

AN OFFICIAL STUDY VISIT | 11–17 OCTOBER 2026

China Through the Lens of CSA's Second Cohort

Exploring governance, diplomacy, innovation and the institutions shaping modern China.

COMPILED & WRITTEN BY

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BEIJING · SHANGHAI · HANGZHOU · GUANGZHOU

MEET THE DELEGATION

Ten members. Four cities. One shared purpose.

DELEGATION THEME

Building Bridges Through Diplomacy, Governance and Innovation.

Under the patronage of the worthy Director General, Civil Services Academy, Mr. Farhan Aziz Khawaja, the delegation brought together faculty, probationary officers of the Pakistan Administrative Service (PAS), and a media representative to explore China's experience in public administration, diplomacy, technology and development.

Mr Bilal Akram

Delegation Leader | Director Admin & Finance CSA

Lt Cdr (R) Arslan Shakeel PAS Probationary Officer | Cohort Coordinator	**Lt (R) Muhammad Ali Hammad** PAS Probationary Officer	**Captain (R) Syed Mohammad Umar Shah** PAS Probationary Officer
Captain (R) Syed Abdul Rehman Bin Qasim PAS Probationary Officer	**Mr Faiq Ahmed Butt** PAS Probationary Officer	**Mr Muhammad Awais** PAS Probationary Officer
Dr Mishkaat Mubashir Awan PAS Probationary Officer	**Mr. Malik Hamza Mahmood** PAS Probationary Officer	**Mr Asif Butt** Media Correspondent | Jang Group



CITY 01 · BEIJING

Heritage, Diplomacy & Industrial Transformation

Beijing offered a compelling introduction to China's historical legacy, diplomatic engagement and technological ambitions.



Mutianyu Great Wall


MFA


Peking University


BAIC

北京

SUMMER PALACE · GREAT WALL · MFA · CFAU · PKU · BAIC

A JOURNEY THROUGH HISTORY

At the Summer Palace, the delegation experienced a remarkable landscape shaped by imperial history. The visit to the Mutianyu section of the Great Wall provided an opportunity to appreciate one of the world's most iconic historical landmarks.

DIPLOMACY IN PRACTICE

At China's Ministry of Foreign Affairs, the delegation met representatives of the South Asian Affairs desk, including Deputy Director Mr Pao Chang. Discussions explored Pakistan–China relations, institutional exchange and opportunities for greater engagement between Chinese institutions and the Civil Services Academy.

The interaction highlighted the value of sustained diplomatic contact in preparing future public servants to understand Pakistan's strategic partnerships. Opportunities for academic exchange and potential civil-service fellowships also emerged as areas for further exploration.

LEARNING AT CFAU

At China Foreign Affairs University (CFAU), the delegation engaged with the Research Center on Building a Community with a Shared Future for Humanity. Discussions touched on CPEC, Pakistan's development priorities, institutional challenges and the opportunities associated with the next phase of cooperation.

INNOVATION ON THE GROUND

At Peking University, Chinese students learning Urdu demonstrated the human dimension of bilateral relations. The interaction opened possibilities for continued cultural and academic exchange.

The visit to BAIC's automobile assembly plant, including test drives, offered a close look at China's evolving automotive sector and electric-vehicle revolution.

CITY 02 · SHANGHAI

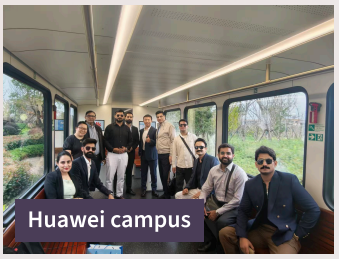
Urban Governance, Research & Innovation

Shanghai presented a city where academic research, urban management, historical memory and technological development intersect.


Fudan University


The Bund


First Congress site


Huawei campus

上海

FUDAN · PEOPLE'S CITY · HUAWEI · THE BUND

ACADEMIC EXCHANGE AT FUDAN UNIVERSITY

At Fudan University's Pakistan Research Center, the delegation met Professor Xie Chao and other faculty members. The discussions explored avenues for closer academic engagement and potential collaboration between Fudan University and the Civil Services Academy.

A CITY DESIGNED AROUND PEOPLE

The Shanghai People's City Practice Exhibition Hall offered insights into people-centred urban development and the relationship between planning, public spaces and everyday citizen experience.

For future administrators, the central lesson was the importance of assessing urban policies not only through infrastructure delivered, but also through the quality of life and services experienced by residents.

UNDERSTANDING INSTITUTIONAL HISTORY

At the Memorial Hall of the First National Congress of the Communist Party of China, the delegation explored an important chapter in China's political history. The Congress, held in July 1921, remains a significant part of the country's institutional memory.

TECHNOLOGY AND THE MODERN CITY

At Huawei's Lianqiu Lake Research and Development Center, the delegation toured the campus, viewed product displays and interacted with Huawei's Pakistan leadership. Discussions explored possible avenues for knowledge-sharing, including AI-focused sessions and workshops at CSA.

The day concluded with views of Shanghai's illuminated skyline from the Bund, followed by an observation-deck experience at The Stage.

CITY 03 · HANGZHOU

Digital China & Sustainable Landscapes

Hangzhou offered a distinctive combination of digital enterprise, modern transport and a celebrated cultural landscape.



Hikvision



Alibaba


West Lake

杭州

BY HIGH-SPEED RAIL

Shanghai Hongqiao — Hangzhou East

THE JOURNEY BETWEEN CITIES

The high-speed train from Shanghai Hongqiao to Hangzhou East was itself an illustration of China's investment in intercity connectivity. Efficient transport links can strengthen economic integration, improve mobility and connect people with opportunities.

WEST LAKE: CULTURE AND CONSERVATION

The delegation visited West Lake, a UNESCO World Heritage cultural landscape inscribed in 2011. Its setting illustrates the enduring relationship between urban life, cultural heritage and the natural environment.

INSIDE ALIBABA

At Alibaba Group's Xixi campus, the delegation received a briefing on the company's growth, products and influence on China's commerce landscape.

The visit provided an opportunity to reflect on how digital platforms can reshape commercial activity, connect markets and change the way consumers and businesses interact.

For public administrators, the broader questions concern the enabling environment for innovation: reliable infrastructure, institutional adaptability, fair competition and public confidence in digital services.

EXPLORING SMART TECHNOLOGY

At Hikvision's Binjiang facility, the delegation reviewed products and engaged with the company's Pakistan leadership. Discussions explored potential areas of cooperation, including possible applications for CSA's security systems.

Any future collaboration would require appropriate technical assessment, procurement procedures and safeguards for privacy, cybersecurity and accountability.

CITY 04 · GUANGZHOU

Urban Mobility & Public Infrastructure

The final city brought the delegation's attention to urban mobility, public infrastructure and the systems that support a rapidly developing metropolis.



Guangzhou Metro Museum

广州

From infrastructure delivery to long-term service performance.

INSIDE THE GUANGZHOU METRO MUSEUM

At the Guangzhou Metro Museum, the delegation explored the history and evolution of the city's metro network through an interactive experience.

The visit was particularly relevant to Pakistan because Guangzhou Metro Group was involved in the Lahore Orange Line Metro Train project.

This connection provided a useful opportunity to reflect on the requirements of sustainable public transport beyond initial construction: maintenance, technical capacity, operational efficiency, lifecycle costs and the continuity of service.

For public administrators, infrastructure performance depends not only on capital investment but also on effective institutions, trained personnel and long-term planning.

A FINAL WALK THROUGH THE CITY

The delegation also visited Beijing Road, experiencing one of Guangzhou's prominent commercial and pedestrian areas. The visit offered a glimpse of the city's public spaces, retail activity and urban character.

BRINGING THE VISIT TOGETHER

Across four cities, the study visit connected historical and cultural experiences with practical exposure to diplomacy, research institutions, advanced manufacturing, digital enterprise and public infrastructure.

The value of such exposure lies in identifying useful lessons for Pakistan while recognising that policies must be adapted to local institutional capacity, public needs and economic realities.

LESSONS FOR PUBLIC ADMINISTRATION

From Exposure to Application

The study visit offered more than an introduction to China's achievements. It encouraged reflection on how public institutions can learn, adapt and deliver better outcomes for citizens.

FOUR LESSONS FOR FUTURE ADMINISTRATORS

01 **Put citizens at the centre.**
Urban planning and public services should be assessed by their impact on everyday life, accessibility and quality of service.

02 **Build institutions, not just projects.**
Infrastructure and technology deliver lasting value when supported by clear responsibilities, skilled personnel, maintenance and accountability.

03 **Use technology purposefully.**
Digital systems and AI can improve service delivery, but adoption must be accompanied by cybersecurity, privacy protection and responsible oversight.

04 **Invest in sustained institutional exchange.**
Academic partnerships, professional workshops and fellowships can strengthen knowledge-sharing beyond a single visit.



















PHOTO GALLERY · 01

Pre-departure meeting of the delegation with Director General CSA Mr. Farhan Aziz Khawaja and Consul General of the PRC in Lahore Mr. Sun Yan

Photo Gallery



Ministry of Foreign Affairs, Beijing



Delegation members at the Ministry



Dialogue at China Foreign Affairs University



Group photograph at CFAU Research Center



Meeting Urdu students at Peking University

Photo Gallery



Institute of International Studies, Fudan University



Fudan University



The delegation in Shanghai



Product briefing at Hikvision, Hangzhou



Guided tour, Guangzhou Metro Museum



Guangzhou Metro Museum

Photo Gallery



Beijing Daxing International Airport



The Summer Palace, Beijing



Mutianyu Great Wall



World Heritage marker, Mutianyu



Boat ride at Xixi wetlands



Xixi wetlands



Guangzhou Airport

CONTINUING THE CONNECTION

A Week of Learning. A Foundation for Lasting Engagement.

From Beijing's diplomatic institutions to Shanghai's research and technology centres, Hangzhou's digital ecosystem and Guangzhou's public transport experience, the study visit offered the Second Cohort a broader understanding of China's development journey.

Its lasting value will depend on how these observations inform future professional practice, institutional collaboration and public-service delivery in Pakistan.

The visit also reinforced the importance of people-to-people engagement: academic conversations, cultural exchange and professional relationships that can continue long after the delegation's return.









11–17 October 2026

4 CITIES · 10 MEMBERS

ACKNOWLEDGEMENTS

The delegation expresses its appreciation to the Research Center on Building a Community with a Shared Future for Humanity at China Foreign Affairs University, the participating Chinese institutions, university faculty, officials and hosts for facilitating the visit and sharing their perspectives.

Special appreciation is extended to the institutions and individuals who contributed to the programme across Beijing, Shanghai, Hangzhou and Guangzhou.

LOOKING AHEAD

Building bridges through diplomacy, governance and innovation — and turning shared learning into meaningful public service.

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