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Batch No. 402 Campuses ☐ Main Campus ☐ ISB-2 ☐ RWP-I ☐ RWP-II ☐ LHR ☐ Online

Candidate Sign

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PART II

QUESTION # 01

CIVIL SERVICE REFORM

INTRODUCTION

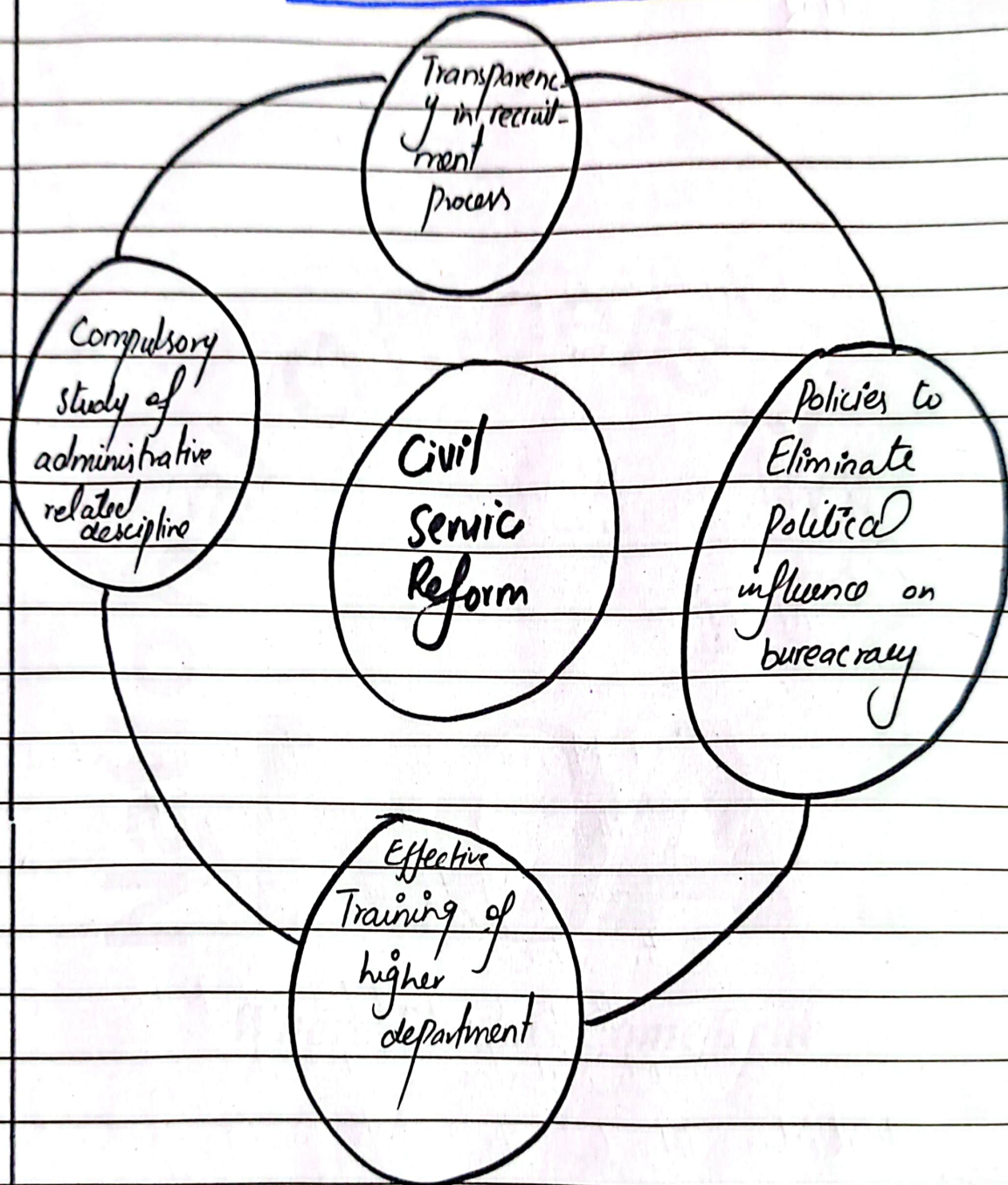
“Politicians come into power and wither away after completing their tenure, but bucreaucrats remain the same”

The book: Evolution of Public Administration in Pakistan

Pakistan inherited its civil service from British India. It was highly heirarchal based. Now, as the world has revolutionised. There is dire need for Pakistan to upgrade its civil service. In order to modify it civil service, Pakistan can opt four best policy option such as mendatory study of administrative discipline, open merit system, effective training for skills development and elimination of politicians influence on bureaucracy.

FOUR MAJOR REFORMS

FOR CIVIL SERVICE



• Proposal for civil service reform

(1)

Transparency in recruitment process

Transparency in recruitment process will bring most efficient, competent bureaucrats in the civil service of Pakistan - for efficiency

Case study:

The Civil service of Japan is high merit based, transparent. It is considered the best civil service of the world due to their transparent nature and least corruption.

(2)

Mandatory study of administrative related discipline

During civil service reform, if it is made mandatory study of administrative related discipline, it will help to make bureaucrats highly effective in administrative.

“Pakistan's bureaucrats are highly generalist. They have no knowledge about bureaucratic models or policies. It makes a challenge for them to administer such a huge population.”

Article: Bureaucracy in Pakistan: Challenges and suggestion

(3) Effective training of higher department

Pakistan has "Civil Service Academy" (CSA) for the training of civil servant. However, many time training is highly general that make for civil servant to administer.

Case in point:

According to report :

The subject criminology was taught during of civil servant training. Now, it has excluded without any explanation and Assistant superintendend of police complete their training without basic learning of crime.

(4) Policies to eliminate political influence from bureaucracy

It is highly noted that Pakistan's bureaucracy is highly politicized. The bureaucrats serves the politician rather than serving the nation's population or citizens. They want to secure their position rather than securing the general public. Pakistan should eliminate political influence from bureaucracy to make it highly effective.

Case study:

In United State of America, They have passed an Act to reduce political influence from bureaucracy.

Conclusion

Pakistan inherited its institute of civil service from British India - that was highly hierarchical. Although it has passed through many changes, many things yet to improve. To bring reform in civil service, it will be highly effective and beneficial if these four reforms are introduced in civil service. First of their specialization in the discipline of administration, eliminating the influence of politicians on the bureaucracy. Moreover, transparent training and effective recruitment will also help to bring bureaucracy in the most effective hand because it is widely said

Civilizations fail when their administration system fail to administer effectively

QUESTION II

TRADITIONAL THEORY
VS

NEW/MODERN THEORY

BEST APPLICABILITY FOR PAKISTAN

ICT TECHNOLOGY

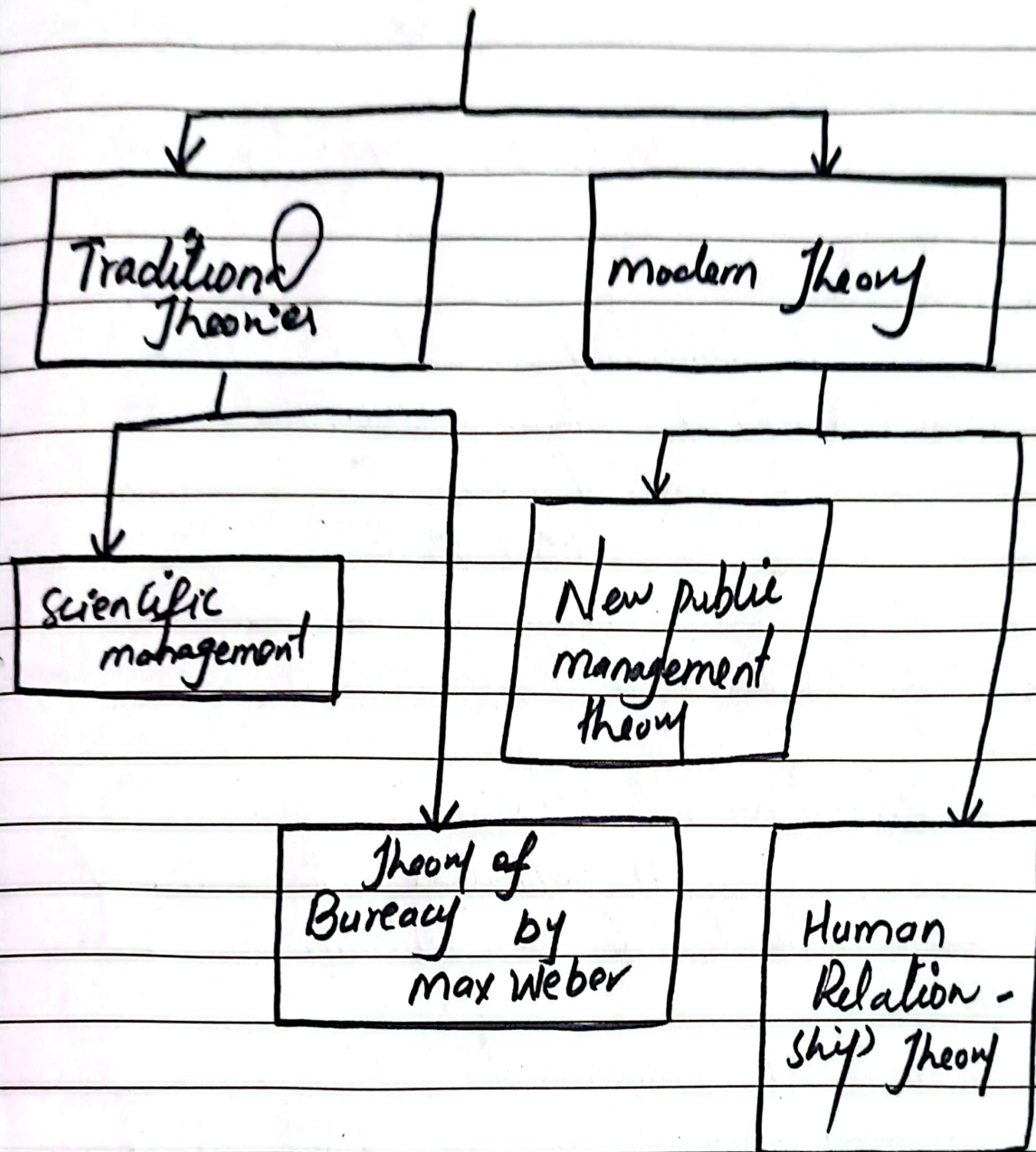
INTRODUCTION

"After being a sick man of South Asia, Pakistan is becoming a Sick man of Global South"

- Zahid Hussain - Pakistan's journalist

In order to prevent Pakistan from further deteriorating condition, there is dire need of strong public administrative department or robust bureaucracy. Pakistan has two options either to choose traditional theory of bureaucracy or new public management practices. However, Pakistan should take a balanced approach neither that that completely tilt toward a particular model. Furthermore, there are many available opportunities for Pakistan to introduce ICT in Civil Service; however, some threats are also associated with them.

THEORIES OF PUBLIC ADMINISTRATION



→ Theory of Public Administration
or
Available options for Pakistan

Comparison of Traditional Vs Modern Theory

WEBER'S THEORY OF BUREAUCRACY

Foundation

Traditional approach

Founder/proposed by Max Weber

Main Idea :

"The bureaucracy should be based on hierarchy of chain, defined role and command of chain"

- Max WEBER

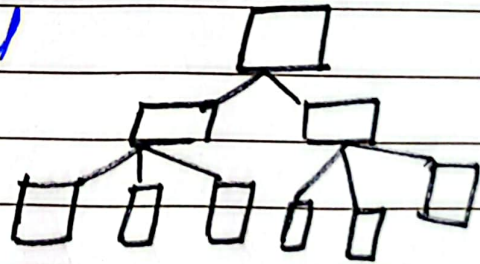
Strength of Weber Theory of bureaucracy

1. Based on rule of laws

It emphasises the rule of law or defined rule for bureaucratic system to operate

2. Chain of command

Chain of command is mandatory for smooth functioning



3. Accountability

The hierarchy remain under check of highest authority

WEAKNESSES OF THEORY OF BUREAUCRACY

There are following weakness

1. Least flexibility

defined rules leave no room for personal choice

2. Hierarchal structure

Hierarchal structure creates lag in dept.

NEW PUBLIC MANAGEMENT THEORY

Maaila Idio

“Integration of private sector approaches in the public sector to create competitive environment and improve efficiency.”

Strength of NPM

1. FOCUS on maximum output

It highly emphasises on maximum output by integrating private approaches in public domain

2. Improvement in efficiency by competitive environment

Like private sector, the NPM recommend to bring competitive environment in the market to improve efficiency to survive

3. Integration of new techinics or Citizen centric

It makes the administration highly Citizen centric like private sector. It help to bring maximum output so that it can help to make administration effective and transparent.

Weakness

1. Merely focus on economic output rather than human development

This approach aims to bring maximum economic benefit. Therefore, it ignores human development.

2. Highly competitive environment leave no room for cooperation

Since this approach is emphasizes for private sector approaches. It leaves no room for cooperation.

BETTER APPLICABLE APPROACH FOR PAKISTAN / Integration of Both

1. Controlled system of weber with maximum output

Pakistan should focus on controlled system of weber with maximum output. Since Pakistan is highly alleged for corruption, left them uncontrolled will worsen the condition. At the same time, Pakistan should also work for maximum output.

In the book: The Issues in Pakistan Economy, Akbar Zaidi states that "the issues of Pakistan's administration are flawed policies. Pakistan should learn lesson from US that has a strong administration to control 50 state."

2- Based on role of law with efficiency goal

Pakistan should emphasize rule of law or defined rule. Pakistan's bureaucracy is currently working on Civil Service Reform, 1973. Now, corruption, external influence have raised question on them. Pakistan should restructure its reform.

3. Citizen centric with maximum accountability

Pakistan should make policies based on 'Citizen centric approaches' which is a best option but it should show tilt towards accountability like Max Weber's approach of command of Change.

3- Chain of Command for controlled performance - Weber's model

Pakistan should focus on chain of command like max webster to bring controlled system.

'Chain of command help to keep discipline in administration unit and trigger efficiency'

The Book : Public Administration : Theories and Practices.

BEST APPLICABLE → A CRITICAL APPROACH

Pakistan cannot tilt entirely towards a particular model. Pakistan have to integrate the New public management practices with Weberian model of bureaucracy. It will help to make Pakistan's Civil Service the best unit of the world.

ICT TECHNOLOGY

IN CIVIL SERVICE

"In near future,
the nations will not be judged
by revenue they hold but by
their advancement in technologi-
cal domain."

- Massachusetts Institution
of Technology.

The integration of ICT in civil service will help to bring transparency in the civil service. There are many available opportunities for Pakistan to introduce ICT in civil service. However, some threats are also associated with the integration of technology in the civil service of Pakistan. Pakistan should introduce it but with a balanced approach.

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OPPORTUNITIES DUE TO ICT

TECHNOLOGIES FOR CIVIL SERVICE

1. Technological parks in metropolitan cities to connect the local institutions

In the metro-politan cities like Lahore, Islamabad, Karachi and Peshawar, Pakistan has established technological park to keep connected.

2. Skilled people to operate or absorb the new technologies in administration

Pakistan has skilled labour to absorb the integration of ICT in the Civil Service.

"Every year thousands of IT experts are graduated for Pakistan's universities."

- Ministry of Education report

3- Technological hub to ensure online service delivery to reduce bureaucratic hurdles

Pakistan has strengthened his domestic tech market to manufacture ICT based equipments at domestic level. It will help to adopt ICT technology for Civil Service.

THREATS ASSOCIATED WITH ICT

INTEGRATION I CIVIL SERVICE

1. Threats of hacking may make it difficult or raise future challenge

The threat of hacking and stealing of legal information make it challenging for ICT integration in Civil Service.

Case Study:

In Sweden, the legal documents were stolen by hacking that created challenge.

2. Create technological division between rural and urban administrative unit

In Pakistan rural areas such as South Punjab, North Waziristan and certain district of Balochistan, the technology is not available. So, the civil service of urban & rural will become unequal.

3. Deteriorating existing model of bureaucracy

In the book : Civil Service of Pakistan, the author states that Pakistan's bureaucratic structure is highly rigid. The instant integration of ICT in Civil Service may deteriorate the existing model.

CONCLUSION

Pakistan is a democratic state with a defined bureaucratic model. Now, Pakistan's bureaucracy is highly criticized due to its rigid framework, corruption and political influence. In this case, the comparison between traditional and modern theories are made. The highly tilt toward one will become a wrong step. Pakistan should combine traditional approaches. On the other hand, the integration of ICT in the civil service will be beneficial. However, there are many opportunities associated with the integration of ICT in civil service... Some threats may also hinder its efficiency.

QUESTION NO 5

LOCAL GOVERNMENT IN

PAKISTAN CAN BE MADE

MORE EFFECTIVE IN Pakistan.

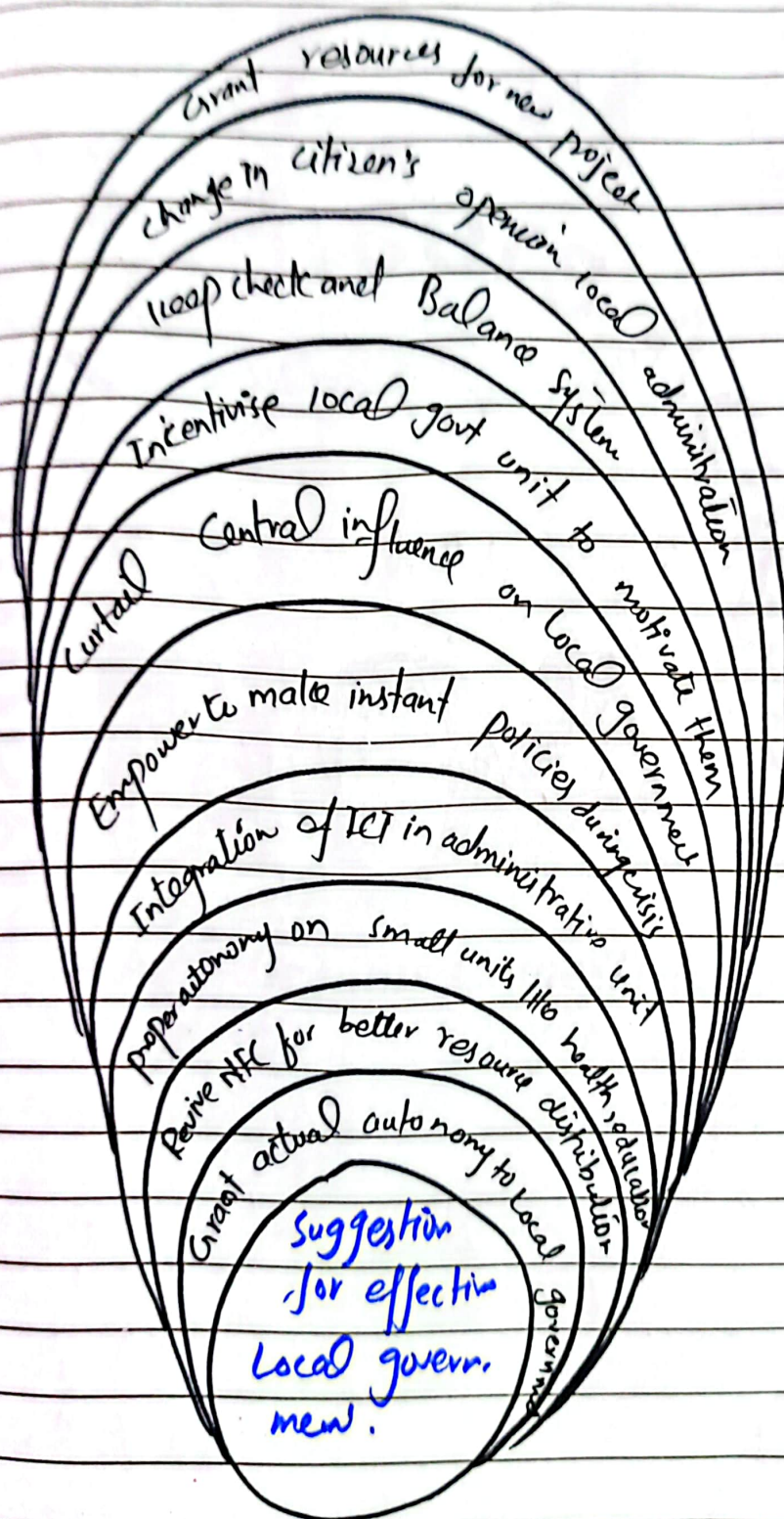
INTRODUCTION

"On 14 August, 1947, Pakistan emerged as independent, democratic state on the map of the world"

Struggle for Pakistan

In a democratic state power is distributed among center and provinces. However, in Pakistan, local government failed to deliver the services effectively or efficiently. In order to make local tier effective, Pakistan has to grant them actual autonomy, revive NFC for fair distribution of resources, integrate ICT to make administration transparent and corruption free. It will pave the way to make local government more effective and empowered.

STRATEGIES / SUGGESTIONS TO MAKE LOCAL GOVERNMENT MORE EFFECTIVE



Suggestion to make local government more effective.

1. Grant actual autonomy to local government

"Pakistan constitution of 1973 grant local government autonomy after 18th amendment"

Despite this autonomy, majority of decisions are highly centralized. It makes the local government least effective. Granting actual autonomy can help to make them effective.

2. Revive NFC for fair distribution of resources

According to Article 160 of Pakistan's Constitution of 1973,

"Resources will be distributed between provinces & local with fair distribution"

However, local government complained for high local control over resources.

3. Proper autonomy on small units like infrastructure development, Health or education.

The local government is comprised on three tiers Union council, tehsil and district. Pakistan should then autonomy to take decision on small projects like health & education and infrastructure development.

5- Integration of ICT in small administrative unit

"ICT will help to strengthen the democracy at grassroots level by making policies transparent at all level"

21st lesson for 21st Century
by N/A/H/Harron

Hence, integration of ICT can help to counter corruption and make local government more effective.

6- Empower them to make instant policies to manage crisis

"During COVID-19, Pakistan has to face many severe consequences due to delay decision"

Pakistan should empower local government to make decision during crisis. It will improve their effectiveness.

7- Curtail central influence on the local government.

The central influence of on the local unit compromises their efficiency.

In the Book: Why Nations fail
The author states that

"When local unit are least stable, serve their center rather than public. The nations fail to stand."

8. Incentivize local government to keep them motivated

It will help to keep the local unit motivated.

Prioritising human emotion, by focusing on human psychology help to make administration more effective.

- Human-Relation Theory

Therefore, incentive will help to fulfil human need.

9. Introduce system of check and Balance in local government

It is mandatory to establish the system of check and balance to prevent from corruption et. Currently.

Pakistan's rank is 135/180 in corruption
Corruption Perception Index.

10. Change/shape public opinion regarding local government

In Pakistan, People have no trust on local government unit. They consider that their attitude is ruling instead of surviving.

"People have grievance toward the local government unit in Pakistan. It makes the administer to them challenging"

Gallup survey report.

Conclusion.

The federation of Pakistan emphasize the development of local government. However, the local government in Pakistan has failed to modernize the deliver the service effectively. However, with the help of some pragmatic measures the local government can be empowered. First of all, by granting them actual autonomy, Revoke NFC award, making them empower to take decision at grass root level etc. It will not only help to deliver the service effectively but also strengthen democracy at grass root level.

Question # 02.

PAKISTAN GOVERNMENT OFTEN

CRITICIZED FOR FOR SHORT-

SHORTING LONG-TERM DEVELOP-

MENT

INTRODUCTION

Pakistan has strong

mechanism of policy making & implementation etc. Despite this however, Pakistan is strongly criticised for short term policies planning. The reasons are political instability & ruling attitudes of politicians etc.

Reason of fault lie in Policy Planning

1. Political Polarization in Pakistan

Pakistan's multiparty system creates political polarization.

In Pakistan, policy maker focus to secure their position rather than development
- Ishrat Hussain

2. Continuous regime change

"In Pakistan's history, no politician could complete its tenure."

It makes difficult to start long term development project and continue their completion.

3. Debt burden that restrain long term project

"In year 2024, major portion of Pakistan GDP was used in debt repayment"
- Economy Survey of Pakistan.
It becomes a setback to initial and complete development project.

4- Economic crisis are unable to support long development project.

In book: Issues in Pakistan Economy

The author states that economic crisis in Pakistan becomes a setback to initial long project.

5- Inter-governmental confrontation.

The confrontation between different tier of government make it difficult to start new project.

6- Feeling rather than serving attitude of government officials.

It becomes a setback to start long term development project.

7- Bureaucratic hurdles during development program.

The bureaucratic hurdle in Pakistan makes it challenging to start long project.

Conclusion

Despite having an elaborate planning mechanism, Government in Pakistan are often criticised for short - shifting long term development needs. The fault lines are the resource constraint, political instability and inter - government confrontation. Moreover, the ruling rather than serving attitude of officials also becomes a setback for long term development in Pakistan. However, Pakistan's current situation demand core development project.



National Officers Academy
Mock Exams CSS-2026
PUBLIC ADMINISTRATION

PART-I(MCQS): MAXIMUM 30 MINUTES

PART-I (MCQS) MAXIMUM MARKS = 20

NOTE: Part-I is Compulsory.

PART-I

(1). The Father of Scientific Management is:

- (a). Max Weber. (b). Karl Marx. (c). ☒ F. W. Tylor. (d). None of these.

(2). The theory that every organization is ultimately controlled by a small elite is called?

- (a). Iron law of oligarchy (b). ☒ Iron law of bureaucracy (c). Iron law of democracy (d). None of these.

(3). The leader who lets his/her team do whatever they wish to do is a

- (a). democratic leader (b). autocratic leader (c). ☒ laissez-c-faire leader (d). None of these.

(4). The system in which all or most senior positions in civil service are filled by political loyalists is called:

- (a). Quota system (b). Merit system (c). ☒ Spoils system (d). None of these.

(5). The method of performance evaluation which draws upon multiple sources including peers and subordinates is called:

- (a). ☒ 360-degree (b). 180-degree (c). 90-degree (d). None of these.

(6). According to Marxists, which class will always be the ruling class regardless of the form of government?

- (a). ☒ Bureaucrats (b). Technocrats (c). Politicians (d). None of these.

(7). While preparing budget, estimated public expenditure must equal targeted:

- (a). ☒ Public revenue (b). Public resources (c). Direct and indirect taxes combined (d). None of these.

(8). The approach to budgeting in which all expenses must be justified for each new period is called:

- (a). Incremental budgeting (b). ☒ Zero-based budgeting (c). Balanced budgeting (d). None of these.

(9). The approach to budgeting which assesses the long-term impact of each policy or program is called:

- (a). Outcome-based budgeting (b). ☒ Program budgeting (c). Performance budgeting (d). None of these.

(10). The theory that calls for reduced government and bureaucratic intervention in public affairs is called:

- (a). ☒ Public choice theory (b). Rational choice theory (c). New Public Management Theory (d). None of these.

(11). Weber's Model of Bureaucracy is an example of?

- (a). ☒ Open system of public employment (b). Spoils System (c). Closed system of public employment (d). None of these.

(12). Arthur Okun's concept of a Leaky Bucket covers relationship between:

- (a). Accountability and Performance (b). ☒ Chain of Command and Discipline (c). Efficiency and Equity. (d). None of these.

(13). Which of these doesn't represent government intervention to enforce equity?

- (a). ☒ Rent ceilings (b). Minimum wage (c). Subsidizing basic services. (d). None of these.

(14). Attaching too much importance to rules and regulations is known as:]

- (a). Prescriptivism (b). ☒ Conservatism (c). Rule of law (d). None of these.

(15). Indian Civil Service was created by the British under?

- (a). Government of India Act, 1838 (b). Government of India Act, 1848 (c). ☒ Government of India Act, 1858. (d). None of these.

(16). Which cadre or group was abolished under Civil Service Reforms, 1973?

- (a). Pakistan Administrative Service (b). Civil Service of Pakistan (c). ☒ Pakistan Executive Service. (d). None of these.

(17). Which institution was set up to steer Devolution of Powers Plan, 2001?

- (a). National Reconstruction Bureau (b). Federal Reconstruction Bureau (c). ☒ Reconstruction Bureau of Pakistan. (d). None of these.

(18). The document which comprehensively explains how the federal government will be carried out is called?

- (a). Civil Servants Act, 1973 (b). Rules of Business, 1973 (c). ☒ Estacode. (d). None of these.

(19). The organizational structure that creates a dual line of authority is called?

- (a). Team structure (b). ☒ Matrix organization (c). Network organization. (d). None of these.

(20). The book which provided intellectual foundation of New Public Management is?

- (a). ☒ Reinventing Government (b). Reinventing Bureaucracy (c). Reinventing Public Management. (d). None of these.

Good Luck for CSS2026