

**ETHICS, INTEGRITY AND APTITUDE**

Time Allowed: 3 hrs.

Max. Marks: 250

Q.	Marks	Instructions to Candidate
1.		<ul style="list-style-type: none"> <li>• There are 19 questions.</li> <li>• All questions are compulsory</li> <li>• The number of marks carried by a question/part is indicated against it.</li> <li>• Content of the answer is more important than its length.</li> <li>• Answers must be written in the space provided.</li> </ul> <p>Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.</p>
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## Section - A

1. "Generally, society expects exemplary ethical behaviour from civil servants which are beyond those prescribed in the Code of Conduct Rules". Illustrate.

(150 Words) (10 Marks)

Civil servants are the guardians of public Trust. They form the interface between the people and the government.

• People expect high ethical standards from civil servants as -

- 1) civil servants take decision impacting lives of many.
- 2) entrusted with public money.
- 3) have a duty to work for public welfare.

Code of conduct regulates civil servants behaviour to ensure they follow the desired pattern of conduct. However public expectation are higher than mere adaptation of civil code of conduct.

eg. while the code of conduct does not restrict post-employment

Remarks



It is widely perceived as the result of favouritism done by civil servant during service.

Similarly, the civil servants family is exempted from the code of conduct, but even their attachment with the political parties or business group is perceived as destruction of integrity and impartiality.

Civil servants are viewed as leaders and role model in the society. Hence

their conduct is closely scrutinised by the general public. Any deviation is perceived as reflection of organisational culture.

Discuss the values expected from civil servants like impartiality, objectivity, et c.

In order to maintain the public trust civil servants are thus required to display exemplary conduct both in their public and private life.

3 1/2

Remarks



2. "Integrity means having a consistent character, even when there is pressure to compromise". Illustrate. (150 Words) (10 Marks)

Integrity remains the foundational ethical value. It displays the consistency in conduct. In the absence of integrity the other moral values may be compromised. ✓

The test of integrity lies in pressure. The integrity that is lost at the time of pressure is no integrity rather a convenience only in inconducive environment can a person's integrity be tested.

To illustrate this we can take an example from Mahatma Gandhi's life.

When Gandhiji was in 4<sup>th</sup> Standard, there was an inspection from education department. The inspector came to the class, asked all student to write 5 words that he spelled, Gandhiji could not write the

Remarks



fifth one.

The teacher indicated him to copy from the neighbour, the whole class laughed when the inspector scolded him. But he knew that he was ~~to~~ right.

This is the measure of highest integrity that when even the condition demand a deviation from ideal one sticks.

~~Integr~~

DAS Ashok Khumka, also display this standard that despite more than 50 transfers he continues to unearth corruption.

Integrity is the anchor of ship that preserve the ship in a case of storm.  
If integrity is compromised then any moral value could be debited.

Good analysis.

4

Remarks



3. What is the difference between aspiration and ambition? How does understanding of their distinction is important for a civil servant? (150 Words) (10 Marks)

Aspiration refers to the ideal of achieving something greater in life, & it has inherent value connotation to it.

Ambition on the other hand is described as <sup>specific</sup> goals that an individual seeks to achieve. The nature of ambition is generally individualistic.

Both ambition and aspiration are the source of motivation to human conduct. The understanding of distinction becomes vital for civil servant becomes vital as —

- (1) Civil servants are required to deliver excellence in public service.
- (2) Maintain public trust
- (3) Highest ethical and professional competence is expected out of them.

Remarks



Neither while Ambition allows civil servants to achieve the policy goal within time eg - Ujwala mission goal of 8 cr. household cylinder delivered before time.

Aspiration ensures that the actions are grounded in long term organisational values and public interest. It ensures that the path taken to achieve ambition remains ethical.

eg. While meeting the disinvestment target ambition drives to ensure maximum profit but aspiration ensures transparency and accountability.

Thus, the Aristotelian Golden Mean is vital to ensure that there remain harmony in aspiration and ambition to deliver quality of service.

But don't you think it may be risky for civil servant to be too ambitious?

3 1/2



4. Mention any three foundational values for civil service. How should these values be tested in real life? (150 Words) (10 Marks)

All foundational values forms the bedrock of the civil services. These values ensure that the civil service remains public oriented.

The three major foundational values are  
 1) Integrity 2) Accountability 3) <sup>Compassion</sup> Empathy

Integrity - Integrity means highest consistency in moral conduct and behaviour. It is vital in civil services that as it ensure legality, procedurality, diligence in the action of civil servants.

Test of Integrity test could be conducted where bribes are offered randomly to civil servants to check their inclination and strength of integrity. Though non-punishable it allows the evaluation of integrity in real life.

Remarks

but just refusing to be establish one is integral?



Accountability) - refers to the responsibility of the civil servants towards his action enforced through legal measures. Accountability ensure that decision are non-arbitrary in nature

Test of Evaluation of the performance over a period of time through administrative record can allow a test of accountability.

Compassion) - refers to understanding the emotion of other and on strong desire for the upliftment of the distressed. It is the quality that is essential to ensure humane civil services

Test → Random testing by sending the marginalised to the civil servant and observing their conduct. Unannounced inspections are also vital to test compassion in civil services

The inculcation of these foundational value ensure that civil services remain driven by 'Spirit of Service'.

word analysis

4

Remarks



5. "In law a man is guilty when he violates the rights of other. In ethics he is guilty even if he only thinks of do so". Comment in the light of civil services.

(150 Words) (10 Marks)

The above statement is made by ~~13~~ Immanuel Kant who is a scholar of duty ethics (Deontology).

Kant describes ethics as ~~an~~ <sup>guiding</sup> ~~principle~~ <sup>principle</sup> for human conduct. He places ethics ~~as~~ above the law.

In civil services, law and regulations are the essential features of action. Civil servants are trained to follow and implement law. The traditional websterian bureaucracy is strictly legal in nature.

However, law does not cover all aspect of ~~the~~ human action. There are functional grey area that could be utilized for personal gain.

Civil servant functions with high discretion hence allowing them to

Remarks



conduct within perview of law, which may not be ethical.

~~egs~~ continued use of preventive detention even in case of failure ~~to~~ in collection of evidence.

While the rights of detainees are <sup>violated</sup> not but it is not illegal but it remains unethical.

Similarly, ~~pro~~ the Right to information Act is diluted by utilizing official secret Act exemption.

Conscience in the absence of the clear law and regulation thus is vital for not just protecting right of citizen but also fulfilling the duty of civil servant.

Good analysis

(4k)



6. "Obedience to the authority by public servant is necessary for political stability". Critically comment. (150 Words) (10 Marks)

Bureaucracy is defined by the hierarchy in traditional terms. Obedience thus is key to optimal functioning of the public services.

Obedience as necessary to political stability

↳ Ensure that the policy implementation is done without partiality

↳ Restrict formation of bureaucratic-political nexus

↳ Non-partisan and objective decision making

↳ Ensure checks and balances e.g., SC court orders are to be followed, if obedience is not there it can lead to constitutional crisis

However, obedience is not the only

Remarks

how these are related with political stability?



Value that is essential in public service.  
Blind obedience leads to conformism  
 and allows authoritarian and arbitrary  
 decision making

eg. In Eichmann trials it was revealed  
 by the Hitler's soldiers that they were  
 merely following the order.

Blind obedience thus can push junior  
 officers to coerced corruption, where  
 illegal and unprofessional conduct is  
 forced upon them.

protection  
 of  
 constitutional  
 values etc?

Obedience is vital but rationality,  
organisational values, spirit of service  
 are also necessary - only a mix of  
 the different values can ensure that  
the public service serves the public

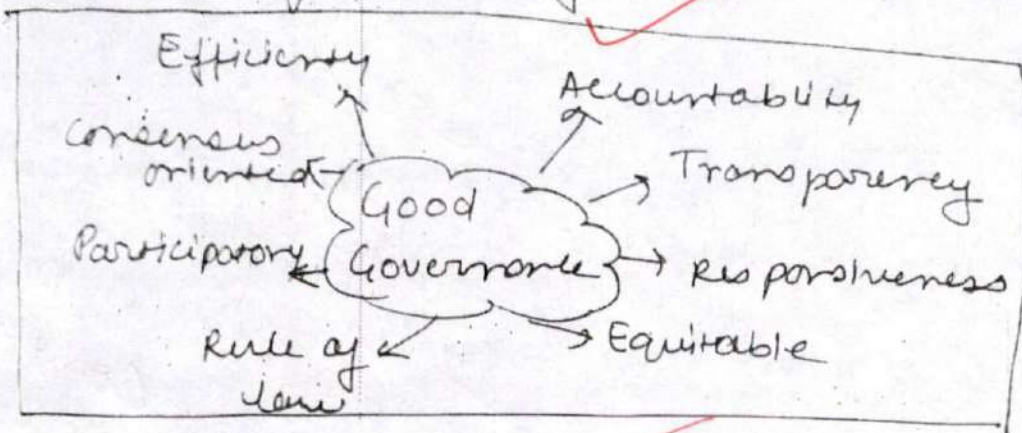
3 1/2

Remarks



7. "Good governance is considered key to achieving sustainable development goals and human well-being". Examine. (150 Words) (10 Marks)

Good Governance can be broadly defined as responsible conduct in public affairs and management of public resources.



Sustainable development goal (SDG) and good governance are intertwined.

Good Governance generate public trust, peace, good will, institution essential for public policy.

The Goal 16 of SDG specifically calls for creation of rule of law that is inherent in the principle of good governance.

Similarly, SDG16 calls for

Remarks



promotion of accountability, transparency, citizen engagement and corruption reduction. Good governance is in perfect sync with these goals.

Moreover, the goals like SDG 3 - Gender justice, SDG-1 - poverty elimination etc. also vuly heavily upon public service delivery. If the governance quality is not up to the mark then the SDG may not be achieved.

Nordic countries are a living example of how good governance is translated into SDG and human development.

India has also adopted Bevottom model to ensure that the quality of public service delivery is enhanced to achieve SDGs and human development.

very good analysis done!



Remarks



8. There has been increasing trends of bureaucrats leaving their jobs to join politics. Discuss the pros and cons of bureaucrats joining the politics. (150 Words) (10 Marks)

The foundational values of civil services include non-partisanship and political neutrality. Recently, Bureaucracy thus makes the 'steel frame' of the Indian democracy.

In the light of bureaucrats joining the political parties the following could be the reasons —

- ① Inability to perform with the bureaucratic process and limit
- ② Political bureaucratic nexus
- ③ Personal dissatisfaction from the job
- ④ Post-retirement avenues

Pros of Bureaucrats in politics

- ① Greater efficiency — due to administrative experience.
- ② Educated and competent political leadership.

Remarks



③ Allows scope to work for public welfare even after the service. ✓

use of experience & knowledge of system etc.

Cons of Bureaucrats in politics

① Promotes politicisation of public services

② Effect impartiality and objectiveness as the civil servants may be motivated by the personal gains. ✓

Discuss the impact of → lack of public trust et..

③ Domino effect - on the serving civil servants ✓

④ Administrative inefficiency to increased vacancies ✓

The joining of politics by bureaucrats remains a personal choice however it has wide social and political ramification. The bureaucracy is widely perceived as politically embedded.

Cooling Mandatory cooling period thus must be included so that it restrict the cons and promotes genuine interest of bureaucrats and the society.

3h

Remarks



9. Explain neutrality. Describe the significance of neutrality. Describe how civil servants can achieve personal neutrality. (150 Words) (10 Marks)

Neutrality refers to quality of being non-biased and prejudiced. It refers to not taking any side in case of conflict. In public services neutrality allows civil servants to function with high efficiency irrespective of the government.

### Significance

- ↳ Political neutrality - allows the civil servant to work with some efficiency.
- ↳ Generate trust - as the politician will be assured of full commitment of bureaucrats.
- ↳ work culture - promotes a productive work culture devoid of an ideological connotation.
- ↳ Service delivery - continuous, high standard of service delivery.
- ↳ Promotes integrity and reduces corruption.

Remarks



civil servants can achieve personal neutrality by

- adhering to the code of conduct.
- Protecting and promoting constitutional values.
- Guided by Nishkam Karma & and Sarguna (public interest) as described in Bhagavad Gita.
- Constant evaluation and introspection of their own action.
- Following Gandhiji's Talisman - (whenever in the doubt think about the last non standing). ✓

Good approach!

Neutrality is essential value however its practise is not easy. Only through strong moral character, motivation and conscience neutrality can be preserved and promoted by the civil servants.

4½

Remarks



10. Corruption is a multi-faceted problem and requires a comprehensive strategy to deal with. Examine why various administrative and electoral reforms have failed in dealing with corruption. (150 Words) (10 Marks)

Corruption is misuse of the power entrusted upon for personal gains. India ranks a low 76th on the Corruption Perception Index of Transparency International.

### Multifaceted nature of corruption

- ① Economic corruption - including bribes, scams etc.
- ② Political corruption - defection, polarization etc.
- ③ Intellectual corruption - divergence in speech, thought and action.
- ④ Social corruption - lowering of overall moral standards in society.

Corruption is primarily viewed as an economic and administrative issue however, its basis can be located in moral dilution of morality.

↳ Discuss various issues collateral to corruption

Remarks



Various steps like ~~Defe~~ Anti-Defection Law, Prevention of Corruption Act, Citizen Charter, RTI, Whistleblower Act, Amendment to RPA etc have been undertaken however Corruption still is a challenge.

Reason for failure.

- ↳ Extremely legal in nature do not address moral issue
- ↳ Loopholes and restriction e.g. - PCA amendment, now requires Govt. approval for prosecution of officials
- ↳ Resistance from the bureaucracy and politician.
- ↳ Lower enthusiasm of civil society
- ↳ 'Chalta hai' attitude (social acceptance)

Don't you think there is lack of willingness to implement these measures too?

A multi faceted problem needs to be dealt at various level -

- ↳ Education (moral education)
- ↳ Social level (social boycott & prohibition)
- ↳ Administrative (code of ethics with code of conduct)
- ↳ Political (greater power to independent authorities like CBI)

3

Remarks



11. Discuss the measures needed to be taken to ensure probity in governance?  
(150 Words) (10 Marks)

Probity (Satyamev Jayate) is the quality of being honest, upright and selfless and maintaining high integrity.

The II<sup>nd</sup> ARC in its IV<sup>th</sup> reports underlines probity in governance as vital for ensuring ethical governance.

Measures needed to insure probity

- Adoption of code of ethics
- Promoting accountability and transparency in administration.
- aligning work culture with organisational value
- Training and capacity building of the civil servant
- legislative and Administrative oversights

Remarks



- Leadership by administrations to promote probity in the colleagues and junior.
- Constitution of ethical committee to evaluate the performance of individuals on the basis of ethical conduct.
- 360 degree review and appraisal.

Apart from the above mentioned measure probity needs to be improved in society as whole. The public servants are part of the society and when society promote high probity, it automatically translate into probity in governance.

Moral and value education at early age is thus essential to address the issue of probity holistically.

Good analysis.

(4)

Remarks



12. What is social audit? Discuss how it improves governance and accountability in social sector. (150 Words) (10 Marks)

Social audit is a method through which the public policy and programmes are evaluated, measured and scrutinised by the ~~involve~~ public/citizen directly.

It is a measure to introduce citizen participation and engagement in governance.

### Impact of social audit

- Grass root democracy - includes voice of the marginalised ~~sector~~.  
Boost
- Introduce Accountability and transparency in administration.
- Bottom up approach in policy planning and implementation.
- Effective utilization of public resources by greater public engagement hence rationalisation of expenditure.

you may briefly discuss its process.

Remarks



→ Ensures responsiveness of the civil servants by allowing a feedback from the people.

→ Policy evolution and improved efficiency by identifying faults and addressing them in time.

→ Citizen led and citizen oriented public policy.

Social audit is an important tool for citizen empowerment. It allows the

Civil society groups also to engage in governance ~~sharing~~ their expertise.

However, following issue needs to be addressed —

- (1) Capacity building of masses to engage in social audit.
- (2) Awareness generation especially among women.
- (3) Legal provision for mandatory social audit.

to ensure that social audit emerge as a true tool of good governance.

→ enables citizens to question bureaucrats etc.

Good!

4



13. "RTI has gone from Indian citizens' most powerful tool to an Act on life support". Discuss how RTI Act has been weakened as a tool of accountability and transparency in governance. (150 Words) (10 Marks)

RTI introduced in 2005 is most of the important tool of the citizen empowerment. It allows citizen to access information related to governance and thus promote transparency.

#### Positive impacts

- ↳ Unearthing corruptions and scams like 2G Scams.
- ↳ Protection of citizen rights by like PDS allocation RTIs have improved access to marginalised
- ↳ Ensuring accountability and transparency of the public servants.
- ↳ Strengthening civil society organisations.

However, over the period of time RTI has been weakened as due to  
→ Recent amendment which allow

explain further  
over the  
importance  
of RTI

Remarks



Centre Government to determine tenure and salaries

↳ Exclusion - of political parties, armed forces from the ambit ✓

↳ Excessive use of Official Secrets Act to deny information ✓

↳ Incomplete and partial information sharing ✓

↳ Understaffing of information commission and high backlog

Discuss issues such as delays, record keeping etc.

Ways to improve RTI

→ Proactive declaration of information under Section 4 of RTI

→ Capacity building of PIOs ✓

→ Tenure security of the information commissioners.

→ Proactive utilization by the civil society group ✓

3h

RTI through its proper utilization and strengthening is essential to ensure the transparency and good governance in govt.



Section - B

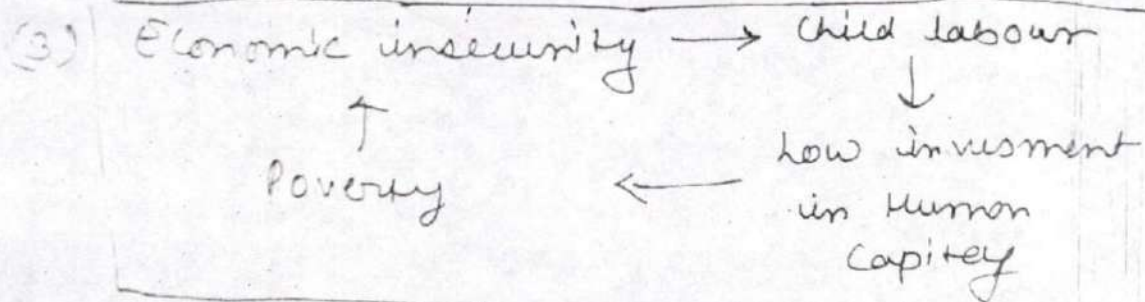
In the following questions carefully study the cases presented and then answer the question that follows:

14. Once you went to the market with your mother for festive shopping. There you found that most of the shopkeepers have employed children as attendants and were behaving very harshly with them. You get very touched by seeing all this and started arguing with one of the shopkeepers on this issue. Your mother told you to stop and asked you that if you argue like this, he will remove the child and the child may have no earning source for the family.
- What will you do in consonance to your moral quality in this situation?
  - Discuss the limitations of various possible actions that you are supposed to take.
  - Among the available options, which may yield the desired result in consonance to your moral quality?

(250 Words) (20 Marks)

issues involved in above case are -

- Child labour <sup>in violation</sup> against of the child labour prohibition Act.
- Denial of Right to education to children



Viscious cycle of poverty.

- (a) My moral consonance directs me towards helping the children in distress.  
Compassion towards children directs that

Remarks



I must remove the children from the job, but ~~the~~ and complain the authorities.  
 However, the child may lose the job.  
 A comprehensive solution aimed at eliminating the vulnerability is required. My action would be focused upon rescue and rehabilitation of the children.

(b) Option available and limitations

(i) Coerce the shopkeeper in to free the child

• This can be done by threatening a complaint against him under child labour act.

- Merit
- ~~Rescue~~ Rescue of the children ✓
  - Deter any further employment ✓

- Demerit
- Does not solve the problem completely ✓
  - child may will lose source of income ✓
  - May not work if shopkeeper is adamant ✓

also it may force the child find another job

(ii) Complaint to the authorities

Merit → Swift and lawful resolution of the issue ✓

Remarks



Demerit → will allow children to be rehabilitated as under child labour rights Act National Commission for Protection of Children's looks after the rehabilitation.

Demerit

- ① ~~may lead to~~ Does not address the situation beyond few children.
- ② legal process might be time consuming
- (iii) Approaching the parents and encouraging them to work, helping them in getting work

Merit

- ✓ Address the root of the child labour.
- ✓ Breaks the vicious cycle

Demerit

- x May internal resistance may be presented by the parents

Could you also seek form NGOs etc

A combination of approach (ii) and (iii) would be my approach as it address the legal as well as humane requirement of the situation. It is driven by compassion and care to provide a lasting solution to the children.

Remarks

8



15. People of a slum area are disturbed because of loudspeaker noise coming from nearby religious places. Community members of that area are not happy, as the sound is loud, and sometimes fiery speeches are also made. Also, there is a sense of competition between different religious abodes to go louder especially during festival seasons. They don't have the courage to go to community leaders or police stations. You are the son of a rich and powerful businessman who is preparing for Civil Services. One of your servants hails from that area and explains his problem to your father. But your father doesn't want to get into that, as he is the biggest donor of the religious celebration of that area.

(a) What will you do according to your moral conscience?

(b) Discuss various options available and discuss the merits and demerits of various options.  
(250 Words) (20 Marks)

Indian constitution grants freedom of religion to each and every citizen and denomination. However, it is not an absolute right rather limited by public order morality

Issues in above case

↳ loud noise of the  
Right to freedom of religion (use of speaker)

v/s Right to freedom (peace) of the are  
at conflict.

↳ May lead to violent conflict among  
community.

↳ Also loud noise creates noise pollution  
harmful and detrimental to  
Right to health of the all.

Remarks



(a) My ~~moral~~ <sup>conscience</sup> ~~conscience~~ in this case is the above situation in my opinion. is less of religious expression and more of one-upmanship. The spiraling of which could lead to social conflict.

My conscience is thus directed toward

- Restricting my social conflict that may arise.
- Helping the servant in peaceful resolution of the issue
- Ensuring that civil sense and culture is preserved with especial regard to health of the people

(b) Various options available

\* Try to Persuade father to develop a dialogue with community

Merit

✓ Since he is the bigger donor, hence may ~~lead to~~ <sup>the</sup>

Demerit

✓ Father might refuse again

Remarks



Community will be compelled to listen

✓ Peaceful resolution of the situation.

✓ The communities may not be on the same page.

Advise the servant to form a citizen group and force the leaders to act

Merit

✓ Empowers the people to take action.

✓ More legitimate as it is a bottom up approach

Demerit

✓ Religious divide may restrict such formation.

✓ Counter action against the group.

Persuading the community leaders

Merit

✓ Quick resolution if successful

Demerit

✓ Might lead to a counter action against myself

Formal complaints to the administration

Merit

→ ✓ Enforcement of the legal provision.

✓ Establishment of order in the area

Remarks



✓ Result only future action

Demerit → ① May not solve the communal divide existing.  
② Will only address the situation solution. ✓

My approach would be focused upon persuasion of my father, the community leaders so that peaceful resolution takes place of a communally sensitive situation. Unity and fraternity is guided by rationalism and civic sense must prevail over parochial interest.

Good approach adopted!

9



16. You are head of an organization that has a large public interface. One day an old man approaches you and complains that one Assistant in charge of the Old Age Pension Scheme is demanding Rs. 100,00 from him for clearing his pension claims. He has further revealed that this is a common practice in this office and those who do not pay the bribe money, are harassed.

You have become very upset with the state of affairs and want to solve the problem of the old man along with bringing some qualitative change in the work culture of the organization, for better service delivery.

- (a) What are the options available to you?  
 (b) Evaluate each of these options and choose the option which you would adopt, giving reasons.  
 (250 Words) (20 Marks)

The ethical issue involved in the case are —

- (1) Corruption by the staff  
 (2) Harassment of the people; unwilling to pay bribe.  
 (3) Erosion of organisation value  
 (4) Distorted work culture

(a) Options available

- Remove the assistant and settle the payment of the old man.  
 → Inquiry into the complaint comprehensively.  
 → Introduce fairness system of pension settlement.

Remarks



- Training and performance evaluation of employees
- zero-tolerance policy towards corruption

(b)

Remove the Assistant

Merit

- ✓ Ensure responsiveness to complaint
- ✓ Punishment to corrupt officer
- ✓ Deter others

Demerit

- ✗ Decision without proper inquiry
- ✗ Temporary solution to a permanent problem.

Inquiry into complaint

Merit

- ✓ Comprehensive assessment of the situation
- ✓ Proper identification of corrupt officials

Demerit

- ✗ Time consuming and cumbersome process
- ↳ Does

Faceless System

Merit

- ✓ Eliminate the situation leading to corruption
- ✓ Improves efficiency

Demerit

- ✗ Does not address the erosion of values in the organisation.

Remarks



## Training and performance evaluation

### Merit

- ✓ Re emphasis the organisational values and culture

### Demerit

- ✗ Without proper motivation it may remain a routine exercise

## Zero tolerance policy

### Merit

- ✓ Clear message to the corrupt official.
- ✓ Effective deterrent towards corruption.

### Demerit

- ✗ Given the wide spread nature of problem may lead to more vacancies

My action would include mix of all the approaches

↳ I will set up an inquiry into the complaint.

↳ Remove the corrupt official and establish zero tolerance policy

↳ organise training to re-emphasise the organisational commitments

↳ In long term introduce feeless system

Good but also discuss some of the institutional changes you could introduce such as Citizen Charter, grievance redressal etc.

Remarks

71



17. Public utilities and spaces in India are in a bad shape. Roads, water supply, street lighting, market cleanliness, railway stations, parks, community centers, public toilets, rivers and ponds are considered sole responsibility of the government to maintain without charging anything. People consider that they have rights to better public utilities and public spaces solely on the basis of government's ability to provide them.

(a) What should be the ideal way to manage the quality of public utilities and public spaces in a populous country like India?

(b) Do you think utility charges are better option. Justify. (250 Words) (20 Marks)

The ethical issues involved in the above case are —

- (1) Duty of the welfare state to provide public utility.
  - (2) Creation of asset by public fund hence public has right to access.
  - (3) Wide inequalities and paying capacity of the people.
  - (4) Excessive burden of taxpayer
  - (5) Misuse of the public asset by few.
- (a) The management of public utility and public spaces must be guided by the following principle  
 → Ensuring equal and equitable access to all

Remarks



- ✓ Prudence in utilization of public fund
- ✓ Boosting human development
- ✓ Citizen engagement in the development process.

To explore the ideal way we can take the example of Sulabh International which has provided quality public utility over a period of time.

Nominal charges as charged by Sulabh ensures that misuse of the public utility does not take place, at the same time quality and maintenance is ensured. Access is ensured with public ownership through this model.

Along with this Public-private partnership must be included so that additional requirement of fund could be possible.

~~Cross~~ - Another possible way could be Cross-subsidisation however

Discuss how citizen may be made to realize their duties

Remarks



it put undue burden on the few.  
Hence nominal Bulabh model could be duplicated.

(b) Utility charges are similar to the Bulabh model with an important distinction that it is based on the pay as per usage principle. On the other hand Bulabh model is based on nominal capacity to pay.

Utility charges could be applied however given that wide spread inequality prevails it may end up restricting the usage to only few.

Public utility and spaces are vital for ensuring the human development and realisation of justice as envisaged in the constitution.

Hence, <sup>keeping</sup> ~~possible~~ in mind the social justice along with efficiency a golden mean could be achieved through Bulabh model.

exception could be made for the poor

Remarks

8



18. One small area of a district headquarter town is in the grip of encroachment. As a result, people face lots of problems due to the congestion of roads and the most affected lot are senior citizens, who face difficulty in crossing the congested and crowded roads. This is creating a problem around two roundabouts and two parks of that area. Besides, area is also very dirty and there is no arrangement of cleanliness. Senior citizens of that area have appealed to the state government to appoint a young but disciplined and energetic officer in the town to take care of the problems and grievances of the people. Executive officer of the local civic body said they were doing their best to clear the encroachments in the town from time to time. However, once the encroachments were removed, the same people find other sites in the same area to be encroached upon. Residents desire that there should be some attempts to beautify these places as are done in many other cities of the country. They also want beautification of parks so that even children can play. Local MLA is also ready to fund. You are Municipal Commissioner of the city and when a delegation of eminent people has come to meet you with a request to do something for the purpose, you checked up with your finance and accounts department, which expressed its reluctance to provide with resources.

What are the issues before you in this case & how you will execute options effectively?  
(250 Words) (20 Marks)

- The issues involved in the above case are
- violation of rule of law by the encroachers.
  - Inefficiency in providing a permanent solution to the encroachment issue
  - citizen demands v/s resource crunch

The above case is an inspiring example where citizen participation is persuading the authorities to make development citizen oriented.

The option available in the above case

Remarks



- Deny the citizen due to fund crunch or develop a innovative solution.
- Take a legalistic or a <sup>pragmatic</sup> ~~human~~ view on encroachment ✓

My course of action with would be

with respect to demands of citizens

- ↳ Explore the possibility for reallocation of resources ✓
- ↳ utilize the fund provided by the MCA in case of funds could not be reallocated ✓
- ↳ Crowd funding, to ensure that people becomes stakeholders ✓
- ↳ Develop a mechanism of public consultation. at every stage of the programme execution.
- ↳ Employing best practises to ensure sustainable development  
e.g. Indore model for cleanliness

↳ could you explain the model briefly

Remarks



With respect to encroachment

- ↳ Inquire into the nature of encroachment i.e. whether they are due to "need" for housing or commercial.
- ↳ If they are due to housing issues then the poor too will be granted support under PMAY (U) or Affordable Rental housing complexes.
- ↳ If they are commercial in nature then take strict legal action against the offenders.

Also discuss different other schemes that could contribute to your cause.

The role of Municipal bodies is to act as institution of grassroots democracy and to deliver good urban governance. Citizen participation and innovative urban solution to urban problems like housing <sup>is</sup> the need of the hour to deliver ease of living.

(8)



19. An officer of middle level marketing and sales management of a public sector oil company has received frequent complaint about adulteration of diesel and petrol by some retailers of the area under his jurisdiction despite his warnings in the past against such wrongdoing. Subsequently one day, he goes for an inspection of one such retailer who is known for his political connections as well as local bullies. While trying to carry out his official duty, he was first prevented from entering into the premises of the retailer and when he insisted he was allowed to enter. He was offered bribe for not carrying out his duty but he declined. Undeterred, he insisted that as the marketing officer he should be allowed to carry out his duties in public interest and in the interest of the government firm which he represents. The musclemen of the retailer started abusing and roughing him up when he tried to inspect the facilities to ascertain adulteration. A brawl ensued. He was badly beaten up and fatally wounded. He lost his life while being taken to the hospital. Answer the following questions:

- (a) Was the officer carrying the inspection at fault?  
 (b) Despite his noble intention and dutifulness of the highest order, do you think that the officer handled the case immaturely? Why?  
 (c) Had you been in his place, how would have you proceeded to carry out your duty?  
 (d) What could be the solution for such problems of adulteration on a lasting basis?  
 (250 Words) (20 Marks)

(a)  
 The officer carried out his duty with courage of conviction and spirit of service  
 his assessment of the situation and  
 the stand against the wrong doers  
 was absolutely right.

How he was not at fault while carrying out the inspection but his actions could have been guided by forbearance so that he would not have achieved this fate.

Remarks



(b) The officers immaturity lies in the fact that he did not adapted as per the demand of the situation. He did not displayed a high Emotional Quotient.

In the situation, he was outnumbered and did not had strength to fight back in self defence. Assessing the situation he could have got out.

After avoiding a clash he could have returned with sufficient force to raid and seize the premise.

Situational Awareness was missing in his action.

(c) My course of action in the above situation would have been.

→ Gathering inputs before actual inspection ✓

→ Assessing the possibility of action at site. ✓

Remarks



→ If found outnumbered, I would have simply quit the area and returned with sufficient force.

→ However, <sup>even</sup> if confronted and coerced, I would not have allowed the adulteration.

also before carrying inspection you inform services, ask police help etc!

→ After the raid and seizure, I would have recommended the cancellation of the license of the dealers engaged.

(a) As a long lasting solution →

→ Improvement of Packaging so that any adulteration could be identified.

→ Quality Assessment kits to the retailers.

→ Tagging the dealer with the product sold to identify if adulterated product found.

also ensure that such criminals don't get licence etc!

→ Awareness generation among customers.

→ Pursuing legal action under Consumer protection Act, 2019.

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Remarks