



**Pakistan Institute
of Public Finance Accountants**

Model Solutions

**Public Sector Business
Communication &
Report Writing**

**AGP | CGA | PG | PMAD | WAPDA | KPG | SG |
Public Sectors**

Winter Exam-2025

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Solutions – Public Sector Business Communication & Report Writing

Q.1. The Seven C's ensure effective public sector correspondence:

a

1. **Clarity:** Use clear language to avoid ambiguity. Example: A Notification specifying a policy's start date.
2. **Conciseness:** Be brief yet informative. Example: An Office Memorandum summarizing a decision in one paragraph.
3. **Courtesy:** Maintain politeness to foster respect. Example: A Demi-official Letter addressing a senior with formal greetings.
4. **Completeness:** Include all necessary details. Example: An Endorsement listing all attached documents.
5. **Correctness:** Ensure factual and grammatical accuracy. Example: A Press Communique with verified financial data.
6. **Coherence:** Organize ideas logically. Example: A report with structured findings and recommendations.
7. **Consideration:** Tailor to the audience's needs. Example: A Circular explaining a policy in simple terms for staff.

Q.1. The choice of communication channel affects message effectiveness in the public sector. Emails, formal and traceable, are ideal for Office Memoranda, aligning with Secretariat Instructions' documentation requirements. Letters, used for Notifications, convey authority but are slower. WhatsApp Messages and SMS, informal and insecure, risk breaches, violating Secretariat Instructions' security protocols (e.g., fax/cypher guidelines), making them unsuitable for confidential matters. They may suit urgent, non-sensitive alerts, like meeting reminders. Selecting an appropriate channel ensures clarity, security, and compliance. For example, a policy update via email ensures formal delivery, while SMS risks misinterpretation, undermining accountability.

b

Q.2. The communication process in the public sector comprises:

a

- **Sender** : Initiates the message (e.g., Section Officer drafting a Circular).
- **Message** : Content conveyed (e.g., policy update).
- **Channel** : Medium used (e.g., email, per Secretariat Instructions).
- **Receiver** : Intended recipient (e.g., staff).
- **Feedback** : Response confirming understanding.
- **Context** : Circumstances shaping the message (e.g., confidentiality).

Q.2. Feedback ensures clarity and alignment. Secretariat Instructions encourage feedback via Unofficial Notes or endorsements to verify receipt or address issues, preventing errors. For example, a Memorandum's reply clarifies policy queries, ensuring compliance.

b

Context influences tone and channel. Secretariat Instructions mandate formal channels (e.g., Office Orders) for legal matters and secure methods (e.g., cypher telegrams) for sensitive issues. A crisis-context budget announcement requires empathetic drafting to maintain trust. Ignoring context or feedback risks miscommunication and inefficiency.



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Q.3. Office Memorandum
Government of Pakistan
Ministry of [Division Name]
Islamabad, June , 2025

No. F.5-18/2025-Cyber

To: All Department Heads, Ministry of [Division Name]

From: [Your Name], Section Officer

Subject: Mandatory Cybersecurity Training Session

Following a recent data breach, all department heads must ensure staff attend a mandatory cybersecurity training session to enhance data security, per Secretariat Instructions.

Details:

- **Date:** June 25, 2025
- **Time:** 9:00 AM–12:00 PM
- **Venue:** Ministry Conference Hall
- **Trainer:** Cyber Security Wing, Ministry of IT

Attendance is compulsory. Submit participant names by June 15, 2025, to [section.officer@ministry.gov.pk]. Non-compliance may result in disciplinary action. Contact Ext. 234 for queries.

Signed

[Your Name]
Section Officer

- Q.4. a** A formal public announcement, published in the Gazette, to notify decisions, appointments, or regulations. Per Secretariat Instructions, it ensures legal transparency (e.g., policy enforcement).
- Q.4. b** An internal directive for administrative actions, like staff assignments, binding within a department, per Secretariat Instructions.
- Q.4. c** A semi-formal letter for inter-departmental coordination, blending official and personal tones, used for non-binding matters, per Secretariat Instructions.

Q.5. Government of Pakistan
Ministry of [Division Name]
Islamabad, June , 2025

No. F.8-12/2025-Audit

To: Deputy Secretary, Finance Division

Subject: Forwarding of Audit Report on Departmental Expenses

Attached is the Audit Report on Departmental Expenses (2024-25) for your review and recommendations.



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Cover Note: The report reveals overspending in travel (Rs. 2 million) and non-compliance with procurement rules in 15% of cases. It recommends stricter budget oversight and staff training. Please provide feedback by June 30, 2025.

Signed

[Your Name]

Section Officer

Attachment: Audit Report

Q.6. Title: Significance of Record-Keeping in Public Sector Governance

Précis: Public sector documentation ensures accountability and decision-making through transparent, compliant records, per Secretariat Instructions. Systematic indexing and weeding preserve essential documents, while poor management risks legal and efficiency issues. Digital archiving improves access but needs strong security. Audits and training uphold compliance, enhancing governance.

Q.7. Meeting Minutes Report

Inter-Departmental Meeting on Budget Allocations

Date: June 5, 2025

Venue: Ministry of [Division Name], Conference Room

Time: :00 AM–12:00 PM

Chair: [Director General’s Name]

Attendees: Department Heads, Finance Officer, Section Officers

The meeting discussed the 2025-26 budget for operations and projects. The Finance Officer proposed a Rs. 500 million budget, with 60% for operations and 40% for new initiatives. Key discussions included:

1. **Operational Costs:** A % rise in maintenance costs was debated, urging resource optimization.
2. **Project Funding:** A Rs. 90 million IT upgrade proposal faced scrutiny over cost estimates.
3. **Compliance:** Secretariat Instructions stressed transparent budgeting and procurement adherence.

Decisions:

- Approved a Rs. 480 million budget, with Rs. 300 million for operations and Rs. 180 million for projects.
- IT upgrade funding capped at Rs. 70 million, pending detailed justification.
- Departments to submit revised budgets by June 20, 2025.

Action Items:

- Finance Officer to finalize budget report by July 1, 2025.
- Section Officers to monitor compliance and report monthly.
- IT Department to submit revised cost estimates by June 25, 2025.

The meeting emphasized fiscal discipline and adherence to Secretariat Instructions.

Signed

[Your Name]

Section Officer



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Q.8. Inquiry Report

Subject: Investigation into Mismanagement in [Project Name]

Date: June , 2025

Prepared by: [Your Name], Section Officer

To: [Director General's Name], Ministry of [Division Name]

Investigation Process: On May 15, 2025, a committee was formed per Secretariat Instructions to investigate mismanagement allegations in [Project Name]. The process involved:

- Reviewing project documents (budgets, contracts, schedules).
- Interviewing staff, contractors, and stakeholders.
- Auditing financial records for 2024-25.

Key Findings:

1. **Financial Irregularities:** Rs. 2.5 million spent without approval, violating procurement rules.
2. **Delays:** Project delayed by seven months due to poor coordination.
3. **Oversight Gaps:** No regular progress reports, breaching Secretariat Instructions.
4. **Training Needs:** Staff lacked project management skills.

Recommendations:

1. **Financial Recovery:** Recover unauthorized funds and enforce procurement compliance.
2. **Coordination:** Appoint a project coordinator for better communication.
3. **Monitoring:** Implement monthly reporting via Control Charts, per Secretariat Instructions.
4. **Training:** Conduct project management workshops by July 31, 2025.

Conclusion: Mismanagement resulted from procedural lapses and weak oversight. These recommendations aim to restore efficiency and compliance.

Signed

[Your Name]

Section Officer

Q.9. Oversees record management, ensuring systematic filing, indexing, and retrieval, per Secretariat Instructions. Supervises weeding, secures confidential records, and coordinates with National Archives for permanent storage.
(i)

Q.9. Sorts and organizes records for efficient access, assists in indexing and weeding, and ensures compliance with retention schedules, per Secretariat Instructions
(ii)

Q.9. Maintains physical records through binding and transporting files, supporting retrieval and storage tasks, per Secretariat Instructions.
(iii)

Q.10. Per Secretariat Instructions 2004 (Appendix F), consulting the Foreign Affairs Division before communicating with foreign governments involves: drafting a proposal or communication outline, sending it via an Office Memorandum to the Foreign Affairs Division, and awaiting clearance. The draft must detail the purpose, recipient, and content. The Division reviews for diplomatic alignment, suggests revisions, or specifies channels (e.g., embassies). Communication proceeds only after approval.
a



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- Q.10.** Consultation ensures diplomatic consistency and safeguards national interests. The Foreign Affairs Division aligns messages with foreign policy, preventing missteps. Bypassing it risks unauthorized or conflicting communications, potentially causing diplomatic tensions, legal issues, or reputational damage. For instance, an unapproved trade proposal could disrupt negotiations. Such errors necessitate corrective public sector communication, undermining trust and efficiency.
- b**
