

Date: 20-1-26

Day: Saturday

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Batch 83 (41203)

Mock Exam (XII)

Public Administration

Q NO. 1

Despite having an elaborate planning mechanism, Government in Pakistan are often criticized...?

Introduction

Pakistan possesses elaborate planning machinery including the Planning Commission, Five-year plans, and Vision 2025. However, governments

Date: _____

Day: _____

Consistently prioritize short-term political gains over long-term development. This criticism is valid and reflects deep governance failures.

Agreement with Criticism

Evidence

- 1) Chronic underinvestment in education, health (below 3% of GDP combined)
- 2) Preference for visible projects (metro buses) over critical infrastructure (water sanitation)
- 3) Five-year plans remain unimplemented; Pakistan lags on SDGs

Date _____ Day _____
4) R&D expenditure below
0.3% of GDP despite
planning commitments

Where the Fault Lies

Political Economy

Electoral cycle rewar
Short-term visible projects
over long-term investments.
Politicians prioritize
ribbon-cutting opportunities.
Lack of ideological
parties means each
government abandons
predecessor's plans
for personal legacy.

Institutional Weaknesses

Date: _____

Day: _____

(i) ~~Planning Commission~~
~~marginalized~~
Post-18th Amendment
reduced to
approval body.

ii) Implementation deficit
gap between planning
and execution.

iii) ~~Non Continuity~~
frequent government
changes disrupt
development plans.

iv) ~~Weak monitoring~~
no accountability
for abandoned ~~projects.~~

Fiscal Constraints

Debt servicing and
defence consume 60-70%
of revenue. Tax to

Date: _____

Day: _____

GDP ratio (10-11%)
among world's lowest.
limited fiscal space
forces trade-offs where
urgent needs crowd out
important long-term
investments.

Federal - Provincial Coordination

18th Amendment devolved
functions but created
coordination vacuum.

National economic
Council ineffective.

Results in duplication
provincial variations,
and accountability gaps.

Bureaucratic Issues

Generalist-dominated
civil service, frequent
transfers prevent
specialization.

Date: _____

Day: _____

Risk-averse culture due to NAB fear. No performance accountability.

Elite Capture

Development planning serves political patronage rather than national needs.

Projects become vehicles for rent-seeking and commissions.

External Dependency

Donor-Driven fragmented priorities. IMF programs force short-term austerity undermining development spending.

Comparative

Examples

South Korea, Malaysia, Bangladesh maintained plan continuity across governments

Date:

Day:

depoliticized planning
invested consistently in
human capital and
established accountability
mechanisms.

Consequences

- (i) Persistent poverty and
human development
deficits
- (ii) Infrastructure decay,
environmental degradation.
- (iii) Loss of competitiveness
- (iv) intergenerational inequity.

Conclusion

The criticism is entirely
justified. The fault lies
in political incentives
favoring short-termism
institutional fragility

Date: _____

Day: _____

fiscal constraints, and
governance deficits.

Solutions requires depoliticizing
planning institutions and
reforms for fiscal space
continuity mechanisms
across governments

Strengthening federal
provincial coordination
building bureaucracies
capacity and implementing
robust monitoring

systems. Without addressing
these structural issues,

Pakistan's elaborate
planning will remain
disconnected from implementation
mortgaging future development
for immediate political
gains.

10/20

Date: _____

Day: _____

Q NO. 2

Supposed you are hired by the government on a project to reform the civil service. Which four major reforms...?

Introduction

Pakistan's civil service suffers from generalist domination, politicization, lack of accountability and outdated training. Effective reform must address core dysfunctions while remaining fiscally feasible. The following four reforms tackle systemic issues with minimal budgetary burden.

Date: _____

Day: _____

Reform 1: Specialized Recruitment with Lateral Entry

Problem

CSS produces generalists who rotate across unrelated sectors without expertise.

FPSC exams test rote learning, not competence.

Proposed Solution

Core Administrative Stream
30% Generalists for
coordination roles.

Date: _____

Day: _____

Specialized Streams 70%

Separate recruitment for health, education, finance, agriculture requiring domain knowledge.

Lateral entry:

Mid-level hiring of private sector experts for technical positions.

FPSC Reform:

- (i) Technical optional papers matching specialization
- (ii) Attitude tests, case studies, psychological assessments
- (iii) Reduce emphasis on conventional subjects.

Fiscal impact:

Date: _____

Day: _____

- Minimal - restructuring
excess costs little: lateral
entry is budget-neutral.

Implementation:

Phase over 3 years starting
with critical sectors.
Benchmark Singapore
and Indian models.

Reform 2:

Tenure Security
with Performance
accountability

Problem

Officers
transferred every 8-12
months due to political
interference.

Date: _____ Day: _____
Simultaneously, no
meaningful performance
accountability exists.

Proposed Solution

Minimum 3-year tenure

for field postings (DCs,
DHos, DEOs). Transfers
only for: **promotion,**
proven misconduct,
written administrative
necessity.

Performance Management

a KPIs linked to service
delivery outcomes.

b Reformed ACRs with
360-degree feedback
(Subordinates, peers, citizens)

Date: _____

Day: _____

- c Performance-based promotions - poor performance ^{advance} denials
- d independent performance Evaluation Committees insulated from politics.

Fiscal Impact:

Low (Rs 200-300 million for digital tracking systems).

Implementations

Amend Civil Servants Act 1973. Pilot in select districts. Multi-stakeholder evaluation committees (Judiciary, academia, Civil Society).

Date: _____ Day: _____

Reform 3:

Continuous Professional Development

Problem:

NIPA and academies offer outdated curricula. One-time pre-service training insufficient.

Proposed Solution

Mandatory ongoing

training:

a 2 weeks annually for all officers.

b Mid-career specialized

Date: _____

Day: _____

✓ Courses at 10, 15, 20 years
(Policy analysis, digital
governance, public finance)

c Digital learning platforms
online modules, webinars
accessible nationwide.

d Competitive international
fellowships (50 officers/year)

Curriculum modernization:

a Partnership with global
institutions (Singapore Civil
Service College, UK
National School)

b Case Study-based learning

c Focus on evidence-based
policy making, technology,
ethical leadership.

Fiscal Impact

Date: _____

Day: _____

Moderate (Rs 1-2 billion annually) offset through digital delivery, rationalizing existing budgets donor partnerships.

Implementation

Upgrade existing institutions. make training completion prerequisite for promotion.

Reform 4:

Citizen feedback

and Decentralized

Accountability

Problem:

NAB creates fear

Date: _____

Day: _____

without improving service delivery. Citizens lack effective redress. Internal accountability opaque.

Proposed Solution

Three-tier System:

Tier 1 - Citizen feedback:

- a Quarterly Satisfaction Surveys for public-facing departments.
- b Digital Complaint Portals (15-day mandatory response)
- c SMS feedback after government interactions
- d Public dashboards

Date: _____

Day: _____

Showing department performance

Tier 2 - Strengthen Ombudsman:

a District-level grievance officers with disciplinary powers

b Fast-track complaints (90 day maximum)

c Enforce Ombudsman decisions with teeth.

Tier 3 - Reformed Discipline:

a Separate financial misconduct (NAB) from performance failures (departmental)

b Time-bound inquiries (6 months maximum)

Date: _____

Day: _____

- c Publish disciplinary outcomes for transparency
- d Annual awards for top performance based on citizen feedback

Fiscal Impact:

Low-moderate (Rs 500 million - 1 billion) -
Use existing digital infrastructure.

Implementation:

✓ Pilot in Urban centers.
Link ombudsman findings to ACRs. Use apps/ USSD for rural accessibility.

Cross-Cutting

Date: _____

Day: _____

Considerations

Political Will:

Establish independent Civil Service Reform Commission with statutory protection and multi-year mandate.

Legal Framework:

Amend Civil Servants Act 1973 simultaneously with reforms.

Sequencing:

Year 1: Recruitment reform, tenure pilots.

Year 2: Performance systems, training modernization.

Year 3: Full accountability

Date: _____

Day: _____

Monitoring:

Quarterly reviews, annual public reports, year 3 evaluation

Conclusion:

These reforms - specialized recruitment, secure tenure with accountability, continuous training, and citizen feedback - address Pakistan's civil service pathologies while remaining affordable.

They balance expertise with accountability, stability with performance pressure. Success requires depoliticization, legal backing and commitment beyond electoral cycles. International examples

Date: _____

Day: _____

prove feasibility. Transforming this colonial institution into a modern, professional service is essential for governance effective and national development.

QNO-3

Budget is the most important policy instrument available to the government both to manage the economy and monitor and control the bureaucracy.
Explain ?

Introduction

The budget is govt's primary policy

Date: _____

Day: _____

instrument with dual functions: managing the economy through fiscal policy and controlling bureaucracy through financial authorization and monitoring.

Budget As Economic Management Tool

Fiscal Policy

Budget controls aggregate demand. Expansionary budgets (higher spending lower taxes) stimulate growth contractionary budgets control inflation. Pakistan's COVID stimulus and current IMF austerity exemplify this.

Date: _____

Day: _____

Resource Allocation.

Allocations direct resources to priority sectors, Pakistan's defence spending (15-20%) versus education/health (2.3% GDP) reveals actual priorities.

Redistribution

Progressive taxation, subsidies, and transfers reduces inequality. However Pakistan's regressive indirect taxes undermine this. BISP allocations reflect poverty reduction efforts.

Public Investment

PSDF finance infrastructure (roads, dams, energy) public goods markets underprovide.

Date: _____

Day: _____

Debt Management

Determines borrowing levels. Pakistan's debt servicing / 60-70% of revenue
Constrains policy space

Budget As

Bureaucratic

Control Tool

Legal Authorization

No spending without parliamentary approval.

Appropriation Acts bind ministries to limits

Supplementary grants need fresh approval. Ensures legislative supremacy

Date: _____

Day: _____

over executive,

Policy Direction

Allocations

Signal priorities, forcing
bureaucracy to align - line-item
budgeting limits discretion.

Ministries compete,
allocations determine
which programs proceed.

Performance Monitoring

provides baseline for
evaluation:

- a Utilization rates
slow implementation
capacity
- b output targets measure
delivery
- c violence analysis
identifies inefficiencies.

Date: _____

Day: _____

Pakistan's low PSDP
utilization (60-70%) reveals weaknesses
Expenditure Control

Three-tier audit:

Pre-audit:

Finance approval before
release.

Concurrent:

Auditor-General monitors

Past-audit:

PAC scrutinizes
irregularities.

Limiting Discretion

- a Earmarked funds cannot
be diverted
- b Unspent funds lapse
- c Re-appropriation needs approval
prevents bureaucrats
pursuing contrary
agendas.

Date: _____

Day: _____

Transparency

Public documents (Green Books, online portals) enable civil society monitoring and accountability. ✓

Coordination

Forces inter-ministerial negotiation and creates structured decision-making rhythms.

Practical Integration:

PSDP Example:

Economic Role: Infrastructure determines growth.

Control role: ECNEC approvals release schedules.

Date: _____

Day: _____

monitoring prevent Unilateral
Commitments

Challenges:

- a Debt limits fiscal space
- b Supplementary grants undermine discipline
- c poor execution shows monitoring gaps.
- d political interference weakens control.

Conclusion

The budget serves four critical functions. As an economic tool, it manages demand, allocates resources, redistributes income, and finances infrastructure. As an administrative

10/20

Date: _____

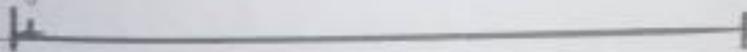
Day: _____

tools, it authorizes spending, directs priorities, monitors performance and limits bureaucratic autonomy.

Effectiveness requires fiscal capacity, political will, strong institutions and democratic oversight.

Pakistan's experience shows formal systems need reinforcement through implementation capacity and accountability.

The budget remains indispensable for economic management and bureaucratic governance.



Date: _____

Day: _____

Q No. 4

Differentiate between allocative and productive efficiency....?

Introduction

Efficiency is central to modern public administration, particularly in developing countries facing fiscal constraints. Allocative efficiency and productive efficiency provide two complementary lenses to judge whether the government is spending on the right priorities and delivering services in the right manner.

Date: _____

Day: _____

Differentiation between Allocative and Productive Efficiency

Aspect	Allocative Efficiency	Productive Efficiency
Meaning	Resources are allocated to sectors/ programs where they yield maximum social benefit.	Goods and services are produced at the lowest possible cost.
Focus	Doing the right things	Doing things right
Concern	priorities, social needs, outcomes	Costs, processes, outputs
Measures	Achievement of policy, goals, social impact	Cost per unit, productivity, time and resource utilization
Example	Allocating more funds to education and health instead of other	Automating services to reduce staff time and financial wastage

Date: _____

Day: _____

Relevance to Public Administration

Allocative efficiency is vital for policy formulation, planning and budgeting. It ensures scarce public funds are directed toward priority needs, strengthens public legitimacy and aligns administration with development goals.

Productive efficiency is central to service delivery and administrative reform. It promotes cost control, waste reduction, and performance management, thereby

Date: _____

Day: _____

improving bureaucratic responsiveness and accountability.

Together they enable governments to link public spending with public value.

Application to Monitor and Improve Civil Service performance

Applying allocative efficiency governments can adopt program and performance budgeting evaluate whether ministries are achieving intended social outcomes, and reallocates funds from low impact

Day:

Date:

activities to high impact public services. This allows policymakers to judge whether the civil service is working on the right problems!

Applying productive efficiency governments can introduce KPIs, cost-effectiveness audits, digitization and performance-based appraisals. These tools help measure output per resource, detect inefficiencies, reduce red tape and reward merit - ensuring the civil service delivers results economically.

When combined, both

Date: _____

Day: _____

approaches provide a comprehensive framework to monitor departments strengthen accountability guide training and support evidence-based promotions.

Conclusion

✓ Allocative efficiency ensures that the civil service pursues correct national priorities while productive efficiency ensures that these priorities are pursued with minimum waste and maximum impact. Institutionalizing both through budgeting evaluation and reform mechanism can significantly

Date: _____

9/2

Day: _____

Show up civil service
performance and public
sector credibility,



over all answers are fine
add charts to improve presentation
over all satisfactory