



1(a). What are the basic principles of public life? Illustrate any three of these with suitable examples.

Public life means life of the public officials like bureaucrats or government appointed officials who work on the maxim of creating public utilities and paid out of the taxes collected from the public. It works on the principle of social contract where officials aim to provide services at optimised cost with optimal utilisation of resources and providing maximum opportunity to realise ones true potential.

Principles of public life are selflessness, integrity, objectivity, rationality, Accountability, innovation and honesty.

Innovation is key principle in Indian context as public officials has to continuously find out ways to deliver services without incurring much cost. Recently, an official in Jharkhand had made low cost Bori Bundh project where he used recycled cement bags to create structure for benefit of farmers. It leads to enhanced trust, respect for officials and government and development of infrastructure.

Dealing with covid has shown the selflessness service by the public officials where they have been at the forefront. Multiple solution like GIS based framework to rehabilitate the labors, CAWACH framework for securing the public has led to safety of life public, dignity for the poor.

Integrity refers to doing the right thing when no one is watching. It ensures no conflict of interest , prevention of corruption, free and fair advice in policy formulation and implementation of the policy in letter and spirit.

(b). What do you understand by the term ‘public servant’? Reflect on the expected role of the public servant.

Public servant is the one who is enrolled on government appointment and deals with the public. Here public part refers to his working for the benefit of public and servant refers to that he must be always available to provide services to public.

Role of public servant is multidimensional where he is expected to play critical role in policy formulation as well in Policy implementation.

In Policy formulation his expected role is:

1. Providing free and fair advice to the minister
2. Bringing expert advise backed by the data
3. Accept the final decisions taken by minister and implement it with utmost honesty
4. Maintaining the public motive over profit motive while designing the policy

In Policy Implementation his expected role is:

1. Ensuring rationality and neutrality while implementing the policy.
2. Being emphatic to the requirement of needy section
3. Develop trust and work as example for the whole society



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Thus, public servants like T N Sheshan who completely reformed the election commission for people or E-Sreedharan who completed the projects within the timeline and cost shows how it should work in Policy planning and implementation.

2 (a). Effective utilization of public funds is crucial to meet development goals. Critically examine the reasons for under-utilization and mis-utilization of public funds and their implications.

Financial management of public funds is critical to achieve the needs of development goals. It requires effective utilisation which leads to rationalised cost, linking the money with the achieved targets.

Given that India is still a developing country with low per capita income, effective utilisation of public funds is necessary to develop the infrastructure needed to achieve the sustained growth.

It has been seen that under-utilisation (non-utilisation of the complete budgeted amount) happens:

1. Poor planning
2. Poor execution
3. Policy challenges like land acquisition or forest clearances
4. Charges of corruption on the public authority

Similiary, misutilisation of the funds refer to using funds earmarked for one project into another project.

1. Political pressure
2. Poor planning where one couldn't envisage the funds required for completion of first task (like land acquisition but sanctioned the funds for construction)
3. Favouritism and nepotism in welfare scheme
4. Corruption as seen in MGNREGA by giving contracts to own family members

Implication:

1. Lapse of the funds
2. Delay of the development project
3. Enhanced cost for completion of the project leading to more expenditure
4. Violation of the rights of the poor and marginalised as money earmarked for them is not spent completely on regular basis.
5. Issues of naxalism, regionalism and separatism
6. Breach of the doctrine of public trust which binds public servant and people together.

Many development projects specially canals projects are languishing for years with their cost increasing more than original cost and still the work is in progress : hence no benefit for the people but continuing expenditure



2. (b). “Non-performance of duty by a public servant is a form of corruption”. Do you agree with this view? Justify your answer.

2(b) Non performance of duty is a form of corruption. Corruption cant be seen only in terms of monetary gains or loss to the exchequer. Rather, it is engaging in any types of corrupt activity.

How it is corruption :

1. Non performance is the wastage of resources as citizens are paying through their taxes for the salary given to public servant.
2. It leads to distortion in the organisation set up and enhanced workload for others which corrupts the work culture of the organisation.
3. It corrupts the mindset of all the employee when they perceive that non working people are getting same perks as working people.
4. It corrupts the relationship between citizens and organisation as their is delay , red tapism involved in the service.
5. It corrupts the steel framework of the administration which becomes notorious for non working , lethargy.

Overall non performance of ones duty led to corrupt the whole society. Today society perceives that government job is good because one doesnt need to work. This is one of the biggest of lackluster performance of government in providing services to citizens.

Prevention of corruption act - 1988 has made non performance of duty as a corrupt activity. government has undertaken periodic review to highlight people who are not working and dismissing them appropriately.

3. (a). What is meant by the term ‘constitutional morality’ ? How does one uphold constitutional morality?

3(a) Constitutional morality means adhering to the principles enshrined in the constitution. These principles include equality, respecting diversity, equal opportunity to all the gender, caste , religion and having fraternity among all.

Principles of upholding the constitutional morality :

1. Not indulging in the hate speech against any religion. Recently supreme court had banned a series on news channel highlighting that it targeted a specific community and violated morality of fraternity.
2. Bringing more women in public sphere through reservation or providing good care and education.
3. Changing the customs or traditions which discriminated agaisnt a specific caste or gender. Like not allowing in a temple or not letting them ride a horse during a wedding ceremony.
4. Maintaining the welfare objective of the state where government must work towards upliftment of the downtrodden rather than plainly privatizing all.
5. Taking decision through debate and discussion whether in household or at government level. It leads to empowerment of all.
6. Ensuring rationality, efficiency in distribution of the resources.



Thus, constitutional morality is aiming for the egalitarian society where each could develop himself or herself to true potential without being discriminated in any aspect of the life.

(b). What is meant by 'crisis of conscience' ? How does it manifest itself in the public domain?

3(b) conscience refers to the inner voice of the individual . It is based on one's value framework. Crisis of conscience arises when the action or decisions goes against the one's value framework. Like a person keeps the honesty at highest level will feel crisis of conscience if asked to lie even for once.

Mainfestation in public life :

1. Many people dont appreciate the old customs and against them specially the discriminating one like ghettosiation of specific community. But, to blend in the society , they need to accept the custom leading to continuous crisis of conscience. It reflects in frustration, declining participation in the public event or continuous criticism of the custom (even the good part of it).
2. Civil servant has to displace people specially for the development projects. Not proper rehabilitation of people leads to crisis of conscience in human oriented individuals.
3. Continuous corruption in the public institution, lack of respect of rule of law by the lawmakers create it in law abiding officials. It results into constant distraction, seeking transfer to a post where there is little work and corruption or gradually killing the conscience of the human being.

In modern times, winning at the all cost, justification of all kinds of violence by people or acceptance of the corruption has gradually died the conscience.

Gandhiji had said that conscience is the highest court of justice. One must always hear the voice of his conscience before taking any decision to give it full force.

4 (a). Explain the basic principles of citizens charter movement and bring out its importance.

4 (a) Citizen charter is a charter prepared for the citizen and by the citizen by the government departments. It high light the services provided to the citizens, cost of the services, expected timing and quality standard.

Principles :

1. Participation of citizens in preparing it.
2. Providing choice to the citizens
3. Enhaving participation of citizen in the service delivery
4. Bringing government closer to the people
5. Providing mechanism for the grievance redressal.

Importance:

1. Bringing transparency in the working of organisation
2. Enhancing efficiency and effectiveness of service delivery



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3. Undertaking reforms in rules and laws to simplify the process of service delivery
4. Ensuring ownership of the services by the people.
5. Change in the behaviour and mind set of cutting edge bureaucracy.
6. Promotion of good governance.
7. Basis for creation of the right to services and single window service delivery mechanism.

Successful implementation of citizen charter in passport office had led to reduction in time for delivery of passport, enhancement of people applying for the passport and reduction of the corruption in the passport department.

(b). There is a view that the Officials Secrets Act is an obstacle to the implementation of RTI Act. Do you agree with the view? Discuss.

4(b) Right to information (RTI) act was implemented in 2005 to usher an era of transparency, accountability and empowerment of citizens.

But implementation of RTI didnt lead to abolition of the official secret act .Hence many people believe that official secret act is an obstacle to RTI

1. It continues the culture of treating everything in the administration as secret.
2. Continuation of it shows that british maxim of power asymmetry between govt and citizens is to continue.
3. Vague and discriminatory in nature
4. Gives unparalleled power in the hands of officials. ISRO scientist S Nambi Narayan was spied for 24 years using official secret act.
5. It is used against journalist using RTI to public the information in the name of national security. Recently, a case was filed the Hindu for publishing cabinet notes on the deal of Rafael.

RTI act has clear cut provisions that in case of conflict, rti act will supercede official secret act. But, the nature of national security, clauses under RTI act of non disclosure of information and extensive power under official secret act definitely has a chilling effect on working of RTI.

It acted as obstacle in cases of foreign relations, or in the working of investigative agencies namely RAW, IB.

Sunlight is the best disinfectant. Hence, as per the recommendations of ARC 2nd official secret act must be abolished and provisions to be included in RTI.

5. (a). What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government. (150 words)

5(a) probity in governance is defined as following the highest standards of ethics. It means adhering to the values of integrity, honesty ,trustworthiness, and uprightness etc.

It demands constitutional morality from the civil servant where upholding the individual's rights, empathy for the poor and complete dedication to their welfare.

Methods to oversee probity :



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1. Describing clear code of conduct and providing for code of ethics as provided by the 2nd ARC.
2. Mandatory declaration of the assets of public employee along with assets of spouse and dependent children.
3. Bringing transparency in the administration through voluntary disclosure of information, implementation of RTI act in letter and spirit.
4. Giving legal backing to citizen charter and linking it with e governance and right to services
5. Bringing rights based approach of welfarism where right to health , right to correct nutrition should be brought out.

Probity in governance is the initial stage towards facilitating of good governance. It will harness role of private sector and civil society in the optimum way while ensuring empowerment of citizens

5. (b). “Emotional Intelligence is the ability to make your emotions work for you instead of against you.” Do you agree with this view? Discuss.

5(b) Emotional Intelligence (EQ) refers to one's ability to regulate own emotions and manage them to achieve the optimum results. It is the ability to make emotions work for you.

Emotional intelligence helps in guiding one towards self awareness.

1. Ability to filter out the emotions : one is able to filter out emotions which work for him like love, care , integrity, respect for human rights. Also, with this, person of high EQ learn that anger, frustration ,lust are the most negative emotions and always work against oneself.
2. Ability to supplement the IQ : generally high EQ helps in understanding others which with good skill set helps in managing through any crisis. Civil servant face crisis like displacement of people for building a dam or road which requires high EQ.
3. Emotions help in generating trust among the colleague.
4. It encourages inculcation of good habits like more listening and less speaking. Aristotle has said that good habits make good virtues.
5. It helps in reading between the lines in times of challenges and keep the person in good stead. High EQ results into result orientation , commitment and dedication for the work.

Thus, emotional intelligence (EQ) helps in making emotions work for one's advantage. But , it is different from manipulation of the emotions as it is long term and internalised in nature than short term and selfishness.

6.(a) “An unexamined life is not worth living”. – Socrates(150 words)

Unexamined life is a one where a person lives without carrying out the introspection about right and wrong. He doesn't live for any aim , for any morality . A life a precious gift which should be lived to achieve certain goals and values.

Unexamination of life doesn't build the values of courage, loyalty, temperance , justice in an individual. He becomes selfish and greedy in nature. Every relationship becomes



transactional in nature. Every act is carried out by the purpose for achieving the maximum pleasures without looking at impact of one's own act on society.

Such life indulges in corruption, violence and power-hungry nature. Today life of terrorists, scam tainted politicians, immoral business leaders can be said as not worthy living as they only carry out destruction of societal values, framework without introspecting.

A worthy life would include continuous examination of life. It would measure one's action with one's values helping him to realize the self-actualization. They provide purpose to life which brings features of self-accountability and realization of responsibility. Such people values rule of law, rights of others and fulfilment of one's duty.

6.(b) "A man is but a product of his thoughts. What he thinks he becomes." – M.K. Gandhi(150 words) 10

Generally people who achieve greatness in life has positive attitudes while people always complaining , cribbing about state of affairs doesn't realize their own potential.

People like Steve Jobs, Gandhiji, Einstein had great attitude towards masses and believed in their capacity. They were able to bring out with innovative products and strategies to change the course of society.

These positive attitude are outcomes of the positive thoughts. A positive thought focusses on seeing greatness in other person or events. They always seek to learn from others than seeing the negativity. These people have high level of emotional intelligence and always measured themselves against higher benchmarks of accountability, responsibility and transparency.

But, people having negative ,cruel thoughts actions results into liability for society. Action of Duryodhana in Mahabharata, Osama bin Laden in USA, terrorist actions in India , gender related violence in society are outcomes of negative thought. These people demand accountability and responsibility from others but forget their own duty. They believe in power of threat, violence, muscle to achieve their aims.

Thus, a person's action is directly related to his thoughts. Inconsistency in character can be there only for short –term but cant remain for longer term.

6.(c) "Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world" – A.P.J. Abdul Kalam (150 words)

This world is made up of individuals staying in the society. Character of the world is decided by the character of individuals.

People like Abraham Lincoln, Abdul Kalam could bring peace in world because they believed in doing the right things. They could see the violation of rights, non-justice to poor and indulgence in violence as a wrong means.



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People who are righteous in their heart are of upright character. They believe in courage, loyalty, justice, temperance to achieve the ends. They don't indulge in extreme. This behaviour leads to harmony in the action and thinking.

Harmony in action and thinking brings integrity, honesty and truth in behaviour. Such people focusses on bringing balance in their rights and duties. They believe in giving more to society than gaining from it. This brings order in the nation where justice, fraternity and equality prevails.

Such nations brings peace in the world. In today's world scandivia countries where prevalence of ethics and morality are high in individuals are bringing new benchmarks for every other nation. They are propagating the concept of focusing on health, education, renewable energy, ethics in individual through their own conduct than fighting for territories, indulging in nuclear proliferation, acting in irresponsible manner and contributing to climate change.

Thus, a peaceful world is made up of righteous individuals. Indian philosophy focus on sacrifice, philosophy of VashudhevKutumbakam and respect for all is guiding to achieve it.

7. You are heading the rescue operations in an area affected by severe natural calamity. Thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seething with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis, some team members plead with you to call off the operations fearing threats to their life.

In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situation. (250 words) **20**

The case study pertains to the issues of delayed response by the government, lack of trust between government and citizens and fear of maltreatment among officials of rescue teams.

My response will lie in protecting the lives of citizens and minimising the harm to the property without compromising safety of my team.

My Response :

Administrative :

- Ask for more man power and riots gear from the head quarter to manage the crowd. It will ensure safety of my team.
- I will get admitted the severely injured man at the local hospital and will work with rest of my team.
- In any case, if my team calls for quitting the response, strict action will be taken upon them under conduct rules of government of India.



Social :

- I will engage local political leaders , community workers and local panchayat personnel to build the trust between government and citizens.
- Through these avenues, citizens will be made assured of the all possible help from government.
- Special care will be provided to the needs of women and disabled people.

Economic :

- With the help of private players, foremost role will be to ensure continuation of the communication lines.
- Food supply will be provided to all the needy person by home delivery by the administration . It will ensure protection of lives as well generation of trust.
- Evacuation of all the people lying in the low plain areas will be carried out and settled in the high plain shelter homes like schools, religious structures.
- Safe drinking water will be made available in all these areas through tankers and other means.
- Medicines and other hospital related care will be given through hoem delivery. Special care people will be brought to working hospitals by ambulances.

Technological :

- Help of the social media will be pressed for people to mark if they are in need of any services.
- A customer care center with 24 hours working will be opened and its numbers will be made available to all to make any distress calls.
- An account will be opened to let people provide help leading to better economic help of the distressed citizens.

Legal :

- FIR will be lodged against anybody for spreading rumours under disaster management act.

Qualities needed of the civil servant:

Emergency situations bring out the best and worst qualities of any managers. It requires utmost commitment of the duty as work may involve continuous work with little to eat and sleep.

Dealing with distressed citizens will require a high level of emotional intelligence as citizens will be shouting on administration, but administration will have to be calm and sober and seek continuous participation of citizens.



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The situation will require utmost objectivity as resources will be highly limited and demand will be huge. Administrator will need to put his values in complete synchronisation with rationality to ensure that he doesn't get into ethical dilemmas and protects maximum citizens' life.

Disaster management efforts are basically a team exercise which require dedication from administration, local panchayat, private sector. An administrator will need to ensure that his team remains motivated through sharing and caring of the team members.

At last, values of public interest, social justice and first help to the most needy section will be the guiding path for any administration.

8. Honesty and uprightness are the hallmarks of a civil servant. Civil servants possessing these qualities are considered as the backbone of any strong organization. In line of duty, they take various decisions, at times some become bonafide mistakes. As long as such decisions are not taken intentionally and do not benefit personally, the officer cannot be said to be guilty. Though such decisions may, at times, lead to unforeseen adverse consequences in the long-term.

In the recent past, a few instances have surfaced wherein civil servants have been implicated for bonafide mistakes. They have often been prosecuted and even imprisoned. These instances have greatly rattled the moral fibre of the civil servants.

How does this trend affect the functioning of the civil services? What measures can be taken to ensure that honest civil servants are not implicated for bonafide mistakes on their part? Justify your answer.

8. Recently, many civil servants have been implicated for decisions which were not taken with malafide intention or in personal interest but proved out to be wrong in hindsight. Civil servants are being probed for scams like coal scam where they followed the existing policy but CAG deemed it as loss of revenue to exchequer. Many civil servants are being probed for disinvestment proceeds while such decisions were completely new in Independent India and it is difficult to assess the values of assets.

Impact on the functioning of civil servant:

1. Delay in decision making as civil servant becomes risk averse and innovation in administration is hampered.
2. Delay in administrative reforms as reforms are being challenged due to non-decisiveness of civil servant
3. Demotivation to honest civil servant as they tend to believe that only corrupt and dishonest succeeds while honest person is chased.
4. Economic growth is affected as private prefers faster decision making. And in modern globalised world, tough decisions need to be taken up.
5. Breaking down of the moral maxim that honesty always wins in the end. Such cases shake the whole ethical foundation of the country and challenges the motto of Indian state : Satyamev Jayate (Truth always triumphs).



6. Negation of the strong values of integrity, honesty in the administration. In long term , it will lead to rusting of the steel frame of Indian administration.

Measures needed to be undertaken:

1. Enhance transparency and accountability of the administration through mandatory disclosure of the information, application of the RTI act , use of e governance in service delivery.
2. Recently, government has brought out an amendment in prevention of corruption act where permission of government is needed to initiate proceeding against honest civil servant. This would provide additional safeguard.
3. Removal of article 311 of constitution as recommended by 2nd ARC. It will simplify the anti corruption procedure. Simplicity and transparency always encourages honesty.
4. Challenging the criminalisation of politics by undertaking electoral reforms. An honest political power will always protect honest civil servants.
5. Law on media trials as most cases are targeted due to trials by the media as happened in coal scam.
6. Reforms in the investigative agencies as brought out many committees and supreme court to bring them out of political patronage and give them complete autonomy and independence.
7. Behavioural changes against civil servant in the society must be brought out by the organisation like IAS association. Society must not think that every civil servant is corrupt.

Multiple dimension efforts with long term horizon is needed to ensure that justice is swift but only given to the corrupt. Honest civil servants are bedrock of the system and provide foundation to the wellbeing of democracy. All efforts must be done to encourage them.

9. An apparel manufacturing company having large number of women employees was losing sales due to various factors. The company hired a reputed marketing executive, who increased the volume of sales within a short span of time. However, some unconfirmed reports came up regarding his indulgence in sexual harassment at the work place.

After sometime, a woman employee lodged a formal complaint to the management against the marketing executive about sexually harassing her. Faced with the company's indifference in not taking cognizance of her grievance, she lodged an FIR with the Police.

Realizing the sensitivity and gravity of the situation, the company called the women employee to negotiate. In that she was offered a hefty sum of money to withdraw the complaint and the FIR and also give in writing that the marketing executive is not involved in this case.

Identify the ethical issues involved in this case what options are available to the women employee?



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9. Sexual harassment at the work place has become very common with increase of women employees. Though , government has enacted an act to prevent sexual harassment , but it still continues unabated.

In this case, reputed marketing person engages in sexual harassment . And after police FIR, company chose the easy way out of buying the women rather than taking strict action.

Issue involved:

1. Violation of the act : as company didnt constitute any internal committee as mandated in the prevention of sexual harassment at work place act, it is directly violates the act.
2. Against gender empowerment as non action against the marketing person is a sign to women to either accept the fate or dont engage in the employment.
3. Violation of the rights of women as they were being exploited by the company.
4. Failure to send a message to society as the marketing person was a reputed executive , any action agaisnt him would have sent a strong message to all the sexual offenders.
5. Violation of the article 21 of the constitution of right to life with dignity.
6. Setting up a wrong precedent as every person would think that any women can be bought off. This will lead to commodification of women.
7. Against principle of corporate governance. As long term sustainability of the company requires following the highest ethical practice.

Options available with the women employee:

1. Continue with her stand

Pros : It will help other women employee of the organisation and send a positive message to all the girls of the country.

Cons : She may loose her job and her career too as she might not be hired again.

2. Negotiate with the company offer:

Pros : will continue with her job. Will help her in getting money. Will also save her from the judicial process and investigation .

Cons : she will loose her self esteem. The person will be left free who will harass other women.

3. Resign from the company

Pros : will give her freedom from the person. Will help her in long term by continuing her career.

Cons : violation of the justice. The other women employee will continue to suffer. It is no guarantee that the employee wontfeel the same treatment in other company.

In my opinion, the women employee must stand for her right which will encourage other women too come out. In the modern times, she will get the career opportunity elsewhere because of her ability to stand for herself.



It will also help other women employee of other companies to take such stand.

10. In a modern democratic polity, there is the concept of political executive and permanent executive. Elected people's representatives from the political executive and bureaucracy forms the permanent executive. Ministers frame policy decisions and bureaucrats execute these.

In the initial decades after independence, relationship between the permanent executive and the political executive were characterized by mutual understanding, respect and co-operation, without encroaching upon each other's domain.

However, in the subsequent decades, the situation has changed. There are instances of the political executive insisting upon the permanent executive to follow its agenda. Respect for and appreciation of upright bureaucrats has declined. There is an increasing tendency among the political executive to get involved in routine administrative matters such as transfers, postings etc. Under this scenario, there is a definitive trend towards 'politicization of bureaucracy'. The rising materialism and acquisitiveness in social life has also adversely impacted upon the ethical values of both the permanent executive and the political executive.

What are the consequences of this 'politicization of bureaucracy'? Discuss.

10. Politicization of bureaucracy initiated with the coalition era government during 1970s. It was made to do to give favourable opinion on policies, make populist policies, bring favouritism and nepotism in the bureaucracy.

It is referred as involvement of political patronage in bureaucratic work by giving them favourable incentives.

Consequences of it:

1. Violation of principle of neutrality : as policy advises are based on choice of the political representative rather than the actual data based.
2. Increased corruption : it has led to increase in corruption by bureaucracy.
3. Bringing fraction in the bureaucracy as bureaucrats have become tools in the hand of politicians. It violates team spirit and fraternity among bureaucrat leading to negative effect on policy implementation and service delivery.
4. There is increased dichotomy between norms practised and norms prescribed. Practised norms are as per political preferences leading to favouritism, nepotism in appointment. It negates the rule of law.
5. Bypassing of the merit principle leading to poor quality of policy formulation and implementation
6. Declining quality of institutions : Institutions like different regulators and anti corruption agencies are needed to keep a check on political malfeasance and ensure value for money for the citizens. But , political appointment undermines their independence and autonomy. Supreme court itself had called CBI as caged parrot.



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7. Violation of rule of law : law has become selective in application as per the political preference. Maxim of show me the man, I will show you the rule is followed.
8. Violation of rationality : as most policies are formed as per the whims of political executive and implemented for the benefit of political leadership which brings populism in policy formulation rather than element of rationality.
9. Declining accountability and responsibility of bureaucrats as appointment or transfer is done as per the basis of political preference rather than work.
10. Decline in the values of result orientation, empowerment of citizens as most administrators are rewarded based on their closeness to political parties.
11. Harming the continuity as when the political party in the power changes , it leads to change in bureaucracy too leading to harm of implementing the policies.

Supreme court as well multiple committees have highlighted different means to deal with politicization of bureaucracy:

1. Implementing 7 points police reform agenda
2. Establishing the civil service board for transfer and promotion
3. Providing fix tenure to the civil servants
4. Bringing domain expertise after 10 years of work
5. Undertaking lateral entry to bring competitiveness

Thus, there is no dearth of recommendation to deal with politicization of bureaucracy, but the demand is to implement them in letter and spirit.

11. In one of the districts of a frontier state, narcotics menace has been rampant. This has resulted in money laundering, mushrooming of poppy farming, arms smuggling and near stalling of education. The system is on the verge of collapse. The situation has been further worsened by unconfirmed reports that local politicians, as well as some senior police officers, are providing surreptitious patronage to the drug mafia. At that point of time a woman police officer, known for her skills in handling such situations is appointed as Superintendent of Police to bring the situation to normalcy.

If you are the same police officer, identify the various dimensions of the crisis. Based on your understanding, suggest measures to deal with the crisis.

11. Drug abuse is increasing day by day in India. Frontier districts are the most abused district with cooperation from local politicians and administrators.

Dimensions of the crisis:

1. Illegal activity as poppy cultivation, selling and purchase of drugs are illegal.
2. Challenges of security as frontier districts share border and drug trade is often used for infiltration.
3. Human trafficking is done to pop up the drug trade.
4. Violation of individual rights as one is not able to undertake education, deteriorating health.
5. Continuation of poverty cycle as drug abuses continue to remain poor and whatever they earn is spent on drugs.



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6. Gender dimensions as overall victim of such drug abuse remains the female of the household who finds it difficult to manage the economic condition, deteriorating health conditions.
7. Breakdown of the rule of law as local officials and political leaders themselves are involved in such crisis.
8. Generation of black money and loss of taxes for the society.

Dimensions involved in dealing with narcotics case:

1. Political pressure as local politicians are also involved.
2. Threat of life as drug mafia is very notorious.
3. Issue of finding non corrupt and upright teams to deal with such cases.
4. Continuous sabotaging of the efforts by the involved officers.
5. Existing legal loopholes to cover every aspect of narcotics as methods are continuously updated keeping the existing law in mind.
6. Lack of support from people as they have lost the trust on people.
7. Issue of rehabilitation of drug abusers as rehabilitation houses are not in proper conditions.

Ways to handle such crisis:

1. Coordination with the armed forces in the area to prevent drug penetration in the district.
2. Make small small committee at area level of relatives of the affected person who will inform about the drug peddling in the area as done generally to deal with alcohol abuse.
3. Coordination with the SP of neighbour district to enhance rule of law in the whole zone.
4. Form a team of capable , upright and honest officers to take on drug mafia.
5. Coordinate with the district magistrate in beginning of the schools and providing funding for their work.
6. Coordinate with district magistrate in revamping of rehabilitation centres. Make small circles of drug abusers who could share their stories of drug addiction and motivate others to do the same.
7. Honor the people who have successfully quit the drug addiction.
8. Raid and seal the poppy farming cultivation.
9. Raid and seal all the illegal weapon manufacturing factories.
10. Initiate action against the local politicians and corrupt officials and make a strong charge sheet.
11. Engage with SP of other frontier district and learn more on how they are dealing with the crisis.
12. Use media to share the good and positive stories.

Quitting drug abuse is as much a legal issue as it is behavioural issues. Democratisation of working, participation of local youth, believe in self capability to deal with such issues are necessary ingredient along with strict application of laws against the erring officials and mafia.



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12. In recent times, there has been an increasing concern in India to develop effective civil service ethics, code of conduct, transparency measures, ethics and integrity systems and anti-corruption agencies. In view of this, there is a need being felt to focus on three specific areas, which are directly relevant to the problems of internalizing integrity and ethics in the civil services. These are as follows: Anticipating specific threats to ethical standards and integrity in the civil services, Strengthening the ethical competence of civil servant and Developing administrative processes and practices which promote ethical values and integrity in civil services.

Suggest institutional measures to address the above three issues.

12. Civil service is the backbone of the administration in any country. Ethics and integrity is needed in civil service to attain the constitutional morality of empathy with weaker section of society, eliminating corruption in the society, giving value for the money to society and use of optimal resources.

Development of civil service code , transparency in the civil service and in anti corruption agencies three issues need to dealt in clear means :

1. Anticipating specific threats to ethical standards and integrity in civil services :

It means that one needs to clearly highlight what could be the economic , social and political threats to the ethical standards of civil service.

These threats needs to be neutralised in the short term as well long term.

Ways to do so :

1. Removal of the laws like official secret act which provide safe harbour to corrupt officials.
2. Bringing transparency in the appointment to anti corruption agencies by involving multiple stakeholders like civil society, opposition leaders to cut down the political patronage.
3. Instituting the civil service board as mandated by the supreme court to reduce the political pressure.
4. Undertaking 7 points reforms in the working police as mandated by the supreme court to bring out the police force from the clutches of political power.
5. Undertaking societal reforms like laws on hate speech, bringing more women in civil services through reservation for development of gender sensitive values.
6. Repeal of the article 311 in the constitution as suggested by 2nd ARC to simplify the process of corruption charges against higher officials.
7. Removing the safeguards like permission from government to undertake enquire above Jt secretary level to simplify process.

2. Strengthening the ethical competence of civil servant :

It means that civil servants needs to be made more aware about ethics by developing competence in them. It is to act as positive reinforcement by inculcating ethical values in civil servant.



Means to do so :

1. Continuous training for the civil servant throughout their career to sensitise with the changing morality in the society.
2. Reducing the age of entry in civil service as with age impact of training gets reduced and civil servants enter with pre biases.
3. Undertaking 360 degree performance appraisal which includes behavioural competence by taking feedback from colleagues and citizens as well considering of the ethical competence of the civil servant. Government has already initiated 369 degree appraisal for appointment at higher levels.
4. Giving more higher esteemed awards like padmaBhusan to civil servants as suggested by 2nd ARC.
5. Sending civil servants working at policy level in the field to develop empathetic values.

3. Developing administrative processes and practices :

Administrative processes and practises needs to be developed to develop ethical standards. They help in propagation of ethical standards, develop peer pressure for following the best ethical standards and enhance responsibility and accountability of civil servants.

Ways to do so :

1. Mandatory voluntary disclosure of information under RTI to reduce the no of application and bringing more transparency in working of org
2. Giving legal backing to citizen charter and providing awards and punishment to wrong officers.
3. Mandatory updating of the citizen charter in fixed timelines
4. Incorporating technology to provide real time status of grievance redressal
5. Mandatory provision of social audit for all welfare schemes to enhance accountability and responsibility.
6. Giving more space to civil society by incorporating in welfare measures. It will enhance participation of citizens.

Thus, if administration is made lean, simple and result oriented, ethical standards of administration can be improved. 2nd ARC had designed a civil service code which needs to be implemented. But, administration can not be made ethical only through internal changes rather external challenges like criminalisation of politics, juridical reforms, practice of casteism in society needs to be tackled through legal as well behavioural changes.