



**National Officers Academy**  
**Mock-8 for CSS-2024**  
**January 2024**  
**GOVERNANCE & PUBLIC POLICIES**

**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:** (i) **SUBJECTIVE PART** to be attempted on separate answer book.  
(ii) Attempt **ONLY FOUR** questions from **SUBJECTIVE PART**. **ALL** questions carry **EQUAL** marks.  
(iii) All the parts (if any) of each Question must be attempted at one place instead of at different places.  
(iv) Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.  
(v) No Page/Space should be left blank between the answers. All the blank pages of the Answer Book must be crossed.  
(vi) Extra attempt of any question or any part of the question will not be considered.

**PART II**

**Q2. Write a note on the following with examples:**

- a. Public policy making process with focused reference to Pakistan. (10)  
b. Merits and demerits of Local Governments in the Pakistani politico-administrative milieu. (10)

**Q3. Why in your opinion the Public –Private Partnership Model considered a mode of fast paced development for the developing countries. Substantiate your claim with evidence. Why is this model not been successful in Pakistan? What measures can be adopted for this situation to be alleviated? (20)**

**Q4. Theories of Governance provide an intellectual base to develop sound public policies and good governance. In this context, elaborate:**

- a. What governance theories are more applicable to developing countries like Pakistan and how? (10)  
b. How would you differentiate between the Classical and the New Approaches/Theories to governance and public administration? Relate them with the Post-Modern governance and public administration practices relevant to Pakistan. (10)

**Q5. How are societal problems addressed via public policy? How do they get on the policy agenda? Identify the primary stakeholders and discuss their interests in the process. Cite examples from reality as part of your answer. (20)**

**Q6. Illustrate with global and local examples the advantages and disadvantages of a federal system of governments. (20)**

**Q7. a. Pakistani bureaucracy is perceived to be the practical extension of the All Indian Civil Services (Steel Frame of the British Empire). Whether you agree or disagree with the aforementioned notion, give reasons with examples and evidence. (11)**

**b. Write comprehensive notes on the following: (9)**

- i. John Stuart Mill's concept of Bureaucracy  
ii. Reforms in Pakistani Bureaucracy  
iii. Future Areas of Improvement in public administration and governance

**Q8. a. Examine the foundational principles of governance in Islam, highlighting some key concepts amongst others such as relationship between state & society, justice, accountability, meritocracy and consultation with examples from the Caliphate Period, as outlined in Islamic teachings. (10)**

- b. Where do you find the contemporary Pakistani governance in congruence and in conflict with the Islamic concept? Give suggestions for improvement in case of conflict. (10)**

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*Best of Luck for CSS-2024*

Q: 3

Answer 1-

### Introduction

"Public Private Partnership Model promotes fast development of the state."

(Governance, Anne Matte)

Public private partnership model is promoting successful development. It is beneficial for developing countries, as well. However, in Pakistan public private partnership faces difficulties because of some hurdles. Thereby, some steps be adopted to promote effective public private partnership.

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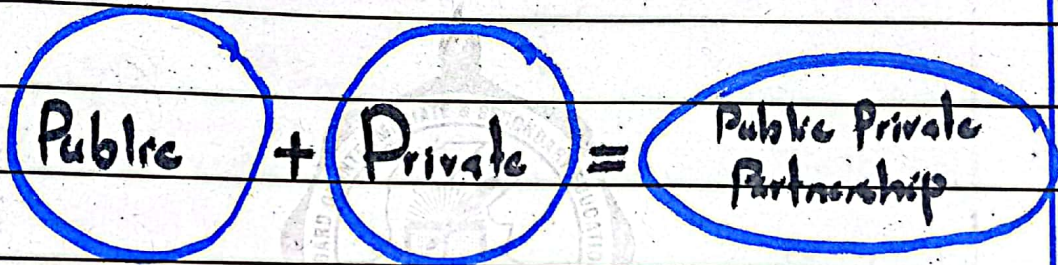
### A birds eye view on 'Public-Private Partnership Model'

"Public Private Partnership Model adopts independency to promote effective development"

without governmental intervention."

(Oxford Dictionary)

Public private partnership highlights active role of private ownership. In this model, government's influence remains less progressive. Hence it is a successful developmental model.



3- Public private partnership as a fast developmental model for the developing countries

Following are evidences:

1) Efficiency and effectiveness

Efficiency and effectiveness is an essence of public

private partnerships. Role of private institutions promotes true efficiency.

"In 1990s, The United Kingdom, the United States, Australia and other countries led a step for efficient development."

(The CNN, 2020)

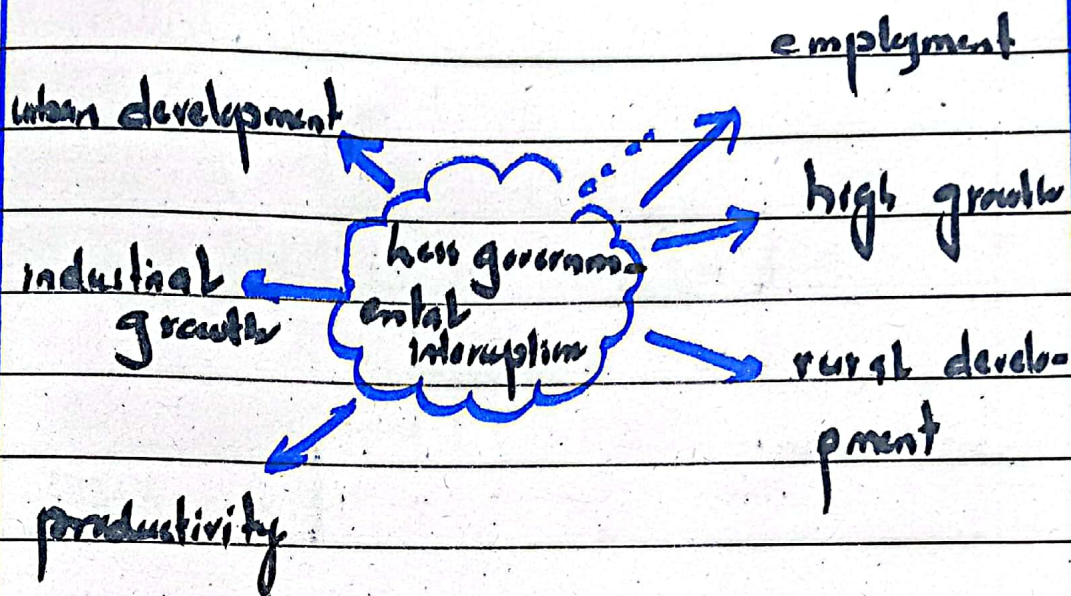
Thus, efficiency and effectiveness is the root of development, which ensures development in developing countries.

b) less governmental intervention

Secondly, less governmental intervention also ensures successful development. This advocates fast growth in developing countries to benefit corporations.

"less governmental intervention makes a flaw of developmental model."

(The New York Times, 1914)



This shows less governmental intervention promotes development in developing countries.

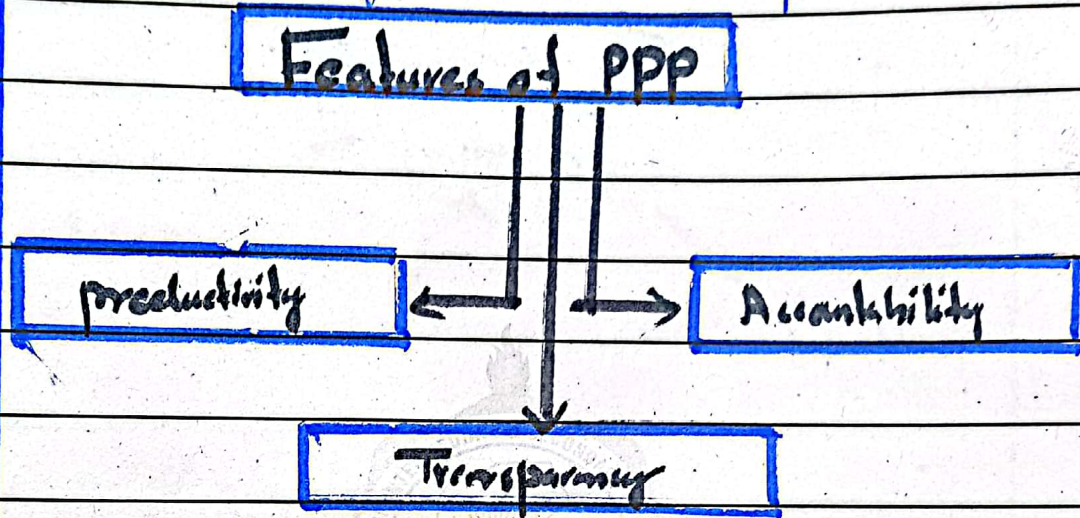
### c) Accountability Mechanism

Moreover, accountability mechanism encourages sound development. Developing countries get high productivity due to strong accountability.

"Accountability is necessary in every relationship."

(-Touqeer Hussain,  
A Pakistani journalist)

Hence, accountability makes public private  
partnerships successful in developing countries.



4- Reasons behind failure of public private  
partnership in Pakistan

Following are  
reasons:

1) Political instability at peak

Political instability in  
Pakistan hinders in public private  
partnership. Growing political intervent-  
ion threatens PPP in Pakistan.

"Political turmoil hindered investment of Chinese as FDI approximately \$40 billions on CPEC project."

(Pakistan Bureau of Statistics)

This indicates political instability is a major hurdle to public private partnerships.

b) Lack of cooperation between centre and provinces

Further, lack of co-operation also makes slow public private partnership. Tussle between governments curbs PPP.

"Lack of co-operation between centre and provinces in Pakistan makes slow PPP."

(The World Bank, 2020)

This highlights weak co-operation between governments threatening public private partnership.

c) lack of proper policies

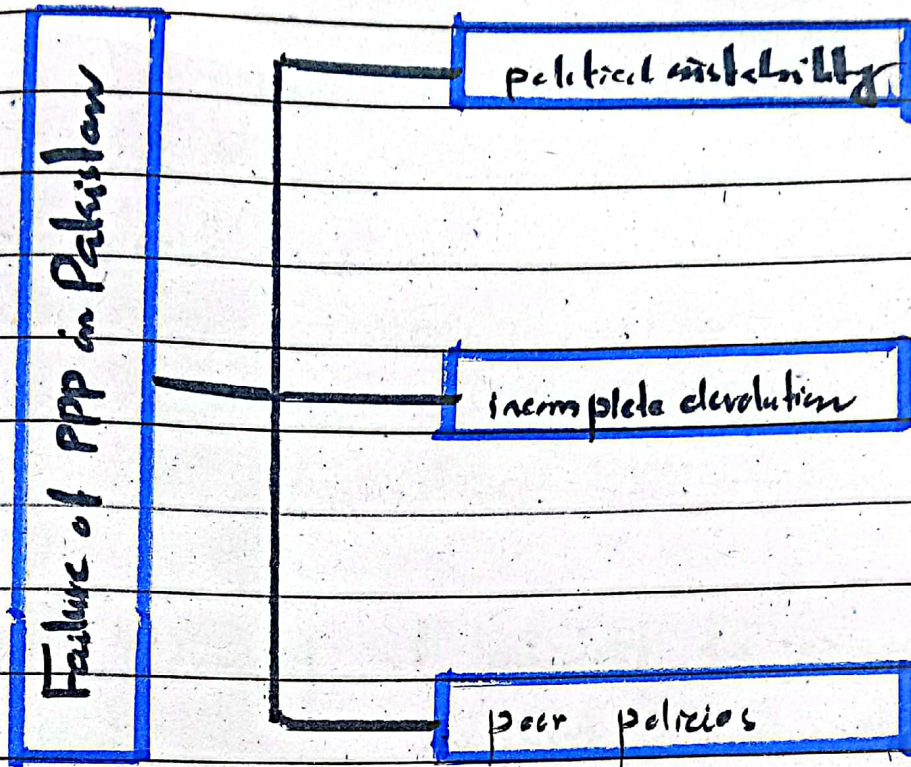
Furthermore, lack of proper policy formulation also contains public private partnership. In Pakistan, inefficient policies are major risk to public private partnership.

↳ Pakistan can save \$100 billions to \$150 billions by promoting effective policies on energy agreements.

(The Economist said)

This serves as a demonstration that lack of proper policies also poses hurdles to public private partnership in Pakistan.





5- Proactive strategies to promote public private partnership in Pakistan

Following are recommendations:

a) Consensus among political parties

Pakistan needs consensus among leaders. Consensus will promote purpose of development within the state.

"By removing political hurdles, Pakistan can promote

## Success of democracy and economy.

(The World Bank, 2023)

This indicates consensus as a crucial factor leading to successful public private partnership.

b) Review of policies to promote developmental projects

Additionally, reviewing policies will promote institutional growth. As a result, public private partnership will get essence in Pakistan.

"Pakistan can increase agricultural export under PPEC partnership."

(China Bureau of Statistics)

Thus, reviewing policies will promote development of public private partnership in Pakistan.

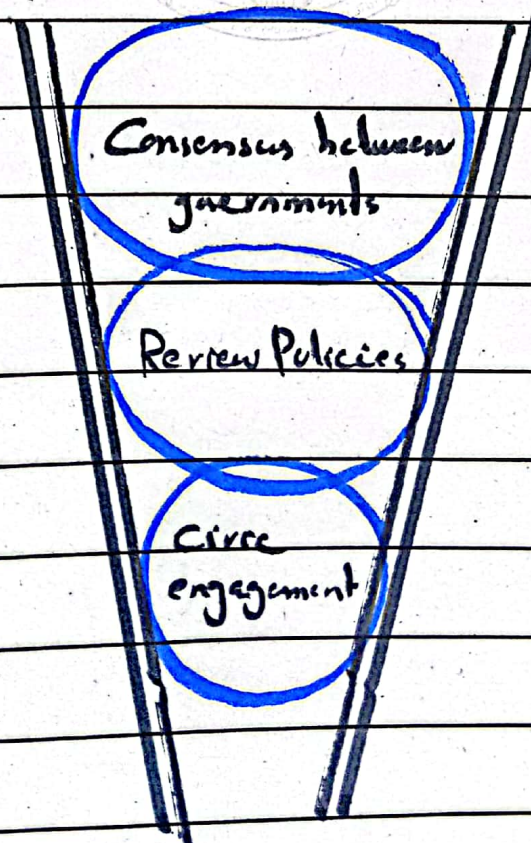
## c) Increase civic engagement

will also <sup>hostly,</sup> <sup>civic engagement</sup> promote <sup>successful</sup> public-private <sup>partnerships</sup>. Pakistan needs to strengthen active civic engagement.

"Approximately 19% of people take part in civic engagement in Pakistan."

(Pew Research Centre, 2023)

Thus, civic engagement will put soul into public-private partnerships in Pakistan.



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## Conclusion

'Pakistan has a great potential to reform public private partnership.

(The World Bank, 2012)

### Public Private Partnership

Model is promoting successful development in developing countries. In Pakistan, some factors threaten public private partnership. However, above recommended steps will promote successful public private partnerships in Pakistan.