1. How does e-governance lead to better performance and efficiency in administration? Explain with the help of suitable examples.

Approach- Question is straight forward. Candidate can define e-governance and state the benefits with the help of appropriate examples.

Introduction

Electronic governance or e-governance can be defined as the usage of Information and Communication Technology (ICT) by the government to provide and facilitate government services, exchange of information, communication transactions and integration of various stand-alone systems and services. In other words, it is the use of technology to perform government activities and achieve the objectives of governance. Through e-governance, government services are made available to citizens and businesses in a convenient, efficient and transparent manner.

Body

E governance and better performance in administration
- E-Governance is basically a move towards SMART governance implying: simple, moral, accountable, responsive and transparent governance.
- Simple — implies simplification of rules and regulations of the government and avoiding complex processes with the application of ICTs and therefore, providing a user-friendly government.
- Moral — meaning the emergence of a new system in the administrative and political machinery with technology interventions to improve the efficiency of various government agencies.
- Accountable — develop effective information management systems and other performance measurement mechanisms to ensure the accountability of public service functionaries.
- Responsive — Speed up processes by streamlining them, hence making the system more responsive.
- Transparent — providing information in the public domain like websites or various portals hence making functions and processes of the government transparent.

Interactions in e-Governance, There are 4 kinds of interactions in e-governance
- G2C (Government to Citizens) — Interaction between the government and the citizens. This enables citizens to benefit from the efficient delivery of a large range of public services. Expands the accessibility and availability of government services and also improves the quality of services. The primary aim is to make the government citizen-friendly.
- G2B (Government to Business): It enables the business community to interact with the government by using e-governance tools. The objective is to cut red-tapism which will save time and reduce operational costs. This will also create

a more transparent business environment when dealing with the government. The G2B initiatives help in services such as licensing, procurement, permits and revenue collection.

- G2G (Government to Government)- Enables seamless interaction between various government entities. This kind of interaction can be between various departments and agencies within government or between two governments like the union and state governments or between state governments. The primary aim is to increase efficiency, performance and output.
- G2E (Government to Employees)- This kind of interaction is between the government and its employees. ICT tools help in making these interactions fast and efficient and thus increases the satisfaction levels of employees.

Benefits/ Outcomes of E-Governance
- Enhanced Transparency and Accountability.
- Expanded reach of Governance.
- Improved Public Administration.
- Enables Environment for Promoting Economic development.
- Improved service delivery in the form of better access to information and quality services to citizens.

Initiatives under e-governance
- A National Task Force on Information Technology and Software Development was set-up in 1998.
- The Ministry of Information Technology was created at the Centre in 1999. A 12-point agenda was listed for e-Governance for implementation in all the central ministries and departments.
- The National e-Governance Plan (NeGP), provides a holistic view of e-Governance initiatives across the country.
- Bhoomi Project (Karnataka): Online Delivery of Land Records- Bhoomi is a self-sustainable e-Governance project for the computerized delivery of 20 million rural land records to 6.7 million farmers of Karnataka.
- E-Seva (Andhra Pradesh)- Designed to provide 'Government to Citizen' and 'e-Business to Citizen' services. All the services are delivered online to consumers /citizens by connecting them to the respective government departments and providing online information at the point of service delivery.
- e-Courts- Launched by the Department of Justice, Ministry of Law and Justice. The Mission Mode Project (MMP) aims at utilizing technology for improved provisioning of judicial services to citizens.

Conclusion

With the penetration of technology in the hands of a layman, e-governance aims to empower citizens with service delivery without time delay and in effective manner.

India is emerging as the country with highest monthly internet usage. The more steps need to be taken to increase the penetration of services in effective and efficient manner.

2. What are the limitations of digital governance in India? Examine.

Approach

Since the question is asking you to examine, you have to probe deeper into the topic and understand the topic in detail. Here you are expected to investigate and establish the key facts and issues related to the question.
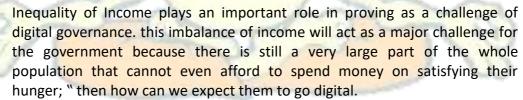
Introduction

Digital Governance can be defined as the application of communication and information technology for providing government services, exchange of information, transactions, integration of previously existing services and information portals. Governments all over the world are initiating steps to involve IT in all governmental processes due to the rapid rise of the internet and digitization.

Body

THE LIMITATIONS OF DIGITAL GOVERNANCE IN INDIA

E-governance uses IT technology to provide basic facilities to deliver government services. Its limitations are:

- Universal public Internet access and dynamic IT applications-oriented literacy is a far-fetched theory.
- Literacy in India is a key for social-economic progress, and the literacy rate is currently 74.04%. This literacy rate is the reason that acts as a challenging task for the government to implement e-governance in the country.
- Reliability of the digitally published information when rules, regulations, and requirements get changed on daily basis remains questionable.
- Inequality of Income plays an important role in proving as a challenge of digital governance. this imbalance of income will act as a major challenge for the government because there is still a very large part of the whole population that cannot even afford to spend money on satisfying their hunger; " then how can we expect them to go digital.
- The absence of interpersonal communication with and by the governmental agencies can leave many stakeholders unattended and disappointed.
- The Indian population is a bunch of diversified cultures and emotions that do not always goes in the same direction. This may play a part as a hindrance while implementing e-governance.

- It has no concrete solution to deal with a complex relationship between personal privacy and big data which could have implications for both higher surveillance and monitoring and the breach of the right to privacy.
- Complex issues are difficult to address and resolve through e-governance.
- Before Internet literacy, Internet infrastructure to interconnect computers and users on the Internet is an essential requirement. This infrastructure includes physical hardware, transmission media, and software; without this, e-governance is a remote service.
- A personal internet infrastructure is needed to avoid giving personal data to a third party.
- Implementing, maintaining, and optimizing e-governance incurs regular costs, perhaps, this necessitates an e-governance budget.
- Its inaccessibility to the underprivileged is a serious concern.
- A prerequisite for e-governance is the full integration of e-services across administrative boundaries, which has more political implications.
- The lack of ICT skills is one of the major challenges to e-governance service delivery.

Conclusion

The e-governance applications allow citizens, trades and government entities to access available government information round the clock including every second and make the delivery of government services more effective and reachable across various government domains. The potential which e-governance has makes public administration responsive and effective, and can truly involve citizens in the process of governance by broadening their scope of interacting with policymakers throughout the policy cycle for the social and economic growth of the nation

3. What are the recent steps announced by the government for improving digital literacy? Discuss.

Approach:

The question demands to explain the current measures of transparency in the policy making in the country. The answer should mention about the CBI, CVC, Lokpal and RTI as main parts and also include social audit and CAG as other accountability and transparency measures.

Introduction:

Digital India is a campaign launched by the Government of India in order to ensure the Government's services are made available to citizens electronically by improved online infrastructure and by increasing Internet connectivity or making the country digitally empowered in the field of technology. The initiative includes plans to

connect rural areas with high-speed internet networks. It consists of three core components: the development of secure and stable digital infrastructure, delivering government services digitally, and universal digital literacy.

Body:

Digital India was launched by the Prime Minister of India Narendra Modi on 1 July 2015, with an objective of connecting rural areas with high-speed Internet networks and improving digital literacy. The vision of Digital India programme is inclusive growth in areas of electronic services, products, manufacturing and job opportunities. It is centred on three key areas – digital infrastructure as a utility to every citizen, governance and services on demand, and digital empowerment of citizens.

- Aadhaar identity platform is one of the key pillars of 'Digital India', wherein every resident of the country is provided with a unique identity or Aadhaar number. The largest biometrics based identification system in the world, Aadhaar is a strategic policy tool for social and financial inclusion, public sector delivery reforms, managing fiscal budgets, increase convenience and promote hassle-free people-centric governance.

- Bharat Broadband Network Limited is a special purpose vehicle set-up under Companies Act by the Government of India with an authorized capital of Rs. 1000 cr. It has been mandated to create the National Optical Fiber Network (NOFN) in India. A total of around 2,50,000 Gram Panchayat spread over 6,600 Blocks and 641 Districts are to be covered by laying incremental fibre.

- The Digital Saksharta Abhiyan or National Digital Literacy Mission (NDLM) Scheme has been formulated to impart IT training to 52.5 lakh persons, including Anganwadi, ASHA workers and authorised ration dealers in all the States/UTs across the country. The initiative aims at training non-IT literate citizens to become IT literate to enable their active and effective participation in the democratic, developmental process, and enhance their livelihood too.

- DBT was initiated with the aim to reform government delivery system by re-engineering the existing process in welfare schemes for simpler and faster flow of information/funds and to ensure accurate targeting of the beneficiaries, de-duplication and reduction of fraud. DBT will bring efficiency, effectiveness, transparency and accountability in the Government system and infuse confidence of citizen in the governance. Use of modern technology and IT tools will realize the dream of MAXIMUM GOVERNANCE MINIMUM GOVERNMENT.

- Crime and Criminal Tracking Network & Systems (CCTNS) is a plan scheme conceived in the light of experience of a non-plan scheme namely - Common Integrated Police Application (CIPA). CCTNS aims at creating a comprehensive

and integrated system for enhancing the efficiency and effectiveness of policing through adopting of principle of e-Governance and creation of a nationwide networking infrastructure for evolution of IT-enabled-state-of-the-art tracking system around 'Investigation of crime and detection of criminals'.

- E-Granthalaya is an Integrated Library Management Software developed by National Informatics Centre, (NIC), and Department of Electronics & Information Technology. The application is useful for automation of in-house activities of libraries and to provide various online member services.

- E-Biz is being implemented by Infosys Technologies Limited (Infosys) under the guidance and aegis of Department of Industrial Policy and Promotion (DIPP), Ministry of Commerce & Industry, Government of India. The focus of eBiz is to improve the business environment in the country by enabling fast and efficient access to Government-to-Business (G2B) services through an online portal.

- National Agriculture Market (NAM) is a pan-India electronic trading portal which networks the existing APMC (Agriculture Produce Marketing Committee) mandis to create a unified national market for agricultural commodities. The NAM Portal provides a single window service for all APMC related information and services. This includes commodity arrivals and prices, buy and sell trade offers and provision to respond to trade offers, among other services.

Conclusion:

Several academic scholars have critiqued ICTs in development. Some take issue with technological determinism, the notion that ICTs are a sure-fire antidote to the world's problems. Instead, governments must adjust solutions to the specific political and social context of their nation. Others note that technology amplifies underlying institutional forces, so technology must be accompanied by significant changes in policy and institutions in order to have meaningful impact.

4. How can e-governance initiatives help in increasing farmers' income? Illustrate.

Approach

A simple and straightforward question where in the candidate needs to illustrate how e-governance initiatives can help in increasing farmers' incomes with suitable examples and substantiation.

Introduction

Agriculture's importance in India is difficult to overemphasize where it accounts for about 13 percent of the country's GDP and employs about 45 percent of its workforce. Digital applications can play a critical role in improving yields — as well as reducing costs and increasing the market value of crops — by making it easier for farmers to obtain finance, optimize agricultural inputs, and increase direct access to markets.

Body

- A Centrally Sponsored Scheme namely National e-Governance Plan in Agriculture (NeGPA) was initially launched in 2010-11, which aims to achieve rapid development in India through use of Information & Communication Technology (ICT) for timely access to agriculture related information. In 2014-15, the scheme was further extended for all the remaining States and 2 UTs.
- Realizing the significance of new digital & emerging technologies, the Committee on Doubling Farmers' Income (DFI) has recommended further expanding and augmenting of the digital agriculture initiatives of Government of India.
- The report focused on modern management of agriculture viz. Remote Sensing; Geographical Information System; Data Analytics and Cloud Computing; Artificial Intelligence & Machine Learning; Internet of Things; Robotics, Drones & Sensors and Block-chain.

E-governance initiatives helping in increasing farmers' income can be seen from the following points –

- Enabling digital financing and insurance pay-outs by facilitating consolidated information, credit scoring models, and yield forecasting models using satellite and weather data. For example, Digital applications are making crop insurance system faster and more accurate.
- The timely availability of right information: The timely information and practical solutions of the agricultural problems allows the farmers to adopt good agricultural practices, make better choices of inputs and to plan the cultivation properly. Its proper utilisation is indispensable for agriculture. Ex: Kisan Call Centres, M-Kisan etc.
- Introducing precision agriculture using data analytics, with an integrated agricultural data platform across all existing and new data sources. This initiative could raise farm productivity by 15 to 20 percent. For example, Real-time agricultural data can help to increase yields and decrease costs.
- Implementing online agricultural marketplaces linked to a unified, nationwide market with a set of institutional market facilitators and common assaying and grading standards. Such e-marketplaces could cover 40 to 60 percent of agricultural produce sold in India, leading to 15 percent farmers' price gains, as demonstrated by pilots. For example, Technology is bringing transparency to India's agricultural markets.

- The e-Choupal model has been specifically designed to tackle the challenges posed by the unique features of Indian agriculture. 'e-Choupal' also unshackles the potential of Indian farmer who has been trapped in a vicious cycle of low risk-taking ability > low investment > low productivity > weak market orientation > low value addition > low margin > low risk-taking ability.

Government Initiatives –

- Kisan Suvidha, a Digital India initiative, is a mobile app providing information to farmers. Farmers can be informed on the weather alerts, market prices, availability of seeds and fertilisers, agro advisories etc.
- Pusa Krishi is an app designed for farmers to use in the fields. It provides information on the weather so that farmers can take measures to save crops.
- M-KISAN is a mobile based advisory service linked to call centres connected to research centres. Knowledge is disseminated to farmers that is timely, specific, and holistic and needs based.
- Soil Health Card promotes integrated nutrient management through the use of chemical fertilisers and organic manures. Provides soil test based recommendations and ensures quality control of fertilisers.
- National Agriculture Market (eNAM) is a pan-India electronic trading portal creating a national market for agricultural commodities through a government platform. It includes commodity arrivals and prices.
- AgMarknet provides agricultural market information and price trends through a government platform.

Conclusion

It is essential to mobilise States and UTs to own and target stipulated goals with the help of concerted and well-coordinated efforts in terms of e-governance initiatives and their implementation for the Country to achieve the goal of doubling farmers' income by the year 2022.

5. Do a critical assessment of the Digital India initiative.

Approach:

Candidates are expected to write about digital India initiative, and then do critical assessment of the digital India initiative.

Introduction

The Digital India initiative has been launched with an aim of transforming the country into a digitally empowered society and knowledge economy. The Digital

India would ensure that Government services are available to citizens electronically. It would also bring in public accountability through mandated delivery of government's services electronically.

Body

There are major nine pillars of Digital India that are mentioned below:
- Broadband Highways
- Universal Access to Mobile Connectivity
- Public Internet Access Programme
- e-Governance
- e-Kranti
- Information for All
- Electronics Manufacturing
- IT for Jobs
- Early Harvest Programmes

Progress and Impact of Digital India Programme:
- Overall 12000 rural post office branches have been linked electronically.
- Increased in electronic transactions related to e-governance as it is estimated that there are more than 100 cr mobile phones in India.
- 2, 74,246 km of optical fiber network has connected over 1.15lakh Gram Panchayat under the Bharat Net programme.

Critical assessment of Digital India initiative:
- Less co-ordination among various departments: As we know it is very large project that consist of many departments. So, timely and strong support of departments is very important for properly and timely completion of the projects.
- Implementation Cost is very high: As shown above still very high amount is required to implement the Digital India plan.
- Infrastructure: Robust and large data centre (used to store large data of entire country) are other supportive infrastructure require for National Optic Fibre Network (NOFN) project. It is planned to build for high speed broadband highway. The biggest challenge faced by 'Digital India' is the slow and delayed infrastructure development. Spectrum availability in Indian metros is about a tenth of the same in cities in developed countries.

- Excess time: Project like NOFN has been delayed several times and taken almost 2 year so, it has also delayed other related projects. The project will be successful when it completed on time.
- Contribution of Private Players: Many regulations as well as very long and delayed projects are inhibiting the entry of private organization in Digital India programme. Private organization will play a necessary role in its success.

- Rural area problem: Many people in rural areas have no Internet connection, and also the content in regional languages is not sufficient to keep the readers engaged. Only 15% of the households can access the Internet, and few people can access mobile broadband. This scenario is despite the increasing affordability of ICT environment in the country.
- Digital illiteracy: According to World Economic Forum (WEF) 2016 report, nearly 33% of Indian population is functionally illiterate, one-third of youth do not attend secondary education. There are vast differences in urban centres such as metropolitan cities and remote rural areas, where an even basic service for example electricity is unavailable to run the Digital India program.
- Cyber security: India's growing economy and digital push have caught the attention of hackers and an increasing wave of cyber-attacks could soon badly impact the country.

Conclusion

The Digital India initiative is the beginning of a digital revolution, once properly implemented; it will create numerous new opportunities for the citizens. However, the Digital India program success will associate with the regulatory framework. The Government completely ensures that these regulations create such an environment in which private organizations come in, work together and create efficient ecosystems. The Government role should be line with administration that is Maximum role of Governance and Minimum role of Government, with these efforts India will be digitally ready within three years.

6. What are the key tools of accountability in public administration? Discuss. How effective these tools have been? Critically examine.

Approach- Question is straight forward. Candidate can define accountability and discuss the tools with the help of suitable examples while examining their effectiveness.

Introduction

Accountability is a form of liability that refers to who and for what and what is accountable, which is understood as the obligation of the holder of the trust to provide accountability, presenting and reporting all activities that are his responsibility to the party who provides the trust has the authority to hold such accountability.

Body

Key tools of accountability

- **Right to information act, 2005**- The path-breaking Right to Information Act which has come into effect in 2005 has been heralded as the most significant reform in public administration in India in the last 72 years. RTI Act has lent voice to the aspirations of ordinary citizens in issues of governance. It gave the common people a defining power to shape the government schemes and policies. RTI is the most effective instrument to check corruption where the citizen has the right to take the initiative to seek information from the state.

- **The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011 (Citizens Charter)**- seeks to create a mechanism to ensure timely delivery of goods and services to citizens. It requires every public authority to publish a CC within six months of the commencement of the Act and levies a penalty of up to Rs 50,000 for failure to render services.

- **Social audit**- A social audit is a way of measuring, understanding, reporting and ultimately improving an organization's social and ethical performance. A social audit helps to narrow gaps between vision/goal and reality, between efficiency and effectiveness. Social audit fixes accountability of public servants, increases efficacy and effectiveness of local development programmes.

- **Lokpal**- the Lokpal and Lokayukta Act, 2013 provided for the establishment of Lokpal for the Union and Lokayukta for States. These institutions are statutory bodies without any constitutional status. They perform the function of an "ombudsman" and inquire into allegations of corruption against certain public functionaries and for related matters. Jurisdiction of the Lokpal included the Prime Minister except on allegations of corruption relating to international relations, security, the public order, atomic energy and space.

To what extent tools of accountability have been successful?

- RTI- The act did brought some accountability but it lacks structural and functional robustness The Information Commissions were envisioned as the watchdogs in the implementation of the RTI act. CIC currently has more than 30,000 pending cases. Delay in appointments of Information Commissioners has resulted in huge vacancies.

- The Amendments under the 2019 bill will lead to the dismantling RTI as they empower the Central government to unilaterally decide tenure, salary, allowances and other terms of service of Information Commissioners. The Commission which is vested by law with status, independence and authority, will now function as a department of the Central government.

- Shortcomings of Citizens charter- Devoid of participative mechanisms - in a majority of cases, not formulated through a consultative process with cutting edge staff who will finally implement it. Lack of public awareness: only a small percentage of end-users are aware of the commitments made in the CC

since effective efforts of communicating and educating the public about the standards of delivery promise have not been undertaken.

- Social audit- The scope of social audits is highly localised and covers only certain selected aspects. Social audits are often sporadic and ad hoc. Monitoring is informal and unprocessed. The findings of social audit cannot be generalised over the entire population.
- Lokpal- The institution of lokpal has tried to bring a much needed change in the battle against corruption in the administrative structure of India but at the same time, there are loopholes and lacunae which need to be corrected. Five years have passed since the Lokpal and Lokayuktas Act 2013 was passed by parliament, but not a single Lokpal has been appointed till date indicating the lack of political will. The 2013 act did not provide concrete immunity to the whistle blowers. The provision for initiation of inquiry against the complainant if the accused is found innocent will only discourage people from complaining.

Conclusion

The Indian democracy remains procedural democracy. The well charted tools of accountability seem effective in their structure but lack tooth when it comes to the actual implementation of the acts. Lack of political will and lack of awareness among people are the reasons for the ineffectiveness. The superstructure of procedures in the acts will fail to bring the expected results unless they are provided with the necessary infrastructure and the spirit to work in a free environment.

7. How does transparency strengthen local governance? Explain.

Approach

Since the question is asking you to explain, it expects you to basically clarify a topic.

Introduction

Transparency, in a business or governance context, is honesty and openness. Increasing transparency at the local level has come to be recognised as an important element in tackling some of the challenges to sustainable development. Transparency improves governance because it enhances citizen participation, fosters greater accountability and helps combat corruption.

Body

WAYS IN WHICH TRANSPARENCY CAN STRENGTHEN LOCAL GOVERNANCE INCLUDE:

- Poor transparency at the local level increases the exclusion of poor and marginalised citizens and limits their access to resources and opportunities. Conversely, access to information can empower them.
- With transparency, access to relevant, up-to-date information can create a basis for natural exchange, allowing both official and the public to better access decisions taken and policies implemented.
- Transparency can help build trust between civil society and local government and improve the responsiveness of urban authorities. This will support greater engagement by citizens and the private sector.
- Greater transparency can also bring benefits to government themselves, directly or indirectly. Therefore, transparency is also considered to be a key component of public policy and efficiency.
- By promoting better access to information, transparency improves the accountability of all actors to development goals and each other.
- Free and guaranteed access to information enables citizens, the media and law enforcement agencies to use official records as a means to uncover cases of corruption and maladministration.
- Increasing transparency increases the risk of detection of corrupt practices and this can act as a deterrent to future corruption.
- Corruption can be tackled by activities to enhance transparency and accountability at the local level. These can be developed within 'local integrity systems' that involve all stakeholders.
- Transparency offers a strategic entry point for promoting good urban governance and encouraging public participation.
- The more a local government can provide in the way of transparency, the more it increases trust, honesty, and integrity in the government leaders.

Conclusion

Transparency is also inextricably linked to governance, one definition of which is "a way of implementing policies through cooperation whereby representatives of the government, market and civil society participate in mixed public and private networks". Transparency is an important principle of good governance since a degree of clarity and openness about how decisions are taken can help to build the capacity of the poor and/or marginalised to play a role in policy formulation and implementation; to influence these decisions that affect their lives; and to encourage decision- and policy-makers to exercise their power for the greater good.

8. What are the current institutional measures for ensuring transparency in policy making? Discuss.

Approach:

The question demands to explain the current measures of transparency in the policy making in the country. The answer should mention about the CBI, CVC, Lokpal and RTI as main parts and also include social audit and CAG as other accountability and transparency measures.

Introduction:

Transparency and accountability in administration are sine qua non of participatory democracy. Government secrecy fosters disbelief of government on the part of the citizenry and transparency eliminates the wall of secrecy built against the common people by those holding power. Accountability goes beyond the mere responsibility of delivery of a task or service. It also means answerability if a service is not delivered in a timely and efficient manner such that it becomes a burden.

Body:

UNDP describes governance as "a system of values, policies and institutions by which a society manages its economic, political and social affairs through interactions within and among the state, civil society and the private sector."

- Transparency is broadly accepted as a major principle of good governance. Transparency allows stakeholders to collect information that may be critical to uncovering abuses and defending their interests. Likewise, transparency increases accountability of the Government officials.
- Transparency means that the criteria, process and systems of decision-making are openly known to all in a public manner. Citizen's charter becomes an important measure for transparency in institutional setup.
- The declaration of Right To Information Act (2015) set the stage for transparency in the functioning of the government and its various agencies. Under this Act, access to information from a public agency has become a statutory right of every citizen.
- Major Initiatives to Enhance Transparency in India include – Right to Information Act, Public Services Bill, Citizens Charters, e-Governance, e-Bhoomi, e-Choupal, e-procurement.
- Transparency is required to make the system of public service delivery effective. However, sheer knowledge of what entitlements are, and who is responsible for fulfilling them, is not sufficient to ensure that public services are passably and effectively delivered to the 'intended' recipients
- The RTI has been seen as a landmark evolvement to empower public on information relating to public authority [under section 2[h]). Its recent expansion by including CJI under its ambit shows its relevance.
- Citizen charters have ensured a way for transparent and citizen centric administration. For instance, on measures of grievance redressal, etc.
- The e – governance have ensured it by- Transparency through online public procurement.

- Delivery of welfare schemes through JDY and thus avoiding leakages and corruption.
- Models like PRAGATI for good and efficient public service and governance system.

Conclusion:

There is imperative need to strengthen and widen the national public information infrastructure through developing information networks for wider access of digital information through wider use of information technologies. Changing the mindset of the government employees is important. This will be addressed to organizing programmes for orientation, training and capacity building. States may be advised to establish an independent public grievance redressal authority to deal with complaints of delay, harassment and corruption.

Accountability is the complementary function of Transparency. Further, if the system of governance is transparent enough it would promote accountability, transparency and accountability are linked vis-a-vis its mission of an organization where the main objective of achieving public welfare needs to be prioritised

9. What are citizen charters? Are they effective? Critically examine.

Approach

A simple and straightforward question where in the candidates need to explain what are citizen charters in the first part of the answer while in the second part, they need to critically examine the aspect of their effectiveness with proper substantiation.

Introduction

The concept of a citizen's charter was initiated by former British Prime Minister John Major in the year 1991 intended to improve quality of public service. In India, the concept of citizen's charter was first adopted at a 'Conference of Chief Ministers of various States and Union Territories' held in May 1997 in the national capital.

Body

- Citizen charter is the written voluntary declaration by service providers highlighting the standards, timeline, grievance redressal mechanism and other service-related information.
- An ideal citizen's charter must contain: Vision and mission statement of the organization, information about the nature and quality of service delivery, the time frame within which the service must be delivered, expectations from the client and grievance redressal infrastructure in case of noncompliance.

Effectiveness of Citizen's Charter –

- Quality of service: It promotes good governance. It increases organizational effectiveness and performance by making a public commitment to adhere to measurable service delivery standards. E.g. Bangalore police responding to distress calls within 10 minutes.
- Accountability: It enhances accountability by providing citizens with a clear understanding of service delivery standards, including timetables, user fees for services, and options for grievance redress. E.g. Timely delivery of Pizza failing which it will be free.
- Service Monitoring: It creates a way for both internal and external actors to objectively monitor service delivery performance. It ensures better service quality and grievance redressal. E.g. Details of services provided under municipality.
- Reduce corruption: It increases government revenues by ensuring that the money citizens pay for services goes into the government's coffers (and not into employees' pockets). E.g. online payments, refunds as a promise under charter.
- Citizen Charter increases participation of common man in efficient working of an organisation by making the citizens aware of the aims and goals of the organization. It sets standards of service, allowing high expectations from an organisation, pushing them to work diligently.
- Grievance redress mechanism: makes the organization communicate with the public and improve itself based on complaints and feedback. This creates an organizational culture of learning from mistakes as well as promotes participative governance.

Citizen charter, not an effective instrument –

- Lack of public awareness: While a large number of public service providers have implemented citizen's charter only a small percentage of end-users are aware of the commitments made in citizen charter.
- Charters was rarely updated: charters reviewed rarely showed signs of being updated even though some documents dating back from the inception of the citizen charter programme nearly a decade ago.
- Inadequate groundwork: Government agencies often formulate citizen's charter without undertaking adequate groundwork in terms of assessing & reforming its processes to deliver the promises made in the charter.
- Just a formality: The general perception of organisations which formulated Citizens' Charters was that the exercise was to be carried out because there was a direction from the top. They are nothing but pious statements of intention which do not contain any objective goals.
- Unrealistic Charter: In some cases, the standards/time norms of services mentioned in Citizens' Charter were either too lax or too tight and were,

therefore, unrealistic and created an unfavourable impression on the clients of the Charter.

- Resistance to change: The new practices demand significant changes in the behaviour & attitude of the agency & its staff towards the citizen.
- No legal backing: The Citizen's Charter is not legally enforceable and, therefore, is non-justifiable. This had made them toothless tool to the citizens.

But citizen charter being a complete failure is an exaggeration. It has produced and is a reason for many reforms and successes like –

- Sevottam model as suggested by 2nd ARC and 6th pay commission has been adopted by many ministries and departments. Citizen charter of Indian post is one of the success stories.
- As a next step to citizen charter, states like Madhya pradesh, Kerala etc., have passed right to service.
- Citizen report card, Jan Bhaagidaari in cities like Bangalore, Delhi etc., is offshoots of citizen charter.

Way Forward –

- Include Civil Society in the process: to assist in improvement in the contents of the Charter, its adherence as well as educating the citizens about the importance of this vital mechanism.
- Hold officers accountable for results: fix specific responsibility in cases where there is a default in adhering to the CC.

Conclusion

Therefore, with effective implementation strategy, simplified meticulous design and deployment of enthusiastic staff and with adequate awareness campaigns, possible external audits, we can go a long way in making Citizen Charter a tool for better governance.

10. What role do civil servants play in India's electoral democracy? Illustrate.

Approach:

Candidates are expected to write about civil servants in democracy in India and illustrate on the role of the civil servants in the electoral democracy of India.

Introduction

In a democracy, the civil services play an extremely important role in the administration, policy formulation and implementation, and in taking the country forward towards progress and development.

Body

Polling personnel:
- The majority of polling personnel are temporary staff recruited from virtually every branch of government. They comprise teachers, engineers, clerks, accountants, administrative and support staff from across departments including government laboratories and hospitals, security and police personnel, bus drivers, railway staff, anganwadi workers responsible for early childhood care as well as primary healthcare workers.
- Nearly five million polling personnel and police forces, according to the Election Commission of India's 2016 annual report. In the 2014 general election, the staff deployed in polling booths alone numbered 37, 31,897, not counting the vast numbers of security and other personnel.

Role of civil servant in electoral democracy:
- Government staff is deployed because they would be subject to the control and discipline of the government at all times as per former Chief Election Commissioner SY Quraishi. Employees from the private sector were deliberately kept out of election duties as no administrative control could be exercised over them once the elections were over.
- The Election Commission of India consists of the chief election commissioner and two election commissioners all senior bureaucrats. They are supported by a secretariat that is composed in part of officials transferred from other departments and those recruited directly into the Commission.
- This apex body decides the schedule, the election process and its monitoring, the codes of conduct and their enforcement, how the electorate is registered and identified and how grievances are addressed.
- It deputes general observers, expenditure observers and police observers to the states as well as expenditure monitoring committees and poll code monitoring staff to all 543 constituencies.
- Despite the tight control over all staff and agencies involved, the conduct of a general election is a remarkably decentralised affair. Government officials at the state and district levels play important roles.

- At the state level, the Election Commission is represented by a chief electoral officer again a senior bureaucrat. They are assisted by several special and deputy chief electoral officers. Together, with nodal officers on deputation, they oversee voter registration and education, deal with political parties active in the state, approve campaign material and activities, monitor the media, enforce the code of conduct and address grievances.
- In a general election, the Parliamentary constituency sees maximum action. Here, the returning officer is in charge. The district administration handles

the details – hiring cars, organising wheelchairs, randomising the selection of polling staff and electronic voting machines, enforcing the model code and investigating its violations, receiving and scrutinising nomination papers, securing the machines and finally, organising counting.

- The Presiding Officer is responsible for setting up the Polling Station and conduct a mock poll before the polling commences. He/she has to ensure that voting compartments are properly arranged and cables connecting balloting units and VVPATs to their respective Control Units are clearly visible.

- The Presiding Officer is also responsible for ensuring the polling begins and ends at the fixed time and that there is no delay. He/she should also keep an eye on voters, making sure no one goes away without voting. He/she also has to periodically check that ballot units and VVPATs have not been tampered with. The officer also seals the EVMs and election records and hands them over to the Returning Officer at the reception centre.

- It is a special job profile created under the EC guidelines where the micro observer reports deviations in the polling process in the polling station to the General Observer of the constituency. They are appointed in sensitive polling areas. Mostly retired civil servants are appointed.

- The returning officer of a parliamentary or assembly constituency is responsible for the conduct of elections in the parliamentary or assembly constituency concerned as per the Representation of the People Act, 1951. Returning officer is the statutory authority to conduct the polling, counting process and to decide validity of ballot paper and election commission has no power to overrule him or her.

Conclusion

The permanent Executive who form the civil servants are the backbone of the administration in a country. It is with this branch of executive that the common man mostly comes into contact with and it is through this branch that the national government establishes its contacts with the rank and file of citizens.

11. How does India's complex geography in the border regions aggravate the internal security challenges? Discuss.

Approach

Candidates are expected to write about internal security challenges and how India's unique and complex geography in border regions aggravate the internal security challenges.

Introduction

Border Management is an integral approach towards borders in which along with security enhancement, infrastructure & human development is undertaken. The challenge of coping with long-standing territorial and boundary disputes with China and Pakistan, combined with porous borders along some of the most difficult terrain in the world, has made effective and efficient border management a national priority.

Body

Complex geography in the border region aggravating the internal security challenges-

- Varied terrain, climatic conditions and hostile neighbours make our borders complex and border management an important aspect of our security.
- Managing such an expansive border is a complex task. Challenges related to border security include unsettled maritime boundaries, lack of fully demarcated land borders, and borders based on artificial boundaries. This porosity of borders facilitates various illegal activities such as smuggling, trafficking of humans, drugs and arms and infiltration.
- On Indo Bangladesh border entire stretch consists of plain, riverine, hilly/jungle and with hardly any natural obstacles. The area is heavily populated, and at many stretches the cultivation is carried out till the last inch of the border.
- Density of population in the border areas at some places is approximately 700-800 persons per square km on the Indian side and about 1,000 persons on the Bangladesh side.
- Instead of following natural barriers, it meanders through villages, agricultural lands, and rivers, rendering the border extremely porous with many disputed pockets. Demarcated stretches, existence of enclaves (chhit-mohols), and adverse possessions had been causing constant friction between the border guarding forces of India and Bangladesh.
- The location of the Indo-Myanmar boundary throws up many challenges for the effective management of the boundary. The rugged terrain makes movement and the overall development of the area difficult. The internal dynamics of the region in terms of the clan loyalties of the tribal people, inter-tribal clashes, insurgency, and Trans border ethnic ties also adversely affect the security of the border areas.
- In a place like Galwan Valley first major factor is acclimatisation since the oxygen supply reduces drastically. Next, the load carrying capacity of individuals reduces drastically. Things move very slowly in the mountains and mobilisation of troops consumes time. Thus, time and place need to be kept on top priority when deciding where the troops have to be stationed and how they have to be mobilised.

- Frost, inhabitable conditions and sub-zero temperature are deadlier than bullets at the world's highest military post-Siachen which is part of a disputed region between India and Pakistan. Several incidents where Indian Army personnel died after an avalanche hit their post, brings to fore the rising number of death at the world's highest battlefield where not a single death has occurred due to a bullet wound since 2003.
- India Pakistan border need patrolling in riverine areas and water-patrol teams have been deployed at the Chenab River, primary reason is the difficult terrain characterised by lofty mountains, several cross-border streams and dense growth of elephant grass.
- The Indian military Border Security Force (BSF) patrols Sir Creek up to midstream using floating border posts, amphibious vehicles, and foot travel by the Creek Crocodile Commandos. The coastal area of Sir Creek is manned by the Indian Coast Guard, and the larger open sea beyond is patrolled by the Indian Navy.

Conclusion

Defence preparedness should be vigorously pursued to insulate us from unpleasant surprises. The vision should be to establish with utmost urgency, stable, viable and peaceful national boundaries, all around, so that India can proceed, unhindered, with the vital tasks of nation-building and socio-economic development.

12. How has organised crime evolved in recent years? How does organised crime manifest itself? Analyse.

Approach

Candidate can define organised crime and with the help of examples and data, outline the recent trends by stating way forward to contain this threat.

Introduction

Organised crime is defined as "those involved, normally working with others, in continuing serious criminal activities for substantial profit, elsewhere". Organised criminals that work together for the duration of a particular criminal activity or activities are what we call an organised crime group.

Body

Organized crime has always existed in India in some form or another. It has, however, assumed its virulent form in modern times due to several socio-economic and political factors and advances in science and technology. Even though rural India is not immune from it, it is essentially an urban phenomenon.

Evolution of organised crime –

- Organized crime networks can be as small as within a locality conducting extortion and could become as large as involving transnational crime syndicates and conducting all kinds of activities ranging to drug trafficking, arms smuggling, terrorism, money laundering, etc.
- The Mumbai underworld, formerly known as the Bombay underworld, refers to the organised crime network in the city of Mumbai (formerly Bombay), in the state of Maharashtra in India. Mumbai is the largest city of India and its financial capital. Over a period of time, the Mumbai underworld has been dominated by several different groups and mobsters.
- Banditry is criminal activity involving robbery by groups of armed bandits. The East India Company established the Thuggee and Dacoity Department in 1830, and the Thuggee and Dacoity Suppression Acts, 1836–1848 were enacted in British India under East India Company rule. Areas with ravines or forests, such as Chambal and Chilapata Forests, were once known for dacoits.
- Several local Indian, Russian, Israeli and Nigerian mafia groups are heavily involved in the organised drug trade in Goa, India's smallest state. Sources reveal that there are also individual players who are British, French, Italian, Portuguese and from other European countries. Some have been visiting the state for over two decades and have their fixed international and local clientele.
- Punjabi mafia refers to the organised criminal gangs in the state of Punjab in India. There has been a spurt in the formation and activities of such criminal gangs in Punjab over the last decade even though some gangs, associated with those based in Uttar Pradesh, have been operational in the state since the end of militancy in Punjab. Post militancy, they took to contract killings. The real estate and industrial sector boom of the early 2000s saw several criminals surfacing with the primary objective of controlling unions.

Recent trends in organised crime –

- India is a major transit point for heroin from the Golden Triangle and Golden Crescent en route to Europe. India is also the world's largest legal grower of opium; experts estimate that 5–10% of the legal opium is converted into illegal heroin, and 8–10% is consumed in high quantities as concentrated liquid.
- The pharmaceutical industry is also responsible for much illegal production of mandrax, much of which is smuggled into South Africa. Diamond smuggling via South Africa is also a major criminal activity, and diamonds are sometimes used to disguise shipments of heroin.
- In the cinema of India, particularly Bollywood, crime films and gangster films inspired by organised crime in India have been produced since 1940. Indian cinema has several genres of such crime films.

- Terrorism is a serious problem which India is facing. Conceptually, terrorism does not fall in the category of organized crime, as the dominant motive behind terrorism is political and/or ideological and not the acquisition of money-power. However, the Indian experience, shows that there is very little difference between criminals and terrorists. There is evidence to suggest that, be it terrorists of J&K, insurgents of the North East or for that matter the Left wing extremists, all are using the methods and tactics of organized crime to raise funds for their organizations.
- The terrorist groups share relations with organized crime at several levels which includes conducting operations for the sole purpose of raising money, seeking assistance from the organized crime networks.
- To summarize, Union of organized crime and terrorism is major menace for international safety and peace. These crimes are growing at rapid rate. It can be concluded from reviewing major facts of these crimes that Organized crime is a rising as international phenomenon and, as it intersects with terrorism, an increasingly dangerous force.

Conclusion

Just as terrorists pool their abilities and resources to achieve synergistic outcomes. Its abolition can be possible only if collaboration is attained at global scale and counter-terrorism programs along with development schemes. To eliminate organised crimes, local level policing needs to be strengthened along with intelligence capacities. Organised crimes are a potential threat to internal security and needs to be dealt with iron fist.

13. Discuss the security challenges posed by insurgent groups. What has been the strategy of the government to tackle them? Examine.

Approach

Since the question is asking you to discuss (you have to use your skill at reasoning, backed up by deliberately selected evidence to make a case for and against an argument) the security challenges posed by insurgent groups. After that you have to examine (strategy of the government to tackle them) strategy of the government to tackle them.

Introduction

The Northeast and the Maoist insurgencies have posed major security threats to the Indian state since the 1950s and late 1960s. As per the reports, the 80% reduction in insurgency-related incidents and rise in the number of insurgents giving up arms by over 1600% from 2019 is improvement and a great achievement for the government and security forces because of which, the Armed Forces (Special Powers) Act, 1958,

has been removed completely from Meghalaya and Tripura and its application has been reduced in Arunachal Pradesh.

Body

THE SECURITY CHALLENGES POSED BY INSURGENT GROUPS –

- That the Indian insurgents can cross the international border and hide in the neighbouring country is not new.
- Since the inception of insurgency in the Northeast in the 1950s, the Naga, Mizo, Meitei, and Assamese insurgents have been crossing over into Myanmar to set up bases, especially in the Chin state and Sagaing Region, where they rest, recoup, train, plan and launch future offensives, and take shelter when pursued by the Indian security forces.
- Besides cross border movement of insurgents, rampant gun running and drug trafficking are other significant security challenges emanating across the India-Myanmar border.
- The Indian insurgent groups have been procuring arms from the black markets of Southeast Asia as well as from Myanmar based rebel group such as the United Wa State Army (UWSA).
- These weapons are often brought in as headloads by the insurgents as well as the local villagers because these headloads are seldom checked by the border guarding forces.
- The narcotics are trafficked into India through the states of Mizoram, Manipur, and Nagaland from Bhamo, Lashio and Mandalay. For example: Proximity to Myanmar in the 'Golden Triangle' makes the India-Myanmar border vulnerable to trafficking of heroin and amphetamine-type stimulants (ATS) produced in Myanmar.
- While the bigger insurgent groups are not directly involved in drug trafficking to generate funds, they do so indirectly by demanding protection money from drug mafia for allowing safe passage to the drug consignments through their area.

THE STRATEGY OF THE GOVERNMENT TO TACKLE THEM –

- The Indian government's counterinsurgency campaign in Kashmir is effective largely due to the government's use of a massive military response.
- The military has defeated the insurgents' attempts to transition to guerrilla warfare and has forced the insurgency to use terrorism as its main means to gain support among the Kashmiris and the international world,
- The relentless operations by the security forces and proactive government policies have laid the foundation for tackling insurgency issues.
- Favourable external environment with Myanmar and Bangladesh has struck at the roots of the insurgent organizations in north east as well.

Conclusion

The internal security problems should not be treated as merely law and order problems. They have to be dealt with comprehensively in all their dimensions and at all levels — political, economic and social. They are all interlinked. At times, the required measures will conflict with each other. Going too far in one direction could be counter-productive. The security requirements have to be met, but that does not mean giving the security agencies a free hand. Striking the right balance is the key to success in meeting these challenges effectively. We need a comprehensive security policy that will be implemented effectively at all levels.

14. Discuss the recent efforts undertaken by the government to address the security Challenges in border regions?

Approach

Question is very straight forwarded in its approach students are expected to discuss about the recent efforts taken by the government to address the security challenges in the border regions also it is important to mention the programs in this direction as well.

Introduction

The border security scenario in India is marked by many threats, with different sectors of the border posing different challenges and complexities. The threats to India are arguably increasing, with principal threats coming from Pakistan, Bangladesh and China, and noteworthy threats from Myanmar, Nepal and Bhutan. The Pakistan border sees cross-border terrorism and movement of armed militants and smuggling of goods and narcotics, while along the Bangladesh border, illegal immigration and smuggling have been the main concern. The China border sees fairly regular armed intrusions, and has recently been in the news due to the Doklam crisis that raised suspicions that China may have some concealed their goals in the border region.

Body

Efforts to address the security challenges in the border regions –

- The pace of border security projects in India has accelerated over the past two years. A prime example of this has been the implementation of a Comprehensive Integrated Border Management System (CIBMS) pilot project along two 5.5 km and 5.3 km stretches of the International Boundary (IB) in Jammu and Kashmir (J&K). Theoretically, CIBMS a robust system that works

by integrating human resources, weapons, and high-tech surveillance equipment. Following Pathankot terrorist attack, MHA sanctioned implementation Comprehensive Management System (CIBMS) to establish an integrated security system at borders providing all round security even in adverse climatic conditions.

- Border Security Forces (BSF) obtained hi-tech systems such as Hand Held Thermal Imagery (HHTI) systems, Long Range Reconnaissance Observation Systems (LORROS), and Battle Field Surveillance Radars (BFSR) that greatly enhanced the detection ability of BSF personnel.

- Creating infrastructure: India is also constructing some critical bridges to cut down time for troop movement such as Dhola – Sadiya Bridge.

- India has joined hands with Japan to aggressively develop infrastructure projects in North east to contain China.

- To expedite border road construction, Ministry of Defence has decided to delegate administrative and financial powers to the Border Roads Organisation (BRO).

- A crime-free stretch has been established between the BSF border posts at Gunarmath and Kalyani and the BGB (Border Guards Bangladesh) border posts at Putkhali and Daulatpur.

- Coordinated Border Management Plan (CBMP) – aims to synergize the efforts of both the Border Guarding Forces for checking cross border illegal activities and crimes as well as for maintenance of peace and tranquillity along the India-Bangladesh border.

- 13 new Integrated Check Posts (ICPs) to encourage India's engagement with SAARC countries along with Thailand and Myanmar. ICP is able to interdict such elements while facilitating legitimate trade and commerce.

- Development of border areas has been a matter of concern for the country. The Border Area Development Programme (BADP) was initiated in western region, which at that point of time was the most volatile border, during the Seventh Five Year Plan period for promotion of wellbeing and a sense of security among the border population. The development of border areas is now viewed as a part of the comprehensive approach to the Border Management, which focuses on socio-economic development of the people and promotion of wellbeing and a security environment in the border areas.

- Our navy has interdicted Chinese maritime research and survey vessels that entered our Exclusive Economic Zone (EEZ) and Continental Shelf (CS) without our prior consent in 2018 and 2019. India has legislation that requires foreign marine scientific vessels to seek licence prior to undertaking activities. This will need coordination between our national security agencies, the navy, and the government departments responsible for the marine environment and disaster management, but also collaboration with like-minded countries who share our concerns. Such cooperation includes, inter alia, deepening of real-time information exchange, co-development and deployment of UDA monitoring devices and joint processing of acoustic

signatures, and closer coordination in the patrolling of sea lanes to ensure a free and open Indo-Pacific.

Conclusion

India has a land border of over 15,000 kms, which it shares with seven countries (Pakistan, China, Bangladesh, Nepal, Myanmar, Bhutan, and Afghanistan). In the Indian case, borders are quite complex and almost every type of extreme geography is present at different borders viz. deserts, fertile lands, swampy marshes or tropical evergreen jungles. There is cross border smuggling, the problem of drugs, cattle, humans, artefacts, fake Indian currency note (FICN), etc. The stability of country brings the full utilization of Human resource potential of the country and brings the economic development and peace and prosperity in the country so, border management is a key issue for whole round development of country. In order to ensure that strict vigil and infrastructure development is needed in the border areas.

15. What role do intelligence agencies play in securing the country? Illustrate.

Approach

A simple and straightforward question where in the candidate needs to show role of intelligence agencies in security of the country.

Introduction

Gathering intelligence and information by means of espionage has been a key element to the survival of nations ever since their existence. However, there has been a major change in the way intelligence agencies work ever since the evolution of technology and the unthinkable amount of advances in the way people live their everyday lives.

Body

- The role of intelligence agencies has changed dramatically; Intelligence agencies are not mere data collection and analysis units anymore, they are full-fledged covert armies, called upon to take action when no one else can.
- The Cold War saw the further evolution of intelligence agencies, introduction of "larger foreign policy focus". The U.S.A saw the U.S.S.R as keeping her administration from a more "comprehensive foreign policy".
- Intelligence acts as the escutcheon of a nation. However the success of intelligence agencies in protecting the nation is never reported in the media for obvious reasons. It is only their defeats, mistakes and controversies that are reported.

- Striking the balance between allowing intelligence agencies to carry out activities to promote their citizens security and the limitations to these activities is vital. Hence, the role of intelligence in modern warfare is still somewhat obscure.

Further, the role of intelligence agencies in securing the country can be seen from following points –

- Collection: as a function of intelligence, appears straightforward, and its necessity is not seriously challenged. Through various means, intelligence agencies collect information about foreign persons, places, events, and activities that is needed by the Government but cannot be obtained through publicly available sources or diplomatic contacts.
- Analysis: The analytical function raises similar practical issues. In theory, intelligence analysts take information provided by perhaps all three collection disciplines, combine it with information from publicly available sources, and produce "all source" analysis for the customer. Because the analysis contains information obtained by intelligence sources, it is typically classified.
- Covert Action: are used to influence political, military, or economic conditions or situations abroad, where it is intended that the role of the Government will not be apparent or acknowledged publicly. These might consist of technical and logistical assistance to other governments to deal with problems within their countries, or actions undertaken to disrupt illicit activities that threaten government's interests, e.g. terrorism or narcotics trafficking.
- Counterintelligence: The counterintelligence function involves protecting the country, as well as intelligence agencies, from the activities of foreign intelligence services. The RAW is responsible for coordinating India's counterintelligence activities abroad.
- Further, intelligence also involves support to country's Diplomacy, support to Monitoring of Treaties and Other Agreements, support to Military Operations, Economic Intelligence, etc.

Conclusion

The paradigm shift in the nature of the security challenges facing the country lends urgency to the need for strengthening country's intelligence apparatus. There is a need for comprehensive, not ad hoc and piecemeal, changes where the focus should be on removing the deficiencies within the system, improving coordination between intelligence agencies and ensuring better accountability and oversight.