



**An Institute for Civil Services**

**IAS TOPPER'S**

**TEST COPY**

**DHODMISE TRUPTI ANKUSH**

**Rank - 16**

**GS Mains Ethics**

## ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"><li>• There are 19 questions.</li><li>• All questions are compulsory</li><li>• The number of marks carried by a question/part is indicated against it.</li><li>• Content of the answer is more important than its length.</li><li>• Answers must be written in the space provided.</li></ul> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		

Name Trupti Dhodmise

Roll No. \_\_\_\_\_

Mobile No. \_\_\_\_\_

Date \_\_\_\_\_

Signature 

1. Invigilator Signature \_\_\_\_\_

2. Invigilator Signature \_\_\_\_\_

## SECTION - A

Q1. What is professional ethics. Why the social control over the use of professional skill is required? Explain by choosing the example from any profession.

(150 Words) (10 Marks)

The professional ethics denotes the set of standards to be observed during conduct of any profession.

e.g. ① Medical ethics for doctors

② Accountancy ethics for chartered accountants etc.

It is expected that professional should adhere to it while delivering services for the betterment of society.

However, there are rising incidences of poor ethical conduct by professionals e.g. over prescribing drugs by doctor-pharmacist nexus etc.

Hence, for the larger interests of people, the social control is necessary to check the conduct according to ethical norms.

Remarks



Example - Accountancy professionals.

There are number of cases, where frauds are happening in the corporate world due to the lack of ethics among accountancy professionals.

e.g. Satyam Scam, banking frauds

It leads to unnecessary fraud burden on government exchequer while bail out and ~~in~~ save the organisations.

As public pay taxes, they are shareholder in the case; hence social control by legal measures such as new Financial standards authority are welcome steps.

Remarks



Q2. What is "Dharma" in Indian culture? What is "Raj Dharma" according to Indian thinkers? With reference to the ruling class in India, assess the extent of observation of "Dharma" and "Raj Dharma."  
(150 Words) (10 Marks)

"Dharma" word originates from Sanskrit verb 'Dhri' (धृ) means 'holding order'

The texts from Indian culture describe the various 'Dharma' to be observed by sections of society maintain the social order and stability.

e.g. Ashram Dharma - Conducting lifecycle.  
Varna Dharma - Conducting occupations

Raj Dharma -

It means the duty <sup>to be</sup> observed by the King. The ancient thinkers Manu, Chanakya describes 'Raj Dharma'

According to them, 'the happiness of king lies in the happiness of his subjects'. If King follows the policy of

Remarks

Welfare (Yogkshema) of his people,  
he would fulfill his 'Raj Dharma'.  
He should observe law and order,  
maintain peace, protect from foreign  
attacks etc.

### Raj Dharma and Dharma.

The ruling class should ensure  
that the subjects are following their  
Dharma and it is the component of  
Raj Dharma.

If any one deviates from Dharma  
(e.g. Vaishya refuse to pay taxes) then  
King has duty to punish him.

Thus, Indian Cultural tradition  
prescribes the moral duties of every  
section of state and society.



Q3. For global funding, donor institutions insist for various conditions. What are those conditions? Do you justify these Aid Conditionalitys? (150 Words) (10 Marks)

The global funding has been a matter of debate among the western and non-western countries due to aid-conditionality attached to it.

World Bank while granting soft loans put various conditionalities such as environmental regulation, etc.

IMF, WB put conditions such as -

- ① Deregulation of economy
- ② Austerity measures
- ③ Currency devaluation
- ④ labour, environmental reforms
- ⑤ opening markets - reducing trade barriers
- ⑥ foreign investment
- ⑦ commitment to social sector reforms
  - poverty eradication -
  - health, education etc.

Remarks



### Pros of aid conditionalities -

- ① Check on national governments regarding utilization of funds.
- ② Improving efficiency
- ③ Economic growth - China, India.
- ④ Improvement in social indicators etc.

### Cons of aid conditionalities -

- ① Sovereignty Issue.
  - National governments find themselves stripped of authority in taking internal decisions.
- ② threat of western influence in domestic markets.
  - Increasing financial flow impacting economic health eg. Crisis 07-08
- ③ Not always beneficial to countries who are incompetent due to various reasons
  - Africa.

Hence, the aid conditionalities should be removed by paving way for grants and bond-linked credits.

Remarks

Q4. Opportunities are those gateways to success and fulfillment that open up often but people generally fail to recognize it. What are the major barriers in recognizing the opportunities in career of a civil servant? And what one can do to improve their ability of noticing new opportunities? (150 Words) (10 Marks)

Opportunities, if perceived well and grabbed would bring lot of benefits for every one. Hence, the recognition of opportunities become crucial.

Barrier in recognizing (civil servant)

- (1) Lack of positive attitude
- (2) Lack of knowledge of the issue.
- (3) No previous experience of such kind.
- (4) Overburdening and hence ignorance
- (5) Lack of Foresight to find out the potential hidden in it.

e.g. If group of women in the district comes to district collectors putting grievance over lack of marketing facilities to their SHG. Then this problem has many hidden opportunities

Remarks



### Improving ability of noticing -

- (1) Positive attitude
- (2) Compassion
- (3) Emotional intelligence
- (4) Wisdom (timely)
- (5) Building curiosity.

In the given example, if civil servant is empathetic and curious enough, he can solve the problem by -

- ① Co-ordinating with District consumer co-operative Markets, Shopper Organisation for tie up.
- ② Linking NGO and SHGs
- ③ Thus building new model of women empowerment.

Remarks



Q5. What do you mean by 'white collar crimes'? If poor and illiterate are more vulnerable to be corrupt, why do the rich and educated people become corrupt? Suggest measures to stop corruption by the rich and educated people? (150 Words) (10 Marks)

The 'white collar crimes' are the criminal offences committed by well-off people, prestigious organisation, big corporates etc.

e.g. ① Nirav Modi Diamond case  
② Vijay Mallya case etc.

### Reasons

- ① Lack of fear of law and regulations
- ② corporate-politician nexus.
- ③ Lengthy judicial procedures
- ④ Loopholes in laws and implementation mechanisms.
- ⑤ Attitude of being superior over state
- ⑥ Quest of wealth and competition

Remarks

Measures -

- (1) Strengthening law and regulation mechanisms
  - Clear defining laws.
  - Fast track courts
  - Fair investigation etc.
- (2) Treating all equal before law.
- (3) Lead by an example -
- (4) Observing corporate ethics.
- (5) Regular checks and balances
  - Auditing mechanism (like CAG) for private sector.

Thus, there is need to infuse fear and respect toward land of the law by among rich and educated people.

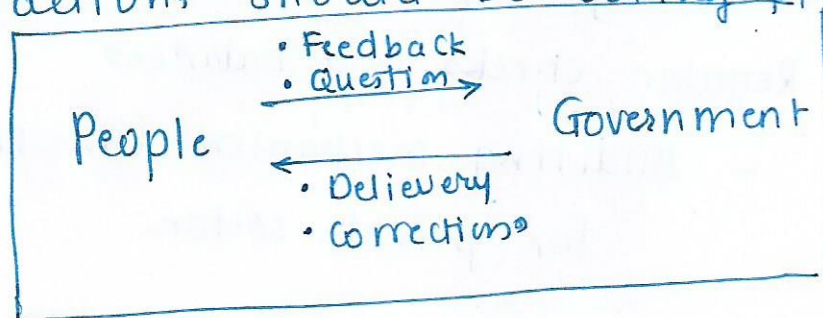
Remarks



Q6. It is said that you have the government that you deserve. What does it mean for good governance? What changes would you suggest in the behavior and attitude of all the stakeholders in establishment of good governance? (150 Words) (10 Marks)

The government should be accountable to people. Hence, if people are not enough vigilant, government also become lax and inefficient.

In this context, good governance means there should be continuous bilateral transactions should be taking place.



The government should deliver as per the demand of people in efficiently and timely manner.

People should give the feedback through various mechanisms - representatives, media etc and should ask questions

Remarks



over poor performance.

In the framework of good governance, government attempts to correct the loopholes for better delivery.

### Suggestions -

(I) People - (1) Political Education - Rights & duties

(2) Close to representative, media.

(3) They should exercise their right of free press and expression to speak truth to power

(II) Government - (1) Establishing accountability mechanisms

(2) Availing channels - social audit

(3) Bringing ethics in governance.

(4) Making all fringe stakeholders sensitive towards the public priorities.

Hence, there is need to bring the ethical conduct among all stakeholders

Remarks

Q7. What is intuition? Why intuition is considered as a special attribute of a good leader? Illustrate. (150 Words) (10 Marks)

Intuition is a special ability of a person to recognise the possible outcomes of any course of action or any future event.

It generally links with foresighting ability of an individual.

Benefits-

- (1) Person can predict the outcomes more accurately
- (2) He would make better course of action for more productivity.
- (3) He is ready with alternative plans for contingency.
- (4) It would lead to avoidance of future losses.

Remarks



For good leader -

Benefits -

- (1) Specifying various tasks according to the need and particular time.
- (2) Grasping potential of the subordinates and assign work accordingly.
- (3) It makes him ready with alternative course of actions in hand. always.
- (4) It leads to build trust among all stakeholders
- (5) Smooth functioning of task and better productivity.

Thus, good leader should have better intuitive capacity to predict and plan the project.



Q8. Explain with examples how Whistle-blowing in civil services is both an ethical and unethical act if seen in different perspectives? (150 Words) (10 Marks)

Whistleblowing is an action to raise the voice against wrongdoing in an organisation. It brings dilemma for civil servant when he come across to such situations.

(A) Ethical -

If civil servant raise the voice against the corrupt practices committed by the politician-contractor nexus, then it is perceived by public as an ethical act as -

(1) It is unjust to them regarding diversion of public money.

(2) Corrupting the organisational structure

(3) Inducing the clanes and efficient governance in future.

Remarks

(B) Unethical -

However, the same step may be an unethical, if it is viewed through the lens of organizational ethics

(1) A civil servant is a part of the same bureaucratic machinery and hence he is equally responsible for the act per say.

(2) His whistle blowing brings wrong/bad image to organization and makes it difficult to function in future.

Hence, a civil servant should follow the proper channel to put his concerns in the organization to uncover such wrongdoings.

Remarks



Q9. "When a man assumes public trust, he should consider himself as public property".  
Illustrate the essence of the statement. (150 Words) (10 Marks)

The given statement explains the moral duty of civil servant and any public authority in general.

When a civil servant is appointed to the duty, it is the authority of people-government assigns public trust over him due to his competency proved in prior scrutiny.

Hence, he should always keep in mind that ① he has duty towards them

② he should be always accessible to people

③ he should deliver according their expectations

④ he should perform efficiently in that sense

Remarks

If he fails to deliver in such scenario, it can be said that he has lost the trust of people. People will express their dissatisfaction through petitions, protest and other channels.

Thus, it is important that a government servant or authority, public institution should always be accountable to people.

Remarks



Q10. "Good people do not need laws to tell them to act responsibly. While bad people will find a way around the laws" - Plato." Critically analyse this statement in the light of the functioning of the Civil servant in a democracy. (150 Words) (10 Marks)

Plato, through given statement, describes the category of people as law abiding and law avoiding groups.

In democracy, the rule of law is a necessary condition. It is duty of civil servant to observe the rule of law in letter and spirit.

He would come across the good people who follow rules, pay taxes, observe the regulations. At the same time, he needs to punish the people who tends to disrespect law, commit illegal activity and crimes.

Remarks

However, if law is not followed and enforced on perpetrators, then law abiding people may divert from their legal conduct. It is not good for the sustenance of democracy.

Thus, it is first duty of a civil servant to ensure the rule of law and maintain the faith on supremacy of law among law-abiding people while inducing fear among bad people over ~~disrep~~ punishment <sup>preceded</sup> ~~followed~~ by non-adherence to law.

Remarks



Q11. Police stations are more a demo of power center than service center. After getting into civil services, suppose you become Police head of a district. Analyze the steps which you will take to improve the image of the police service. (150 Words) (10 Marks)

People in India have lack of faith and full of fear regarding the police station. This is why, they tend to avoid to report the crimes which is primary condition to maintain law & order.

As a head of police administration, I would take following steps-

- (1) Training of officials regarding healthy conduct with the people.
  - (2) - soft skills among police
  - communication skills.
- (2) ensuring women staff for women-specific issues.
- (3) Analyzing harsh behaviour of police staff and taking corrective actions
  - Overburdened staff have tendency

Remarks

to conduct misbehaviour.

- (4) Lack of Facilities in the police stations
  - water supply, sanitation facilities make the atmosphere worse.Hence, it should be improvised.
- (5) Separate compartments for separate activities which will ensure to reduce fear of criminals in lockups etc.
- (6) CCTV installations.
- (7) Helpline for grievances
- (8) Initiating measures - 'e-FIR', 'e-Police'

Thus, the infrastructural and other non-material things need to be taken care of to improve image of police station.

Remarks



Q12. 'As the interaction between the public and private sectors are increasing, more attention should be placed on value systems that cater the need of both the sectors'. What should be the features of that value system? (150 Words) (10 Marks)

The public and private sectors are likely to be different in their functioning, approach and thus different ethical standards.

Public sector has <sup>an</sup> end of better service delivery while private sector works in the motive of profit.

In recent times, the both sectors work together for better productivity in socio-economic sectors, there is possibility of clashing of value systems.

e.g. Building a metro project -

-(INPUTS - (1) Public - Finance

(2) Private - Expertise.

'In this case there would be

Remarks

In this case private sector may increase his profit by bringing down cost or by wrong quotations ; while government <sup>would</sup> emphasize to stick to

a hybrid value system catering needs of both.

eg. In given case, private party can bring down cost to improve his profit at the same time, it would help to improve efficiency of public expenditure.

### Features

- (1) Finding balancing point of both value system.
- (2) Focussing on people (as customer) than vested interests.
- (3) Professionalism.

Thus, both sectors has bring better features from either side and build a good value system.

Remarks



Q13. Explain why following should be treated as misconduct as per central civil services (conduct) Rules 1964?

- (a) An employee writing letter to Governor of his state making allegation against 'head' of his office.
- (b) A civil servant doing a part time job in an educational institution.

(150 Words) (10 Marks)

(a) The civil service structure is based upon a designed hierarchy. Hence, civil servant should follow the procedure to put his grievances.

In this given case, he should go to superior of the 'head' of office to make allegation.

The given conduct would bring unintended consequences -

- (1) Disturbing the organizational discipline and work culture
- (2) Against the procedural framework
- (3) Maligning the image of organization

Remarks

(b) As per the rules, a civil servant should not join any other organization for any profit or allegiance.

Though, he works in educational institution and contribute towards the educational cause, it is deviating the organizational law.

It would harm his integrity towards an organization.

It may impair his efficiency in his regular duty.

Overall, he could bring justice to his duty, hence it is misconduct according to the rules.

Remarks



## SECTION - B

Q14. You are officer in charge for transfer and posting of personnel of a particular department. This position is very difficult mainly for two reasons- (i) people closer to the power corridor try to influence you and (ii) women officers often send requests to postpone transfer orders on the pretext of family responsibilities. Consider the following situations and give your views with suitable explanations.

- (a) A Cabinet Minister sends a D.O letter to you regarding posting of an official on a supposedly 'lucrative assignment' for which you have already decided about the name of a more competent officer with a good track record of honesty, integrity, probity and timely delivery. What will you do?
- (b) As per the rules in your department, every officer needs to be transferred from one destination to other after three years. A woman officer comes to you with a request that as the new destination allotted to her is far flung and remote, she would fail to provide medical treatment to her ageing and sick in-laws who need constant clinical help. But according to her innate qualities and high level of expertise, the new destination would need only officer like her to deliver best results and meet official targets. What will you do?
- (c) The position of in charge of transfer and posting provides a very lucrative opportunity to cultivate liaison for a life time. One should not be 'too idealistic' to ignore such opportunities and adopt 'pragmatic approach'. Do you agree? Give reasons.

(250 Words) (20 Marks)

In our administrative framework, the issue of regular transfer is always crucial.

- (a) In the given case, I would stick to my earlier mandate to appoint the more competent officer to the post.

Benefits-

- (1) Better service delivery
- (2) In line with the transfer and posting rules
- (3) Reward to honest officers by posting

Remarks

at good assignment.

At the same time, I would have to answer to Demi-official letter to Cabinet Minister through proper channel elaborating him about benefits and the need to adherence to official rules for further discipline. In addition, I can suggest the alternatives for the official recommendation by Minister.

(b) In the given case, there is challenge to address the dilemma of recognising genuine need of an employee in organization and the benefits of organization.

AI will confirm whether her transfer to far flung area can be avoided according to employee rules. In many cases, the government provides the concessions for employees in the case of sick family members.

Remarks



For the organizational gains, I would recommend her to train a competent officer to deliver the services in the remote area. She can be the coordinator for the programmes in that area.

- (c) The position of in charge of transfer and posting is need balancing act -
- (1) Organizational discipline
  - (2) Addressing the grievances of employees

Though, it is necessary to adopt 'idealism' to adhere with organizational framework, it is equally necessary to be 'pragmatic' to consider the issues with employees.

With the passing of time, some rules, and regulations need to be revised to accommodate their concerns and providing concessionaire rules in specific cases like given in question (b)

Remarks

Q15. Although a public servant is a public servant, no matter s/he is a man or woman, asking them for additional work beyond normal schedule is irksome and inconvenient to all. Suppose there is an outstanding civil servant (man), who always complete work within the stipulated time keeping nothing pending. Once in a while he is also burdened by pending works and he needs to call his staff to work in extended hours and even on selected weekend holidays. Answer the following questions:

- (a) If he wants to take additional hours of work from his staff on a working day beyond office hours, what he should do motivate him?
- (b) In the above situation, if he calls women staff members to stay in office for extended hours or come on holidays for completing pending works, what additional precautions he shall take and what support he can provide to them?
- (c) Had you been in his place, who would you like to call for extended work beyond official time men or women? Give reasons.

(250 Words) (20 Marks)

Calling staff for extended work hours is always challenging task for office head at any organisation.

(a) This task can be done by motivating him like:-

- ① Allowing some other <sup>hours or</sup> day replacement leave from work, if rule permits.
- ② Suggesting him to about the lesser work in future allotted by me.
- ③ Persuading that the task would be important and urgent as it will give long impact on service delivery,

Remarks



which will show our performance.

- ④ Assuring him assistance during the period of additional work.
- ⑤ Assuring the presence at office. thus leading by an example.

(b) Precautions to be taken -

- ① Ensuring the electricity, power supply as well as working of basic necessary conditions during work hours.
- ② Ensuring security guard and peon.
- ③ Ensuring female guard or female peon at least present during their work.
- ④ Facilitating the travel to home after work.

Support -

- ① Relaxing the regular office hours and giving flexibility ~~to~~ for better performance.

Remarks

- ② Food and water services
- ③ Allowing to let take ancillary work at home for completion.
- ④ Taking note of hard work during performance appraisal.

(c) Need of extension of work hours will depends upon —

- (1) Workload
- (2) Efficiency of employees.

(1) Only in the case of urgent and important case, it would be feasible to extend the work hours

(2) If there is issue of efficiency, then parallelly it requires the capacity building and skill improvement of them.

In long run, it would be advisable to take project management according to time and planning properly to avoid unnecessary burdens

Remarks



Q16. You are posted by the government in a mountainous region as 'Development Commissioner'. You find that the market driven development taking place in the region is not suitable for the mountain eco-system. It is driven by haphazard residential and commercial construction and unsuitable infrastructure projects. Answer the following questions:

- (a) Name five components of policy changes that you would seek approval from the government?
- (b) What would you do with the structures, which have already been raised and infrastructure projects going on?
- (c) How would you create awareness and educate 'people in general' and 'people in power' in particular that 'disasters are made by man, nature only aggravates them'?

(250 Words) (20 Marks)

The balance between development and environment is need of the hour.

- (a) Policy changes would be in line with -
- (1) Microzonation of the area.
  - (2) Regulation over unrestricted areas.
  - (3) Environmental Impact Assessment
  - (4) Participation of people, private sector, NGO.
  - (5) Piecemeal approach by-pilot projects.

Thus, the comprehensive approach is required to tackle to menace of unregulated development activities.

Remarks

- (b) Considering the economic loss, the decision about already raised and ongoing infrastructure projects would be taken as -
- Steps
- (1) Assessing the possibility of retrofitting, assessing environment impact altogether.
  - (2) Retrofitting and correction measures wherever possible by pooling the compensation from the infrastructure developers.
  - (3) In highly sensitive zones -
    - (1) the structures need to be demolished
    - (2) ongoing infrastructure development should be stopped.

In this case, alternative plans need to be devised by participation of all stakeholders.
  - (4) Compensatory measures - afforestation, maintaining of status ante etc.

Remarks



(c) Sensitization of ~~gov~~ people in general and people in power become necessary in such cases. It can be done by -

(A) For 'people in general' -

- ① College youth, NGO mobilisation
- ② Use of social media, local digital groups
- ③ Demonstrations through videos of earlier examples, havoc etc.
- ④ Persuasion regarding liability towards the ~~late~~ next generations.

(B) for 'people in power' -

- ① Persuasion regarding safety and sustainability of their constituency
- ② Explaining the economic, political gains of sustainable development
- ③ Way of enhancing credibility among people and augmentation of mobilization.

Remarks

Q17. Public utilities and spaces in India are in a bad shape. Roads, water supply, street lighting, market cleanliness, railway stations, parks, community centers, public toilets, rivers and ponds are considered sole responsibility of the government to maintain without charging anything. People consider that they have rights to better public utilities and public spaces solely on the basis of government's ability to provide them.

- (a) What should be the ideal way to manage the quality of public utilities and public spaces in a populous country like India?
- (b) Do you think utility charges are better option. Justify

(250 Words) (20 Marks)

The public utilities and spaces determine the fate of relationship among people and the government. Hence, the responsibility to maintain utilities in good shape lie on both the stakeholders

(a) Ideal way to manage quality -

Ⓐ Government

(1) Ensuring the planning, building of utility in economically viable and sustainable in the long run.

e.g. building roads of good quality so that they would require minimum maintenance, especially in rainy seasons.

(2) Accountability mechanisms -

Remarks



- Holding the contractors, developers accountable for regular retrofitting and allied services.
- (3) Regular social audit of built infrastructures
- (4) Framing the grievance redressal mechanism in case of poor condition  
e.g. Railway helpline for unclean toilets.
- (5) Creating awareness among people regarding their duties.
- (B) People -
  - (1) Adhering to cleanliness and avoid the littering. eg. Swachha Bharat Abhiyan
  - (2) Participation actively - solid waste management,
  - (3) Participating in social audit ; using the accountability and grievance redressal mechanisms.
  - (4) Better communication channels for awareness through social media etc.

Remarks

(b) Utility Charges -

The utility charges would be better option wherever the cost for the government would exceed than available budget.

It would be feasible in case of high quality service delivery.

e.g. Monorail, Metro etc

However, it should be devised in such a way that it would not bring the unnecessary burden over poor people.

e.g. Water charges can be levied on the well-off sections. It will assure the unnecessary use and excess supply for the poor section of society.

Thus, the 'utility charges' option should be exercised according to the nature of service, target group, economic viability etc.

Remarks



Q18. In a major demolition drive, civic authorities demolished around 1,300 illegal hutments in a cosmopolitan town. According to the officials, the encroached land of 20 acres belonged to the forest department. It was the same area where few months back the Chief Minister's flying squad had discovered the unauthorized settlement with most having illegal energy (power) and water connections. There was a mob which tried to resist the demolition drive, but cops managed to thwart any such attempt and the demolition drive was carried out peacefully. After the success of first demolition drive, concerned department wants to continue it. However on the other hand, Slums are providing low paid works as well as cheap vending of essential commodities like vegetables and eggs. Besides, their women folk work as "Ayas" or "didis" (maid servants) in the middle class urban households. But slums deface the beauty of the cities and spread lots of dirt and squalor in the vicinity. They are also breeding grounds and hideouts for criminals. A strong case has been made by the superior authorities to remove these slums and their dwellers by force, even if it was mid-winter. You have come to know that officials are taking this decision under pressure.

You are the enforcing officer. You have the following options:

- (a) You would vacate the slum by using police force.
- (b) You will request your senior officers to wait till the weather become normal and an alternative place for settlement of the slum dwellers will be designated with basic amenities.
- (c) Raise this issue with the help of Media.

(250 Words) (20 Marks)

The slum rehabilitation is an acute necessity of today's cities and urbanising India.

(a) Vacating slum by using Police Force

Merits

- ① Adhering to law
  - dig out illegal encroachment
  - illegal water and electricity connections,

Demerits

- ① Letting people die in harsh mid-winter is against humanist principle.

Remarks

<u>Merits</u>	<u>Demerits</u>
② Step towards beautiful cities	② Loss of livelihood for hundreds of poor
③ Reducing criminalization in the areas	③ Loss of allied services to urban households.
④ Successful drive of an organization.	④ Public unrest, thus threat to social order.

(b)

<u>Merits</u>	<u>Demerits</u>
① Adherence to high moral principles and people's <u>Right to life</u> .	① Need of alternative place for settlement
② Allied services will be ensured to urban households	② The burden of expenditure over the government.
③ Social peace and order	③ <del>Re</del> Displacement may not be feasible to the people for commuting etc.
④ A model for future slum rehabilitation	

Remarks



(c)

Merits

- ① Sensitization of people
- ② Government machi-  
-naries would be  
work with more  
vigour.

DeMerits

- ① The image of  
an organization  
would get worse.
- ② Against organi-  
-zational ethics.
- ③ More chaotic  
situation may  
raise.

The viable option

The option (b) provides the better alternative due to its adherence with moral, legal, constitutional, organizational principles.

Remarks

Q19. You are a District Collector. You want to start a cleanliness drive in your district. Though there are governmental schemes but often funds do not reach on time and not sufficient for such huge work. The District Collector directed all the schools and colleges of the district to collect Rs. 1/- each from all the students and teachers every month and Rs. 10/- from every shopkeeper of the city per month for a cleanliness drive which ultimately will benefit people. But people in administration are not happy. Common people are also not happy with this move and doubt effectiveness of such drive.

- (a) Instead of winning support from his colleagues in administration and public, the District Collector came under suspicion. What went wrong?
- (b) Should he continue the effort to steer ahead the programme or quit?
- (c) If he decides to proceed ahead, how should he pursue the innovative idea and make it more acceptable?

(250 Words) (20 Marks)

The crowd funding has come up as a good alternative in the context of lack of government funds and slow disbursements.

- (a) Colleagues in administration won't support as - (1) It has brought a new task of collection, accounting and alternative disbursement for them.
- (2) The task is complex due to huge number of stakeholders and compulsion.
- (3) Lack of motivation for drive among them.

Remarks



Public are suspicious due to-

- ① Compulsion imposed on them (top-down)
- ② They find it a new avenue of corruption for local officials.
- ③ Lack of faith over utilization of fund for the cause.
- ④ No transparent mechanism.

(b) Considering the above factors, collector  
& (c) should redesign the scheme-

- ① Voluntary contributions
- ② Appealing Corporation for CSR contribution.
- ③ Inviting NGO and members of civil society for audit and suggestion measures.

As, the step is <sup>of</sup> ~~is~~ worth to welcome, it should not be left away.

The redesigning will bring benefits -

**Remarks**

- (a) Feeling of ownership among people.
- (b) Channel of new suggestions –  
– local and specific.
- (c) Comprehensive approach – civil society and NGOs participation., thus  
it would become people-driven

movement

It can be made more deepened through –

- (1) Awareness from schools, colleges
- (2) Spreading message through digital media.
- (3) Periodic review of the scheme and updating by course corrections.

Remarks