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....Lead with Edge....

Section-A

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1.

Answer all the following in not more than 150 words each.

10 X 5 = 50

a) Lindblom's notion of mutual adjustment was not novel. It had its origins in Adam Smith's notion that haggling in the market is guided by the "invisible hand" of the price system. Analyse.

Lindblom, who gave "logical incrementalism" model in public policy, came up with the notion of "mutual adjustment" according to which →

→ due to the carrot/stick policy followed in bureaucratic organisation

→ fear of punishment

The decision making is based on "mutual adjustment" between the various actors involved in policy formulation (state, market, pressure groups etc.) & hence it is not

some thing very new; The "self interest" of the individuals formulating the policy is paramount

(3) Policy → no invisible hand

2

like price to
guide policy
making

- attempt
only half

- only write
what you
know.

(1)

Incremental
model

- there is
mutual
adjustment.

- aim is
not to
improve
policy.

- but analysis
of policy
(descriptive
theorist)

(2)

- demand
&
supply

also there is

negotiation / bargaining / mutual adjust

guided by invisible hand

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This concept was not novel.
Even Adam Smith said, that
market has the self correcting tendencies,
and as it works on "self interest"
of the individuals, there takes
place "mutual adjustment" in
the price system.

Q Context not

misunderstood But, still, Keynesian concept was
concept over Adam Smith's
overall "policy" of multiple actors
instead of just market.

(4) eg: LAAR - behv. guided by their interest
of stakeholder rather than a like "price"
which can bind all the stakeholders.

hypothesis building: difficult to say net. an. of Public Policy but in future pass ^{cannot}

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1.

b) Today governance is characterized by networks. In this context discuss the possibility of a network theory of public policy.

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theory of P. Policy
 → know go's are distributed among diff secⁿ of society + how can we get better outcomes.
 (diff models of P. Policy explains how policy is made/ how can we analyse it) - analyzing

Today "governance" has become a multi actor paradigm. It is characterized by
 → multiple networks
 → multiple relationships between the actors

As rightly pointed out by Shabbir Cheema that now, governance involves -

```

    graph TD
      State["State (provides conducive environment)"]
      Market["market (provides jobs/opportunities)"]
      CSO["Civil society organisations (ensures accountability)"]
      State --> Market
      State --> CSO
      Market <--> CSO
    
```

This "network theory" is very well prevalent in "Public Policy" as well because :-

- 1) now, Public Policy has become a complex phenomenon (it req. help of CSO/ market)
- 2) multiple social problems which are interconnected & cannot

but
 network theory does not address these issues
 since we do not know what type of network will emerge

+ we can know how many stakeholders are participating in D.M but it's not a explanatory a process

3

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be solved by government alone.
It need the help of other sectors like
CSO, / Advocacy groups / WB / IMF etc.

for eg:- Policy to tackle "terrorism"
it cannot be formulated / implemented /
evaluated by a
single agency.

Same is true for climate change /
cyber security policy.

3) This application of "network theory" in
Public policy can be substantiated
by Rhoads concept of "network governance"
& loosening of state, where
Public policy is now the result of
more decentralization and network
co-ordination between different
agencies (like legislature / PMO / cabinet
committee / secretarial etc.).

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1.

c) NGOs' attempt to directly shape public policy by advocacy rather than replication of best practiced model. Explain. 10

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NGOs are important actors in the process of "public policy". They not only help in formulation, but also plays crucial role in policy implementation, education, interpretation and evaluation as well.

However, ~~generally~~ NGOs instead of replication of best practiced model, try to shape the public policy through "advocacy". It, they favours a particular perspective and try to incorporate it in the policy through advocacy.

It does this through

→ shifting of platform from giving input to legislature to judiciary

→ use of power politics - through

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agitation, strikes or some times
through unconstitutional means
(foreign funding) -

for eg → Through protests, agitations
it tried to influence governments

"Encryption Policy draft" and
advocated for "Net Neutrality"

→ Recently social media has become
another tool of "advocacy" by
NGOs.

IAC drafted a model bill - Jan Loupal bill #

NGOs - dynamic / ppl oriented / target group based. ∴ They can
over any model, which is not suitable to society

but due to gov't involving NGO - they may also
have macro perspective; they can support +

change alt. model

cannot - is more
but flexibility + acc^{ty}

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flex^{ty} in learning school

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→ 20- no flex^{ty}
→ flex^{ty} in
teaching
not possible

everything
will be
decided by
GOI.

They do
not have
flex^{ty}.

+ acc^{ty}
mechanism not
there

teacher is
late - no
acc^{ty};

anyway
in hospital
- nobody
is punished

only exposed
but no
action

loan
waiver - nobody
punished (min. of fin^{ce} → Do. Fin^{ce} → RBI → MABARD ?)

d) India's governance systems today fix responsibility, but do not provide flexibility and accountability. Evaluate. 10

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in this space.

with the changing socio-economic
milieu, and in continuous dynamic
environment, Indian governance
systems are facing many challenges

The governance systems are still
following moderate ^{not} weberian
structure of bureaucracy, but the
environment demands flexible
and innovative bureaucracy. The

result is
→ fixed responsibility but lack
of flexibility & accountability

The "e-governance" is wanted.
video conferencing systems are although
introduced and fixes responsibilities
on the individual, but

- 1) structure
- 2) hierarchy
- 3) formalism

all this cannot bring ?

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prevents flexibility & accountability.

There is still lack of transparency,
and governance. System instead
of being accountable towards citizens
~~system~~ diffuses its accountability.

for instance,

RTI - Still lot of pending cases are
there.

Q - quality of information furnished
~~not~~

Social audit - not backed legally.

~~understood~~ - framing of accountability

~~Further due to the "bureaucratic"
taps of traditional bureaucracy~~

~~there is rigidity in introducing
governance reform & in ultimately
"governance".~~

If govt ~~was~~ has to be of or implement
digital India etc then flexibility + acc^{ts} should be
there.

Pub sector - acc^{ts} @ macro level; evn're res^{ns} to Parliament
anti corrupt / grievance redressal for upholding acc^{ts}
but all are macro level not micro acc^{ts} ... street level

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1.

e) Enumerate the do's and don'ts for an Organisation in formulation and implementation of Citizen's Charter.

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Citizen charter is a document, which gives details about the services ~~an~~ an individual can expect from the organisation in a time bound manner.

However there are some

DO'S ← Formulation → DONT'S

1) Participative

2) simple language

3) bottom-up approach

4) awareness about capacity

↳ can we deliver?

5) inclusive

1) Top-down

2) "Managerial charter"

3) exclusive

4) Technical Jargon

5) no service to be mentioned which can't be delivered

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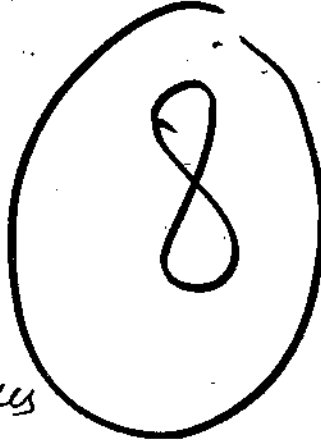
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Do's

← Implementation →

Don't's

- 1) Time bound manner
- 2) Courtesy
- 3) openness
- 4) ready to learn
- 5) continuous updation
- 6) Valuing your money
- 7) honesty



- 1) delay in implementation
- 2) delay in updation
- 3) no action on feedback
- 4) no effective grievance redressal system
- 5) selective delivery of services

Good effort

Govt. has established a model "Sevottam" model - Best service keeping in the mind there do's & don't's & through which it is focussing on citizen centric administration.

• Jeeprscan → Mauabo → coal gate scam

• distanceⁿ to citizen life + mal adminⁿ

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↑ enduring concern

we have 2.
Problem of
nexus / corruption
many reports
given by CVC
to Govt but
no action
on the basis
of
F. I. C. (CVC)
Trans (CVC)
indian
CVC not
very
encouraging

Good
Clarity

a) The "accountability problem" is an enduring concern in Indian administration. In the light of this statement discuss the implications of bringing amendment in the Prevention of Corruption Act as the fear of penal action deters effective functioning of officials. Analyse.

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"Accountability Problem" is an enduring concern in Indian administration because
→ if accountability is enforced then issue of red tapism, slowness in decision making, Policy analysis comes up
→ if accountability is not enforced properly, issue of "discretion" & its misuse crops up.

Recent Amendments to Prevention of Corruption Act (PCA)

which
→ brings stringent punishment

↓
Proposal to amend law
↓
decision of future rough commercial benefits to country
Party not necessarily to them they are presumed

→ this is anachronistic & not measures have to improve decision by civil servant

Do not write in this space.

for big friendly
 ensure
 +
 hold
 reforms
 ↓
 Govt
 want
 to avoid
 it
 ↓
 Provision
 not
 consonance
 with
 current
 scenario
 ↓
 out of
 the box
 thinking
 should
 be
 provided

to a public servant if he/she
"misuses" public office. when
"misuse" is not defined
 and the draconian section 13(1)(d)
 which punishes the Public
 servant even in the absence
 of mens rea or, without
 any criminal intent (or malafide)
 acts as a deterrent & prevents
 the official from taking decisions
 resulting in Policy Paralysis.
 Further, there is a problem that
 policy decisions are often not
understood by Inspector level
 officers who investigate the
 issue under POCA which further
 compounds the problem.

(*)

→ (i) more qualitative decisions are reqd
 (in demanding situation) - bonafide then can be
 there; Today's decision may not be true tomorrow

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in this space.

new 200^c
Policy was to
to 200^c
but full
will
 200^c
- objective
app. in
armed⁺

- anti 200^c
& 200^c should
be able
to identify
the decision
taken on
vested
interest.

honest officers even taking a
bonafide decision can be held
accountable even after retirement
if decision comes to be wrong
under the pretent of "misuse" of
Public office.

Thus, it'll be better if

→ Sec. 13(1)(d) of POCA is
repealed

→ already sec 197 of IPC
is there to punish
Public servant

→ and, POCA defines the
"misuse", "Criminal intent"
properly

Simultaneously it is imperative
that "Accountability"

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should be clearly defined
& it should be ensured
that honest officers are
able to carry out their
function without any fear.

Use of ICT - like e-governance/
Security & tenure can be
some ways to solve the
accountability problem.

1. But it has some
drawbacks

2. why it should be
amended

- CSO focus on human deve^t & not ~~trickle down~~ / socio cultural
- SEWA (mass) / Postram

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10

- 2. Cla
bhatt
started
empower
PPI (women)
grow
govt
offer
but
CSO
cannot
work
w/our
govt
frame
work
- Govt
also
works
on
same
philosophy
- 'ripping
Teas of
my
one's eye'

c) Civil society works on the philosophy that 'people cannot be developed; they can only develop themselves.' "C.S focus on PPI 15

Joseph Nyerere rightly said that "~~poor~~" people cannot be developed; they can only develop themselves". because any mechanism from top to ~~bottom~~ help them, or develop them will ~~be~~ have limited impact".

Rather,

govt be better to

→ empowers them through capacity building.

→ so that they can enact accountability from the state.

→ provide - "right" in the demand side (to the public)

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in this space.

civil society, works on this philosophy and try to achieve this through

→ social mobilization of people especially women / Dalits / marginalized section

→ helping them to articulate their ~~vote~~ demands & raise their voice

This can be observed in case of Self-help groups formation.

where, social capital is developed

through constant interaction
eg:- SEWA - by PLABHATI

However, not all civil societies works on these

principles / philosophy as

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in this space.

many of them suffer from

→ stagnant mentality

→ problem of accountability towards
donors & not citizens

→ capture by elite

But, the importance of CSOs in
developing people cannot be
undermined & its impact

can be widely seen in
over all political culture, Policy
Processes etc.

Also Govt can also

Develop

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3.

a) The policy cycle framework does not only offer a yardstick for the evaluation of the success or failure of a policy; it also offers a perspective against which the democratic quality of these processes could be assessed.

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20

agendaselling / evaⁿ / monitoring but
how much they are demo^c?

- gme ~~eg~~ - demo^{cs}

↓

RTI, RTE
made with
consultatⁿ

/ demo^{cs} is
murdered

↓

• demands

RTE &

keeping

pol^{cal} party

our gift

• Aadhar

w/our

consultatⁿ

+ expanded

w/our

Participatⁿ

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3. b) The concept of social accountability underlines both the right and the corresponding responsibility of citizens to expect and ensure that government acts in the best interests of the people. 15

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SA - Process in which citizen participate to make Adminⁿ acc^{ble}
Tools - P.T.E / C. Charter - due to which concept of S.A has emerged

Philosophy - citizens are treated as active stakeholders, citizens have right to participate & they have say in this.

- demo^{cy} citizens are treated as "king"

But they should also have some "moral res^{ts}" / moral duties

They should not behave for ulterior motive; SA should not be carried out for Propoganda; not teach lesson to adminⁿ.

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ngnt
+ res^{ts}

to ensure that govt. works for
welfare of PPI.

- Acc^{ts} - Top-down - not working
properly ∴ A emphasis on SA
to enhance quality delivery of
govt. & today govt. more
res^{ble} than it was in the
past.

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<p>3.</p>	<p>c) The <u>operational experiences</u> of social audit indicate that it has mostly been ineffective because there is no legal provision for punitive action. States should enact legislation to facilitate its effectiveness.</p> <p>15</p> <p>operational exp^{ce} → is negative. why not effective? multiple exposure but acⁿ not taken ↳ no follow up with sm.</p> <p>Statutory states to SA only in MGNREGS - not implemented legally in any other prog. - Gram Sabha does SA but - hardly function (P^l or commⁿ)</p> <p>- CAG report - if SA would be more effective then why corrupⁿ in water supply?</p> <p>→ although SA not very effective but in SA - by mass - it has become popular & RTI has emboldened by SA</p>	<p>Do not write in this space.</p>
-----------	--	---

Some steps should be made to make it
 effective → 1) follow up should be there
 2) what happen after exposure

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in this space.

@ dist level to kayakta should
be there. (accessible to people)

→ we need to expand SA to
other programs; under @
devd prog & at centry level

→ ~~low~~ local all^r & credits
should improve to
make SA effective.

→ CAG should also take into
findings of SA ; will give

Credibility / Legitimacy to SA

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4.

a) Citizens' charter has high potential to enhance public accountability and bring a paradigm shift in the bureaucratic work culture. Discuss. 20

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Macro level

∴ it brings change
@ attitudinal
level / behavioural
level ↓

Citizens are the king & active stakeholders ← citizen charter way

∴ Paradigm shift in which
you view / perceived citizens

not

the way we determine the service ↓ They are not passive

but citizen should determine what service / quality / external mechanism they want ; & govt has to behave in citizen friendly manner

- citizen admⁿ within to

outside

admⁿ → aristocratic³² institution will change ; it is so

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in this space.

imp: that it has become
imp/movement & may
common has citizen charter & more
than 2 decades has passed
It was adopted in India to make
admⁿ to ~~more~~ more citizen friendly

Posture change - single window system
made for citizen comfort
∴ citizen oriented

Ahmedabad ← Jan seva kendra
Chennai - water assocⁿ,

B'lore - citizen report card

"Sevottam" - excellence in service

Right to services act.

∴ cultural / mindset change

but just through - 100L we cannot
change mind set; there should be
tailor eq: - Power structure

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by redismⁿ structure

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in this space.

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4.

b) There is a view that quasi-judicial tribunals in India are not able to provide speedy justice and therefore, their number should be reduced and some of their functions should be transferred to judiciary.
Comment.

Do not write in this space.

15

PM raised Quesⁿ on the "Tribunals"

- we've 100s of tribunals → eating Public money. but whether they are performing?

- ∴ should be merged

- CAT - 1st taken pending cases

- ITC - 1 - 1 - 1 - 1 - 1

- should we & no. of tribunals restricted to their of can't

alternative } - some can be merged

eg:- SEBI - AFMC

→ new when tribunals are created for spec^m then

→ carry not spec^m in Judiciary?

- " " " " legal eduⁿ?

→ specific 36 § benches (specialized)

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fees will also not overbudgeted
& tribunals can be ↓
but in long term

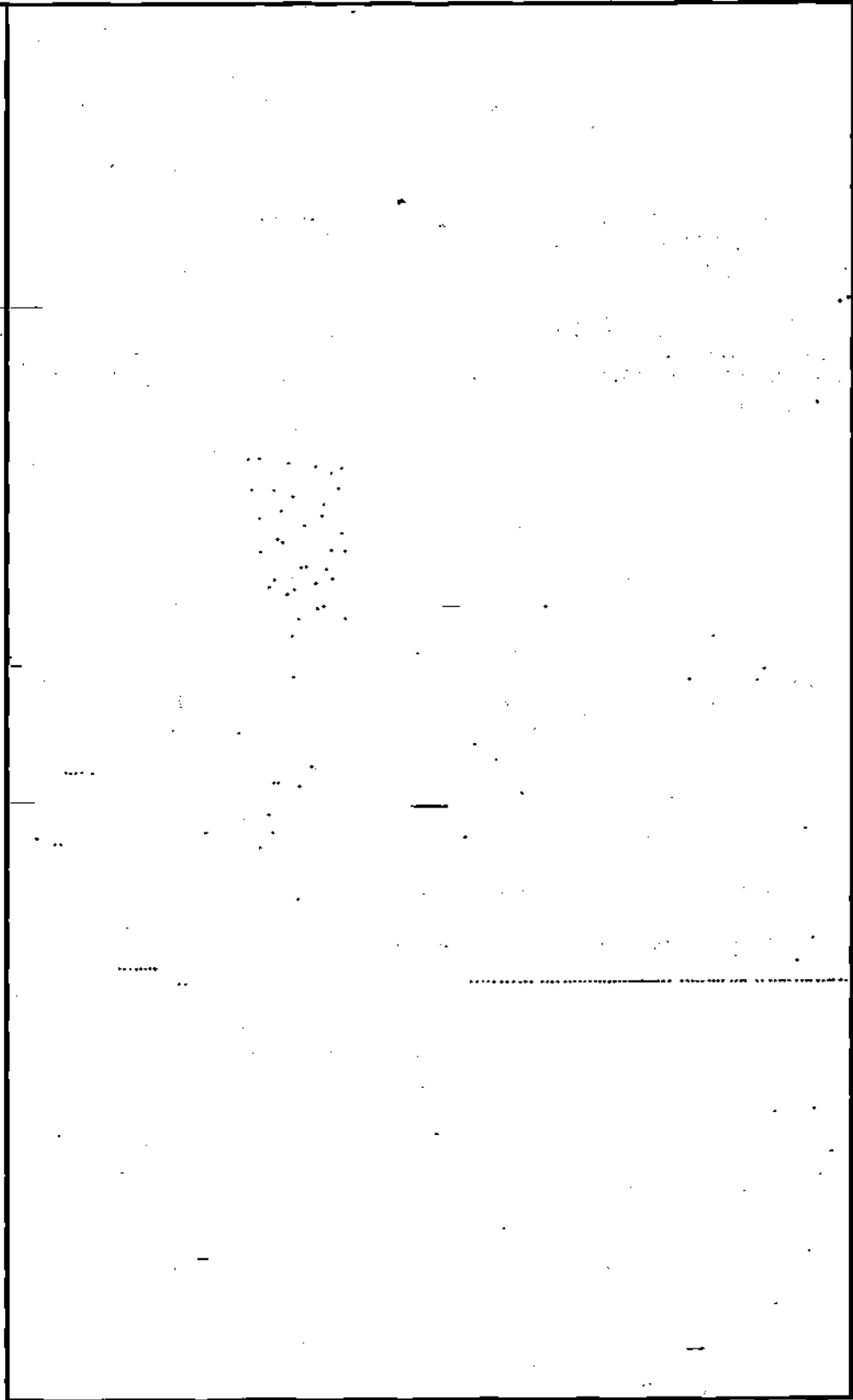
tribunals will have relevance
cost effective / neutral justice etc

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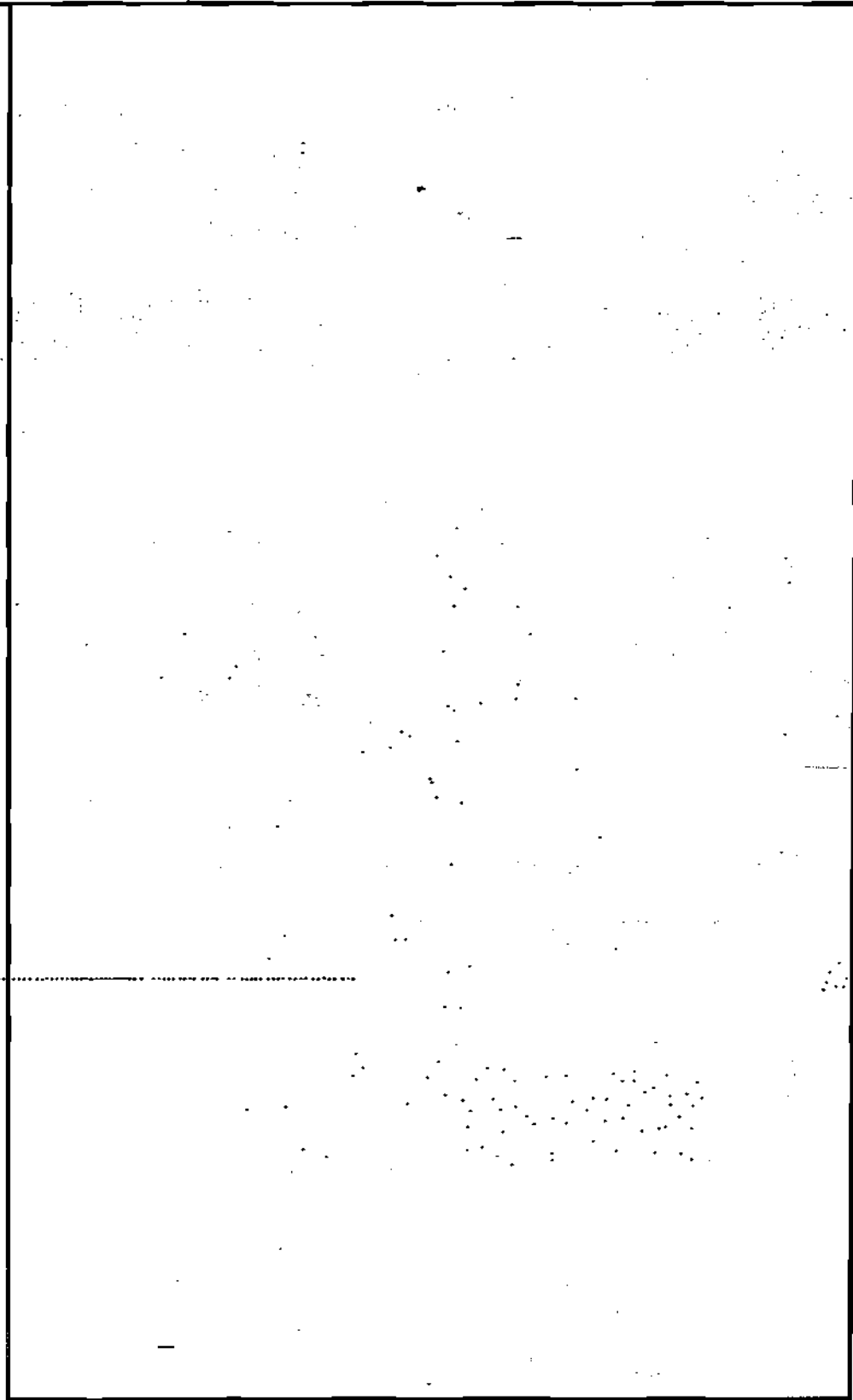
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Section-B

5.

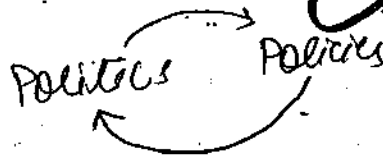
Answer all the three of the following in not more than 150 words each.

10 X 5 = 50

- a) Politics determine policies or policies determine politics. Explain with examples.

Policies are the manipulation of societal socio-economic problems and Politics ~~bring~~ brings these problems in the form of "agendas" so that policies can be formulated on them.

Thus, there is a circular, mutual relationship between the two in



in which both affect each other.

Ⓘ

Politics determining Policies

→ usually the high priorities issues, which can be beneficial for "Politics" are which determine

Do not write in this space.

7 1/2

Do not write in this space.

policies for example

1) Reservation policy - instead of tool of empowerment, it has become tool to garner votes & entitlements.

2) Health policy - not very high on political agenda, hence policy is delayed

II Policies determining politics

Policy on women empowerment determines the politics for women empowerment.

in contemporary times even the policy of education influence politics as various actors are involved.

further, Policy on Population Stabilization also determine

Politics & political discourse of various Political actors.

Chicken egg type of relationship; we cannot know who came first when policy ends & politics starts & vice versa

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5.

b) The scope of social audits is intensive but highly localised and covers only certain selected aspects out of a wide range of audit concerns in the financial, compliance and performance audits. Comment. 10

Do not write in this space.

localised
- it is
practised
@ policy
implemⁿ
level &
not @

Social audit is a tool of exacting accountability from the government/organisation through direct/indirect citizen engagement.

Policy process as it involves citizens and various

stakeholders is is

- very detailed
- Polyoval
- multidimensional
- dynamic
- comprehensive

however, all these features makes it highly localised.

It is @ local level Gram Sabha (Grama Sabha)

Further, since social audit has to be carried in a time bound manner say 12 months, and it requires specialized team, informed citizenry, and favourable

• diff types of Audits

• CAG looks into

detail along with

but S.A - done by local ppl - don't have

44 compliance audit
↳ about legal rules
S.A - general

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Do not write
in this space.

lack
expertise

- People
want
↓
outcome

SA
also
based
on
outcome

but
LAG
will
germ
minutely
gritty
not
SA

Business
aspect
not
taken
in
account

Political / social environment it
becomes limited in its coverage

for example

→ still focus on social bookkeeping/
accounting

→ compliance related to the financial
expenditure

→ focus only on "outcome" / impact
i.e., performance is measured against
ethical / moral / social parameters.

However, despite its limitations,
where it is unable to cover
(social impact - efficiency - productivity
etc.)

Social audit in contemporary
time is a crucial tool to
enforce accountability

It is a "demand side" tool which
enforces obligation on
citizens, & gives "offer" to citizen
to ask for goods/services from state.

In India it can be considered as localized
but in EU countries it's macro level
entire EU

Incrementalist ^{man}
analytical tool

my answer my
market policy incrementally

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5.

c) Game theory is more frequently proposed as an analytical tool than as a practical guide to policy making as it is applied when there is no one based choice than one can make.

Do not write in this space.

10

John Nash died

62

o applied when you don't have clear options & decⁿ depends on others decision

↓
you play a game
↓
out come
↓
if you decⁿ others
decⁿ

Game theory is an analytical tool in decision making where the focus is on minimizing the negative impact & maximizing the positive through co-operation. As in the pluralist market environment the decision / choice of one individual is independent of other person's choice / decision; the impact / consequence is dependent on each other choices.

best example is - "Prisoners dilemma" where both prisoners will get minimum sentence, if when both will co-operate.

However, in the reality while policy making it is difficult to apply game theory because

prisoner's dilemma used by Police

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in this space.

used
in
foreign
rel^{ns}

cyber
policy

net
governance

cyber policy
espionage
will be
dependent

on
others
policy

- Policy deals with humans societal problems in dynamic environment which is highly unpredictable

- If game theory is followed in Policy making helps not necessary

the solution will be assured. as in present time multiple actors (govt, WB, ICAF, Pressure groups) creates environment of uncertainty.

However, still it's importance cannot be undermined because

1) as game theory says, "self enlightened self interest" & "co-operation" can maximize the benefits,

it still holds True in contemporary times as Policies on cybersecurity/ climate change can be achieved only through "co-operation" & minimizing negative impact

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There needs to be some
"sacrifice" under policy formulation

This sacrifice from the
total values (social/economical/Political)
results in the "net value
achievement" which is
desired and, is the
best way to formulate policy.

So, this model rightly underlines
the limitations of policy
formulation in a real time
environment.

However, even this model
to "maximize" net value
achievement is not sufficient.

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later on Allison, through his bureaucratic and government politics model came up with a more-comprehensive "policy making" model.

Do not write in this space.

Ans has shallowness

rationalist paradigm - how to utilize & mobilize resources to achieve of Doo / optimal rational model / pseudo optimally

attitude mind set

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• Study in world about C. Charter

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6.

b) Though Citizens charters have been formulated by many public service delivery organizations, there is no corresponding improvement in the level of citizen' satisfaction and quality of services being provided. Analyse.

15

↓
not tomorrow

Change of
sury

1776

reform going
through

1st phase
of C.C.

↓
quality
of service
delivery
not
very much

↑
Wool

↓
by DAPRG

↓
up: down model

- considered as

burden by agency

citizen charters first passed in Sweden in 1766, and later on with the focus on -

- 1) citizen centric administration
- 2) value for money
- 3) more open, transparent accountable administration

it was adopted in many countries in various forms & in various Public delivery organisations.

However, even after their formulation there is not much improvement

in citizen's satisfaction & quality of services provided because

1. The very philosophy of citizen Charter was not adhered to. It was instead of

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money
~~attention~~ excellence

citizen charter became - "managers Charter".

Do not write in this space.

- 2. There was lack of participation from citizens
- 3. There was lack of update of citizen charter.
- 4. The capacity building of the organisation didn't happen prior promising the services.

① some changes in some agencies
eg PCB, LIC & bodies my own but my own @ country side level not improved)

According to scholars like Minogue, Clarke, C.N. RAY

it was found that
 → citizen charter worked well in New Zealand because it was fast & radically introduced
 → In Belgium it was incorporated in constitution

ARC
7 step model to implement C.C. (set std (dev't capacity etc))

Further, ① enhancing infra of agencies eg. - bio metric sys

① State level it has improved of service guarantee

+ change in conduct rules esp @ ~~the~~ national level

② CC should be legalized + complaint

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in developing countries like
India due to

- lack of informed citizenry
- lack of skilled, trained
manpower
- lack of social capital,

the quality suffered and
thus resulting in dissatisfaction
of citizens towards citizen charters.

So, the potential remained
unlocked.

However, with simultaneous
accountability mechanisms like
RTI, Social audit, etc. there is hope
~~can be hope~~ that in near
future "citizen charter" will
fulfill expectations of people and
"Sevottam" by CoI is its example

1st time in country ~~the~~ CSO call all over protest
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6.

c) Discuss the recent trends in India on policy discourse and its impact on policy formulation and implementation. 15

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View by govt on bills - draft consult + new more participatory by CSO/PPP + Partner govt with direct entry in policy

After the 1991 reforms, and coming of neo liberal policies the discourse in India on "policy" has been a paradigm shift.

earlier it was

- Planning commission / NDC
- Legislature
- Cabinet
- PMO

which were involved in policy discourse

however, in recent times

India like other countries is following a networked model on policy formulation and implementation

NICs, CSCs, Think Tanks, etc. involved in policy process.

② T. N. Seshan + Anna Roy also drafted separate bill for Lokpal

③ Nishayg. Car - amendment in law

④ Jal book social media politics

Fuel level changed

⑦ CAAR bill

⑧ networked

Content problem

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The trends has been

→ 1) Strategic policy - formulated by higher authorities

→ 2) Policy Transfer

↓
more
collaborative

↓
Policies from supra
national organisations
like UN/WTO/IMB are
adopted in India

→ 3) Post Positivist policies

↳ where values/ethics/
social concerns are
taken into account while
formulating policies.

But the impact of these trends/discourse
on both formulation & implementation
is slight.

↳ They have become more
inclusive

• more decentralization

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- more involvement of citizens has been there.

eg: Policy formulations

- Policy on the achievement of SDGs (help of UN)

- Policy cyber security help of private / international / CSOs agencies

eg: Policy implementation

- Policy on INDCs - climate change
 - ↳ taxing carbon
 - ↳ reducing / rationalizing subsidies

- Policy of vaccination (help of NGOs etc) citizens

These example displays the change in Trends of policy discourse in India

(You're new researchers)

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Policy makers will have their own myopia

a) Public administrators are advised to be engaged in what to do questions of public policy and not just 'how to do' questions. 20

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with the growing demands from citizens for efficient governance, effective delivery of goods, services and growing interconnectedness of problems the challenges for public administrators are immense, hence it'll be better for public administrators to focus not only on

"How" to implement public policies ~~apart from~~ but what public policies should take to.

Basic

The traditional Politics-Administration dichotomy is no longer effective in which Administrators are focussed on How to deliver the goods/services

what

play in policy

↓ this has
↓

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②
ideal
aspl
in
p. many
+
change
in
Plans
9
73
oil crisis
↓
"space
Planning"
scenario
Plans
is
done
by
orgn
itself

with the growing problems like
climate change, terrorism etc
which has wide inter-state / inter
national ramifications, it is
not possible for just legislators
to formulate the policy.

Public administrators, working in
the field should give crucial
inputs.

It is rightly said by
Richard Elmore that
the policy formulation model
should be turned upside
down because:

• It is the "street level
bureaucracy" which actually
due to its discretion,
and constraints (Physical
Psychological) ~~etc~~ formulates

↳ mid/top level
offices → they make
policy themselves
↳ admin roll will
↑
- share
in
"what
is
called"

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finally
2-3 scenarios

eg. scenario
Planmy
4 office outside
the WTC (2001)
they survived

the policy.

Thus, the "backward mapping" is also essential. and this can be achieved when

Public administrators will engage in "what to do"

questions in public policy.

Public administrators should ^{shift the} refocus from "PODSORB"

functions to more "strategic planning" in policy formulation.

for instance

Public administrators can engage with CSOs like

"Bachpan Bachao Andolan"

- Kailash Satyarthi to

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work on that

Make it clear
up focus
to

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get the crucial inputs for
"Policy on children" / child labour
etc.

This is asking "what to do"
questions.

once, the problem is identified
properly, and policy is formulated
then focus should shift

to the "How to do" aspect.
i.e., Policy implementation

and, recent initiatives like
to - take inputs from citizens/NGOs

on encryption policy, cyber
security policies and steps
in this very direction.

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7:

b) Globalization has brought shift in traditional concept of accountability. Identify them and find out their relevance. 15

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• you've to meet market std

• more outcome oriented

• but \ominus \rightarrow all are to what pathway for

12

D. accy shifted towards

biz / supra national orgn

• accy to client & citizen

Traditional concept of accountability focused on the supply side of the accountability & mostly, through external agencies like accountability through

- \rightarrow legislature
- \rightarrow judiciary
- \rightarrow through parliamentary committee, debates etc

however, globalization - has brought into focus

- \rightarrow efficiency, productivity
- \rightarrow concept of consumer
- \rightarrow market principles
- \rightarrow outsourcing, automation of work etc

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this calls for change in
accountability mechanisms

too. for example, now
focus is on "demand"
side of the accountability
& more of "non traditional"
means

line

- social accountability
↳ social audit
- RTI & citizen charter
↳ citizen empowerment
- accountability through
e-governance - ICT technologies

These relevant is immense

as they help in

- increasing in accountability
- reducing corruption, increasing
transparency.
- empowerment of citizens

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8.

a) The increasing tribunalisation (the executive decision to set up specialised tribunals) is seen as serious encroachment on the judiciary's independence. Comment.

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20

- Why tribunals no. are ↑ ?
- How tribunalisation happens?
 - ↳ % - Jurisdiction of J^{ny} is shifted to tribunals
 - both have unique identity.
 - tribunals cannot match independence / ~~of J^{ny}~~
- Tribunal came late; originally citizen cases to be adjudicated by J^{ny}.
- diffⁿ / erosion of J^{ny}
- * "no direct encroachment" on independence of J^{ny} ~~independence~~
- Substⁿ quesⁿ of law - J^{ny}
- Tribunal struck down by J^{ny}
- concern on dilutiⁿ of J^{ny} / violatiⁿ of separation of power
- 1 Party in suit + primary role of J^{ny}

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8.

b) "Any choice of paradigms for government and administration is unlikely to be Pareto optimal but the benefits and sacrifices should be clear in making judgements about governance." Comment. 15

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- Pareto optimality - situation where, the distribⁿ of g&s cannot be done beyond a level, else it'll lead to a person worse off.

- nobody gets worse off.

- Every state is resp^{ble} for g&s & there are diff g&s; it's very difficult to distribⁿ so, nobody

is worse off

- it is actually the utilitarian

app work + but

still relevant → can tell how much

loss / how much gain to country

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eg land acqⁿ → corporate
→ a/c
→ farmer

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in this space.

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8.

c) Delegated legislation has given rise to a phenomenon called 'new despotism'. Discuss.

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- Delegated legislaⁿ → shifting of power from legn. to ex^e → become threat — "power corrupts & absolute"
- "executive can behave like despot — absolute ruler."
- even threat is there; D.C. is necessity of following direct
 - expertise
 - shortage of time
 - rapid change of society
 - legn not in session

leg →

- How it poses a threat
 - bu^o will from the law
 - no debate / discussⁿ / lack of many
 - power - violatⁿ of separation
 - arbitrariness

• ex^e can have ill^l am^l excesses due to d.-l

• Safeguards ⁷⁹ → standing case on subordination leges
Call for legislative scrutiny →

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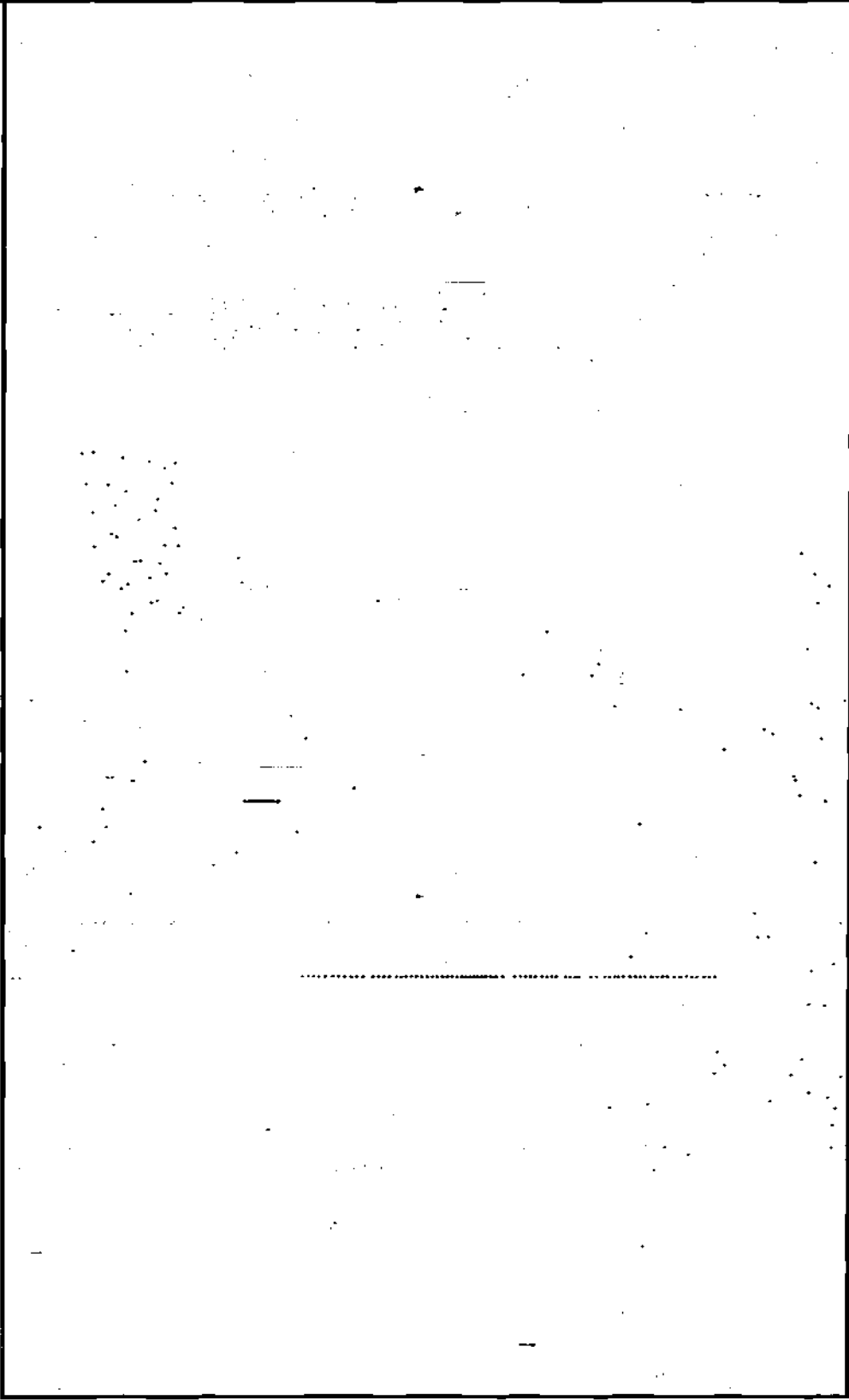
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