

1. How can civil servants manage ethical dilemmas in their professional and personal lives? Illustrate.**Approach**

The candidate needs to elaborate upon the aspect of civil servants managing ethical dilemmas in their professional and personal lives with the help of suitable examples.

Introduction

Ethical dilemmas are situations in which there is a choice to be made between two options, neither of which resolves the situation in morally satisfactory manner. It is a circumstance that requires a choice between competing ideologies in a given, usually undesirable or confusing situation.

Body

- For a public officials who try to function as a professional, the demands of law, his duty, impartiality, due process, provides a productive ground in which ethical concerns arise.
- Ethical standards are not organized, so there are always chances that concerns arise and discrepancies always occur about appropriate behaviour. This can be both in a professional setup as well as personal relations.

In this regard, Public Servants usually understand ethics to be a ‘prescribed’ and commonly shared ‘Values and Standards’ relating to –

- TRUSTWORTHINESS (in the form of) honesty, Integrity, reliability and Loyalty;
- RESPONSIBILITY (in the form of) Accountability, Pursuit of Excellence and Self-Restraint;
- FAIRNESS (in the Form of) Open and unbiased process, impartiality and equity; and
- RESPECT (in the form of) Civility , courtesy, decency, tolerance and compassion;
- Further, the decisions of a civil servant should be guided by following principles - the provisions of Indian Constitution, democratic accountability of administration, the rule of law and the principle of legality, larger public good, and responsiveness to civil society.

These help in managing the ethical dilemmas of in civil servants professional life and many a times in personal life too. This can be seen from the following points –

- In government offices, major ethical concern is the secret conduct of public business. It is generally recognized that in a democracy, the people have a right to discern the working of the government. Here, proactive use of right to information (RTI) law in disclosing all the public information can be helpful.

- Anticipating specific threats to ethics standards and integrity in the public sector – attention needs to be paid to systemic threats that could weaken adherence to core public sector ethics values, and commitment to good governance.
- Personal self-interest should be secondary to the common good in all situations, especially when such circumstances give rise to conflict of interest.
- The ethical standards of Impartiality and objectivity bring merit into organization. Thereby, increasing predictability, which improves tackling of ethical dilemmas. E.g. e-filing of tax returns, online tenders etc.
- Strengthening the ethical competence of civil servants, and strengthening mechanisms to support “professional ethics” and, ultimately, an ‘ethical culture’ which supports professional responsibility, self-discipline, and support for the rule of law.
- Adding the component of compassion to day to day works makes a lot of difference while dealing with ethical dilemmas. For instance, collector S.Shankaran IAS addressing the plight of bonded labourers in spite of opposition by political leadership.
- The administration needs to become responsive to the needs and aspirations of the public. For instance, creation of a separate public market for road side vendors before their evacuation, which would help in avoiding the ethical dilemmas involved in such situations.
- Further, adherence to professional ethics can also help in dealing with personal ethical dilemmas where for example, use of official machinery for personal use can be easily avoided by person maintaining highest standards of professional ethics.
- Developing administrative practices and processes which promote ethical values and integrity – new and proposed pro ethics laws require effective implementation through, for example, effective performance management techniques which support the entrenchment of the ethical values set out in Civil Service Codes of Ethics.
- Also, personal ethical dilemmas can be tackled through inculcation of values of compassion as well as honing one’s moral standards and maintaining personal moral compass in times of personal dilemmas. Here, balance in personal and professional life helps in avoiding intricate personal ethical dilemmas through the able support of one’s near and dear one’s.

Conclusion

Successful ethics management generally requires a balanced package that combines elements of compliance as well as integrity-based approaches and their adaptation to the cultural, political and administrative traditions where proper training, code of conduct, emotional intelligence, keeping the public interest above all and adherence to the values of integrity, objectivity, honesty in one’s own private life etc. will ensure a just and ethical conduct.

2. Should neutrality always be the preferred strategy for a civil servant? Can neutrality hamper public interests sometimes? Critically comment.**Approach**

Candidates are expected to write about neutrality and whether neutrality should be a preferable strategy for civil servant. Also critically comment on how neutrality can hamper public interest sometimes.

Introduction

Neutrality is part of foundational value of civil services as mentioned by 2nd ARC and necessary for promoting equality in society. Neutrality means decisions that are not based on basis of bias, prejudice or preferring the benefit to one person over another for improper reasons.

Body

Neutrality a preferred strategy for a civil servant:

- Neutrality depicts that public officials are not slaves to either the politicians or any other authority other than the moral authority of the Constitution. It shows that the principle of neutrality implies a measure of independence both from the partisan interests of the government of the day and the exogenous agenda that prompts certain social groups to cow others down to humiliating vulnerability.
- Provides professionalism and permanence as opposed to reluctance to change. It assures the public that their current aspirations will be faithfully served by the Government.
- Decisions based on merits and facts lead to an impartial decision making. This would ensure efficient use of resources and enhance the transparency in public domain.
- If bureaucracy won't be neutral then it cannot lend its whole-hearted support to the existing political system, and to the economic and political system if any radical changes are introduced.
- The direct role of civil servant during a crisis situation enables him with the opportunity to take neutral stance. For example, Shivdeep Lande IPS, who played a critical role in drastically reducing crime rate and illegal practices in Patna, when he was transferred, people protested by organizing candle light rallies. This was due to his neutrality on account of his good work.

Neutrality hampering the larger public interest:

- To maintain 'neutrality', officer may become indifferent to social policies in changing regimes. Inertia and status quo will creep in his work. This imparts a lack of flexibility and can often lead to inefficiency.
- Indira Gandhi and others have lamented that Indian bureaucracy is not 'committed' enough for the social-welfare ideology, they're living in their own ivory towers and aiming only towards 'careerism.'

- In USA, every president brings his own executive team. They don't have to play 'neutral' card. They've had managerial skills, and faithfully implement policies of the president.
- Actions are dictated by cognitive neutral mindset. Civil servant sometimes needs steps outside of those rules or laws to carve out a innovative solution. Being Neutral often find themselves facing consequences, such as job termination or even imprisonment. Hampers the out of box thinking which many times benefits public interest.
- A bureaucracy encourages praise because of the way a task is fulfilled instead of the quality of the fulfilment. Neutrality keeps morale low because the goals of the individual become a higher priority than the goals of the bureaucratic structure for public interest.
- A neutrality stresses a mechanical way of doing things. Organisational rules and regulations are given priority over public needs and emotions.
- Bureaucratic neutrality limits the world view creates the narrow and partial scope of dealing the situation. It limits an administrator's pursuit of a holistic and balanced understanding of events, issues and ideas.
- Decision-making in bureaucracy is based on a certain set of rules and regulations on the idea of being the neutral. This rigidity often leads to opting for programmed decisions while newer avenues are not explored. The process of getting work done in such bureaucratic system gets cumbersome for larger public interest.

Conclusion

One way to cultivate the value of a balanced worldview and neutrality in civil servants is exposure to diverse perspectives and a wide range of information and opinions on various issues of national and international discourse. So that civil servant can perform there duty for larger public interest.

3. Are rules and regulations adequate to correctly guide a civil servant to come over ethical dilemmas? Examine.**Approach**

Candidate is expected to define ethical dilemma. With the help of some examples guiding principles in dilemma can be stated.

Introduction

Ethical dilemma is a complex decision making situation in which all the available options are in conflict, making it difficult for the decision maker to follow any one course of action in the given situation. Ethical dilemmas largely emerge in situations where conscience of an individual comes into the conflict with the stated rule or norm.

Body

What are the instances of ethical dilemmas?

- Ethical dilemmas arise when they have to choose between competing considerations of ethical values and rules, in order to determine the right thing to do.
- Personal Cost Ethical Dilemmas arises from situations in which compliance with ethical conduct results in a significant personal cost to the decision maker in a difficult situation.
- Right-versus-Right Ethical Dilemmas, arises from situations of two or more conflicting sets of ethical values.
- Ethical dilemmas also arise in the following situation for an individual, When his professional directives are in contrast with his own personal values.
- Working towards the best interest of the community versus being responsive to the government.
- In his desire to hold onto a job versus the professional ethics. It also occurs when recognition is conflicted. It arises in an individual when he tries to establish a human connection that tilts view of his professional identity, duty, and objectivity.
- For a public servant attempting to function as a professional, the demands of law, his duty, fairness, due process, provides a productive ground in which ethical dilemmas arises. Whistle blowers face this problem because their disclosure may institute a crime when the on-going misconduct is severe.
- Examples of ethical dilemma- Dilemma in adopting a deontology and teleology: This would arise when a public servant is unsure to prefer whether the end of the action is important or means adopted. For eg: You as a public servant has been given a responsibility to approve a project to build a dam which would provide irrigation water to lakhs of acres. However such approval could displace thousands of tribes.

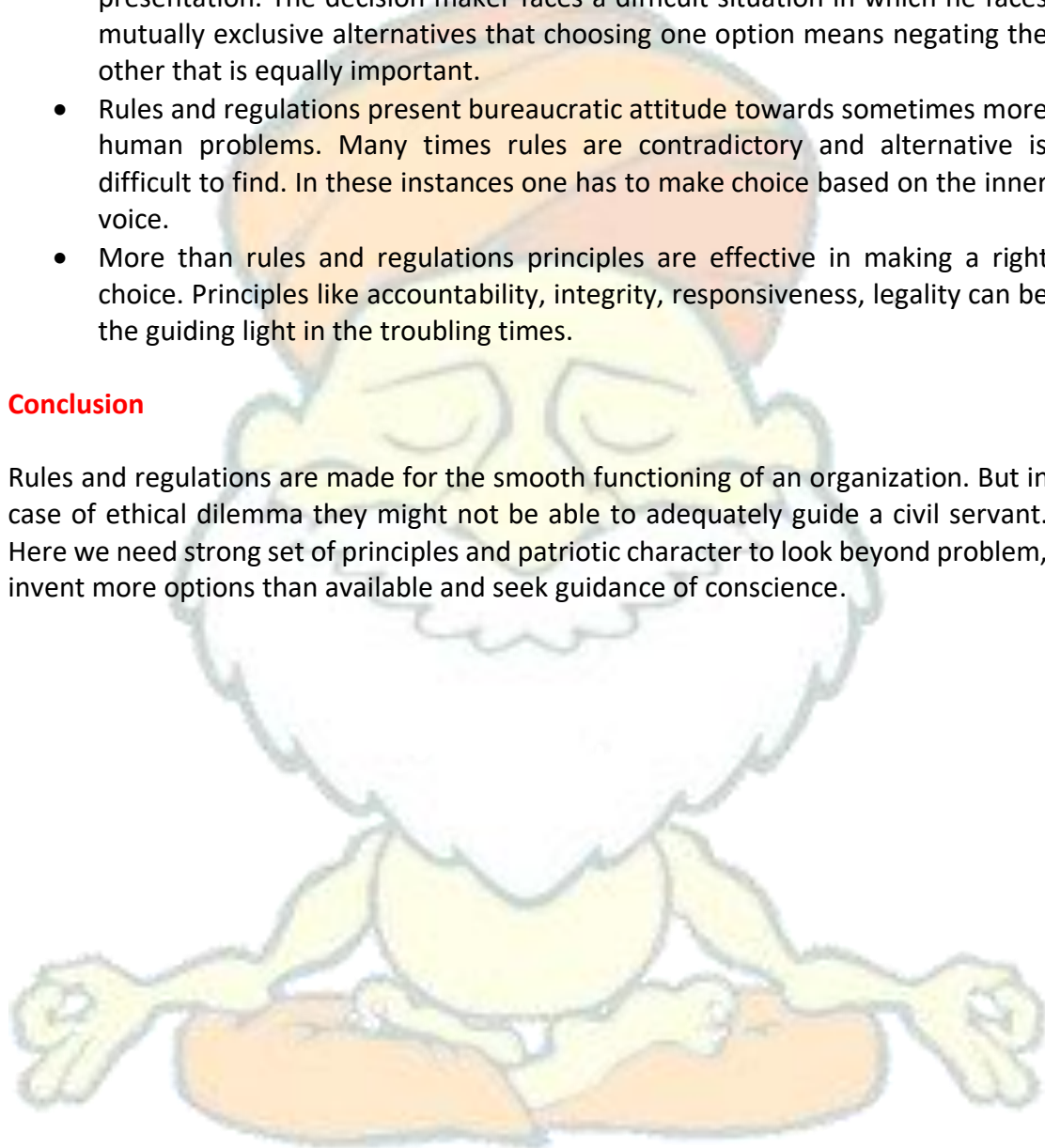
- Dilemma between law and conscience: Law and conscience may not always be in congruence. Eg: Until recently Section 377 criminalised homosexuality but you as a public servant believe that homosexuality should be legalised.

What is the way forward?

- An ethical dilemma is more complex and demanding than a problem of what it appears to be. These dilemmas cannot be solved based on its initial status of presentation. The decision maker faces a difficult situation in which he faces mutually exclusive alternatives that choosing one option means negating the other that is equally important.
- Rules and regulations present bureaucratic attitude towards sometimes more human problems. Many times rules are contradictory and alternative is difficult to find. In these instances one has to make choice based on the inner voice.
- More than rules and regulations principles are effective in making a right choice. Principles like accountability, integrity, responsiveness, legality can be the guiding light in the troubling times.

Conclusion

Rules and regulations are made for the smooth functioning of an organization. But in case of ethical dilemma they might not be able to adequately guide a civil servant. Here we need strong set of principles and patriotic character to look beyond problem, invent more options than available and seek guidance of conscience.



4. Why should the constitution be the first allegiance and source of guidance for a civil servant? Discuss.

Approach

Since the question is asking you to discuss it necessitates a debate where reasoning is backed up with evidence to make a case for it.

Introduction

Civil Servants are considered as the back bone of the administration. In order to ensure the progress of the country it is essential to strengthen the administration by protecting civil servants from political and personal influence. So provisions have been included in the Constitution of India to protect the interest of civil servants along with the protection of national security and public interest. Part XIV of the Constitution of India deals with services under The Union and The State. Article 309 empowers the Parliament and the state legislature regulate the recruitment, and conditions of service of persons appointed, to public services and posts in connection with the affairs of the Union or of any State respectively.

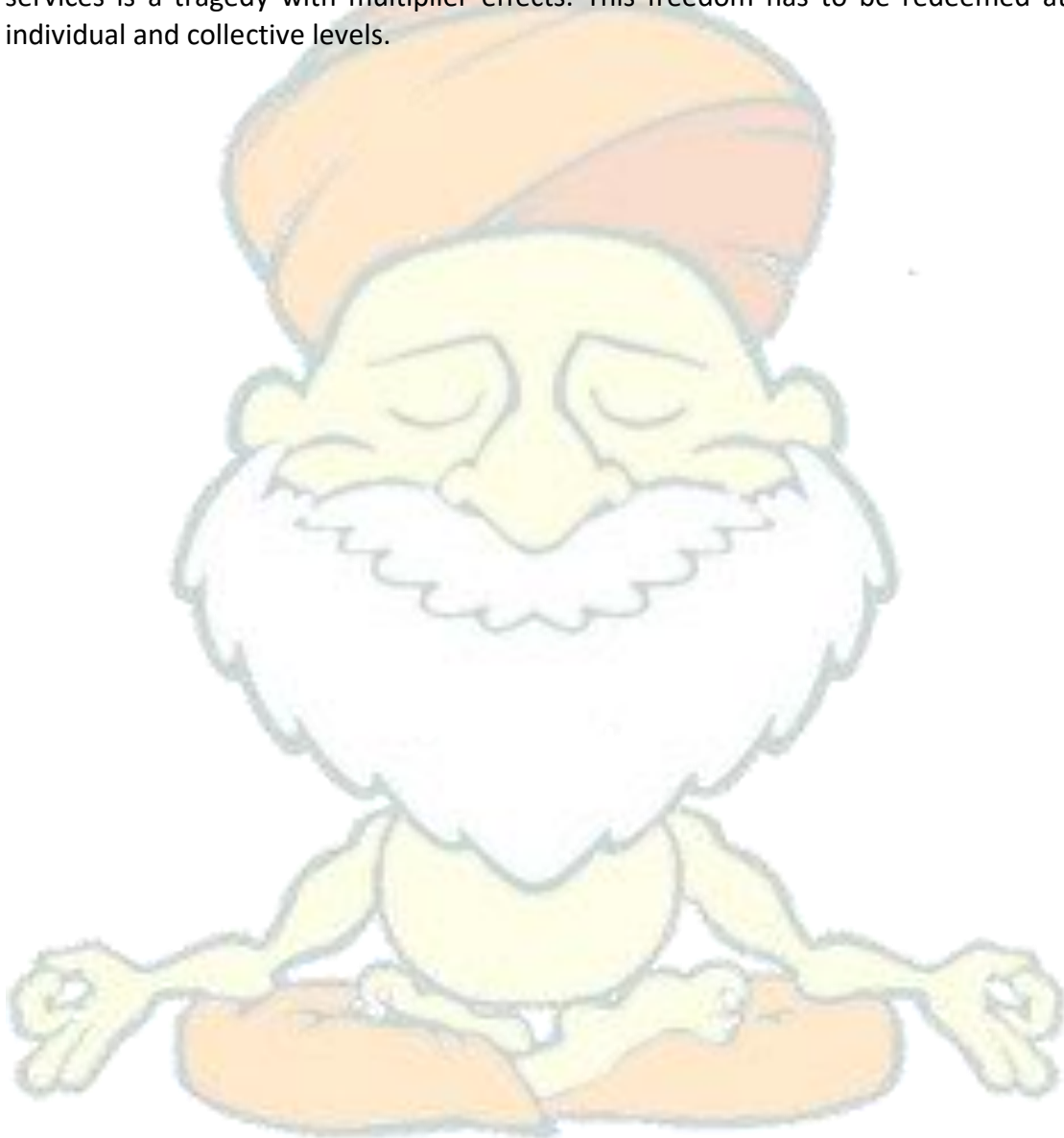
Body

The Indian constitution should be the first allegiance and source of guidance for a civil servants due to the following reasons:

- Article 309- Subject to the provisions of this Constitution, Acts of the appropriate Legislature may regulate the recruitment, and conditions of service of persons appointed, to public services and posts in connection with the affairs of the Union or of any State.
- Article 310(1) also known as doctrine of pleasure it means a servant holds office during the pleasure of the President/ Governor and he can be dismissed from the service of at the President/ governor pleasure.
- Article 311 puts certain restriction on the absolute power of the President or Governor for Dismissal, removal or reduction in rank of an officer.
- The above discussed articles provide protection and powers to the civil servant along with caution as well hence it's certainly the constitution that should act as the ultimate source of guidance for a civil servants.
- A young person joining the Civil Service has to necessarily take an oath at the Lal Bahadur Shastri National Academy of Administration that he/she shall always uphold the Constitution, and abide by it in discharging official duties.
- Civil servants are duty-bound to truthfully implement the policies and programmes of elected governments, and work under the political executive. But bureaucracy is neither designed nor expected to behave as bouncers of the ruling party. So constitution can act as a guide.

Conclusion

The Civil Services holds the most prominent place in the progress of the country. A Country's efficiency, democratic value and development widely is adjudged and determined by the Administrative Team and Civil Machinery of that Nation. Hence the constitution be the first allegiance and source of guidance for a civil servant. Beyond the pulls and pressures of political exigencies, civil servants have to constantly ensure that their actions are aligned with Constitutional values. The sense of helplessness at the steady loss of freedom in decision-making that is enveloping the higher civil services is a tragedy with multiplier effects. This freedom has to be redeemed at individual and collective levels.



5. What do you understand by conscience? How does it help in decision making? Explain.

Approach:

This question has two parts, students are expected to explain each part equally through use of appropriate examples.

Introduction:

Gandhi Ji famously said, “There is a higher court than courts of justice and that is the court of conscience. It supersedes all other courts.” Conscience is the voice in our head, and the feeling in your heart, that tells us if something is right or wrong. It is the voice of the inner-self which says “yes” or “no” when we are involved in a moral struggle. It is an internal monitor.

Body:

- Conscience is a faculty of the mind that motivates us to act morally—or at least according to our most deeply held values. Conscience is knowledge of ourselves, or awareness of moral principles we have committed to, or assessment of ourselves or motivation to act that comes from within us (as opposed to external impositions).
- Greek and Roman thought emphasized reason and knowledge in making moral decisions, a tradition beginning with Aristotle’s ideas about the development of virtuous character and wisdom through reason and practice.
- St. Bonaventure and St. Aquinas wrote of synderesis (a divine spark of moral knowledge) which could only come to mind if it had been cultivated by reason and contemplation to overcome the distortions and corruption of social conditioning.
- John Locke wrote about how a moral conscience might oppose the laws of the state, and Thomas Hobbes insisted that opinions based on conscience could easily be wrong or in contradiction to other people’s consciences. So, these and other philosophers also advocated for a ‘critical conscience’—and some skepticism about the dictates of conscience in general.
- Conscience is the intrinsic intuitive capacity to discriminate between right and wrong. “Inner Voice” is important especially in democracy as it has various participants such as citizens, NGOs, corporates to be administered by the politicians who are elected by them only. But at an indel, every person has a conscience which assists them in taking important decisions. Thus it can act as a strong tool to evade away the individual self-centered thinking

Conscience and decision making-

- A human being always comes across ethical dilemmas in the decision making the process. Voice of Conscience acts as the guide for taking correct decisions when we have to choose between competing sets of principles in a given, usually undesirable or perplexing, situation. Example: Helping accident victim

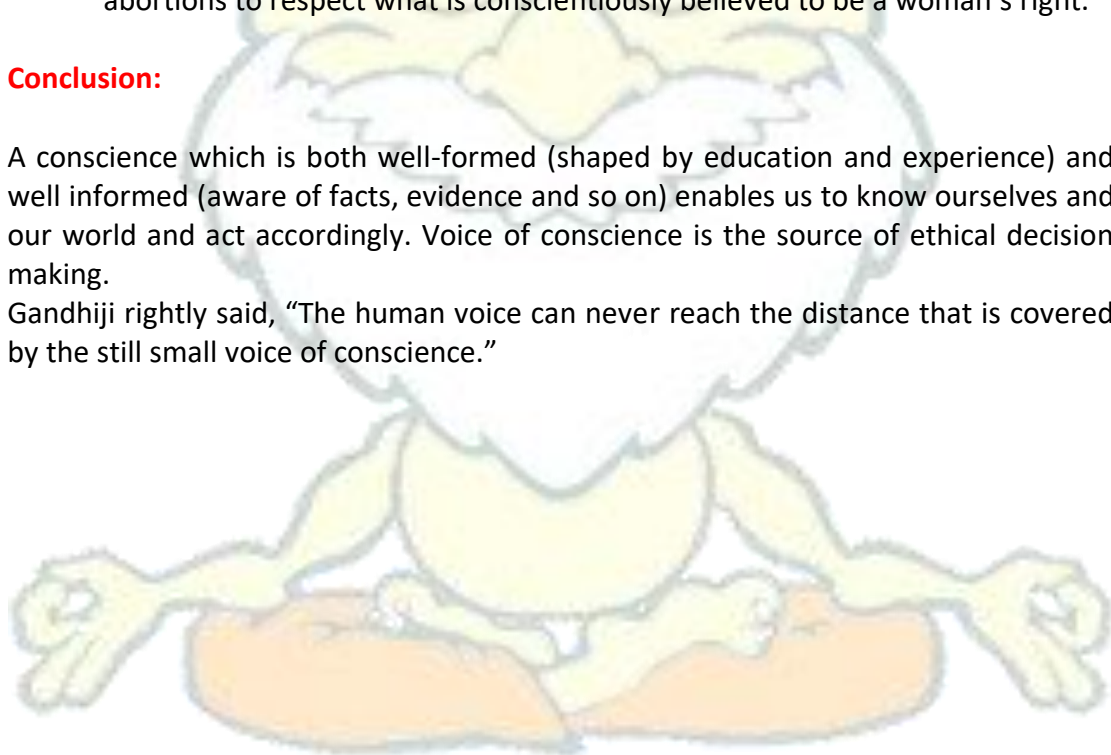
on your way to an interview. The voice of conscience of an individual helps in analysing the situation from different perspectives and help in taking the right decision. Voice of Conscience is a person's moral compass of right and wrong as well as the consciousness of one's actions. Expressions such as 'gut feeling' and 'guilt' are often applied in conjunction with a conscience.

- The voice of conscience might suggest different principles and different behaviours to different situations. But it for a moment help individual from not doing wrong based on universal values.
- It is an arguable topic whether or not the conscience is the most reliable form of decision making or not. The concept of conscience may not bear any connection with any particular substantial moral view. The good ethical decision and conscience are not always in sync; it depends on the situation, stakeholders and perceiving the issue. For Example, A youth may go for suicide bombing, gun violence, riots or Lynching at the name of cow, considering it to be right as per his radicalized teachings.
- The voice of conscience might suggest different principles and different behaviours to different people. For example, while some health practitioners raise "conscientious" objection to abortion and refuse to provide the service, someone's conscience might demand the exact opposite, i.e., to perform abortions to respect what is conscientiously believed to be a woman's right.

Conclusion:

A conscience which is both well-formed (shaped by education and experience) and well informed (aware of facts, evidence and so on) enables us to know ourselves and our world and act accordingly. Voice of conscience is the source of ethical decision making.

Gandhiji rightly said, "The human voice can never reach the distance that is covered by the still small voice of conscience."



6. Do you think accountability leads to ethical governance? Critically comment.**Approach:**

The directive in this question is critically comment, students are expected to express their views about how accountability leads to ethical governance also it is important to substantiate points with appropriate examples.

Introduction:

Ethics is grounded in the notion of responsibility and accountability. In democracy, every holder of public office is accountable ultimately to the people. Ethics provides the basis for the creation of such laws and rules. Our legal system emanates from a shared vision of what is good and just which forms the basis of ethical governance in India. Ethical governance denotes administrative measures, procedures and policies that fulfill criteria required for the ethically good or acceptable handling of public affairs, such as in public administration, public health care, education, and social security.

Body:

Answerability is elucidated as the obligation of the government, its agencies and public officials to provide information about their decisions and actions and to justify them to the public and those institutions of accountability tasked with providing oversight.

- It can be contended that accountability is the fundamental requirement for preventing the abuse of power and for ensuring that power is directed towards the achievement of efficiency, effectiveness, responsiveness and transparency. Open, transparent and accountable government is an imperative prerequisite for community-oriented public service delivery because without it covert unethical behaviour will result. In theoretical studies, it has been represented that accountability is the process whereby public sector organisations, and the individuals within them, are responsible for their decisions and actions and submit themselves to appropriate external scrutiny.
- The accountability to the citizens is a fundamental principle of democratic governance. It is not limited to accountability to seniors in hierarchy only as part of chain of command but also the stakeholders including citizens and civil society.
- Accountability as an answerability component to justify the action and an enforcement component that is to take action in cases where an act of omission or commission is established.
- The Right to Information Act, 2005 has introduced a huge element of transparency in the decision-making in the government as well as access to information thus introducing ethics in the governance process as well.
- Various measures to ensure accountability bring in ethical governance with display of values like Equality, Dignity, Honesty, Fairness and Compassion.

- Mechanisms like social audit in MGNREGA, Gram sabha involve people in decision making process. This ensures accountability as well as equality principle as decision making is not left in the hands of few people.
- DPSP's are fundamental in the governance of the country. They ensure vulnerable and marginalized are not left out. Law makers with responsibility to ensure socio-economic democracy come out with legislations and affirmative action leading to inclusive society. Ex: Rights of persons with disability Act 2016, Maternity Benefit Act, NSAP.
- Legislative means like RTI, PCA make administrative system transparent and minimize corruption in the system.
- System of checks and balance makes sure there is no concentration of power and each organ accountable for their actions. Thus, governance is carried in the interests of people. Ex: Judiciary through Review power(A-32) strikes down laws which are inconsistent with constitutional values

However accountability does not always lead to Ethical governance in case of demonetization it tried to ensure accountability in terms of making unaccounted money useless and helping India to become cashless economy but the process was questionable in terms of its ethicality because of the problems people faced all over the country. Also it is important to mention that accountability is only an aspect of the overall governance mechanism recently enacted citizenship amendment act has tried to brought in accountability in terms of granting citizenship to the persecuted minorities of the neighbouring countries barring few this act is seen as unethical in terms of its discriminating nature against certain religious groups.

Conclusion:

No doubt, measures to ensure accountability would bring in ethical governance. However, ethical governance remains a utopian idea due to frailty human nature, Also ethics are often highly personal. Nor can Ethical Management be instilled in an organization or corporation overnight. Ethical Governance requires habit, and it requires proper regulations. Education and communication must be further enhanced, Ethical issues must find and gain support in the work place and also in the society, and finally there must be proper motivation and recognitions given for those wishing to follow Morals.

7. Is it possible to inculcate values in public servants through training? Discuss.

Approach

The candidate needs to elaborate upon values required for public servants initially and then discuss whether these values can be inculcated in public servants through training.

Introduction

Values, be it ethical or moral, form the core of the governance and without them or with even one of them being compromised, the very essence of the public service fails and what prevails is the corruption, anarchy and discretion, which is not acceptable and not good for the democratic society.

Body

Values necessary for public servants can be seen from the points below –

- **Integrity:** The quality of being honest and having strong moral principles. A person of integrity shows steadfast adherence to a strict moral or ethical code.
- **Perseverance:** Perseverance corresponds to persistence in doing something despite difficulty or delay in achieving success.
- **Commitment:** The state or quality of being dedicated to a cause, activity, etc.
- **Courage of conviction:** The state or quality of mind or spirit that enables one to face danger or fear with self-possession, confidence and resolution.

Here, we can observe that some values in public servants can be inculcated through training, while some are innate to a person. However, we can't deny the role played by the specialised training to develop these values –

- Ethics training is a useful tool for strengthening ethics and preventing corruption in public administration if applied together with other tools as part of a comprehensive anti-corruption and pro-integrity policy.
- For instance, as we know about The Lal Bahadur Shastri National Academy of Administration, which is a research and training institute on public policy and public administration in India has a specialised training curriculum which strives to train the all India service officers.
- Values of public services such as helping the marginalised and vulnerable section of people while abiding to the law is one such example.

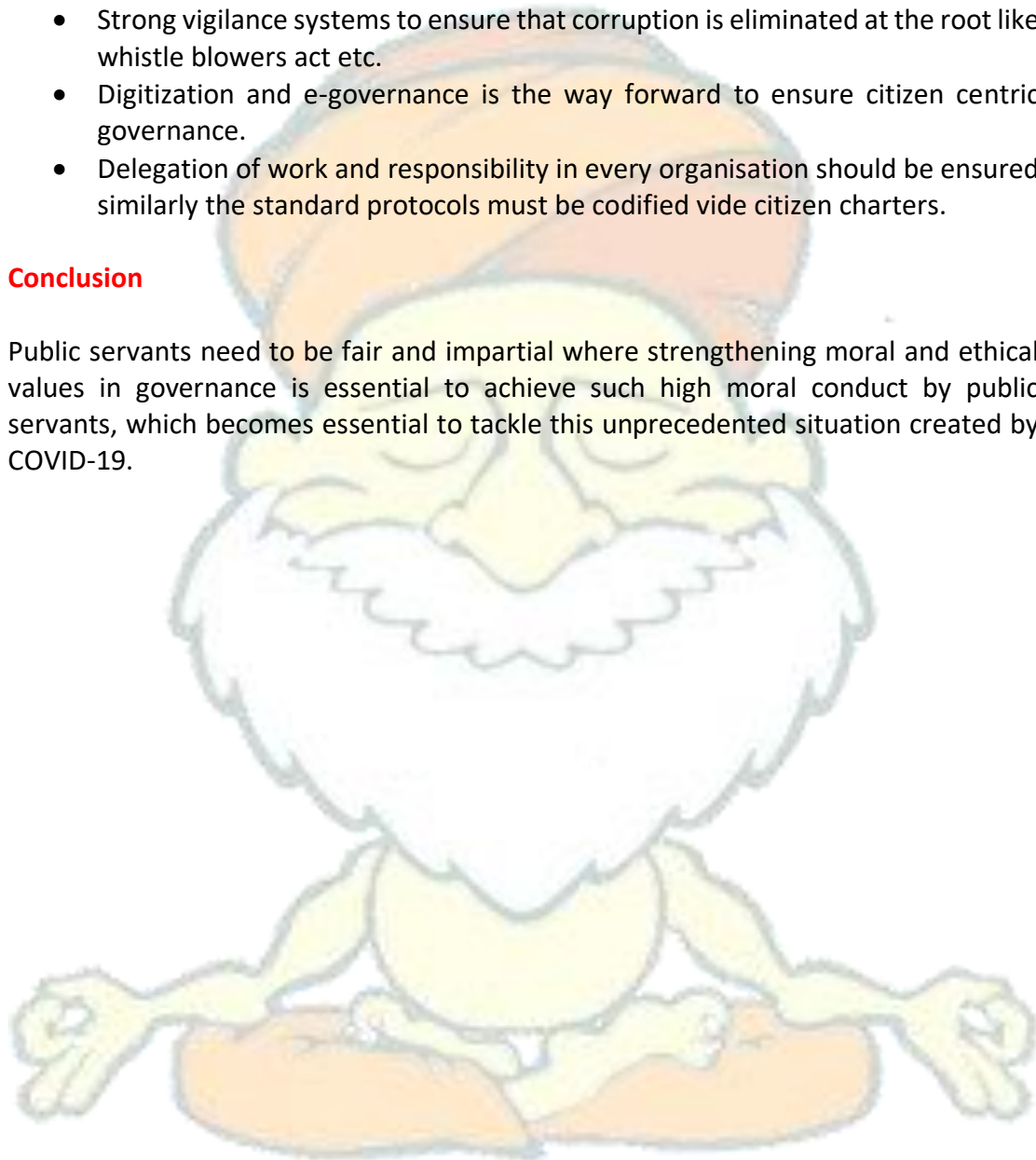
Further, values training alone cannot produce sustainable results, especially in countries with high levels of corruption. Ethics training produces observable results only in the long-term. For example, Political support and "leadership from above", Political support for ethics training should be demonstrated not only through declarations but also through the practical actions of the leadership.

Ways to inculcate values in public servants: The Second Administrative reforms commission has suggested the following methods –

- Values such as selflessness, honesty, integrity and objectivity if inculcated at early age through education will lead to Ethical leadership in the future.
- Codification of ethics will ensure the minimum standards that public servants must follow.
- Strong vigilance systems to ensure that corruption is eliminated at the root like whistle blowers act etc.
- Digitization and e-governance is the way forward to ensure citizen centric governance.
- Delegation of work and responsibility in every organisation should be ensured similarly the standard protocols must be codified vide citizen charters.

Conclusion

Public servants need to be fair and impartial where strengthening moral and ethical values in governance is essential to achieve such high moral conduct by public servants, which becomes essential to tackle this unprecedented situation created by COVID-19.



8. Should global powers intervene into the internal matters of countries on humanitarian grounds? Substantiate your views.

Approach

Candidates are expected to first to write about humanitarian intervention. Then try to explain with viewpoint towards situations where global powers intervene into internal matters of any countries on humanitarian grounds.

Introduction

Humanitarian intervention has been defined as a state's use of military and non-military intervention such as humanitarian aid and sanctions against another state, with publicly stating its goal is to end human rights violations in that state. But unfortunately in most of the cases there is some hidden motive rather than securing human right violations.

Body

Global powers Intervention on humanitarian grounds:

- The justification for humanitarian intervention by big powers rests first and foremost with the argument that there is a moral duty to protect civilians from human rights abuses. That moral duty is derived from natural law, be it determined through religion or political philosophy to attract votes.
- The right to life is an important concept of natural law, and it provides the foundation of the justification for humanitarian intervention, because the right to life is a universally accepted norm.
- There is an obligation to intervene when the abuses of human rights by a state or sub-state actor become genocidal in nature because mass murder is an unconscionable violation of one of human civilization's oldest and most deeply held norms, the sanctity of life.
- The international community thus has an obligation and a right to intervene in the event of genocide and other type of violence, because the large-scale extermination of life offends universally accepted rights.
- Humanitarian intervention using armed force, in some cases, may be the only way to prevent mass killing, and it can have a positive outcome.
- The intervention has played a decisive role in fostering a more robust international system, with its multiple deployments helping to redefine ideals of universal rights and duties.
- The success of an intervention should primarily be determined by whether it has saved lives; however, this cannot be separated from whether it enables long term stability to prevent future conflict and loss of life.

Unfortunately many time it has negative impact:

- The use of armed force to protect human rights, however, carries with it the risks of civilian and military casualties and exacerbating the violence, and it rarely provides a long-term solution to causes of conflict. Also it marginalise the notion of sovereignty.
- The freedom of states to independently shape their internal order and external relations. Sovereignty, which is both historically and currently at the heart of

the international legal order and functions as the source for both the ban on the use of force and the prohibition of intervention.

- For example Australia led force in East Timor and India led force in the Sri Lanka both have different result. NATO's intervention in Kosovo in 1999 exemplifies many of disadvantages including the risks of causing civilian casualties, exacerbating ethnic tensions and increasing violence.
- Humanitarian intervention can also have the disadvantage of hindering the efforts of humanitarian aid workers and NGOs. For example in Yemen food crisis.
- Humanitarian intervention by global powers further politicises their work in the eyes of local people by associating it with foreign troops, and NGOs can become targets, which endangers their lives.
- Often interveners are too focused on securing a short-term end to the conflict rather than providing long-term reconstruction to prevent future violence.
- When nations send their military forces into other nations' territory, it is rarely if ever for "humanitarian" purposes. They are typically pursuing their narrow national interest grabbing territory, gaining geo-strategic advantage, or seizing control of precious natural resources.
- Leaders hope to win public support by describing such actions in terms of high moral purposes bringing peace, justice, democracy and civilization to the affected area. In the era of colonialism, European governments all cynically insisted that they acted to promote such higher commitments the "white man's burden," "la mission civilisatrice," and so on and so forth.

Conclusion

Be it solidarity and geostrategy, humanism and realpolitik, humanitarian intervention always involves two sides of the same coin that can either lead to salvation or abuse also often both. However, the international community should be working towards the establishment of a standing UN army for the purpose of humanitarian intervention to enforce the international law.

9. Religious conversions through charity is highly unethical. Do you agree? Substantiate your views.

Approach- Candidate is expected to define conversion and with the help of some examples answer can be approached. Way forward can be given by stating constitutional morality to guide our actions.

Introduction

Conversion has always been a topic that arouses, if not inflames our human emotions. After all, the missionary is trying to persuade a person to change his religious belief which concerns the ultimate issues of life and death, the very meaning of our existence.

Body

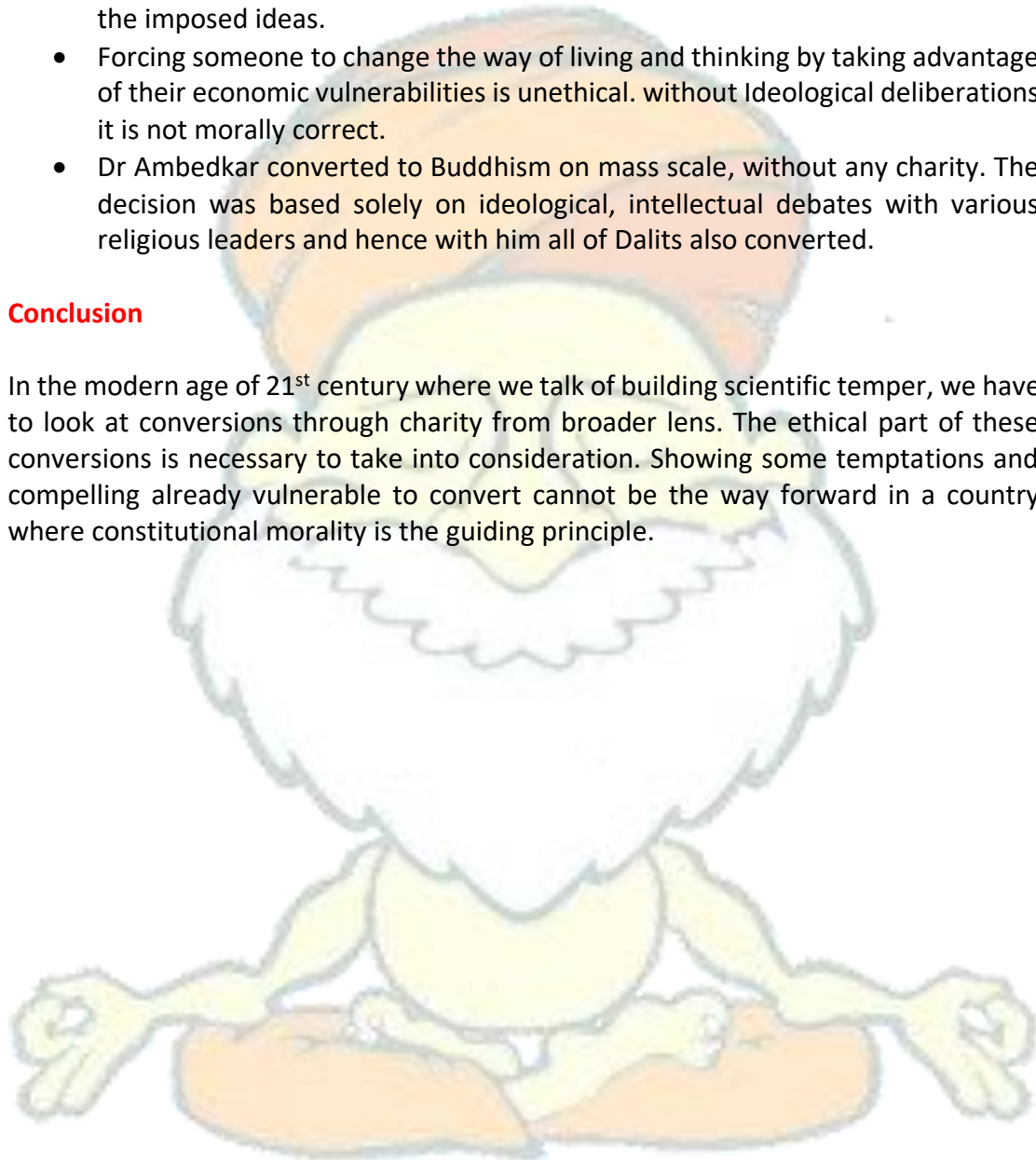
Ethics of religious conversions

- What is conversion in this context?- we have to discriminate between conversion or change of beliefs that happens in free human interchange in open discussion as opposed to organized conversion efforts that employ financial, media or even armed persuasion.
- What conversion through charity implies?- the missionary is usually denigrating the person's current belief, which may represent a strong personal commitment or a long family or cultural tradition, calling it inferior, wrong, sinful or even perverse.
- Such statements are hardly polite or courteous and are often insulting and derogatory. The missionary with charity in hand is not coming with an open mind for sincere discussion and give and take dialogue, but already has mind made up and is seeking to impose opinion on others, often even before he knows what they actually believe or do.
- There should be open and friendly discussion and debate about religion just as there is about science. But when one religion creates an agenda of conversion and mobilizes massive resources to that end, targeting unsuspecting, poor or disorganized groups, it is no longer a free discussion. If conversion is happening with the lure of charity it is a kind of ideological assault.
- Organized conversion efforts are quite another matter than the common dialogue and interchange between members of different religious communities in daily life, or even than organized discussions in forums or academic settings. Organized conversion activity is like a trained army of ideological warriors. This missionary army often goes into communities where there is little organized resistance to it, or which may not even be aware of its power or its motives.
- The missionary business remains one of the largest in the world and has enormous funding on many levels. It is like several multinational corporations with the different groups involved. There are full-time staffs and organizations allocating money, creating media hype, plotting strategies and seeking new ways to promote conversion.
- Constitution of India under article 25 gives fundamental right to freely profess, practise and propagate religion, subject to public order, morality and health.

- Religious faith is part of the fundamental right to privacy and supreme court has upheld the inviolability of the right to privacy equating it with right to life of dignity and liberty.
- As said in constitution right to propagate religion is subject to morality and public order. Conversions through charity takes advantage of communities which are underprivileged and marginalised. Taking advantage of their ignorance and ignoring their traditional practices they are compelled to accept the imposed ideas.
- Forcing someone to change the way of living and thinking by taking advantage of their economic vulnerabilities is unethical. without Ideological deliberations it is not morally correct.
- Dr Ambedkar converted to Buddhism on mass scale, without any charity. The decision was based solely on ideological, intellectual debates with various religious leaders and hence with him all of Dalits also converted.

Conclusion

In the modern age of 21st century where we talk of building scientific temper, we have to look at conversions through charity from broader lens. The ethical part of these conversions is necessary to take into consideration. Showing some temptations and compelling already vulnerable to convert cannot be the way forward in a country where constitutional morality is the guiding principle.



10. What are the emerging issues in corporate governance during the COVID-19 pandemic? Discuss.

Approach:

Discuss necessitates a debate where reasoning is backed up with evidence to make a case for and against an argument and finally arriving at a conclusion. So discuss emerging issues in corporate governance during the COVID-19 pandemic.

Introduction:

Since the onset of Covid-19, corporate boards have faced a string of difficult decisions. Take as an example the question of dividend payments: Ordinarily, the decision would be a relatively straightforward matter of applying a stated dividend policy, following past practice, or choosing an amount based on shareholder expectations and the company's earnings for the period. But this year, with Covid-19 decimating the economy and looming uncertainty about the depth and duration of the crisis, the decision became a complex matter of weighing and balancing multiple factors — at least for companies flush enough to consider it at all.

Body:**The emerging issues in corporate governance during the COVID-19 pandemic:**

- The new environment is characterized by an increasingly complex set of pressures and demands from various stakeholder groups, heightened. These factors are complicating board decision-making and challenging the shareholder-centric model of governance that has guided boards and business leaders for the past several decades.
- The pandemic has brought home the tight connection between business and society, and underscored the threat posed by risks stemming from large-scale societal problems that proponents of the shareholder model have traditionally regarded as outside the purview of business. The pandemic has shown that, theory aside, companies cannot so easily disconnect themselves from society-at-large.
- In the face of Covid-19, some companies struggled because their customers disappeared. Others saw their workforce reduced to a skeleton crew of essential employees. Still others grappled with supply chain disruptions, unsustainable debt, or insufficient capital to fund their operations.
- In the wake of Covid-19, boards will likely face increased pressure to incorporate stakeholder perspectives and voices, especially those of employees, into their oversight and decision processes. They will also be challenged to show that the company is performing well for all its stakeholders. External pressure aside, boards that have learned from Covid-19 will want to do this for their own purposes.
- The pandemic has laid bare glaring disparities in pay across society and within companies.
- It also has brought to the surface several problems with the shareholder model's traditional pay-for-performance paradigm, most notably its indifference to issues of equity (in the sense of fairness, including across

gender and race) and to externalities such as impacts on third parties and the environment.

Conclusion

Whether Covid-19 is truly an inflection point for corporate governance is yet to be seen, but there is no doubt that the pandemic has challenged core premises of the agency-based model of governance in ways that have important implications for boards. In the flurry of Covid-inspired activity, it is important that boards not lose sight of their central functions as governing bodies of the companies they serve.



11. How does probity lead to good governance? Illustrate.

Approach:

Since the question is asking you to illustrate it mean you have to 'explain' whereby you are asked to show the workings of something, making use of definite examples and statistics if appropriate to add weight to your explanation.

Introduction

Probity is a high standard of correct moral behaviour. It literally means a complete and confirmed integrity; having strong moral principles. It is the presence of procedural integrity with high standards of ethical behaviour. It is vital for executing the governance system and socio-economic development. It lead to good governance by adhering to ethical and moral values like honesty, Integrity, rectitude, uprightness etc.

Body

PROBITY LED TO GOOD GOVERNANCE IN THE FOLLOWING WAYS:

- Probity is usually regarded as being incorruptible. It preserves public confidence in government processes.
- Probity is a crucial feature of governance which endows government to act ethically and perform its duty as per the norms only.
- It is significant for the government to follow the rules and regulations as well as adopt policies of impartiality, to gain confidence from the public.
- When government becomes its system streamline as well as transparent, then the public and government employees concerned to it follow the same criterion. Hence, no corruption, fraud, and irresponsibility will happen.
- Probity goes further than the avoidance of being dishonest because it is determined by intangibles like personal and societal values.
- It ensures accountability in governance and integrity in public services
- It includes sharing information to the public by putting information in the public domain thus bringing in good governance.
- The dictionary meaning of probity refers to integrity, trust, character, justice, honesty, rectitude and uprightness.
- it helps build up the legitimacy of the system, i.e., the state. It builds trusts in the institutions of the state and a belief that the actions of the state will be for welfare of the beneficiaries.
- It helps in checking the abuse and misuse of power by various organs of government such as magistracy, police and all other providers of public service

Conclusion

Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development. An important requisite for ensuring probity in governance is absence of corruption. The other requirements are effective laws, rules and regulations governing every aspect of public life and, more important, an effective and fair implementation of those laws,

etc. Indeed, a proper, fair and effective enforcement of law and probity is a facet of good governance.



12. What are the foundational principles of an efficient and ethical public service? Explain with the help of suitable examples.

Approach- Question is straight forward, candidate can explain the principles necessary for public service and then with the help of suitable examples and quotes, answer can be concluded.

Introduction

Principles which guide the judgement and help civil servant take decision in public life. These are essential to work in public life. A civil service with strong service values cannot be pressurized easily. She/ He is incorruptible and dutiful. Strong value system helps in transparent functioning, equitable resource distribution, respect for diversity.

Body

Foundational principles of public service

Nolan committee was set up in Britain which enquired into the standards of public life and government functioning in Britain. It suggested 7 principles as essential for bureaucracy. 1) Honesty 2) Accountability 3) Leadership 4) Openness/Transparency 5) Objectivity 6) Integrity 7) Selflessness.

- Honesty-An act of being truthful in one's conduct and speech can be called honesty. Civil servant should provide her unbiased and rational views to political executives. She must not indulge in 'intellectual dishonesty' for personal gains like promotion of plum posting. Civil servant should not be a 'yes man'. Sardar Patel expected complete honesty from all India services.
- Accountability refers to the process as well as norms that make decision makers answerable to ones for whom decisions are taken i.e., the decision maker and the beneficiary.
- A leadership based on power-sharing and participatory decision making can be more engaging and democratic. Power-sharing not only builds trust between the leader and the community but it also effectively grooms the next line of leadership. With participatory decision making the leadership can develop and strengthen mutual respect among the diverse perspectives found in a community.
- Transparency in administration are sine qua non of participatory democracy. Government secrecy fosters disbelief of government on the part of the citizens and transparency eliminates the wall of secrecy built against the common people by those holding power.
- Objectivity-Ability to take decision based on facts and evidence and not perceptions, imagination or emotions. This is one of the most important trait for ethical and efficient public service.
- Integrity-It reflects quality of being honest and having strong moral principles. It reflects adherence to ethical code with incorruptible virtues, uprightness and honesty.

- As per Ministry of Personnel, Integrity is defined as 'Consistently behaves in an open, fair and transparent manner, honours one's commitments and works to uphold public service values.
- Selflessness-The basis of one's action or decisions is not self-interest rather public interest. Motive of duty should be driving factor and not motive of reward. Principle of Nishkama Karma must be followed. Civil servant will have to work under different governments and therefore this quality is highly important and essential to solve ethical dilemmas.

What are the essential principles in Indian context?

- Courage of Conviction- It is courage to take right action and to stand by its consequences. Civil servant should not only have courage to speak truth but also to take right action. This quality is especially tested when others are taking an easy path and one feels isolated. For example Abolition of privy purse was a bold decision by Indira Gandhi which sought to bring equality in society. It demonstrates this quality of her.
- Impartial behaviour- India is a diverse country. It is a multicultural society. There should not be any discrimination on the basis of caste, colour, creed, religion, sex etc. Law is above everyone. There should not be any bias against rich or poor.

Conclusion

Voltaire said, "with greater power comes greater responsibility". Whether it is a civil servant or public representative, both are entitled with power in their hands to execute the responsibility of public service. Principles stated above are essential for effective and ethical delivery of public services and to ensure that redistributive justice happens with the sense of fairness.

13. Should a public servant follow the philosophy of utilitarianism? Critically comment.

Approach

The candidate needs to critically comment on the aspect of a public servant following the philosophy of utilitarianism, along with proper substantiation.

Introduction

John Stuart Mill defines utilitarianism as a philosophy in ethics which means that an action is right in proportion as they tend to promote happiness; wrong as they tend to produce the reverse of happiness. Happiness is intended pleasure and absence of pain. For a civil servant, the philosophy calls for an action that bring greatest happiness to greatest number of people.

Body

Proponents like Jeremy Bentham have argued that utilitarianism ensures objectivity, quick decision making and brings welfare to maximum number of people. In this light, many consider that public servants should follow the philosophy of Utilitarianism due to the following factors –

- Following principle of greatest happiness for the greatest number of people help civil servants stick to policy implementation in true spirit as most of the policies are made based on utilitarianism principle.
- Most of the policies are done in the spirit of bringing greatest happiness to the greatest number of public. E.g. Aadhar is made mandatory in public distribution system in spite of it having error up to 1% and some may suffer due to this.
- It is right as far as upholding public order. E.g. A district collector ordering preventive arrests ahead of possible communal clashes is for the greater good though it affects negatively some of the sections of the society.
- To safeguard the security, unity and national integrity. E.g. the restrictions imposed in Jammu and Kashmir though it affects some of the fundamental rights of the citizens.
- It sets a precedent and a standard in decision making which can be used to take timely decisions. E.g. imposition of sec.144 in larger public interest.

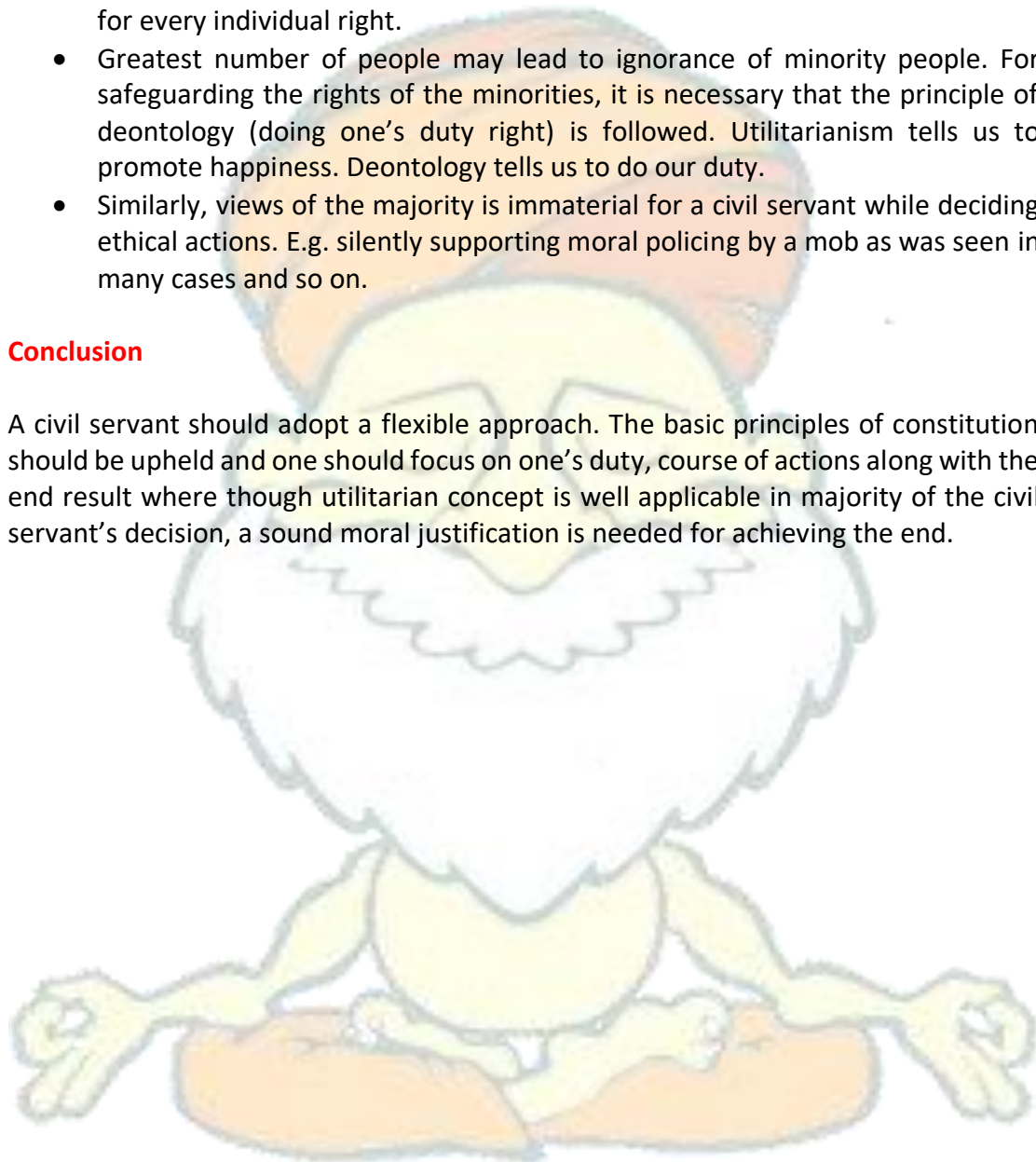
However, utilitarianism philosophy is not suitable in the action of a civil servant in every instance. A civil servant serves every section – majority and minority which might be compromised if the utilitarianism philosophy is followed in every situation.

- E.g. Bringing down of illegal shops run mostly by poor on road sides is in line with policy and also is good for maximum of people. However, keeping in mind, the livelihood needs of the poor, the demolition process should be such that enough time is provided to the poor so as to shift and if possible, be provided with an alternative.

- Further, Human rights are usually said to be inalienable and universal, and some even believe that they are absolute. A civil servant has to uphold individual rights along with welfare of the public though it goes against utilitarian concept.
- E.g. Homosexuality was a criminal offence until recently who may form a minority and considering the views of majority which is against homosexuality, it is ethical. However, for a civil servant it is not because he/she is responsible for every individual right.
- Greatest number of people may lead to ignorance of minority people. For safeguarding the rights of the minorities, it is necessary that the principle of deontology (doing one's duty right) is followed. Utilitarianism tells us to promote happiness. Deontology tells us to do our duty.
- Similarly, views of the majority is immaterial for a civil servant while deciding ethical actions. E.g. silently supporting moral policing by a mob as was seen in many cases and so on.

Conclusion

A civil servant should adopt a flexible approach. The basic principles of constitution should be upheld and one should focus on one's duty, course of actions along with the end result where though utilitarian concept is well applicable in majority of the civil servant's decision, a sound moral justification is needed for achieving the end.



14. What can be the consequence of lack of probity in institutions of governance? Analyse.

Approach:

Candidates are expected to write about the probity and then analyse the consequences of lack of probity in institutions of governance.

Introduction

Probity in governance is basic requirement for successful operation of governance and for socio-economic growth of country. It is defined as a risk management approach ensuring procedural integrity. It is concerned with procedures, processes and systems rather than outcomes.

Body

Probity in governance:

- Probity is the act of strict adherence to the highest principles and ideals (integrity, good character, honesty, decency) rather than avoiding corrupt or dishonest conduct. It balances service to the community against the self-interest of individuals.
- An important requisite for ensuring probity in governance is absence of corruption. The other requirements are effective laws, rules and regulations governing every aspect of public life and, more important, an effective and fair implementation of those laws, etc. Indeed, a proper, fair and effective enforcement of law is a facet of discipline.

There are several objectives of probity of governance that are mentioned below:

- To ensure accountability in governance;
- To maintain integrity in public services;
- To ensure compliance with processes;
- To preserve public confidence in Government processes;
- To avoid the potential for misconduct, fraud and corruption.

Consequence of lack probity in institutions of governance:

- The absence of integrity and probity in institutions is manifested in corruption which in turn increases the gap between the haves and the have nots and also helps promote counter violence by disadvantaged groups.
- Unfortunately, there is mounting documented evidence by credible organisations such as Transparency International that those in power in government institutions often tend to misuse their power for narrow partisan reasons and thereby inflict immense and at times, irreparable, damage to society and their systems. This trend necessitates the recourse to legislative and legal routes to prevent and punish such kind of dangerous trends.
- The continuing high levels of corruption and poverty plaguing many of the world's societies amount to an ongoing humanitarian disaster and cannot be tolerated. Stemming corruption requires strong oversight through Parliament, law enforcement, independent media and a vibrant civil society. When these institutions are weak corruption spirals out of control with horrendous consequences for ordinary people and for justice.

- This is wherein the general public responsibility and private interests of a Board or staff member can be in conflict due to lack of probity which results in their personal interest unreliably influencing their duties and needs.
- Further, lack of probity in the Public Distribution System (PDS) and the welfare schemes for the poor including Scheduled Castes (SCs) and Scheduled Tribes (STs) affects the public service delivery.
- It is well-known that a substantial portion of grain, sugar and kerosene oil meant for PDS goes into black-market and that hardly 16% of the funds meant for STs and SCs reach them. This leads to growth of disenchantment with the system.
- Public procurement or government procurement is an important activity for all countries. In India, estimates of public procurement vary between 20% of GDP to 30% of GDP. While the existence of a strong legislation is a necessary means to ensure probity in public procurement, legislation alone cannot address the deviations that occur at a practical and grassroot level.

Lack of probity in governance has become one of the biggest menaces to society. To inculcate probity & adherence to ethical practices among them certain strides could be taken:

- A dedicated unit to oversee violations of Code of ethics & Code of conduct by government officials be set up both at state and centre level.
- Apart from laws and policies, the government should also focus on bringing behavioural change in government employees so that they can easily empathize with the problem of masses.
- Mandatory Social Audit of all government programs, for example: Meghalaya has passed a law for social audit of government programs.

Conclusion

Probity in Governance additionally elucidates that rather than the conventional civil service values of performance, integrity and patriotism, it's vital for civil officials to adopt as well as undertake ethical and integrity values, which includes respect for human rights, morality in public life and compassion for the downtrodden and dedication to their welfare.

15. Explain the correlation between good governance and dedication to public service.

Approach- Candidate can define what is good governance and dedication to public service. With the help of suitable examples correlation between the same can be stated.

Introduction

Governance is "the process of decision-making and the process by which decisions are implemented (or not implemented)". Good governance is a way of measuring how public institutions conduct public affairs and manage public resources in a preferred way.

Body

What is dedication to public service?

- Dedication is the quality of being dedicated or committed to a task or purpose, thought or action. Dedication can also be said to be commitment with passion. It has emotion attached with it.
- 'Dedication to public service' refers to keeping public good above all and working for it even in adverse condition.
- Dedication implies a level of mastery. It is the point at which you no longer need to apply discipline because your creative work flows out of your own organic desire to do that work.
- In developing countries like India civil servants need not only perform maintenance but they also play an important role in socio economic development of the country.
- Dedication to public service involves integrating yourself with the idea of public good and public interest. Single minded relentless pursuit of public good is there. If a civil servant is dedicated his sense of duty is integrated with the responsibility which has been given to him. A dedicated person will remain motivated even if the task given to him is not exciting and unwanted.

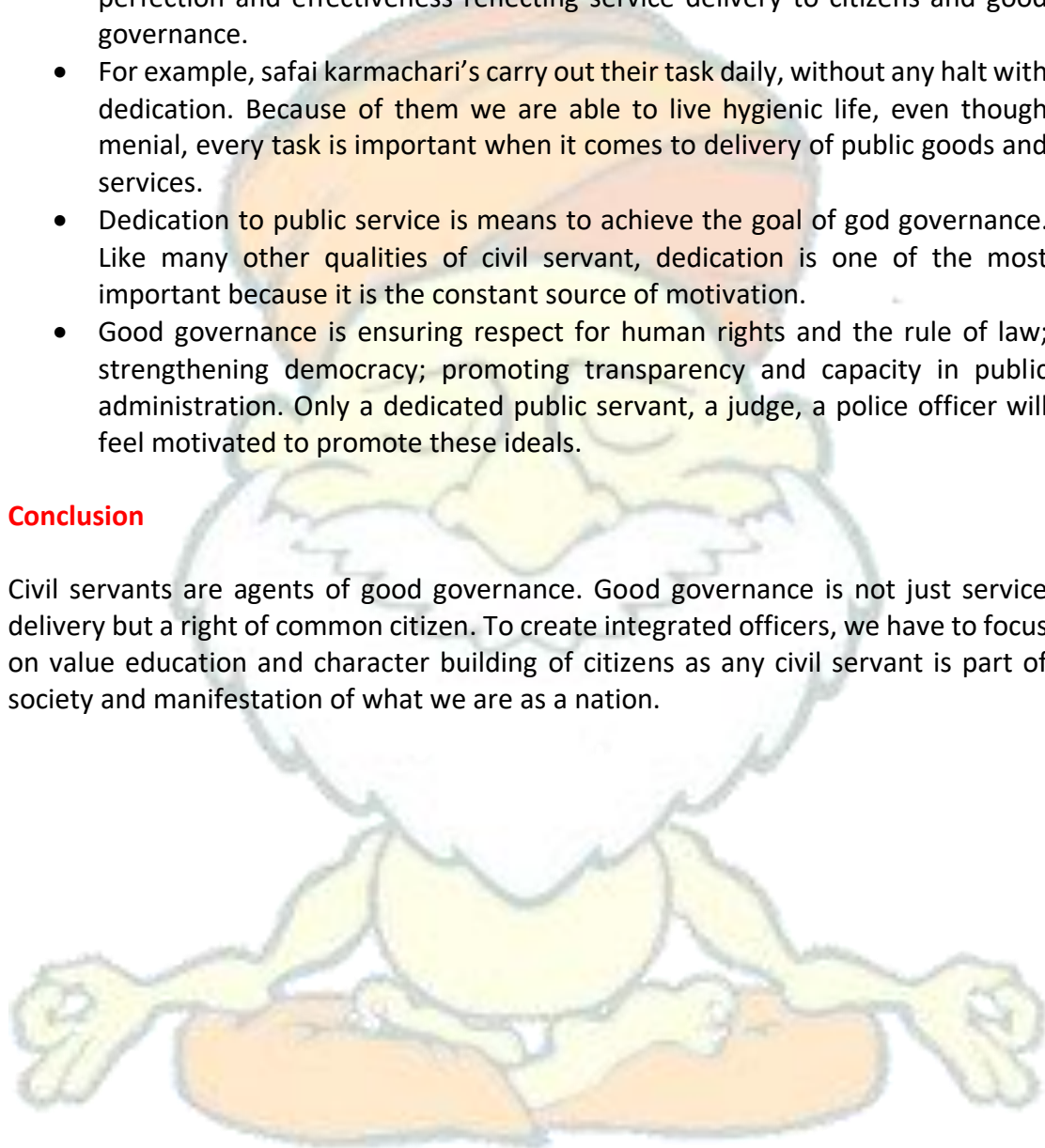
Relation between good governance and dedication to public service

- Once Dr. Sam Pitroda, said that "Biggest tragedy of our nation is that the best minds of this country are busy solving problems of the rich who in reality don't have any problem, while the poor, vulnerable and needy are left uncared for!"
- Dedication ensures that the sense of duty becomes an end in itself. It is not dependent upon the nature of assignment given to a civil servant.
- A true civil servant ensures that no policy or action is taken at the cost of the welfare of public at large. Devoted to public service is what ensures an officer to oversee a credible and efficient policy formulation and implementation.
- Since governments carry out with goals like the provision of public goods to its citizens, there is no better way to think about good governance other than through deliverables, which are precisely the one demanded by citizens, with someone dedicated to public service will effectively carry out the goals of good governance.

- Similarly, good governance might be approximated with provision of public services in an efficient manner, higher participation given to certain groups in the population like the poor and the minorities, the guarantee that citizens have the opportunity of checks and balances on the government, the establishment and enforcement of norms for the protection of the citizens and their property and the existence of independent judiciary systems.
- A person with integrity and dedication will carry out even the menial task with perfection and effectiveness reflecting service delivery to citizens and good governance.
- For example, safai karmachari's carry out their task daily, without any halt with dedication. Because of them we are able to live hygienic life, even though menial, every task is important when it comes to delivery of public goods and services.
- Dedication to public service is means to achieve the goal of good governance. Like many other qualities of civil servant, dedication is one of the most important because it is the constant source of motivation.
- Good governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration. Only a dedicated public servant, a judge, a police officer will feel motivated to promote these ideals.

Conclusion

Civil servants are agents of good governance. Good governance is not just service delivery but a right of common citizen. To create integrated officers, we have to focus on value education and character building of citizens as any civil servant is part of society and manifestation of what we are as a nation.



16. How does information sharing lead to better outcomes? Illustrate.

Approach- Candidate is expected to discuss how information sharing can lead to better outcomes. Suggestions can be given to improve the information sharing mechanism in the second half.

Introduction

Information is fundamental need of humans to perform various tasks. It has been found that the ability to seek, receive and circulate information is crucial to secure human rights. An information-driven society leads to transparency and accountability. Transparency upholds accountability and delivers information for peoples about the activities of Government.

Body

Role of information sharing

- **Fighting corruption:** By reducing the secrecy in which decisions are taken and disclosure of the information and thereby transparency increases. This helps in fighting corruption and its various evil faces.
- **Reduce Information Asymmetry:** To ensure that every citizen is able to access the credible and right information which helps in his overall development.
- **Making governments more efficient:** The responsibility of the governments increases as they have to be accountable to people about their decisions. This brings in the true essence of democracy which enables citizens to more fully participate in public life. The public trust and the credibility of the government will increase.
- **Empowerment of citizens:** Helps persons exercise their fundamental human rights and fight in case it is impinged.
- **Strengthening operations:** To strengthen institutions, modernize the public administration and address civil unrest.
- The words of Sir Francis Bacon — “Knowledge is power” — aptly bring out the essence of the importance of Information. Information sharing is the key to the Government’s goal of delivering better, more efficient public services that are coordinated around the needs of the individual.

What can be done to increase role of information sharing

- **Effective use of Media – print, electronic** to reduce the information asymmetry. Increasing the data protection standards to safeguard the privacy of individuals.
- The role of the Centre/State Government is to facilitate the Public Authorities in the implementation of the Act. This can happen through providing support to Public Authorities for training, development of software applications, e-Training modules, generating awareness amongst citizens etc.
- **Social Audit** as a tool for information sharing and transparency in rural employment programmes should be promoted.
- **E-Governance** as a tool at all levels of governance should be adopted to curb corruption, increase transparency and accountability.

- The benefits of setting up regional offices far outweigh the initial capital costs involved in setting them up. So there is a need to set up regional offices to reduce the geographical reach issues.
- Repealing of the Official Secret Act as iterated by 2nd ARC. Introducing an oath of transparency for bureaucrats and politicians.
- Formation of a strong civil society – better informed society leads to civil society which keeps checks on arbitrary power of govt.

Conclusion

Information sharing starts a two way dialogue process where government and civil society participates for better outcomes. Information dissemination improves transparency and accountability empowering marginal beneficiaries and improving quality of services.



17. Discuss the ways in which adherence to codes of ethics lead to positive behavioural changes.

Approach

Since the question is asking you to discuss hence it necessitates a debate where reasoning is backed up with evidence to make a case for and against an argument and finally arriving at a conclusion.

Introduction

A code of ethics and professional conduct outlines the ethical principles that govern decisions and behaviour at a company or organization. They give general outlines of how employees should behave, as well as specific guidance for handling issues like harassment, safety, and conflicts of interest.

Body

THE WAYS IN WHICH ADHERENCE TO CODES OF ETHICS LEAD TO POSITIVE BEHAVIOURAL CHANGES

- A code of ethics sets out an organization's ethical guidelines and best practices to follow for honesty, integrity, and professionalism.
- Overall, evidence on the impact of codes of ethics on behaviour from a rapid review was found to be consistent and broadly positive. Laboratory and field experiments reviewed showed codes can encourage people to behave with integrity.
- People who are ethical are trustworthy, have respect for others and take responsibility for their actions or their inaction. They are fair, and they care about others and the outcome for the business.
- Ethical people do the right thing, even when it isn't convenient. Making a mistake at work can cost a person a job, so it's natural for people to try to avoid responsibility when they make a work mistake. Ethical employees understand the importance of solving problems, and although it might not be easy to own up to a mistake, an ethical employee realizes that owning up to a mistake is the fastest way to resolve a situation, and to learn better skills. This becomes a trait that employers seek.
- A code of ethics is broad, giving person a general idea of what types of behaviour and decisions are acceptable and encouraged at a business or organization. A code of conduct is more focused. It defines how a person should act in specific situations.
- Code of ethics teaches a person to be respectful, considerate, inclusive, etc thus bringing positive change in his behaviour.

Conclusion

Having a code of ethics holds a different level of importance for people, but there are clear advantages to creating a personal code of ethics. Since personal beliefs are usually the foundation for an individual's code of ethics, they may refer to it when they are morally unsure about a situation. Their code of ethics can guide to steer them toward an action or opinion that aligns with what they believe on a fundamental level. A code of ethics reinforces individual values and can provide clarity and strength to follow the path they believe is best.



**18. What are the challenges in enforcing model code of conduct during elections?
Discuss.**

Approach:

The student is expected to define MCC shortly and then write down the challenges in enforcing the model code of conduct. He should briefly conclude with a way forward.

Introduction:

The Model Code of Conduct (MCC) is a document from the Election Commission of India that lays down the minimum standards of behaviour for political parties and their candidates contesting elections, by defining their dos and don'ts in the electoral battle.

It ensures that the party in power doesn't gain an unfair advantage and free and fair elections can be conducted. However, the emergence of social media and other online platforms has posed challenges for the effective implementation of the Model Code of Conduct.

Body:

The MCC is not enforceable by law. However, certain provisions of the MCC may be enforced through invoking corresponding provisions in other statutes such as the Indian Penal Code, 1860, Code of Criminal Procedure, 1973, and Representation of the People Act, 1951. The Election Commission has argued against making the MCC legally binding; stating that elections must be completed within a relatively short time (close to 45 days), and judicial proceedings typically take longer, therefore it is not feasible to make it enforceable by law.

On the other hand, in 2013, the Standing Committee on Personnel, Public Grievances, Law and Justice, recommended making the MCC legally binding. In a report on electoral reforms, the Standing Committee observed that most provisions of the MCC are already enforceable through corresponding provisions in other statutes, mentioned above. It recommended that the MCC be made a part of the Representation of the People Act, 1951.

According to the EC, the code states that the party in power — whether at the Centre or in the States — should ensure that it does not use its official position for campaigning. Ministers and other government authorities cannot announce financial grants in any form. No project or scheme which may have the effect of influencing the voter in favour of the party in power can be announced, and Ministers cannot use official machinery for campaign purposes.

- Jurisdiction issues: Digital companies like Facebook are run by companies located overseas. Holding them accountable has been difficult for Indian agencies. EC will face a similar challenge in preventing MCC violations.
- Fake News: Digital media is a potent source of unverified and deliberate fake news. EC lacks resources as well as surveillance capacity to implement and punish the violation of MCC.

- **Difficult to Identify Perpetrator:** Most of the information during elections is targeted through the algorithm of [online] platforms to push in much more subtle marketing messaging blended with political canvassing,
- **Unregulated Nature of Digital Media:** All the current measures in place to regulate elections online are being implemented based on voluntary commitments made by online platforms. So, there are no legally binding obligations on, for instance, Facebook or Twitter to take certain actions and there are no penalties prescribed for failing to do so.

Conclusion:

In 2015, the Law Commission in its report on Electoral Reforms, noted that the MCC prohibits the issue of advertisement at the cost of public exchequer in newspapers/media during the election period. However, it observed that since the MCC comes into operation only from the date on which the Commission announces elections, the government can release advertisements prior to the announcement of elections. It noted that this gives an advantage to the ruling party to issue government sponsored advertisements that highlights its achievements, which gives it an undue advantage over other parties and candidates. Therefore, the Commission recommended that a restriction should be imposed on government-sponsored advertisements for up to six months prior to the date of expiry of the House/Assembly. However, it stated that an exception may be carved out for advertisements highlighting the government's poverty alleviation programmes or any health related schemes.

19. What are the key elements of a good work culture? Why is it important? Analyse.

Approach

The candidate needs to elaborate upon the key elements of a good work culture in the first part of the answer while in the second part, analysing the importance of good work culture is the demand.

Introduction

Work culture consists of the values, norms, and behaviour of the people working within an organization and the meaning they attach to their actions and beliefs. Desirable work culture includes shared institutional values, priorities, rewards and other practices fostering inclusion.

Body

An organization is said to have a strong work culture when the employees follow the organization's rules and regulations and adhere to the existing guidelines. Work culture plays an important role in extracting the best out of employees and making them stick to the organization for a longer duration. In this regard, the key elements of a good work culture include –

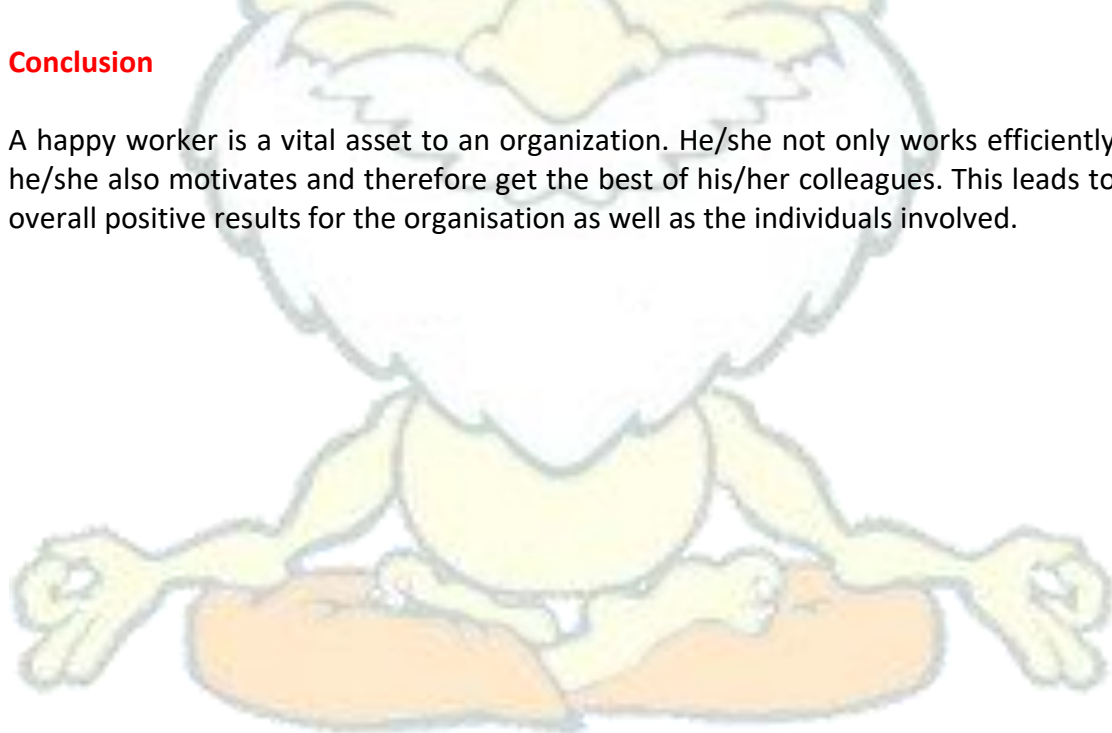
- **Organizational Clarity:** The degree to which the goals and plans of the organization are clearly perceived by its members rises in proportion to the employees' feelings of involvement in the goal-setting and planning procedures.
- **Strong Team Spirit:** As social beings, we naturally seek support from our peers and seek to belong to a group. Come tough times, the team should come together to deal with whatever problems are out there. This is where a sense of unity is evoked in the team.
- **Human Resource Development:** Provide opportunities within the organization for people to develop to their full potential. How honourably the company acts in tough situations will do much to determine whether or not it has a culture of success.
- **Decision-Making Structure:** The main purpose of structure is to facilitate decision making, not to develop new organizational charts and lines of authority. A free flow of information for decision making throughout the organization allows positive outcomes.
- **Transparency** is essential at all levels for better relationships among employees and a healthy work culture. Manipulating information and data tampering must be a strict no at the workplace. Organization must have employee friendly policies and practical guidelines.
- Employees must be cordial with each other. Backbiting is considered strictly unprofessional and must be avoided for a healthy work culture. One gains nothing out of conflicts and nasty politics at work.
- Each employee should be treated as one. Partiality leads to demotivated employees and eventually an unhealthy work culture. Employees should be judged only by their work and nothing else.

Consequently, the importance of a good work culture can be seen from the following points –

- **Increases Productivity and Quality:** Transparency, responsibility, unbiased are underpinnings of good work culture. These will enable individuals and teams to become self-organized which in turn improves quality and productivity.
- **Transparency, innovation and discipline:** Healthy work culture promotes transparency, innovation and discipline in an organisation.
- **Reduced Conflicts:** Good work culture promotes effective communication and helps in reducing conflicts among individuals/team during work.
- **Sustainable Work:** Good work culture includes peer respect, recognition of hard work, and freedom to bring new ideas (innovation). These will help in long term prospects of the organization.
- **Effective Communication:** Healthy work culture provides a platform for effective communication among the verticals and horizontals of the organisation which helps in getting work done effectively.
- Fixed norms bring a uniformity in the working style of people and it is explicitly clear what an organization expects from its workers. It gives a sense of belonging to the workers and they don't take work as a burden.

Conclusion

A happy worker is a vital asset to an organization. He/she not only works efficiently he/she also motivates and therefore get the best of his/her colleagues. This leads to overall positive results for the organisation as well as the individuals involved.



20. How will you design the citizen charter of a space organisation?

Approach:

Candidates are expected to write about citizen charter and also write about how they will design a citizen charter of space organisation.

Introduction

It has been recognised world over that good governance is essential for sustainable development, both economic and social. The three essential aspects emphasised in good governance are transparency, accountability and responsiveness of the administration. Citizens' Charters initiative is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organisations providing public services.

Body

Citizen charter in India:

- 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.
- Basically a set of commitments made by an organization regarding the standards of service which it delivers. It comprises of the Vision and Mission Statement of the organization, stating the outcomes desired and the broad strategy to achieve these goals and outcomes. Clearly states what subjects it deals with and the service areas it broadly covers.

The basic objective of the Citizens Charter is to empower the citizen in relation to public service delivery. Citizen charter for space organisation can be designed by keep in mind Six principles of the Citizens Charter movement as originally framed, were:

- Quality: Improving the quality of services.
- Choice : Wherever possible.
- Standards :Specify what to expect and how to act if standards are not met.
- Value: For the taxpayers money.
- Accountability : Individuals and Organisations.
- Transparency : Rules/ Procedures/ Schemes/Grievances.

Department of Administrative Reforms and Public Grievances in Government of India (DARPG) initiated the task of coordinating, formulating and operationalising Citizens' Charters. With keeping in mind the guideline of DARPG we can formulate charter for space organisation such as:

- Vision and Mission Statement of the space institute. For example Harness space technology for national development, while pursuing space science research and planetary exploration.
- Details of business transacted by the organisation.
- Details of client with whom organisation engage. Like User Ministries/Departments of the Central Government viz., Ministry of

Information and Broadcasting, Department of Telecommunications, India Meteorological Department. Remote Sensing Agencies in State Governments and Union Territories. Quasi Government Organisations, NGOs and the Private Sector for developmental purposes through satellite imaging. Educational institutions in promotion of research and development in space science and technology.

- Activities of organisation for example Remote Sensing Programme for application of satellite imagery for various developmental purposes. Research and Development in Space Sciences and Technology for serving the end of applying them for national development.
- How tender in the space organisation is allowed what all specific requirements will there to fulfil tender criteria.
- Details of services provided to each client group.
- Details of grievance redress mechanism and how to access it by any individual or any organisation. Public grievances portal can be developed. Whom to contact for example Joint Secretary, Public Grievances Officer & Chief Vigilance Officer.
- Expectations from the clients to whom space institute is providing service.

Conclusion

However, it is observed that framing of effective charters is also an arduous task as it should be prepared in stages and such stages shall take into account all the important heads as mentioned above, so that it acts as an effective medium of information dissemination and receiving from it's service consumers. At the same time, citizens are required to participate by filing feedback or grievance redressal forms for better administration.

21. Is it the duty of the state to provide free vaccination to the population? Comment in the light of the ongoing debate over COVID vaccines.

Approach

Candidates are expected to write about vaccination, analyse whether state must provide free vaccinations. Also comment on ongoing debate over COVID vaccine.

Introduction

The Prime Minister of India said that India is entering a decisive phase of vaccination in the fight against COVID-19, with the approval of two made-in-India COVID-19 vaccines. The PM has also said that two vaccines are more cost-effective than any other in the world and that India's vaccine production & delivery capacity will be used to help all humanity in fighting this crisis.

Body

Duty of state to provide free vaccination –

- In the United States, the United Kingdom and Europe, vaccines are likely to be entirely free and administered publicly. However, given the tight fiscal situation, the Indian government faces the dilemma of whether to finance vaccinations publicly or privately.
- The government provided free vaccines to most prioritised beneficiaries including 1 crore healthcare and 2 crore frontline workers, in the first phase of covid-19 vaccination.
- Vaccinating everyone above 18 in the phase III of the inoculation drive will cost only about 0.36 per cent of the GDP, ratings agency India Ratings and Research said.
- In a move to boost the ongoing COVID-19 vaccination programme in the country, Finance Minister announced that Rs 35,000 crore (4.7 billion USD) will be provided towards the vaccines. However, it is unclear whether the vaccines will be provided free of cost to all citizens.
- The vaccine is being offered for free in order to encourage the community to take the vaccine and remove any financial impediment. Given the vaccine's huge impact on public health, it is reasonable to expect that the government makes it available free for all.
- While a free vaccine sounds appealing and should indeed be a government's prerogative in a pandemic, there are other responsibilities that also need to be taken care of India is staring at a zero or even negative growth rate through 2020.
- Lockdowns and slew of social distancing measures have also accelerated job losses, with CMIE reporting a loss of over 6 million jobs. Another fiscal stimulus is warranted and even recommended by IMF, with a focus on support for vulnerable groups, and support for businesses.
- While the option of doling out a free vaccine remains with the government, this promise cannot be made in a silo. Enough doses of any vaccine will not be

immediately available and vaccination would require prioritisation of recipients.

- Last mile delivery of vaccines has to be assured and will require investment. Post-market monitoring of vaccine performance has to be designed to quickly respond to any adverse events.

Current scenario –

- The Centre during the first three phases procured the entire quantity of vaccines from the manufacturers Covishield and Covaxin and distributed it to states. During the initial three phases, healthcare workers, frontline workers, and those above the age of 45 were vaccinated.
- Now India is all set to begin its third phase of vaccination drive from May 1, including everyone aged 18 and older. The fourth phase, however, will incorporate several changes in vaccine policy. The many state government has decided to give Covid-19 vaccine free of cost to all those aged 18 and above in government centres.

Conclusion

Vaccine manufacturers have to be incentivised to ramp up vaccine supply to stay apace with vaccine demand. A free vaccine promise by itself is futile, unless accompanied by a transparent and evidence-based vaccine deployment plan. Therefore, instead of playing on people's fears, we need a transparent vaccination strategy, continued insistence on social distancing measures and monetary support for those vulnerable.

22. Why do state led services falter in quality and efficiency? Critically analyse.

Approach

Candidate can give reasons why the state led service delivery is poor in quality and efficiency. In the second half measures to tackle the same can be given with suitable examples.

Introduction

Governing bodies often refuse to listen the voice of those they govern and take refusing to take accountability for their actions leads to bad governance. By ignoring the voice of those being governed, their opinions are no longer heard or taking into consideration by the governing body. This top down approach is reflected in poor service delivery and bad governance.

Body

Why state led services are bad in quality and efficiency?

- Democratic governments focus on accountability as a method to ensure the public understands what's happening and provides them a way to proceed when things go wrong. Weak accountability in turn causes a distrust between the two parties and government is no longer accountable to people to whom they are catering.
- This distrust and uncertainty creates an unfavourable relationship between the parties. As there is no incentive for the state to provide better services in absence of accountability quality of services is compromised.
- Bad Governance, is often considered to come hand in hand with corruption. Corruption occurs in many sectors ranging from political to economic environments. The existence of corruption within a governing body causes bad governance as the officials places their personal gains over others.
- Corruption creates a monopoly of few over others. As a result welfare schemes and services and the benefits coming out of it are exploited by few.
- In India security of tenure to government employees give them no incentive to perform better and get rewarded. The hierarchy of bureaucracy and the rigid steel frame put civil servants in a category where they are usually detached from ground reality.
- As opposed to private sector where constant feedback mechanism, continuous improvement on better service delivery, large pool of talented working professionals continuously work for improving quality and efficiency of service delivery over other players in the market. For state, there is no competitor and hence no motivation to improve.

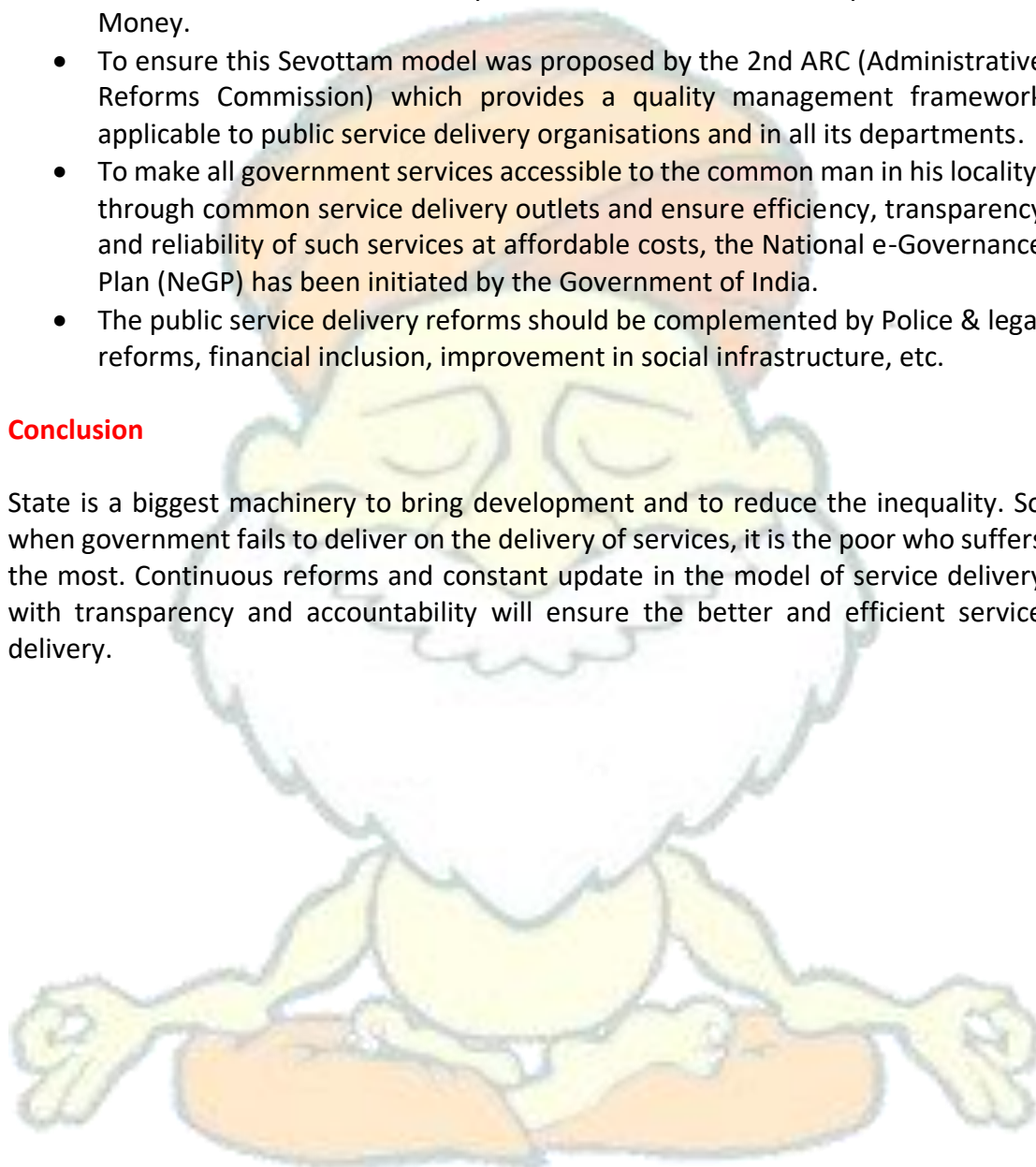
What can be done?

- For better service delivery, Accountability, transparency, responsiveness, effectiveness and efficiency, equitability, participation, consensus-oriented, inclusiveness and rule of law should be stressed on.

- Right to Information Act, 2005 marked a significant shift in Indian democracy. Besides providing legal access to the information to citizens it also improved the responsiveness of the government to community needs.
- Citizen's Charter is a document which represents a systematic effort to focus on the commitment of the Organisation towards its Citizens in respects of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievance Redress, Courtesy and Value for Money.
- To ensure this Sevottam model was proposed by the 2nd ARC (Administrative Reforms Commission) which provides a quality management framework applicable to public service delivery organisations and in all its departments.
- To make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs, the National e-Governance Plan (NeGP) has been initiated by the Government of India.
- The public service delivery reforms should be complemented by Police & legal reforms, financial inclusion, improvement in social infrastructure, etc.

Conclusion

State is a biggest machinery to bring development and to reduce the inequality. So when government fails to deliver on the delivery of services, it is the poor who suffers the most. Continuous reforms and constant update in the model of service delivery with transparency and accountability will ensure the better and efficient service delivery.



23. Transparency is the key to restore people's faith in the appropriate utilization of public funds. Substantiate.

Approach

Since the question is asking you to substantiate, it requires you to substantiate already proven point and not debating between the various points.

Introduction

Transparency is an attribute of corporate culture that's revealed through the behaviours of an organization's leaders, employees, and stakeholders. It's how values are embodied and demonstrated on a day-to-day basis. It shows in the degree of openness of meetings, events, and interactions within the organization.

Body

TRANSPARENCY IS THE KEY TO RESTORE PEOPLE'S FAITH IN THE APPROPRIATE UTILIZATION OF PUBLIC FUNDS –

- Transparency is one of the four principles underpinning trust in public finances.
- Effective public financial management requires that decision-makers, citizens and other stakeholders, are able to 'follow the money' to see how taxes were raised, why decisions to spend it were made, how the money was actually spent and what was bought.
- Effective public financial management demands that people and organisations are held accountable for their action.
- True accountability demands transparency, especially with respect to how the resources are raised, managed and used or how those responsible for governance evaluate performance and, if necessary, sanction individuals who fall short of standards.
- For the public to believe that public officials will do the right thing, a range of controls to promote integrity and ethical behaviour and to tackle fraud and corruption which require transparency are required.
- Strong public financial management requires transparency in how resources are raised, managed and used, together with accountability to install confidence and promote continuous improvement.

Conclusion

With the public sector making up nearly half of the global economy, effective public financial management is a critical factor in the economic success of each and every country. Building trust about public money is about putting in place comprehensive mechanisms to demonstrate to citizens that it is being spent for the public good. Transparency is the need of the hour to ensure government has the capability to undertake the financial management of large public bodies in a complex stakeholder environment.



24. How does corruption aggravate the challenge of poverty? Illustrate.

Approach

Question is straight forward in its approach students are expected to write how corruption aggravates the challenge of poverty, also it is important to explain points using appropriate examples.

Introduction

Corruption in the public sector -- the misuse of public office for private gain -- is often viewed as exacerbating conditions of poverty (low income, poor health and education status, vulnerability to shocks and other characteristics) in countries already struggling with the strains of economic growth and democratic transition. Alternatively, countries experiencing chronic poverty are seen as natural breeding grounds for systemic corruption due to social and income inequalities and perverse economic incentives.

Body

How corruption aggravates poverty –

- The Economic Model postulates that corruption affects poverty by first impacting economic growth factors, which, in turn, impact poverty levels. Economic theory and empirical evidence both demonstrate that there is a direct causal link between corruption and economic growth.
- Corruption impedes economic growth by discouraging foreign and domestic investment, taxing and dampening entrepreneurship, lowering the quality of public infrastructure, decreasing tax revenues, diverting public talent into rent-seeking, and distorting the composition of public expenditure.
- In addition to limiting economic growth, there is evidence that corruption also exacerbates income inequality; regression analysis has shown a positive correlation between corruption and income inequality. Explanations for this link are that corruption distorts the economy and the legal and policy frameworks allowing some to benefit more than others; there is unfair distribution of government resources and services; corruption reduces the progressivity of the tax system; corruption increases the inequality of factor ownership; and lower income households (and businesses) pay a higher proportion of their income in bribes than do middle or Upper-income households.
- The Governance Model asserts that corruption affects poverty by influencing governance factors, which, in turn, impact poverty levels. First, corruption reduces governance capacity, that is, it weakens political institutions and citizen participation and leads to lower quality government services and infrastructure. The poor suffer disproportionately from reduced public services. When health and basic education expenditures are given lower priority, for example, in favour of capital intensive programs that offer more opportunities for high-level rent taking, lower income groups lose services on which they depend. Corruption is consistently correlated with higher school dropout rates and high levels of infant mortality. Secondly, impaired

governance increases poverty by restricting economic growth and, coming full circle, by its inability to control corruption. Thirdly, corruption that reduces governance capacity also may inflict critical collateral damage: reduced public trust in government institutions.

- As trust -- an important element of social capital -- declines, research has shown that vulnerability of the poor increases as their economic productivity is affected. When people perceive that the social system is untrustworthy and inequitable, their incentive to engage in productive economic activities declines.
- In 1985, on a visit to drought-affected Kalahandi district in Odisha, Rajiv Gandhi had said that of every rupee spent by the government, only 15 paise reached the intended beneficiary. In its 157-page judgement, the apex court said Aadhaar can take care of malaise of duplicate beneficiaries reaping the fruits of welfare schemes meant for the genuine deprived class.

Conclusion

“In human society too much wealth or too much poverty is a great impediment to the higher development of the soul. It is from the middle classes that the great ones of the world come. Here the forces very equality adjusted and balanced.” – Vivekananda

Popular belief suggests that corruption and poverty are closely related to developing country. Corruption has been a constant obstacle for countries trying to bring out the political, economic and social changes desired for their development. Across different country contexts, corruption has been a cause and consequence of poverty.

25. How does participation of the private sector lead to better outcomes in public projects? Discuss.

Approach

A simple and straightforward question where in the candidate needs to discuss how participation of the private sector leads to better outcomes in public projects, where proper and relevant substantiation needs to be provided.

Introduction

The private sector is a key stakeholder in both urban and economic development, being a major contributor to national income and the principal job creator and employer. The private sector provides around 90% of employment in the developing world, delivers critical goods and services and contributes to tax revenues and the efficient flow of capital.

Body

Private partnerships allow large-scale government projects, such as roads, bridges, or hospitals, to be completed with private funding. Economists note that when private sector technology and innovation combine with public sector incentives to complete work on time and within budget. Private sector leads to better outcomes in public projects, as is evident from the following points –

- Private participation in public projects is a natural extension of mixed economic systems. Governments are increasingly aware of their own inefficiencies, and many run into budgeting or financing problems when executing projects.
- Partnerships between private companies and the government provide advantages to both parties. Private-sector technology and innovation, for example, can help provide better public services through improved operational efficiency.
- The public sector, for its part, provides incentives for the private sector to deliver projects on time and within budget. In addition, creating economic diversification makes the country more competitive in facilitating its infrastructure base and boosting associated construction, equipment, support services, and other businesses.
- Public-private partnerships in India have integrated public infrastructure with the superior financing and maintenance provided by private enterprises. The synergistic collaborations between the public sector and private firms and companies have led to the generation of resources and knowledge transfer.
- Joint ventures and partnerships between the leading companies and the government have been very successful in generating jobs as well as growth in key economic sectors.
- Innovation and excellence characterize the public-private partnerships that have emerged across the years in India. These ventures are ensuring the effective utilization of state assets in a manner that is productive as well as profitable.

However, economists are mixed as to the net benefit of private participation in public projects on economic growth. Historically, public-private partnerships have been contractual or memorandum-driven agreements between public offices and private enterprises.

- Some analysts contend that by diverting resources (money and labour) from market-driven ends to politically driven ends, Private participation harm growth.
- Critics of public-private alliances say that public goods could be provided much more effectively by the private sector alone if it weren't for the crowding-out effect of public distortions in the capital markets.
- Further, there are risks for private enterprise as well, which include cost overruns, technical defects, and an inability to meet quality standards.

Combining the professionalism of the corporate sector with the welfare objectives of the state has resulted in projects such as the Mumbai airport which are known for their world class facilities and advanced amenities.

Conclusion

India has one of the fastest growing populations in the world. Using the finances of the private firms to complete the Public ventures has led to conservation of national and governmental resources and have also contributed towards the growth and development of the Indian economy in multiple ways.

