

REMARKS

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Section - A

Q1. Administrators must perform their duty to promote public welfare 'by seeking a balance between virtue, principle and good consequences'. Explain and illustrate.

(150 words) (10)

As custodian of public resources and trusts administrators have a duty to act in public interest. However, due to the complex nature of administration, it may be difficult to find proper a balance.

↳ whose duty is to decide what is public interest?

Balance between means and ends

• The any act in administration must uphold ethical principles (means) to achieve the administrative goals of socio economic welfare. That is these means are as important as the ends

• Giving precedence to ends over means can lead to populist schemes - amassage of public money eg: excessive subsidies while giving precedence to means over ends can make the administration rigid, inflexible and uphold the law in letter not in spirit (red tapism - cumbersome procedures)

• However, in situations of ethical dilemmas (eg: poor person in need of government support but does not possess necessary documents), it may be difficult to do so. In such case, one may

~~also~~ adhere to the principles of consequentialism (an act is ^{ethical} moral if it has the ethical consequences)

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3 1/2

Utilitarianism (greatest good for the greatest number), justice and rights approach (upholding rights)

• In all such circumstances, the principles of public interest, transparency, accountability, integrity, judicious use of public resources have to be upheld.

↳ Making such nuanced decisions requires ethical training and a code of ethics.

• to facilitate sound judgement

↳ How can practical wisdom help in balancing them?

well explained to conflict of the three.

Q2. What do you understand by 'conflict of interest'? Do you think 'enlightened self-interest' can help one resolve this conflict? Argue and illustrate. (150 words) (10)

Conflict of interest is a situation in which a person is unable to perform either his/her duty to the fullest due to conflict between different professional responsibilities or between professional and personal duty.

examples of conflict of interest

- office of profit - conflict between legislative and executive functions of legislators?
- If a person sitting on the interview board for a position, knows the applicant personally.
- insider trading in companies
- A civil servant uses the information obtained by way of official duty for private gain.

Minimising conflict of interest requires both external and internal changes.

- External → code of ethics for civil servants and Ministers (CARE II)
→ regulator of members interest in legislators
→ corporate practices - independent directors in companies

However, it may not be possible to completely eliminate it without ~~erode~~ the ability of an individual to act in enlightened self interest.

→ This means that all public servants adhere

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↳ Discuss ethics of reciprocity

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to the principles of honesty, integrity, transparency, accountability (Nolan principles) and have utmost dedication towards public servants (duty before self).

• Enlightened self interest means that a person shall always place the interest of others and uphold the sanctity of his/her job before private interest.

• eg: ~~commitment~~ ^{statement of} adhering to the principles of judicial life by judges.

shall it be accepted from a person to sacrifice his interest everytime?

Ethical or value based education along with formulation of ethical principles in all organisations can help in resolution of these conflict.

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Q3. Explain the difference between 'bureaucratic attitude' and 'democratic attitude'. Do you think 'social audit' can bridge the gap between the two? (150 words) (10)

While democratic attitude calls for openness, transparency, accountability, people's participation, bureaucracy by its very nature can sometimes resist openness and people's participation.

• Bureaucratic attitude may be focussed more on the input or procedures and rules in decision making while democratic attitude is concerned with the outcomes of decision making, that is whether it upheld public welfare or not.

• This difference in attitude leads to an inadequate implementation and monitoring of various socio economic schemes and policies. Bureaucratic corruption, rigidity often undermine public interest.

• Social audit is the auditing of government schemes and organisations keeping in mind the goals or the social and economic objectives that they intend to uphold and the benefits that they aim to bring to the people.

Advantages of social audit

- One of the tools of participatory democracy.
- helps in better monitoring of public resources - financial and human ('Humara paisa, Humara Hisaab')
- facilitates the reduction of gap

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What are the steps involved in social audit?

How does bureaucratic attitude despise common people?

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between public expectation of service delivery and the reality that is improving service quality
→ improves transparency, accountability and
• reduces corruption among ground level functionaries
→ By establishing social compact, it facilitates a rights based approach and moves towards an outcome based assessment of democracy

There have been certain issues within social audit like apathy of government functionaries, lack of awareness, etc. concerted efforts have to be made to make social audit a powerful tool of grass roots democracy.

How does by comparing public data with official data - social audits transform bureaucratic approach?

Q4. Dedication to public services can be cultivated only by treating public services not as a profession but as a calling. Do you agree? (150 words) (10)

Dedication to public service implies always placing public interest and duty before self and performing one's duty without regard for personal consequences (positive or negative).

- Dedication to public service can only develop when public servants internalise the goals of public welfare. Such an internalisation will facilitate sound decision-making in complex situations and ethical dilemmas.
- It will also reinforce adherence to principles of public interest without external imposition (responsibility - self accountability).
- This can only be possible if the public services are treated as a calling and - that is, here performance of duty goes much beyond professional obligations, it envisages viewing fulfilling one's duty as facilitating self actualisation and not mere financial benefit.
- In other words, a dedicated public servant must always aim at upholding the ideal of Nishkarmya - duty for the duty's sake and not for seeking any reward or recognition (Kant's

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Compare between both approach of looking towards job.

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categorical imperative)

- This will minimise external requirements ^{of} or ~~make~~ the need for perpetual ^{material} incentives.
- However, the qualities of a true professional like commitment to excellence, aptitude for efficient performance, ^{non-monetary} attitudinal qualities are also very important for fostering true dedication.

Hence, the goal of education and job training must be to uphold both professionalism and dedication to duty in the society.

↳ Explain how dedication is related to the approach of calling.

Q5. What do you mean by 'Ethical Dilemmas'? You are a police officer and your bodyguard has once saved your life by putting his life on risk. He has taken Rs. 500 from a person to help the man to get a favorable recommendation from you for grant of an arms license. Another police personnel has told you about the matter. The case of arms license is genuine and your bodyguard makes a request to do the same. What will be your response? (150 words) (10)

Ethical dilemmas are situations in which it is ^{it involves a} not possible to make a perfect decision since ~~the~~ choice between conflicting values - choosing one ^{or the other} path will always lead to compromise of some values.

Can a choice between good & bad be termed an ethical dilemma?

In the present case, I as a police officer may be caught in an ethical dilemma ~~with~~ between my personal duties (helping a man (bodyguard) who saved my life) and professional obligations.

How does a genuine case of license make it difficult?

In such a situation, my fundamental duty is to uphold public interest and ~~the~~ ^{the principles and national security} of fairness, transparency and integrity. Hence I would tell my bodyguard to return ₹ 500 to the person while assuring him that I would approve of the arms license on the merit of the request (after ascertaining from the bodyguard the veracity of the police personnel's claims) ^(as his senior)

- My responsibility towards the bodyguard also

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(3)
entails that I set a good precedent of integrity and honesty. Adhering to his request without following due procedure will set a poor precedent and ultimately harm him in the long run.

In any case, if the request for arms license is genuine, there should not be any need for influence peddling and I would remind him (the bodyguard) of his foremost duty of national security.

Thus, adhering to principles of professionalism and public interest while at the same time ^{ethically} guiding my bodyguard would be my goal.

↳ How would you send strong message to both bodyguard & the applicant for license?

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Q6. Explain the difference between "political neutrality" and "program neutrality". Which of these is expected from a civil servant and why? (150 words) (10)

The principle of neutrality is essential for a ~~best~~ civil servant to efficiently and effectively perform his/her duty.

Political neutrality implies that a civil servant will always perform his/her duty (advice to the political executive and implementation of policy) irrespective of the ideology of the political party in power and without bias, or dislike or favour. It also means serving the citizens without any distinction on the basis of caste, sex, class, religion etc. that harm a partisan approach may cause

Programme neutrality on the other hand means indifference to the continuation of essential programmes with the change in political power.

A civil servant must always uphold political neutrality and not programme neutrality.

→ This is because in case of socio economic welfare, programmes have high gestation periods and involve use of public resources. Discusses the responsibility of civil servant to give fair advice to govt.
Continuation of significant programmes (health, education, social justice) is essential for achieving socio economic goals and ensuring upholding public

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to govt.

3 1/2

Interest

→ So permanent executive, ^{executive} civil servants must facilitate continuity and appropriately guide the political executive towards continuation of important programmes (eg: MGNREGS)

→ It is also necessary to resist ^{the temptation} populism of the temporary executive (giving precedence to ends over means) and as leaders and administrators, guiding their subordinates and colleagues.

Hence, a civil servant must always adhere to political neutrality to maintain the sanctity of his/her office.

Good values are well explained.

Remarks

Q7. "The ethical obligations to uphold the law requires that one subjugates one's personal beliefs (i.e. one's own sense of morality) to discharge the duties of the office." Do you agree with this prescription? (150 words) (10)

Sometimes, implementation of laws requires one to subjugate one's own beliefs to the larger beliefs (societal) as expressed through the law. This may lead to internal turmoil and obstruct the performance of one's duty.

This may happen in cases where personal ethics are different from professional or public ethics.
eg: 1) a police officer may be required to uphold section 377 (when it was in force) criminalising homosexuals while he/she may not himself/herself believe that homosexuality is a crime.
2) a doctor may not want to treat a patient who is a rape accused but medical ethics require him/her to treat all patients without discrimination.

In such situations, ~~we~~ one must understand that the law upholds public conscience and social values which must take precedence over personal ^{moral} judgements. Hence, we have an ethical obligation to uphold the law.

• The role of conscience plays an important role in such situations. Hence, individuals with a sound

So does it mean laws must take precedence to values?

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conscience will strive to uphold the law both in letter and spirit while minimising personal turmoil. This will always improve the balance between means and ends in public welfare.

→ However, there may be situations where the law itself is unethical (Hitler- anti semitism in Nazi Germany), or outdated (section 377 in Indian Penal Code, discriminatory laws against women), etc. In such cases, it becomes our ethical obligation to reform the law?

↳ What shall a public servant shall do, if he doesn't agree with laws? Should he not follow them?

Laws must always reflect a progressive mindset and collective welfare. In case they do not, there must be an attempt at change.

Remarks

Q8. Reasons of corruption in public life can be traced to a poor understanding of role obligations of public servants. Explain. (150 words) (10)

Corruption implies misuse of public interest and office for private gain. It impinges on public welfare and trust undermining democracy.

One of the most fundamental causes of corruption is lack of role clarity - that is, public servants do not have a clear idea of their role obligations.

• In such situations, the aim of the public servant becomes maximum collection of private gain from the public office and not public interest.

• This undermines the tenets of transparency, accountability, integrity and honesty.

• A poor understanding of their obligations vis a vis the public (they are servants and not masters) has the following consequences.

• lack of transparency (opacity and hesitancy in information sharing - eg: inadequate implementation of the right to information Act)

• ethos to serve replaced by ethos to be served leads to both coercive and collusive corruption, and high handedness.

What is the role obligation of public servant?

Remarks

↳ Give some example to establish your points.

- Lack of awareness about the outcomes of their duties leads to an excessive adherence to rules, rigidity in decision making, following the law in letter and not in spirit - ~~red tapism~~ and license raj
- Inadequacy in understanding their roles also facilitates blind obedience and submissiveness towards superiors (following questionable orders) and indifference towards inferiors
- Lack of motivation - stagnancy in the organization.

Reforms in selection and training, outcome based performance appraisal and formulating a code of ethics can facilitate a better understanding of role obligations.

↳ It's just understanding role obligation
 ↳ sufficient or does it requires real will to work for public interest?

Q9. "Conscience is to law as a brush is to paint." Reflect upon the significance of conscience as a source of ethical guidance. (150 words) (10)

Conscience is the ^{quality of} internal faculty which comes into play when the intellect passes judgement on the merits of a particular act.

Conscience is to law as brush is to paint implies that true implementation of the law letter and spirit requires a sound conscience.

Conscience as a source of ethical guidance

→ can facilitate an appropriate decision ^{Good evaluation and} between right and wrong - effective judgement ^{How does} making ^{conscience} helps in ^{applying}

→ Conscience can also facilitate progressive law ^{in any} changes in laws in cases when they become particular ^{situation} outdated and not in sync with present societal ethics.

→ Conscience can also help in 'cases where the law is silent and requires an ethical interpretation or when there are loopholes in the law. eg: Article 35B - President's rule, etc

→ By reinforcing adherence to ethical values of integrity, transparency, honesty, accountability, conscience can bring about a balance between rights and duties. Fry

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(3)

public servants, conscience plays an important role in ethical dilemmas, (eg: accepting a gift, which may affect personal judgement, conflict of duties and interests), etc.

→ Hence conscience ~~can~~ plays an important role in upholding the principles of public service.

Educational pedagogy rooted in ethical values can build an ethical conscience among individuals.

→ But can conscience be sole source of moral obligation?
 Could this lead to moral anarchy?

Q10. "Integrity means earning and sustaining public trust by using powers responsibly, for the purpose and in the manner for which they were intended." Explain this statement. (150 words) (10).

Integrity refers to the inner sense of wholeness that drives from consistency in upholding principles and basing one's actions on those principles in a perpetual manner.

- As custodians of public trust, public servants have to possess integrity.
- This requires upholding public interest over private gain and preventing misage of public resources.
- That is, a public servant shall not use his or her official resources and position for self interest or use the information that he/she has gained via his/her official duties for furthering private gain.
- A responsible use of one's powers for achieving the policy goals of welfare in an ethical manner also entails that civil servants minimise conflict of interest in the performance of their duties.
- It would also mean not engaging in covert or collusive corruption. or collusive corruption is

What the source of public office.

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even more dangerous in the sense that it reduces transparency, leads to distortion and compromises the principles of fairness and just distribution of material resources

→ Integrity requires maintaining a balance between means and ends, basing one's decisions on moral principles and preventing misuse and abuse of public office.

Explain the definition of integrity in the question. You have to focus specifically on source of public office, due process and ends desired.

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Q11. The term 'accountability' can evoke various emotions in a public servant. Positive among them are trustworthiness and ownership and negative among them are liability, fear and punishment. Discuss. (150 words) (10)

Accountability means reporting one's actions and being subjected to standards and norms to ascertain the ethicality of such actions and decisions.

Merits of accountability

(Bureaucrats are accountable to both the political executive and the public in the performance of their functions)

→ effective decision making

→ upholding public trust and judicious use of public resources

→ discipline and consistency in actions.

→ Accountability can facilitate trustworthiness that is imbuing the quality to inspire trust among colleagues, subordinates, political executive and the public

→ Since decisions are subjected to scrutiny, it will help the bureaucrats in reinforcement of their roles as custodians of public trust and minimise corruption, wastage and diversion of public resources (Right to Information Act)

Accountability can also increase the sense of ownership among the bureaucrats wherein they

→ well explained the values of accountability

→ How does accountability make system trustworthy

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(3)

also assume responsibility (internal checks and balances) for their actions improving the quality of service delivery

However, accountability mechanisms ~~can work~~ if not carried out in a fair manner, can instil fear of punishment in the officials.

→ Inadequate reward, recognition and punishment mechanisms may inhibit risk taking behaviour. The civil public servant may not be willing to take risky or innovative decisions ^{they} inhibiting efficiency or effectiveness.

→ It may also hence lead to red tapism and rigidity in decision making.

→ Do you think threats or accountability may be used against honest officers?

Remarks

Q12. Bureaucratic morality in any society is but a mirror of the political morality prevailing there in. Explain and illustrate with the help of examples. (150 words) (10)

Bureaucracy, as a permanent executive is supposed to give advice to and execute the directions of the political executive which reflects the ^{present} ideological preferences of the public in a democracy.

↳ Discuss the rise of importance of bureaucrats in last few decades

• Bureaucratic morality implies ~~as a framework~~ ^{as a} determinant or broad preferences influencing bureaucratic actions. Since bureaucracy has to follow the ^{policy} directions of the political representatives, political morality influences bureaucratic morality. (~~idea~~)

• If elected representatives have a vision of formulating policies for social and economic justice, implementation of these policies by the bureaucracy will portray such commitment.

• Similarly, if the political leaders portray an attitude of zero tolerance towards corruption and misuse of public office, accountability mechanisms for the bureaucracy will improve. ^{operally in} political funding - quid pro quo

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The relationship between the bureaucratic & political morality is well explained.

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→ Hence, if the political representatives, have a people centric approach based on democratic principles of accountability, transparency, integrity and public welfare, the bureaucracy will also be made accountable to mirror the same morality levels of (eg: decentralisation and participatory democracy still do not permeate our polity due to lack of political will).

Both bureaucratic and political morality are reflectors of public morality being drawn from the public. Thus, it is essential for the society to uphold ethical principles in all spheres

↳ Don't you think that upright officers has always been target of politicians

Remarks

Q13. What is implied by the word "public" in public administration? Relate the meaning of corruption with deviation in above understanding of "public". (150 words) (10)

Public administration revolves around the public, that is people centric.

Public implies ~~that~~ the citizens or the participants of democracy, without distinction of caste, religion, sex, region.

→ Public also implies that all acts in administration must be for public welfare since it represents the mandate of the public and uses public resources.

→ It also encompasses the principle of a right-based approach in decision making wherein people will not merely be passive beneficiaries but active participants in deciding their own welfare.

Corruption means misusing public state office for furthering private interest. At the heart of corruption is the deviation in understanding of the term public.

→ A limited view of the term public wherein it may be come to mean just a few 'groups' or individuals (who possess social and economic power) - perpetuates inequality.

leads to IS interest of a particular section of public.
[scams of corruption - 24 scam, local scam]

Good, also how would you explain public interest?

Public interest?

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→ The inability to recognise that the financial resources ^{belong} to the public and the goals of public administration reduces accountability towards the public and adversely affects quality of service delivery.

→ Deviation from a holistic idea of the term public also increases prevalence of influence peddling, subversion, corruption.

→ It also perpetuates opacity in government mechanisms by reducing the scope for public participation (eg: social audit needs accountable functionaries)

Hence, all public functionaries must internalise the goals of public welfare. This can only happen through a value-based education and ethical training.

↳ Discuss how a civil servant may better realise public & public interest like Ishman or Gandhi etc

Explain what you understand with deviation from public.

Remarks

Section - B

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

Q14. You are head of a charitable trust that takes care of education, clothing, food and other basic needs of children from the marginalized community. Your organization also offers health services to the members of the weaker section. You find it difficult to serve qualitatively because of the crunch of funds. The trust runs on donations and contributions from donors only. There has been a regular fall in contribution from several eminent persons who were prime donors previously. The response to your decision to go for a small advertisement to get a donation for the good cause is not very encouraging. However, a prominent local politician albeit with a criminal record offers a hefty donation. You are in dire need of money to keep running the charitable trust.

What are the options available? Analyze.

(250 words) (20)

In order to fulfill the goals of setting up a charitable trust, appropriate ^{amount of} funding is required. However, it is also necessary that such funding and its mechanisms (donors, source of money) must be above reproach.

The issue here is lack of adequate funding which is affecting our welfare activities. Due to poor response from donors, I as the head of a charitable trust may face an ethical dilemma to accept donations from a politician with a criminal record.

↳ Good introduction

In such situation, the options before me are.

a) Accept the funds from the local politician

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Merits: • The inflow of funds will improve the welfare activities and will lead to socio-economic welfare for the disadvantaged sections.

Demerits: However, in the absence of requisite information about the source of such funds and the criminal record of the politician, it may compromise the principles of honesty, integrity and transparency.

• It may also create legal difficulties for my trust in case of subsequent investigations of me to get votes.

• It will set a poor precedent - the politician may misuse the trust's activities online.

b) Refuse any offer of the local politician.

Merits: It will not prevent the trust from accepting any taunted funds and thus upholding public trust and rule of law, increasing public welfare in the long term.

Demerits: The problem of funds remains unresolved and there is also the possibility of such funds being gathered through legal means and not illegal.

Hence, for maintaining an honest and ethical public image, I will refuse the offer while at the same time, I will tell the

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politician to disclose the source of the funds. If on ^{legal} scrutiny, they are found to be above reproach I may accept them.

In the meantime, I will look into the options of crowd funding, create a sound plan for launching an advertisement and also using the schemes of government assistance for ~~the~~ such non-governmental organisations.

Good approach!
You may also discuss significance of crowdfunding.

Q15. The issue of displacement is seen as a necessary evil in order to construct industries, infrastructures such as dams, mining, roads, and power projects, which are intended to serve the "greater good". The protests by civil society and peoples against land acquisition have been growing in recent years. These protests and violence increasingly question the so-called "greater good". In fact, whether it is Bhatta-Parsaul in UP, Nandi gram in West Bengal, Chhattisgarh, Jharkhand, Andhra Pradesh, Kerala and recently in Tamil Nadu, all point the need to examine the matter differently.

You are part of a big MNC and facing such protest against the expansion of your plant. You are the CEO of a company, which is involved in the manufacturing of products. It has created a good employment opportunity for the locals. But the local residents are not happy with the management of the company and a big group of local residents are protesting continuously. Actually, as part of expansion spree your company needed more land to increase the manufacturing base. Opening a new plant at a different location will increase the production cost. Government has allocated a few acres of land to increase the manufacturing capacity of the plant as this will also give a boost to the local employment. Government has assured for the rehabilitation package for the displaced people. However, there is a huge protest against this allotment as few people get displaced from their roots. They are demanding closure of the plant. Your father is a Minister placed in the concerned Ministry. He is influential and very well networked. Company's management is pushing you to manage the situation and local authority through your father, as relocating new unit at new place will increase the cost of production, and the company may lose market share in terms of sales if the cost goes high. Based on the above situation answer the following questions:

- What are the options available to you?
- Discuss the merits & demerits of each option.
- What will be your final call? Justify.

(250 words) (20)

Large scale developmental projects can lead to conflict between economic growth and livelihood and culture of the displaced population. Such a situation also arises since the fruits of such economic growth are not shared by these people (unequal growth).

a) Options available before me as the head of the MNC.

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- 1) Take assistance from my father to manage the situation and local authority
- 2) Do not take the help of my father and consider relocating the plant due to resistance from the locals
- 3) Dialogue with the locals...

b) Merits and Demerits

1) Assistance from my father.

Merits: It will quell the protests and facilitate the establishment of a new unit in a cost effective manner fulfilling the goals of the organisation. It will also provide local employment improving incomes of the people.

Demerits: It would compromise the principles of fairness, honesty, and integrity and also lead to a conflict of interest for my father. It may also escalate the situation.

It might
be the
name of
your father
+
Company
100.

2) No assistance and relocation in case of failure of any pushthrough.

Merits: It would not lead to any conflict of interest and also not compromise in the principles of fairness and integrity.

It would also not lead to displacement of the people.

Demerits: It would increase the production cost for the company and also reduce the chances of

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↳ Relocation may result in a lot of jobs for the locals.

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local employment :

3) Dialogue with the locals

Merits: → It would enable the MNC to have a clear idea of the demands of the locals and also help in formulating a solution which could reduce the grievances of the locals. Since the government has already reassured of a rehabilitation package.
→ By facilitating employment opportunities, it would also improve the standard of living and development of the areas.

Demerits: → Such a dialogue may not lead to any result due to insistence of the local population.

4) In that case, I would not take assistance from my father. At the same time, I would call for a dialogue and negotiation with the locals.

~~For this I would use the~~ I would also facilitate and help in the implementation of the rehabilitation package by using CSR funds and carrying out outreach programmes.

→ What step you would take to convince people that they are stakeholders in company?

Remarks

Q16. In a major demolition drive, civic authorities demolished around 1,300 illegal hutments in a cosmopolitan town. According to the officials, the encroached land of 20 acres belonged to the forest department. It was the same location where few months back, the Chief Minister's flying squad had discovered the unauthorized settlement having, illegal electricity and water connections. There was a group of people who tried to resist the demolition drive, but cops managed to thwart any such attempt and the demolition drive was carried out. After the success of first demolition drive, concerned department wants to continue the drive. However on the other hand, slums are providing low-wage workers as well as cheap vending of essential commodities like vegetables and eggs. Besides, their women folk work as "Aayas" (babysitters) 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 deemed to be 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. As a Municipal officer you have to execute the order. You have come to know that senior officials are taking this decision under pressure. What are the options before you to deal with the situation? (250 words) (20)

As a municipal officer, my responsibility is to ensure the removal of any ^{un}authorized settlement while at the same time, ensuring the development and safeguarding lives and livelihood of the residents.

Options

a) Execute the order

Merits: • It would uphold the fulfillment of my duty towards removal of unauthorized colonies
• It would also contribute towards improving the processes of urbanisation and improve health and hygiene and reduce crime - leading to public welfare in the long run (spaces for green cover, etc)

What are ethical issues involved like growing crime, human dignity etc

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Demerits • Displacement of the people living in the slums particularly in the metros.

• Impact on the urban economy - low wage workers (employment) as well as other support services to the middle class urban households.

• Perpetuating economic and social inequality. ^{This may}

b) Do not execute the order

Merits: • This will prevent displacement of the ^{claim lives} people and not aggravate their present precarious ^{and against} conditions. _{human} ^{dignity.}

Demerits: It will set a poor precedent and ~~so~~ proliferate such settlements. Moreover, it would also perpetuate haphazard urbanisation adversely affecting health and ~~social~~ scenic landscape.

c) Give time bound warning to the locals to find alternative settlement, at the same time, assessing the decisions of slum removal

I would talk to the slum dwellers about the consequences of living in the slums and the long term risks to their lives, livelihoods and health. At the same time, I would facilitate the creation of alternative settlements

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↳ How you may ensure alternate dwellings for them?

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and inclusion of slum dwellers under government housing and urban livelihood ~~generation~~ generation schemes.

I would also review the decision of the authorities and undertake a comprehensive analysis of the slum situation in the city. I would also categorically not resist any undue outside influence in taking such decisions.

hence, I would see the appropriate course of action. This may take time however, it will have positive long term outcomes.

↳ what if you are left with no option but to execute the order? would you quit or execute the order?

Remarks

Q17. You are a middle-ranked officer in the Ministry, known for your honesty and integrity. You find that the Private Secretary of the Minister suggests you to deal with certain matter in a particular way. When you tell him that the suggestion is against Government rules, he confirms that this is the desire of the Hon. Minister. Following options come in your mind to deal with the problem.

- Ask the Private Secretary (P.S.) to confirm in writing.
- Meet your senior officer and seek his suggestion and guidance.
- Refuse the offer of Private Secretary and stick to rules only.
- Bring the matter into records and suggest that rules be changed to accommodate the views of Minister.

Critically evaluate each option and suggest the best options with justifications.

(250 words) (20)

While obedience and adherence to the instructions of the private secretary is essential, blind adherence will be destructive if it compromises the principles of honesty and integrity.

a) Ask the private secretary to confirm in writing Merits: - This would give me authentic proof of receipt of such instructions in case of any inquiry and also uphold the principles of honesty and integrity.

→ It may also compel the private secretary (P.S.) and the Home Minister to reconsider such a decision.

Demerits: - The P.S. may refuse to do so and the Home Minister on hearing of my reluctance It would compel them to come to a better reasoned order. could bring about adverse professional consequences.

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b) meet my senior officer and seek guidance
Merits: It would facilitate a better decision and may also compel the P.S. to rethink his/her instructions. By taking my senior into confidence, I am also upholding the principle of accountability.

Demerits: It may have adverse consequences if the senior officer does not adhere to my request and instructs me to uphold all instructions without application of mind.

c) Refuse the P.S.'s offer and stick to rules only.
Merits: This would uphold the principles of honesty, integrity and transparency and also set an appropriate precedent in future decisions.

Demerits: Without application of mind, any such refusal may have adverse professional consequences and also affect public welfare since the Home Minister represents the mandate of the public.
 Also leads to defilement of order by senior

d) Bring the matter into records and suggest that rules be changed to accommodate the decision.

Merits: By obeying the orders of the P.S. (Home Minister's

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~~orders~~ orders, I would uphold the principle of accountability to the political executive.

Demerits: It would compromise the principle of neutrality and non partisanship, affecting the integrity of government procedures and processes.

• It would also set a poor precedent and lead to inner turmoil since I would be ~~be~~ violating my principles of honesty and integrity.

In this situation, I would pursue the course of action under both a) and b). I would also seek the clarification of demerit from these rules and seek an open and transparent review of changing such rules further public interest in the case. Opinion of the Home Minister.

✓
 Good approach adopted.

Q18. Suppose you are a popular SHO of an urban police station. Under your jurisdiction, several cases of motor bike/scooter theft, mobile phone theft and pickpocket have been reported. Most of these cases have not been properly attended and investigated by the police. The citizens are annoyed because of this. You have decided to bring a citizen's charter to focus on these issues in a time bound manner. Draw out a citizen's charter and suggest how you will bring continuous improvement in the charter. Also, discuss the significance of your citizen's charter and the challenges in executing it.

(250 words) (20)

Upholding law and order is the duty of the police. Hence time bound effective investigation by the police becomes necessary.

The citizens are not satisfied with the quality of service delivery by the police. Hence, A citizen's charter which is a mission statement containing the principles, mission statement, standards of service delivery and mechanisms of grievance redressal. In this case, drafting a citizen's charter seems an appropriate way forward.

- Citizen's charter for the police
- Mission Statement
 - Upholding law and order
 - Public welfare
 - Motto of service to all. (ethos of service citizen friendly)
- Accountability
Transparency
standards
expectations
Choice
value.
- Outlining the roles and responsibilities of

Remarks

What are important components of a good citizen charter.

all functionaries in the police department.

Modalities of service delivery (investigation of crimes and effective deterrence)

- procedure for filing a complaint
- follow up (tracking complaints)
- ~~see~~ time bound investigation, †
- ease of citizen interaction and feedback with digitisation of various services
- effective deterrence through citizens' awareness about the consequences of getting apprehended

Grievance Redressal Mechanisms

- easy procedure for ~~see~~ making grievances
 - nodal officer for grievance redressal
 - ~~see~~ community policing
 - outlining the mechanism of disciplinary proceedings against errant officials.
- Continuous Improvement in the charter through

- enforcing accountability for implementers
- outcome based tracking of implementers
- citizen feedback and awareness through ~~see~~

Remarks

You need to actually draft a citizen charter on maybe fictitious facts.

(5%)

- Challenges
- resistance by the police personnel
 - difficulty in tracking qualitative change
 - lack of citizen initiative.

↳ It may be hard to be followed in beginning of.

Significance of the charter

- improve quality of service delivery, accountability, and transparency
- reduce prevalence of crimes increasing public welfare in the long run
- participatory administration - people centered approach

↳ How would you write feedback & update charter accordingly?

Q19. You are the officer-in-charge for the transfer and posting of the personnel of a particular department. This position is very difficult mainly for two reasons, i.e., (1) people closer to the power corridor try to influence you, and (2) the women officers often send requests to postpone transfer orders on the pretext of family responsibilities. Consider the following situations and give your views with suitable explanations.

- (a) A Cabinet Minister sends a D.O. letter (semi-official letter) to you regarding the posting of an official on a supposedly 'lucrative assignment' for which you have already decided to appoint a more competent officer with a good track record of honesty, integrity, probity and timely delivery. What will you do?
- (b) As per the rules in your department, every officer needs to be transferred from one destination to another 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 an officer like her to deliver best results and meet official targets. What will you do?
- (c) The position of the officer-in-charge of transfer and posting provides a very lucrative opportunity to make money and cultivate liaison for a life time. One should not be 'too idealistic' to ignore such opportunities and must adopt a 'pragmatic approach'. Do you agree? Give reasons. (250 words) (20)

Remarks

Remarks

Remarks