



National Officers Academy

Final Mock for CSS-2026

January 2026

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS
PART-I(MCQS): MAXIMUM 30 MINUTES

PART-I (MCQS)
PART-II

MAXIMUM MARKS = 20
MAXIMUM MARKS = 80

NOTE:

- i. **Part-II** is to be attempted on the separate **Answer Book**.
- ii. Attempt **ONLY FOUR** questions from **PART-II**. **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 be left blank between the answers. All the blank pages of Answer Book must be crossed.
- vi. Extra attempt of any question or any part of the question will not be considered.

PART-II

Q.2. Despite having an elaborate planning mechanism, Governments in Pakistan are often criticized for short-shrifting long-term development needs. Do you agree with such criticism? If yes, where does the fault lie?

Q.3. What purposes do public policies serve? Explain with reference to some specific public policies. In the contest of Pakistan, name one public policy each which can be presented as a success story and a failure. In either case, explain the reasons for its success or failure. †

Q.4. Suppose you are hired by the government on a project to reform the Civil Service. Which four major reforms would you propose keeping in view the ground realities including, but not limited to, fiscal constraints? †

Q.5. The contemporary literature on public administration and governance underlies the importance of putting in place strong local government institutions for effective service delivery. However, in Pakistan, local governments remain the weakest link in the governance system. How local governments can be made more effective? †

Q.6. Budget is the most important policy instrument available to the government both to manage the economy, and monitor and control the bureaucracy. Explain. †

Q.7. Differentiate between allocative and productive efficiency. How these both concepts are relevant to public administration? How they can be applied to monitor and shore up the performance of the Civil Service?

Q.8. (a). Compare one traditional theory of bureaucracy or public administration with one modern theory. Which, do you think, is better applicable in Pakistan's context?
(b). What are the opportunities and threats thrown up by ICT technologies for civil service?

Best of Luck for CSS2026

Instructions:

- Use Only Black or Blue Color
- Start New Question from the end of Earlier Answer.
- Extra Attempted Questions, Wrong Stapled Paper, Paper without Candidates Details, or any Comment/Objection by Invigilator wouldn't be entertained for checking



Start From Here

Q4

Ans: Introduction :

Civil Service is the back bone of the country. The structure of state based up the three pillars. Legislature, Judiciary and executive. The executive run by civil servants. These are the people to implement the law. If the state want to improve the service of delivery, state need the efficient civil service. If state want to change the structure than change should start from the gran root at the recruitment process. Furthermore, improve the transparency mechanism in recruitment. And give the autonomy to the regulating institutional bodies, and check the problems in the system.

Reforms.

Hire the Skill Labour / Management



Give the Training of new Technology.



Give the promotion on performance base



Improve the Accountability Mechanism

Reforms:

i- Hire the Skillfull Management / Labour.

In civil

service state if hire the skillfull Management at hire position and at the lower level, than efficiency of work will increase. Rather than the general recruitment. Skilled People handle the task easily and make it sure the project complete within time. They know in which time which step need to take it. And very aware of where is the flaws exist in the system and can eliminate. So, skilled civil service can deliver much as compare to the non skilled people.

ii - Give the training of new technology.

We are living in 21st century. Science affecting our daily life. New innovations are coming day by day. So, state need to provide the training of new advance technology to civil servants. And implement the new digital technology in government organization. For that skilled people required, they know how to use the new advance digital technology.

iii - Give the promotion on performance base not the experience base.

State need to promote the hard working people that are working in civil service. State should change the priorities, and give the promotion, perks and privileges on the base of performance not the experience base. If the person increasing the experience but not working good, state need to suspend that kind of lazy people. Because they are not the asset of Pakistan, they are becoming the burden and liability on state. So, state if give the promotion to hard working people on the base of performance, they will work more hard. And the delivery service will be improved.

iv- Improve the Accountability Mechanism:

state

need to improve the mechanism of Accountability and give the autonomy of the institution. And reduce the political interference. Because until corruption and political interference not eliminate in civil service they can not deliver well. In Pakistan we have the law, Like Benami Transaction Act 2017 but the implementation of law is weak. So we need to strengthen the Accountable bodies like NAB, FIA, Anti corruption and other department.

Conclusion:

If converge the whole debate, there are four recommendation to improve the civil service but these are not sufficient. We need the more reforms according to the need of time. But if state implement these step and hire the skill people and integrate the latest technology and give the appreciation in the form of promotion and improve the accountability Mechanism than civil service will be more efficient and work well.

Q3

Ans: Introduction:

To run the state, state need the Governance. Governance is the art in which the function of state work. For to run the governance, state need the some policy. The policy is the plan, procedure, how this function will execute. And the policy that directly or indirectly affect the public that policy know as public policy. when public policy make it, policy makers keep it mind this principle, the principle and objective of the policy is welfare of the people.

Public Policies:

The public policy create by the policy makers, in which different actor of society involved like politician, Civil servant, Technocrats and the member of civil society. The major objective of policies is welfare of the people. Public policy not setup according to the individual or group of people interest. Different policy makers give the own opinion and present the facts and what result will be come. Then after long debate and analyze policies presented.

Examples of Public policies -

- i - To establish the Motorways.
- ii - Make the Dams for water storage.
- iii - Make the nuclear power plant to produce the clean energy.
- iv - Establishing the Ciwadal port.

In the context of Pakistan Public Policy Example.

(1) Privatization of PIA -

Privatization of PIA is the one example of public policy. PIA - (Pakistan international Airline) is the part state own enterprizes. Government of Pakistan privatize of PIA, 22 December 2025. Arif Habib company by buy PIA in 135 billion in rupees in 75% of shares. And now govt have 25% shares.

(a) Why is a Success Story -

Because PIA was not generating the revenue. It was the burden on state now. And it is taking the million of rupees every year from the government to complete the expense.

So Government of Pakistan make a policy and according to this policy it will reduce the stress on budget. And giving the one time huge amount to state that is 135 billions. This money state spent on other project. And public money will be saved that was spending on loss making SOE. And public will get the benefit.

b) why consider as a failure -

Because Government of Pakistan has only 25% share. And in future Arif Habib group may buy the complete share and state will lose the authority completely on PIA. And state can not intervene in personal matter of company. And now state have only 25% Authority, already state lose 75% decision making power.

Conclusion:

If converge the whole debate, Privatization of PIA is the latest example of public policy that affect the people directly. And this step of state have some good impact and some negative impact. But if we critically Analyze the good impact is too much. State can save millions every year. And spent the money in other public welfare project.

Q6

Introduction :

There are two type of policy under the financial regulation. The first is Fiscal policy that make by the government and the second is monetary policy. Monetary policy make by the state bank of Pakistan. And in which define the inflation rate, per capita of income etc. And in fiscal policy, state make the budget.

Budget . Re-finain of Budget / What is Budget

Budget is the combination of revenue and expenses. How much revenue generate and how much expenditures exist. If the revenue greater than the expenses than budget called budget surplus. And if the budget, less than the revenue of expenses than budget called budget deficit. The legality of budget is define in Constitution of Pakistan.

Article 80 - This Article define how much revenue and expenses determine.

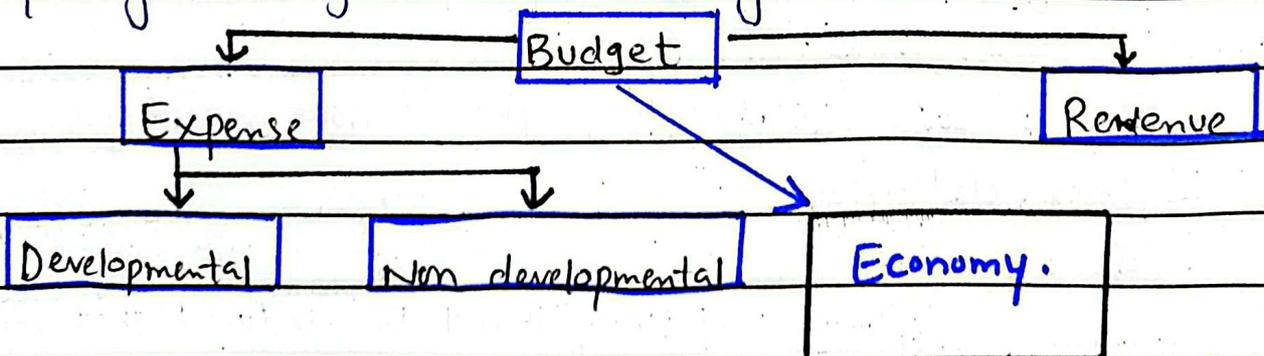
Article 81 - Some expense will not be reduced that include President, Chief Justice & Judiciary Perk & privileges and

Salaries

Article 82- Budget present in National Assembly and passed by assembly after debate.

(A) How budget policy manage the economy :

As we discussed budget is combination of revenue and expense. when state actor make the budget, they analyze the expenses of the country. In expense, review the development expense in which include like Dams, roads, Hospitals, Schools, Energy. And in non developmental expense include salaries of civil servants, debt payment, pensions and Defense expenses. In non development expenses we need the reform first than we can reduce but in developmental expense we can reduce money according to the priority. And compare the all expenses with revenue and budget policy manage the economy.



(B) How it monitor and control the bureaucracy.

When budget make it, the state actors check how much money that was allocated last year and how much progress come and now this department demanding the money according to the need or not. If condition satisfy, they allocate the money in the respective department but if they find the flaws and loop holes in system they check where the problem is generating. In that way budget making process, it monitor and control the bureaucracy.

And due to this process bureaucracy try to enhance the efficiency of work and deliver the service.

Conclusion:

If converge the whole debate, budget making process is the most important instrument. This manage the economy and monitor and control the bureaucracy. They prioritize the program where we need more and where we can slow the process and this strategy helps lot to manage the economy. And monitor and control the bureaucracy.

Q5

Ans: **Introduction:**

The contemporary literature on public Administration and governance providing the strong foundation to place the local government. Local Government institution provides the service effectively. Because the local problem solve at ground level through local. And locals know the problem where it exist. But in Pakistan local government system not running in continuity. In some era it works well but when regime change local government system become paralyzed.

Local Government in Pakistan -

Local Government is a concept, in which power transferred to elective local representative and they execute the power in respective area. The Constitution of Pakistan define the local government in Article 140-A. There are two type of Local Government.

- i- **Local Government** - In that scenario, power transfer to Local Administrative bodies to solve the local problems. - Like DC
- ii- **Self Local Government** - In self Local Government local run the system and solve the issues.

Why Local Government remain the weakest link in the governance system-

Because self Local government run in Pakistan for the short time period. When regime change, prioritize the become change. In the era of pervaiz Musharaff he strengthen the local self government. In this era representation of women increase and reserve seats allocate for women.

Now Local Government is running under the Administrative bodies. The representation of locals is not included.

And Governance system demand the Local self government. Due to this reason it has the weakest link with Governance.

How Local Government more Effective.

→ The element of Governance is local government. So first Pakistan need to establish the self Local Government.

→ Full fill the condition of Constitution of Pakistan Article 140-A.

→ Increase the Participation of Local and womens in local seat elections.

→ Implement the SD Plan of Musharraf to Strengthen the self local government.

→ Power transfers to the local, they can solve the problem at ground level.

→ Transfer of funds to the local, they can easily developed the local infrastructure.

→ In Local Government give the autonomy to local Elective, they take the administrative decision without any political or other group pressure.

→ Make it sure the continuity of local self government, when is establish.

Conclusion:

If converge the whole debate, local self government is the key element of Democracy and governance as well. Local government reduce the work load from Federal and provincial government of Pakistan establish the local government than efficiency will increase. And most important thing for the continuity of local government with every time.