NATIONAL OFFICERS ACADEMY
The Largest CSS Preparatory Institute in Pakistan

NOA
National Officers Academy

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LMS ID: 39456   Date: __/__/2026
Subject: Public.ad   Paper: _____   Test: _____
Batch No. 402   Campuses ☐ ☐ ☐ ☐ ☐ ☐
                    Main Campus ISB-2 RWP-I RWP-II LHR Online

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PART II

QUESTION # 01

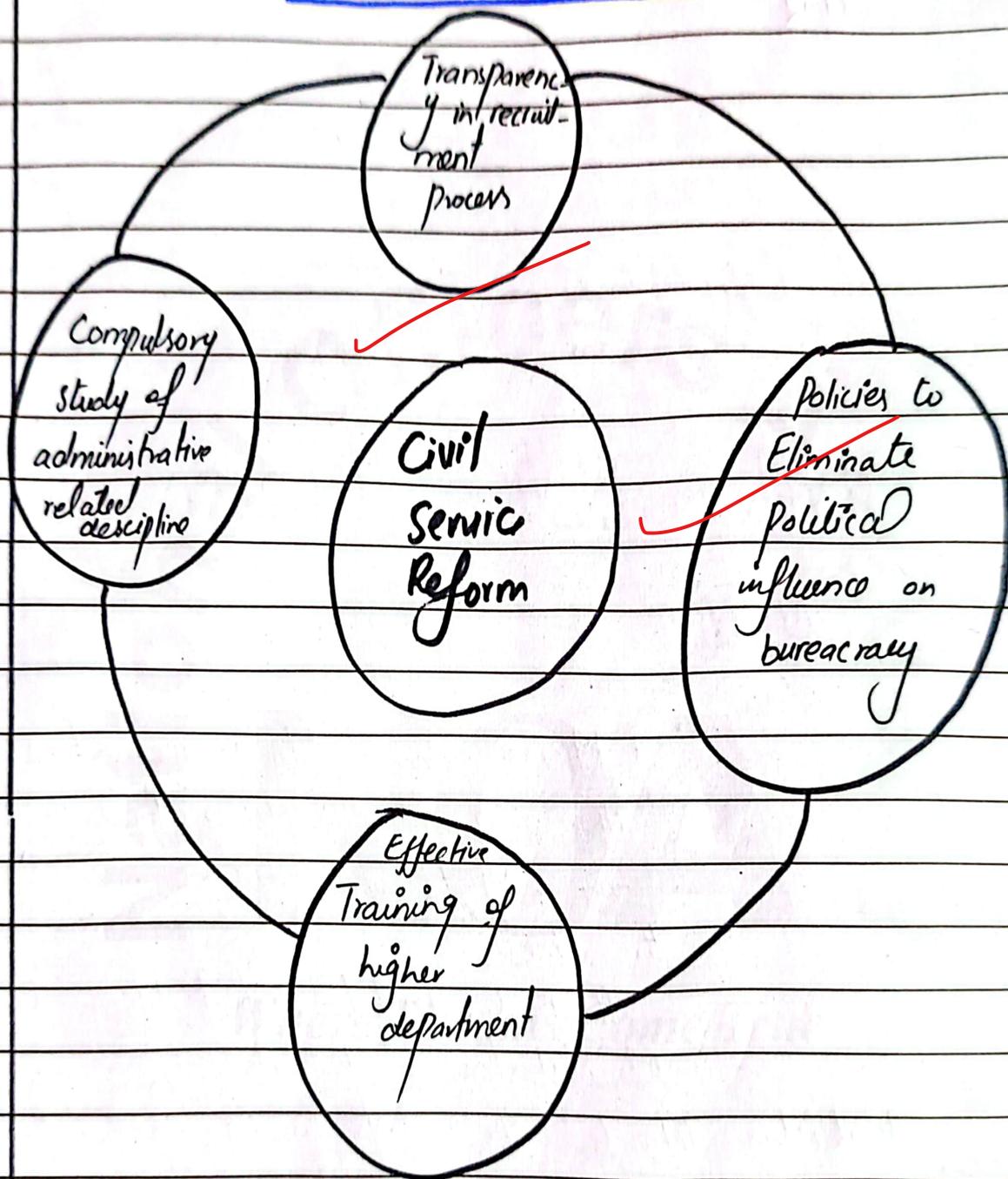# CIVIL SERVICE REFORM

INTRODUCTION

" Politicians come into power and wither away after completing their tenure, but bucreaucrates 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 politians influence on bureaucracy.

FOUR MAJOR REFORMS
FOR CIVIL SERVICE

Transparency in recruitment process

Compulsory study of administrative related descipline

Civil Service Reform

Policies to Eliminate Political influence on bureacracy

Effective Training of higher department

- Proposal for civil service reform.

(1)

Transparency in recruitment process

Transparency in recruitment process will bring most efficient, competent bureaucrate 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)

Mendatory study of administrative related discipline

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

"Pakistan's bureaucrates are highly generalist. They have no knowledge about bareacratic models or policies. It makes a challenge for them to administer such a huge population"

- Article: Bureacracy 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 tought during of civil servant training. Now, it has excluded without any explation and Assistant superintendend of police complete their training without basic learning of crime

(4)
Policies to eliminate political influence from bureacracy

If is highly noted that Pakistan's bureacracy is highly politicized. The bureacjkrates seres the politician rather that sening the national's population or citizens. They wanted 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 bureacracy.

Conclusion

Pakistan inherited its institute of civil service from British India - that was highly heirarchal. 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 if these four reform are introduced in civil service. First of their specialization in the discipline of administration, eliminating the influence of politicians on the bureacracy. Moreover, transparent training and effective recruitment will also help to bring bureaucracy in the most effective hand. because it is widely said

> Civilizations faile when their administration system fail to administer effectively

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QUESTION II

TRADITIONAL THEORY
VS
NEW/MODERN THEORY

BEST APPLICABILITY FOR PAKISTAN
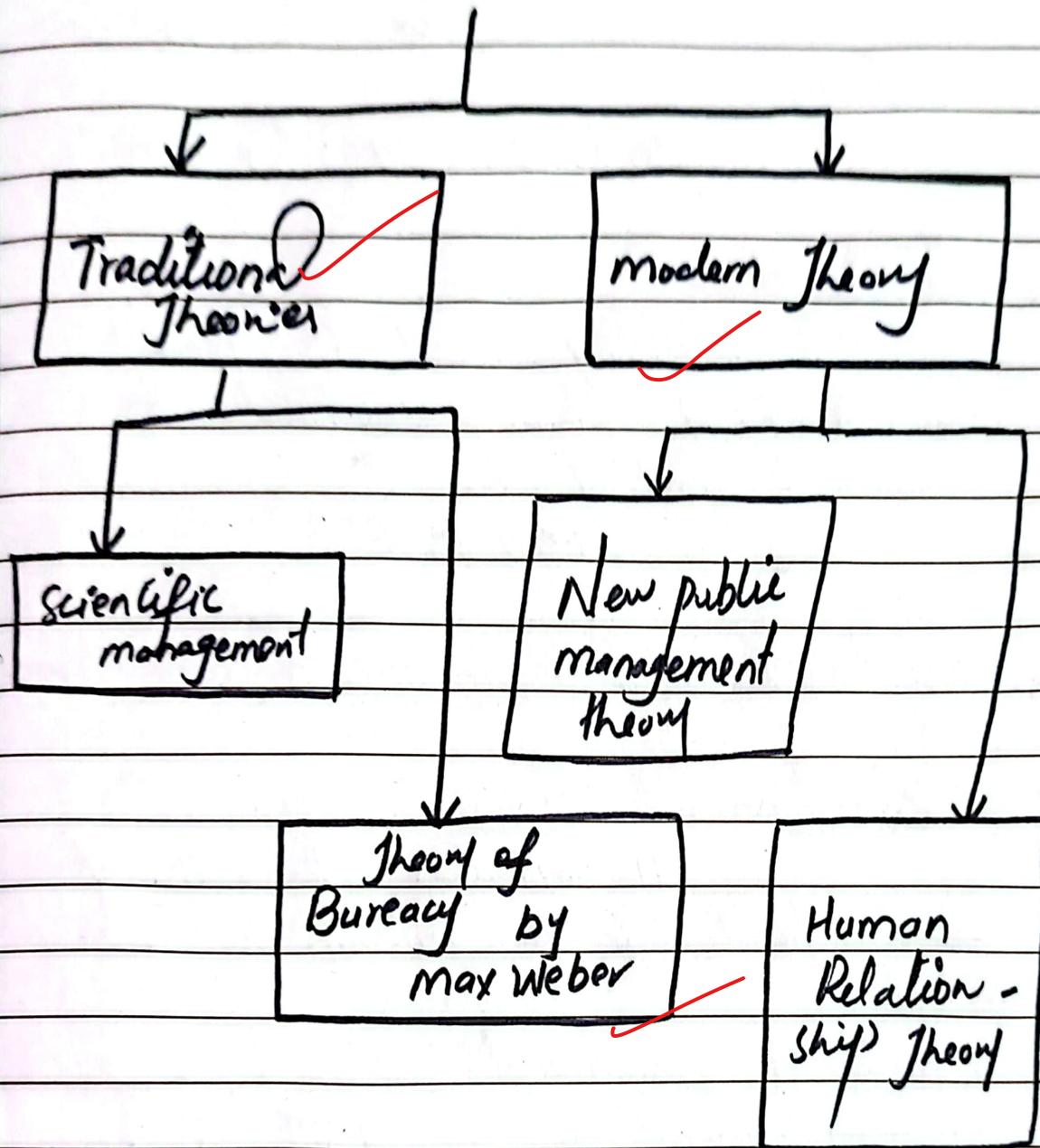
ICT TECHNOLOGY

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
deterating condition, There is dire need
of strong public administrative department
or robust bureacray. Pakistan has two option
either to choose traditional theory of bureau-
cracy or new public management practices. How-
ever, Pakistan should take a balanced approach
neither that that completely tilt toward a parti-
cular model. Furthermore. There are
many available opportunities for Pakistan to
introduce ICT in Civil Service; however, some
threats are also associated with them.

TEORIES OF PUBLIC ADMINIISTRAN.

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                    TEORIES OF PUBLIC
                       ADMINIISTRAN
                            │
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              ▼                           ▼
      ┌──────────────┐            ┌──────────────┐
      │ Traditional  │            │ modern Theory│
      │  Theories    │            │              │
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      │  Theory of   │            │   Human      │
      │ Bureacy  by  │            │  Relation -  │
      │  max weber   │            │  ship) Theory│
      └──────────────┘            └──────────────┘
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→ Theory of   Public Administration
                   or
   Available options for Pakistan

WEBER'S THEORY OF BUREU-CRACY

Traditidutional approach

FOundation

Founder / Proposed by Max Wer

Main idea :

" The bureacracy should be based on heirarchy of chain, defined vole and command of chain "
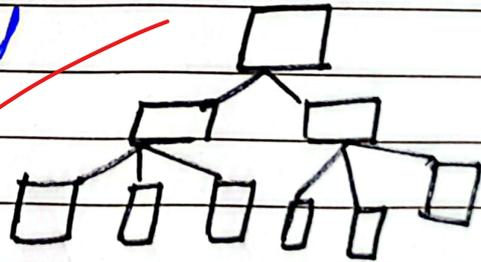
— Max WeBER

Strength of weber Theory of bureaucracy

1. Bared on rule of laws

It emphasizes the rule of law or defined rule for bureaucratic System to operate

2. Chain of Command

Chain of command is mendatory for smooth functionaning

3. Accountability

The heirarchy remain under check of highest authority

WEAKNESSES OF THEORY OF BUREUCRACY

There are following weakness.

1. Least flexibility

defined rule leave no room for personal choio.

2. Heirchal structure

Heirchal structure creates hegmony in dept.

NEW PUBLIC MANAGMENT THEORY

Maioll Idio

" Integration of private sector approaches in the public sector to create competitive environment and improve efficieny. "

Strength of NPM

1. FOCUS on maximum output

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

2. Improvement in effeciency bg compititive environment

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

3. Integration of new techticts or citizen centicl

It makes the administration higlly citizen centic like private sector. It helg to bring maximum output so that it can help to makle 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 to corruption, left them uncontrolled will worson 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 emphasise rule of law or defined rule. Pakistan's bureacray is currently working on Civil Service Reform, 1973. Now, corruption, external influence have raised question on them. Pakistan should resthen then its reform.

3- Citizen centric with maximum accountibility

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

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

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

" Chain of command help) to keep) discipline in administration whil and trigger efficiency "
The Book : Public Administration : Theories and Practices.

BEST APPICABLE → A CRITICAL APPROACH

Pakistan cannot tilt entirely towad a particular model. Pakistan have to integration the New public management practices with Wibenian model of bureaucracy. It will help to make Pakistan's Civil Service the best unit of the would.

ICT TECHNOLOGY
IN CIVIL SERVICE

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

— Massachusel Institution of Technology.

The integration of ICT in civil service will help to bring transporeny 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 approaches.

OPPORTUNITIES DUE TO ICT TECHNOLOGIES FOR CIVIL SERVICE

1. Technological ports in meteropolitan cities to connect the local institution

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 bureacratic hurdles

Pakistan has strengthen his domestic tech market to manufacture ICT based equipments at domestic level. It will help to absort ICT technulg 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 male it challeyiy for ICT integration ic Civil Service

Case study:
In sweden, the legal doiumes were stolen by healking that created challeng.

2. Create technological division between rural and urban administrative unit

In Pakistan rural area such as South Punjab, North Warirastan and Certain district of Balochistan, the technology is not available. So, the civil service of of cities cy rural will become unequel.

3. **Deteriorate 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

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Pakistan is a democratic state with a defined bureaucratic model. Nowa, 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 modernize 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 serve... Some threats may also hinder its efficiency.

Question No. 5

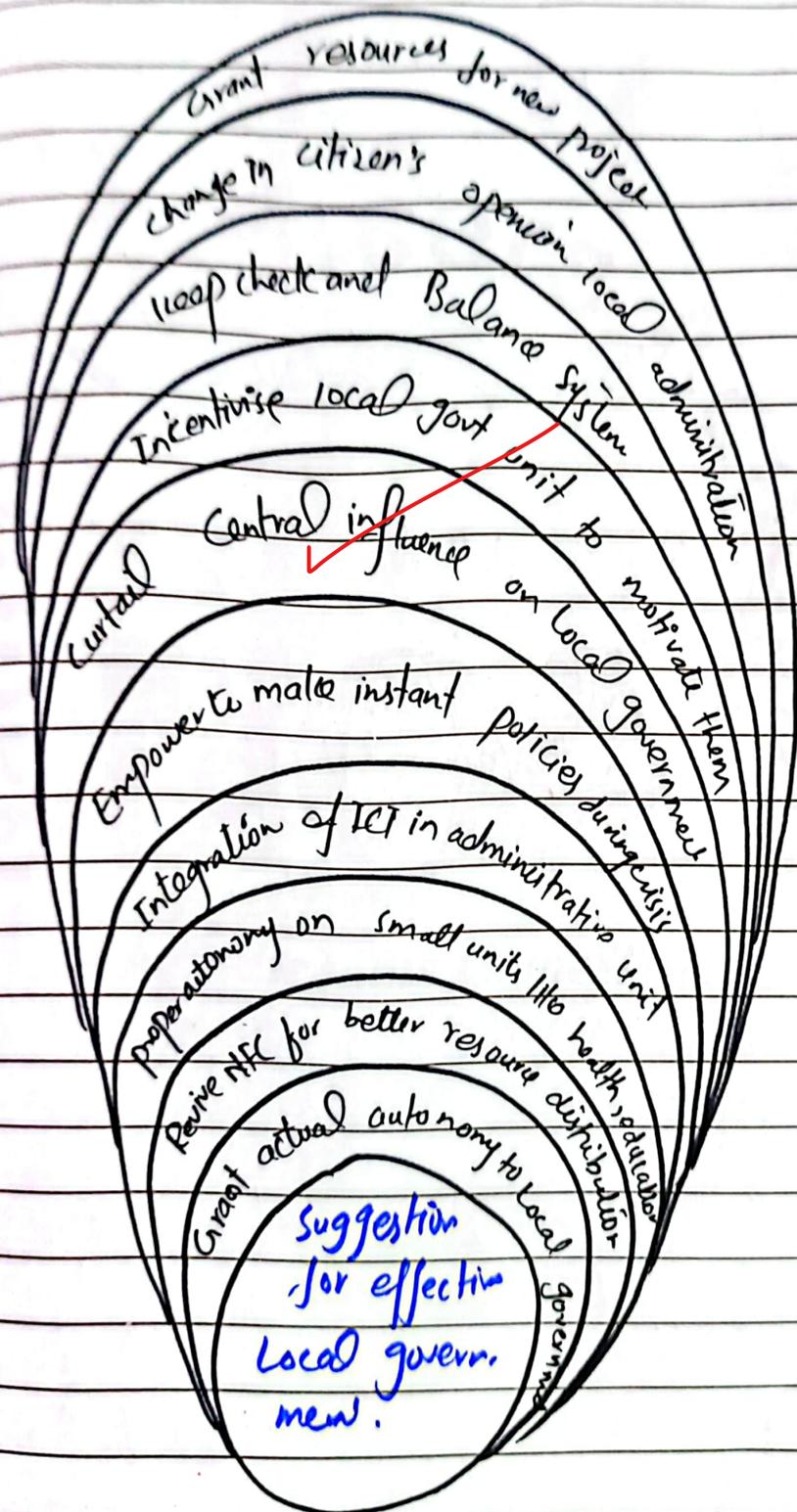## Local Government in Pakistan Can BBE Made More Effective in Pakistan.

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 efficiency. 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 more effective and empowered

STATEGIES / SUGGESTIONS TO MAKE LOCAL GOVERNMENT MORE EFFECTIVE

Grant resources for new project

change in citizen's opinion local administration

loop check and Balance System

Incentivise local govt unit to motivate them

Central influence on local Government

Curtail

Empower to make instant policies during crisis

Integration of ICT in administrative unit

proper autonomy on small units like health, education

Revive NFC for better resource distribution

Grant actual autonomy to local government

Suggestion for effective Local government.

Suggestion to make local government more effective.

Good

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 tire Union council, tehsil and district. Pakistan should them autonomy to take decision on small project like health & education and infrastructure development.

5. Integration of ICT in small administ-
rative unit

"ICT will help to strength the demo-
cracy at grassroot level by making
policies transparent at all level"

21st lesson for 21st Century
by Noah Harrari

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

6- Empower them to make instant policies
to manage crisis.

"During COVID-19, Pakistan has
to face many severe consequence 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 compromis their efficiency.
In the Book: Why Nations fail
The auther states that

"When local unit are least
stable, serve their center rather
that public. They national
fail to stand."

8. Incentivize local government to keep them motivated

It will help to keep the local unit motivated.

Prioritizing 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 mendatory 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 sureving.
" People have graviance toward the local government unit in Pakistan. It makes the administer to them challenging "
— Gallup Survey report.

Conclusion.

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

Question # 02.

PAKISTAN GOVERNMENT OFTEN CRITICIZED FOR FOR SHORT-SHRIFTING LONG-TERM DEVELOPMENT

INTRODUCTION

Pakistan has strong

mechanism of policy making &
implementation etc. Despite this frame-
work, Pakistan is strongly criticized for
short term policies planny.. The reason
are political instability & ruling
attitude of politicians etc.

Reason of fault line in Policing Placing

1. Political Polonisation in Pakistan

Pakistan's multiparty system creat
political polarisation.
In Pakistan, policiy maker focus to
secure their position rather that developmd
— Ishrat Hussai

2. Continuous regime change

"In Pakistan's history, no politicia
could congld it's tenure."
It makes difficult to
start long term development projed
and continue their completio!

3. Debt burden that restran 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 state that economic crisis in Pakistan becomes a setback to initial long project.

5- Inter-governmental confrontation.

The confrontation between differ tier of government made it difficult to start new project

6- Ruling rather than Surving allthe of government official.

It becomes a setback to to start long term development project

7- Bureaucratic hurdles duy development program.

The bureaucratic hurdle in Pakistan make it challey 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 constraints, political instability and inter-government confrontation. Moreover, the ruling rather then serving attitude of official also become a setback for long term development in Pakistan. However, Pakistan's current situation demand core development project.

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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-e-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