

# UPSC GS MAINS PAPER - 4

## HINTS

### Section-A

1. (a) What is meant by 'environmental ethics'? Why is it important to study? Discuss any one environmental issue from the viewpoint of environmental ethics.

*Thinking Line:*

Environmental ethics studies the relation of human beings and the environment and how ethics play a role in this. Environmental ethics believe that humans are a part of society as well as other living creatures, which includes plants and animals.

As equilibrium is maintained in natural ecosystems between different components through various processes including assimilation and recycling but over exploitation of resources by growing human population has upset the natural balance.

Hence the role of ethics becomes important as it helps in understanding the balance between haphazard developmental activities and sustainable development.

For example the industry produces a large amount of waste products and disposal of waste or lowering of pollution levels has a cost. The cost of controlling waste determines a company's profit margins. This is why it is cheaper to dump wastes into river than to install a waste water treatment facility; it is cheaper to release waste in the air than to trap them in filters. Such pollution is unethical and immoral, but the corporate world adopt such practices to earn profits. Hence the practice of environmental ethics can help in understanding the impact of it and corporate lobby can adopt eco-friendly steps under CSR to meet the requirement of sustainable development.

- (b) Differentiate between the following:

- (i) Law and Ethics

*Thinking Line:*

Law can be defined as a *consistent* set of rules that are widely *published*, generally *accepted*, and usually *enforced*. These rules describe the ways in which people are required to act in their relationships with others in a society. They are requirements to act in a given way, not just expectations or suggestions to act in that way. Since the government establishes law, the government can use police powers to enforce laws.

Ethics is the voluntary framework of guiding principles, which brings order and purpose into what would otherwise be a void between laws. Ethics are internal obligations on an individual whereas laws are external obligation.

- (ii) Ethical management and Management of ethics

*Thinking Line:*

Ethical management is when employee and employer not only fulfills economic goals and legal responsibilities, but also meets the ethical expectations imposed by social norms in conducting business. The ethical principles are placed at the top priority and people have to abide by the standards fairly and uprightly, stricter than the law or government regulations.

Management of ethics is a set of principles and rules which direct the decision of individual when he get trap in conflict of interest and unblemished circumstances due to external reasons.

### **(iii) Discrimination and Preferential treatment**

#### **Thinking Line:**

Discrimination is bias or prejudice resulting in denial of opportunity, or unfair treatment regarding selection, promotion, or transfer. Discrimination is practiced commonly on the grounds of age, disability, ethnicity, origin, political belief, race, religion, sex, etc. factors which are irrelevant to a person's competence or suitability.

Preferential Treatment refers to the special treatment often given to people. In border sense Preferential treatment is also a form of positive discrimination i.e. - giving preference to minority groups of society that have been prejudiced against in the past.

### **(iv) Personal Ethics and Professional Ethics**

#### **Thinking Line:**

Ethics are the standards of right and wrong that refer to what we should and should not do. Personal ethics refer to a person's personal or self-created values and codes of conduct. Common examples may include honesty, openness, commitment, unbiased behavior, and sense of responsibility. A person's personal ethics are revealed in a professional situation through his behavior.

Professional ethics, on the other hand, refers to the guidelines that impose a sense of duty and devotion in the individual towards their responsibilities in life. This helps in attaining the goal of life and brings a sense of accountability.

**2. Given are two quotations of moral thinkers/philosophers. For each of these, bring out what it means to you in the present context:**

**(a) "The weak can never forgive; forgiveness is the attribute of strong."**

#### **Thinking Line:**

Someone else has hurt all of us, in one-way or another. The enormity of the hurt may lead to conclude to not forgiving the other person. But for the forgiving attitude strength is necessary because of the barriers that prevent a person from forgiving such as anger, ego clash, etc. But if one can forgive then they are not submitting themselves and their bodies to such emotions but are in fact controlling their bodies to determine their own emotions. And if one can overcome them to forgive then they are strong as they have been able to overcome these emotional obstacles and they are stronger than one who submits to his immediate desires whereas the stronger person controls them because they have high emotional intelligence and can overcome one's emotions more successfully than the weak person. For example as cases of juvenile crime (for crimes of less intensity) increasing but we as a society requires an act of forgiveness because reforming them to become a good human being is more important than converting them to a hard core criminal.

**(b) "We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light"**

#### **Thinking Line:**

The quote means that as a child a person do not know many things so it's easy for them to turn a blind eye almost and forgive a child for not knowing certain things, whereas when 'adults' choose not to see the things it's a tragedy. This means that when adults do not want to move out if darkness of knowledge gets stick to old prejudices and norms then that's unfortunate for the society.

Everyone perceives for a good life but place it to a narrow angle of personal gain rather than good to society. At this place role of education, awareness and maturity comes up. Education enriches people's understanding of themselves and world. It improves the quality of their lives and leads to broad social benefits to individuals and society. Education raises people's productivity and creativity and promotes entrepreneurship and technological advances. Hence due to lack of education man misses the beauty of life and live with inherent fear. He never tries to come out of stereotypes.

For example the social evils as dowry system, child marriage, caste discrimination are present in the society and done by grownup adults. This is unfortunate for the society and act as obstacle in development process.

3. (a) **"A mere compliance with law is not enough, the public servant also has to have a well-developed sensibility to ethical issues for effective discharge of duties" Do you agree? Explain with the help of two examples, where (i) an act is ethically right, but not legally and (ii) an act is legally right, but not ethically.**

*Thinking Line:*

Civil services as an organization are expected to play a pivotal role, in process of development. With their emphasis on rules and regulations, division of labour, hierarchy, role specialists, rationality, impersonally and neutrality, civil services ensure smooth process of development.

They must serve the public, fulfill the expectations of public office, and be trustees of public resources. The public servants are expected to deal with people belonging to different sections of society. To understand the needs of all of them and to discharge his duties he should have well developed sensibility to the plight of people. This helps in taking ethical decisions. While laws provide an external source of guidance to a civil servant during crisis or dilemma, it is ethics, which help him to distinguish between right and wrong actions. This helps him to understand the critical situations and provide him ability to take correct decisions.

Example of where an act is ethically right, but not legally

- (i) An old man visited to the office of civil servant on the issue of Pension. The civil servant finds that he is not getting pension due to lack of relevant documents. There can be two situations now either to deny him the pension or to help him by providing money since he is in need of it or he can directly deny about disbursement of pension, as documents are not complete. If he help in arranging the relevant document then this is an example of an ethically right but legally wrong action.

Example of where an act is legally right, but not ethically.

- (ii) In a rural area, on the pretext of public purpose land is acquired forcefully from people. Though the land has been acquired legally but the action is unethical as the people in the area are likely to suffer because of it. Many people may get displaced and live marginalized life.

- (b) **How do the virtues of trustworthiness and fortitude get manifested in public service? Explain with examples.**

*Thinking Line:*

Public service is a broad framework, which aims at providing services to people with advancement of greater common good. Resources have to be managed on behalf of the community, hence it is necessary that the public administrators should display certain attributes while working for public interest. Trustworthiness and fortitude are the two main attributes.

People with trustworthiness are those whose words match their deeds and whose behaviours mirror their values. Their honesty and ethics can be trusted unconditionally. They honour commitments. They are dependable.

Trustworthiness of the servant can create an atmosphere of integrity and character.

Fortitude is the virtue that moderates the emotions of fear and daring in accordance with right reason. There are times when the civil servants are expected to manage their fears. It is seen that courage during difficult situations is something considered an essential attribute of civil services. Civil servants are also required to display courage against illegal pressures whether it is from political executive or from their own seniors.

Trustworthiness and Fortitude should be foundational values of a civil servant, which help him in discharging his duties effectively.

4. (a) **"Social values are more important than economic values." Discuss the above statement with examples in the context of inclusive growth of a nation.**

*Thinking Line:*

Economic values are a measure of the benefit provided by a good or service to an individual or society. These deal with the material benefits. While social values entail a larger concept, which includes social capital as

well as the subjective aspect of citizens' well-being, such as their ability to participate in making decision that affects them. The social values focus on providing an equal opportunity to all people and their equal say in receiving a particular benefit. Hence social values are more important for inclusive growth.

As the inclusive growth advances equitable opportunities for economic participants during economic growth with benefits incurred by every section of society focuses on providing benefits to all sections of society with particular reference to weak and marginalized sections. For inclusive growth it is essential to provide enough opportunities to all sections of society and the social values focus on this. The economic values deal more with the material benefits and profit making and focus on gains than on equitable distribution among all sections.

Further for inclusive growth social inclusion is essential which can come only through social values as it increases sense of cohesiveness and solidarity. Delivering on this agenda calls on multi pronged intervention which can come when equal opportunities are provided to all sections of society.

- (b) Some recent developments such as introduction of RTI Act, media and judicial activism, etc. are proving helpful in bringing about greater transparency and accountability in the functioning of the government. However, it is also being observed that at times the mechanisms are misused. Another negative effect is that the officers are now afraid to take prompt decisions. Analyse the situation in detail and suggest how the dichotomy can be resolved. Suggest how these negative impacts can be minimised.**

*Thinking Line:*

The Right to Information Act, 2005 was enacted to bring in transparency and accountability and to ensure sufficient steps are taken to bring the information in public domains. However it has been observed in some of the cases that the act has been flawlessly misused by asking for large voluminous information. Such large numbers of unnecessary applications at time hamper the work in the organization and delay decision-making.

Also the public officers are now becoming hesitant to take prompt decisions, as they do not want to come under the eyes of law. They pass on decision making to seniors or others in the organizations so that the onus of responsibility does not come on them.

It is making civil servants timid thus hampering the process of development as civil servants plays a pivotal role in policy formulation, implementation and public welfare.

This dichotomy can be resolved when it is judiciously used and one does not go overboard over getting information or it will otherwise become a mockery. Any citizen should file RTI only if the information can be used to reach rightful end.

The public authorities should also make sure to display the information by suo-moto disclosure so that the large numbers of applications are not there. A proper environment in any organization is very crucial to ensure that the employees are not hesitant to take decisions and pass their responsibility to others.

Hence negative effects can be minimized by

- Improving the record management practices within the Public Authority.
  - Maintaining transparency in its processes through providing suo-moto information.
  - Making people aware about the use of act for public interest.
- 5. Two different kinds of attitudes exhibited by public servants towards their work have been identified as bureaucratic attitude and the democratic attitude.**

- (a) Distinguish between these two terms and write their merits and demerits.**

*Thinking Line:*

The democratic attitude refers to the approach of an individual to treat everyone equally and not displaying any discrimination. Democratic attitude includes treating every person with respect; everybody has the opportunity to be heard and understood; everybody has the right to participate in decision-making on matters that affect their lives; everybody has the right to vote on issues and elect their leaders.

Whereas in bureaucratic attitude, organizational structures have numerous layers of management, cascading down from senior executives to regional managers to departmental managers. Due to the many layers of

management, decision-making authority has to pass through a larger number of layers than with flatter organizations. This usually encourages a culture focused on rules and standards, where operational processes are rigidly controlled. Bureaucratic structures can discourage creativity and innovation throughout the organization.

**(b) Is it possible to balance the two to create a better administration for the faster development of our country?**

The democratic attitude and bureaucratic attitude unfolds the argument that in a democracy citizens are at the central point of governance- it exists to safeguard the rights and liberties of the citizens however governance operates through bureaucracy which is an institution built on the premise that efficient and effective bureaucracy mandatorily needs some operation autonomy which creates a differential power structure and in turn erodes citizens' freedom up to a certain extent within a society.

Further transparency in administration is the key to good governance while the secrecy argument believes that excessive transparency makes the system so much prone to scrutiny that effectiveness and working itself becomes difficult and in some cases even impossible. Hence balance has to be made between democratic and bureaucratic attitude.

This can be done by placing democratic principles above the bureaucratic principles. Democracy as a value needs to be practiced at all levels and in all spheres of life.

**6. Today we find that in spite of various measures of prescribing codes of conduct, setting up vigilance cells/commissions, RTI, active media and strengthening of legal mechanism, corrupt practices are not coming under control.**

**(a) Evaluate the effectiveness of these measures with justifications.**

*Thinking Line:*

Corruption can be defined as the use of public authority for personal gain. The various measure taken by government such as enacting Right to Information, prescribing code of conduct in various organizations, setting up vigilance cells or commissions and the media and the legislative mechanism of the country have played a fairly decent role in bringing the corrupt practices under control. They have helped to create an environment of transparency and accountability.

The RTI has made people pro-aware. These mechanisms have enabled the government organizations to move towards e-governance, and thus bring a transparency in their functioning.

The information is now in public domain which has reduced the chances of corruption. The media and judiciary by their pro-active approach have made people aware.

But these measures have succeeded in few sectors only whereas the collusive corruption is not controlled by these measures that require that all stakeholders in governance to be ethical.

**(b) Suggest more effective strategies to tackle this menace.**

*Thinking Line:*

In this direction, some of the more effective strategies could be as following:

- a) Improving the quality of administration in the country by enacting less government maximum governance.
- b) Improving the quality of service delivery through mechanisms such as Sevottam.
- c) Making the public servants accountable for their actions.
- d) Introducing e-governance so that chances of manual interventions are decreased.
- e) Applying political ethics to combat the political corruption in the country.
- f) Ensuring proper implementation of laws and their timely implementation.
- g) Making the appointment system in the government transparent and criteria based.

- h) Effective grievance redressal mechanism in place.
  - i) Control of collusive corruption through strict rules and regulations and increase in conviction rate.
7. **At the international level, bilateral relations between most nations are governed on the policy of promoting one's own national interest without any regard for the interest of other nations. This leads to conflicts and tensions between the nations. How can ethical consideration help resolve such tensions? Discuss with specific examples.**

*Thinking Line:*

In the international arena, every nation has an approach towards the other nation which guides its foreign relations and influences its policies.

The nation has responsibility towards its citizen hence work for emancipation of them. It should be aimed at mutual benefit of all and maintaining an environment of harmony. But under this responsibility it sometimes works for the vested interest which moves to the unethical path. They deliberately initiate violence and instability in the region and exploit the resources of poor and less developed nation for its gain. This has increased conflict between developed and developing and both counter each other at international forum to gain maximum out of it without thinking about large consequences of it.

For example: The condition prevailing in West Asia can be understood as an example in this case. The Syrian civil war and the attack by Saudi Arabia can be seen as an effort by these nations to serve their vested interest without any regard to loss of lives of millions of people. The refugee crisis has brought large number of people at the brink of marginalization. The countries providing an aid to these refugees also seem to have some vested interest in helping them. These conditions have created conflicts and tensions.

8. **Public servants are likely to confront with the issues of "Conflict of Interest". What do you understand by the term "Conflict of Interest" and how does it manifest in the decision making by public servants? If faced with the conflict of interest situation, how would you resolve it? Explain with the help of examples.**

*Thinking Line:*

Conflict of interest refers to a situation that has the potential to undermine the impartiality of a person because of the possibility of a clash between the person's self-interest and professional interest or public interest. Public servants find themselves in dilemmas that include conflict between: the values of public administration; justifications for the institutions; aspects of the code of conduct; personal values and supervisor or governmental directive; professional ethics and supervisor or governmental directive; personal values and professional ethics versus government directive; blurred or competing accountabilities; and the dimensions of ethical conduct.

They are sometimes likely to discriminate people due to this conflict of interest. The steps which can be taken to face the conflict of interest are:

- a) Keep the public interest before private interest.
- b) treating all citizens and providing the services fairly and equitably, consistent with the rules of natural justice and procedural fairness
- c) establishing, promulgating and monitoring compliance with all guidelines

### Section-B

9. **A private company is known for its efficiency, transparency and employee welfare. The company though owned by a private individual has a cooperative character where employees feel a sense of ownership. The company employs nearly 700 personnel and they have voluntarily decided not to form a union.**

One day suddenly in the morning, about 40 men belonging to political party gate-crashed into the factory demanding jobs in the factory. They threatened the management and employees, and also used foul language. The employees feel demoralized. It was clear that those people who gate-crashed wanted to be on the payroll of the company as well as continue as the volunteers/members of the party.

**The company maintains high standards in integrity and does not extend favours to civil administration that also includes law enforcement agency. Such incidents occur in public sector also.**

- (a) Assume you are the CEO of the company. What would you do to diffuse the volatile situation on the date of gate-crashing with the violent mob sitting inside the company premises?**
- (b) What could be the long-term solution to the issue discussed in the case?**
- (c) Every solution/action that you suggest will have a positive and a negative impact on you (as CEO), the employees and the performance of the employees. Analyse the consequences of each of your suggested actions.**

***Thinking Line:***

a) In the above case study there is a critical situation before the CEO as he has to balance the cooperative character of the company keeping in mind the morale and motivation of employees on one hand and demands of the local people who have entered the company premises.

I. With the violent mob sitting inside the company premises threatening the management, using foul language and demanding jobs in the factory, the CEO should make sure that he does not compromise with the standards of the company.

He should therefore first try to talk to the people mainly the leader of that group and listen to their demands. He should persuade him that they cannot be awarded jobs against the rules of the company, they can apply for it on the basis of merit.

II. If the violent mob did not listen to him then he should talk to their political leader and try to make them understand about the selection criteria of the company. He should tell him that the company does not extend favours to such demands and the people who are demanding jobs through this way can be given jobs based on merit and if they use proper procedure to get themselves enrolled on the payroll.

III. Since the mob is violent it is important to inform the local administration.

b) In the longer run, the CEO should make some changes in the employment procedure so that such situation does not occur in future. For this, he should talk to the management of the company to make necessary modification in the selection criteria. Though he should not compromise with the standards of the company and extend favour to a particular section but a local quota can be fixed for the people of that particular area so that some specific jobs are given to them.

By this way, the local people will extend their cooperation in a better way that will be helpful for the development of the organisation. But fixing such quota may likely create a sense of discouragement among the existing employees. Hence proper steps need to be taken that the local people should not develop unions that can hamper the work of organisation and morale and motivation of other employees has to be maintained to establish proper work culture.

Such forming of unions and demanding jobs may occur in the other companies also as the people have a support from the political party. So the CEO should raise this matter in the meeting of Industrial Committee platform so that the long term solution to this issue can be addressed. But it is not possible to bring such changes in a short time frame. Meanwhile all the companies should try to arrive at a consensus in their management board about the need of representation of local people in their companies.

**10. You are the Sarpanch of a Panchayat. There is a primary school run by the government in your area. Midday meals are provided to the children attending the school. The Headmaster has now appointed a new cook in the school to prepare the meals. However, when it is found that cook is from Dalit community, almost half of the children belonging to higher castes are not allowed to take meals by their parents. Consequently the attendance in the schools falls sharply. This could result in the possibility of discontinuation of midday meal scheme, thereafter of teaching staff and subsequent closing down the school.**

- (a) Discuss some feasible strategies to overcome the conflict and to create right ambience.
- (b) What should be the responsibilities of different social segments and agencies to create positive social ambience for accepting such changes?

*Thinking Line:*

- a) In the above case study the attitude of parents and that of other stakeholders define the social prejudices present in the society related to Dalit community. But according to the Constitution all the people are equal and should be treated with respect hence the actions need to be taken to maintain a balance and affection in the society.
- I. Hence according to the above case study, the Sarpanch can place the issue to the higher authorities as this will console parents that their plight may get addressed in long run.
- II. To create a right ambience it is necessary to display a right message in the school premises. This can be done by setting example by higher authorities. The teachers should also take their meal with the children so that the parents feel confident about sending their children to school. The teachers should give a message that all people are equal and discrimination should be ended.
- III. The parents can be made to understand that the food is hygienic and of good quality hence would be beneficial for the children. Further the absence of children will hamper their education and future opportunities. They should be persuaded about the importance of education.
- b) The discrimination towards lower castes is highly prevalent in the Indian society. This is dividing society on the basis of caste, creed and religion. Though, it is not possible to bring a quick change in the attitude of the people as social change is a slow process.

The different social segments like the local panchayat and civil authorities can play a significant role in changing the mindset of the people. Local meeting in the village can be organized where people can be made aware about the importance of education and especially the importance of value education. This will help in creating an ethical society.

Children usually imitate the elders hence it is responsibility of the elders to teach them good human values of harmony, affection, etc. Although such changes in the society are likely to come in the longer run but it education is the basic thing through which positive environment can be created.

- 11. One of the scientists working in the R&D laboratory of a major pharmaceutical company discovers that one of the company's bestselling veterinary drug B has the potential to cure a currently incurable liver disease that is prevalent in tribal areas. However, developing a variant of the drug suitable for human beings entailed a lot of research and development having a huge expenditure to the extent of Rs. 50 crores. It was unlikely that company would recover the costs as the disease was rampant only in poverty stricken areas having very little market otherwise.

If you were the CEO, then -

- (a) Identify the various actions that you could take;
- (b) Evaluate the pros and cons of each of your actions.

*Thinking Line:*

Pharmaceutical companies have a social responsibility to make a valuable contribution to society by developing and marketing medicines which improve people's lives. In the above case study the pharmaceutical company has the technology for creating a medicine that can be useful for treating liver patients but due to paucity of funds the company is not able to develop the medicine. Hence the CEO of the company can take following steps for arrangement of funds:

- I. He can move to the government for fund for research and development by giving a suitable presentation related to the benefits of drug for society. The government can provide the fund in PPP mode or as Viability Gap Funding. Further the development of medicine will help the government in fulfilment of his duty towards the society. But government may not be able to provide fund as funds for R & D in budget is very low and also may get dealy because of the beauractic hardles.



- II. He can go to a private company with a large base and collaborate with them in research and development. He can provide them details about his research findings and get the drug released in the market. But since the private companies work for profit, it may not provide the medicine at subsidised rate to the tribals and the company might release the drug under its own brand name and his research may not be acknowledged.
- III. In case he does not get cooperation from above two steps, he can approach other local financial institutions to provide funds for research.

The drug though, at present is likely to benefit a very small section of society but in the longer run it is possible that the drug may prove useful to other sections and to the society at large.

- 12. There is a disaster-prone State having frequent landslides, forest fires, cloudbursts, flash floods and earthquakes, etc. Some of these are seasonal and often unpredictable. The magnitude of the disaster is always unanticipated. During one of the seasons, a cloudburst caused devastating floods and landslides leading to high casualties. There was major damage to infrastructure like roads, bridges and power generating units. This led to more than 100000 pilgrims, tourists and other locals trapped across different routes and locations. The people trapped in your area of responsibility included senior citizens, patients in hospitals, women and children, hiker, tourists, ruling party's, regional president along with his family, additional chief secretary of the neighboring state and prisoners in jail.**

**As a civil services officer of the state, what would be the order in which you would rescue these people and why? Give justifications.**

*Thinking Line:*

The natural disasters can occur in any area and at times lead to serious casualties. In the above case, the disaster has resulted into major damage to infrastructure like roads, bridges and power generating units in the area. Due to this many people has got trapped in the region. It is the duty of the government to evacuate the people as the lives of human beings are important and while saving them discrimination cannot be done as all lives are equally important.

But the evacuation process is dependent on following factors:

- a) Vulnerability
- b) Accessibility
- c) Resource Availability

The first priority should be given to patients in hospitals who are already under treatment process and need care to save their lives. But due to lack of proper health facilities and availabilities the evacuation of patients is non achievable.

Hence the senior citizens, women and children can be evacuated. Relief measures should take into account the special requirements of women and other vulnerable groups. Particular attention needs to be given to their physical and mental well being through health care and counseling. While in the meantime the basic amenities can be distributed to other peoples trapped. This can be done with the support of the district administrations and other volunteer organisations.

The hikers and tourists come next in priority.

Next in line the prisoner should be evacuated with care as they can take the advantage of the crisis situation and can run. Hence special task force has to be formed safe evacuation of them.

The ruling party's regional president along with his family and the additional chief secretary of the neighbouring state might have sufficient resources with them.

The main focus of the officer in the above case should be to ensure that basic life amenities are provided to all people. He can arrange for the rescue of the people based on the vulnerability of each section. In the longer term, enough steps alongwith training should be initiated to handle such situations in future.

A balance has to be maintained between the above stated factors to get maximum gain in return even at paucity of funds.

13. You are heading a district administration in a particular department. Your senior officer calls you from the State Headquarters and tells you that a plot in Rampur village is to have a building constructed on it for a school. A visit is scheduled during which he will visit the site along with the chief engineer and the senior architect. He wants you to check out all the papers relating to it and ensure that the visit is properly arranged. You examine the file which relates to the period before you joined the department. The land was acquired for the local Panchayat at a nominal cost and the papers showed that clearance certificates are available from the two of the three authorities who have to certify the site's suitability. There is no certification by the architect available on file. You decide to visit Rampur to ensure that all is in the order as stated on file. When you visit Rampur, you find that the plot under reference is a part of Thakurgarh fort and that the walls, ramparts, etc., are running across it. The fort is well away from the main village, therefore a school here will be a serious inconvenience for the children. However, the area near the village has potential to expand into a larger residential area. The development charges on the existing plot, at the fort, will be very high and question of heritage site has not been addressed. Moreover, the Sarpanch, at the time of acquisition of the land, was a relative of your predecessor. The whole transaction appears to have been done with some vested interest.

- (a) List the likely vested interest of the concerned parties.
- (b) Some of the options for action available to you are listed below. Discuss the merits and demerits of each of the options:
  - (i) You can await the visit of the superior officer and let him take a decision.
  - (ii) You can seek his advice in writing or on phone.
  - (iii) You can consult your predecessor/colleagues, etc, and then decide what to do.
  - (iv) You can find out if any alternate plot can be got in exchange and then send a comprehensive written report.

Can you suggest any other option with proper justifications?

*Thinking Line:*

In the above case study the land of the fort has been allocated for the school building but that land cannot be used for development purpose as it is a heritage site and also it is far from the village thus will be inconvenient for the children.

- (a) Hence the case of fraud can be placed under an example of collusive corruption between various stakeholders. The chief engineer, the senior architect and the local sarpanch may be indulged in a collaborative group in lieu of money. Also it is a case of nepotism as sarpanch and bureaucrat are relatives. It is possible that they may have obtained land with some interest to sell it later to some builder or to some third party with the motive of earning profit.
- (b) The merits and demerits of various options can be discussed as:
  - I. The person should wait for the visit of the superior officer as he has to authority to take the decision on the matter but in the meanwhile the person can design appropriate reports to help the senior in taking the rational decision.
  - II. Informing the senior and then seeking his advice on phone or in writing will make sure that the senior knows about the issue that the land has been acquired through wrong means. But rather than taking oral advice it should be in written as it formality in the decision. But the senior may not be able to give proper advice without thoroughly checking the situation.
  - III. Discussing the case with the colleagues or the predecessor will enable to get to know the true picture of the situation and the circumstances under which the decision was taken. But this may make the predecessor overcautious and he may not give true advice.

- IV. Finding an alternate plot in exchange and then sending a comprehensive written report to the senior will ensure that the school is built as providing education is very important for development of nation. However, the public servant in this case is not the sole authority who can acquire the plot without informing others. Though he can design a comprehensive report and can submit it to the senior.

So the course of action in the case should be that the person should first try to collect the evidences and then submit it to the seniors in the organization. They should also be made aware of the vested interests of the parties who have acquired the land. Once the matter is brought before the higher authorities, it will help them to take a rational decision for the benefit of villagers.

14. You are recently posted as district development officer of a district. Shortly thereafter you found that there is considerable tension in the rural areas of your district on the issue of sending girls to schools.

The elders of the village feel that many problems have come up because girls are being educated and they are stepping out of the safe environment of the household. They are of the view that the girls should be quickly married off with minimum education. The girls are also competing for jobs after education, which have traditionally remained in boys' exclusive domain, adding to unemployment amongst male population.

The younger generation feels that in the present era, girls should have equal opportunities for education and employment, and other means of livelihood. The entire locality is divided between sexes in both generations. You come to know that in Panchayat or in other local bodies or even in busy crossroads, the issue is being acrimoniously debated.

One day you are informed that an unpleasant incident has taken place. Some girls were molested, when they were en route to schools. The incident led to clashes between several groups and a law and order problem has arisen. The elder after heated discussion have taken a joint decision not to allow girls to go to school and to socially boycott all such families, which do not follow their dictate.

- (a) What steps would you take to ensure girls' safety without disrupting their education?
- (b) How would you manage and mould patriarchic attitude of the village elders to ensure harmony in the inter-generational relations?

*Thinking Line:*

A combination of extreme poverty and deep biases against women creates a remorseless cycle of discrimination that keeps girls in developing countries from living up to their full potential. It also leaves them vulnerable to severe physical and emotional abuse. The gender discrimination is prevalent in many parts of the country. They are deprived of the opportunities for education and employment and other means of livelihood.

- a) In the above case study the safety of the girls can be ensured by taking following steps. Community policing can be a good step in this direction. Inside the school, the school authorities should make provisions for the safety of girls. The teachers should be more vigilant. The local committees can be formed which can look after girls safety and report to the administration. Police authorities should be sensitivised to gender issues so that they can handle the issues in a better way.

Apart from this community transport system can be initiated having police escort facility for the initial days till the issue get resolved.

- b) The patriarchic attitude of the village elders towards girls cannot be a changed in a short span. They need to be made aware of the importance of education and how education enriches the family and society as a whole. Grown up educated girls can play an important role in the development of their country. They can share the burden of men in the different walk of life. They can serve the society as teachers, lawyers, doctors and administrators. They can work at banks, hospitals, government offices and large businesses. Education empowers a grown up girl to become economically independent. They will be able to stand up for their rights.

As far as the issue of girls competing with boys for jobs after education is concerned, unemployment is a widespread issue in the nation and girls competing for the job are not appropriate reason for it.

The elders should be informed that when women gain employment it leads to development of overall society. The economic and personal empowerment that education provides allows them to make healthier choices for themselves and their families. It helps in reducing poverty, delay of marriage and increase in self-confidence and decision-making power which is helpful for societal development.

GS SCORE