



VISION IAS

www.visionias.in

04 SEP 2019

GENERAL STUDIES (TEST CODE: 1245)

Name of Candidate	NUPUR GOEL	Registration Number	6667
Medium Eng./Hindi	ENGLISH	Date	3/9/19
Center	ORN		

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
2(a)	10	
2(b)	10	
3(a)	10	
3(b)	10	
4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.**
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

16-B, 2nd Floor, Above National Trust Building, Bada Bazar Marg, Old Rajinder Nagar, Delhi-110060

Plot No. 857, 1st Floor, Banda Bahadur Marg (Opp Punjab & Sindh Bank), Dr. Mukherjee Nagar
Delhi- 110009

EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

Answer the following questions in not more than 150 words each:

1. (a) Highlighting the attributes of leadership, analyse why it is important for a civil servant. (10)

नेतृत्व (लीडरशिप) के गुणों पर प्रकाश डालते हुए, विश्लेषण कीजिए कि यह एक सिविल सेवक के लिए महत्वपूर्ण क्यों है।

Leadership can be defined as the quality in an individual to take the organisation towards success. Leadership influences the followers to take action in such a way to achieve individual as well as organisational goal.

Attributes of leadership:-

- 1) Individualised motivation - leader attends to the problems of different individuals and motivate them on a personal level.
- 2) Good communication - direct, clear, simple communication skills to define work & give feedback.
- 3) Openness - towards change and dynamic environment. Also open towards feedback of others.
- 4) Efficiency & leading by doing - He must be skilled and play from forefront.

5) Decisiveness - firm & resolute in taking & implementing decisions.

Bernard says that a leader must have vitality, endurance, decisiveness, responsible & intellectual. He must have a coherent short-term & long-term vision
eg - Ms Shoni, Sreedharan, Kurien, Gandhi etc.

Importance for civil servants :-

1) civil servants are at cutting edge-level providing last-mile delivery of goods & services. Interface with people & handling of day to day grievances require day leadership.

2) Growing challenges - terrorism, crime rate, rape, murder, cyber crime, human right abuse.

3) change in technology - Use of ICT in e-governance.

4) chief crisis managers so need to be calm while handling disaster.

NOLAN committee, UK in 1969 gave leadership as 1 of most important quality of civil services.

1. (b) A civil servant needs to be objective as well as empathetic. What do you understand by objectivity? Discuss its relationship with empathy. (10)

सिविल सेवक को वस्तुनिष्ठ होने के साथ-साथ समानुभूति रखने वाला भी होना चाहिए। वस्तुनिष्ठता से आप क्या समझते हैं? समानुभूति के साथ इसके संबंधों की विवेचना कीजिए।

Objectivity can be defined as being unbiased by personal beliefs, values, religion etc & basing our decisions on rationality & logic.

empathy can be defined as imagining oneself in the place of other who is suffering & then making a decision. It is a part of social justice & emotional intelligence (given by Goleman).

Relation between objectivity & empathy:-

When one puts oneself in other's position, she is better able to judge the situation. This makes him aware about the pulls & pressures faced by vulnerable people. This helps him in reaching a fair & just decision.

empathy → leads to → objectivity.

eg → Mother Teresa leaving her home nation to

serve poor.

similarly, objectivity helps the civil servants to be free from any past prejudice. This makes him open to feelings of others & he becomes empathetic.

Objectivity leading to Empathy
Eg - Merit based decision while ensuring social justice. An old woman given PDS benefits even in absence of ration card.

Importance of objectivity and empathy for civil servants :-

- 1) Better able to deal with people.
- 2) Know ground realities and work for social transformation

Eg - Prashant Nair's Hunger free districts

- 3) Innovative & risk-taking in approach
eg - Palme's 10 km road in Manipal through crowd funding.

- 4) Neutrality & integrity -

Both these values are there in NOLAT committee values for civil servants.

2. (a) With rapidly increasing use of information technology, what according to you is the role of ethics in cyber space? (10)

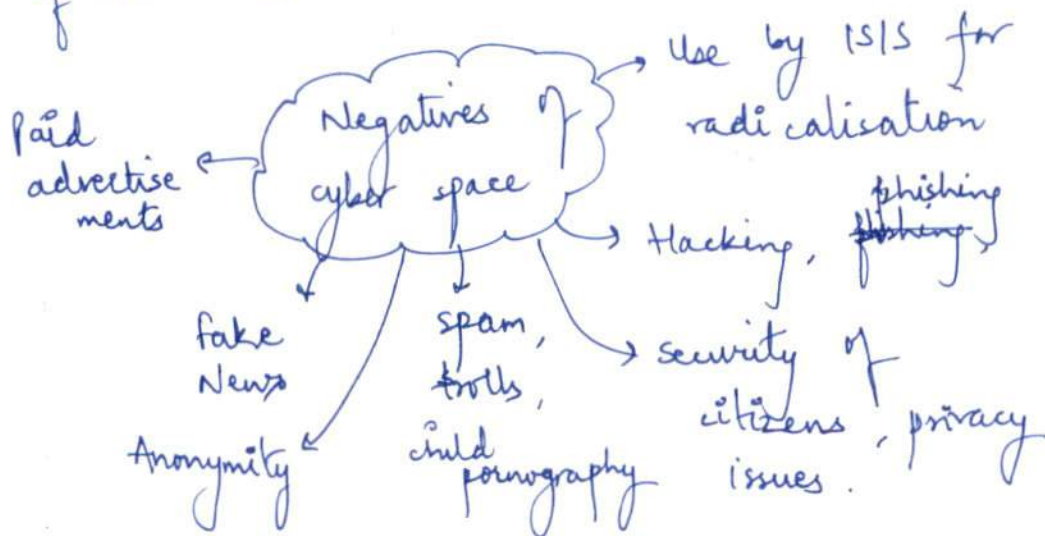
सूचना प्रौद्योगिकी के तेजी से बढ़ते उपयोग के साथ, आपके अनुसार साइबर जगत में नीतिशास्त्र की क्या भूमिका है?

We are witnessing 4th Industrial Revolution and information & communication technology revolution.

This ICT has led to

- 7 Blurring of time, distance & space
- 7 faster communication (almost instant)
- 7 Efficiency & effectiveness in govt services.

But at the same time, cyber space has also led to a number of crimes :-



In this scenario, ethics
has a major role to play :-

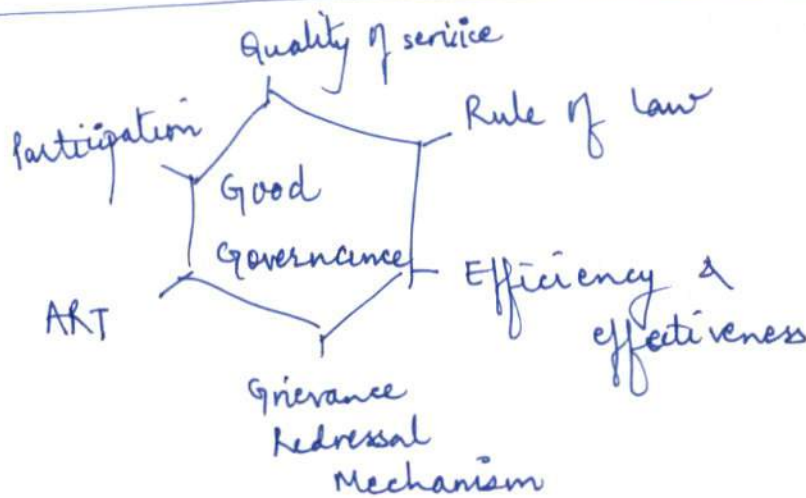
- 1) It promotes a culture of trust, harmony and values.
- 2) Vigilant citizenry to report such misuse of cyber space. eg. ~~SOP~~MHA asking people to report child pornography sites.
- 3) Ethics - communitarian values are must, pre-requisite to deradicalise the individuals & integrate him again with society.
- 4) It promotes promotion of privacy laws so that citizens can't be exploited for their private informations.
- 5) Corporate governance speaks to non-resolving to snoring, malicious ways of poaching etc.
- 6) Govt must also be ethical in regulation of cyber space for preventing its misuse.

cyber technology is a double-edged sword. We need to decrease its negatives so as to lead to e-governance.

2. (b) Transparency in government organisations is an essential pre-condition for good governance. Elucidate. (10)

सरकारी संगठनों में पारदर्शिता सुशासन की आवश्यक पूर्वपेक्षा है। स्पष्ट कीजिए।

Good governance can be defined as the multi-stake holder approach in decision-making & implementation. Various attributes are :-



Transparency can be defined as openness and intention in government to share information with the citizens. It considers citizens as master and govt as service provider.

Transparency is an essential pre-condition for good governance:-

- 1) 2nd ARC calls it as a key to more efficiency in public service delivery.
- 2) citizen participation increases.

- 3) Accountability of govt for its actions & inactions increase.
- 4) Better decision-making as all the information now in public domain.
- 5) It acts as check on corruption.

James Madison said that without transparency, government is a farce.

Tools available - RTI
social Audit
citizen charter etc.

Transparency is an important tool of good governance. We must promote it by

- strengthening RTI Act, implementing it in better spirit.
- suo-motto & proactive disclosure of information.
- involvement of NGO, civil society etc.

3. Given below are quotations of moral thinkers/philosophers. Bring out what they mean to you in the present context:

नीचे नैतिक विचारकों/दार्शनिकों के उद्धरण दिए गए हैं। स्पष्ट कीजिए कि वर्तमान संदर्भ में आपके लिए इनके क्या निहितार्थ हैं:

(a) A nation should not be judged by how it treats its highest citizens, but its lowest ones. Nelson Mandela (10)

राष्ट्र का आंकलन इस बात से नहीं किया जाना चाहिए कि वह अपने श्रेष्ठतर नागरिकों के साथ कैसा व्यवहार करता है, बल्कि इस बात से किया जाना चाहिए कि वह अपने निम्नतर नागरिकों के साथ कैसा व्यवहार करता है। - नेल्सन मंडेला।

Nelson Mandela fought a difficult fight against apartheid in South Africa. He made this statement to highlight the racial attitude and exploitation of black people in South Africa.

The above statement focuses on welfare of downtrodden & most vulnerable section of society as a judgement of performance of a nation.

If the rich is cornering large amount of wealth, while there are a number of food riots & deaths due to malnutrition, it is a failure of govt machinery.

Gandhi's Tolstoy also

focus on justice & rights enjoyed by most vulnerable section so as to analyse the success of a decision.

Today in India, even though we have most wealthy business families (Ambani) but at the same time, it houses

2.6 crore poor people.

- Huge inequality in India (Oxfam report)
- Mob lynchings.
- Low status education, health of SC, ST
- Patriarchy interfering with women empowerment.
- Malnutrition, stunting, diseases, poverty widespread in India.

The above statement says that as long as we can't do justice to poor & lowly people, we can't become developed. Amartya Sen also focussed on empowering them by health, education & employment so as to give good governance to people.

3. (b) The highest education is that which does not merely give us information but makes our life in harmony with all existence. Rabindranath Tagore (10)

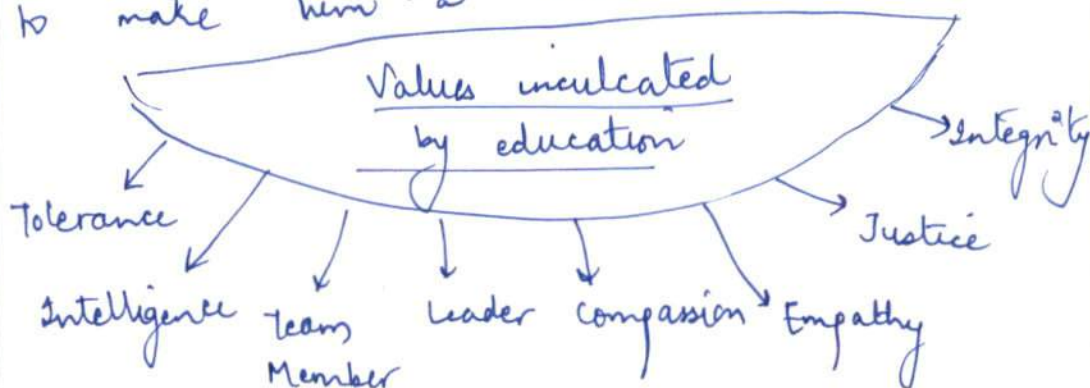
श्रेष्ठतम शिक्षा वह है जो न केवल हमें जानकारी प्रदान करती है, अपितु सभी के अस्तित्व के साथ हमारे जीवन का सामंजस्य भी स्थापित करती है। - रवींद्रनाथ टैगोर

Rabindra Nath Tagore was the champion of education as well as all-round development of human beings.

Here, he says that education doesn't merely gives us knowledge but also makes us an able citizen. An educated person is better able to deal with societal & environmental problems.

Meaning in today's context -

Although education is necessary but it isn't merely cramming of facts and figures. It is also inculcation of values in humans so as to make him a better human.



Aim of highest education :-

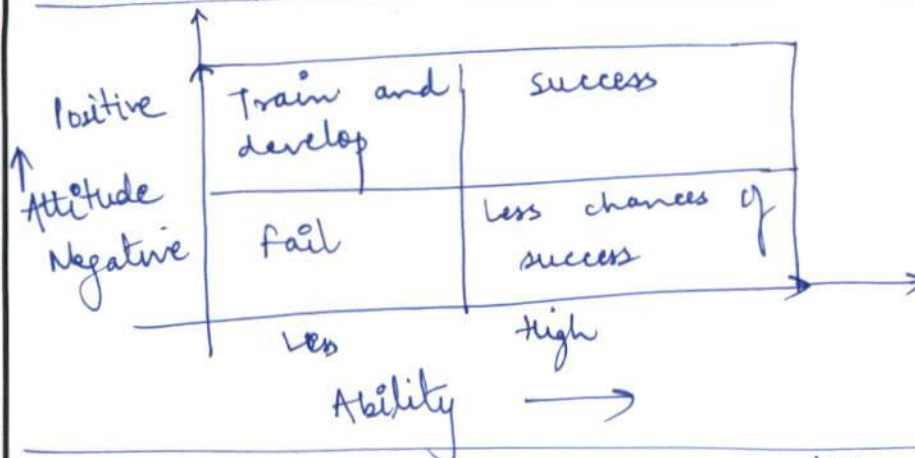
- 1) To help realise the actual goal of human kind.
- 2) Promote social well-being, love, care - Today there is rise in crime rate (NCRB data), casteism, communalism. This is due to lacunae in education system.
- 3) Environmental sustainability - Today, there is climate changes, disasters etc - Education helps in better dealing with them.
- 4) Animal Ethics - cruelty to animals, torture on a rise - Eg - Jallikattu, circus, sambal etc. Education helps us to inculcate emotions & care for them.
- 5) Terrorism, human rights abuse - Education here helps us in channelising the energy of youth towards productive areas.

Thus, we must reform our education systems to inculcate values since childhood in children. This helps them to be better equipped to deal with society.

4. (a) For achieving success, attitude is equally, if not more important than ability. Discuss with the help of examples from your daily life. (10)

सफल होने के लिए, अभिवृत्ति क्षमता से अधिक नहीं तो, क्षमता जितनी ही महत्वपूर्ण है। अपने दैनिक जीवन के उदाहरणों की सहायता से विवेचना कीजिए।

Above statement places equal importance on attitude and ability so as to achieve success.



Ability is the skill required to complete a given task while attitude can be defined as the values, beliefs, perceptions carried by an individual regarding that work.

If an individual is very upbeat about doing something, he/she might achieve inspite of lack of ability or hardships that come in way. Eg- Sandeep Singh, Flicker Man of Indian Hockey

Team not only played hockey but also won us world cup inspite of getting paralysed from below the waist.

Similarly, even if an individual doesn't have the ability but a negative attitude ends up failing.
Eg- Every year, 100s of civil services aspirants fail because they think that this exam is beyond their capabilities.

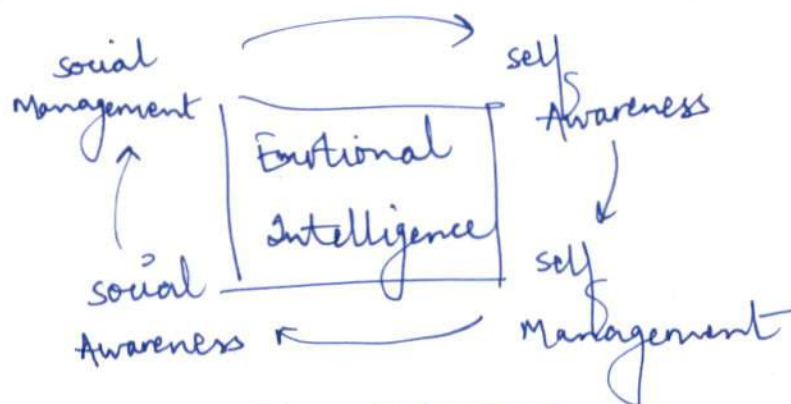
APJ Abdul Kalam, Warren Buffet both focussed on attitude more rather than ability while recruiting people. even Daniel Goleman also proves that 80% people who succeed have right attitude towards the work.

Thus, we require both ability & attitude to succeed.

4. (b) The core of high Emotional Intelligence is self-awareness. If you don't understand your own motivations and behaviours, it is nearly impossible to develop an understanding of others. Discuss with the help of appropriate examples. (10)

उच्च भावनात्मक समझ का मूल आत्म-जागरूकता है। यदि आप स्वयं की अभिप्रेरणाओं और व्यवहार को नहीं समझते हैं, तो दूसरों की अभिप्रेरणाओं और व्यवहारों की समझ विकसित करना लगभग असंभव है। उपयुक्त उदाहरणों की सहायता से विवेचना कीजिए।

Emotional Intelligence can be defined as understanding, analyzing, monitoring & managing one's own emotions & that of others to achieve success.



— Daniel Goleman

Here, self awareness is the key to high EI. It is defined as the ability to understand one's own behaviour.

Self-awareness is the key :-

→ It makes the person better able to empathise with other people. eg - A

civil servant is better able to feel the suffering of other vulnerable people

2) He is better able to come out with appropriate solutions. eg - Ms Shoni took a decision to go first in world cup final match ~~against~~ ^{bypassing} Yuvraj Singh.

3) More receptive to feedback from others.

4) self-awareness leads to self-control.
eg - A civil servant might take all precautions not to become a pawn in the hands of politicians.

5) He is also better able to communicate with others since he knows his own weak areas.

Thus, self-awareness is one of the most important part of subjective ethics & introspection.

5. (a) What do you understand by Integrity Pacts? Highlight the role they can play in bringing transparency in allotment of public contracts and ensuring proper utilization of public funds in India. (10)

सत्यनिष्ठा समझौता (इंटीग्रिटी पैक्ट्स) से आप क्या समझते हैं? भारत में सार्वजनिक अनुबंधों के आवंटन में पारदर्शिता लाने और सार्वजनिक निधि के समुचित उपयोग को सुनिश्चित करने में इसके द्वारा निभाई जा सकने वाली भूमिका पर प्रकाश डालिए।

Integrity Pacts can be defined as the contracts signed between different individuals, companies, entities etc with government to deliver the said service or good at given fixed price without any undue benefit to any party.

It is a tool of checking corruption by self-declaration.

Today, there is escalation of corruption in India (Kanshik Basu).

A number of scams like 2G scam, coal scam etc have come up. In this, integrity pact becomes important.

Role in bringing transparency :-

1) It upholds accountability as both parties have sign not to indulge in corruption.

- 2) It upholds public trust.
- 3) It is available in public domain - serves as deterrent for misappropriation, fudging etc.
- 4) Moral check on both parties to deliver the goods qualitatively.
- 5) It also leads to efficiency & effectiveness for governance.

ARC II, Vijay Kelkar committee focussed on integrity pacts for public contracts. Hence, this must become a standard practice.

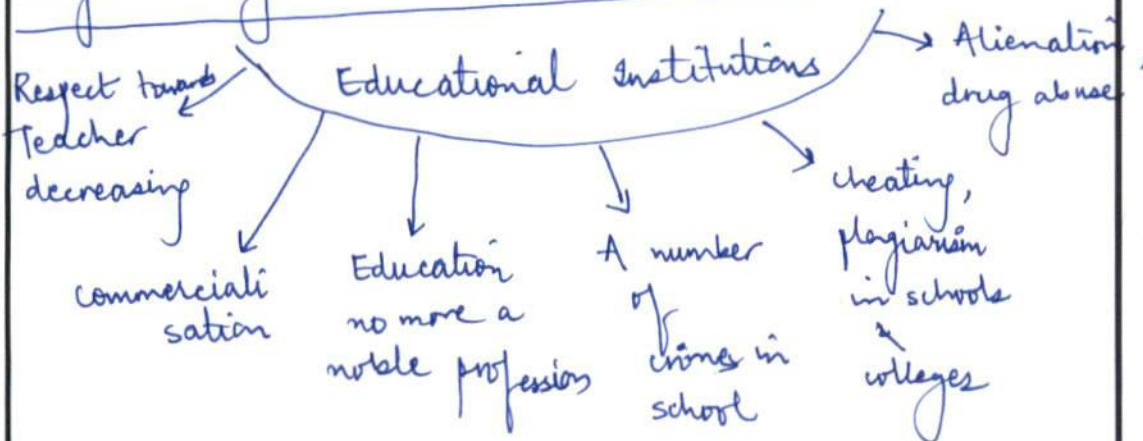
However, along with integrity pact, we must also focus on improving the work culture, penalising corrupt action & promoting honest work done by officials to achieve corruption-free India.

5. (b) In the context of rapid technological change, discuss the significance of inculcating moral and spiritual values in educational institutions. (10)

द्रुत गति से हो रहे तकनीकी परिवर्तनों के संदर्भ में, शैक्षणिक संस्थानों में नैतिक और आध्यात्मिक मूल्यों को अंतर्निविष्ट करने के महत्व की विवेचना कीजिए।

educational institutions play an important part in not only imparting knowledge but also character-building, values in the people.

but today, due to rapid technological changes, they are witnessing huge changes :-



In this, there is a rise in significance of moral and spiritual values :-

1) Values like tolerance, team-player, compassion towards others make him a

good person.

2) It helps in making people of high emotional intelligence. They are better able to deal with stress & complex world.

3) Values in educational institutes like merit, fair play, social justice helps in inculcating the same in children. Eg- Yagnas in DAV schools train children to become theists.

4) It promotes communal harmony, care, feminine ethics leading to sustainability with the society as well as environment.

5) It promotes good use of technology and avoid/prevent its misuse. Eg- students using net for education rather than pornographic content.

A.P.J. Abdul Kalam said that a child is a fresh clay & it is built by education. Thus these institutions have a lot of significance.

6. Explain the main elements of integral humanism as propounded by Deen Dayal Upadhyay and highlight its contemporary relevance. (10)

दीनदयाल उपाध्याय द्वारा प्रतिपादित एकात्म मानववाद के मुख्य तत्वों की व्याख्या कीजिए और इसकी समकालीन प्रासंगिकता पर प्रकाश डालिए।

Deen Dayal Upadhyay was a great freedom fighter and a moral thinker. He gave the theory of integral humanism.

Main elements of integral humanism are :-

- 1) Human at the centre of development.
- 2) collective interests above individual interests :- i.e. society comes above individual.
- 3) Humanism above caste, community, religion, culture etc - Focus on values like care, selflessness, service to mankind etc.
- 4) Putting last first i.e. Theory of Reversals given by Robert Chambers.

Contemporary Relevance :-

- 1) It focusses on societal welfare rather than vested interests. It today, also

we focus on Pareto's optimality which focuses on maximum good to maximum number of people.

2) Rise in hate crimes, mob lynchings, casteism, communalism - Integral humanism answer to this chaos.

3) Focus on inclusive development (12th Five Year Plan).

4) SDG, e-governance, good governance also focuses on human rights, principles of equality, equity etc.

5) Today - Rise in atheism, globalisation, cosmopolitanism. Thus, our focus must be human

Thus, integral humanism still lights our way towards being an ethical & just society.

7. It is imperative for a country like India, that code of ethics should be implemented for civil servants on social media platforms as well. Discuss.

(10)

भारत जैसे राष्ट्र में, सोशल मीडिया प्लेटफॉर्म पर भी सिविल सेवकों हेतु आचार संहिता लागू किया जाना अत्यावश्यक है। चर्चा कीजिए।

Of late, there have been a lot of instances of posting of personal comments by various civil servants online which resulted in disciplinary action against them. Eg - A comment about India being 'Rajistani'.

This makes code of ethics important on social media platforms as well. It is defined as a document guiding the conduct of civil servants.

Importance of code of ethics on social media platforms:-

- 1) There is a debate over expression of one's feelings online (Article 19(1)(a)) and the consequence it might have on society. While a civil servant posts, he is still bound by his conduct rules.

- 2) The remarks made by civil servants might be misused by the opposition parties. It makes him a political scapegoat & undermines neutrality.
- 3) Open criticism of government policies bring govt in a negative light.
- 4) Erodes the public trust.
- 5) It also decreases the efficiency and effectiveness of the program. The motivation & morale of civil servants also get hampered.

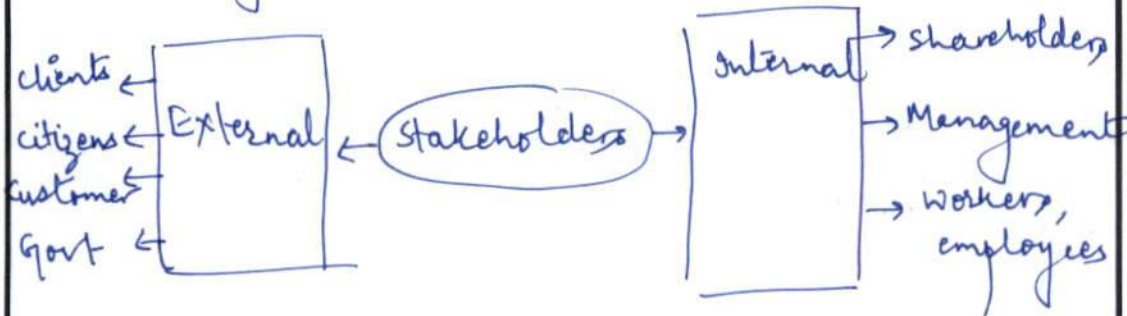
A code of ethics gives them adequate instructions of what & what not to post on social media & also how to post the same so as to uphold their integrity.

UK has come up with such code of Ethics & India must also come out with similar document.

8. Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

चर्चा कीजिए कि किस प्रकार प्रभावी कॉर्पोरेट गवर्नेंस सभी हितधारकों के साथ न्यायसंगत व्यवहार सुनिश्चित कर सकती है।

Corporate governance can be defined as the multistakeholder approach of decision-making and implementing the same in the company. It takes into account both short-term and long-term goals of organisation.



It ensures equitable

treatment of all stakeholders as :-

- 1) It gives due representation to all stakeholders in decision-making.
- 2) Transparent functioning of organisation.
- 3) fixing independent member in board of company takes care of minority investors (Uday Kotak Panel).

- 4) Accountability of all actions & inactions is high in corporate governance.
- 5) Equitable ~~bea~~ profit sharing as organisation moves from making profit to producing values in society.
- 6) compliance to all rules, regulations made by govt in a sub-motto manner.

Narayan Murthy says that corporate governance helps in moving towards compassionate capitalism i.e. capitalism with social justice. Here, all the people associated with company are treated as a family. Eg- Amul Model, Lizzat papad (SHG) and Kudumbashree Model of Kerala.

Govt must promote corporate governance in India.

SECTION – B

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You are posted as the Superintendent of Police (SP) in a district of a state where alcohol prohibition has been imposed recently. The District Excise department has conducted many raids and seized liquor in large quantities, for which it has received state-wide public appreciation. A few months later reports surface in the media that in this district, hundreds of seized bottles of illicit liquor are missing from the government malkhanas or stores. As a result, the government is left red-faced. You are asked by the DM, who is the overall in-charge of the district excise setup, to investigate the matter. Upon investigation, you unearth a nexus of politicians and government officials who smuggled seized liquor and sold it through spurious means both inside and outside the state.

In this context, evaluate these options:

1. Report your findings to the DM and seek instructions for further actions, stating clearly the criminal offences committed prima facie.
2. Charge all accused under legal provisions and let the law take its own course.
3. Being aware of the seriousness of the matter, discretely put the detailed investigation report in the public domain and expose the nexus.

Also, suggest, without restricting yourself to the given options, the final course of action that you would prefer. **(20)**

आप हाल ही में मद्यपान निषिद्ध करने वाले एक राज्य के एक जिले में पुलिस अधीक्षक (SP) के रूप में पदस्थापित किए गए हैं। जिला आबकारी विभाग ने कई छापे मारे और बड़ी मात्रा में शराब जब्त की है, जिसके लिए उसे राज्यव्यापी सार्वजनिक सराहना मिली है। कुछ महीनों बाद मीडिया में यह खबर आई कि इस जिले में, सैकड़ों अवैध शराब की बोतलें सरकारी मलखाने या स्टोर से गायब हैं। फलस्वरूप, सरकार को शर्मिंदा होना पड़ा। जिला आबकारी ढांचे के समग्र प्रभारी DM द्वारा आपको इस प्रकरण की जाँच का कार्य सौंपा गया है। जाँच करने पर, आपको उन राजनेताओं और सरकारी अधिकारियों के बीच सांठगांठ का पता चलता है, जो जब्त की गई शराब की तस्करी करते थे और अवैध माध्यमों से उसे राज्य में तथा राज्य के बाहर बेचते थे।

इस संदर्भ में, निम्नलिखित विकल्पों का मूल्यांकन कीजिए:

1. अपनी जाँच के परिणाम DM के समाने रखेंगे और स्पष्ट रूप से यह बात बताते हुए कि प्रथम दृष्टया आपराधिक कृत्य किये गए हैं, आगे की कार्यवाही के लिए निर्देश मांगेंगे।
2. सभी अभियुक्तों को कानूनी प्रावधानों के अंतर्गत आरोपित बनाएंगे और कानून को अपना काम करने देंगे।
3. इस प्रकरण की गंभीरता से अवगत होने के नाते, विस्तृत जाँच रिपोर्ट को अलग से सार्वजनिक डोमेन में रखेंगे और सांठगांठ का खुलासा करेंगे।

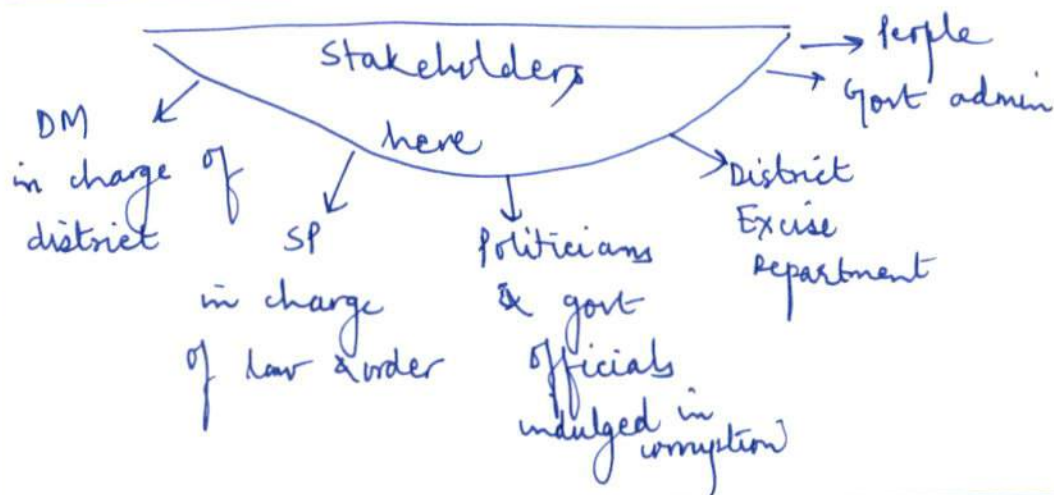
साथ ही, दिए गए विकल्पों तक अपने आपको सीमित न रखते हुए, अंतिम कार्यवाही का सुझाव दीजिए जिसे आप वरीयता देंगे।

Ethical Issues

- 1) Nexus of politicians and govt officials
- 2) illicit liquor seized in alcohol prohibited state.
- 3) sale of liquor in & out of state
ie ~~not~~ robbery & misappropriation.

Ethical Mapping :

- 1) Law & order to be preserved
- 2) Alcohol prohibition in state
- 3) constitutional values
- 4) laws, rules & regulations.



As an SP, it's my duty to maintain law & order and abide by orders of DM.

evaluation of various

options are :-

<u>Positives</u>	<u>Limitations</u>
<p>(1) <u>Report findings to DM</u></p> <ul style="list-style-type: none"> • Honestly duty done by SP. • Let the law take its own charge • Hierarchy respected as DM asked to make report • All the evidences submitted for further action. 	<ul style="list-style-type: none"> • As an SP, its my duty to take action against corruption. Evasion of responsibility. • A lot of delay involved. • Might inform the involved officers & politicians. still make it difficult to take action against them.
<p>(2) <u>charge all accused</u></p> <ul style="list-style-type: none"> • Justice given swiftly • Might take erring officials & involved politicians off guard & thus easy to nab them. • Did duty as SP. • Public trust uphold 	<ul style="list-style-type: none"> • Hierarchy disrespected as DM ^{has} not submitted report - • Might convert into friction between SP & DM in long term → not good for district governance. • Justice hurried is also justice buried in some cases.

(3) Put the ^{report}~~done~~ in public domain

- | | |
|---|--|
| <ul style="list-style-type: none"> • Public trust uphold • civil service activism • Might be difficult to evade media trials & public pressure • Inner satisfaction | <ul style="list-style-type: none"> • Rule of law disrespected. • Trust in judiciary undermined • Might lead to victimisation, media trials of innocent people • slippery slope exercise • Must be the last resort after exhausting all other options. • Disciplinary action against of a whole district administration in bad light. |
|---|--|

Final course of Action :-

- 1) Knowing & Understanding - First, still ensure a thorough investigation of all the findings & facts associated.
- 2) Adequate steps would be taken to ensure that investigation is unbiased & transparent. surprise checks, involving only trusted and honest

Officers in investigation.

- 3) Proper and adequate evidence are to be collected against the involved corrupt people.
- 4) If possible, try to seize the sold liquor by involving police department of nearby district & states.
- 5) After the report is made, if there are ample sound evidences against corrupt officials & politicians, I'll also approach district judiciary to give arrest warrants along with submitting the report to DM.
- 6) As DM is final authority, he must be in loop and have adequate supervision on the report & action taken over it.

WAY FORWARD :-

Awareness programs regarding liquor prohibition, involvement of NGO, de-addiction centres, safety of govt malkhanas, CTS, citizen volunteers to be promoted for preventing such crime in future.

10. You are posted as a District Magistrate in a Left Wing Extremism (LWE) affected district. The district has witnessed many instances of violence by the naxalites in the past. It has been observed that instances of violence increase as the elections approach. You, as a Returning Officer, are responsible for the smooth conduct of elections. Soon after the announcement of elections, the naxalites gave a call for their boycott and have been threatening people to stay away from them. The people of the district are eager to exercise their voting rights but are scared of the impending acts of violence. Further, with threat to their lives and a low expected turnout, the other electoral officers are also reluctant to go to these areas.

In this context, answer the following:

- (a) Identify the civil service values that are crucial for working in such adversities.
(b) Suggest a plan of action to ensure the conduct of free and fair elections in such a situation. (20)

आप वामपंथी उग्रवाद (LWE) से प्रभावित एक जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं। अतीत में यह जिला नक्सलियों द्वारा हिंसा की कई घटनाओं का साक्षी रहा है। यह देखा गया है कि चुनावों के निकट आने पर हिंसा की घटनाएं बढ़ जाती हैं। एक रिटर्निंग ऑफिसर के रूप में, आप चुनावों के सुचारु संचालन के लिए उत्तरदायी हैं। चुनावों की घोषणा के शीघ्र बाद, नक्सलियों ने चुनाव के बहिष्कार का आह्वान किया है और लोगों को मतदान से दूर रहने की धमकी दे रहे हैं। जिले के लोग अपने मताधिकार का प्रयोग करने के लिए उत्सुक हैं, लेकिन हिंसा द्वारा रोड़े अटकाने के कार्यों से भयाक्रांत हैं। इसके अतिरिक्त, अपने जीवन के लिए खतरा और कम अपेक्षित मतदान के कारण, अन्य निर्वाचन अधिकारी भी इन क्षेत्रों में जाने के लिए अनिच्छुक हैं।

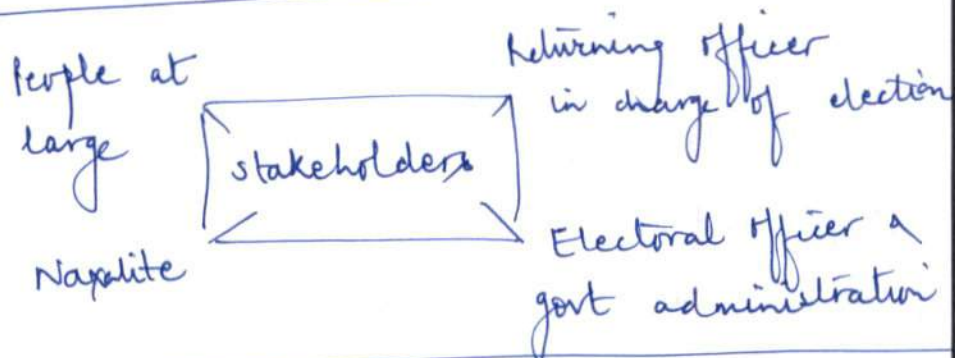
इस संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) सिविल सेवा के उन मूल्यों की पहचान कीजिए, जो इस तरह की प्रतिकूलताओं में कार्य करने हेतु महत्वपूर्ण हैं।
(b) ऐसी स्थिति में स्वतंत्र और निष्पक्ष चुनाव का संचालन सुनिश्चित करने हेतु एक कार्य योजना का सुझाव दीजिए।

The above case study highlights the challenges faced by administration in conducting free and fair elections in the country.

Ethical issues :-

- 1) Naxalites boycotting elections & threatening against voting.
- 2) Reluctance of electoral officers to go in such areas.
- 3) Democratic rights of voting undermined.
- 4) Violent activities to scare people.



a) The various civil service values that are crucial in such situations are:-

- 1) Courage & fearlessness - as there are threats of violence & life itself is in danger.
- 2) Rule of law - upholding *lex rex* and equality before law is important. Also there must a firm belief in Indian law, police & judiciary.
- 3) Compassion and selflessness - thinking about upholding other's right to vote.

- 4) Leadership - Returning officer must be able to motivate others by leading from front.
- 5) Emotional Intelligence - to handle high stress of not only themselves but also of others - officers as well as people.

(b) Plan of Action :-

- 1) Knowing and understanding the ground realities. Here, assessment of number of naxalites in that area, security apparatus given, the population of voters etc will be assessed.
- 2) Involvement of police, CAPF & Intelligence Bureau from the very starting in chalking out election schedule, electoral booths & security of EVM & people.
- 3) Have a public meeting wherein the district magistrate should himself go and motivate people to exercise their democratic right & come in

large numbers.

4) Have a tea session with other electoral officers and district administration motivating them to conduct a successful free & fair election. Here, they can be told that their security is paramount and they'll be guarded by special CAPF battalions.

5) In case of imminent danger (as if report given by IB), asking for additional security from centre. If it comes its good. If it's not available, DM can go for citizen volunteers to guard the given grey areas.

6) Also an appeal can be made to naxalites to surrender themselves under various govt programs for rehabilitation. DM can also urge them to give up arms & instead be a part of India's development process. At the same time, huge crackdown on them by strengthening police, CAPF etc.

7) Police, CAPF must be alert & ready for any mishappening during & after election.

Way forward :- In the long run, govt should try to mainstream & develop left wing Extremism areas by socio-economic development and proper rehabilitation plans for surrendering people (SAMADHAN strategy). We must tackle this menace by a communitarian approach by involving locals against LWE.

11. You are posted as a District Magistrate in a district, where many large factories and commercial establishments are located. One such factory is owned by one of your close friends. You visit each other's home frequently and are often seen in public together.

Recently, media reported about poor working conditions in your friend's factory. Upon enquiry with the labor office, you come to know that the factory has witnessed frequent labour unrests in the past as well. However, the labour officer told you that he was hesitating to take any action due to your proximity with the owner of the factory. With reference to the facts of the case, answer the following questions:

- (a) Identifying the stakeholders and public cause, discuss the ethical issues involved in the case.
(b) As the District Magistrate, what appropriate course of action will you take? Give reasons for the same. **(20)**

आप एक ऐसे जिले में जिला मजिस्ट्रेट के रूप में पदस्थापित हैं, जहाँ कई बड़े-बड़े कारखाने और व्यावसायिक प्रतिष्ठान स्थित हैं। आपका एक घनिष्ठ मित्र ऐसे ही एक कारखाने का स्वामी है। आप प्रायः एक-दूसरे के घर आते-जाते हैं और अक्सर एक साथ सार्वजनिक रूप से भी देखे जाते हैं।

हाल ही में, मीडिया में आपके मित्र के कारखाने में कार्य की खराब स्थितियों के संबंध में खबरें आई हैं। श्रम कार्यालय से पूछताछ करने पर, आपको पता चलता है कि इस कारखाने में अतीत में बार-बार श्रमिक अशांति देखी गई है। हालांकि, श्रम अधिकारी द्वारा आपको बताया जाता है कि कारखाना मालिक के साथ आपकी निकटता के कारण वह कोई कार्यवाही करने में संकोच कर रहा था। इस प्रकरण के तथ्यों के संदर्भ में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- (a) हितधारकों और सार्वजनिक हेतुक की पहचान करते हुए, इस प्रकरण में सम्मिलित नैतिक मुद्दों की विवेचना कीजिए।
(b) जिला मजिस्ट्रेट के रूप में, आप क्या उचित कार्यवाही करेंगे? उनका कारण बताइए।

This case study is about the poor working situations in a factory highlighted by media.

Ethical Mapping :-

- 1) Laws, rules, regulations including labour laws
- 2) RPSI - Article 43 (good working conditions for labour)
- 3) social justice

4) Friendship, trust & cordial relation.

(a) Various stakeholders in this case are :-

<u>Stakeholder</u>	<u>Interest</u>
1) <u>Labour</u>	Right to safe and decent working conditions. Right to grievance redressal (unrest in past)
2) <u>Factory Owner</u>	Responsibility for welfare of labour
3) <u>Labour Officer</u>	should have taken action against factory owner in the first instance, regulate the working conditions for labour
4) <u>District Magistrate</u>	- welfare of people - friendship (personal interest)
5) <u>Media</u>	Reported the whole issue
6) <u>Society</u>	social justice & rule of law

Public Cause :- 1) Ensure labour's right to decent working conditions.

2) Justice is not only be done but also appears to be done.

Ethical issue :-

- 1) Personal interest vs professional duty :-
On one hand, there is a close friend but while on other, duty asks to take action against him.
- 2) Profit vs labour welfare - In a race to have more profit, labourers' interests undermined.
- 3) Integrity, impartiality of DM in question.
- 4) Dereliction of duty by labour officer due to proximity of senior to the factory owner.
- 5) Media trial of factory owner.

(b) Course of Action :-

- 1) As the issue is highlighted by media, first there must be proper investigation of all the charges pressed against the factory owner.
- 2) Along with surprise checks raids etc meeting can be arranged with labourers to know the first hand account.

- of the sufferings of labour.
- 3) Apart from these, the past labour unrests and their cause are also to be enquired into.
 - 4) It must be clearly told to the subordinates that professional duty comes above personal relations. Just by being a close friend doesn't give him right to indulge in wrong practises. The law is same for all (Article 14). It'll prevent future dereliction of duty by such officials.
 - 5) Take all necessary steps to ensure that investigation is free, fair. If it seems that govt. is hindrance to such investigation, he can recuse himself. (Setting example of higher moral conduct).
 - 6) If the report also shows poor working conditions, appropriate action must be taken against the factory owner.

In the long run,
there must be institutionalised mechanism to be set up for independent audits to

be done at all factories and establishments in districts. There must also be surprise checks, inspections by labour officer in the area.

Reasons for such action :-

Herein, even though the action has led to undermining of friendship with factory-owner but it is ensured that justice is served. Being close to anyone in power doesn't give license to break laws to anyone. Here, BM has upheld social justice as well as his duty as a superior and chief govt officer.

Way forward :- There must be proper grievance redressal method wherein people can themselves approach the appropriate authority for any injustice. ARC II talks of Mohalla sunwai, Wednesday - free Monday etc for same.

12. You are a resident of a remote tribal district, where there is high incidence of malnutrition. As a remedial measure, the District Magistrate has initiated a programme to promote millet cultivation, especially on the lands currently lying fallow in the district.

However, this well-intentioned move of the officer receives flak from the local tribals as this may not only change their age-old food habits, but also alter their traditional agricultural practices. They further cite lower remunerative prices of millets as another reason for continuing with their existing crop production pattern.

As a civil servant aspirant, who has a keen interest in development of tribal areas, answer the following questions:

- What according to you are the key issues and challenges involved in the above situation?
- Identify the key stakeholders and their respective interests.
- Suggest a course of action that the District Magistrate can take keeping in mind the larger tribal interests. **(20)**

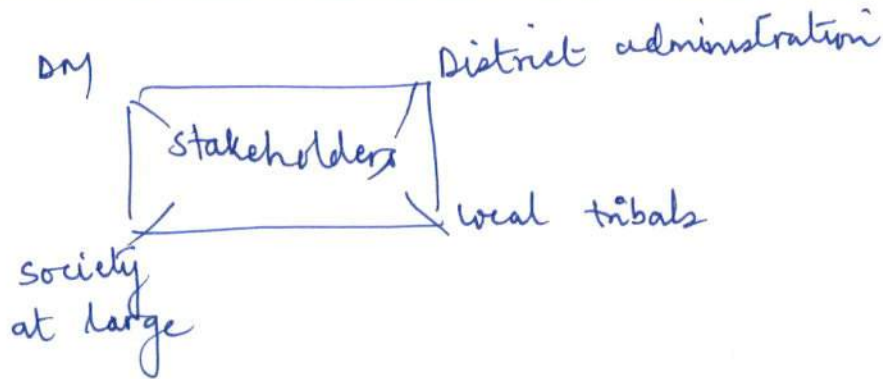
आप एक ऐसे दूरस्थ जनजातीय जिले के निवासी हैं, जहाँ कुपोषण व्यापक रूप से विद्यमान है। उपचारात्मक उपाय के रूप में, जिला मजिस्ट्रेट ने विशेषकर वर्तमान में जिले में परती पड़ी भूमि पर बाजरा की खेती प्रोत्साहित करने का कार्यक्रम आरंभ किया है।

हालाँकि, अधिकारी का यह सुविचारित कदम स्थानीय आदिवासियों की ओर से कठोर आलोचना का विषय बन गया है, क्योंकि इससे न केवल उनकी युगों पुरानी खान-पान की आदतें परिवर्तित हो सकती हैं, बल्कि उनकी पारंपरिक कृषि पद्धतियाँ भी बदल सकती हैं। वे अपने वर्तमान फसल उत्पादन पैटर्न को जारी रखने के लिए एक और कारण के रूप में बाजरा की कम लाभप्रद कीमतों का भी उद्धरण देते हैं।

एक सिविल सेवक अभ्यर्थी के रूप में, जिसकी जनजातीय क्षेत्रों के विकास में गहरी रुचि है, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- आपके अनुसार उपर्युक्त परिस्थिति में सम्मिलित प्रमुख मुद्दे और चुनौतियाँ क्या हैं?
- प्रमुख हितधारकों और उनके संबंधित हितों की पहचान कीजिए।
- आदिवासियों के व्यापक हितों को ध्यान में रखते हुए, जिला मजिस्ट्रेट द्वारा की जा सकने वाली कार्यवाही का सुझाव दीजिए।

The above case shows the demand-supply gap in governance system. It shows how even a well-intentioned move might be poorly received by people.



As a civil service aspirant, following are my observations :-

(a) Key issues involved here are :-

- 1) Administration gap - Here administration has come up with a solution which is incongruent with the lifestyle of tribals.
- 2) High incidence of malnutrition
- 3) Use of fallow land for millet cultivation.
- 4) Non- remunerative price of millets.

⇒ The main issue here is thus,

COMMUNICATION GAP & INFORMATION GAP between both of them. The tribals think administration to be against their interests while administration wants to impose its decision on tribals.

Challenges involved :-

- 1) Tribals & administration involved in zero-sum gain & having antagonistic mindset.
- 2) Malnutrition
- 3) Fallow land unutilised.
- 4) Traditional agricultural practices & a resistance to change.
- 5) Also, not so supportive agricultural crop price.

(b) Key stakeholders and their interests are :-

<u>stakeholders</u>	<u>Interests</u>
1) <u>Tribals</u>	Right to health, Right to Food (Article 24), Right to Employment & Decent remuneration. social justice
2) <u>District administration including DM</u>	People welfare Environmental sustainability Economic development of region.
3) <u>Society at large</u>	Tribal welfare Inclusive development
4) <u>Civil service Aspirant</u>	Interest in development of Tribal areas.

(c) Course of Action that DM can take :-

- 1) Knowing and understanding the ground realities, crops that can be grown, tribal culture, food habits, their agricultural practices by help of local people, tribal experts etc.
- 2) coming up with various alternatives along with millet according to land and tribal culture.
- 3) Information dissemination amongst locals tribals through ASHA, Anganwadi, meetings etc saying how other crops will be beneficial for not only their health but it also utilizes the fallow land.
- 4) Involvement of local leaders, religious, spiritual leaders, local teachers for social persuasion & overcoming resistance.
- 5) Distributing seeds, fertilisers by help of NBP & extension services telling them about new agricultural practices.
- 6) Application to state & union government to increase MSP for millets & procure millets from FCI to ensure adequate

price for crops.

At the same time,
healthy nutrition & sanitation practices are
to be encouraged amongst tribals so as
to enable them to beat malnutrition.

Way forward :-

The govt sometimes makes policies unilaterally
that are doomed to fail due to non-
acceptance by people. Thus, actions are to
be taken for decision-making in a
participative & multi-stakeholder way
so that there is more public ownership.
This only leads to successful
ground level implementation of govt policies.

13. You have recently been posted as a District Labour Officer in a state, which derives a substantial revenue from tourism. You come to know that a big hotel in the area has not been paying wages as per the Minimum Wages Act. The hotel owner is a powerful local leader having contacts with many influential officials of the state. You have the power to take suo-moto cognizance of such violations and accordingly you initiate a preliminary enquiry into the matter. However, no worker is willing to come forward to lodge a formal complaint because they fear loss of employment. Meanwhile, your action has attracted notice of the higher authorities, and you are advised to drop the matter altogether. You are deeply concerned about the situation as it involves not only violation of the Minimum Wages Act but also denial of basic human rights of the worker.

(a) Identify the issues involved in the given case.

(b) Consider the options given below:

1. Follow the informal advice of the higher authorities.
2. Convince the owner of the hotel to take note of these violations and take appropriate remedial measures.
3. Submit a detailed report on the matter highlighting violations of workers' rights and seek formal directions from the competent authority.
4. Serve a notice to the hotel owner and initiate action as per your powers under the Minimum Wages Act.

Evaluate the merits and demerits of each of these options and suggest your preferred course of action, giving reasons. **(20)**

आपको हाल ही में पर्यटन से अच्छी मात्रा में राजस्व प्राप्त करने वाले एक राज्य में जिला श्रम अधिकारी के रूप में पदस्थापित किया गया है। आपको पता चलता है कि क्षेत्र का एक बड़ा होटल न्यूनतम मजदूरी अधिनियम के अनुसार वेतन का भुगतान नहीं कर रहा है। होटल स्वामी राज्य के कई प्रभावशाली अधिकारियों से संपर्क रखने वाला एक शक्तिशाली स्थानीय नेता है। आपके पास ऐसे उल्लंघनों का स्वतः संज्ञान लेने की शक्ति है और तदनुसार आप प्रकरण की प्रारंभिक जाँच आरंभ करते हैं। हालांकि, कोई भी श्रमिक औपचारिक तौर पर शिकायत दर्ज कराने के लिए आगे आने को तैयार नहीं है क्योंकि उन्हें अपने रोजगार से हाथ धोने का डर है। इस बीच, आपकी कार्यवाही ने उच्च अधिकारियों का ध्यान आकर्षित किया और आपको इस प्रकरण को पूर्णतया छोड़ देने का परामर्श दिया गया। आप इस स्थिति को लेकर गंभीर रूप से चिंतित हैं क्योंकि इससे न केवल न्यूनतम मजदूरी अधिनियम का उल्लंघन हो रहा है, बल्कि यह श्रमिकों के मूलभूत मानवाधिकारों का हनन भी है।

(a) दिए गए प्रकरण में सम्मिलित मुद्दों की पहचान कीजिए।

(b) नीचे दिए गए विकल्पों पर विचार कीजिए:

1. उच्च अधिकारियों की अनौपचारिक परामर्श का पालन करेंगे।
2. होटल स्वामी को इन उल्लंघनों पर ध्यान देने के लिए मनाएंगे और उचित उपचारात्मक उपाय करेंगे।
3. श्रमिकों के अधिकारों के उल्लंघन पर प्रकाश डालते हुए इस विषय पर विस्तृत रिपोर्ट प्रस्तुत करेंगे और सक्षम प्राधिकारी से औपचारिक निर्देश मांगेंगे।

4. होटल स्वामी को नोटिस जारी करेंगे और न्यूनतम मजदूरी अधिनियम के अंतर्गत अपनी शक्तियों के अनुसार कार्यवाही करेंगे।

इनमें से प्रत्येक विकल्प के गुणों और दोषों का मूल्यांकन कीजिए तथा कारण प्रस्तुत करते हुए अपनी पसंद की कार्यवाही का सुझाव दीजिए।

Ethical Mapping :-

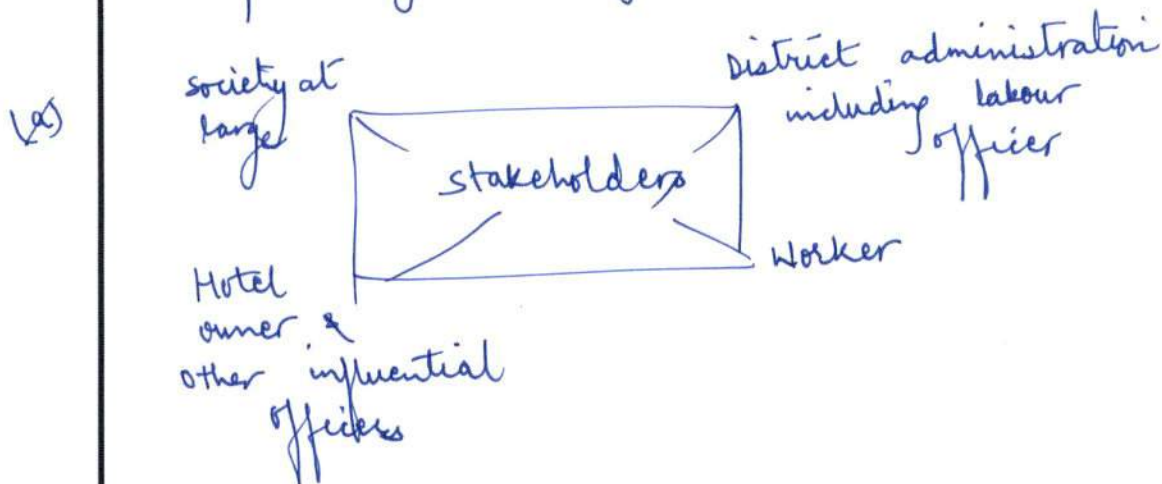
1) Social Justice

2) Laws, rules and regulations → Minimum Wages Act.

3) Ethics in governance

4) Superior-subordinate relation & responsibility

5) Impartiality & honesty



(a) Key issues involved here are :-

1) Violation of Minimum Wages Act & human rights.

2) Corruption - Hotel owner having contacts with influential officers, Nexus formation.

3) Inner conscience v/s superior's order

4) Worker not lodging complaint due to fear of job loss. i.e. lack of alternative employment opportunities.

(b) Following are the merits & demerits of given options :-

Merits	Demerits
<p>1. Following informal advice of higher officials</p> <ul style="list-style-type: none"> • Hierarchy respected. • Discipline in system. • No unusual transfer, postings etc. • Good relation with higher officials. 	<ul style="list-style-type: none"> • Violation of laws continued. • Escapism, dereliction of duty. • Guilty conscience. • Public trust undermined. • Might encourage others to exploit labour.
<p>2. Convince the owner to</p> <ul style="list-style-type: none"> • 2nd chance to owner • Might uphold labour welfare. • Good relation with superiors. 	<p>take remedial steps</p> <ul style="list-style-type: none"> • Owner might not take remedial measures at all. • Labour exploitation might continue • Lack of commitment & power in administration

(3) submit detailed report & seek directions

- | | |
|---|---|
| <ul style="list-style-type: none"> • Formal mechanism upheld. • More chances of action taken against hotel owner. • Involvement of higher officials might put pressure on owner. | <ul style="list-style-type: none"> • Relation with superior to get worsened. • The higher authority might also be involved & ignore report. • Mere submission of report doesn't absolve him of his responsibility. |
|---|---|

(4) serve notice & initiate action

- | | |
|---|--|
| <ul style="list-style-type: none"> • Public trust • Labour welfare upheld • Clear conscience • Administrative will to deal with such situation shown. | <ul style="list-style-type: none"> • Might lead to transfer. • Hotel's image destroyed → loss of revenue to state. • Relation with superior punctured. • Might be a hasty action |
|---|--|

(c) Preferred course of Action :-

The district labour officer must submit a detailed report of all the evidences and to higher authority

in writing. It must highlight the violations of workers' rights and based on such, he should ask for formal directions within a time frame.

4) However, if formal directions aren't provided in time, then BLD can go for taking suo-moto action against owner.

Reason → Sometimes, an oral complaint or investigation isn't successful as a written report is. Supreme Court also asked civil servants to go for written complaints in such situations. Written complaint has an effect of increase in accountability & now the onus of taking decision shifts to higher authority. However, where-ever he can take decision, he must take decision.

Way forward - Govt must ensure labour welfare. It even came out with ₹ 9750 as minimum wage according to recommendations of Dr Anoop Satpathy.

14. You are the Chairman of a Committee, constituted by the government, to suggest measures to improve the quality of education in state-run schools. In view of the increasing dropout rate and the widening gap between students' learning ability in state-run and private schools, answer the following questions:

- Examine the role of government in the education sector, especially providing primary and secondary education through state-run schools.
- Identify the principles and values that would guide your recommendations in this regard.
- Suggest some ways in which quality of education in state-run schools can be improved. (20)

आप राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार लाने हेतु उपाय सुझाने के लिए सरकार द्वारा गठित एक समिति के अध्यक्ष हैं। ड्रॉपआउट (बच्चों द्वारा विद्यालय छोड़ने) की बढ़ती दर और राज्य द्वारा संचालित विद्यालयों तथा निजी विद्यालयों के विद्यार्थियों के मध्य सीखने की क्षमता के बीच बढ़ते अंतर को देखते हुए, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- शिक्षा क्षेत्र, विशेष रूप से राज्य द्वारा संचालित विद्यालयों के माध्यम से प्राथमिक और माध्यमिक शिक्षा प्रदान करने में सरकार की भूमिका का परीक्षण कीजिए।
- इस संबंध में आपकी अनुशंसाओं का मार्गदर्शन करने वाले सिद्धांतों और मूल्यों की पहचान कीजिए।
- कुछ ऐसे उपाय सुझाएं जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

there is an increase in the gap between the quality of education provided by private school & public school.

As chairman of a committee, recommendations are to be given for

- Reducing the drop-out rate
- Reducing gap between quality of education.
- Improving learning outcomes in public schools.

(a) Role of government in education sector :-

Constitution → Right to Education (Article 1A)
 - DPSP
 - Right to get primary education in mother tongue.

Legal - Right to Education Act, 2009
 Sarva Shiksha Abhiyan
 Beti Bachao, Beti Padhao Abhiyan

social - It's a basic responsibility of govt to make education



- For human resource development
- Capability Approach - Empowerment of people by Amartya Sen.

Economic - Only educated and skilled workforce can lead to faster economic development.

Thus, govt has a primary role in giving education to all. Also it ensures that it remains a noble profession & not be commercialised.

b) The principles & values that guide the recommendations are :-

- 1) Social justice - All the children irrespective of wealth, caste, religion, class have a right to basic education facilities.
- 2) Data based policy-making - evidence based policy-making will lead to local solutions instead of one-size fits all.
- 3) Participation of people, families, community at large to make govt & school administration accountable.
- 4) Transparency in functioning of school, teacher recruitment, exam results, learning outcome etc.
- 5) National Education Policy - by K. Kasturirangan which focusses on skill based learning & quality education instead of rote learning.
- 6) Also the recommendations must be easily implementable on ground & shouldn't be an ivory tower exercise. It must take into account all the

constraints - physical, financial, human etc.

(c) Ways in which quality of education in state-run schools can be improved :-

1) Teacher → focus on their periodic, regular training.

- consider it as a noble profession
- Addressing heavy burden on teacher & high teacher vacancy.

2) Infrastructure - Toilets (separate for boys & girls) to be there in all schools.

- library, sports grounds, laboratories.

3) Accountability - through school Management committee having adequate representation of family, community, MLA etc

4) Technology - smart classroom, virtual learning

- tele-education, MOOC.

5) Curriculum - flexible to deal with today's situations.

6) Classroom to be more inclusive & representative of all section of society.

7) Questioning, critical attitude to be encouraged

instead of rote learning.

- 8) Volunteers, NGOs to be roped in for bridging learning gap in students to decrease their drop-outs.

Delhi Model has emerged as a successful story where the public school students have outperformed private school students. We can implement the same all across India to have SAKSHAR & SASHAKT BHARAT.