

GENERAL STUDIES - PAPER IV

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 19 questions.• All questions are compulsory• The number of marks carried by a question/part is indicated against it.• Content of the answer is more important than its length.• Answers must be written in the space provided. <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p> <p><i>Success in answer</i></p> <p><i>Maintain clarity in answer</i></p> <p><i>You will do good</i></p> <p>7/10/2012</p>
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Name Babitarani Swain

Roll No. _____

Mobile No. _____

Date 6th October

Signature 

Swain

Roll No. _____

GS SCORE

SECTION - A

Q1: Explain the following quotes with respect to the public service:

(a) "Your own Self-Realization is the greatest service you can render the world".

(b) "To handle yourself, use your head; to handle others, use your heart".

(75 Words Each) (5×2=10 Marks)

①

Self-realisation is the highest order
Motivation in Maslow's need hierarchy.

how self-realisation helps

(1) Self-realisation is a state, where one is motivated not because of outside factors: Money, service, recognition. He/She is motivated because of the work itself.

e.g. Some civil servant get job satisfaction not because of Salary, but because of Service-orientation to help common citizens.

(2) When there is Self-realisation, one understands oneself, own potential, and responsibility. One realises that actual happiness lies in happiness of others.

one understands the duties, responsibilities one has for the Society, community or to the nation.

Remarks

②

(b)

Self-regulation is possible with using measures like Self-restraint, Self-discipline

When it comes to regulate others' behaviour one can't simply use orders, controls etc.

Using threat, law, order to handle others certain limitations

his part would have been written differently

1. Creates bad relation
2. Impacts work culture
3. Lack of mutual respect; team work
4. Perception of unresponsiveness

Hence, handling others human being is challenging as one should deal with human emotions

How: Using heart helps

1. Using heart means, being compassionate towards others' problems; respecting their emotions & sentiments

e.g. Gandhi: Used Fasting to motivate / handle others mass. protests

1

Remarks

Q2. "Aristotelian and Buddhist ethics are alike formally: each advocates moderation". Discuss.
(150 Words) (10 Marks)

~~Aristotle, & Buddha~~ advocated Moderation
~~in life:~~

~~TO~~
Buddhist philosophy of
Moderation

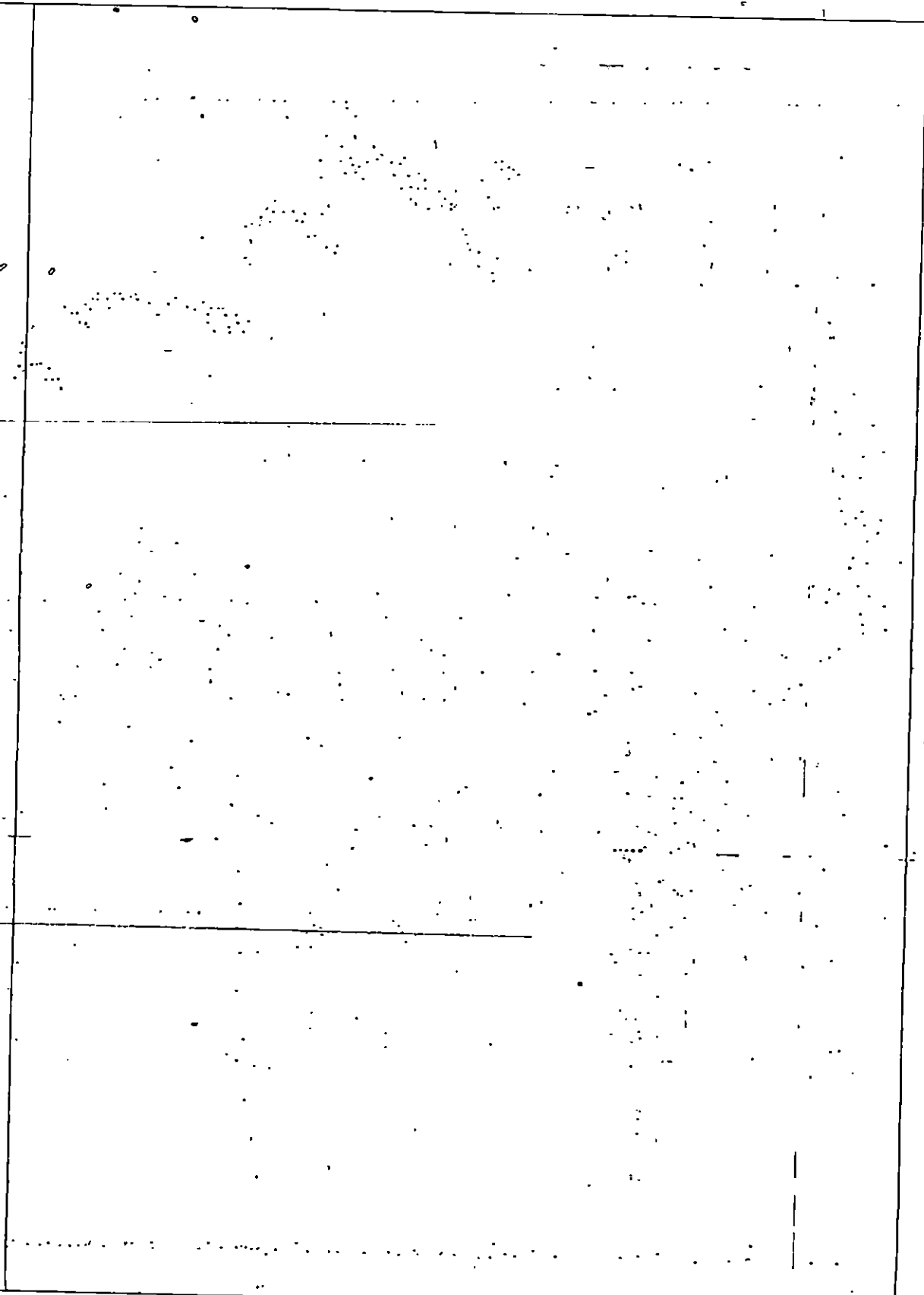
1. Moderation in life - Moderate paths
to living a simple life.
2. Not living luxuriously, but working &
earning for survival.
3. It is against wealth accumulation.
4. Same is true for anger - one should not
get angry, should be moderate.

Remarks

5

8

GS SCORE



Remarks

Q3. Do you agree that parochialism creates devilish leaders and threatens common survival? Discuss with respect to the usage of religion as a tool by the people to increase enmity. (150 Words) (10 Marks)

Parochialism means inability to see beyond one's ~~religi~~ identity based on religion, regional interest, caste, language etc.

How parochialism creates devilish leaders?

1. A leader, who is parochial, will seek welfare of his community at the cost of welfare of others
2. This is a threat to community living universal values / brotherhood, unity and integrity of nation

Use of religion as a tool:

- 1) Using religion, many profess/preach their own vested interest
- 2) Political parties use religion to win votes - divisive politics
- 3) Local leaders may use to gain more resources for their own community.

Remarks

- (4) This leads to parochialism - as one can't see beyond one's religion. one can adopt immoral means to safeguard one's own religious interest
- (5) This creates enmity, and ground for communal violence, killing, hate speech 4
- (6) This in turn proves a threat to both communities as society as a whole

Remarks

Q4. Illustrate the following statements with respect to the transparency:

- (a) "Transparency is a prerequisite for accountable government".
 - (b) "Transparency is an ethical imperative a duty for government and administration".
- (75 Words Each) (5×2=10 Marks)

Q4. Transparency is openness about one's action & inaction.

Why transparency is prerequisite for accountable government

1. It is held that information is power
2. If citizens don't know, what are their rights, entitlements, and what the govt does, they can't hold government accountable.
3. If there is transparency, it makes officials responsive, they become responsible and prevent arbitrary use of power as their action may lead to public criticism

However transparency is prerequisite but not sufficient for accountability: Need for

1. grievance Redressal Mechanism
2. answerability of official to parliament, citizen if found guilty

Remarks

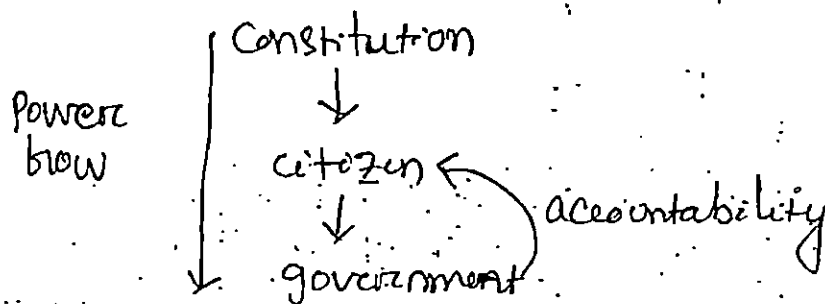
3. enforcement of law against errant officials

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⑥ ^{why} Transparency an ethical imperative

1. Public administration, essentially means Public (citizens). The main beneficiary are citizens

2. Constitution emphasises Popular Sovereignty Power flows from citizens to government.



3. Government expenditure is mainly Public Money (tax). They have all rights to know, what ~~government~~ does?

Hence, improving transparency is not just an Mechanical concept, it is an ethical imperative. This is based on ~~ethical values of states~~ democratic ideals or ethos.

②

Q5. Define the connotation of the word "the common good". Discuss the role of voluntary organizations in maintenance of that. (150 Words) (10 Marks)

What is good for an individual, may not be good for the society. However Common good means, good for the community as a whole.

Common good embodies the principle of Public Welfare, or public interest safeguards.

e.g. Development of a dam may only serve a city with drinking water. However, it may displace thousands of people. Hence Common Good can be established by ensuring Fair compensation & rehabilitation of displaced people.

Role of Voluntary organisations

(1) Many NGOs, and CSOs, represent the issues, problems of disadvantaged section in front of government.

e.g. : an NGO, took problems of slums in Mumbai, and govt provided them with electricity and drinking water.

Remarks

(2) Another example of common good, is 'social impact assessment' under land acquisition Act, 2013. Here also NGOs, help in evaluating social cost of land acquisition.

(3) However in many cases, voluntary organisation may have vested interests, & not aimed to secure common good.

e.g. Greenpeace, instigating incentives to villagers against large scale infrastructure project as per law commission.

← Hence proper regulation is necessary to
 → ensure NGOs and other voluntary organisation work for common good & not their own vested interests.

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 N: 900

Q6. Differentiate between any two of the following terms:

(a) Commitment and Dedication

(b) Values and Beliefs

(c) Honesty and Loyalty

(75 Words Each) (5×2=10 Marks)

~~(a) Commitment~~

(b) Values and Beliefs

Standard of good deeds

1. Values are those things, we give importance or they are precise in our life.

For example Value of equity, compassion, love, family life

2. Values may be different for one person to other.

e.g. one may give more importance to individual growth, employment, good career and migrate to city

another may give more importance to family life, love, warmth etc

Beliefs are, derived from our knowledge, experience, underlying values, perceptions

Remarks

2

and, hence values also determine our beliefs. e.g. If our value is gender equality, we will believe in inherent capacity of women to achieve, work, prosper etc

(C) Honesty and loyalty

1. Honesty is an ^{moral} act of preventing any temptation for private gain at public cost

2. Honesty is ground value for integrity.

3. Loyalty is inclination towards some person or value or belief.

4. Loyalty itself doesn't mean honesty

e.g. @ ~~loyalty~~ if a civil servant is loyal to political party, it may result in corruption.

⑤ If a civil servant is loyal to constitutional values and welfare of citizens, he will be honest in his conduct.

Remarks

(2)

Q7. What is normative ethics? How does it save a leader from deviation from the ideal path? What difficulties occur if a Civil Servant rigidly sticks to normative ethics rather than taking help from the wisdom of normative ethics by factoring in the ground realities?
(150 Words) (10 Marks)

Normative ethics

1. It is based on certain norms, values, which are regarded as Universal.
2. One is expected to adhere to such norms in any situation.
3. Certain norms like, truth, love, honesty, integrity are taken as Universal.

How it save leader from deviation

1. Leader has Specific responsibility, as the decision may affect many people.
2. In this situation normative ethics provide leader's benchmarks to evaluate their action, decision and take corrective action in case of deviation.

e.g. Truth and Nonviolence guided Gandhi's action during Freedom movement. Because of Violence, he stopped, Non-co-operation movement (after Chauri Chaura incident)

Remarks

However, strictly adhering to ^{a set of} norms may create practical difficulties for a civil servant.

1. No ethics, and laws, can encode, unforeseen situation, ground realities.

In such cases, strictly abiding to norms may create ethical dilemma or dilemma of individual conscience.

e.g. code of conduct may specify instruction to official: first-come-first-serve.

However, if an old lady is standing in queue, strictly abiding to norms will go against one's individual conscience of helping senior citizens.

2. Further, in disaster/crisis management, one can't be bound by norms / rigid rules.

They should be guided by them, but also should be flexible enough to factor in ground realities.

④

Remarks

Q8. What is structural discrimination? Why is legislation alone insufficient to alleviate them? Suggest ethical measures to remove the structural discrimination.

(150 Words) (10 Marks)

Structural discrimination

1. It is entrenched in ~~society~~ societal structures such as Family, religion etc.

e.g. Patriarchy is an example of structural discrimination, as it is based on societal belief

2. physical structures may also lead to discrimination - building without ramps discriminate against disabled

Why legislation alone is insufficient

1. Legislation can criminalise such practices such as child marriage, Sati etc.

However, their success is limited as visible from, huge no. of child marriage even today

2. legislation can't change old practices, beliefs. It may be conceived as interference of government in personal lives

Remarks

ethical measures to remove such structural discrimination

① promote change from within.

eg progressive religious leaders may interpret religious text in light of progressive ideas.

② Conduct of public functionaries: such as politicians to act as role model

③ appealing to individual conscience of individual through awareness drive, campaign, documentary

Street plays

④ school education based on progressive values of equality, rule of law, compassion etc

Remarks

Q9. Answer the following questions based on the concept of conscience:

- (a) What is conscience? Explain the following quote with respect to that - "In matters of conscience, the law of the majority has no place". (Mahatma Gandhi)
- (b) How is conscience shaped by the education, law, and authority? What is the importance of conscience in decision-making? (75 Words Each) (5×2=10 Marks)

It is said that, there is an higher court above the court of Justice. It is 'individual conscience'

Individual conscience is the values one have internally - innate values.

~~There~~ Law of majority has no place in matters of conscience.

1. Law of majority may be in conflict with one's individual conscience.

e.g. Ram Mohan Roy was against

law of majority: Sati, Pratha, Child marriage

It was his individual conscience which disapproved the practices of majority

2. Law of the majority doesn't essentially ethical / moral.

ex: Gandhi was against the British laws: like Salt tax. He went against

Remarks Such law, as it was against his individual conscience "No tax without representation"

(b)

Conscience is shaped by education, law & authority

education

1. education that is universal, secular, inclusive will inculcate values of equality, secularism, respect for others

law & authority

1. laws are also basis for conscience building earlier, Sati pratha was practices however laws banned it, slowly it was shaped individual conscience for gender equality

Importance of conscience in decision making

1. At individual level, or in personal life, our conscience helps us to take a good decision based on certain values

e.g. Individual conscience may promote to go against majority practice, of discrimination against girl child, and ensuring good education for her

2. At public level, individual conscience may facilitate an official to stand against illegal orders & be loyal to constitution & people of the country

- Remarks

Q10. "A person may cause evil to others not only by his actions but by his inaction, and in either case he is justly accountable to them for the injury." Elaborate the essence of Mill's statement with respect to corruption. (150 Words) (10 Marks)

It is said that failure of democracy is not just due to trouble created by minority, but due to silence of majority.

This signifies that, not only action, but also inaction may harm.

For example

1. A person may be involved in domestic violence - ~~he~~ With his action, he is creating nuisance.

2. The same person may be an bystander of another case of domestic violence.
~~if~~ Hence his inaction also promotes domestic violence.

Similarly in case of corruption it is true

① An official, who takes bribe - is threatening values of honesty, hence his/hers action for private gain affects public interest.

Remarks

② If an officer doesn't take bribe, but witnesses someone taking bribe, but remains silent, he is equally responsible for the action

Way Forward

1. Strong Whistle Blower Protection Act - to ~~also~~ promote culture of whistle blowing in case of corrupt practices
2. Ethical Code of Conduct for Officers

Remarks

Q11. Define any two of the following attributes with respect to the civil services:

- (a) Serenity
 (b) Beneficence
 (c) Practical wisdom

(75 Words Each) (5×2=10 Marks)

(b) Beneficence

1. Civil servant should be benevolent towards citizens.
2. This ensures Confidence & trust among citizens.
3. If civil servants ~~are~~ behave like masterce, it will erode trust; create fear and hamper relation between citizen & government.
4. An civil servant who ~~is~~ has values of beneficence will ensure consulting of citizens, making them involved in decision making.

(c) Practical wisdom

1. Civil Servants are entrusted with planning Welfare Schemes and their implementation.
2. Success of such schemes depend on Practical wisdom of Civil Servant.

Remarks

3. He should know about the ground realities needs, aspirations of people
4. This practical wisdom will help in making policies responsive and as per need of citizens
5. practical wisdom also comes from experience and practice. Hence civil servant uses their experience to make future policies more practical & acceptable and implementable

Remarks

Q12. What is social contract theory? Did you find ethics as guiding principle in it? Discuss. (150 Words) (10 Marks)

Social Contract theory

1. One can rule / regulate society based on contract, that is a government has power to legislate for whole society, as the society / people have given the power to government

2. power of government comes from acceptance (legitimacy) of people.

3. Government intends acts for welfare and development of the society.

4. Same way in economic, it is similar to principle of trusteeship

e.g. capitalists use social resources, for business, and hence are responsible to return social benefits to society.

Not always used
Rites of justice
Start of obligation

Remarks

ethics as guiding principle?

1. It is ethical, because, it embodies
principles of accountability

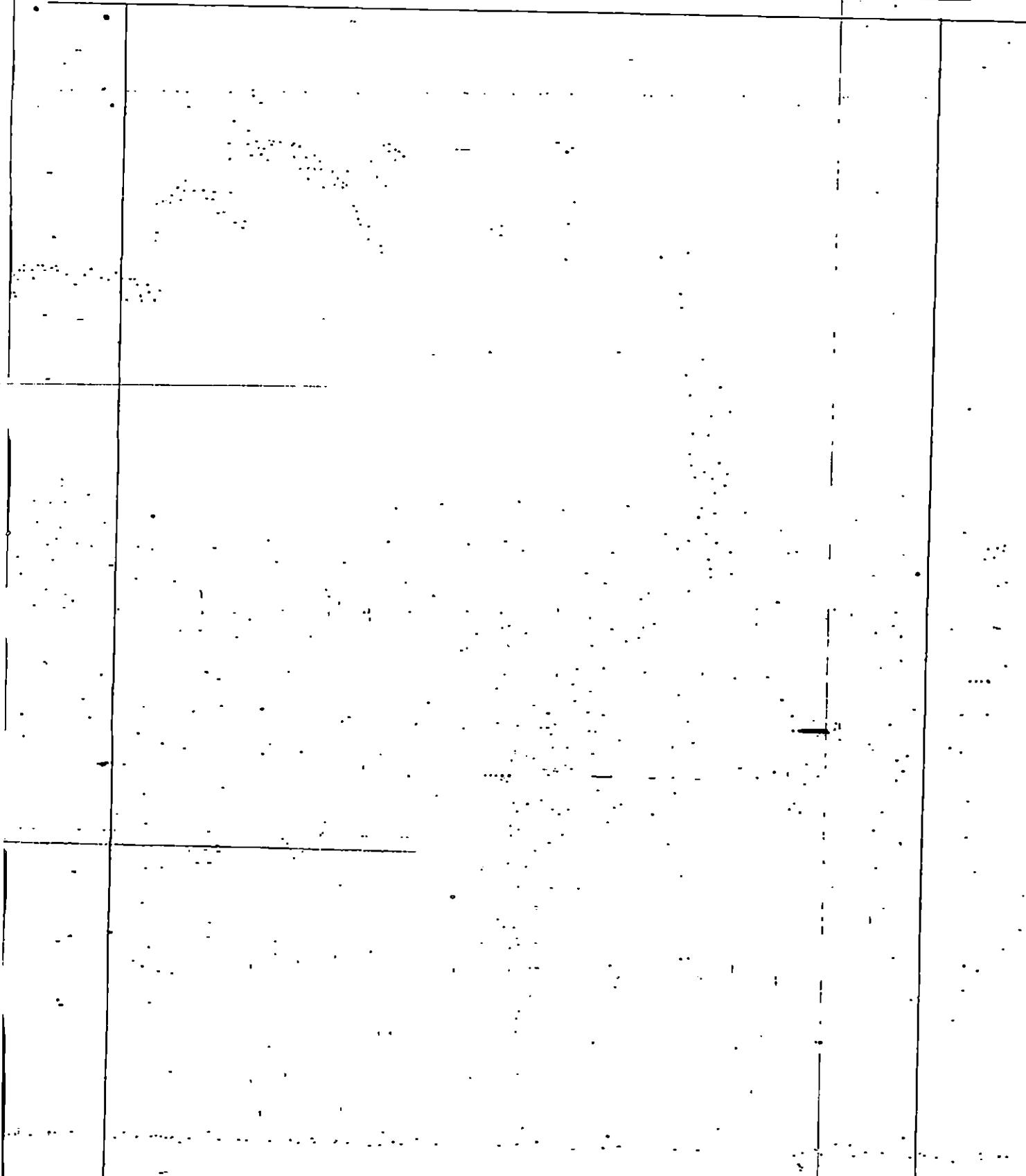
e.g. govt is accountable for its actions to
society

2. It embodies ethical value of transfer of
benefits as seen in principle of trusteeship

Rethink

Remarks

GS SCORE



Remarks

SECTION - B

In the following questions carefully study the cases presented and then answer the question that follows:

- Q14. You are DM of a district where a big infrastructure project is underway which is apprehended to displace large number of villagers. The work of building that infrastructure is often interrupted by environmental and social activists who off and on organize massive protests. The project is stipulated to be commissioned very soon by the Prime Minister and the project work has stopped for more than two weeks. Which of the following options would you prefer to take and why?
- Use of the force to disperse the protesters and arrest the leader.
 - Talk with the leader, hear the complaints and apprehensions, convey that to the government and request quick redress or assurance in writing for the same so that work can begin.
 - Try to negotiate, give assurance of redress of complaints and apprehension as far as possible and request the leader and protestors to leave the project site immediately, failing which, resort to the use of force immediately.

(250 Words) (20 Marks)

Facts

- Big infrastructure project - work has stopped
may lead to time & cost over-runs
- ~~through~~ Need for displacement of large number
of people - issues of compensation &
rehabilitation

Course of action

- Using force & arresting protest leader

This can ensure peace temporarily. However it may not sustain for longer. Further image of government in eyes of local people will decline, leading to trust deficit.

Remarks

(b) Talk & hear Complaints

Talking to the protesters and considering their apprehensions will increase confidence and trust. However, conveying these issues & waiting for redressal will be time-taking. As issues of compensation and especially rehabilitation take long time

Hence this will result in delay

(c) This option is more suitable as it on one hand considers apprehensions of local people and also ensures timely start of the project.

Hence, at first, the protesters should be given assurance for redressal of their grievances. Using force should be a last resort in this case.

Further, I will recourse to Citizen Charter, which may include the grievances of protesters. And involve them in a Social audit committee. These measures will bring an sense of ownership among local people.

Remarks

Reasons for taking this decision.

1. It ensures empathetic hearing of Problems of locals
2. It ensures redressal of grievances and makes development inclusive.
3. Use of force as last resort to start work ensures professionalism
4. It is a good balance between professional ethics & individual conscience

8

Remarks

Q15. Strict discipline is the hallmark of a good administrative system. There are increasing cases of subjugation and insubordination in administrative setups which de-motivates both subordinates when they are suppressed and bosses when they are disobeyed. Annual Performance Reports and strict adherence to the official Code of Conduct are the two most important mechanisms to ensure discipline in an administrative system. Suppose you are head of a government department with 50 subordinates, elaborate how would you act in the following situations?

- How often would you use Annual Performance Report as a threat to the erring officers and why?
 - Is Annual Performance Report a full proof system of assessment of employees?
 - Do you think that two way assessments (boss & staff and staff & boss) can lead to a full proof assessment of the staff in an administrative system?
 - Can you argue that motivating the staff for adherence to Code of Conduct rather than threatening, censoring or firing is more sustainable way for maintaining discipline in a large organization and the latter as means to restore discipline are dispensable?
- (250 Words) (20 Marks)

Good administrative system

- discipline
- Work ethics
- Incentives to good work, Punishment to violators
- Scope for personal development, Job satisfaction
- Responsive to need and aspiration of society

① - Annual Performance Report (APR)

- Main aim is to asses performance and improve competence of officials through training
- APR also helps in promotion of competent officials
- Hence Using APR as a tool of threat is against the above principle, as it is a tool of

Remarks

Personal development

Hence using APR to threaten should be in very rare cases and can't be resorted to in normal cases.

⑥ APR : Full proof?

APR are usually made by Superiors and may be subjective to following:

- (1) Personal relation between employee and boss.
- (2) Mood of boss.
- (3) Political Patronage.

Hence an element of subjectivity remains Way Forward

2nd ARC recommended Performance management System which involves (1) Superior
(2) Colleague
(3) self review

This 360° review may reduce the subjectivity

⑦ Two way assessment : (Boss & staff) & (staff & Boss)

This will reduce subjectivity to some extent. Further, it will also act as a check to arbitrary, dictatorial behaviour of Superiors &

Remarks make them more responsible & friendly

However if used as an fault finding technique, it will affect the work culture and relation between boss & staff. Hence the primary aim of this should be fact binding and a way to improve, develop personality etc.

(d) 'work culture' impacts morale of employees. If work culture is based on mutual respect, team work, compassion it improves morale. In this situation a worker makes his personal interest subordinate to organisations interest, leading to discipline.

However, dispensing with censoring & hitting completely is not sustainable. This should remain a last resort to deal with errant officials. In normal times, motivating to adhere to code of conduct should prevail.

8

Q16. You are head of an organization which has large public interface. One day an old man approaches you and complains that one Assistant incharge of Old Age Pension Scheme is demanding Rs. 100.00 from him for clearing his pension claims. He has further revealed that this is a common practice in this office and those who do not pay the bribe money, are harassed. You have become very upset with the state of affairs and want to solve the problem of the old man alongwith bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which would you adopt, giving reasons.

(250 Words) (20 Marks)

Problems

1. helping old man with his pension
2. changing work culture

①

1. Instruct the Assistant in charge to pass the pension claim of old man, and leave the matter as it is

2. Take strict action against the officer incharge which can act as - Future deterrent for officials

3. take holistic measures to improve work culture, along with helping the old man to get his claims of pension

4. Punish the errant official and then take measures for improving work culture

Remarks

(b)

(1)

MeritDemerit

1. Old man will get his pensions
2. No time & Resource required to improve work culture

1. It will not change the actual working condition
2. Threat to image of ~~comp~~ organisation having large interface.

(2)

1. It will deter other official from taking bribe

1. It will not change work culture

(3)

1. holistic measures to be taken:
 1. code of conduct
 2. Citizen charter
 3. Social audit
 4. encouraging citizen to file RTI frequently
 5. complaints box

This will improve the administrative work culture, inculcate values of honesty &

1. No action against the errant official may leave bad precedent

very good.

Remarks

integrity

④

MERIT

1. This will create good working condition as well as punishment will act as deterrence

DEMERIT

1. Time & resources required

write effective
conclusion to
give final
answer to

(6/2)

Remarks

Q17. There are spiritual gurus and social activists who enjoy big following among people. Their messages flow easily among masses & people follow them. However, government spends lots of money on advertisement of its welfare and development programmes, yet people's response and participation is sluggish as exemplified in the "Swachh Bharat", "Beti Bachao, Beti Padhao", "Afforestation" and "Family Planning" schemes among others. There are many social ills such as child labour, dowry, and aggressive sexual assault of women. Answer the following questions based on the above case:

- (a) Do you believe that involving spiritual gurus and social activists to increase peoples' participation in welfare programmes is good? Give reasons.
- (b) What are the difficulties in involving spiritual gurus and social activists for promotion of the government's welfare programmes?

(250 Words) (20 Marks)

Problems

- ineffectiveness of government advertisement & Campaign to reach masses
- Lack of participation of citizens.

(a) Citizens participation in especially welfare and developmental programs is necessary for effective outcome. Specifically in programs which target some social ill, which is entrenched into society, participation will be less. The challenge for government is to increase awareness and involve citizens.

In this context, spiritual gurus and social activist enjoy good will of people and have mass following.

Remarks

Hence involving them to increase people's participation is advantageous;

Reasons

1. This is already in practice in some states. For example, in case of mental illness, people often visit spiritual leaders. To take advantage of this, many state govt have come up with 'Dava with Dua' (Medicine with blessings) concept. Where spiritual guru suggest to consult a mental health professional. This is successful in many states.

(b)

However, there is also ~~certain~~ difficulties in this.

(1) - First, spiritual guru & social activists may ~~not~~ be ^{non-}reluctant to get involved. In many cases they derive (spiritual guru) legitimacy from religious texts based on old values.

(2) If they agree, next challenge is to increase their awareness and also make the government agenda, purpose clear to them.

Remarks

(3) -- ~~So~~ This will give them legitimacy
And many may resort to promote their
own vested interest in ~~no~~ shield of government
protection.

Way Forward

1. Involving Such leaders is an effective way
to increase citizen awareness

2. At ~~the~~ same time proper cautions should
be taken to reduce concerns

8

Remarks

Q18. Due to proliferation of porn literature and videos in the era of increased mobile and internet, sick sexual addiction and perversion is fast increasing, not only among less educated and emigrant labour force living in slums, but also among the educated class and friends and family relatives leading to unwanted pregnancies, murders, suicides, etc.

- (a) If you are secretary in the Home Ministry of a State, what steps would you take to address the rising trend of sexual perversion and sex related crimes against children and women?
- (b) Would you suggest a complete ban on pornographic websites? Give reasons.
- (c) Why despite laws against perverted sex and sexual crimes, this continues, especially in big cities and metros?
- (d) Do you think that laws are inadequate? Give some arguments in favour of "social control" and "community vigilance" to curb such aberrations.

(250 Words) (20 Marks)

a Steps to be taken to address
rising trend of sex related
crimes

- 1) Regulation of porn related websites
- 2) awareness drive among parents to regulate access of children to internet content.
- 3) suggesting government to establish fast track courts to ~~also~~ expediate such cases & conviction of criminals will deter other offenders
- 4) However this also points towards declining ethical/moral values of society at large.

Remarks

5) This can be addressed by making

School education more value based.
 making children aware of Such issues.
 This will help them to decisions not based on
temptation but based on long term consequences

⑥ Complete ban on pornographic websites

- ① This will ~~reduce access to such sites~~, but this is infeasible, as it is difficult to ban all sites.
- ② banning all sites may promote more piracy online
- ③ Regulation is not possible, given huge number of sites

Way Forward

- ④ Complete ban will also have sites having good information, only because they may include such words

Way Forward

- ① Regulation of websites, and regulation of access to such websites
- ② it should prevent underage children to get access to such literature & websites

Remarks

c) Why law is ineffective?

1. Law can't legislate morality / moral values
2. This requires improving good values through Family, Schools, Universities
3. Further there is laxity in law enforcement because of insensitivity of police officers to file & investigate

Way Forward

- 1) awareness campaign
- 2) Moral value inculcation
- 3) sensitise police officer
- 4) More lady constable
- 5) community policing - in lines of Assam Meera Paobi / women torch bearers

d) - Laws are aimed at deterrence, but it can't go beyond it to inculcate values/morals

Social control / Community

Vigilance

- 1) Already done in Assam: where women from community travel throughout village in night
- 2) This will keep a check on aberrants
- 3) along with Law Community Control will be effective

Remarks

Q19. In recent times it has been seen that the Civil Servants rise from sleep only after a crisis assumes an unmanageable shape and form. It was seen during Uttarakhand natural disaster, adverse consequences of endosulphan in Kerala, coal mines accident in Jharkhand and Blue whale computer game inspired suicides in some states. Answer the following:

- Why a Civil Servant remains uninformed and indifferent to a brewing problem in the area of his jurisdiction— is it due to an individual officer's failure or a systemic failure?
- What homework should Civil Servant do before he gets charge of a particular region and a particular department in the context of the above mentioned problem?
- In what way technology can help Civil Servants in monitoring a brewing problem in the area of their jurisdiction?
- In what way regular interaction with people in his area of jurisdiction help in this regard?

(250 Words) (20 Marks)

Civil Servants must be vigilant, keen observers and proactive in their approach to prevent any crises from happening.

Their requirements:

- Knowledge of the area: issues, challenges
- Intelligence
- Co-ordination capability etc.

① Information is key to any action. In this context, the Civil Servant remains uninformed because of both systematic & individual failure.

↳ systematic - A civil servant is overburdened, lacks clarity of his duties & responsibilities because of lack of clearly defined roles, this is

Remarks Pointed out by 2nd ARC.

2. It also requires motivation & moral values of empathy, compassion to remain touched to problems of people.

However, civil servants may have attitudinal problem, where they consider themselves as masters and citizens as subjects to be governed.

(b) Home Work before taking charge

1. Knowing about history, geographic & cultural features of the place.

2. - Meeting with previous officer and asking to share here experience in the place.

3. Meeting with people and knowing about their issues and grievances.

4. Identifying major issues: Whether the area is prone to disasters, prone to communal violence etc. to improve plan accordingly.

After taking charge

1. Regular visits to keep a check on ground realities.

2. Creating a local intelligence group.

3. Coordinating with Police, Crisis Management

Remarks

department, Medical officers etc

© Technology in monitoring brewing Problem

1. In mining areas, the miners may be obliged by law to install early warning systems
2. Ground intelligence - Local people can be contacted and connected to civil servants through mobile, computers
3. early warning systems - in case of natural disasters, UAVS to reach to remote places + Search & rescue
4. Technology helps in maintaining coordination with other departments

d) regular interaction

- ① It will ~~give~~ ^{insight into} ground realities
- ② This will ~~instill~~ ^{instill} trust & confidence in governmental systems. In times of crisis they will ~~transfer~~ ^{transfer} it to police & not take law & order into hands
- ③ information about ground reality will help detecting any brewing problem take timely action against it.

Remarks

