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Rank - 11

Mock Test Series



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GENERAL STUDIES - PAPER IV

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
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Name Pujya Priyadarshini

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REMARKS

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)

Professional ethics ⁽ⁱ⁾ are a set of values that an organised professional body places on its members to guide their behaviour, action and choice. [Eg] Professional Ethics of Chartered Accountants as prescribed by ICAI.

Social control ^{over} the use of professional skill is expressed through professional ethics. It leads to the following:

- (1) Curbing harm to society. [Eg] Ethical hackers versus non-state hackers?
- (2) Creating a ^{level} playing field for all. [Eg] Transfer pricing in taxation and principle of arm's length deals.
- (3) Promote social good. [Eg] Hippocratic oath of doctors that means saving lives ^{is most} important professional choice.

However, social control over use of professional skill lies now under ^{the} doubt due to new grey areas that have emerged ^{is} such as euthanasia,

Remarks

Cyber warfare sponsored by the state, surveillance, and laws around abortion. They raise questions as to what moral control ~~should be~~ should be and who should decide the morality given that ~~the~~ ^{active} views are divided. Eg Euthanasia, both active and passive is legal as ~~legal~~ as assisted suicide in Netherlands, but ~~not~~ in India only passive is ~~legal~~ ^{permissible}.

Thus, the debate today centers around the ~~existing~~ nature of professional ethics themselves.

B2

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 refers to the duty and conduct of an individual and society. It is the guiding value of Purushartha that has a non material theme.~~

~~Artha and Moksha~~ It is thus central to Indian culture and philosophy.

NOT correctly put

~~Planned~~ Raj Dharma refers to state's duty. In Kautilya's Arthashastra, Raj Dharma is the duty of the king that entails:

- (1) Protection of citizens
- (2) Welfare state and development
- (3) Strict legal code and retributive justice.

Today, the ruling class in India faces a deficit of both dharma and unceasing Raj Dharma, as evidenced as follows:

- (1) Duty is not undertaken for duty's sake. Eg. Loss of corruption highlight the lack of political will and dedication.
- (2) Winability in elections trumps democratic

Remarks

processes. Use of caste and religion associations
This hampers growth and development.

- (3) Interest of self before the citizens and public
good. Parliamentarians like Vijay Mallya,
are today fugitives in the run.
- (4) Lack laws and poor implementation has reduced
deterrence and crime is rampant. India
today ~~is~~ is one of the most unsafe countries
for girls.

Thus, the dwindling moral fabric of society
is reflected failure of Raj Bhawan or by the
ruling class.

1/2

Remarks

Q3. Critically analyze ethical aspect of mob justice.

(150 Words) (10 Marks)

Mob mentality is today reflected in Indian states with rising cases of vigilanism and mob violence.
Ex) Multiple deaths reported due to rumor fuelled on social media about child abductions.

Mob justice entails the ideology that the conscious collection of a mob holds higher moral authority than the individual or group against whom the action is directed.

It is concerned with the following:

(1) Majoritarianism and cultural absolutism that ~~drives~~ the mob.

(2) Heightened majoritarianism and subjugation of minorities.

(3) Inability of police to bring culprits to justice due to diffusion of identity.

(4) Concomitant violence and vandalism in the name of protest. Ex) The Jats burnt down property in Haryana while demanding reservation.

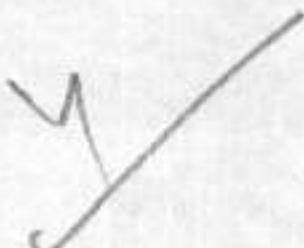
Thus, mob justice is an oxymoron as it is a leaf out of the world's barbaric past. Today, with laws and public order clearly defined, mobs

Remarks

justice raise ethical issues of :

- (1) Individual versus group morality
- (2) Right to be heard and free trial for those ostensibly accused.
- (3) Role of non-state actors in delivering justice
- (4) Threats of anarchy and mob rule.

Going forward, as a responsible democracy, India needs to curb mob mentality in favour of a rule based order.



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 are transient situations that arise and, if leveraged, can lead to improved prospects. Every career offers opportunities to its employees in the form of promotional avenues, building social capital, wider exposure and an opportunity to make a difference ⁱⁿ society.

All the above are also present for civil servants, who fail to recognize it due to:

- (1) Hidden nature as they come within labyrinth of tasks and obligations. E.g. Routine tasks may not be considered an opportunity, but when done efficiently can improve public service delivery.
- (2) Complacency stemming from security of tenure makes actors less willing to be vigil about new opportunities. E.g. Civil servants do not wish to take up new challenges leaving their safety net.
- (3) Vindictive politics affects civil servants and they thus

Remarks

treat corruptly.

In order to improve their ability to notice new opportunities, following is suggested:

- ① Continued training to ensure that their skills are aligned to needs of the job.
- ② Reduced political interference.
- ③ Introduction of healthy competition through lateral entry.
- ④ Performance based incentive system to make civil servants more agile.

Thus, the ~~above~~ window of opportunity

needs to be recognized and nurtured to allow

fulfilment and fulfillment

new opportunities
See other
opportunity from
organisational
side only.

X X U

G W

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)

White collar crimes refer to crimes undertaken by the rich and the influential. [Eg] Nirav Modi ^{Scam} is an example of White collar crime.

The conventional wisdom around crime is that crime is a product of poverty. Thus, the illiterate and poor are seen to be corrupt because they turn to crime due to economic deprivation. [Eg] The poor steal to fulfill their basic needs of food, clothing and shelter.

However, the crimes by rich and educated reflect a different problem. It is due to:

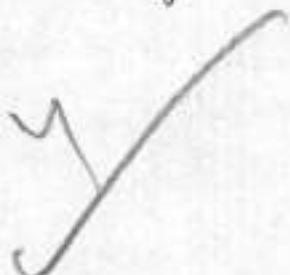
- (1) Diminishing moral fabric and rising greed.
- (2) Consumerism and emphasis on material wealth.
- (3) Nexus between those in power, the rich and the influential.
- (4) Poor implementation of existing laws.

In order to stop corruption of the rich and educated, the following is needed:

Remarks

- (1) Move towards reduced social values
she is attached to material wealth.
- (4) Proper implementation of laws and
sharing and sharing.
- (3) Increased distribution of justice to reduce
inequalities.

To reduce corruption of the rich and
educated is more difficult than that of the poor
and illiterate, as their motivations are more abstract
and economic mobility cannot address them.



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)

In a democracy, people elect their government and thus it can be said that you have the government you deserve.

Governance is the exercise of power and good governance is a qualitative term that entails inclusivity, efficiency and timely delivery. Elected representatives are key stakeholders in the government process and thus, the government is influenced by those with power.

The stakeholders and changes they need to undertake for good governance are as follows:

(1) ELECTED REPRESENTATIVES

They need to be more driven by values of public service and not self-interest. They should be rewarded on performance and not also given.

(2) CIVIL SERVANTS

To start from of India, they need to inculcate values of efficiency, effectiveness and transparency.

Remarks

(3) VOTERS / CITIZENS

They need to make informed choices in elections and not subscribe to primordial affiliations like cast and religion. They need to demand a leader that ensure growth.

(4) CIVIL SOCIETY

NGOs, media and other bodies need to keep a vigilent eye on government and call out misgovernance.

(5) CORPORATES

They need to be responsible to reduce the role of money and influence in government.

Thus, all stakeholders need to undergo behavioral and attitudinal changes.

Remarks

NCR

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

Intuition is the inner gut feeling that traces its root to wisdom of an individual. It does not emerge from the facts in front of the individual, but is inherent in decision making. It is considered a special attribute of a good leader as:

- (1) It demonstrates wisdom and practicality.
Ex: In handling a mob, an officer may not go for direct confrontation ~~early~~ owing to an intuition that may turn violent.
 - (2) It demonstrates emotional intelligence as the leader is aware of himself as well as his others.
Ex: While dealing with a criminal, an intuition may tell a police officer that the criminal is actually innocent and is being forced to take the blame.
 - (3) It helps avert poor consequences.
Ex: Acting against one's intuition may lead to poor decisions.
- This part is written effectively.

Remarks

that have negative consequences.

Thus, intuition plays a pivotal role, though it has been criticised for allowing emotions to overrule rationality. However, as both Aristotle and Thomas Aquinas have explained, rationality and emotions are two sides of the same coin and need to be used together to deliver just responses.

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Remarks

- 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)

Whistle-blowing refers to giving public with any information, all or even that would in the ordinary course not reach the public. It usually refers to uncovering corrupt practices or illegal actions.

Whistle-blowing may be ethical and unethical based on different perspectives as follows:

ETHICAL ACT

Where whistle-blowing is in the larger interest of public, it leads to moral sanction. E.g. Cases of Ashok Kumbha and Durgashankar Nagpal.

It comes at the cost of individual's interest and may threaten their jobs and personal safety. Thus, it is an act of courage.

UNETHICAL ACT

Case where the data leaked is sensitive and can lead to threat to national security, public order or friendly relations with foreign nations. E.g. Blowing the

Remarks

Whistle-blower or a deform sheet or any other item as provided under the Official Search Act.

Also, whistle-blowing may be unethical when it is done without exploring internal channels as it can be seen to subvert authority.

Thus, whistle-blowing entails treading a delicate balance between what is right and what is appropriate. It must be undertaken as a last resort and with due care to have requisites in demand.

Remarks

Q9. Can fashion be adjudged as moral or immoral? What is the role of dress code in setting the nature, tone and working of the institutions? (150 Words) (10 Marks)

Fashion is the latest trend that captures the imagination of the masses. It has conventionally been protected from morality under the ~~logic of~~ ^{logic of} freedom of expression.

Given that fashion is ephemeral and is reflection of other consumers of a certain group in society, it should indeed not be judged as moral or immoral, especially in case of dressing and attire. Ex) Women wearing jeans is considered immoral by some Khaps Panchayat. Then, given ~~the~~ ^{varies} morality regarding ~~particular~~ ^{various} preferences, fashion in itself cannot be judged as moral or immoral.

Dress codes in institutions play the role of enforcing discipline. They set the tone and nature of the working of an organization. Thus, setting a dress code serves the following purpose:

- (1) Principle of equality among participants, both as

Remarks

School uniforms.

- (2) Create a sense of formality, such as formal clothing during meetings.
- (3) Create graduation such as differences in dresses of Pope, fathers, nuns and other papal functionaries.

Thus, every institution ~~has~~ a dress code to ~~make~~ spell out its disciplinary structure.



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.
 (150 Words) (10 Marks)

Plato's statement highlights the importance of individual virtues for the working of a just society. It highlights the ~~futility~~ of law unless internalized and made part of an individual's moral fabric.

In case of a civil servant, the statement holds true as follows:

- (1) Honest officials do not need to be told by a ~~law~~ Code of Conduct or Prevention of Corruption Act (PoCA) as to what is the right moral action.
- (2) Dishonest officials as it is ~~flow norm~~ Unashamedly without fear of repercussions. Few are brought to justice.

However, laws to play the role of deterrents to ~~to tame~~ tame individuals who have a propensity to commit corruption and illegal ~~activities~~ activities.

[Eg] Strict implementation of PoCA can lead to reduced ~~discre~~ transgression by civil servants.

Remarks

Also ~~discre~~ limits now

~~Similarly, laws need to increase public awareness, litter and engagement with RTI also law helped curb graft-seeking activities.~~

~~Thus, law as an instrument to enforce morality is only an enabler and not an end in itself.~~

(3)

Remarks

Q11. Why is there a conflict between religion and rationality? Which of the two is a better guide for the promotion of morality in a society? Is being rational is also being just and fair?
 (150 Words) (10 Marks)

Religion is affective, while rationality is cognitive. This fundamental difference creates conflict between the two. Also, religion is subjective and society-specific, while rationality is objective and universal. [G] Religion may dictate that abortion is against the will of god, while rationality may dictate that aborting a child to save the mother is moral.

Given rationalities universal application, it is more appropriate to guide morality in society. Philosophers starting with Socrates, Plato, Aristotle and John J.S. Mill and Kant have all to underscored the importance of rationality. It does not allow for ambiguity and ~~leads~~ ^{ratioc} to decision making precision.

Indeed rationality leads to being just and fair as it stems from a universal concept of morality. Jean Jaques Rousseau's idea of general

Remarks

will highlight the concept of rationality and the common good approach.

However, a narrow interpretation of rationality, say as per the ~~to~~ utilitarian principle, can be individualistic and thus not lead to ~~to~~ justice.

However, largely rationality is associated with fairness and ~~is~~ should be the guiding force for morality.



Remarks

Q12. What you mean by honesty? How this value will help you to make a good Civil Servant?
 (150 Words) (10 Marks)

Honesty is truthfulness. It entails being truthful to oneself, open and forthright in all actions, acts and events.

Honesty is a crucial value for a civil servant as:

- (1) It ensures transparency and curtails rent-seeking behaviour.
- (2) It allows for greater public faith and trust in public institutions.
- (3) It leads to efficient allocation of scarce resources.
- (4) It improves efficiency as less efforts are needed to check transgressions i.e. brings down cost of monitoring and compliance.
- (5) It creates social capital in society and thus allows for improved team network complementarity.

Thus, honesty is an important value and needs

+ to be inculcated in civil servants - Those who have

Remarks

good work must be rewarded
to create a positive environment and work as
a motivation.

Thus, strict enforcement of principles
of honesty in government to ensure an efficient
administration.

Remarks

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

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

(75 Words Each) (5×2=10 Marks)

(a) An employee writing a letter to the Governor of his state making allegations against the 'head' of his office is an act of subversion of authority and hierarchy. As per conduct rules, ~~civil servants~~ ^{civil servants} are required to maintain the public trust in government institutions. They must remain ~~be~~ ^{confident} about allegations and behavior.

Further, writing a letter of allegation does not create enough evidence. The employee must go through the appropriate chain of command and approach Competent authorities like Vigilance Commission instead.

(b) As an employee of the government, civil servants are barred for any other employment. The logic rests in the potential conflict of

Remarks

interest that may arise due to such employment.

Civil servants draw their salary from the public exchequer and that is the only employment income they are entitled to.

However, as guest lecturer or event, when they receive an honorarium is permitted provided they declare the same to the government.

Thus, the principle of avoiding conflict of interest is the fundamental task to debar civil servants from any other employment.

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✓
✓

Remarks

SECTION - B

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

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 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?
- 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?
- 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)

The above scenario is a test of fulfillment of duty and leadership given that one is responsible for transfer and postings. One has to be guided by impartiality to deliver 'justly'.

- (a) Given that I have already decided on a competent candidate, I would undertake the following steps:
- I would fairly look at the candidate recommended by the Minister to see if his/her competence. If he/she

Remarks

qualifications, I may consider an interview for both my candidate and that of the Minister for a fair decision.

- (2) If the candidate does not meet the standards, I will seek to explain to the minister that I have already identified a candidate.

In this situation, I would be guided by principles of impartiality and my duty to recruit the most suitable candidate for the position. Though I realize that such a step may spoil my rapport with the minister, but this is an occupational hazard that one has to deal with.

- (b) While the transfer policies are meant to avoid growth of vested interests and to provide serving individuals greater exposure, they do have to be sensitive to an individual's needs and obligations.

In this situation, I would first investigate whether her request and reasons are genuine. If they are, I would consider someone else ~~with~~ equal competence for the job. Or else, I would suggest a shorter tenure for the woman officer so that the duration is reduced.

Remarks

However, the consideration in the above case does not stem from a gender-based approach. Even if a male officer had a similar concern, he would look at with the same approach i.e. one of compassion and accommodation approach.

(C) Aristotle highlighted the importance of pragmatism in his virtue ethics through the concept of the golden mean. In this case, I agree with other statement that one must adopt a 'pragmatic approach' rather than an idealist one.

Pragmatic approach to build liaison in the posting entails the following:

- (1) Being helpful and considerate, thereby generating goodwill.
- (2) Refraining from being too strict & bound and therefore inflexible.

- ^{Not}
 (3) Pursuing any vindictive agenda

However, pragmatism to create liaison does not mean that one must entail in favoritism, nepotism or

Remarks

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Corruption and thereby abuse the position one is holding.

Pragmatism is the golden mean between idealism and cynicism that one must adopt in the above situation.

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:

- 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?
 - 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?
 - 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)

The above case represents the call of duty, beyond the normal office hours. It entails decision making, leadership and emotional intelligence to ensure efficiency and effectiveness.

- (a) In order to motivate the staff to work for extended hours, I would adopt the following motivation strategies:
- Effective communication to make the staff understand the need for extended hours and how we are all one team.
 - Roster for extended hours to accommodate different needs of employees, while being present myself everyday. Thus, I would lead by example.

Remarks

- (3) Overtime pay, if resources permit, can add to motivation levels of employees.
- (4) Improved work environment, such as pick-up and drop, refreshments and right number of breaks to keep staff spirits high.
- (5) I would also initiate an honor roll program to ~~for~~ facilitate those employees that have shown dedication beyond call of duty.

Thus, through a combination of above, I would seek to get employees to work beyond office hours.

- (b) If one has calling women staff members, additional precautions that one must take include:
- (1) Ensuring safety through pick-up and drop facilities.
 - (2) Cradle facilities should be operational in our office premises to help working mothers.
 - (3) Ensuring round-the-clock cleanliness of the ~~toilets~~ to help with women's sanitary conditions.

Remarks

- (4) Ensure a healthy mix of men and women to reduce any imbalance of or perceived sense of discrimination.

Thus, the action would be extra precautions to be taken in case of women employees-

- (5) If I am in the place of the above public servant, I would try and call a healthy mix of both men and women as:

(1) Quality of work should be my concern, which does not depend on the gender of the employee, but his/her competency.

(2) Favouring any one gender leads to gender-based discrimination, which is not the hallmark of a good leader.

(3) I have to identify those female employees who are required for the job, irrespective of gender.

However, as the public servant, I would first strive to address the need for extra hours and ensure work-life balance.

Remarks

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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:

- Name five components of policy changes that you would seek approval from the government?
- What would you do with the structures, which have already been raised and infrastructure projects going on?
- 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 above case represents the dilemma between economic development and environment protection. As the Development Commissioner, it is my duty to strike a balance between the two to ensure inclusive growth and prosperity.

(a) In order to curb the market driven development, I would propose the following 5 components in my policy proposal:

(i) PREVENTIVE

① Halt all activities that is causing environmental damage and restrict future clearance through Environmental Impact Assessment.

② Undertake a comprehensive audit of existing

Remarks

residential and commercial construction to assess risk and vulnerability.

(2) PROMOTIVE

- (3) Development of indigenous industry based on mountain economy in a sustainable manner.
- (4) Community engagement to reduce the damage done through exercises such as afforestation.

(3) PUNITIVE

- (5) Strict penalties for any future construction that violates environment, building and protection laws.

Thus, with this, I would seek to concern and transform the mountainous region.

(b) With regard to the structures already constructed,

I would use the result from step (2) above i.e. the audit of risk and vulnerability of other structures.

I would undertake the following:

- (1) Grade structures based on risk profile say into 3 categories i.e. ^(a) beyond resolution, ^(b) structural change

Remarks

possible and ^(C) environmentally viable.

- (2) I would seek to raise (a) to the ground, (b) to be structurally augmented and (C) to remain as it is.

The viability of these buildings is important for the economy, but also from a security perspective.

- (c) I would ~~adopt~~ the following strategy for awareness generation:

PEOPLE IN GENERAL

- (1) Use of local success stories & consciousness and local disasters to create public awareness.
- (2) Use the media, local culture and influential personalities.

PEOPLE IN POWER

- (1) Documentary proof to address their cognitive sensibilities.
- (2) People's pressure by creating a mass movement in favour of the proposed policy.
- (3) Providing viable development alternative plans.

Thus, I would adopt a dualistic approach for the different audiences to ~~convey~~ the impact of the message.

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 above case highlights the problem of entitlements and free riders in a welfare state. It delves into the debate of moving to a 'pay as you go' model of development, in the backdrop of the neo-liberal shift.

(a) Man and society ~~are~~ ^{are} in a natural bind ~~where~~ where rights and ~~not~~ obligations need to go hand-in-hand. Public utilities and spaces in a populous country like India are guaranteed and provided by the state. The contract is seen in the form of payment of taxes and reciprocal benefits that accrue to society.

However, the ideal way to manage public utilities and spaces includes the following:

- (i) Citizen duties must be adhered to. ~~IEG Note~~
- ~~Breaking littering is a civic duty that must be inculcated. No amount of state intervention can~~

Remarks

keep our cities & clean, unless its residents actively participate.

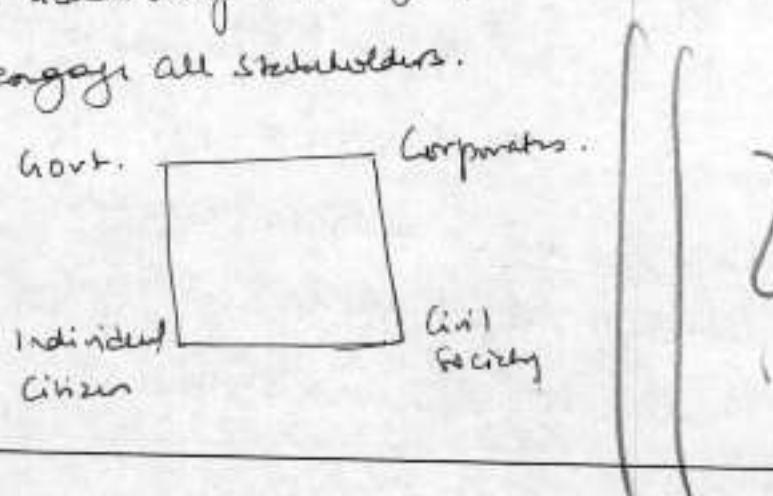
(2) Role of civil society, such as Resident Welfare Associations (RWAs) to improve public utilities. This approach adopts the principle of subsidiarity and thus enhances efficiency. Also, role of corporates through CSR.

(3) Improved public service delivery, whether through increased government proximity or contractualization. While it is the duty of government to provide facilities, it must do so within a certain quality framework.

[Ex] Recent monsoon rains flooded a new underpass in Gurugram inaugurated in June, 2018. This reflects government opacity.

(4) Social audits can help improve quality of public utilities and spaces.

Thus, the ideal way to manage public utilities and spaces is to engage all stakeholders.



Remarks

- (b) Utility charges are a must to ensure efficient utilization of scarce resources. They lead to:
- (1) Rationalization of use on part of consumers.
 - (2) More economic resources at the disposal of the provider to improve service.
 - (3) Efficient market mechanism that leads to improved public provision of public utilities and spaces.
- (Eg) Singaporean government takes multiple utility charges from its citizens in view of services provided.
- However, utility charges raise the following concerns:

- (1) Equity and ability of poor citizens to pay.
Poor citizens may be excluded due to their inability to pay ~~these~~ utility charges.
 - (2) Problem of free riders versus those who pay.
(Eg) Road fees/tax may be paid by few, but enjoyed by all.
- Thus, a graded utility charge model is advocated that would ensure equity and also make sure that each pays, though according to his/her capacity.

Remarks

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Q18. In a major demolition drive, civic authorities demolished around 1,300 illegal huts 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 case brings to light the challenges of informed planning and disparate development leading to problems of slums. However, as the enforcement officer, I have to adopt a pragmatic approach that ensures vacating of slums with least disruption and violence.

In the above case, I would be guided by values of call of duty, compassion, fairness and effectiveness.

The situation is tense, precarious and sensitive and hence

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warrants an emotionally intelligent approach. The

3 options are:

- (a) Vacate the slums using police force

MERITS

It would ensure that the task is completed quickly and smoothly.

DEMITS

Given the weather conditions and the need for proper resettlement, the action would be harsh and may face backlash from the community.

- (b) Waiting for the weather to abate and create settlements in the meantime for resettlement.

MERITS

It would ensure that the policy adopted is humane and does not lead to harsh outcomes.
The people would resist less as they would now have a new locality with basic amenities.

DEMITS

Gives a sense of urgency and pressure on officials, it may be difficult to pursue the leadership to pursue this option.

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(c) Raise the issue with the help of media

MERITS

It would highlight the immediate process of demolition and displacement.

It would serve as a moral pressure on the leadership to adopt a more humane approach, rather than be brutal force.

Demerits

However, as the enforcement officer, it is my duty to undertake the task and not to a hindrance. The concerns around slums are

legally legitimate and encroached land does need to be vacated. Going to the media does not show leadership and is an escapist approach.

Given the above options, I would go with option (b) i.e. request senior officers to let the weather abate and also make arrangements for resettlements. In case, the senior officers do not

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agree, I may try and discuss the issue with the political leadership. My last ~~resort~~ resort would be to galvanize public support to deligate process of eviction and demolition.

I believe in the above strategy because at the heart of public administration is public service and by abandoning them during such harsh winters without relocation would be a disservice to them.

9

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 above case represents a situation where resources are inadequate to undertake development effort. As the DC, one has employed an innovation model to raise revenue to implement cleaning efforts. However, one has to now face public resentment and one's integrity is under question.

- (a) Collection of funds as done by me as the DC is suggestion of whimsical cesses levied by administration without legislative sanction. Thus, it is void ab initio. DCs cannot levy such fees charges without due powers of law. Thus, the above innovation led to suspicion as:
- (i) It is done on the basis of an individual's choice and decision without any legislation or

Remarks

or executive backing.

- (2) It has not been taken by taking the interests and views of other public involved.
- (3) No transparency mechanism is in place for effective monitoring and evaluation.

Thus, the innovation has backfired for because of its design weakness.

(b) I would not recommend continuing the effort as it is against democratic principles. He should make the funds collected thus far public knowledge and refrain from further collection, without due permission.

(c) If he does decide to go ahead, he should do the following to make the idea more acceptable:

- (i) Utilize the existing funds ~~collected~~ collected to make a small, but impactful example of the decisions ^{him} envisaged by him. This would lead to greater buy-in from the public as well as the administration.

Remarks

- (2) Make the donation amount voluntary to allow for citizens to ~~vol~~ willfully contribute and not feel like it's a despotic dictate.
- (3) Create an online portal to show the entire course of fund collected and the various uses it is being put to increase efficiency, transparency and build public trust.

Thus, while the intent of the DC was noble, his actions were premature and vain. He must undertake the above steps to regain his lost credibility and also gain public trust for the project.

Ch

Remarks