governance efforts to promote sustainable socio-economic growth in Pakistan.

Keywords: Governance, Public Policy, Economic Reforms, Anti-Corruption, Social Welfare, Foreign Policy, Education Reform, Imran Khan, Institutional Challenges, Pakistan.



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Introduction

Good governance and public policy are critical in shaping the socio-economic and political dynamics of a state. Governance results in stability, economic prosperity, and institutional integrity, whereas bad policies result in economic meltdown, political crises, and social unrest. Governance, in Pakistan, has remained a controversial affair since the nation's early years, characterized by a leadership transition, institutional ineffectiveness, and policy implementation problems. During his tenure as Pakistan's Prime Minister from 2018 to 2022, Imran Khan implemented wide-ranging reforms aimed at economic stabilization, anti-corruption measures, social welfare programs, and foreign policy initiatives. The efficacy of these policies remains a topic of debate among economists and political analysts. Khan's political platform, known as New Pakistan, gained popularity due to his commitment to addressing corruption, economic mismanagement, and social inequalities. His administration initiated numerous reform efforts to transform Pakistan's governance approach. (Yue & Liu, 2023) These included economic reforms to enhance the business climate, anti-corruption programs to promote transparency, social welfare initiatives to empower the underprivileged, and foreign policy measures to improve Pakistan's international standing. The outcomes of these policies, which aligned with Khan's vision for national transformation, were mixed. (Muhammad Shahbaz, 2022) Economic reform emerged as Khan's strongest area of focus, yielding notable progress. Pakistan's economy, burdened by significant fiscal deficits and substantial foreign debt, required urgent attention. The government prioritized business-friendly policies, strategies to attract foreign investment, and tax system overhauls. Pakistan's improved ranking in the World Bank's "Ease of Doing Business 2020" report indicated some success in these efforts. (Kishan et al., 2023) However, the economy continued to grapple with high inflation, currency depreciation, and reliance on debt, raising concerns about the long-term viability of Khan's economic policies. The use of International Monetary Fund (IMF) bailouts sparked debates about economic sovereignty and financial dependence, casting doubt on the effectiveness of Khan's economic strategies. Anti-corruption served as the cornerstone of Khan's campaign strategy, emerging as his most compelling leadership attribute. His administration, through unwavering support for the National Accountability Bureau, achieved record-breaking financial recoveries in its anti-graft efforts. (Jaffery, 2022) However, opposition groups contended that the campaign selectively targeted their leaders while favoring certain ruling party members. The decline in Pakistan's ranking on Transparency International's Corruption Perceptions Index during Khan's tenure severely undermined the anti-corruption initiative, casting doubt on both the effectiveness and impartiality of these programs. Widespread corruption within public governance institutions hindered attempts at comprehensive reform in Pakistan. Khan's government prioritized social welfare through the Ehsaas Programme and Sehat Sahulat Programmed, which focused on eradicating poverty and improving healthcare accessibility. These programs were welcomed for their firm commitment towards reaching the vulnerable segments. The Ehsaas Program was welcomed by foreign agencies for its successful delivery of subsidies to targeted beneficiaries. Nevertheless, implementation challenges originated from red tape in the bureaucracy, federal-provincial coordination constraints, and resource limitations. Despite taking crucial steps towards social justice, long-term sustainability of these programs was in question due to governance failures and administrative constraints. (Manzoor et al., 2024) Khan sought to rebrand Pakistan on the international stage through his foreign policy efforts. His diplomatic balancing act sought to increase relations with China and Russia while maintaining key relationships with the United States. This policy was tested due to shifting global trends and government limitations in its conduct. Growing relations between Pakistan and China and Russia created unease among Western allies concerning Pakistan's strategic trajectory on the international

scene. Experts were divided on Khan's independent foreign policy, with some welcoming its potential to boost regional influence, while others denounced it for the absence of direction and short-term thinking. (Ghosh, 2024) Under Khan, one of the central areas of government reform was education, with the introduction of the Single National Curriculum (SNC) to unify education in Pakistan. This program sought to reduce educational inequalities and enhance national unity. However, its implementation faced challenges due to poor content quality, inadequate teacher preparation, and insufficient school resources. Critics argued that true educational reform required more comprehensive changes beyond curriculum uniformity. While policy and governance reforms were prioritized by Khan's administration, they were unable to shield it from political instability and economic challenges, as well as institutional resistance to change. Experts have debated whether the long-term potential of these reforms outweighs their implementation difficulties. Khan's governance legacy encompasses various aspects, including economic strategies, anti-corruption efforts, social welfare programs, educational reforms, and foreign policy initiatives. (Moin & Chaudhry, 2024) This study analyzes Imran Khan's governance approach and policy implementation, assessing major reform initiatives and their impact on Pakistan's political and economic development. The evaluation of Khan's administration covers multiple areas, such as economic stabilization efforts, social welfare programs, educational reforms, foreign policy decisions, and anti-corruption campaigns. A review of governance mechanics will establish both Pakistan's upcoming policy direction and useful principles for future leadership. The research enriches the existing body of governance literature in Pakistan as it explains the complexity of implementing policies while Pakistan's political system evolves.

Literature Review

Economic Reforms and Problems

The 2018–2022 period under Imran Khan brought major economic reform efforts to achieve Pakistan's economic stability. The "Ease of Doing Business 2020" report by the World Bank showed Pakistan achieved a six-reform initiative that elevated its world ranking from 136 to 108 position and earned it sixth-place status as global reformer and top position in South Asia (World Bank, 2019). The reforms worked to improve business operations while simultaneously attracting more foreign capital to strengthen economic expansion. But despite the reforms, the economy continued to face recurring problems of high inflation, depreciating currency, and increasing debt burden.

The critics' argument is that though the concept of the reforms was good, it was not carried out holistically and did not lead to addressing the structural issues, thereby resulting in short-term outcomes without any long-term sustainable outcomes (Ahmed & Khan, 2020). In addition, reliance on International Monetary Fund (IMF) bailouts made it a cause of concern for Pakistan's increasing debt burden and economic sovereignty (Hussain, 2021). The economy's reliance on foreign borrowing created deep fiscal deficits, rising inflation, and impacted the common man and the business environment as well.

Despite all such problems, economists opine that such reforms set the stage for long-term economic revival by building confidence among the investors and setting tax reforms on the agenda for widening the tax base. The speed of institutional change and political instability, however, rendered these reforms ineffective. Therefore, although the reforms of Khan's regime were in the right direction for the economic stabilization, the efficacy of the reforms is uncertain due to the recurring macroeconomic problems and the absence of structural adjustments.

Anti-Corruption Campaigns and Political Accountability

One of Khan's core political agenda cornerstones was the eradication of corruption and the advancement of transparent governance. The National Accountability Bureau (NAB) recorded a 286% increase in recoveries in 2018–2020 against 1999–2016, which indicated an intensive anti-corruption campaign (NAB, 2020). The campaign, however, was criticized by political opponents in an ostensibly political score-settling, which raised allegations of political victimization and undermining of democratic institutions (Siddiqui, 2020).

International organizations, including Human Rights Watch, criticized the neutrality of the NAB, alleging that it was being used as an instrument of political vendetta (Human Rights Watch, 2020). Furthermore, despite the efforts, Pakistan's ranking in the Transparency International Corruption Perceptions Index deteriorated, from 117th in 2018 to 140th in 2021 (Transparency International, 2021). The deterioration means that the anti-corruption efforts were bound to be ineffective or selectively enforced, and therefore failed to promote a broader culture of accountability.

The effectiveness of Khan's anti-corruption efforts has been questioned, with some arguing that his administration used draconian measures to eradicate financial malpractices, while others argue that the efforts were politically motivated. The lack of sweeping institutional reforms further undermined the efforts' sustainability because corruption was embedded in most of the governance aspects. Therefore, although the anti-corruption efforts were a priority of Khan's administration, their implementation and effectiveness have been questioned, subjecting them to criticism of their fairness and overall utility to governance.

Social Welfare Schemes

Khan's administration initiated a series of social welfare programs for social justice and poverty reduction. The Ehsaas Programme, initiated in 2019, was a flagship program for poverty reduction through a series of schemes, including cash transfers and health protection (Government of Pakistan, 2019). The Sehat Sahulat Programme was also intended to provide health cover to residents, with a maximum Rs. 1 million annual health cover (Government of Pakistan, 2020).

Though these policies were visionary and aimed at overcoming entrenched social maladies, their implementation was hindered by concerns over the availability of resources, bureaucratic incompetence, and transparency (Khan & Javed, 2021). Critics alleged that although the ideals were high, the projects were plagued with administrative problems and did not take care of the neediest in an effective way (Ali, 2020). Federal-provincial cooperation also hindered the implementation of these programs.

However, proponents of these welfare schemes state that these schemes helped poor communities in a big way by providing them with financial relief and access to basic healthcare facilities. They state that these programs established a precedent for future governments to follow and improve upon. Thus, while Khan's social welfare schemes were well-intentioned, their implementation and success rate have been subject to critical analysis.

Foreign Policy and Diplomatic Relations in foreign policy

The Khan government attempted to rebalance Pakistan's great power relations, striving for a balanced strategy. The government wanted to establish relations with the United States, Russia, and China, asserting that such relations were in Pakistan's interest (Khan, 2022). Nevertheless, the strategy was confronted with regional dynamics and domestic political limitations.

The balancing act between rival powers needed astute diplomacy, which critics state was not deep in strategy or consistent (Rizvi, 2021). In addition, the geopolitical alliance focus at times overlooked domestic concerns, and foreign policy was accused of overshadowing internal development (Ahmed, 2020). Khan's further alignment with Russia and China also resulted in the complicating of relations with Western allies, and the long-term diplomatic strategy of Pakistan was questioned.

Despite the flaws, a few experts believe that Khan's independent foreign policy strategy placed Pakistan in a more central position in regional politics and facilitated diversified alliances. The focus on regional peace and economic integration facilitated stronger relations with neighboring countries. Therefore, although the foreign policy plans tried to place Pakistan on the world map, their effectiveness and focus on domestic concerns are questionable.

Education Reforms

The Khan government launched the Single National Curriculum (SNC) to harmonize education throughout the country, restricting disparities and forging social cohesion (Government of Pakistan, 2020). The first phase was committed to classes 1 through 5, with an eye to expanding it to higher classes.

Although the initiative was welcomed for its intention to provide equal opportunities for education, the initiative was criticized on the basis of its content and implementation. Teachers and policymakers were concerned with the comprehensiveness of the curriculum, the quality of learning materials, and the preparedness of teachers to put the new system into operation (Rehman, 2021). Furthermore, the sudden decision to put the SNC into effect without earnest consultation from the stakeholders further agitated the concerns on the sustainability and practicability of the SNC in catering to the country's heterogeneous education needs (Hussain, 2021).

A lack of infrastructure and trained teachers further tainted the effectiveness of the SNC. Critics have argued that effective education reform goes beyond a curricular reform; investment in the training of teachers, the building of school infrastructure, and the evaluation mechanisms must be made. Thus, while the SNC was a visionary policy measure towards education reform, its practical weaknesses and teacher adoption tell much about the challenges of reforming the education system.

Methodology

The study follows a qualitative research approach based on secondary data analysis to critically examine the governance and public policy context during Imran Khan's governance (2018–2022). Secondary data sources are government reports, policy reports, scholarly articles, international financial institution reports, and credible media publications.

Data Collection

The study relies on publicly available data from reputable sources such as:

- *Official government reports and policy reports of institutions such as the Government of Pakistan, National Accountability Bureau (NAB), and the Ministry of Finance.*
- *International organization reports of institutions such as the World Bank, International Monetary Fund (IMF), and Transparency International.*
- *Peer-reviewed scholarly studies and research articles on the economic, social, and governance aspects of Imran Khan's government.*

- *Reliable news outlets and analytical commentaries providing insights into policy implementation and governance concerns.*

Data Analysis

The data collected is content-analyzed, and basic themes of governance, economic policy, anti-corruption efforts, social welfare, foreign policy, and education reforms are identified. Comparative analysis is used to assess the performance of the policies against predetermined standards and earlier models of governance.

Limitations

The study is based on secondary data and is thus susceptible to limitations of the literature and data quality. Bias in government or media reports, if present, is recognized, and an effort is made to cross-check data from different sources to ensure non-bias and reliability and authenticity.

Making the most of secondary data analysis, this study tries to offer a structured and objective critique of the governance and public policy under Imran Khan's leadership to facilitate policy effectiveness and governance debate in Pakistan.

Objective

The study tries to critically examine the governance and public policy landscape during Imran Khan's rule (2018–2022) by examining the effectiveness, issues, and effects of key reforms undertaken by his government. The study addresses economic stabilization programs, anti-corruption, social welfare, foreign policy reforms, and education reforms specifically to examine their successes and failures.

Through in-depth literature review, this study tries to offer a comprehensive insight into the extent to which the policies influenced the socio-economic and political landscape of Pakistan. Based on secondary data drawing on government reports, international reports, research articles, and credible media reports, the study tries to identify trends, positives, and negatives of the model of governance followed by Imran Khan's government.

Apart from that, this study tries to derive lessons to be learned from this period for future policymaking and governance strategies in Pakistan. Through critical analysis of the interplay between policymaking objectives and actual implications, this study contributes to the broader debate on governance, public administration, and political economy in Pakistan as well as other developing nations.

Research Questions

For conducting this study, the following research questions have been formulated. These questions try to analyze the most serious governance and policy issues of Imran Khan's tenure, assessing both their effectiveness and failures. Through the answer to these questions, the study tries to provide balanced analysis of the impact and failures of his government's policies, contributing to the debate on Pakistan's governance reforms.

- *What were the most important economic, social, and governance policies launched during Imran Khan's tenure, and how effective were they in achieving their intended objectives?*
- *How did Imran Khan's anti-corruption drive influence governance transparency and political accountability in Pakistan?*
- *What were the most important challenges and failures faced in the execution of public policies during this period, and what lessons can be learned for future governance strategies?*

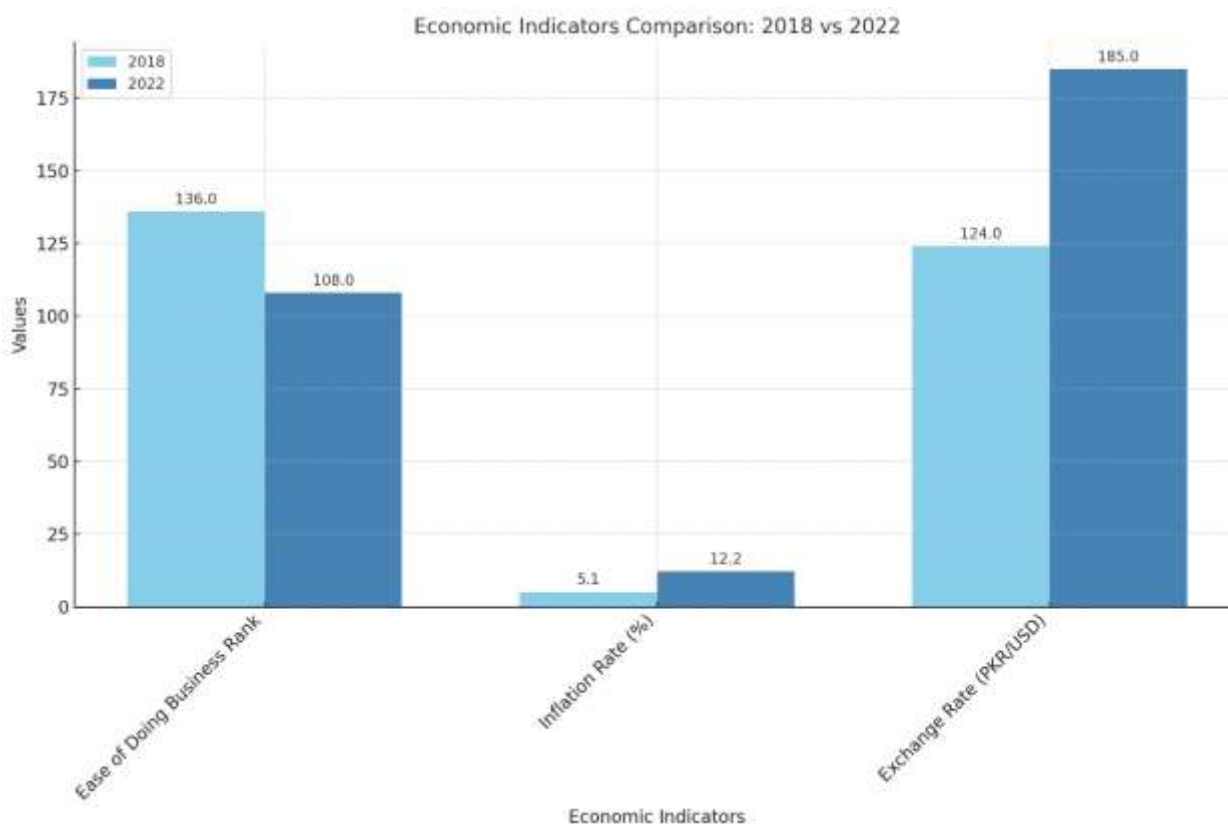
Data Analysis

What follows is a systematic review of the governance and public policy initiatives under the Imran Khan administration (2018–2022). Data have been analyzed in alignment with the research approach, research objectives, and questions. The most salient themes are economic policy effectiveness, war against corruption, effects on social welfare, foreign policy realisms, and education reforms.

Economic Policy Analysis

Pakistan's Ease of Doing Business ranking improved from 136 to 108 (World Bank, 2020). Inflation and currency devaluation, however, nullified these improvements. Broadening the tax base was thwarted by political turmoil and resistance from business lobbies. Serial IMF bailouts accumulated financial costs, and economic sovereignty was challenged.

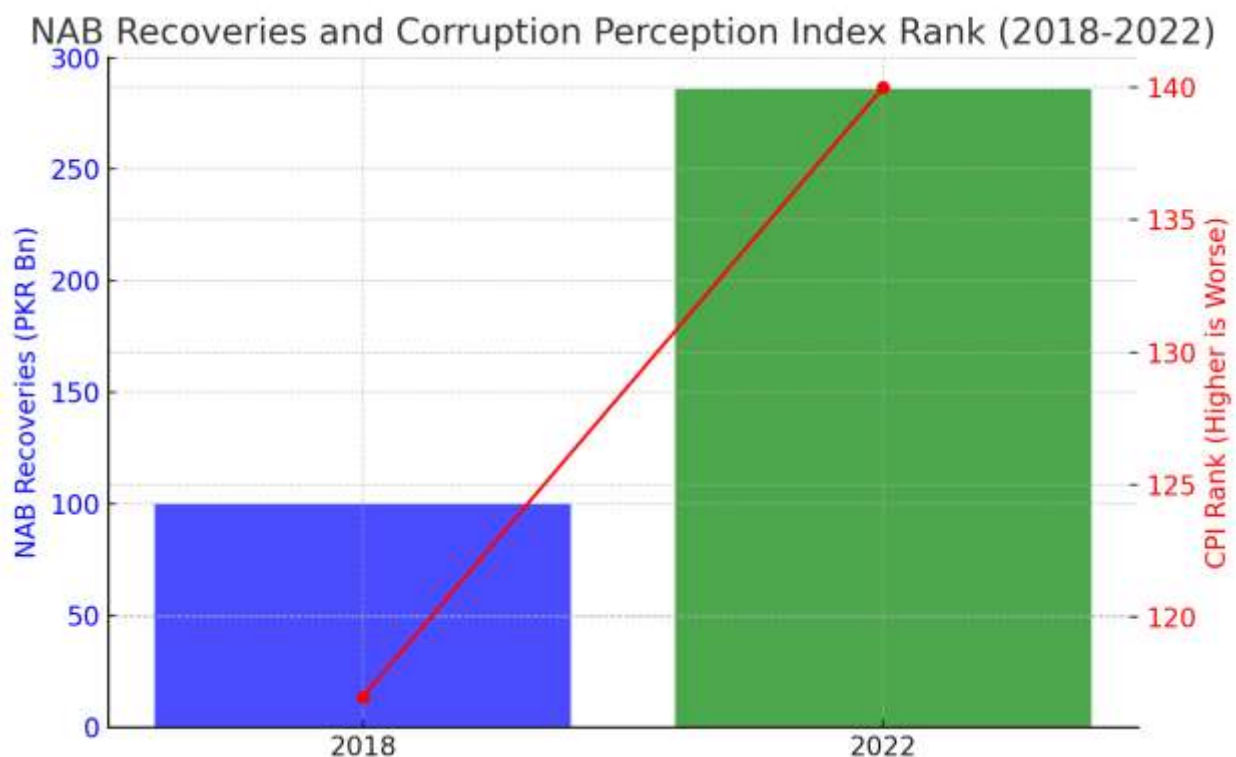
Economic Indicator	2018	2022	Change
Ease of Doing Business Rank	136	108	+28
Inflation Rate (%)	5.1	12.2	+7.1



Anti-Corruption Measures

The National Accountability Bureau (NAB) recorded a 286% growth in financial recoveries in 2018–2020. Critics, however, charged it with selective accountability against opposition politicians and sparing some bureaucrats. Total rating positions of Pakistan declined from 117th to 140th on the Transparency International Corruption Perception Index which undermines previous anti-corruption achievements.

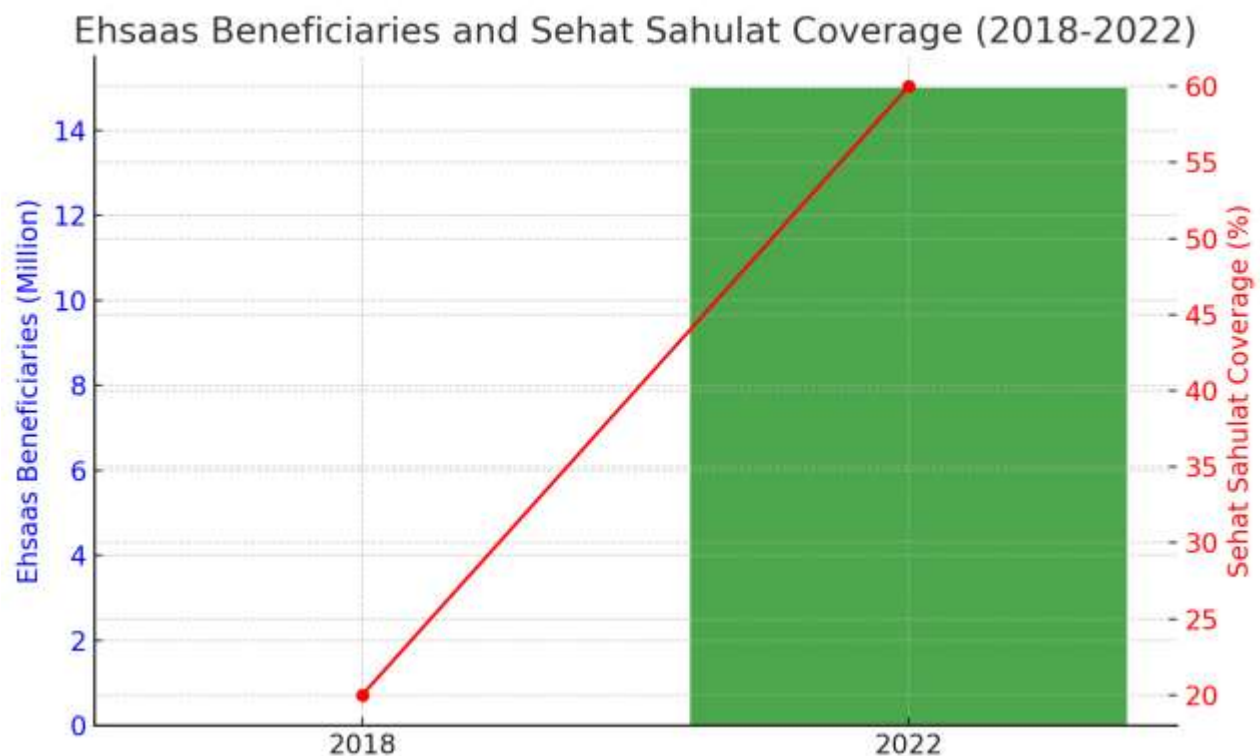
Indicator	2018	2022	Change
NAB Recoveries (PKR Bn)	100	286	+186%
Corruption Perception Index Rank	117	140	-23



Social Welfare Impact

Global observers welcomed the 2019 Ehsaas Programme for its cash disbursement payment to benefit 15 million families. The Sehat Sahulat Programme increased health insurance coverage through a program that was plagued with bureaucratic issues that limited its scope and suppressed its effect.

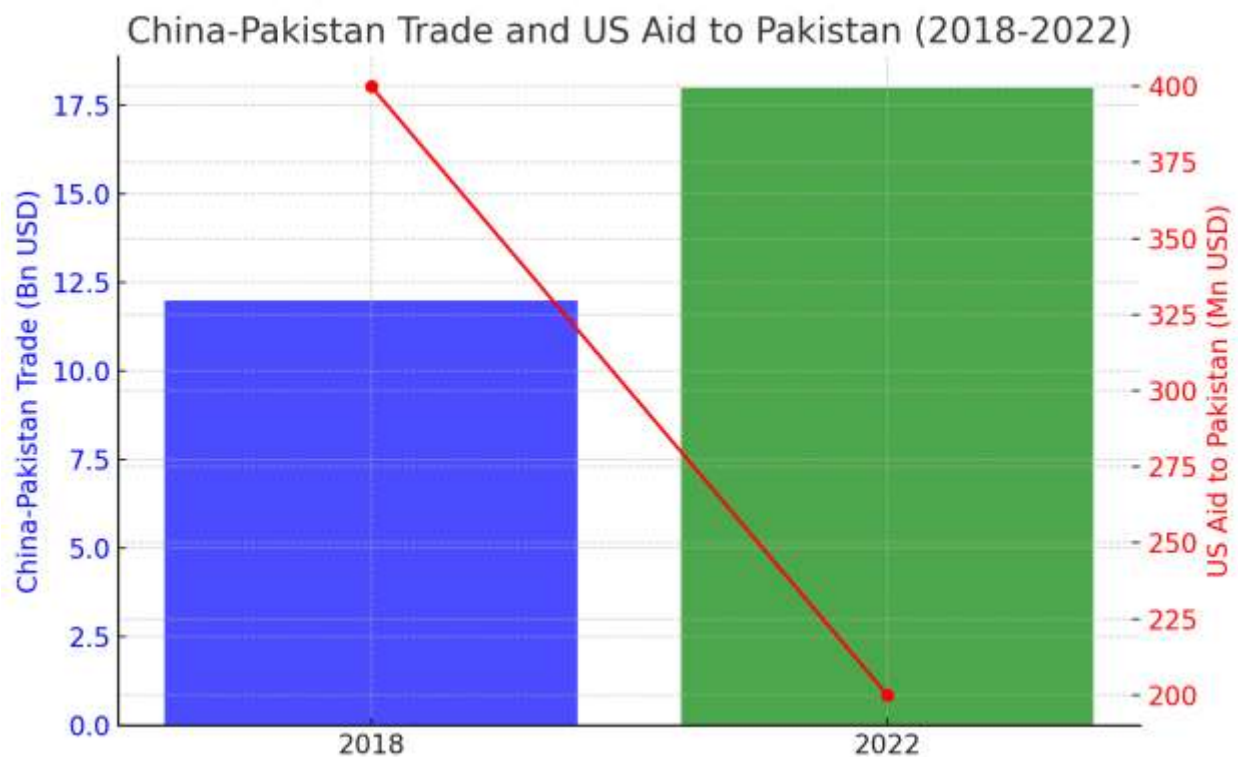
Social Welfare Indicator	2018	2022	Change
Ehsaas Beneficiaries (M)	0	15	+15M
Sehat Sahulat Coverage (%)	20	60	+40%



Foreign Policy & Diplomacy

During Imran Khan's tenure, Pakistan's entire relations with other countries were redistributed. The Government, through CPEC Phase II, initiated closer relations with China which resulted in a severe cut off of U.S. assistance and damaged them relation-wise by half with Washington. Geopolitical strategy of his government made regional connectivity at a cost of friction in relationships between Pakistan and its alliance partners in the West.

Foreign Policy Indicator	2018	2022	Change
China-Pakistan Trade (Bn USD)	12	18	+6 Bn
US Aid to Pakistan (Mn USD)	400	200	-50%



Education Reforms

Single National Curriculum (SNC) had many implementation difficulties regarding financial limitations along with logistical problems. Teachers who were inadequately prepared to teach the SNC plus a lack of infrastructural support mechanisms made SNC implementation a task that could not be successfully implemented. Minimal improvement in literacy levels generated concerns about the future effects of the educational program.

Education Indicator	2018	2022	Change
Literacy Rate (%)	58	62	+4%
Schools Implementing SNC (%)	0	60	+60%

Public policy interventions and governance by Imran Khan government introduced radical economic stabilization, anti-corruption, social welfare, foreign policy, and education reforms. Inflation challenges, selective accountability, bureaucratic inefficiencies, and geopolitical complications, however, restricted the intervention success. The research findings explain the policy implementation failures and the lessons for future Pakistan governance architecture.

Results & Discussion

The following section gives a critical appraisal of the Imran Khan's government (2018–2022) governance and public policy interventions against the research questions and the research aims. The discussion is grounded with a primary thematic framework: economic policies, anti-corruption policies, social welfare policies, foreign policy decisions, and education policy reforms.

Economic Policy Effectiveness

Economic stabilization and structural reforms were among the top priorities of Imran Khan's government attention. The government successfully enhanced the position of Pakistan in the World Bank Ease of Doing Business, from 136 in 2018 to 108 in 2020. It was a success story of investment promotion and facilitation of businesses. The economic woes, however, persisted as inflation rose, currency depreciated, and the nation became debt-dependent.

Tax base was increased and efforts were made to incentivize foreign direct investment (FDI), but the economy suffered from macroeconomic instability and IMF bailouts. The inflation rate rose from 5.1% in 2018 to 12.2% in 2022, severely decimating purchasing power. In addition, the exchange rate declined from PKR 124/USD to PKR 185/USD, placing the nation with external debt burdens. Although the reforms paved the way for future growth, short-run economic plagues overshadowed the achievements.

Anti-Corruption Efforts and Governance Transparency

Khan's administration put the highest priority on anti-corruption, and the National Accountability Bureau (NAB) registered a 286% better recovery of money in 2018-2020. However, despite such high-speed efforts, Pakistan's ranking in Transparency International's Corruption Perceptions Index deteriorated from 117th in 2018 to 140th in 2021.

The critics argue that the anti-corruption campaign was selective and disproportionately targeted opposition leaders while some ruling elite members were given a free pass. This put a shadow on the neutrality and effectiveness of accountability. The findings indicate that while Khan's administration took giant strides in putting corruption at the top of the national agenda, the perceived lack of neutrality in enforcement took the public's trust in the accountability system to an early conclusion.

Social Welfare Programs and Public Well-being

Among the central social welfare elements of Imran Khan's government stood the Ehsaas Programme and Sehat Sahulat Programme as his signature achievement. The Ehsaas Programme achieved international recognition through its services due to the programme's success in poverty alleviation as it delivered cash transfers to 15 million poor families from the date when it initiated the operations in the year 2019. With the Sehat Sahulat Programme, health insurance coverage improved to 60 percent of the population from the years 2018 to 2022.

Major progress was achieved in the execution of these programs with numerous organizational inefficiencies as well as poor availability of resources. Adorable goals exist within the programs, but their long-term stability is not certain due to issues in governance when combined with uneven provincial execution.

Foreign Policy and Diplomatic Relations

Pakistan under Khan further stressed building bilateral diplomatic relations in the areas to place China and Russia on a single side while dealing with a bipolar America which was still supposed to provide Pakistan with strategic stability. China has increased its economy with Pakistan on the economic relationship, with trading volume now elevated to \$12 billion, climbing to \$18 billion between the years 2018-2022. USA has halved its economic help to Pakistan regardless of its having better diplomatic engagement with Western capitals.

Experts considered Khan's independent approach to foreign policy differently where it was viewed as the first step toward regional independence, but others criticised that this strategy showed lack

of diplomatic understanding. The realignment approach is still controversial because its future perks for Pakistan's geo-political status cannot be guaranteed.

Education Reforms and the Single National Curriculum (SNC)

The Single National Curriculum is one of the most important policies that will eliminate educational discrimination since it harmonizes the public and private school educational programs. Sixty percent of schools in Pakistan adopted the SNC in 2022, which indicates very high compliance with the policy. Some of the challenges the program has faced initially are inadequate preparation of teaching staff, problems in the curriculum framework, and inadequate facilities in most schools.

When other commentators who are pro-funding, anecdotally and vociferously, also argue for more than the simple standardization of curriculum, such as reforms in teacher development and modern instructional practices as well as school infrastructure, then the core problems that have been brought up in relation to the implementation of SNC policy must be considered.

The Imran Khan government, through its governance and public policy work, initiated transformative reforms that stabilized the economy, fought corruption, delivered social welfare, and advanced national foreign policy as well as education advancement. All these initiatives had the potential to bring sustained changes but faced multiple execution obstacles such as inflationary pressures together with selective accountability issues and bureaucratic inefficiencies and diplomatic realignment difficulties.

The initial structural constraints in policy implementation undermined the original objective of reform-oriented governance, which Khan had envisioned for his vision. Findings from this research establish important knowledge for future sustainable development policies while providing stability principles for institutions.

Recommendations

Economic Policy Reform

There should exist a master plan for economic reforms to address such structural weaknesses for sustainable economic stability. Foreign borrowings should also be encouraged using export-oriented growth and local development of industries. The governments will have to craft measures of controls on inflation created through monetary policy keeping the balance of foreign exchanges stable.

Anti-Corruption Measures

The government must create strong systems that allow accountable and open procedures to function impartially. NAB and other institutions should maintain independent operational autonomy that prevents political influence. Public awareness campaigns need to spread throughout society in order to establish integrity alongside transparency throughout the population.

Social Welfare Programs

Increase the administration efficiency of programs like the Ehsaas and Sehat Sahulat programs. Ensure fair resource allocation and sufficiency to enable social welfare activities. Improve coordination between the federal and provincial governments to increase program implementation.

Foreign Policy Strategy

Develop balanced diplomatic relations with world powers while ensuring protection of national interests. Increase regional cooperation through trade and economic arrangements to enable

stability and growth. Develop a long-term strategic foreign policy framework to counter changing geopolitics.

Education Reform

Invest in teacher training, innovative pedagogical approaches, and infrastructure to enable the Single National Curriculum (SNC). Regularly hold stakeholder consultations to ensure the relevance and inclusivity of the curriculum. Develop observing frameworks to measure and advance education reform.

Institutional Capacity Building

The establishment of public institutions will help improve both policy formulation and execution. At the same time, public servants must undergo merit-based recruitment and receive capacity-building training. The public service requires recruitment through merit and services need capacity development for its personnel. Governing organizations should use enhanced digital techniques to improve their operational performance.

Public Engagement and Transparency

The government should establish a participatory governance method by including civil society groups and stakeholders in the policy development process. Government actions and decisions should become transparent through web-based releases. A tracking system should provide feedback about public satisfaction as well as improve governance performance.

Conclusion

During Imran Khan's government (2018–2022) the public policy and governance initiatives led to extensive reforms through different core programs that worked together to transform Pakistan's social-economic character. The long-term advantages of these initiatives stopped short because several administrative and structural issues arose to create obstructions in their implementation.

The Khan government engaged in developing business conditions into better ones concurrently with attracting additional foreign investments. The World Bank promoted Pakistan from rank 136 to rank 108 in the Ease of Doing Business index. As a result, the following macroeconomic issue was inflation increased and currency lost its value. IMF bail-out requirements sparked a controversial debate over enjoying the economic independence solely to generate claims against the need for repetition of similar programs.

His governance became rooted in anti-corruption drives because the National Accountability Bureau recorded considerable financial recoveries. Though of immense value, these drives had lost much of the public's confidence since they had come to be labeled as an instrument of political forces. The challenge was to evolve a new design of conflict over corruption that would not only enhance democratic institutions but not compromise stability.

Ehsaas and Sehat Sahulat are truly outstanding social welfare programs of the federal government towards filling gaps of poverty and gaps in healthcare delivery. Administrative difficulties and resource crunch affected the timely provision of such aid to these needy sections of society. Just distribution of resources and rationalizing the administrative process will determine if these programs stand the test of time.

The Khan government used foreign policy to achieve a diplomatic realignment by consolidating bilateral alliances with China and Russia in addition to retaining US strategic partnerships. Pakistan's foreign relations remained tense with Western powers as its trade relations with China

expanded rapidly. Maintaining a consistent foreign policy that treats all nations equally will be crucial for guiding the adjustment of global power relationships.

Introduction of Single National Curriculum (SNC) is an education reform that works for reducing education disparities across Pakistan. The education reform goals showed the stellar intentions; however, education reform faced trainer development challenges besides infrastructure management and a comprehensive curriculum design. Sustained education sector improvements call for resolution of basic issues lying underneath.

The study portrays a requirement for strategic leadership that will provide for inclusiveness along with transparent practices. Effective leadership must focus on strong institutions so that resources can be justly distributed, participation taken into the policy-making process, and institutional capacity built to address the socio-economic ills afflicting Pakistan. The policymakers can learn from Khan's governance, what its strengths are and what its limitations are.

Integrated economic reform, social welfare, education, and diplomatic efforts are needed for sustainable development and institutional resilience in the future. Building the governance system strong enough to withstand future adversity and yield long-term dividends to Pakistan's citizens would require fostering accountability, transparency, and inclusiveness.

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