

GENERAL STUDIES

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INDEX TABLE			INSTRUCTIONS	
Q.No	Max.Marks	Marks Obtained		
1	10	4	1. Please write your Name, Email, UPSC Roll No. and Mobile number in the answer sheet 2. There are 20 questions printed in English, all questions are compulsory 3. The number of marks carried by a question or part is indicated against it. 4. Answers must be written in the medium authorized in the admission Certificate (English), which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. 5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be struck off.	
2	10	4		
3	10	2.5		
4	10	3		
5	10	4		
6	10	3		
7	10	3		
8	10	2.5		
9	10	3	Any specific message from Educrat IAS Mentors/Evaluators with respect to your copy? Mentor's Remarks:	
10	10	2		
11	10	1		
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14	20	9		
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18	20	7		
19	20	8	Start Time:	End Time:
20			Mode of Examination:	Online <input type="checkbox"/> Offline <input type="checkbox"/>
Total Marks		81.5	TEST CODE:	Medium of Examination:

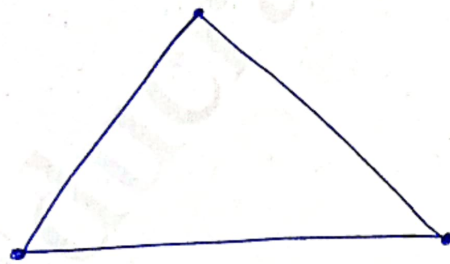
SECTION- A

1. (a) What are the three universal challenges to ethicality of Civil Services across time and space? Elaborate each of them. (Answer in 150 words, 10 marks)

Universal challenges of civil services ethicality across time and space are —

① Self-interest
over
public interest

② 'chalta hai'
attitude -
resistance
to
change



③ underestimating
the
power
of one
person to bring
changes to
the systems &
practices

① self interest → trading off a public interest for own promotion, posting, perks or post-retirement jobs. eg — cash for jobs, non reporting

of corruption, illegal sand mining etc)

② 'chalta hai' attitude - resistance to change → it takes more courage & strength to be honest than to be corrupt in an inherently corrupt system. So civil servants tend to 'go with the flow' (Not protesting to injustice is also a form of injustice)

* weak wake up
 * weak institutions
 * weak integrity

③ underestimating individual's power

→ es. Raja Ram Mohan Ray, Vidyasagar fought for their courage of conviction alone and brought significant changes.

officers like Armstrong Pame (Road by crowd funding) or Durga Shakti Nagpal (revealing sand mafias show what individual officers are capable of.

→ These three vices should be avoided.

1. (b) "Choice is essence of ethics, if there were no choice there would be no ethics, no good, no evil." Illustrate the nature and essence of ethics in the context of above statement. (Answer in 150 words, 10 marks)

Choice is the essence of ethics - if the person has no discretion or choice - then there is no chance of him becoming unethical or ethical.

Answer
* time dependent
* socially oriented
* subjective and objective

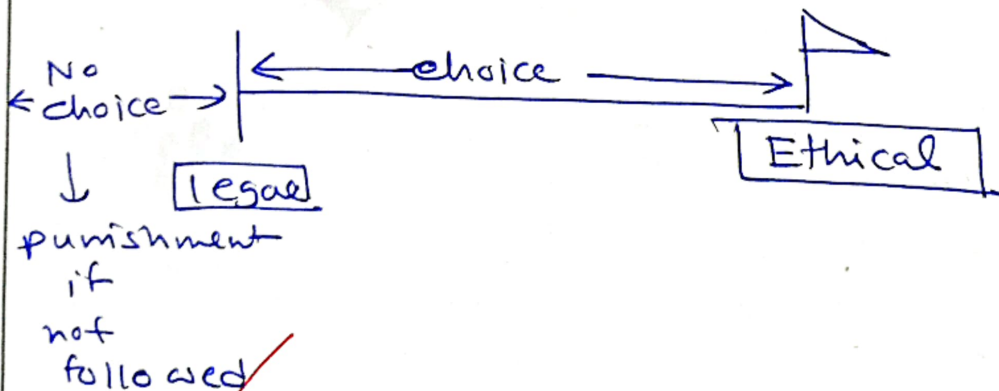
eg ① If a person has no choice other than being honest, that is not a true test of his honesty. ~~If he has~~ Everyone stops at the red traffic light and wears helmet when a surge is there. Someone who obeys by traffic rules even when no one is watching is a truly integral person - because he has a choice to make - to abide by the rules or not.

② ~~Prof~~ Lal Bahadur Shastri

was granted parole to visit his ailing daughter. His daughter died and he came back to Jail immediately after her last rites - before the tenure of parole completed.

Here he had a choice to legally stay out of Jail till the tenure of his parole - but he made a choice not to.

Hence a choice decides the distance between the legal and ethical task.



Hence choice is the determinant of ethicality.



2. (a) Enumerate the values in professional ethics. Why 'excellence' is considered cornerstone of professional ethics? (Answer in 150 words, 10 marks)

Values of professional ethics

- Honesty
- Integrity
- Openness
- Objectivity
- Excellence
- Transparency
- Accountability
- Non Partisanship
- Courage of Conviction
- Devotion to duty

Inte? 2
provide a brief discussion on how it is associated with professional ethics

Excellence as cornerstone—

'Non performance' is also a form of corruption.

The civil servant or any person in workplace is not the

own but the 'trustee' of the funds or resources handled by him/her.

Hence if he does not make optimum use of the resources on his ability, he is actually doing injustice by wasting the resources which actually belong to the people — doing them a disservice.

eg NOT upgrading oneself technologically may cost heavy to the organisation & public service.

Hence, excellence is considered the cornerstone of professional ethics.

provide
example of
excellence of
in professional
ethics

explore
this aspect
further

* quality
produced

* improving
trust of the
people

*



2. (b) "Live your life as though your every act were to become a universal law."— Immanuel Kant. Elaborate this moral thought. (Answer in 150 words, 10 marks)

Immanuel Kant is propagator of deontological ethics which focuses on the right means and does not concern about the end.

Theory of categorical imperative

Hence, one should focus only of the act that one is performing and not the consequences of the act. Because he believes that rationality is the proponent behind a man's acts.

(eg) one should always tell truth— regardless the fact that if the truth may harm someone (telling truth about health conditions to a terminally ill patient) or a lie may bring justice (Yudhishthira lied about Ashwatthama)

the elephant's death to
defeat guru (Dronacharya)
~~This is important b~~

3. (a) What is the relationship between integrity and probity? Can probity be maintained in Civil Services even without integrity? Comment. (Answer in 150 words, 10 marks)

Integrity is the quality of doing the right thing even when no one is watching or holding one responsible.

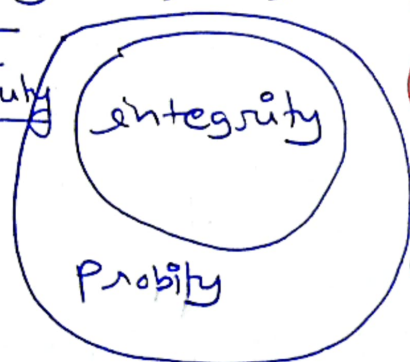
(eg) ^{not} Breaking traffic rule when traffic surgent is not there.

Probity is the highest form of integrity when one adheres by the moral and ethical obligations behind the law or rule even when the intention behind the law is not explicitly mentioned.

adhering to moral and highest standards

eg • Hence probity requires integrity. There cannot be probity without integrity

eg During Swachh Bharat mission which focuses on



building toilets one officer
~~builds~~ → can do the following.

Action	Integrity	Probity
Builds toilet around the one single place	X	X
Builds toilet all around his jurisdiction to ensure coverage	✓	X
Builds toilets and promotes behavioural change to use the toilet - thus understanding & implementing the scheme in letter & spirit	✓	✓



3. (b) "Non-violence leads to highest ethics, which is the goal of all evolution. Until we stop harming all other living beings, we are still savages." Thomas A. Edison.

Describe the significance of this statement for modern times. (Answer in 150 words, 10 marks)

The idea of non-violence as highest form of ethics & goal of evolution differs significantly across religion, nations, societies and time & space

Significance in modern times

① Non-violence in narrow terms →

↳ Not harming anyone physically
eg → avoiding war, weaponisation

② broader term - Note

discrimination - not violating any one's rights → Manual scavenging, gender inequality, climate injustice are also forms of violence

③ Religious terms → Triple Talaq, → religious permitted but social

violence to women.

④ Veg vs Non Veg vs Vegan
debate : over animal

cruelty : raised by Amogh Lila
prabhu's inappropriate comment
on Swami vivekananda

↳ - is Non vegetarians cruel
to animals?

or Animals and plants ~~for~~
produced for consumption
can be consumed?

The interpretations remain
open for all to ~~decide~~ decide ~~and~~
on basis on personal choice,
idea of morality.



4. (a) How the interests of private sphere and public sphere become conflictual? What should be done in the event of such conflict? Explain. (Answer in 150 words, 10 marks)

The interests of public and private sphere can become conflictual when one is in a official position to make a decision to help oneself in private gains to self or relatives, friends etc.

eg Being part of a interview panel that is interviewing a closed relative. This is called conflict of interest. (COI)

There can be

- ① actual ~~conflict~~ of interest (COI)
- ② potential ~~COI~~
- ③ Perceived ~~COI~~

Good

Methods of avoiding COI (4Rs)

- ① Reveal - declare about COI
- ② Restrict - eg. Not asking question to the candidate in the said instance.

③ Recruit - an independent person/panel to verify is made being objective during decision making

* Code of ethics
 * Service rules.
 * adherence to values of the country
 * personal convenience and integrity

④ Relinquish: Resign ⇒ eg. stay away from the situation itself (ie not taking the interview itself)

This way conflict between professional & personal interest can be resolved.

4. (b) Why tolerance is considered a foundational value of Civil Services? How should an aspiring Civil Servant prepare him or her to exhibit tolerance in public service? Explain. (Answer in 150 words, 10 marks)

Tolerance is a ~~so~~ foundational value of civil services because —

① promotes diversity (diverse teams)

② n inclusion (inclusive teams)

③ tolerance to ~~different~~ views
→ participative decision making

④ self motivation & learning

→ learning from others' cultures, practices & other person's achievements.

How to prepare

① from school — by sharing

② sports — allow to accept defeat and respect

+ ensures
public service
delivers
+ empathetic
governance

victories of other.

- How should a civil servant prepare?
 ① awareness
 ② law & ethics
 ③ code of ethics
 ④ that men
- ③ families → tolerant parents
 make tolerant children
service rule
- ④ workplace → inclusive workplaces/
 educational institutes
 brings in tolerance
 among civil servants
- ⑤ Media — movies, news, serials
 that promote inclusivity
 build tolerant civil servants

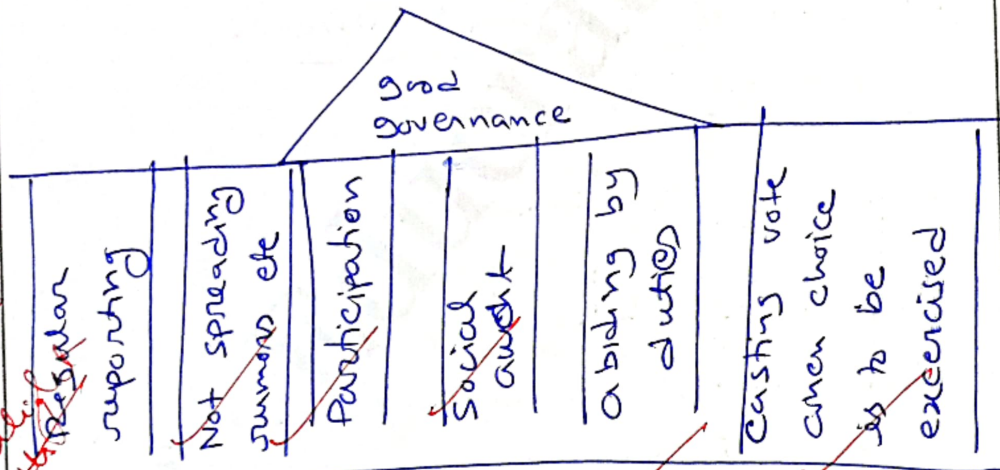


5. (a) 'Good governance depends on ability to take responsibility by both administration as well as people.' In this context, what should be the,

I. Role of people in ensuring good governance?

II. Duties of government in giving good governance? (Answer in 150 words, 10 marks)

① Role of people in ensuring good governance :-



provide example to highlight your point

② Duties of government in giving good governance

① Avoid inclusion-exclusion errors

② check leakages.

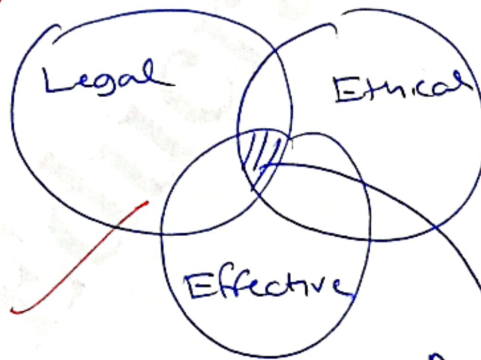
- ③ proper implementation
- ④ targeted implementation of schemes
- ⑤ implementation in letter & spirit
- ⑥ social audit
- ⑦ maintain accountability & openness
- ⑧ Avoid discrimination.
- ⑨ Allow participatory governance in policy making, designing & implementation.



5. (b) 'Every emotion has a commendable value for itself, thus no emotion is condemnable.' Do you agree with this view? Comment.
(Answer in 150 words, 10 marks)

every emotion has a reason behind it. However it should be judged on the parameters of social good, law, social morality & ethicality.

how it can be used for increasing emotional intelligence → Outcome



Actions / Emotions should support this

(eg) - Terrorists radicalised to think that ~~for~~ killing people do their religious right & obligation

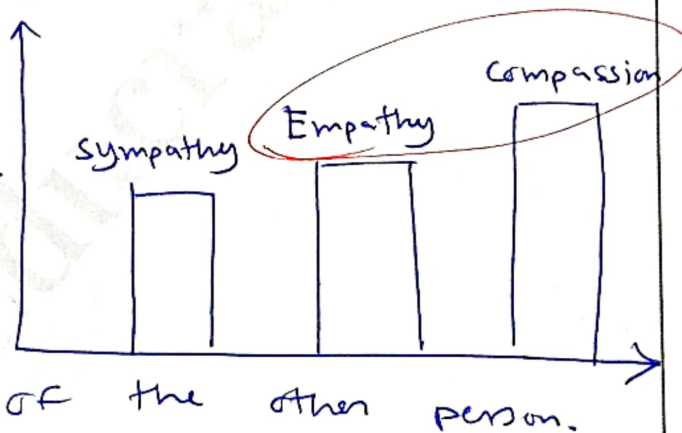
are not right because their
act does not stand on
on the ~~scale~~ of public
morality, legality & social
morality .

6. (a) What do you understand by each of the following quotations?

“Among the wealthy, compassionate men claim the richest wealth. For material wealth is possessed by even contemptible men. Be ruled by compassion, for if various ways are examined, compassion will prove the means to liberation.”— Tiruvallur. (Answer in 150 words, 10 marks)

Compassion is ability to feel and sympathise for others who are suffering is the highest means to attain liberation.

It also includes one's effort to relieve remove the sufferings of the other person.



When one has compassion, — he ~~is~~ has the highest wealth

??



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6. (b) "Everyone thinks of changing the world, but no one thinks of changing himself"— Leo Tolstoy. (Answer in 150 words, 10 marks)

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6. (c) The test for purity of gold is done by rubbing; similarly true characteristics of a person are revealed at the time of intense trouble.”—Kautilya (Answer in 150 words, 10 marks)

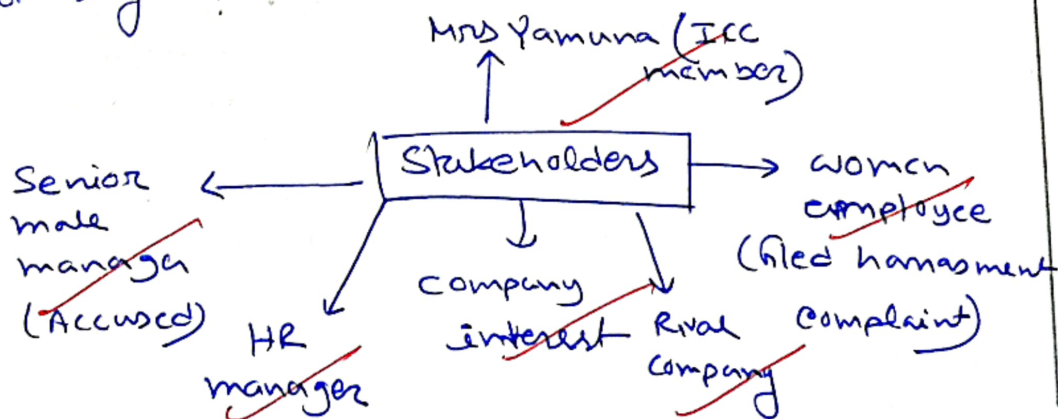


SECTION B

7. Mrs. Yamuna is a senior employee in a private bank. She is also the head of Internal Complaints Committee (ICC) meant to hear complaints of sexual harassment. Recently a newly joined women employee has filed a complaint of sexual harassment to the ICC against a senior manager. The senior manager now approached the HR manager of the bank and said that if the ICC takes the case forward, he will resign and join the competitor bank. He is handling a critical project and his resignation would not only weaken the bank but also help the competitor bank to advance. Hence, the HR manager pleads to Mrs. Yamuna that the complaint before ICC be delayed or disposed.

What should be the decision of Mrs. Yamuna in this case? (Answer in 250 words, 20 marks)

The given case is a clear reminder of myriads of problems people has to face in private organisations while trying to uphold ethical practices while balancing profit orientation that is the primary goal of any private organisation.



Facts of the case -

- ① Mrs Yamung, senior manager and member of ICC - Internal complaints committee
- ② Woman employee - filled complaint of sexual harassment
- ③ Accused manager - threatened to resign & join rival bank.

Ethical issues -

- a) Interest of bank
- b) critical project
- c) other company will benefit



- a) upholding dignity of women employees.
- b) safe working environment
- c) Abiding by law of PSH (Prevention of sexual harassment at workplace)

Available options & evaluation

option	Merits	Demerits
<p>① giving warning to the manager and delegating delaying / disposing complaint</p>	<p>→ manager retained with his expertise</p> <p>→ profit & maintenance of critical project ensured.</p> <p>→ in line with private company's <u>ethics of profit maximisation</u></p>	<p>→ POSH law disobeyed</p> <p>→ Not able to maintain safe work place for women</p>
<p>② Proceed with the complaint & take necessary actions against manager</p>	<p>→ Justice delivered to the woman employee.</p>	<p>→ Company may face temporary losses due to the manager joining the rival bank.</p>

Steps Mrs. Yamuna should take (& reasons)

- ① Ensure fair investigation to find out if the accused is really guilty.
- ② If yes, there should be no second thoughts about proceeding with the complaint.
- ③ Temporary ^{financial} losses to the bank may be sustained if the senior manager joins the rival bank but a healthy safe & inclusive work environment will be ~~at~~ of long term benefit for the bank.
- ④ This step will also be in line with the prevention of sexual harassment of women at workplace Act and will be synchronous to Mrs ~~Am~~ Yamuna's

responsibility as a member of the ICC:

⑤ Dignity of (women) employees cannot be compromised at any cost - temporary financial loss is a ~~smaller~~ negligible cost to be paid for it.

⑥ A safe work place will in future attract many talents which will eventually compensate the loss faced by the loss of an unethical manager.

* The manager may not be hired. due to NDA
* Fair hearing to both should be given

Thus, Mrs. Yamune should uphold her duties of ICC member and being a woman she cannot step back from facilitating justice to another women employee.

8. You are the Superintendent of the Police (SP) of a District. Recently, a road accident in a drunk and drive case led to killing of a man who happened to be the sole bread winner of the family. Later it was found that the accident was committed by the son of a State minister. He has contacted you and requested that let his son be not implicated in this case and in return he will do any favor demanded by you. His son is notorious for various such crimes in past including molestation of women, in those cases if the police officers were found to be unhelpful to him, the minister had capability to transfer the officers.

Now the Minister gives you an ultimatum with two options:

1. You should close the case and save his son. If you do so, you will not be transferred. Also, the family of the victim will be helped by him personally with Rs.50 Lakhs and also a job will be arranged to any person of the family.

2. If you fail to help him, not only you will be transferred but also no remedy to the victim family will be done by him.

What will be your decision? Justify your stand. (Answer in 250 words, 20 marks)

The given case clearly shows the misutilization of power as all effects of criminalization of politics.

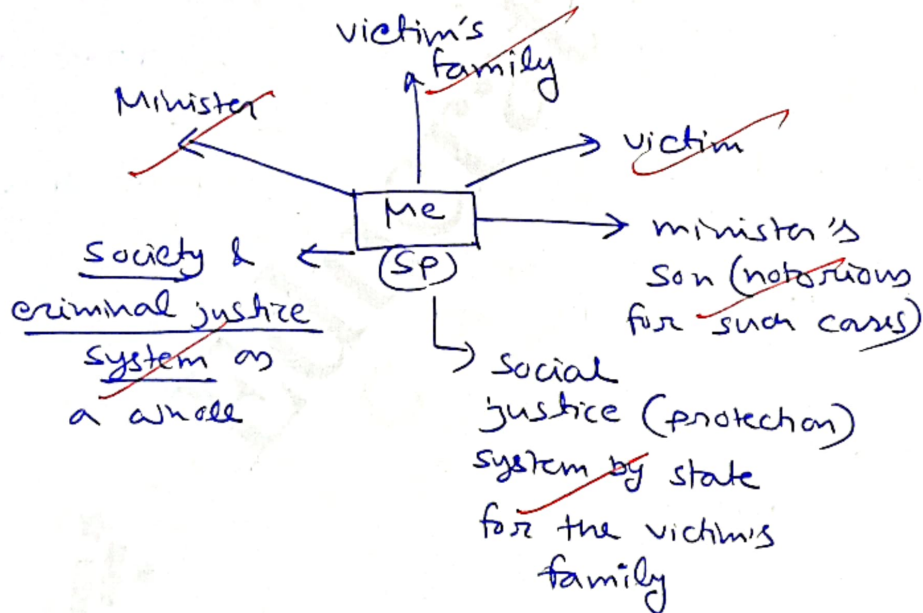
Facts of the case :-

- ① I am the SP of a district.
- ② Drunk and drive case by the minister's son killed one-sole

bread winner of the family.

③ Minister insisting on closing the case - promises help to the victim's family - threatens transfer otherwise.

Stakeholders



Options available & evaluation :

<u>Options</u>	<u>Merits</u>	<u>Demerits</u>
① closing the case & saving minister's son.	→ Self My own interest served - not being transfereed.	→ victim did not <u>set</u> <u>justice</u>

		compensation & job to one member of family of the victim.	- Minister's son was also involved in crimes like molestation of women
	② Do not close the case → threatened transfer of SP (me) → No remedy to family.	Justice upheld	Threat of personal loss, transfer & no compensation by the minister to the victim's family

steps My decision

I will strongly adhere to pos
option 2

- not withdrawing the case.
- framing & proceeding with appropriate criminal charges against the miscreant and take criminal justice system take its own course.

Reason for decision

① Being Responsible for law & order maintenance in the district as SP, letting go of a criminal accused of drinking & driving would be gross violation & mockery of the criminal justice system that I myself am a part of.

② The accused is notorious for other serious crimes like molestation

Filing a
* FIR
* Carrying out an investigation
* Requesting the minister to not interfere with the Law & Order
* Providing ex gratia payment to the victims' family.

of women as well.

③ The proposal from the minister gives a fair idea that his son ~~is~~ actually guilty.

④ The proposal of job & compensation to victim's family is not because of regret but only to serve selfish interest of saving his son - ~~who~~ may continue to be involved in such cases. - No guarantee of these promises.

⑤ As an officer from All India services, transfer is a part of duty - such gross unbecoming of a civil servant by letting go of an ~~so~~ accused is not an option to be traded off with personal / professional gains.

⑥ State / courts may arrange for compensation / job to victim's family if ~~accused~~ is proven guilty.

9. Civil Services is a profession that bring welfare to many downtrodden sections and the overall society. The unmatched ability for serving public has made it attractive for many public-spirited youths of the nation. Many enter the service with a strong dedication to public service. However, within a decade, many of the new entrants turn unprofessional, corrupt, lethargic and incompetent. The descendance of spirit of service and ascendance of greed for money, power abuse, indifference to concerns of weaker sections are observed in them. They do not remain the same public-spirited probation officers they were once.

Analyse the various factors responsible for this unholy transition in them. What measures can be taken in this regard? (Answer in 250 words, 20 marks)

The given case clearly & aptly describes the transition of service spirited probationers joining civil services into corrupt, unprofessional, lethargic & incompetent bureaucrats.

Possible factors responsible :-

① selfish interests → the certainty of a civil service removes the veil of ignorance & uncertainty of future from the civil servants' minds. The huge discretionary powers and

unshakable service conditions & assured life of respect and luxury for next 30-40 yrs for self and family members makes them indifferent to the sufferings of common people outside their ~~out~~ self centric circle.

② 'Chalta hai' Attitude - the lack of transparency, red-tapism & discretionary powers along with existing system where it takes more effort to be 'honest and efficient' than to be 'compliant & corrupt' makes them go with the flow.

③ Adverse impacts of staying honest - cost of integrity → transfers, harassments, non-promotion, continuous demotivation has to be

faced by people trying to stay
honest & efficient

eg. Ashok Khemka, transferred
51 times in 27 yrs span of career

④ concern for family - A settled & safe,
luxurious life for family motivates
them to ~~care~~ often decide against
taking strong steps / whistleblowing /
swimming against the present
political-bureaucratic currents.

⑤ greed ~~for~~ → corruption, money
power, often lures individuals
to become corrupt ✓

⑥ ZPs → Perks, promotions,
plum postings, post retirement
jobs - often lure bureaucrats
to be involved in unholy
politico-bureaucratic
nexus ✓

Measures to be taken

- ① Stronger organisational measures against corrupt officials
- ② Efficient implementation of Lokpal, Lokayukta act
- ③ Regular checking of Asset declarations submitted by officers to curb disproportionate income: asset ratios → promoting transparency in assets of public servants & close relatives
- ④ Reasons for discretionary actions taken to be recorded in writing.
- ⑤ ~~over & above~~ Participative governance structures - eg. regular social audits, RTI,



~~etc~~ @ Aa, cve audits to ensure accountability ✓

⑥ ~~Over~~ Resensitization of ethical ideas by mid term career trainings

⑦ Using appropriate operant conditioning of behaviours - conot & shic methods - appreciating honest officers.

⑧ Over and above all, it requires inputs from society, family, one's upbringing to build a solid moral character & conscience that stays ~~to~~ true to moral duties. behaviour in faces of adversity, that is the sole best guide of ethical behaviour

good

10. The CBI of your country raids a premise being used by terrorists. While no terrorist was found there, multiple belongings of them including a branded smart phone has been seized. In course of analysis, it was found that it is necessary to unlock the phone to access some critical information which will give clues about the terrorists and their plots. Your government approaches the company producing these phones and asks them to unlock the mobile. However, citing the company norms for customer privacy, it is said that regardless of one of their phone being used by a terrorist, it is unprofessional to unlock a customer's mobile which will amount to violation of customer privacy.

Analyse the ethicality in the argument of the company. What should be the right approach in this case? (Answer in 250 words, 20 marks)

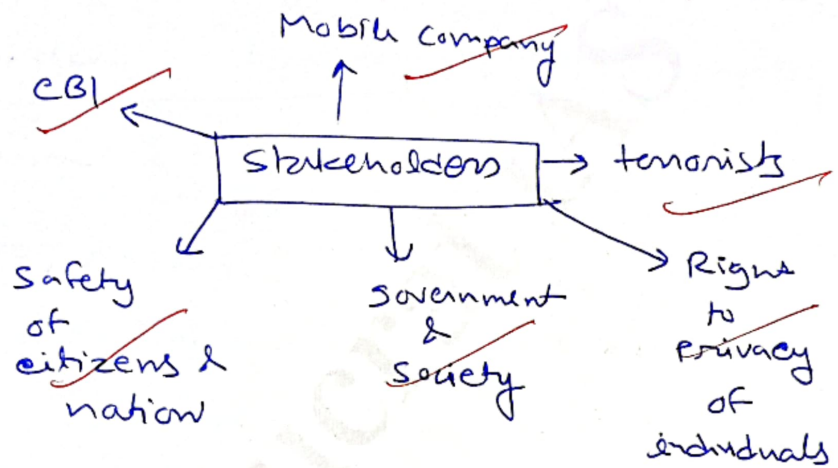
The given case presents a dilemma between public and private ethics and ^{"duty"} ~~right~~ ^{of} internal security by government to 'right to privacy' ~~by~~ ^{of} common people (be it terrorists).

Facts

- ① CBI raids a premise used by terrorists & finds a smart phone that may have clues about terrorists. (locked)

② approaches ~~phones~~ company to unlock.

③ company ~~refuses~~ citing privacy norms.



Ethicality of argument of the company

① → The company is facing the ethical dilemma of 'security of nation' vs 'privacy of customers'

② → The test of proportionality needs to be applied here.

③ → the order of precedence of conflicting ethical arguments has

Give the ethicality of the argument of the company right to privacy of customers interest

be kept in mind.

④ ~~National int~~ Every right enshrined in constitution and in private company's policy comes with a reasonable restriction and National interest & 'safety, sovereignty of nation' has been pronounced as reasonable restrictions by the supreme court in multiple instances.

⑤ Hence, the ethicality of 'National Interest' stands prior to any individual's right to privacy'.

However, the right approach should be as follows :-

① The CBI should submit in writing what made them ~~see~~ think that unlocking the phone would be helpful for protecting national interest and

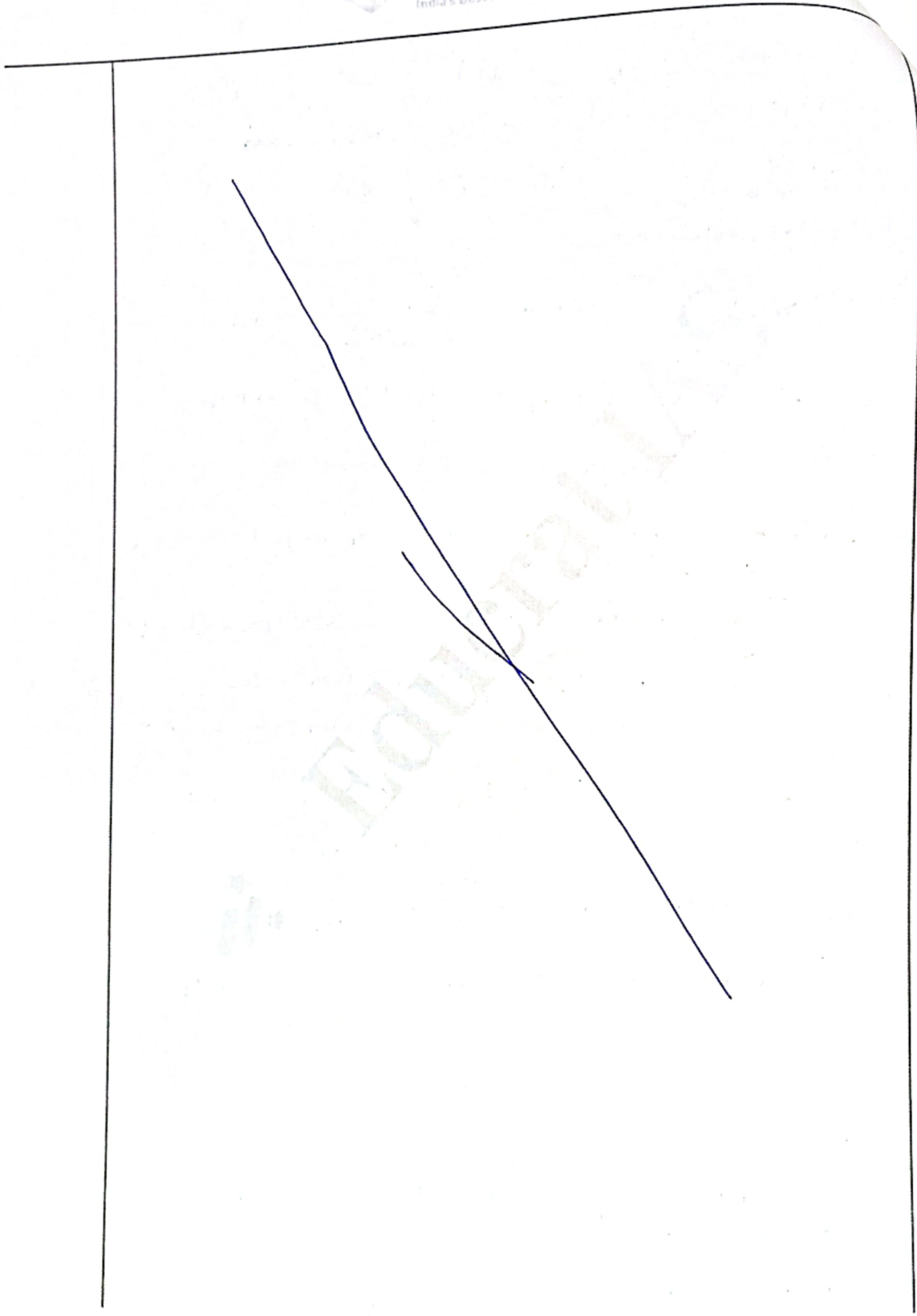
② assure that the privacy norms would be maintained as far as possible → approach the company through central govt.

② ~~There should be an independent~~

The company should unlock the phone for national interest but it has to be done on case by case basis while continuing with the existing privacy norms & maintaining test of proportionality

- otherwise it may create ~~of~~ a slippery slope

Thus, in this particular case national interest should be given priority over individual privacy.



11. You are working in the electricity department of a State. You are assigned with electrifying all the villages of the State under Saubhagya scheme. Around 35 personnel work under your supervision. A seemingly honest subordinate has come to you and said that he has unearthed a major corruption done in a village by local authorities in collusion with elected panchayat members. Being an officer of integrity, you have asked him to submit a detailed report in two days. But the politicians and local authorities have approached your subordinate and encouraged him to help them in return for a share in the lump sum amount siphoned off by them. Being convinced, your subordinate comes to you after two days and claims that he has mistakenly believed there has been a corruption, but in reality he claims no such irregularity has occurred.

Answer the following:

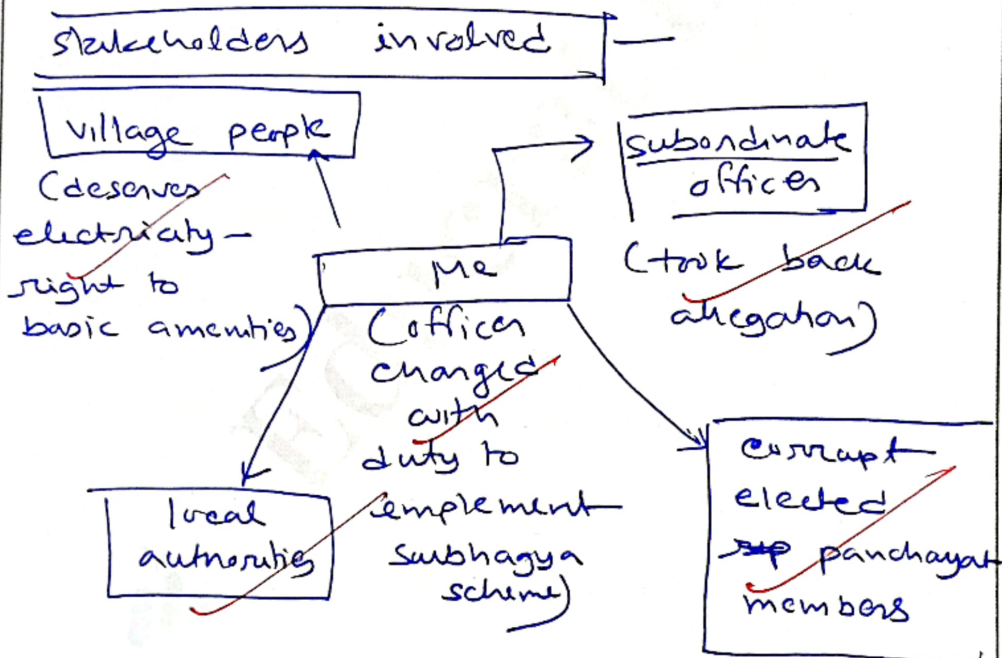
- (a) What are the ethical issues in this case?
(b) How will you respond to the changed opinion of your subordinate?
(Answer in 250 words, 20 marks)

The given case clearly depicts the process in which corrupt practices might have been continuing with help of political - Bureaucracy nexus.

Short summary of the case

- ① I am working on implementation of saubhagya scheme (universal electrification of villages)

- Subordinate
 ② officer reports corruption.
 ③ On being asked to submit detailed report and pursued by corrupt elected representatives, he takes back his allegation of corruption.



Ans (a) Ethical issues involved

- ① changed ~~off~~ opinion of subordinate - cowage of conviction is lacking.

② My dilemma → without subordinate's detailed report, it is difficult to prove any misdealings ~~in~~ & corruption.

③ local authorities & politician news: —
may harm me personally / professionally.

B) My response to changed opinion of subordinate

① I will create an independent ~~entire~~ review committee with officers under my supervision (excluding subordinate to changed his stance) and ask them to review the implementation of the project.

② I myself will be heading the committee so that the observation of this committee cannot be changed by political pressure this time. Based on the findings of

→ Ask the subordinates to present their claims in the office
→ stop immediately the implementation of the project
→ disburse the funds

→ Lack of strong work culture
→ lack of dedication to public service
→ opportunity of compromise of professionalism

the report prepared by the committee (which will show if there is any corruption) charges against the officer (who changed his submission) and other corrupt politicians can be taken.

Electricity is the basic right of people & an essential component of dignified right to life (Art-21). Saubhagya scheme is a crucial step towards this. I would be steadfast on my commitment to implement the scheme with utmost integrity & dedication to public service.

12. State is a political institution that exists to deliver many services to the citizens. Yet, many surveys across world, especially in developing countries like India, has shown that the people are not satisfied with the delivery of services by the government. This is hampering the development of nation and also people's confidence in the whole idea of democracy itself. Multiple expert committees and analysts have consensus on some issues in this regard. Three crucial ones are as follows:

1. Analysing the deficits and gaps in various services delivered.
2. Developing procedures to hold the concerned authorities accountable for poor service delivery.
3. Strengthening ethics in the overall service delivering administrative machinery.

Suggest institutional measures to address the above three issues.
(Answer in 250 words, 20 marks)

The ~~at~~ democratic countries are increasingly moving towards 'service as a right' of people rather than people as 'beneficiaries of services'. When people are not satisfied with services provided by governments, they tend to lose faith in the idea of democracy and ~~exit~~ exit the system of 'social contract' (ie by

tax evasion, not abiding by dates enshrined by constitution etc.)

I) Institutional measures to analyse deficits and gaps in various services delivered

- ① social audit
- ② Implementation of citizen charter
- ③ time bound grievance redressal mechanism
- ④ digitisation of service delivery tracker (eg. Applications received vs disposed)
- ⑤ Quantifiable measures & standards of service delivery
- ⑥ continuous citizen feedback mechanism & implementation
(Agile methodology of implementation)

② Measures to hold authorities accountable for pan service delivery

① clearly mentioned grievance redressal mechanism

② timebound turnaround days mentioned in citizen charter and displayed.

→ GVC
→ CPJ
→ Lok Sabha
→ Grievance redressal mechanism

③ Assigning separate tasks to all in the team and holding them responsible for non delivery.

④ e-file system for digital tracking of application etc.

⑤ ~~fixed~~ Audit mechanism to ensure accountability.



③ measures for strengthening ethics in overall service delivering administrative machinery:

① sensitization of public servants towards devotion to duty.

(eg - Armstrongs game building 20 km road by crowd funding)

* Code of ethics of
* stringent implementation of
* Prevention of Corruption Act
* Citizen's Charter
* Peer review

② Appreciating innovation in governance to motivate others.

(eg - governance excellence awards)

③ skilling - upskilling - sensitization of public servants about ill effects of service non-delivery

(eg - Mission Karmayogi)

④ over & above all - self motivation & devotion to service

⑤ parameters like innovative

Approaches, going beyond the minimal duties should be recorded and rewarded in ~~each~~ Annual performance reports to promote institutionalised innovation

⑥ Promote developmental administration over regulatory administration.

These methods can ~~be~~ usher changes in efficient service delivery system.