



An Institute for Civil Services

IAS TOPPER'S

TEST COPY

PUJYA PRIYADARSHNI

Rank - 11

GS Mains Batch

CLASS TEST - 6

Time Allowed: 1 hr.

Max. Marks: 100

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none">• There are 5 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>
2.		
3.		
4.		
5.		
<div style="border: 1px solid black; border-radius: 50%; width: 100px; height: 100px; display: flex; align-items: center; justify-content: center; margin: 20px auto;">41</div>		

1. Invigilator Signature _____

2. Invigilator Signature _____

Name PUSHA PRIYADARSHINI

Roll No. _____

Mobile No. _____

Date 1/8/18Signature Pujya

Q1. 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 you would adopt, giving reasons.
 (250 Words) (20 Marks)

The above situation highlights the deplorable conditions at the organisation leading to poor public service delivery. As head of the organisation, I have to ensure public trust, better service delivery and a positive work culture.

(a) The options available to me are as follows:

(1) ~~SHORT~~ IMMEDIATE TERM

As an immediate measure, I would help the old man with his pension and address his grievance.

(2) COMPREHENSIVE MEASURES

I would undertake the task of bringing about a holistic change in the work environment as follows:

① Sensitization of staff and clear mandate that corruption and inefficiency would not be tolerated.

② Create a citizen's charter, with public consultation, to provide for services and benchmark quality.

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Remarks

so that individuals know what to expect.

- (3) Grievance redressal mechanism - either through a committee or an ~~other~~ ombudsman.
- (4) Feedback program to get citizen feedback on services.
- (5) Performance based incentives to employees based on customer satisfaction and rating.

(3) UNDERTAKE PUNITIVE MEASURE

I could undertake punitive measures against those found guilty and institute a grievance cell. Based on complaints, one could punish each errant employee.

- (b) Given the above three possibilities, the immediate response is a corrective measure that is imperative. Helping the old man is my duty as the head of the organisation.

Now, looking at options (2) and (3) separately:

In case of option (2):

MERITS

- (1) It would create a positive work culture which improves public service delivery.
- (2) It would address the concerns of the public, while also allowing employees to correct their course of action.

Remarks

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DEMERITS

- ① It may be time consuming as developing a citizen charter takes a long time.
- ② Ineffective implementation of the charter may be a challenge.

In case of option (3):

MERITS

- ① Punitive measures would serve as a deterrent for those employees indulging in unscrupulous activities.
- ② ~~At~~ Allay the concerns of the public.

DEMERITS

- ① Punitive measures alone would not serve to improve the work culture in the long run.
- ② Punitive measures do not reflect leadership qualities on my part.

I would choose option (2) i.e. Comprehensive measures as an act of leadership to navigate my organization during these difficult times. I believe that the recommended measures would address all stakeholders, while allowing for reformation action as well.

Thus, I would choose option (2).

Remarks

Q2. An officer of middle level marketing and sales management of a public sector oil company receives frequent complaint about adulteration of diesel and petrol by some retailers of the area under his jurisdiction despite his warnings in the past against such wrongdoing. Subsequently one day, he goes for an inspection of one such retailer who is known for his political connections as well as local bullies. While trying to carry out his official duty, he was first prevented from entering into the premises of the retailer and when he insisted he was allowed to enter. He was offered bribe for not carrying out his duty but he declined. Undeterred, he insisted that as the marketing officer he should be allowed to carry out his duties in public interest and in the interest of the government firm which he represents. The musclemen of the retailer started abusing and roughing him up when he tried to inspect the facilities to ascertain adulteration. A brawl ensued. He was badly beaten up and fatally wounded. He lost his life while being taken to hospital.

Answer the following questions:

- Was the officer carrying the inspection at fault?
 - Despite his noble intention and dutifulness of the highest order, do you think that the officer handled the case immaturely? Why?
 - Had you been in his place, how would have you proceeded to carry out your duty?
 - What could be the solution for such problems of adulteration on a lasting basis?
- (250 Words) (20 Marks)

The above case represents a scenario of abuse of muscle power leading to loss of life of an honest employee.

(a) The officer was ~~not~~ ^{not} at fault for carrying the inspection because he was performing his duty as the marketing manager. However, given that he was aware of retailers' political ^{connections} and ~~not~~ muscle power, it would have been prudent for him to either go as a team or take some form of protection. It might have saved him ^{his} ~~the~~ life.

(b) Indeed the officer's intentions were noble and dutiful, as his demonstrated by his attempt to take on

Remarks

the groans as well as refused to take the bribe. However, he may have acted in a hasty manner. By taking on the retailer alone, he made his own position vulnerable, especially physically. He also did not carry out the task as a group effort and went alone.

(c) If I was in his place, I would have undertaken the following precautionary measures:

(1) I would have collected evidence from ~~at~~ locations where the retailer was not so hostile and built evidence.

(2) I would ~~then~~ have taken my evidence to my supervisor and told him/her that I would like to inspect the particular retailer in the case. For this, I would seek either a team of investigators or if I was to do it alone, I would seek some form of protection.

(3) In the situation of muscle power ~~&~~ being used by the retailer and being caught unprepared, as was in the case, I would step back. I would report the matter to the police and then come back for inspection with a force.

Ultimately, courage is the mean between recklessness and ~~coward~~ cowardice, as Aristotle said. In this case too

Remarks

I would use prudence to get the job done without loss to life.

(d) Problems of adulteration can be solved in the long-run as follows:

(1) ATTITUDINAL SOLUTION

Sensitization and Capacity building among retailers to address the issue. [Eg] Conduct workshops to help them understand consequences of adulteration.

(2) LEGAL SOLUTION

Strict implementation of anti-adulteration laws can serve as a deterrent.

(3) ADMINISTRATIVE SOLUTION

Random checks, cancellation of retailer ship and building of trusted networks.

(4) SCIENTIFIC SOLUTION

Simple testing devices to allow common public to make checks, thereby making errant retailers more accountable.

Thus, Comprehensive solutions are needed to address adulteration in the long run.

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Remarks

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Q3. Although India is amongst the fastest growing economies in the world, it still has one third of the world's illiterates. India is now confronting the perils of its failure to educate its citizens, notably the poor. India, being a mixed economy, needs government intervention in the area of education because education driven by profit motive cannot benefit the masses. But the condition of government schools in India is pathetic. Except for two or three states, all the Indian states have poor educational statistics. More Indian children are in school than ever before, but the quality of government schools has sunk to spectacularly low levels. The children in these schools come from the poorest of families - those who cannot afford to send away their young to private schools elsewhere, as do most Indian families who have the means. India has had a legacy of weak schooling for its young, even as it has promoted high-quality government-financed universities. If in the past, a largely poor and agrarian nation could afford to leave millions of its people illiterate, that is no longer the case. Not only has the high growth ensured that we have a shortage of skilled labor, the nation's many new roads, phones and television-sets have also fueled new ambitions for economic advancement among its people - and new expectations for schools to help them achieve it. In the light of the grim picture of public schooling in India suppose you are a District Collector, and a group of poor people approach to make you aware about the pathetic conditions of public schools in their areas. They handed you a letter that contains five problems regarding dismal states of schools i.e.

- Lack of hygienic toilet facility especially for girls as there are common toilets only,
- Non availability of clean drinking water,
- Lack of proper security,
- Absentee teachers and
- Rude behavior of teachers and staff with the students.

Because of such problem often parents are not sending their children. Dropout rate is also high. Your education minister also expects something concrete from you, as he has to answer local public and media about this issue. With respect to such problems how will you go about providing solutions so that your action may become example for others to learn?

(250 Words) (20 Marks)

The above case highlights the dismal situation of public education leading to poor education quality and consequent problems of illiteracy, lack of skill and high drop out rates. As the District Collector, I have the duty to transform the ~~primary~~ public schools in the district to set an example that can be replicated.

Remarks

The problems mentioned by the ~~vill~~ people can be clubbed into infrastructure challenges, human resource challenges and work culture. I would address the problem as follows:

(1) Given that 2 or 3 states have good educational statistics, I would study their models to create best practices that can be emulated.

(2) Set benchmarks ^{for} quality of education, as well as for the three broad challenges identified above.

[Eg] In the infrastructure challenges, I would benchmark the number of girls to 1 girls toilet, so that we have a clear target.

(3) Addressing each challenge individually:

(a) Infrastructure Challenges

I would undertake resource mobilization from existing scheme funds, corporate social responsibility donation and NGO support to build the requisite infrastructure in the schools.

[Eg] For availability of drinking water, I would look at Swachh Bharat Mission and Ministry of Drinking Water and Sanitation for resources and aid.

Remarks

(b) Human Resource Challenges

Teacher training, both for academic and managerial work would be undertaken.

Then, capacity building programs would be undertaken. Train the trainer modules could be explored.

[Eg] Tie up with teachers that have proven record to provide online or in-person training

(c) Work culture challenges

A robust infrastructure and a capable human resource force would contribute to improving this situation. Further, I would introduce measures like ensuring performance based incentives for teachers to help them work harder.

[Eg] Involvement of parents in the ~~work~~ school system to create a community rather than a schooling system in a silo.

(4) After making amendments for each challenge, I would also put in place a monitoring mechanism to ensure that the targets said (in step 12) are actually met.

Remarks

(5) I would initiate a teacher and school award program to create healthy competition among the teachers and schools.

(6) Lastly, based on the success of the project, I would document my own best practices to allow for replication in other districts.

I would thus bring about change management, not only by acting alone, but through collaboration and knowledge sharing.

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Remarks

Q4. Mr. 'X' had applied under RTI Act to the District Planning Officer who was also PIO, asking information about unspent balance of the last five years on account of MPLAD funds. The name of a particular MP was mentioned in the RTI application. The PIO knew applicant to be a political opponent of the particular M.P. The PIO came to know informally about the applicant's plan to discredit the sitting M.P. in the forthcoming General Elections, by bringing these information in the knowledge of the voters.

The following are some suggested options for PIO. Evaluate the merits and demerits of the options.

- PIO should ask M.P. whether he should provide these information to the applicant because MP is third party in the case. According to the act, third party consent is mandatory.
- PIO should refuse to provide information because the applicant might use these information against the local M.P. to discredit him.
- PIO should provide all the information as has been requested whether local M.P. likes or not.
- PIO should seek the guidance of District Collector Cum District Election Officer because information sought is related to his jurisdiction and is political in nature.

Also please indicate (without necessarily restricting to the above options) what PIO should do in future in order to avoid such controversies? (250 Words) (20 Marks)

The case represents a difficult situation for a PIO who is torn between his duty as PIO as well as his knowledge of potential misuse of the knowledge so revealed. As the PIO, it is ~~not~~ ^{his} duty to adhere to the rules, but also avoid information use for vindictive purposes.

The merits and demerits of the options are as follows:

- PIO should ask M.P.

MERITS

- Claim that the act mandates consent of 3rd party, asking the MP is part of the procedure.
- It creates a sense of uprightness as the rules are followed.

Remarks

Demerits

- ① It might be perceived as political favouring.
- ② It might pre-empt the MP and also jeopardise the situation of Mr. X.

(b) Refuse informationMerits

- ① It would help avoid the controversy for the PIO
- ② It would save against vindictive politics.

Demerits

- ① As PIO, it would be dereliction of duty as he is mandated to share information under RTI Act.

(c) Provide all informationMerits

- ① It would be performance of duty without any fear or favour.
- ② Mr. X would be a ~~recipient~~ recipient under the RTI Act.

Demerits

- ① Use of information for political gains by Mr. X.
- ② Political outbidding by the MP.

(d) SEEK GUIDANCE OF DISTRICT COLLECTOR CUM DISTRICT ELECTION OFFICERMerits

- ① It would lend legitimacy to the PIO's actions as

Remarks

he would have consulted concerned authorities,

- ② It would help him get another viewpoint and therefore improve decision making.

Demerits

- ① It might lead to delay and consequently the information may not serve its purpose to Mr. X.

Given that PD it is ~~not~~ one's duty to provide information, unless classified otherwise. ^{P10} ~~It~~ should be willing to provide the information. From the above ~~extra~~ options, he should first approach the DE cum CEO for an opinion and then also take the consent of the MP, as it is mandated by the law. However, the above actions should not lead to unnecessary delay.

2. Providing information to Mr. X. is important, not because it would lead to political theatrics, but because he is a citizen who has exercised his right. However, precautions must be taken, like options (a) and (d) to avoid misuse of information. One must not forget that the ~~main~~ purpose of RTI is to have better informed citizens and thereby increase accountability. Revealing the unspoken motives of MP/MLAs is also part of due accountability and ~~transparency~~ under the RTI Act.

Remarks

Q5. You are a head of Water Supply Board of a district town and in-charge of supplying drinking water to the people. You had a detailed consultation with people regarding a Citizen Charter for water supply services. Based on the requirement and expectations of people, you had a discussion with your subordinates who were little reluctant about the Charter but seeing your positive attitude they ultimately agreed. You committed some hurry in implementation of the Charter and notice the following problems:

1. The quantum of water promised could not be ensured.
2. The quality of water did not improve.
3. One of your key functionaries went on a long leave and you did not get his replacement.
4. The entire blame on the failure of the Charter came on you.

Ponder over the situation and answer the following questions:

- (a) What were the reasons of failure of the Citizen Charter?
- (b) What should have been ideal course of action and why?
- (c) Draw a Citizen's Charter for this case.

(250 Words) (20 Marks)

The above ~~case~~ case reflects the drawbacks stemming from a hurried citizen's charter and the consequences for me, as the head of Water Supply Board. It is my duty to draw up a Citizen Charter that is reflection of reeling and consequently ensure that it is adhered to.

(a) The Citizen Charter failed in the above case for the following reasons:

(1) Improper discussion with people.

A draft should have been circulated among the public, ~~also~~ after the initial discussion to crystallize expectations and requirements.

Remarks

(2) Lack of enthusiasm and capacity building of subordinates.

Subordinates were merely persuaded based on my positive attitude. However, their buy-in and subsequent training was not undertaken.

(3) Unrealistic targets of standards.

The quality and quantum of water supply was not scientifically decided.

(4) Creation of an efficient replacement mechanism within the organisation to ensure that the work does not suffer due to absence of any functioning.

(5) hurried implementation led to a less-than-optimal outcome.

(b) The ideal course of action should have been as follows:

(a) Engaging citizens both in the pre-discussion and draft stage.

(b) Capacity building of employees.

(c) Realistic and scientific setting of standards.

(d) Proper implementation with more training.

(e) Creation of a well-oiled administration set up to deal with set backs like long ~~to~~ lines.

Remarks

(C) In this case the Citizen Charter would entail the following:

- (1) Identification of services and target audience.
The water supply to the residents would be ^{clearly} ~~not~~ stand.
- (2) Setting standards for quality and quantity drawn from scientific knowledge.
[E] 50 litres/day of a fresh water per individual.
- (3) Monitoring of standards - mechanisms in place to ensure that ~~the~~ standards are met.
- (4) Grievance Redressal Mechanism so that the public can get their complaints registered and addressed.
- (5) Feedback mechanism to ensure that requisite changes are made.
- (6) Proper awareness campaign for all time of launch and a 'May I help you' contact.
- [7] Capacity building of functionaries.

As the head of the Water Supply Board, I would take responsibility of the failure of the Charter. However, a Citizen's Charter is a dynamic document that can be revisited. I would learn from my mistakes and redraft a Charter as per above and ensure proper public service delivery to the citizens.

Remarks

8/12/2020

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