

101.5

ETHICS, INTEGRITY AND APTITUDE

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"> • There are 19 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>
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Name Tanya Singhal

Roll No. _____

Mobile No. _____

Date _____

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SECTION - A

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

(150 Words) (10 Marks)

Professional ethics are set of guidelines which are particular for a profession. It denotes basic principles which are required for conduct of a professional.

eg Hypocrite oath of doctors which has principles like equality. A doctor cannot deny treatment to any human being. He should treat everyone irrespective of his personal beliefs.

Need of social control

a) Profession affects a large number of people, therefore, unlike personal ethics, it is necessary that there is pre-standard norms.

eg Doctor affects society at large, if ethics are not there, it may affect working of doctors.

b) It makes them accountable as there are certain expectations.

Remarks

if A patient makes doctor think about his hypocritical oath, when he/she indulges in unethical work.

(c) It helps the professional taking ethical decisions during crisis of conscience or ethical dilemma.

if Code of conduct for civil servants guides them about accepting gifts.

(d) Professional ethics make the professional ethical and promotes good values in the professional. It is necessary for self-improvement also.

4

Good approach

Remarks

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

Dharma is the virtuous path which is the standard code of conduct. In Indian culture, Dharma means choosing truth, selflessness and doing duty without expecting anything.

Purusarth, Satyamev Jayate are few ideologies of Dharma.

Raj-Dharma is the path which is taken by elite class or the king. "Raja" is hindi translation of king. Raj-Dharma includes the virtues like paternal care i.e. considering the citizens as the child, welfare of citizens as prime motive, selflessness.

God Ram's kingship is considered to be Raj-
dharma

2½

Answer against every aspect
of the question.

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

World institutions like International Monetary fund, World Bank are born to aid the developing countries.

But their help come with conditions like opening of markets, cutting down subsidies, taking more environmental efforts, continuous monitoring by the authorities on spending etc.

For example - during ~~last~~ LPG reforms, India had has opened its closed economy to foreign investors due to conditions put on it by World Bank.

Similarly, Greece was also given bail out package after excessive control by European union.

Remarks

Justification of AFD Conditionalities

Yes, the conditions are justified because

- a) To stop moral hazard, otherwise countries will do irresponsible spending and come for taking loans.
- b) To revive the economy, → some conditions help in doing reform in economy for eg rationalisation of ~~subsidy~~ subsidy.
- c) To ensure that countries spend money responsibly after they get loans.

However, the conditions should be ~~done~~ made after consensus with the parties so that best effects could be identified. Hedgenomy of developed countries should not ~~be~~ have any effect on conditions. Conditions should be applied for welfare of people and with good intentions. They should not be forceful on already crippled nations.

Keep your answer free from such suffering

4

Remarks

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

Opportunities are windows in life, which can change the life if opened.

of Neeraj Chopra, the young javelin thrower was given an opportunity to get training, and he, today is a world champion.

However, people do fail in recognizing them.

Major Barriers

a) Prejudice & Stereotypes

Civil servants come from society, therefore they do have certain prejudice, which can make them blind to opportunity.

for example - If a civil servant get posted to a naxalite area, he may lose the opportunity to bring in charge due to prejudice like negative attitude towards naxalite affected area.

Barrier on career

(b) They are not self aware about their strength and ~~confidence~~ ^{weakness}. Due to which, there is lack of confidence and they underestimate or overestimate themselves.

→ if organization is suffering from problem like collusive corruption, then, in absence of self awareness, a person can resort to status quo.

- (c) Rigid and closed minded about new ideas
- (d) Lack of long term vision
- (e) Lack of risk taking attitude

Improvement in ability

- a) Having a one self neutral attitude and belief in to ensure that our vision is not narrow
- b) A person should develop positive attitude towards problems because they are biggest opportunity to learn.
- (c) Developing parain towards work and goals will also help in identifying opportunity.

→ Saurabh Kumar, IAS invented "lunch with collector" program in Naxalite affected area and exploited opportunity to develop social capital

Need not supplement every barrier with example

4

Remarks

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

White collar crimes are those crimes which involves technical evasion of existing systems to do frauds and corruption.

eg Nirav Modi is a fugitive offender

Poor are more vulnerable than rich

Poor have insufficient means to secure basic necessities like food, clothing. Therefore, they may resort to corruption.

This is ~~substantiated~~ substantiated by Maslow's need of hierarchy.

Why rich are ~~not~~ corrupt?

But in practical terms, rich which have enough resources available often resort to white collar crimes.

Reasons are :-

legal framework is not too speedy and strong to catch hold of them.

Remarks

Greed and desires have no end, In this materialistic world, everyone wants to secure as much as possible.

Therefore, people resort to corrupt activities.

Corruption is accepted in the society, while people can easily recognise who is doing corruption, but still there is respect to rich individuals who indulge in corruption.

Families also support the corruption.

grease to wash the wheels - Rich individuals ~~engage~~ engage in business and other activities which come under the regulation of government. Therefore to get their work done in a speedy manner, they resort to corruption.

Measures :-

- Depoliticization of executive bodies and institutions
- Removal of black money from the elections because it promotes quid-pro.
- Value-based education to the students
- Promoting transparent governance so that people can't use loopholes.
- Ensuring corporate governance by strict vigilance. (Adoption of Kotak's committee's report)
- Strict punishment to offenders

4 1/2

Very good

Remarks

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

Good governance means a framework of governance which is based on peace and equality. Consensus building, participation, rule of law, transparency, accountability are some of its features.

The above statement reiterates the importance of "participation" by citizens to ensure that they get good governance.

Participation in monitoring, policy making and implementation should be ensured so that other qualities of governance are in check. If citizens will not use right to information, the how could scams like pond scam could have been unearthed.

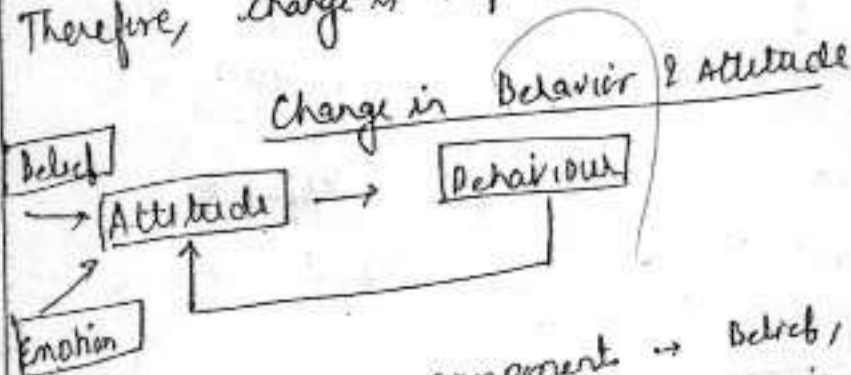
If citizens haven't participated in Swatch Bhasat Abhiyaan then how could it would have been successful.

Remarks

- But there are few impediments in participation
- Lack of positive attitude towards change.
 - Prevalence of "Chalta hai" attitude in citizens
 - Barriers in form of education, opportunity to access the participation routes.

Not Concerned here.

Therefore, change is required.



Attitude has three components → Belief, Behavior and emotion, therefore all three require change

- ① **Cognitive (Belief)** - People have to believe in the ability of democracy, their own capabilities and motivations
- ② **Emotion** → They have to be patriotic, passionate about change. There should be an emotion of belongingness to the country. Brotherhood and 'Sanyas sukhai' at forefront. Emotions need to be ~~strong~~ bring
- ③ **Behavior** → People have to take steps like filing RTI, attending social audits, participatory in pre-legislative scrutiny.

Do Comply with question precisely

3 1/2

Remarks

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

Intuition is a intellectual decision or a hint towards something. In loose terms, it can be referred to as "gut feeling".

How it forms?

It shapes its self by knowledge, experiences, beliefs and internal morals and values.

eg → ~~if someone starts in exams, then if~~
~~have intuition that he will never succeed~~
~~in life~~

Significance in leadership

a) A leader has to ~~anticip~~ anticipate various situations and events. They have to prepare the followers for the same.

In predicting the following events, intuition helps a lot.

Remarks

(b) A leader has to choose some trust worthy people ~~subject~~, whom she can trust for confidential details.

In choosing such person, leader use intuition, they develop this by observing their habits, communication styles etc.

(c) Leaders have to plan the entire course of action. He may be unknown of certain facts and figures, but he develops it on intuition.

However, one should not rely on intuition, rather be rational, objective and scientific towards approach. they can be used to fill the space and in cases where there is no option left.

3½

Need to substantiate your view with illustrations.

Remarks

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

Whistleblowing refers to bringing out some unethical practice which is happening in the organisation.

eg ~~Satyendra Satendra Nath~~ Satyendra Nath
Dubey exposed corruption in Golden
Quadrilateral case.

for civil servants, it can be ethical act as

① It shows the values like courage and integrity of civil servant.

② It shows that he is an honest person who cannot tolerate corruption.

③ It shows its dedication towards public service in real sense.

④ He is empathic to needs of people.

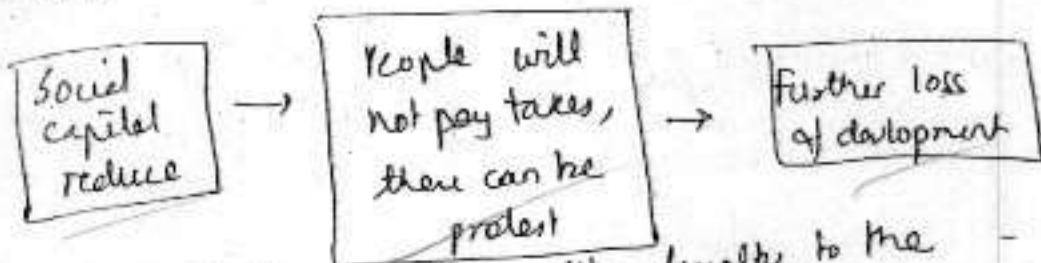
⑤ It will provide justice to the people as their tax money was used improperly.

⑥ It will make the culprits get punishment.

Remarks

however, it can be unethical as

- a) There is a breach of trust whenever such cases come up. Social capital of government reduce.



- b) It is against the values like loyalty to the organization.

- c) It may not solve entire problem of ~~corruption~~ corruption.

- d) Civil servants also loose an opportunity to bring a change in system.

- e) There may be death threats which may be detrimental to his/her personal and family well being. ~~detrimental~~

Whistle-blowing should be chosen as a last resort and at first, civil servants should do their best to bring reforms internally.

4

Good

Remarks

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

Public trust puts responsibility on the person,
apart from the duties.

When a man assumes any position of public
authority, he gets automatically trust of people
if - if a person becomes collector, then
automatically people of the district put in
him/her their trust

Public position brings authority, discretion but
it has huge responsibility just like public
property

- Public property is a common good, therefore
person has to be a common good, his/her
needs to be available to everyone's needs.
- He should be impartial in his actions.
just like public parks let everyone enter
inside them.

Remarks

He should not carry any prejudices and stereotypes.

→ Public property are for welfare of people -
Just like this, a person should work with dedication and selfless attitude for welfare of people. He should bring benefits to them.

→ Public property is owned by none but all territory, people are accountable and responsible to every citizen in jurisdictions. The values like non-partisanship is essential that he remain servant to public and not to any one else.

But on the other hand, people do cooperate and collaborate with the person so that this public property is not destroyed.

4

Good

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

do not do not need laws like prevention to corruption Act, Right to Information Act to ensure transparency, accountability. They will always be responsible and work as per the ethics. They are more feared from their equil than any law.

However, there is another side to this as well. Laws are also created to guide during ethical dilemmas and crisis of conscience. They give legitimacy to actions. Therefore laws like code of conduct for civil servants, ~~Democratic Violence Act~~, Right to mentally disabled Act will ensure that proper guidelines are issued.

Bad people in civil service also find a way
 despite of laws. 2G scam, coal scam,
 common wealth game scam all happened even
 in presence of extensive framework of laws.

Bad people will find the loopholes and
 exploit the system.

Take care of
 spelling
 mistakes

But still laws are necessary to create a deterrence value. 'Satyameva Jayate' or truth always triumphs gives us the assurance that one day truth will come out.

Just like 2G scam, coal scam, FNB scam come into line light.

Therefore, there should be law which protect the honest and punish the bad. People participative, punitive and preventive reforms will make the work easier.

4

Remarks

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

Police stations are seem to be power centers of police officials and its approach is not considered citizen centric. Much of the credit for this situation can be gives to colonial mindset of police.

However, this situation is not same for each & every police station.

Steps, that I will take

① creation of positive environment

I can use bright coloured paints, a special word for child victims, proper segregation of case files in racks, proper seating arrangement, fans, water availability.

Remarks

② Reformative approach

They use a library, which can store donated books. Juveniles, drug addicts, petty crimes, alcohol can be given punishment, rather a reformative action to come and read books. I will also ask them some questions and facilitate discussions with them on books.

③ Community Policing to change attitude of people

Engagement of volunteers to be a part of police will help citizens in understanding the functioning and make them part of policing.

④ She campaign for females to ensure trust in police especially in female. In the campaign, on the model of Hyderabad, teams would be sent on public spots to catch eve-teasers.

⑤ Virtual Police station to make them understand the working in a virtual manner.

⑥ Sensitization of my colleagues and subordinates by arranging a soft skills class online, which they can easily at their convenience.

4½

Very good

Remarks

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

Public and private sectors are showing cooperation by engaging in public-private relationships (PPP models).

This is good for economy as both complements each other. But on the other hand, problems like PNB scam, insider trading, tax evasion are increasing.

Therefore, more attention should be placed on value systems to ensure welfare of all (minority stakeholders, employees, society at large).

Feature of value system

1) It should ensure that interactions are ethical, legal as well as profitable.

Remarks

- 2) The quality of the product should be maximum
- 3) The interest of every stakeholder is kept in mind and participation and consensus building is done.
- 4) There should be grievance redressal & feedback mechanisms
- 5) Environment's degradation should not be compromised for development. There should be an element of Environmental Impact Assessment.
- 6) If it involves land acquisition, then adequate compensation and proper rehabilitation should take place.
If displacement happens in tribal area, then provisions of PESA Act & Forest Right Act should be followed.
- 7) Maximum effort should be done to ensure that local people gain from the development

4½

Good

Remarks

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

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

(150 Words) (10 Marks)

Q13 Civil service (conduct) of Rule are the legal obligations that one has to follow to maintain professional integrity.

✓ (a) It is against the hierarchical setup of bureaucracy. The aggrieved civil servant should ~~go the hierarchical set up~~

✓ He should first try to resolve the matter internally before refuting the system

✓ Governor does not have legal authority to resolve the action.

Elaborate it.

11/12

Remarks

(b)

- ✓ He may impart his own political ideology, this will affect its value of "non-partisanship"
- ✓ "Office of Profit" → Educational institutions may ask him favours for his jobs
- ✓ Additional work may reduce his efficiency at his office
- ✓ He would be have to loyal to both the institutions which is itself a conflict of interest
- ✓ ~~This will~~ ~~be~~ ~~the~~ assymmetry of a civil servant

1 1/2

Remarks

SECTION - B

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

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

(250 Words) (20 Marks)

Officer in charge has to maintain neutrality, impartiality and objectivity in his work. on the other side, he needs to be sensitive and empathic to needs of civil servants.

(A) I will accept the letter's recommendation as being a civil servant, I have to follow the orders. Since it is a written order, it is valid.

Remarks

but, I can express my dissent by writing a note detailing about the person, whom I have already shortlisted.

I will send the letter back with my concerns for reconsideration.

Justification: I am bound by loyalty and dedication to public welfare. Therefore, as a responsible civil servant, I should express my concern over the letter.

(b) I will transfer the woman because this is in best interest of the public welfare. However, if her ageing in-laws require help, then her spouse (in-law, are present, so she must be married) can take care of them in the present conditions. I would further consider my judgment if other details are provided.

Justification -
"Selflessness" is foundational value of civil service. She has to work for benefit of people and I have to remain objective. Since there is a possibility of solution, so definitely it must be given a try.

Remarks

(1) NO, I ^{do not} agree. The opportunities considered by one may not be considered ~~the same~~ as opportunities by another.

A honest civil servant will always gain happiness if she is able to adopt morality in actions. An officer should use approach that is in ~~considerance~~ ^{sync} with public welfare and his/her duties.

Reasons

- officer has got an opportunity to change the system by doing ~~selfish~~ ^{selfless} and impartial postings. He should use it to demoralise morality.
- ~~corrupt~~ Gandhiji always said "Be the change you want to see". ^{does not} ~~demot~~ ^{demot} like corrupts but still everyone in the society resorts to it. Therefore, he should use his post to end the ~~vicious~~ ^{vicious} cycle.

9
Good

Remarks

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

- If he wants to take additional hours of work from his staff on a working day beyond office hours, what he should do motivate him?
- In the above situation, if he calls women staff members to stay in office for extended hours or come on holidays for completing pending works, what additional precautions he shall take and what support he can provide to them?
- Had you been in his place, who would you like to call for extended work beyond official time men or women? Give reasons. (250 words) (20 Marks)

Collaboration is often required to complete pending work. although it is not desirable to have extended workhours as it affect work-life balance.

(a) Steps to motivate him:

✓ Recognition to his extra efforts by praising him during meetings and group activities.
This will make him a participant in the work.

✓ Gratitude expression: By saying thank you or by ordering food for him to say thank you.

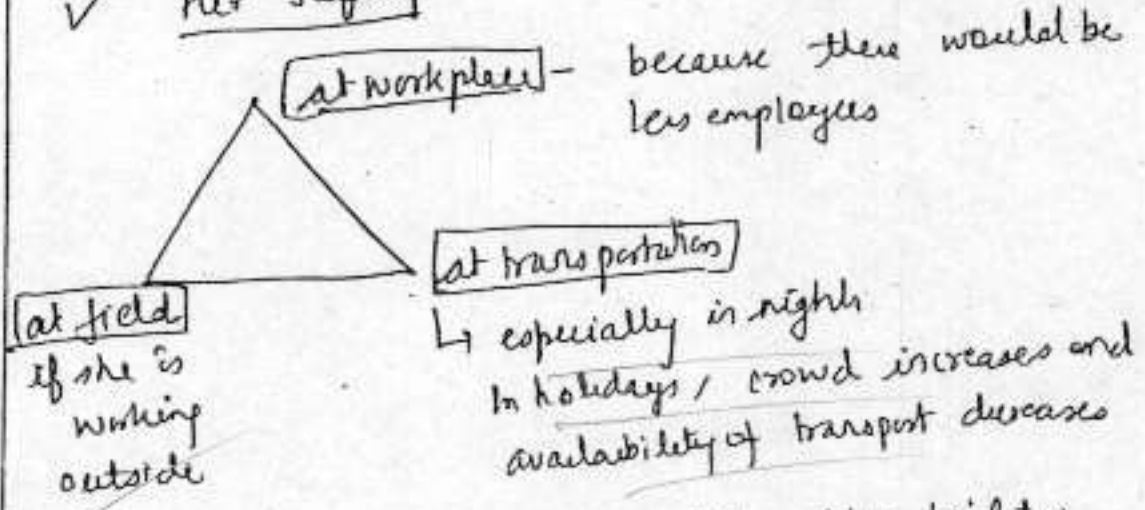
Remarks

- ✓ Telling him the urgency of work and your helplessness to complete it on time.
- ✓ Praising him about his capabilities and stating the reasons of choosing him over others.

(b) Women if called on holidays or extended work hours:

Precautions

- ✓ Her safety



- ✓ Availability of basic facilities like toilets, water because of the leave by extended staff, often basic ~~services~~ ~~access~~ things are lacked down

Remarks

Support

- ✓ Inspection of basic amenities or issuing an advanced circular about the late working conditions
- ✓ Either private drop at home or arrangement of office cab for her transport
- ✓ ~~Basic~~ ~~at~~ Formulation of Internal complain committee so that she can report misdoings

(C) No one likes to work beyond office hours as everybody needs times to relax with family and enjoy. However, if the situation demands, I will not neglect myself and offer help to the concerned

Selfless, dedication to service are two foremost values, therefore I would not hesitate. One should not forget every year,

police personnel ~~do not~~ enjoy festivals to provide safety to all of us. Therefore being a responsible citizen and officer, I would abide by.

82/15

Whom
would
you
prefer
to
call?

Remarks

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

- Name five components of policy changes that you would seek approval from the government?
 - What would you do with the structures, which have already been raised and infrastructure projects going on?
 - How would you create awareness and educate 'people in general' and 'people in power' in particular that 'disasters are made by man, nature only aggravates them'?
- (250 Words) (20 Marks)

Hill area are fragile-ecosystem, therefore needs a different development policy.

(a) Five components of policy changes

- ✓ Building code is essential for every building
- ✓ A planning committee which should take principles like sustainable development in mind
- ✓ Eco-tourism to be identified as potential development pole
- ✓ Awareness among the local people about the ill effects of haphazard construction

Remarks

✓ Land capability mapping should be done, to ensure scientific construction.

(b) Structures have involvement of money of stakeholders. Therefore any action taken should ~~keep in mind~~ ^{also} identify their stake along with environment.

→ I will do inspection about the land acquisition, various clearances etc. The illegal constructions needs to be demolished. Because, they have been flouting the laws.

→ The legal structures, which have been constructed should be redeveloped ~~about~~ according to the building codes which would be developed according to policy.

This can be done by consensus building among the builders. I will ~~persuade~~ persuade them for redevelopment.

(c) There have been an ancient practice in Japan, then people put a stone describing the disasters a particular location so that new generation remains attentive.

I will use the same innovative idea, by doing the analysis of disaster, I will first use "yellow" stones for those places which have been already affected. Going one step further, I will use red marked stones to indicate disaster vulnerability of the locations.

These milestones would be put in areas which are visible.

People in power: They can be persuaded by holding meetings and they should be shown case studies, scientific reports to provide the knowledge component. Further, they would be provided with alternative to deal with it.

Remarks

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

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

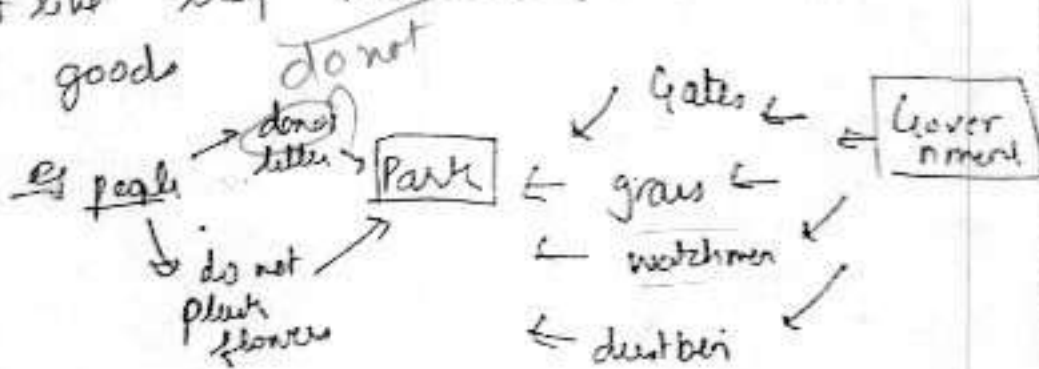
(250 Words) (20 Marks)

The public utilities needs to be managed by both the government and the user. As it is a common good which provides benefits to all.

But in India, it is considered a government's obligation. Therefore the ideal way to manage public utilities are:

① Responsibility of all.

Government should create products of good quality and people should use it wisely just like they take care of their personal goods.

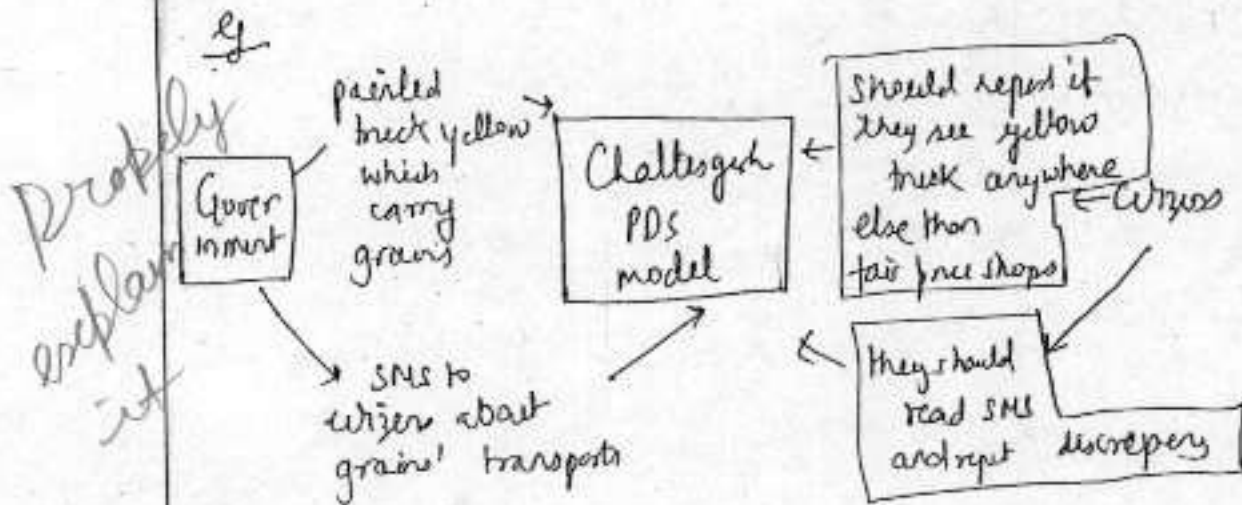



Remarks

(b) Active monitoring by citizens

Citizen should use tools like RTI, social audit to ~~create~~ file complaints and ensure accountability.

While on other hand, government should empower them with such ways



avenue created  active participation
= accountability

(c) Contribution of all in planning

There should be bottom to top approach in planning the policies, plans etc.

Remarks

- (b) Utility charges are better option because
- 1) It creates a ^{perceived} value of transaction, therefore more vigilance by citizens. They will report and give feedback about problems
 - 2) Improvement of public service can be done with available funds.
 - 3) Theft can be reduced.
 - 4) Dairy Wonders of Ambikapur, Chatsyada has been declared ODF and they charge fees for waste collection.

however,

- 1) It excludes the poor and vulnerable from service of water is priced, then poor people can't afford it.

Therefore, graded pricing system, wherever possible can be done. Responsibility & Accountability can be enhanced by following the other and best practice of good governance.

8 1/2

Remarks

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

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

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

(250 Words) (20 Marks)

Enforcing officer has to ensure solution to the following problems:

- Housing arrangement for slum dwellers
- Essential services are not disrupted
- Value of compassion should be shown as it is mid-winter
- Urban sustainability → no breeding grounds and hideout for criminals
- Illegal encroachment should be stopped

Remarks

(a) This action will promise ~~total~~ demolition but well being of slum dwellers are not taken care of. Children, old aged people, women will suffer a lot. Moreover in case of alternative arrangement, these people will create problems of law and order in urban area.

eg - These people will occupy public spaces like gardens, footpath, railway tracks etc.

(b) This will ensure that interest of slum dwellers would be taken care of. An alternative settlement will ensure all other problems' solutions also.

However, this requires funds, political will and good amount of effort for persuasion. In spite of challenges, I will pursue this for the slum dwellers' interest.

Remarks

(C)

This step will put pressure on authorities to stop demolition ~~due to~~ public pressure.

But it is not a wise step because it will not solve law & order problem like criminals

hiding in slums. It is also a temporary step

as no other alternatives are provided.

I would use this as a last resort

but not as my primary approach because

bringing this in media will compromise

my values like loyalty to regeneration

as well as public trust would be

eroded.

Need to discuss pros & cons of each part

7/11

Remarks

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

- (a) Instead of winning support from his colleagues in administration and public, the District Collector came under suspicion. What went wrong?
- (b) Should he continue the effort to steer ahead the programme or quit?
- (c) If he decides to proceed ahead, how should he pursue the innovative idea and make it more acceptable? (250 Words) (20 Marks)

Funds are always a shortcoming. District collector's idea however innovative but fell in suspicion due to following reasons -

① Participation of all stake holders

It came like more of a top to bottom order. Therefore, the citizens saw it as extra burden without looking at the need.

If the collector has first ~~collected the~~ discussed these ideas through mohalla Samitis, then it would be more legitimate.

Remarks

② Independent Auditor and lack of transparency

When he/she ordered such a donation drive, then information disclosure about its usage and monitoring should be mentioned.

His good intentions in absence of information appeared to be camouflaged with suspicions

③ It should be voluntary and not mandatory
Mandatory things often creates suspicion.

(b) He should definitely go ahead but he should restructure his/her actions.

Restructuring

- Meeting of all stakeholders
- Budgeting of requirements
- Involving a 3rd party i.e. NGO/audit society for monitoring
- Contribution's amount to be decided collectively
- First, pilot projects should be demonstrated to gain trust & confidence. It will also work as feedback mechanism

Remarks

→ Forming a committee of representatives from various stakeholders to make the people movement.

→ Installment of infrastructure like CETVs in waste management systems, transparent accounting so that citizens can monitor

→ A feedback and grievance redressal officer needs to be appointed.
He/she can be elected by committee

In this way, by democratic approach, the movement can be carried out.

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