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Rank - 5

Ethics Paper Marks - 124

GS Mains Q&A

Ethics in Governance + Case Studies



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GS MAINS Q&A 2018**ETHICS IN GOVERNANCE + CASE STUDIES**

Time Allowed: 3 Hrs.

Max. Marks: 250

Instructions to Candidate

- ▶ There are 19 Questions.
- ▶ All questions are compulsory.
- ▶ The number of marks carried by a question is indicated against it.
- ▶ Answers must be written within the space provided.
- ▶ Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.

Q	Answer	Q	Answer
1		11	
2		12	
3		13	
4		14	
5		15	
6		16	
7		17	
8		18	
9		19	
10			

Date:

Candidate's Signature



Examiner's Signature



REMARKS

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Remarks

Section- A

1. (a) Consider the following statement and explain it in the context of administration and governance: "It is horribly difficult to perceive our flaws and change our behavior and, at the same time, it is seductively easy to make guilty of our disasters to the sun, the moon and the stars."
- (b) What are the essential requirements for being an agent of change?
(150 Words) (10 Marks)

(a) This statement reflects a classical situation, one which can be experienced in real life. As it's quite easy to blame others for our mistakes, the blunders that any person commits, specially in administration and governance, where a hierarchy / bureaucracy exists; the people find it very easy to shift the burden of wrongdoing, act of malfeasance, misconduct, inaction etc on others. But it's very difficult at the same time, to own up our mistakes or errors by first recognising them and then acting responsible enough to try and correct the mistake.

"Be the change you wish to see in the world"
As Gandhiji argued, one must try to change

Remarks

Onself, however difficult it may seem to be in first instance, this can not just reflect our responsible behaviour but encourage others for nurturing atmosphere of transparency and accountability in the administration.

b) Being a change agent entails 'development administration' that seeks to achieve socio-economic goals. Essential Requirements are:

- (•) Open Mindedness -
- (•) Receptivity to new ideas and Innovations and Adaptability
- (•) Persuasion & leadership skills - to effect attitudinal changes in coworkers & public
- (•) Becoming a role model by bringing change in oneself which others can emulate.
- (•) Optimistic about the reality/possibility of change no matter how bleak the situation might appear
- (•) Emotionally Intelligent and Mature

Remarks

Q2. 'Collusive corruption differs from other type of corruptions because its unethical affects demoralizes the entire fabric of the society, which is doomed in poverty, illiteracy and backwardness'. Illustrate.
(150 Words) (10 Marks)

Besides Coercive Corruption, Collusive Corruption is a deeper malaise in which ~~people~~ public servant tries to extract benefit out of his authority (undue advantage) in turn by procedural discrepancies or loopholes in process, by profiting the bribe giver as well.

»» This can be illustrated as when public servants collude with contractors, using substandard material for construction of bridges, roads etc. This risks the safety of citizens.

»» Often in cases of certification by pollution board, collusive corruption, compromises with health & environment by giving permits for construction or permission to build factories, or by declaring ~~practice~~ discharge of pollutants within permissible limits; harming the poverty-stricken population.

Remarks

⇒ Specially in tribal and backward regions, the accountability is low & diversion of funds is rampant

⇒ Recent Fire incidents in urban areas found that No Objection Certificate by fire department had been issued despite inadequate facilities. This indicates presence of collusive corruption which cost many ignorant citizens their lives.

Remarks

Q3. What could be the influence of a civil servant's private life on his/her public life? How would you prepare yourself to separate the two? (150 Words) (10 Marks)

The influence of private life circumstances on a person's public life can create huge dilemmas and affect work performance immensely. In case of civil servant, the influences could be:

- (*) Conflict of Interest: Where position in prt life or relation can affect decisions / influence the duties / actions.
- (*) Instability in private life can demand more attention and impact efficiency or devotion to work in public life.
This may disrupt the work-life balance creating stress, tension etc.
- (*) One's allegiance to certain ideology or family's indulgence in activities can create prejudice or bias in public life as well towards certain community, caste, groups etc.
- (*) Positive influence can be also there in terms of encouragement and motivation.

Remarks

But in order to work efficiently and exhibit exemplary performance while extracting fulfillment from job, ~~would entail~~ separating the private life from public life is essential.

- Developing a mental framework of essential values to be adhered to as much as possible, both for private and public life.
- Developing Emotional intelligence, for recognising emotions, self awareness and management of issues.
- Maintaining healthy daily routine to ensure adequate time distribution.
- Being honest and declaring the influence of private interests/circumstances in public decision making and vice versa

Remarks

4. Explain the importance of following attributes with respect to the Civil Services.

(a) Moral attitude

(b) Double effect principle

(75 Words Each) (5×2=10 Marks)

(a) Moral Attitudes are prediöpositions to act which are based on moral conviction. Moral attitudes are tied up with emotions and can influence behaviour, hence important in Civil Services.

o) Civil Servant with a reverant moral attitude towards elders, women etc, would reflect in good behaviour and service delivery towards them.

o) A good moral attitude towards secular values and non partisanship as well as impartiality can be helpful in conflict resolution in times of violent situations or communal activities.

o) Moral attitude of veracity and goodness can help maintain positive work culture, as also prevent any misconduct or malfeasance, helping Civil Services to discharge their duties with utmost sincerity and commitment

Remarks

b) Double effect principle or understands a situation in which one ^{positive} act of a person which is intended by the actor is likely to cause another ^{negative} consequence as an indirect effect of the act, but the person is morally and ethically responsible for only those acts which he intends to do.

In civil services, dealing with public issues might raise such double effect dilemmas. Eg. clearing encroachments on roads might take away employment opportunity from poor sections, ordering use of force deployment for restoring law & order may physically harm some protestors / agitators.

Remarks

Q5. All the discourse of ethics ultimately is another facet of bureaucratic incompetence.
Analyze. (150 Words) (10 Marks)

Discourse about ethics is crucial as it tends to re-evaluate the guiding principle and re-establish their importance in the real life as moral standards for behaviour in line with what is considered right or wrong or ethically acceptable behaviour.

But it appears to be another facet of bureaucratic incompetence, as despite the code of ethics, codes of conduct, Regulation, Citizen charter and remembrance of moral thinkers and great philosophers, bureaucracy seems entrenched in the acts of malfeasance, misconduct, corruption and poor service delivery under the garb of legal loopholes, deteriorating work culture, political support and lethargy or inaction.

Remarks

So, despite ethics appearing as a mere discourse about prevailing incompetencies, it is essential, because it somehow also promotes bureaucratic competence as well.

The rejuvenation of standards and evolution of morality in changing times, warrants for a sustained discourse on ethics to try and further goals of efficient, economical & effective bureaucracy as well as devoted, concerned and sensitive bureaucracy, upholding probity in governance and integrity of character.

Remarks

6. What does success mean to a civil servant? What are the obstacles faced by them in achieving success in their career. What steps can be taken to win such obstacles?
(150 Words) (10 Marks)

For a civil servant charged with the responsibility of being permanent executive, success would be in the effective implementation of schemes and govt programmes, maintaining atmosphere of peace and equality as well as furthering the goal of socio economic development with change orientation, while gaining job fulfillment by these achievements.

Obstacles faced by civil servants:

- Non conducive work culture or status quoism
- Political pressure
- Conflict of Interest posing ethical dilemma
- Inadequate support of govt machinery or paucity of resources
- Inherent social evils and divisions

In order to win such obstacles and gain success, civil servant must try

- Develop Emotional Intelligence, positive relation awareness and management to develop conducive

Remarks

work culture showcasing leadership goal.

-) Steadfast commitment to ethical virtues without compromising on professional duties of integrity, open mindedness, selflessness, uprightness and non partisanship.
-) Declaring conflict of interest at work
-) Developing citizen centric approach by interaction and participation to overcome resource constraints.

Overall an optimistic attitude ~~can~~ is a prerequisite in getting over obstacles.

Remarks

Q7. How the innate qualities of people of a country affect ethical values and the effectiveness of its institutions? Which matters more for progress and growth of the nation---'people' or 'institutions'--- and why? Which of the two is more important for good governance? Give reasons. (150 Words) (10 Marks)

"Institutions stand on their own, but they walk due to the people who man them."
The innate qualities of people affect the efficiency of institutions greatly - of country

-) Expectations of people set standards of performance
eg. If people value honesty and are committed to work, institutions would be bound to do so.
-) Innate quality of punctuality greatly impacts effective service delivery
-) Selflessness and Sensitivity to prevailing inequality in society reflects in ethical values of moral attitude, compassion or empathy in workers.

For progress and growth of a nation, the people who constitute the institutions and people who receive public services are as important as institution themselves. As people ensure ethical values are maintained and accountability is upheld, the institutions provide a systematic

Remarks

framework of rules and procedures, that helps maintain impartiality and spontaneity of process. Institutions channelize the efforts of the people and engender a work culture which in turn shapes the character of the people.

II ARC Report argues that both 'institutions' and 'people' are required for good governance. If corrupt practices creep in, its as much the responsibility of people as of the institutional inertia to correct them. Good public service delivery and enhanced citizen participation are good governance indicators which can be only possible by coordinated outlook by people & institutions

Remarks

Q8. Concept of accountability is inherent to the Weberian hierarchy. Critically analyze.
(150 Words) (10 Marks)

In the Weberian Ideal type of Bureaucracy, hierarchy stands as its basic premise creating a structure of sub and superordinates of ranked order for efficient division of labour in complex societies.

* Weber mentions 'Impersonality' as an important aspect which means that a person cannot appropriate the post ^{to himself} that he holds, but merely exercises a power of influence & sphere of competence for the time being.

This reflects principle ~~that~~ of holding position in "public trust", not as own personal gain. Though some provision of accountability can be derived from this, but its limited in character.

The accountability - or answerability for the actions pursued in bureaucracy have a much wider connotation today. As Weber himself admits that over-adherence to rules by bureaucrats can lead to displacement of goals. ~~also and~~

Remarks

It was observed later that corruption was eating up the system and accountability and transparency is essential even in a hierarchical structure by pinning responsibility on some members holding executive positions.

Remarks

Q9. How do rising expectations, social comparisons, and relative deprivation explain why increased income does not bring happiness? (150 Words) (10 Marks)

With consumerist and capitalist business culture gaining ground, it was assumed that rising incomes are a gateway to fulfillment of all desires and thereby happiness.

But man's perpetual state of dissatisfaction was revealed as expectations kept rising sky high. No matter how good a car or gadget one purchases to derive pleasure, he/she is likely to become jealous and sad ~~etc~~ on social comparison. This never ending desire for more has questioned the ability of money to provide true happiness of heart.

A corporate ~~mind~~ might feel utter joy on holding an expensive gadget or owning a big house, but due to paucity of time and lack of ~~of~~ quality - comforting - joyful social relationships, he would feel relatively deprived

Remarks

than an ignorant poor but a satisfied farmer of a small village who has plenty of "social capital" which provides him ultimate satisfaction and happiness.

Materialist objects might never be able to provide true happiness, but spiritual and inner being of individual, nurtured with gratitude and ethical virtues can be a source of eternal value.

Remarks

10. Discuss few criterias used to define a trait as positive?

(75 Words) (5 Marks)

A trait or a tendency to act can be classified as both positive and negative, based on different criteria:

- o) Universal standards - traits adhering to certain essential virtues are always considered positive
Eg Speaking truth, Respecting elders, being optimistic
- o) Role/ Position - it determines subjectively the trait which is desirable. Eg. Aggression is positive trait in a soldier but not for a doctor.
- o) Social Norms/ values - conditioned by societal expectations of behaviour or stereotypes. Eg. Being ^{seen as} submissive or docile is a positive trait for ~~men~~ girls but not so in case of boys.
- o) End Result/ Consequence - defines a trait's desirability Eg Being innovative & thinking out of box might be a positive trait in entertainment industry but not ~~so~~ in where following rules gives efficient results & innovation causes confusion.

Remarks

11. How does optimism work and what positive functions does it serve?

(75 Words) (5 Marks)

Optimism brings hope and motivation about the possibility of a better future and success in endeavour.

It works by fuelling confidence in oneself and encourages one to be patient as well as practice perseverance and sustained efforts.

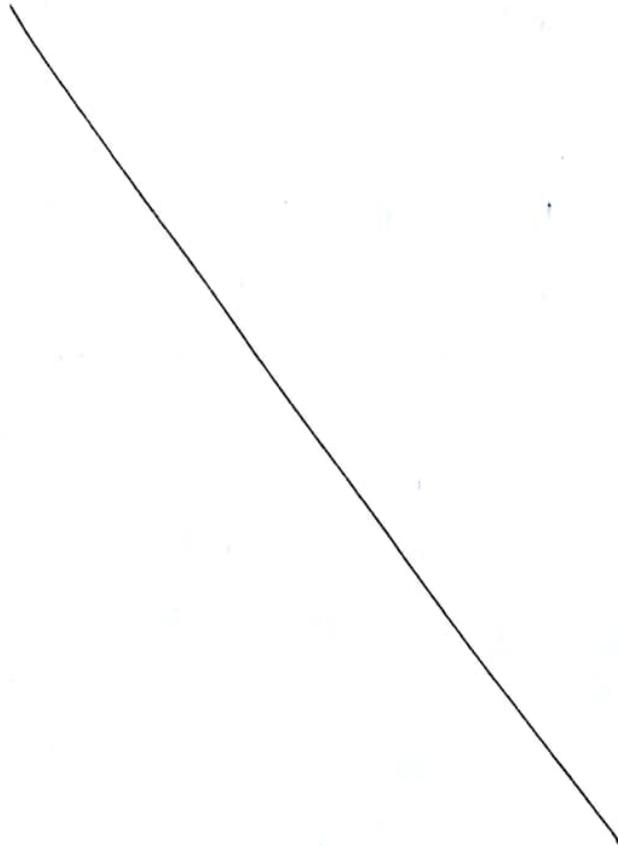
It helps one see the brighter side of life, and avoid saddening/darker thoughts. It challenges our imagination to see the "Silver Lining in the Cloud". In this way it propels a person to stay committed, in the face of obstacles and endure the pain while taking difficulties as opportunities for better life.

Remarks

12. Difference between any two of the following terms:

- (a) Emotion and Sentiment
- (b) Duty and Obligation
- (c) Obedience and Discipline

(75 Words Each) (5×2=10 Marks)



Remarks

Section- B

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

13. You are a doctor in a government hospital. One of your lady friends got married in very rich and influential family. However, with passage of time you came to know that the family is very conservative as she visited you to seek your help in determining sex of the child at fetus stage. As her in-laws want a boy child to act as inheritor of the family. They have also ordered to abort the child if it is girl. Later her in-laws insisted hard and connected the doctor with the health minister on mobile phone. The minister said the doctor to help them in all possible manners without saying anything about the issue at hand. Thus reporting about the issue to police is waste.

Answer the following questions:

- (a) What are the ethical dilemmas in the above case?
- (b) Do you think that your moral obligation also demands to help your friend.?
- (c) A doctor in a public or government hospital should obey the health minister for whatever he says. Do you agree and why?
- (d) What steps will you take in the above situation? (250 Words) (20 Marks)

(a) The case involves a difficult situation where being a doctor, the ethical code of conduct as well as legal requirement of not indulging in sex determination of foetus comes in conflict with the duty to carry out orders and follow instructions given by ministers. At the same time, being a friend to the lady, concern is also about her well being as well as the foetus who stands at a risk of being aborted, by my action. This appears as a

Remarks precarious situation but doesn't qualify to be a "real ethical dilemma".

(b) It would not be appropriate to consider a ~~request~~ request of my friend for ^{sex} determination as a moral obligation on account of my friendship, because it not only is entrenched in patriarchal norms, violates basic human rights of the foetus (if a girl), but is also illegal and risks my professional job. Moreover it appears that its in-laws who are insisting on such an act due to selfishness & not my friend per se.

(c) Despite being a govt servant, obeying a minister for whatever he says would not reflect probity in work at all. Instead of blindly following instructions, the doctor must reflect upon his duty to own professional work, maintaining best practices and refraining from unethical and illegal practices that may jeopardise the integrity of position/job.

Remarks

d) In this situation, where the influence of / indulgence of a minister has reduced the importance of police reporting, I will try and take following steps:

- 1) Trying to convince the in-laws of my friend about the importance of girl child, the impact on any act of abortion on the mental and physical health of my friend, which can be even risky for her life.
- 2) Expressing legal and moral obligation, being a responsible doctor to the health minister.
- 3) Sharing the situational constraints with senior doctors.
- 4) Making the in-laws aware about stringent punishment/imprisonment involved for this offence, as even minister would not be able to contravene law of land if matter is exposed.

Remarks

14. 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.

- (a) Lack of hygienic toilet facility especially for girls as there are common toilets only,
- (b) Non availability of clean drinking water,
- (c) Lack of proper security,
- (d) Absentee teachers and
- (e) 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)

Education is the most crucial tool for development of human resource and for ensuring brighter future for the children. Being a District Collector and endowed with the support of Education minister, I see an opportunity in this huge challenge of improving

Remarks

conditions of public schools, to set an example for others to learn, by carefully formulating plans and implementing the same.

The letter from group of citizens mentions the broad issues. Issue must be tackled in a systematic manner.

- 1) Getting exact statistics and figures about the availability of facilities like number of schools, toilets, teachers-on-roll, water facility and crime incidences if any.
- 2) Utilising funds from 'Swachh Bharat Mission' for constructing toilets in each school, separately for girls
 - Ensuring that 'Safai Karmacharis' maintain cleanliness by regular inspection
- 3) Tackling water issue by utilising modern low-cost technology as water filters.
 - Taking help from NGOs and Voluntary Org. to contribute funds or equipments for ensuring clean water supply.

Remarks

4) Collaborating with the local police to create a friendly and congenial atmosphere in schools by encouraging reporting of any incident.

- Ensuring proper lighting facility, on the way.
- Providing safe transport services to schools
Eg. buses, vans
- Setting up internal complaint committee within schools for child reporting.

5) Convening meeting if possible with teachers/representatives to clarify on absenteeism, considering any constraints they are facing in attending schools, if not, then issuing warning.

- Installing biometric for attendance
- Rewarding teachers for full attendance by felicitation on teachers day & other such encouragement of ^{good} performance.

6) To tackle the rude behaviour, a two way approach is required. Since when students learn to be disciplined, teachers would behave properly and teacher's effort in interaction can enhance child's interest.

Remarks

- Teacher training & staff training to understand child psychology and good attitudes / practices
- Raising teacher accountability, not only in terms of academic results but also informal feedback from students & their parents

7) Setting up Parents-Teachers Association to better understand learning constraints, child development, outcomes, performance etc.

8) Arranging interactive session with children for motivation, arranging field trips, ensuring sports activity in school to prevent drop outs.

9) Trying to use technology based learning classrooms wherever possible - e-pathshala.

A comprehensive approach with sustained action will go a long way in alleviating the conditions of public school and improving education

Remarks

Q15. The Civil Services Exam is one of the toughest and the longest exam system in the country. With the limited number of attempts and nearly five to six lakh applicants appearing each year, of which only 1,000 or less get selected, there is a huge pressure on the candidates to crack the exam and it may lead to the bouts of depression, anxiety and mental stress. Civil Services candidate faces many issues during the course of the preparation. Many candidates leave their homes and move to metro cities for coaching and preparation. They take up accommodation that gives them little comfort. Most of the aspirants do not know how to cook, and some in order to save time eat at the roadside stalls or depend on "Dubbawalas." Having improper food and uncomfortable living, many aspirants end up having health issues. Besides, the coaching institutes in order to produce good results put pressure on the candidates to increase the hours of studies. Loss of sleep impacts the body and the aspirants get totally exhausted. Overall level of stress is very high. For an exam like UPSC, where there is cut-throat competition, the only goal of aspirants is to somehow clear the exam and they ignore the insurmountable pressure on them. You are also one among them. After repeated attempts you failed to qualify this exam and you are in stress as you have lost most valuable time where you could have easily opted for alternate career. One of your best friends has met the same fate and he is in depression. His mother calls you and asks you to take care of her only child. She requests you to motivate him to something big in life, one examination does not make or break everything in life. In the given scenario, how will you motivate yourself and your friend? And, how will you cope with your stress?

(250 Words) (20 Marks)

The situation that I, as a student preparing for UPSC face, reflects deep psychological turmoil, mental tension and helplessness in immediate circumstance of a result. The pain of disappointment looms large and dejection on failure to qualify is immense. But, it's important for me to try and overcome this situation as well as encourage my friend who has met the same fate. This is important to get over the emotions by taking setbacks as a part of life's journey.

Remarks

•) I would first try to convince myself that failure was just in an examination and is not a failure of life as a whole. To motivate my friend, I must first reflect Emotional Intelligence by becoming self-aware and trying to balance/control my emotions by either sharing my feelings to own family members or other well wishers.

•) I would motivate myself and my friend by importance of failure which are stepping stones to success and offers opportunities for reaching better life goals or improvement.

•) Despite losing time, UPSC Preparation gives a lot of lessons in knowledge, self awareness, discipline, morality and concern for downtrodden which are lessons for life & must be acknowledged ^{and myself}

•) I would even encourage my friend ^{to} consider an alternate career or area of interest which could be possible, to reduce hopelessness.

Remarks

- For coping up with stress, we would try bustling stress with constant interaction, also with other friends and family members.
- Preparing for an outing, eating good food or entertainment can also help cope up with stress.
- Learning from those candidates, who tasted success after repeated failure can boost our mental state.
- Analyzing ones mistake is the most important step to gauge ones performance and devising plans to plug the loopholes in preparation can reinvigorate the motivation of UPSC Preparation.

Remarks

16. One small area of a district headquarter town is in the grip of encroachment. As a result, people face lots of problems due to the congestion of roads and the most affected lot are senior citizens, who face difficulty in crossing the congested and crowded roads. This is creating a problem about two roundabouts and two parks of that area. Besides, area is also very dirty and there is no arrangement of cleanliness. Senior citizens of that area have appealed to the state government to appoint a young but disciplined and energetic officer in the town to take care of the problems and grievances of the people. Executive officer of the local civic body said they were doing their best to clear the encroachments in the town from time to time. However, once the encroachments were removed, the same people find other sites in the same area to be encroached upon. Residents desire that there should be some attempts to beautify these places as are done in many other cities of the country. They also want beautification of parks so that even children can play. Local MLA is also ready to fund. You are Municipal Commissioner of the city and when a delegation of eminent people has come to meet you with a request to do something for the purpose, you checked up with your finance and accounts department, which expressed its reluctance to provide with resources.

What are the issues before you in this case & how will you execute options effectively?

(250 Words) (20 Marks)

Being the Municipal Commissioner, it's the part of my job to ensure good urban facilities address grievances of the public and ensure citizen friendly town. Issues in this case are

- > Despite best efforts of clearing encroachments, proper ground implementation is not done.
- > Despite assurance from local MLA, the real financial situation is grim as expressed by reluctant departments.
- > demands put forth regarding congestion, cleanliness, beautification ~~are~~ need urgent attention in public interests specially of elderly and children.

Remarks

In order to deal with encroachments, action must be taken who are repeatedly encroaching the roads, creating traffic and safety issues for passersby.

As an alternative, the street vendors could be given a small space for food stalls, small items outside the park in late hours ensuring minimum disruption. If not possible, then constant monitoring must be done to avoid any encroachment.

To tackle cleanliness issue, citizen involvement is a must, encouraging clean habits, not littering by media awareness, motivation to perform well in 'Swachh Sarvekshan' ranking can also help. Also, waste collection, sweeping must be ensured by Safai Karmcharis who are municipal workers.

- Citizens can be asked to share photos/complaints regarding dirty landscapes. for ensuring citizen centric monitoring.

Remarks

Special concern must be raised with the local MLA for providing funds, for ensuring proper wages to municipal workers. Apart from this, beautification of places/parks would also require resources. ~~for the same~~

Another alternative could be by encouraging children to paint walls as practiced in many cities as a part of beautification of pathways and parks.

• In shortage of resources, LED (durable), Solar lighting systems could be installed.

A detailed report could be requested about the shortage of resources, directing efforts towards optimum tax collection by encouraging/ social awareness as also ensuring no corruption or siphoning off of funds.

Remarks

17. 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 along with bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?
- (b) Evaluate each of these options and choose the option which would you adopt, giving reasons.
(250 Words) (20 Marks)

Bribery and Corruption have come to stay so long in our administrative and governance functions, that they have become a part of the organisation which reflects poorly on the ethical conduct of govt. servants while also causes harassment of ~~the~~ citizens, being the head of organisation, options available to me in this case are.

- 1) Ask the Assistant-in-charge to report on the matter and proceed charges against him for misconduct and bribery.
- 2) Call a meeting of the workers in organisation on discussing emerging issues of misconduct, besides ~~drafting~~ ~~a~~ code of ethics and conduct recalling and warning legal action—

Remarks

as well as importance of quality service delivery, that impacts reputation of entire institution and concern for social service.

3) Raising the issue informally in a gathering/cultural event and expressing little discontent to the workers in organisation.

Evaluation : Besides first ensuring that the complainant gets his pension without any bribe payment under personal supervision, next steps can be evaluated.

1) Outright enquiry and steps against Assistant would send a strong message in organisation about zero tolerance to corruption and he would be punished for asking bribe.

But this was not aid in long term or for qualitative change in work culture which requires persuasive effort and attitudinal change.

2) This option appears appropriate as interaction with all workers would express my ^{serious} concern over this issue. Instead of strict action against one individual, it would be better if I could remind

Remarks

all workers about their moral, ethical, professional and legal obligations in public life. as many workers are involved in it. A warning alongside can ensure that strict action be taken if such malaise persists.

Work culture can only be improved with synergised efforts, changing the norms and practices in organisations, by rewarding ethical behaviour and setting example of prompt service delivery

3) Raising the issue in a friendly atmosphere may express my concern, but would be of little impact and the grievance of common citizens would also not be addressed effectively

hence, I would adopt the second approach to ~~was~~ bring a qualitative change in the work culture, apart from ensuring that complaints mechanisms are open and strict actions be taken against workers who do not pay heed to the warning

Remarks

all workers about their moral, ethical, professional and legal obligations in public life as many workers are involved in it. A warning alongside can ensure that strict action be taken if such malaise persists.

Work culture can only be improved with synergised efforts, changing the norms and practices in organisations by rewarding ethical behaviour and setting example of prompt service delivery

9) Raising the issue in a friendly atmosphere may express my concern, but would be of little impact and the grievance of common citizens would also not be addressed effectively

Hence, I would adopt the second approach to ~~to~~ bring a qualitative change in the work culture, apart from ensuring that complaints mechanisms are open and strict actions be taken against workers who do not pay heed to the warning

Remarks

18. 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)

Being a Public Information Officer, it's my responsibility to effectively carry out duties in regard to RTI Act, 2005 and ensure transparency and citizen centricity.

a) Despite, third party being mandatory and MP being a 'public authority' asking him can have:
Merits: MP would be given a 'say' in a case in which his name has been involved/invoked.

Demerits: Section 11 of RTI Act provides 'opportunity to third party' to voice an objection, hence as ruled by CIC, consent is not mandatory per se and PIO is not bound by it.

Remarks

Demerit: MP may try to block the information as it is against his/her interests, despite being an information of public domain (unspent amount) and not a confidential/personal one.

b)

Merit: Analysing political implication in regard to General elections, refusal can prevent public discredit to the MP and defamatory repercussions

Demerit: Withholding information would go against the spirit of RTI Act as well the Right of citizens to avail such details about Public Fund Utilization and service delivery to judge effectiveness and efficiency to gauge performance

c)

Merit: Providing all information would further the objective of transparency & accountability of the govt and progress of fund spending can be disclosed, in public interest.

Demerit: PIO must be sensitive about the particular applicants' intentions about creating political questions on MP. It might be unfair if MP has utilised Central & State scheme funds to further development and progress in his region by implementation but

Remarks

not utilised the MPLADS fund because of other restraints or paucity of time. Such information can be used to misguide the voters and create false perception of MP.

d) Merit: seeking guidance of District Election Officer appears to be most appropriate solution here as it relates to his jurisdiction. The political implications of the disclosure and intention of applicant are quite clear, hence seeking the advice of DC, being a senior authority is a must.

Demerits: This might bound the PIO with the advice/suggestion of the DC ~~and~~ which he might not fully agree with.

Besides seeking guidance of DC in handling such issues, PIO must go through the judgements of CIC and understand the circumstances under which information disclosure be made or withheld. Gaining clarity on the same would empower him to understand the precedent and avoid these dilemma, facilitating speedy disposal of cases.

Remarks

19. 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)

Citizen charter is a document which reflects the commitment of the organisation towards its clients and citizens in terms of quality of service, time, standards etc and in turn describing behaviour expected from citizens as well. Being head of water supply board, drafting a citizen charter was a very good endeavour but unfortunate reasons of its failure can be:

- (a)
- 1) Reluctance of subordinates over citizen charter and its implementation.
 - 2) Success of citizen charter depends on synergised

Remarks

15 a) Failure to appoint / delegate the work of officer on leave.

GS SCORE

efforts of the entire Board officers and assistants.

3) Undue haste in implementation might have created confusion or the unavailability of resources to reach the mandate.

4) Very ambitious targets, which might have been an overestimation of the capacity of Supply Board.

5) Poor coordination, collaboration and communication regarding the real motive & utility of Charter

(b) In order to make Citizen charter successful, ideal course should be :

a) Careful detailed discussion about requirements of people must have been followed with deliberations within Water supply board, understanding the constraints, resources and work culture.

a) Subordinates must be taken on board for brainstorming and suggestions, as well the drafted charters of similar department must be taken as reference too.

a) Evaluating ground situation, drafting ambitious but realistic goals and circulation of draft for further improvements.

Remarks

1) Acting as role model, ^{as a} head steady implementation must be ensured by adequate fund utilisation, proper quality service delivery and confidence building among citizens by encouraging them to do their part and timely monitoring of citizen charter goals.

(c) Citizen Charter for Water Supply Board:

Vision: To ensure supply of clean drinking water to the town in adequate amount for proper utilisation and safe-timely delivery

Citizen/Clients: Residents Population of the town

Mandate • Supply of clean water to all households daily at fixed time.

- Improving water quality by setting up advanced water treatment plant.
- Metering of water to prevent overuse/corrupt practice
- Efficient service delivery by providing prompt water connection & piping arrangement

Citizen Expectations: To use water judiciously and prevent wastage; Pay water tax yearly on time and cooperate from quality improvement to municipal corporation.

Grievance Redressal: Complainants can report to public grievance in charge or head of water supply Board.

Remarks