



UPSC CSE GS (MAINS) 2019

PAPER-IV

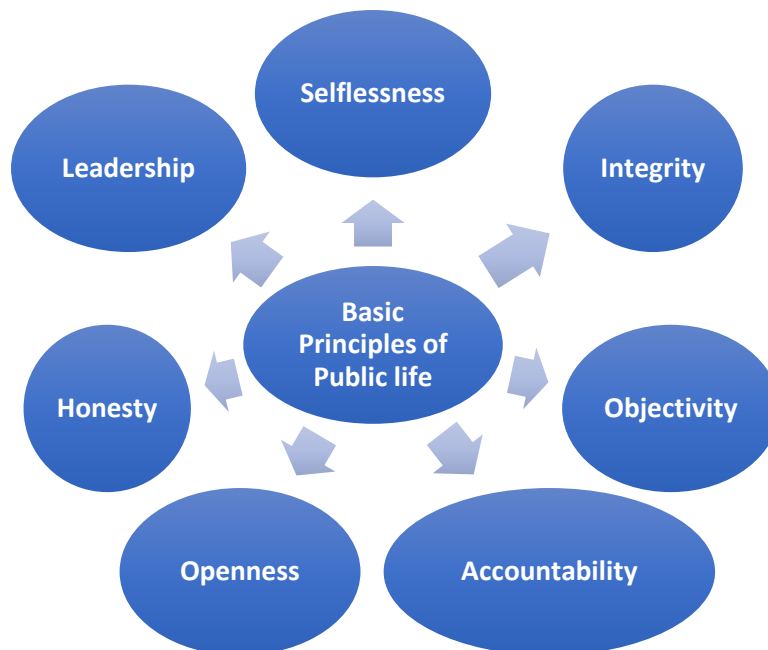
Q1.a). What are the basic principles of public life? Illustrate any three of these with suitable examples.

APPROACH

- Introduction should briefly explain meaning of public life.
- Mention seven principles of public life as given by Nolan Committee
- Explain with examples any three of these principles
- Conclusion: To promote probity in public life these principles are sine-quo-non-for Public/Civil servants.

The public life refers to life of public/civil servants in relation to their job, towards seniors and other public/civil servant and towards people. Public life involves many challenges, ethical concerns and dilemmas, which are faced by public/civil servants in discharging their duties in day-to-day life.

The **Committee on Standards in Public Life in the United Kingdom**, popularly known as the **Nolan Committee**, outlined the following seven principles of public life:



1. **Selflessness:** Holders of public office should take decisions solely in terms of public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organizations that might influence them in the performance of their official duties.

3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

Conclusion: To promote probity in public life these principles are sine-quo-non-for Public/Civil servants.

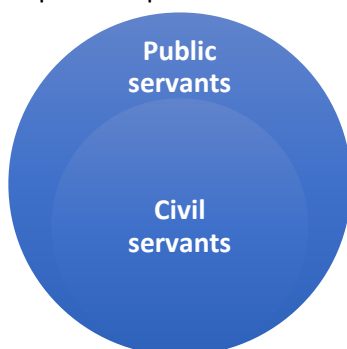
Q1 b). What do you understand by the term 'public servant'? Reflect on the expected role of a public servant.

APPROACH

- Introduction should briefly explain meaning of public servant and how it is different from civil servant
- Mention the expected role of a public servant
- Briefly mention the challenges in playing that expected role
- Conclusion: Social justice and rule of law in society can be observed only when public servants fulfill their expected role.

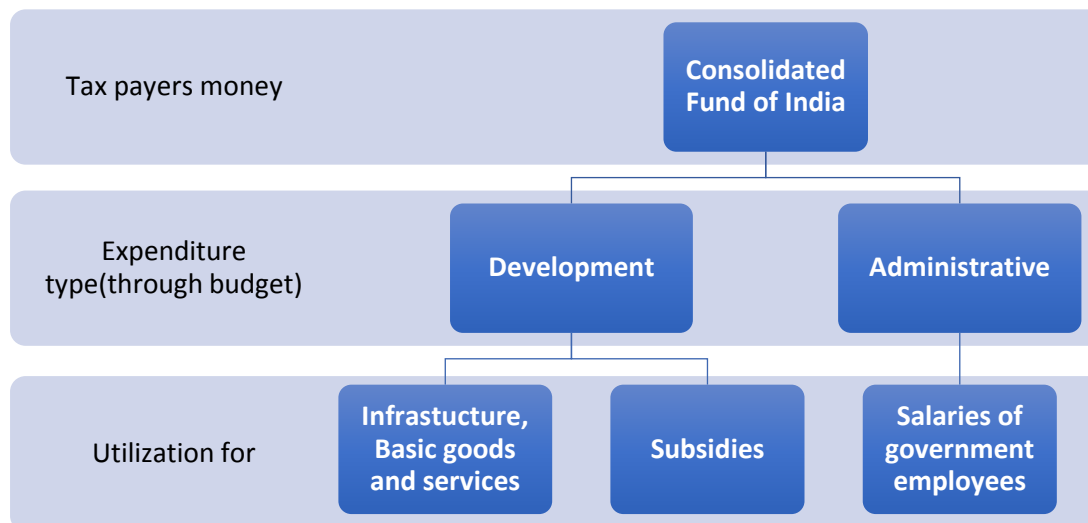
Public servant is a person appointed by state or central government to run its administration. He can be selected through a competitive examination or personal interview based on his/her qualifications required for the job. Public servants in India include judges, employees of PSUs, teachers in government schools, doctors in government hospitals etc.

Public servant is different from civil servant in India though they are synonymously used many a times. Public servant is broader term than civil servant. Civil servants in India enjoy more Constitutional protection as compared to public servants.



Expected role of a public servant:

- To serve people & ensure work in public interest.
- Strengthen rule of law & foundation of democracy.
- Be compassionate to people.



Why effective utilization of public funds is crucial to meet development goals?

- Government is already having less funds with it to meet huge developmental targets especially in providing health, education and other basic services.
- Effective utilization of funds will bring efficiency in delivery of services by government.
- India being a developing country and moving towards 'minimum government, maximum governance' has limited resource base which needs effective utilization to meet developmental needs of millions of people especially those who are marginal and vulnerable sections of society.

Reasons:

- Right-based approach resulted into too much separation of funds & targeted beneficiaries. There are many targeted beneficiaries, which create an implementation problem. E. g. show me the person, I'll show you the scheme.
- It has also resulted into passivity among people that they don't want to earn by hard work rather they want to remain passive as government give lots of benefits which also create lots of problems like availability of labour.
- Those who utilize fund - lack accountability, transparency, responsibility, as there are nexus, corruption, delay in audit report & follow up action is almost non-existent.
- Actionable accountability is lacking simply because accountability mechanisms aren't fixed. Such as:
 - Police modernization fund wasn't properly utilized in past.
 - Loan waiver scheme - benefits goes to wrong person.
 - MPLAD scheme - SC ordered two times to discontinue. CAG says it is one of the most corrupt scheme in country still scheme continues.

Implications:

- There will be lack of funds available for development purpose.
- Leakage and divergence of funds causes corruption and wastage of taxpayer's hard earned money.
- It reduces efficiency and effectiveness of policy implementation, delivery of services.
- Goal of redistribution of wealth and socio-economic justice will not be achieved, as rich-poor divide will increase.
- Poor quality of governance.

How to improve Public fund utilization (Additional Information):

1. Enhancing government financial management system based on expertise & professionalism that government should have concern for getting return of every coin it spent & not in outcome, which requires structural, procedural & behaviour changes.
2. Leadership in government from top to down from PM—CM—local bodies for outcome oriented governance.
3. Ministry of Finance should have policy of not allocating funds unless it has objective assessment of past fund utilization. Therefore, it needs to restructure itself and get more finance expertise & managerial skills.
4. Also there should be provision of penalty if funds are not utilized properly rather than discount of funds.
5. There should be people participation in process of financial management through Social Audit, which should be empowered by bringing actionable accountability. Let there be local district level lokpal where the complaints can be filed about all sort of financial irregularities & corrupt practices.
6. Government should minimize number of schemes & funds & it should universalize free public health & education.

Conclusion: Effective utilization of funds is possible when there is Efficiency, Honesty and sincerity, Transparency, Accountability and Responsibility, Public interest.

Q2. b). “Non-performance of duty by a public servant is a form of corruption” Do you agree with this view? Justify your answer.

APPROACH

- Introduction should define corruption
- Provide arguments in support of the statement
- Conclusion: Ethics is about applying wisdom and human intellect while taking best possible decision.

The word corruption is derived from ‘corruptus’ means ‘to destroy’. Although corruption is seen in terms of bribe, corruption, misuse of power in favour or disfavor, it has not been defined properly and comprehensively.

Non-performance of duty means lack of output, status-quo attitude. It means more input and less output. Non-performance can be considered as corruption when it is due to leakage, diversion of resources and lack of probity. E.g. Delay in disbursement of salaries of MGNREGA workers, Non-disbursement of information under RTI. Therefore, such human behaviour can be considered as corrupt in its wider interpretation.

Corruption is generally defined in legal terms such as misuse of power, which results in tangible or intangible loss to government. Thus it considers only quantitative aspect. But **in terms of qualitative aspect**, corruption is also when public servant is not performing his/her duty but being paid by taxpayer’s money i.e. **paid without work**. It is not only loss to exchequer but also has serious implications on life of people. Therefore, **non-performance of duty is kind of moral corruption by public servant**.

Human being has some skills, intellect. If he/she does not apply it in situation for public good/social good, then it can be considered as corruption. E.g. H.C. Gupta case- he had integrity but lacked wisdom in decision making.

The civil services conduct rule also suggests that civil servants should apply their conscience whenever the laws and rules are silent to take best possible decisions.

CONCLUSION: Ethics is about applying wisdom and human intellect while taking best possible decision.

Q3.a). What is meant by constitutional morality? How does one uphold constitutional morality?

APPROACH

- Introduction should define constitutional morality
- Explain the concept of constitutional morality with the help of Sabarimala case judgement of SC
- Give different ways through which one can uphold constitutional morality
- Conclusion: Principle of Constitutional Morality basically requires one to bow down to the norms of the Constitution and not act in a manner, which would become violative of the rule of law or reflectible of action in an arbitrary manner.

It is about morality of those who run the Constitution i.e. government. It is the commitment to follow constitution in letter and spirit. Only having a good constitution is not important, it is also important that how it is being followed such as the Rule of Law or quality of governance or ethics in governance.

Constitutional morality means adherence to the core principles of the constitutional democracy. It is **based on liberal and rational values such as liberty, equality, freedom, dignity and respect, scientific temper**. These values are universal and can be found in Indian Constitution (**Preamble, FR, DPSPs**).

The scope of constitutional morality is not limited only to following the constitutional provisions literally but it is so broad that **it includes commitment to inclusive and democratic political process** in which both individual and collective interests are satisfied.

The concept of "Constitutional Morality" has been deemed to mean constructing and interpreting legislations in consonance with the ever-changing character of the Constitution. The Constitution is perceived to be a living, breathing document which molds itself according to the sands of time, and the morality propagated by this document must adapt and overcome the challenges that are regurgitated by society over a period of time.

Example- Sabarimala case judgement: The Supreme Court's juxtaposition of freedom to practice religion with gender equality has been rendered through the prism of Constitutional Morality. The mere aspect of "custom and usage" cannot be cited in order to allow a certain discriminatory practice to continue. The deity being a "Naishtik Brahmachari" cannot be the reason a woman is restrained from exercising her right to practice a religion under Article 25 of the Constitution.

One upholds Constitutional morality by following way:

- By **following fundamental duties** enshrined in the Indian Constitution.
- By **respecting and following the ideals enshrined in the preamble** such as secularism, unity and integrity, equality, fraternity (brotherhood) etc.
- By **following the laws and rules** in their day-to-day life.
- **Respecting the fundamental rights of other people and fellow citizens** and not encroaching upon their rights such as right to life, right to freedom of religion etc.

Conclusion: Principle of Constitutional Morality basically **requires one to bow down to the norms of the Constitution and not act in a manner, which would become violative of the rule of law or reflectible of action in an arbitrary manner**.

Q3. b). What is meant by crisis of conscience? How does it manifest it into public domain?

APPROACH

- Introduction should define crisis of conscience
- Mention the causes of such crisis
- Explain how does it manifest into public domain
- Conclusion: Crisis of conscience can be minimized by bringing coherence in thoughts and actions

A situation or state of mind wherein there is extreme level of tension or emotional turmoil that may happen due to either of the following:

- Person is in state of shock.
- His/her core values/identity may be at stake or have been questioned.
- May have extreme level of guilt feeling, remorse.
- May face a situation where in he/she has to take a decision, which may result into compromise of some strong values.
- Person may have taken a decision & after decision he/she feels that some grave mistake has happened.

Crises of conscience are related with both before taking the decision as well as after decision. People feel such crises in their everyday life whenever there is compromise of strong value preferred by that person.

It manifests into public domain in following way:

- Public/Civil servant while doing his duty has **discretionary power**, which he/she exercises whenever it is demand of situation to take best possible decision. However, **sometimes such decisions do not yield good results rather there can be some unforeseen and unintended outcome** of such decisions. In such situations, they have feeling of guilt and remorse.
- Public/Civil servants while discharging their duty in every day life come across many **moral and ethical dilemmas** such as Law Vs Ethics, Lack of clarity policies, rules, procedures, and laws. **They face crisis of conscience while taking decision in those dilemma like situations.**
- Also, in situations involving dilemmas, they take decision based on their own conscience and **when such decisions result into negative outcome, then they may feel crisis of conscience.**

Conclusion: Crisis of conscience can be minimized by bringing **coherence in thoughts and actions.** **Civil servants with strong character and Emotional Intelligence** can minimize such crisis of conscience in their public life.

Q4.a). Explain the basic principles of citizens' charter movement and bring out its importance.

APPROACH

- Introduction should briefly mention the main philosophy of citizen's charter
- Explain the basic principles of citizen's charter movement
- Explain the importance of citizen's charter
- Conclusion: More of culture of friendly behaviour emerging such as 'May I help you', 'counseling & Reception desk', 'Act of greeting as Namaste, good morning' etc. in administration.

Citizens are masters in democracy. Master has right to know about servant i.e. Government that how its money (tax payers money) has been utilized. It means servant is morally obliged to serve citizen.

Citizens have right to get Quality of Service not by being passive recipient rather active Stakeholder. They have Right to get services & public servants should thank them rather than feeling thankful themselves. The basic objective of the Citizen's Charter is to empower the citizen in relation to public service delivery.

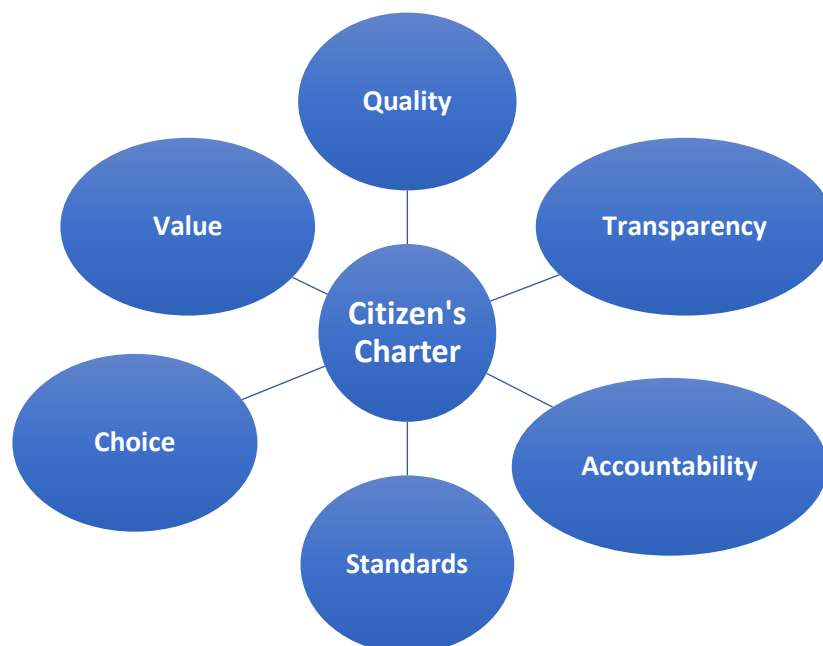
The **Department of Administrative Reforms and Public Grievances** in Government of India (**DARPG**) initiated the task of coordinating, formulating and operationalizing Citizen's Charters.

The concept was **first articulated and implemented in the United Kingdom** by the Conservative Government of John Major **in 1991** as a national programme with a simple aim to continuously improve the quality of public services for the people of the country so that these services respond to the needs and wishes of the users. The **programme was re-launched in 1998 by the Labour Government of Tony Blair**, which rechristened it **"Services First"**.

Basic principles of citizen's charter:

The **six principles of the Citizen's Charter movement as originally framed were:**

1. **Quality:** Improving the quality of services;
2. **Choice:** Wherever possible;
3. **Standards:** Specifying what to expect and how to act if standards are not met;
4. **Value:** For the taxpayers' money;
5. **Accountability:** Individuals and Organisations; and
6. **Transparency:** Rules/Procedures/Schemes/Grievances.



These were later elaborated by the Labour Government (U.K.) as the nine principles of Service Delivery (1998), which are as follows:-

1. Set standards of service;
2. Be open and provide full information;
3. Consult and involve;
4. Encourage access and the promotion of choice;
5. Treat all fairly;

6. Put things right when they go wrong;
7. Use resources effectively;
8. Innovate and improve;
9. Work with other providers.

Importance of Citizen's Charter:

- **Bench marking Quality of service:** It is helping to improve quality of service delivered by government departments as Citizen Charter has written bench mark of quality standards that to be met by service provider.
- **Giving voice to citizen:** As an active participant in receiving service from the government, citizen's demands and requirements are given voice in Citizen Charter.
- **Redressing their grievances:** Grievance redressal mechanism is an important component of any Citizen Charter.
- **Promoting participatory democracy:** Citizen Charter is tool to promote participatory democracy, as people are active participant in availing services.
- It may not have transformative Effect but its bringing transformation in society. It's very successful in UK & in India also there're some successful stories such as:
 - Citizen Report Cards (Karnataka)
 - Jana seva kendra, Ahmedabad

Conclusion: Some basic services in Rural & urban area which citizen needs on daily basis are gradually improved. **More of culture of friendly behaviour emerging such as 'May I help you', 'counseling & Reception desk', 'Act of greeting as Namaste, good morning' etc. in administration.**

Q4.b). There is a view that the Official Secrets Act is an obstacle to the implementation of the Rights to Information Act. Do you agree with the view?

APPROACH

- Introduction should briefly mention about OSA
- Explain why OSA is considered as an obstacle to the implementation of RTI Act
- Explain which provision of RTI Act overrides OSA
- Way Forward: ARC-II suggested that the Act should be substituted by a chapter in the National Security Act

The Official Secrets Act was **first enacted in 1923 and was retained after Independence**. The law, applicable to government servants and citizens, provides the **framework for dealing with espionage, sedition, and other potential threats to the integrity of the nation**.

OSA as an obstacle to the implementation of RTI Act:

- In the **Clause 6 of the Official Secrets Act**, information from any government office is considered official information. Hence, it can be used to override RTI requests.
- The **OSA does not define "secret" or "official secrets"**. Public servants could deny any information terming it a "secret" when asked under the RTI Act.

But RTI overrides OSA:

- **Section 8(2) of RTI Act** states that notwithstanding anything in Official Secrets Act, 1923, nor any exemptions permissible in accordance with sub section (1), a public authority may allow access to information, if public interest in disclosure outweighs the harm to the protected interests.

Way Forward:

- The **Second Administrative Reforms Commission (SARC) Report, 2006** ('Right to Information: Master Key to Good Governance'), suggested that the Act should be substituted by a chapter in the National Security Act that incorporates the necessary provisions.
- ARC report stated that as the **OSA's background is the colonial climate of mistrust of people and the primacy of public officials in dealing with the citizens, it created a culture of secrecy. "Confidentiality became the norm and disclosure the exception,"** it said. This tendency was challenged when the Right to Information Act came into existence.

Q5.a). What do you understand by probity in governance? Based on your understanding of the term, suggest measures for ensuring probity in government.

APPROACH

- Introduction should define probity in governance
- Discuss the measures to ensure probity
- Conclusion: Probity is important in administration for efficient utilization of public funds and minimizes corruption and improves quality of public service delivery.

Probity is considered as **an act of vigilance, public scrutiny in public office**. It is about **uprightness, integrity, uncorruptiveness and rectitude i.e. straight forwardness**. Civil servant with probity does not compromise any indiscipline, values of civil services and he is not only himself but also ensure that work culture has practice of probity.

Probity has two important aspect i.e. internal (moral check) and external (legal check).



Probity can be promoted in administration in following ways:

1. **Seven principles of Nolan Committee on probity in public life:**



2. **Moral Check: Conscience of person provide moral command to act in right manner (Kant).** Therefore, it is the most effective way to promote probity in administration. Moral development of conscience is important in this aspect.
3. **Social accountability: Tools like RTI, Citizen's Charter, Social Audit, e-Governance** help in promoting probity in administration as people's participation through these tools act as social check on administration.
4. **Legal Accountability:** Laws, rules and **Code of Conduct and Code of Ethics** acts as legal check on administration and thus promotes probity.
5. **Promoting transparency and openness in administration:** Use of ICT in administration such as centralised biometric system.
6. **Role modelling:** Civil servants heading the departments should act as role model and promote probity in administration.

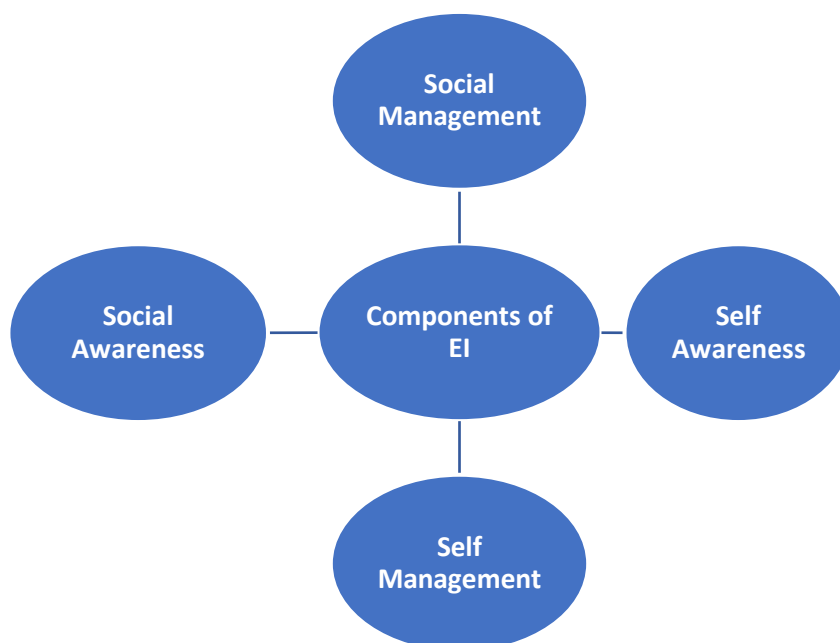
Conclusion: Probity is important in administration for efficient utilization of public funds and minimizes corruption and improves quality of public service delivery.

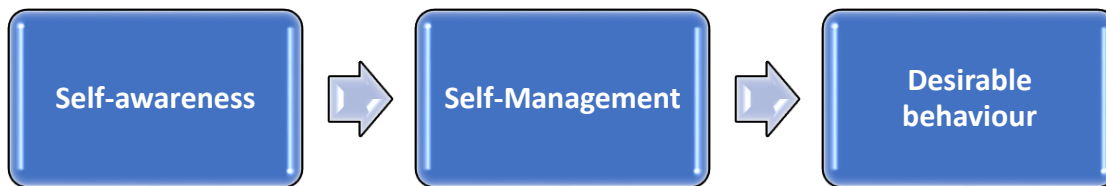
Q5.b). "Emotional Intelligence is the ability to make your emotions work for you instead of against you." Do you agree with this view? Discuss.

APPROACH

- Introduction should define Emotional Intelligence and give its components
- Explain with examples, how EI helps in making one's emotions work for him/her instead of against him/her
- Conclusion: According to research done by Daniel Goleman, 80% of success at work depends on EI while 20% on IQ.

"Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth." - Mayer & Salovey, 1997





Self-awareness is knowing and understanding one's own emotions. This helps in analyzing the situations, causes of particular emotions such as anger, love, gratitude, and happiness. In this way, person comes to know his own emotional setup.

Self-Management is managing one's own emotions so as to behave in a socially desirable manner. This helps in venting out the emotions in such a manner that results into positive results or effects rather than negative effect.

- **Example-1:** When the manager comes to know that project report is not submitted yet and the deadline is within two days, he/she may feel angry and frustrated towards his team members. However, if he/she talks to team with anger about project report that may act against his benefit/objectives, rather he/she should channel his/her emotions by asking reasons for delay in project report, listening to team members (whether they are lacking any resource?) and motivating them to work an extra mile to complete the project in time.
- **Example-2:** A Public servant heading the rescue mission on a disaster site. He may be facing protests by the people who are obstructing the rescue work. The grieving people may even heckle him or team members in anger. In such situation, Public servant should remain calm and polite instead of becoming angry towards people. (It requires self-awareness, self-management, social awareness as well as social management).

Significance in administration and governance:

- EI improves administrator's **social, emotional & ethical competence.**
- EI teaches them their self-accountability i.e. responsibility. **People with high EI have understanding about their duty, responsibility, commitment. e.g. scientists, doctors, IIT professors.** No one needs to tell them their duty and they are proactive in delivering their duty.
- Today policy objectives need soft skills including leadership, empathy, innovation. Such as Government has objective of effective Governance 'Pro-people, pro-active Govt.'

Conclusion: According to research done by **Daniel Goleman, 80% of success at work depends on EI while 20% on IQ.** The civil servants should have high EI along with aptitude and skills to tackle the difficult situations they face in day-to-day administration. The present government is emphasizing on innovation, sensitive training and work-life balance among civil servants.

Q6. a). "An unexamined life is not worth living." – Socrates

APPROACH

- Introduction should briefly mention about Socrates and his philosophy behind given statement
- Explain the statement with examples
- Conclusion: The life is worth living when person is not living like any other animal rather lives by applying his ability to think, logic and reason.

Ethics is born out of inquisitiveness of Socrates. According to him, an unexamined life isn't worth living. Human should question each & everything in his surrounding on basis of reasoning & rationality that is they should have art of questioning. This art will cultivate rational thinking. In this way ethics was born.

His foundation is rational thinking & questioning which was further propagated by Plato & Aristotle. It's also known as geek philosophy/Greek ethics. In fact the term ethics was derived from 'Ethos/ethics'-Greek word meaning character/conduct. Therefore, field of ethics is based on human reasoning, rationality & analysis of situations.

Life is not worth living if a person fails to seek wisdom and knowledge on how to live a good life. Both wisdom and knowledge help people know and understand life and find value in it. Socrates, a philosopher, educates people on the need to examine life and decide how to live in it.

Example-1: Superstitions in the society are being followed by people blindly. They do not think or question these superstitions rationally. These superstitions are based on false belief and harmful for society, as they tend to suppress the truth. When people start questioning such beliefs they arrive at truth. Such questioning in life leads to wisdom, which is also the ultimate purpose of human life according to Aristotle.

Example-2: The mob lynching of people due to rumours and fake news in recent times is also result of lack of critical questioning in life. People start blindly believing these rumours, which leads to chaos in society. The person with ability to critically question will not blindly believe such fake news rather he/she will check its validity before believing and forwarding such message.

Conclusion:



The life is worth living when person is not living like any other animal rather lives by applying his ability to think, logic and reason. **When people do not question the wrong things in life, fools in the society multiply and will lead them.**

Q6.b). "A man is but the product of his thoughts. What he thinks, he becomes." – M.K.Gandhi

APPROACH

- Introduction should briefly explain the essence of given statement
- Explain the statement with examples from life of Gandhiji as well as other examples
- Conclusion: The process of socialization plays an important role to shape thinking process of child. In this process, parents and teachers play an important role.

According to the given statement of Gandhiji, every person has thought process where he/she tries to look within himself/herself to find the meaning of life. Person internalizes this thought process and start pursuing it with courage and dedication.

This can be seen when we look at Gandhiji's own life. In his autobiography 'my experiments with truth', we can observe that Gandhiji had negative thoughts at some time of life, which resulted into taking wrong actions such as lying to his own father.

Gandhiji had evolved his thinking process by learning form his own experiences. It included values of **truth and non-violence**. He **internalized this thought process** so deeply that his **every**

action reflected this thought process such as **Satyagraha, Calling off Non-Cooperation Movement** because of violence in Chauri Chaura etc.

A person is generally described by his/her thoughts. They can be either positive or negative, either good or bad, either happy or sad. Since that person thinks about it, he/she attracts it into his/her life. People start to visualize what they think in their mind. This makes them to work or take action so that the visualization to become reality in their life.

Example-1: When a teenager boy thinks of becoming a cricketer in future, he visualizes himself in that position in future. He starts internalizing his thoughts as he grows. He will take efforts/actions to realize his dream to become cricketer.

Example-2: Parents giving negative values to their son in socialization process such as promoting religious hatred, disrespect to women. The boy internalizes this thinking process and soon starts to apply in his life. He starts to disrespect his female colleague at workplace. He may get involved in domestic violence towards wife.

Conclusion:

“If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make a difference. They are the father, the mother and the teacher.” – Dr. A.P.J. Abdul Kalam

The process of socialization plays an important role to shape thinking process of child. In this process, parents and teachers play an important role.

Q6.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

APPROACH

- Introduction should briefly give context and meaning of the statement
- Explain the ways in which righteousness can be inculcated in every person
- Conclusion: The process of socialization plays an important role to shape thinking process of child. In this process, parents and teachers play an important role.

In 2007, former President of India APJ Abdul Kalam had addressed the European Parliament in Strasbourg, France, during the golden jubilee of the European Union. The given statement is from this famous speech.

When we need peace in the world, we need order in the nation; we need harmony in the home, whether in Europe or in India or in any part of the world, the origin is righteousness in the heart.



How do we evolve righteousness, in the hearts of every citizen of the world? (a methodology for evolving a happy, prosperous and peaceful society in our planet)

1. **Education with value system:** Education with value system has to be so designed that the righteousness in the heart is developed in young minds. That should be the mission of education. Parents and teachers must inculcate moral leadership amongst children. It requires the ability to have insights into the uniqueness and universality of human consciousness. True education is the acquisition of enlightened feelings and enlightened powers to understand daily events and to understand the permanent truth linking man, to his environment, human and planetary.
2. **Religion Transforming into Spirituality (Universal Mind):** Religion has two components, theology and spirituality. Even though theology is unique to every religion, the spiritual component spreads the value to be inculcated by human beings for promoting a good human life and welfare of the society, while pursuing the material life. Religions can be bridged through spiritual component.
3. **Economic development for societal transformation:** Even though the GDP growth indicates our economic growth, people's participation is essential for achieving the required targets. It is essential to ensure that the citizens are empowered with good quality of life encompassing nutritious food, good habitat, clean environment, affordable healthcare, quality education and productive employment, integrated with our value system drawn from civilizational heritage leading to the comprehensive development of the nation that will bring smiles in one billion people. These are indicators for the growth of the National Prosperity Index.

Conclusion: This integrated three-dimensional methodology of evolution of enlightened society, will pave the way for peaceful, prosperous, happy nations and thereby a world, free from extremisms and further seeds of extremism.

Q7.

Ethical Mapping/Decision Premises
<ul style="list-style-type: none"> • Emotional Intelligence • Exemplary behaviour • Leadership skills • Strong character (wisdom, courage)

Response:

In such trying situation, people behave in extreme manner. As it is human nature where people panic in disaster like situation. In such situation, the response should be to use crowd management skills and techniques.

Response	Details
1. Tender an apology	<ul style="list-style-type: none"> • Tendering an apology to people on behalf of administration. • Message should be conveyed to people through effective channel of communication.
2. Convince other members	<ul style="list-style-type: none"> • As they are feeling threat to their life, they are pleading to abort the rescue operations. • They need to be convinced that they should not be fearful of threat to their life rather have courage and face challenge. • They should have compassion towards people and should feel sorry about the situation that people are facing. • Calling off rescue operations will result into continuation of vicious environment among the people (hatred of people towards administration). • It is also against the civil services values.

3. Assessing the situation	<ul style="list-style-type: none"> • Team should try to reach out some influential, educated people from the locality and seek their cooperation and support. • Explaining them operational problems and convey that team will do best and need to forget about what happened focus on present situation and save life of people.
4. Polite behavior by team members towards people, protesters	<ul style="list-style-type: none"> • Team members need to remain polite towards people even though people heckle them. • If team member behaves in arrogant manner in such situation it may worsen and people will further create blockade for rescue operations. Therefore, Team members should remain calm, polite and kind to people.
5. Appeal government for reinforcement	<ul style="list-style-type: none"> • As it is disaster situation, the resources at hand may be exhausted within less time and thus there may be need to have more resources including rescue workers. • The government can be appealed for more reinforcement so that rescue operations continue till each and every person's life is saved and rescue them at safe place.

Qualities of a public servant, which will be required to manage the situation, are as follows:

1. Courage	<ul style="list-style-type: none"> • In trying situation, virtue of courage decides the character of public servant. According to Aristotle, courage is one of the four cardinal virtues for strong character.
2. Wisdom	<ul style="list-style-type: none"> • Knowing and understanding what is right and what is wrong and taking right action in such situation is very important. • Public servant with wisdom will take the right action in such situation.
3. Leadership	<ul style="list-style-type: none"> • For effective rescue operation, public servant requires to lead the team with example. • When he himself leads the rescue operation without fear, then team members will follow him. • For effective mobilization of resources in trying situations, leadership quality is very important among public servants.
4. Exemplary behaviour	<ul style="list-style-type: none"> • As it is challenging situation, it demands exceptional actions. • Public servant should not be fearful of death. • Disaster situations like Rescue of football team from cave in Thailand (2018), Uttarakhand flash floods (2013) were handled effectively by exemplary behavior of officials heading rescue operations.



5. Emotional Intelligence	In such situation, self-awareness (understanding own emotions), social awareness (understanding of emotions of protestors and team members), self-management and social management (managing those emotions so as to have illicit desirable behavior from team members).
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Way forward: In disaster situation, delay in rescue operation can happen due to many factors such as heavy rainfall. People should be communicated effectively that once rescue team reaches at place of disaster, it is trained to deal with those situations. At the same time, minimizing response time has remained a challenge and people in such situation should not be left in lurch. Quick response gives message to the people that government cares for them and their life matters to the government.

Civil servant should show some fortitude in such difficult situations. Even if they get injured, duty calls for exemplary behavior. If injured civil servants continues to serve people, it sends different message i.e. message of sincerity and dedication.

Q8.

Ethical Mapping/ Decision Premises
<ul style="list-style-type: none"> • Conduct rules Vs Civil services values • Wisdom Vs Integrity • Bonafide error Vs Malafide Error • Professionalism in civil services

The stated trend in case study affects the functioning of civil services in following way:

- It affects morale of civil servants.
- It makes them more cautious and reluctant to take any action in future when they have feeling of being prosecuted in future even on bonafide error.
- It makes them risk averse which reduces the innovative decision making by civil servants.
- It creates unnecessary delay in decision making by civil servants.
- It may lead to lack of commitment and responsibility, which in turn affect speed and efficiency.

Measures:

- **Legal reforms:** Recently government amended Prevention of Corruption Act (1988) such as
 - Section 13 (1) (d)(iii) was deleted and now civil servants do not have liability to prove their innocence in case.
 - At the same time, the element of 'criminal intent' now will be required to initiate prosecution against civil servants therefore bonafide decisions will not be treated same as malafide decisions.
 - New Section 17A (except when a public official caught 'redhanded', the police cannot begin a probe, without the approval of the relevant authority) made universal inclusion of all public officials in protecting honest officials irrespective of their ranks and levels.
- **Protection by political parties:** Political leaders should back the honest civil servants. E.g. PM Modi encouraging civil servants to take risk while taking decisions and protecting them through various amendments to laws like Whistle blowers Act, RTI Act, and Prevention of Corruption Act.
- **Professional work culture:** Work culture and management practices should have professionalism. Administration should be able to distinguish between bonafide and malafide errors especially among the investigating agencies. There should be culture of fact

finding rather than faultfinding. There should be culture of promoting innovative decision-making.

- **Developing professionalism in civil services:** Civil servants should be given training with modules designed to inculcate values of efficiency, expertise integrity, wisdom, probity to enhance quality of decision making.
- **Rewards and recognition:** The innovative decisions of civil servants should be recognized and rewarded. E.g. present government awards DMs for Excellence in Implementation of Priority Programmes on civil service day every year.

Way forward:

Now the government has been creating conducive environment by demarcation of line between bonafide and malafide errors by civil servants. At the same time, accountability institutions should also be reformed so that professional environment is created. In the era of Fourth Industrial Revolution (IR 4.0), present society and civil services have to match also in terms of speed, efficiency and not only honesty and uprightness but latter should not be crucified at the alter of the former.

Those civil servants, which have honesty and uprightness, should be nurtured and protected rather than punished for bonafide error. This culture will destroy civil services as backbone of state.

Q9.

Ethical Mapping/ Decision Premises
<ul style="list-style-type: none"> ➤ Dignity and respect ➤ Honesty and truthfulness ➤ Personal Integrity ➤ Justice and equality ➤ Work culture

Ethical issues:

- Patriarchal society
- Stereotyping attitude
- Lack of dignity and respect
- Women considered as an object to be exploited
- People at higher position/rank in organization think that they are beyond law and misuse their position and authority.

Available Options:

- a) Woman employee can take money and withdraw the complaint.
- b) Woman employee can take money and demand an undertaking from the male employee that he will involve in no further harassment.
- c) Woman employee can reject money and proceed with the complain
- d) Woman employee can withdraw complain with conditions of:
 - Marketing engineer should tender written apology to woman employee or apology before company representatives.
 - He should accept that he has done mistake and he feels guilty of this and assure that he will not do it in future.
 - Organization should take measures to ensure safety and security of women.

Options	Pros	Cons
a)	<ul style="list-style-type: none"> Benefit and profit to company Protect image of the company 	<ul style="list-style-type: none"> Woman employee suffers at personal level She faces the dilemma of organizational interest Vs Personal interest
b)	<ul style="list-style-type: none"> Win-win situation as responsibility is shared by both parties in case It will act as deterrence 	<ul style="list-style-type: none"> Short term and narrow solution as it does not cover other women employees in the company
c)	<ul style="list-style-type: none"> Woman employee may feel satisfied by taking right legal path to seek justice Against the patriarchal society 	<ul style="list-style-type: none"> Extreme action without any chances of arbitration and mediation Justice may be delayed
d)	<ul style="list-style-type: none"> Holistic and long term solution Upholds dignity of women 	<ul style="list-style-type: none"> Male employee may not agree

Social-psychological factors responsible for such attitude by male employee:

- Men take such mindset, attitude as part and parcel of society.
- They have grown up somehow exploiting women (faulty socialization).
- There are many manifestation of such exploitation and they think that they can't be proved.
- For women it is difficult to come out and speak. There is also weak legal and institutions.
- Men think that women will not speak because of fear of social stigma.

Conclusion: Sexual harassment of women at workplace is a blatant example of lack of dignity and respect towards women. The kind of psychological trauma faced by women after such incident is sometimes so high that may even result into suicide by many victims.

Therefore, it is the responsibility of company and its management to promote women friendly work culture, adequate security provisions and safeguards for women employees at work premises and strict implementation of Vishakha guidelines (given by honourable Supreme Court of India) and Provisions of Prevention of Sexual Harassment of Women at Workplace Act 2013.

Q10.

Trend in politicization of bureaucracy in India since independence:



Concept of neutrality:

- Neutrality means acting as per rules & laws, procedures, conduct rules etc.
- Neutrality encourages mind shouldn't be applied in decision-making.
- It has some negative consequences as it discourages application of wisdom, and innovation, quality in decision-making. However, neutrality as a civil service values is very important to uphold rule of law.
- All India services rules, 2014 especially mentions neutrality as important principle because if civil servants are allowed to work as per their emotions then there can be chaos in administration.

Consequence of politicization of bureaucracy:

Consequences	Details
Leads to inefficiency	<ul style="list-style-type: none"> • Speed and efficiency suffers as politisation of bureaucracy promotes status quo attitude, red tapism, nexus etc.
Affects impartiality	<ul style="list-style-type: none"> • Impartiality suffers due to prejudiced attitude by civil servants leading to discrimination on the basis of caste, gender. • This results into social unrest e.g. Koregaon Bhima unrest, tribal unrest
Nexus and corruption	<ul style="list-style-type: none"> • Politicians- Bureaucrats- Businessmen-Criminals • It leads to criminalization of politics and politicization of criminals as suggested by Vohra Committee report.
Affect truth	<ul style="list-style-type: none"> • It affects investigating and leading to impartial investigation, institutional conflict (CBI dispute). • When truth suffers, there is chaos in society.
Effect on quality of policy and governance	<ul style="list-style-type: none"> • It affects long-term policy and quality of policy and governance.

Positive consequences: There is also positive response by bureaucracy in such trend e.g. civil servants actively involved in implementation of flagship programmes of government such as PM Jan Dhan Yojana, Swachh Bharat Abhiyan, Jangal Mahal (West Bengal- team work of civil servants and political executives for effective rehabilitation of naxals). But bureaucrats generally give such positive response only when there is single party majority rule.

Conclusion: Politicisation of bureaucracy is threat to the survival of state. Indian constitutional values are very different and to uphold these values, India needs neutral bureaucracy rather than politicized bureaucracy.

Q11.

Strength	Weakness	Opportunity	Threat
<ul style="list-style-type: none"> • Prior skills to handle such situations • Departmental resources 	<ul style="list-style-type: none"> • Nexus of senior police officers with drug mafia • System on verge of collapse 	<ul style="list-style-type: none"> • To bring back normalcy in system (rule of law) • Bring positive change in jurisdiction area 	<ul style="list-style-type: none"> • Threat to own life as well as family members from drug mafia

Different dimensions of the crisis:

- **International Dimension:** Border with neighbouring country, arms smuggling, money laundering.
- **Nexus and corruption:** Nexus between local politicians, senior police officers and drug mafia.
- **Centre-state cooperation:** For border management, money laundering
- **Legal enforcement:** law and order issue, lack of effective implementation of legal provisions such as Money Laundering Act, Narcotics Act.
- **Inter-departmental cooperation:** Lack of coordination among government departments like police, civil administration, drugs and narcotics department, health department, Enforcement Directorate etc.

Problem of drug trafficking, arms smuggling, money laundering has increased in border districts of Punjab state. The **strategy to overcome this menace should revolve around cutting of supply of drugs in society and de-addiction programmes** through active community participation on one hand and **on the other hand, legal actions against drug mafia and those involved in nexus with them.**

Measures:

Measures	Details
1. Enforcement	<ul style="list-style-type: none"> • Developing an area specific strategy tailored to requirement of area/locality falling in the jurisdiction of SP. • Involving local people in the strategy as an active stakeholder and seek their cooperation and help to deal with problem of drug menace. • Tracing the entire chain of drug supply by systematically working out forward and backward linkages in this supply chain through proper investigation in each case of recovery of illicit drugs. • Solicit information from public while ensuring their anonymity and safety and rewarding them. • Taking strict legal action on those officials (civil and police) having nexus with drug and arms smugglers.
2. De-addiction and Rehabilitation	<ul style="list-style-type: none"> • Providing de-addiction services at grass root level at affordable cost to patients. • Providing long term support to patient during and after de-addiction treatment through family and peer support groups.
3. Prevention	<ul style="list-style-type: none"> • Generating mass movement among people about bad effects of drugs and launch campaigns through community partnership. • It includes massive public awareness campaign. • Drug Abuse Prevention Officers programme by mobilizing willing members of society to work towards prevention of drug abuse. • Buddy programme where group of five students volunteers will be trained to help in spreading knowledge and skills to protect themselves as well as others from falling prey to drug abuse.
4. Effective Publicity on media platforms	<ul style="list-style-type: none"> • Public education and awareness programmes and media campaigns on drug abuse, its ill effects and details of de-addiction programme. • Launching special help line for helping drug addicts in distress.
5. Institutionalization of inter-agency coordination	<ul style="list-style-type: none"> • Coordination among different central and state agencies including police, investigating agencies, narcotics department, Enforcement Directorate etc.

6. Effective fencing and monitoring on border by border forces	<ul style="list-style-type: none"> Border forces should be provided with enough resources and new technologies to monitor and detect trans-border movement of counterfeit currency, arms, drugs etc.
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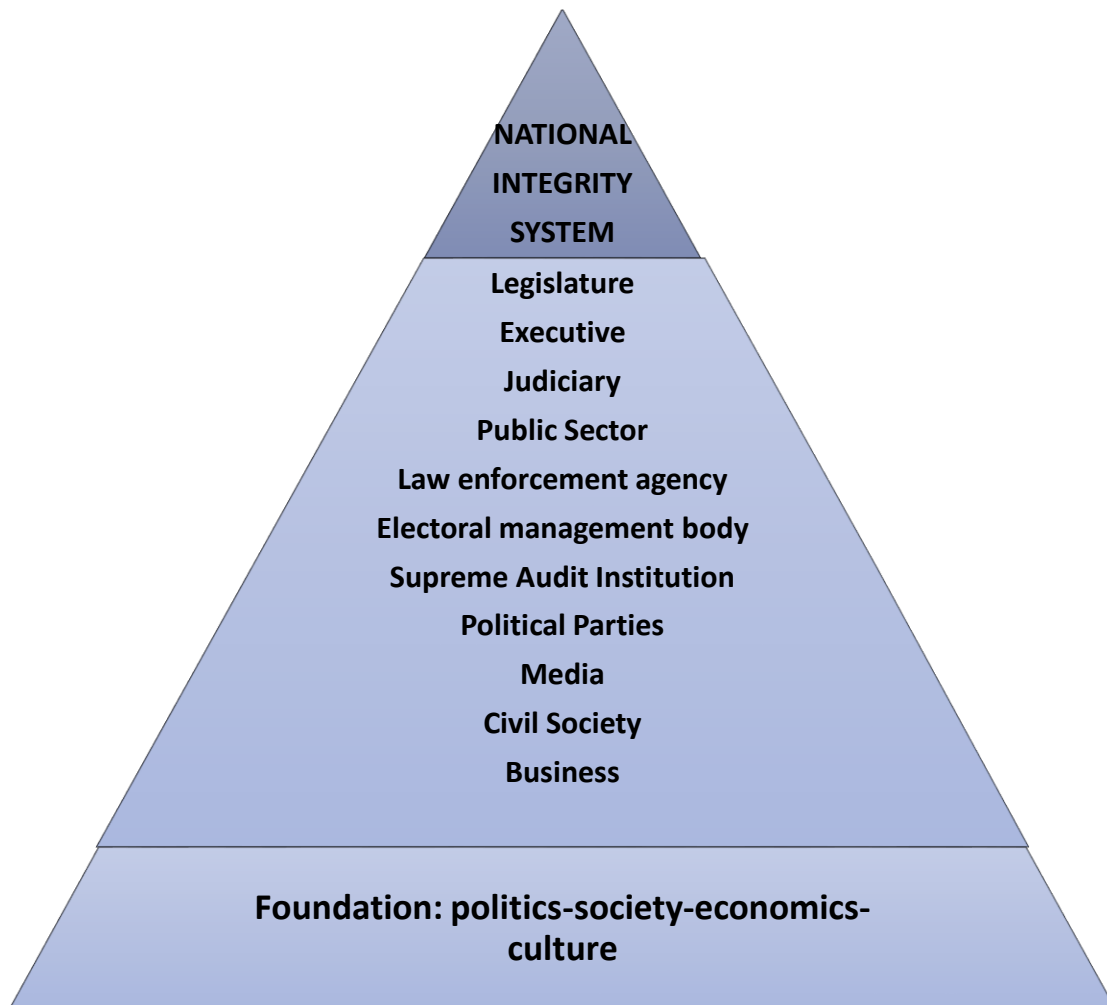
Conclusion: In such situation, a civil servant needs to have qualities like leadership, wisdom, courage of conviction, strong character, exemplary behaviour and Emotional Intelligence.

Q12.

Three specific areas	Explanation	Institutional Measures
1. Anticipating specific threats to ethical standards and integrity in the civil services	<ul style="list-style-type: none"> Civil servants face many challenges while adhering to integrity and ethical standards but there is no mechanism to ensure how they will be able to face these challenges effectively. At the same time, there is no assessment of level of risk faced by civil servants when they take risky decisions There is no mechanism to distinguish between bonafide and malafide decisions of civil servants. At present, vigilance institutions like CVC, IB looks negatively towards civil servants while carrying out their vigilance process. 	<ul style="list-style-type: none"> New institution can be created with following role: <ul style="list-style-type: none"> Risk assessment of decisions taken by civil servants Prior vigilance Tendering advice to civil servants on how to overcome dilemmas Code of conduct should include experience based explanation rather than only dos and don'ts. E.g. if civil servant is serving in state where there is different ruling political party than at central government. He/she faces challenges and dilemmas which may affects his integrity and ethical standards Kautilya had given detailed elaboration on vigilance and intelligence form the development and welfare perspective and not with negative or narrow perspective.
2. Strengthening the ethical competence of civil servant	<ul style="list-style-type: none"> Ethical competence is required in tackling challenges faced by civil servants. Ethical competence in this sense is based on underlying knowledge and skills, as well as the ability to mobilise appropriate values and attitudes. High values + High Skills = Holistic Competence Kiran Agarwal committee (2013) 	<ul style="list-style-type: none"> Training modules should be designed to improve both skills as well as value inculcation. (At present more focus is on skills than values) Sensitive training can be given to civil servants so as to have soft skills, effective communication and behavioural competence.

	<p>also recommended development of holistic competence, which consists of 4Es- Ethos, Ethics, Equity and Efficiency.</p>	<ul style="list-style-type: none"> • Mentoring during can be continued even after period of training (At present it is only during field training). • Compulsory course/workshop on meditation and yoga for civil servants with appropriate time intervals (3 to 4 years).
<p>3.Developing administrative processes and practices which promote ethical values and integrity in civil services</p>	<ul style="list-style-type: none"> • The present processes and practices are: <ul style="list-style-type: none"> • Cumbersome • Conflictual and overlapping • Loopholes • Too old and rigid • They result in status quo, red tape, poor quality of service delivery etc. by civil servants. 	<ul style="list-style-type: none"> • Increasing transparency in administration through e-governance • Team orientation in working e.g. PRAGATI platform, which collaborates efforts of central, and state civil servants and work as team.

Way Forward:



All the above-mentioned challenges can be addressed effectively by creating **ethical ecosystem** ethical ecosystem refers to ethical standards for everything such as health, education, society etc. People become aware about it as well as follow it. It also involves set of good people with good ethical standards to address the ethical dilemmas

It consists of following:

1. Institutional mechanisms
1. Legal mechanisms
2. Ethical framework

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