



# VISION IAS

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## GENERAL STUDIES (TEST CODE: 1245)

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Medium Eng./Hindi	ENGLISH	Registration Number	125597
Center	Delhi	Date	20/8/2019

### 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।

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## 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।

A leader is a person who motivates others to choose a right path of action and attain desired outcomes and goals.

leads by example, preaches what he practices  
eg Gandhiji himself cleaned toilets before urging others to do so.

consensus based decisions, no imposition of thoughts  
eg Congress working committee worked on consensus of leaders & members.

Attributes of leadership

→ motivating and encouraging one's team mates

ISRO's leadership of Satish Dhawan & Kalam

led to innumerable achievements

↓  
improves work culture by giving enough space for innovation & creativity.

Google, Microsoft have innovated because of such leaders

certain values of leaders are  
honest → objective → both process & outcome oriented  
compassionate

such leadership qualities are required in civil servants also, because of its huge importance in governance.



→ currently bureaucracy is termed as a mechanism full of delays, nepotism, and corruption, as cited by Sanjay Commission and 2nd ARE.

Thus a good leader will enthuse high values of punctuality, honesty, integrity and empathy in the system.

→ Increasingly complex governance and 'increasing' role of citizens and civil society needs a leader with high emotional intelligence.

→ A civil servant with good leadership will bring good work culture, ambient working conditions and improve the productivity of workers.

Thus, we need good leaders in civil services who not only maintain intra-organisational efficiency, but also set up example in the society as a whole.



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।

According to me, objectivity means choosing fair, clear steps in one's functioning in order to achieve the goal.

Objectivity brings in measurable steps of actions which can be monitored and evaluated and help in reaching the outcome in desired manner.

Thus objectivity is both

setting clear goals

quantifiable & measurable actions

### Role of objectivity & empathy in civil service

Objectivity helps in defining distinct roles, duties and powers of each, and provides them a manner of action.

Empathy, on the other hand, helps the civil servants do their duty of public service in letter & spirit.

### Relationship of objectivity & empathy

Both are equally important in civil service, as both reinforce each other. Lack of any one quality leads to undesirable

results,

eg: Objectivity	Empathy	Situation
Present	Absent	Constructing a dam, but not looking at pain of forest dwellers, animals
Absent	Present	Taking discretionary steps. Helping someone, but missing out others eg loan waivers lack objectivity, yet are empathetic to farmers' crisis
Present	Present	Schemes like Ayushman Bharat, Sakshar Siksha Abhiyan, Golden Hour Rule in Road Accidents

Thus, when a civil servant is empathetic, then he/she understands the pain of others; but when he/she is objective too; then he/she is able to take better, concrete and viable steps to alleviate pain of others.

eg Gandhiji's plan of action was

objective → always follow non-violence & truth  
empathetic → help poor, follow Talisman.



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?

Information technology, 'internet of things' and expanding cyber space has brought the world closer, making it a 'big' global village!

In such scenario, role of ethics becomes all the more important as:



Role of ethics in cyber space:

- ⇒ Increasing incidence of pornography requires values of compassion, humanism for the weak, vulnerable.
- ⇒ Integrity, honesty required to curb the spread of fake news and paid news, which leads to lynchings, unfair election mechanisms.
- ⇒ Strong self worth, emotional intelligence required to not fall prey to growing 'selfie' <sup>taking</sup> ~~and~~, narcissist tendencies, living

in a virtual world,

⇒ High emotional intelligence, critical reasoning required to not fall prey to cyber terrorism, as being adopted by ISIS to recruit many members.

⇒ Accountability and responsibility needs to be incorporated to cut down on cases of hacking, infesting & attacking with viruses.

⇒ conscience has a big role to play in both: not generating and creating any harmful tool, as well in viewers to not resort to such things.

eg big blue whale gaming app causing destructive tendencies in children & adolescents, even leading to their death.

Hence with wide outreach of cyber space, each stakeholder has to act to act responsibly and remain ethical to not make it a weapon of mutual destruction.



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 is about working and acting in the public interest, with participation of all stakeholders.

For good governance to be implemented in letter and spirit, transparency becomes its cornerstone & precondition.

How transparency is an essential precondition in good governance?

⇒ Transparency ultimately leads to accountability, proactive participation and further improvement in the system making it truly organic.

eg RTI Act, 2005 has helped in unearthing various scams like 2G scams, and thus has brought in answerability & enforceability in government bodies.

⇒ Opacity breeds corruption, nepotism, makes governance rigid, lackadaisical with employees losing motivation of public service.

Thus transparency helps in weeding out all negative factors, helping in bringing good governance.

eg. Transparent structures like citizen charters chalk out specific duties and powers of all employees, making them work earnestly.

⇒ Transparency helps build trust in public which decreases transactional cost, reduces conflicts, and ultimately program acceptability increases.

eg. When MGNREGA added GIS tagging features, social audit mechanism; its worth among public increased.

Schemes like Ayushman Bharat, Public distribution system all work on clear, robust databases, thus being transparent and reaching out to actual beneficiaries.



Thus, transparency is an essential pre-requisite for good governance.



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 has very aptly described the true functions and responsibilities of a nation, and has provided an accurate and valid parameter of 'judging a nation's success'.

Ultimate Role & Responsibility of a Nation:

↓  
[Inclusive development  
and  
social well being]

When a nation, takes in concerns and challenges faced by the weakest and marginal sections, and works to bring in sustainable development, then only it should be judged as a good and successful nation.

A nation is build by the collective conscience of all its people and not just a

handful. It is similar to the common goods approach — "I AM BECAUSE WE ARE".

eg countries like Saudi Arabia are not empathetic towards women, thus lacking in inclusive development.

Today cases of Rohingya crisis, Yemen and Syria crisis are occurring because nations are unable to take responsibility of all their citizens.

For Gandhi, a nation is developed when the weakest section is able to like in equitable and healthy conditions.

Thus, it is absolutely true for any nation to be compassionate, proactive in solving problems of all the sections of society and keep them together.



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 has very beautifully pointed out the role of value education in our lives.

Roles of education:

provide us basic knowledge that helps us learn & sustain

provide us values, ethics, critical thinking ability to weed out all malpractices and live with fraternity.

Any society's or individual's development can be gauged by the type of and level of education imparted.

Basic education provides us with skills and nurtures our aptitude, but highest form of education leads to better attitude, value development, helps acknowledge diversity, builds tolerance and empathy, and ultimately creates conditions of harmonious existence.

eg If we take case of Germany, then during Hitler's era, the education lacked compassionate & tolerance attitude and led to one of the greatest injustices (in form of holocaust).

Now the same nation, is accepting the refugees from Syria and providing them with basic fundamental rights.

Vivekananda also emphasised on value education which would ultimately lead to progress of all. Valueless education creates a disjoint society, but moral education helps build great temperament.

eg, 'Moral education' class in my childhood helped me learn various universal values like truth, honesty, compassion, love, respect, through small, interactive anecdotes.

Knowing about the reasons of wars, conflicts helped me realise that if we abide by our universal values, as emphasised by Aristotle's virtue ethics, we can shape beautiful young minds to further create a better, harmonious 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।

'attitude' is the way of looking at things, objects, circumstances in our lives. It is indeed one of the most decisive factors in achieving success.

I can clearly recall a childhood instance, when I was able to complete a school project of writing critical reviews of 2 ~~too~~ novels, within a week, just because I had the attitude of not giving up, though it seemed a big task then with mid term examinations ongoing.

Ability is what we are born with. I believe that if a person possesses right attitude, then his/her human brain is definitely able to achieve which might seem impossible at first.

During my tenure of ~~hold~~ being 'cultural secretary' of my college, I witnessed several instances where my friends learnt and performed

stupendous amazing acts, plays,  
dance performances, just by cultivating  
the right attitude of perseverance,  
optimism and so hard work,

In my initial school years,  
I considered myself not able to grasp  
science subjects and build a negative  
attitude about them. It was later in  
my life, when my mother helped  
me overcome my fears, and asked  
me to prepare afresh with a positive  
attitude, I was able to pass with  
flying colours in all these science  
subjects - Physics, Chemistry, Biology.

Thus, in my opinion, ability &  
attitude work in tandem. If a  
man has no ability to fly, then the  
attitude of innovation helped  
him invent aeroplanes and made him  
realise that certainly sky is the limit,



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, is all about understanding and knowing your emotions, then properly managing them and ultimately using them to understand the emotions of others and society in general.

David Goleman, in his classification of emotional intelligence gave prime importance to understanding your own emotions.

How self awareness is the core?

⇒ When a person ~~is~~ has knowledge about his own strength and weaknesses, he/she can communicate with others in a better way, and develop better bonds.

eg If a person knows that he/she gets angry quickly, then while talking with others, he/she will always keep in mind not to get triggered.

on baseless allegations, but to always look for the actual reason of anger.

- ⇒ A person who knows that he/she might take a biased opinion when it comes to take decision about friends, family members, then the person will recuse herself/himself from that position before entering into conflict of interest.

This is also the underlying principle of Natural Justice.

- ⇒ We look at the world the way we look and think of ourselves. A happy person will find optimism in difficult situations also, but a fearful person will remain scared for all unforeseen uncertainties.

Thus self awareness help us build confidence and look at the world in a better way.

- ⇒ Self awareness helps us realise our shortcomings, hence ~~we~~ never let envy, hatred + jealousy overcome us, thus improving our understanding & relations with others.



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 help are the agreements between the government, bureaucracy and the private sector or the contractors while outsourcing any project or work.

eg Integrity pact signed between Public Works Department officer and private constructor over road construction.

Role in bringing transparency

⇒ Integrity pacts are a promise towards honest and complete outcomes within a time frame. This will promote better actions like: auctioning, reverse auction mechanism and discourage opaque processes like - 'first come, first serve', nepotism etc.

⇒ Integrity pacts also ensure efficient utilisation of resources as the

candidates signing it, are held accountable.

eg Various scams occur when there is lack of transparency in the mechanism of allotment and how the resources were utilised.

Today many projects suffer from time and cost overruns, which lead to superfluous accounts, misuse of resources. Integrity pacts will address all of this and ensure transparency & integrity in working process.

Thus integrity pacts are a potent ethical tool to bring in process and outcome excellence.



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 are the microcosm of real world. The moral and spiritual values taught at this stage lingers on till later in life, and ~~be~~ act as a guiding light when dealing with various difficult situations in life.

How technology ~~play~~ is ~~now~~ changing morals?

- ⇒ A more competitive world, with focus on self enrichment & success.
- ⇒ Destructive weapons of fake news, wicked mobile application games, tendency of appearing happy in the virtual world
- ⇒ A general disconnect from realities, addicted with smartphones.
- ⇒ Using technology to create bombs, deadly weapons of destruction.

Here the role of moral and spiritual values imparted in educational institutions increases manifold.

How significance of moral & spiritual values:

⇒ When values are taught at formative stage, they become permanent and help develop critical reasoning tendencies thus not falling prey to social media abuse.

⇒ Feeling of oneness, living in harmony and respecting others helps us to not mock others on social media platforms under the disguise of anonymity.

It will help control slandering, abusing, trolling tendencies.

⇒ Honesty, compassion, sportsmanship, scientific temper learnt at school help us succeed in the technological era without adopting selfish approaches.

Thus character building becomes important during the education and childhood ~~which~~ <sup>adolescence</sup> where schools & universities play a major role.

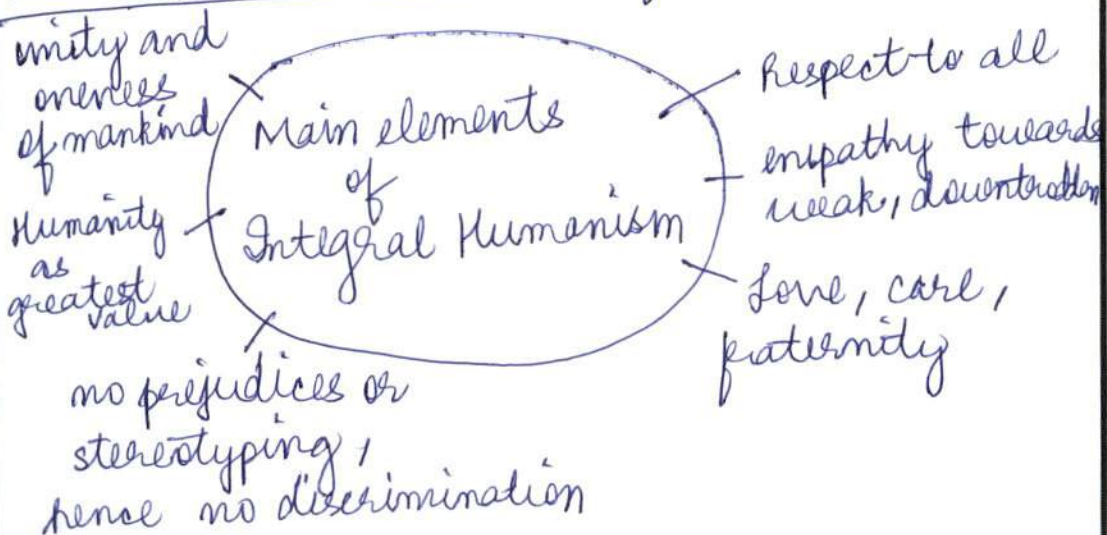


6. Explain the main elements of integral humanism as propounded by Deen Dayal Upadhyay and highlight its contemporary relevance. (10)

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

Integral humanism "is an inclusive concept which aims to include everyone, show humanity to all, and do not follow any exclusionary approach."

Integral humanism respects the views, ideals, opinions of all.



Today, the relevance has increased all the more, because :

- rising intolerance, lack of trust, harmony among people,
- rising inequalities among people, focus on 'cut-throat competition' and spirit of 'gamemanship' increasing over 'sportsmanship'

- Thus, integral humanism will :
- bring people closer
  - make them empathetic towards other causes.
  - reduce corruption, civil service will also improve.

Integral humanism as taught by Gandhiji in his doctrine of trusteeship and talisman also focuses on these core concepts of inclusive development and social well being.



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।

Today social media and internet use has become all pervasive. Nobody is unaffected by it. Civil servants, who are the permanent executives, have the duty of helping in policy formulation and policy implementation, without directly interacting with the public.

This disguise & veil required in duty performance has been diluted <sup>to</sup> ~~in~~ a large extent by social media, where civil servants actively voice their views, opinions.

Why code of ethics required here?

⇒ Civil servants have to maintain political neutrality, impartiality & non-partisanship.

This is often diluted when civil servants voice their opinion about any political ideology.

⇒ Civil service aims to maintain the ultimate role of public service, without any affiliations.

It is seen sometimes, civil servants develop friendships, where a professional attitude is required.

eg Friendly so informal conversations with contractors will create a conflict of interest and undue pressure on civil servants while allocating projects.

⇒ Civil servants ~~also~~ need to do their duty earnestly without wasting time on social media.

⇒ Social media opens avenues of publicity, and thus civil servants may get lured in ribbon cutting ceremonies, formulating populist policies, losing objectivity in their work to get instant fame.

Hence the need of code of ethics to regulate & guide their behaviour on social media has become imperative.



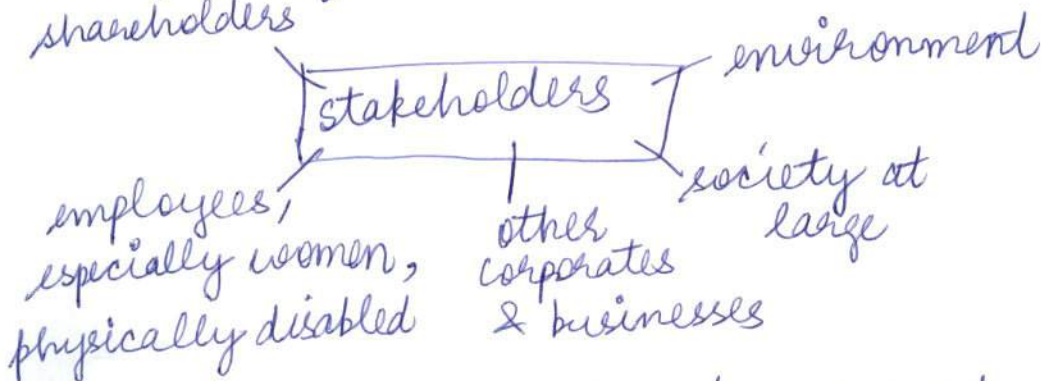
8. Discuss how effective corporate governance can ensure the equitable treatment of all stakeholders. (10)

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

corporate governance is about taking in concern the interest of all stakeholders and shareholders.

How effective governance ensures equity?

⇒ It helps in broadening the definition of stakeholders and not just focus on shareholders.



shareholders: By instituting at least  $\frac{1}{3}$  independent directors in board of directors.

keeping the accounts open and ready for cross verification.

An independent audit mechanism and ombudsman.

employees: to keep the work culture harmonious, productive.

- appreciate the efforts of disabled employees,
- empowering women, helping them grow on the basis of merit
- no discrimination, unethical practices encouraged, like insider trading

Society at large; in corporate social responsibility, the focus should not be on just spending money, but thinking about society in all major decision making.

Environment: not pollute just for profits.

Believe in inter-generational equity.

Corporates & competitors: Not hiding any information which may prove detrimental to others. Not resorting to tax evasion, predatory pricing, round tripping etc.

Today, Narayan Murthy's <sup>Infosys</sup> Tata Foundation have become shining examples of corporate governance because they believed in equity and non-discrimination towards all their stakeholders.



**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।

Issue Involved :

I, as an SP, have unearthed a nexus of politicians and government officials who were involved in smuggling seized illicit liquor. This investigation is part of an order issued by the DM to me.

Stakeholders :

DM → who has given me the order to investigate district excise department → which conducted said politicians and government officials → involved in media → revealing about the missing liquor bottles

I as an SP of the district society at large.

Ethical issues according to each option →

1.) As the DM himself himself as ordered me to investigate the matter, it becomes my duty to report all the findings, with accurately placed details.

Pros : I will be following my order, thus reflecting my responsibility and duty, by asking for further course of action shows my proactive behaviour and dedication to the work.



Cons: There are chances of delay in the whole reporting process, and meanwhile the liquor is being sold illicitly even outside the state.

There are chances of DM getting pressurised by the political executive and the case may remain bungled in red tapism, or even the DM may be forced to drop the case. This would leave the criminals room free.

2) By charging all the accused under legal provisions, I would be following law and moving a step towards justice.

Pros: My integrity towards work has influenced me to take immediate action and stop it from happening any further. My courage will set a precedent among my staff and across government departments, motivating others to not follow corrupt practices.

Cons: I will be overlooking DM's orders. As this investigation was on order of DM, it becomes my moral prerogative to supply him with all report findings.

Not following, consulting, ~~disrespecting~~ my superior's orders, shows my deviant,

'impulsive' behavior.

3) By discretely putting up the matter 'in public domain and exposing the nexus, I give power to the people to make better electoral decisions in next elections.

Pros: By exposing the nexus, wide media attention will not let the matter 'die off', and the politicians & government officials will necessarily go through legal procedure.

This exposure will create fear in those doing corruption, and will act as a major deterrent.

Cons: I will be again not following the legal course of action. Bypassing formal machinery shows I do not have trust in the justice system, and also the anarchy and chaos created later by social media unrest will create even difficult consequences.

Given the above 3 situations I will go <sup>with</sup> ~~for~~ the first case, where I will immediately inform the DM and discuss with him/her the actual course of action with all future possibilities.



as this is a big case of nexus.

By stating the criminal offences, I will urge the DM to take timely quick action. I will also make it very clear to the DM, that our decisions must not get influenced by the political pressure, and if it happens, I will show my fortitude and will then alone I proceed with the case by charging all the accused.

Gandhiji has always taught to remain courageous and valiant and believe in the right means, no matter how tough the situation and circumstances are.

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।

Case Involved:

I, as a DM and returning officer, have the responsibility of conducting free and fair elections in my 'naxal violence' affected district. Due to violence, threats; less people come out for voting though they are eager to vote, and even other electoral officers are reluctant to go to these areas.



Stakeholders :

- my district citizens - who want to vote but are scared of violence
- naxalites → threatening people
- electoral officers - reluctant to go & conduct elections
- I, as DM and Returning officer,
- Democracy of my country, faith of people in participatory & representative democracy.

(a) Civil service values required :

- My fortitude is to be checked in such adverse situations.
- As DM, my goal is public service & safety of my people and as Returning officer, I have to ensure free and fair elections.
- I am accountable to the Election Commission as well as to my people in providing adequate safety.
- Empathy with people and electoral officers, by understanding the seriousness of threats and violence.
- Courage, Integrity, dedication towards my duty, so that I may act without any fear, and with my leadership motivate others too.

b) ~~reveal~~ My plan of action to ensure the conduct of free and fair elections in such a situation will be:

i) Firstly, I would like to talk, consult and discuss with the naxalites, try to understand their grievance, and help them to take better decisions like:

- giving up violence
- to reform the governance, I will urge them to join politics and bring change
- involve them in grassroot activities and help them come out of alienation
- promise them about talking with the political executive and provide them some immunity if they surrender.

ii) Secondly, even if the discussions with the naxalite seemed to be fruitful, I will ensure that adequate safety provisions are present ~~do~~ on the election day. For this I will write to the election commission and the political executives, to provide additional security personnel on that day. Also, I would be conducting regular



patrolling of the district, taking help from intelligence machinery and gather information about any wicked plans being hatched.

iii) I would assure the people of all safety provisions, and help them come out to vote. If last day situation would seem fragile, I would urge them to come out in groups and provide security personnel with each group.

iv) I by proactively and meticulously working on field, I would motivate & urge other electoral officers to first think about their duty to the nation, and also assure them with security from paramilitary and police staff.

Thus I will ensure that the voting happens just like it happens normally in other parts of country. Service to the nation, fortitude, courage and using proper persuasion skills will be in my task.





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 हेतु 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।

Case Involved:

A close friend of mine owns a factory, but provides poor working conditions. No action has been taken on him/her because of my friendship with the owner.

Stakeholders involved:

→ factory owner & my friend - factory with poor working conditions

→ labour officers - who feared any action because of my friendship with owner

- the workers & employees of the factory  
- who have been suffering
- media - reported about poor working conditions
- I as DM
- other factories & commercial establishments  
& owners.

### Ethical Issues involved:

- personal ethics vs professional ethics
- Integrity vs maintaining friendship
- empathy towards workers vs considering  
profitable venture of my friend
- impartial, honest behavior vs supporting  
favouritism

### b) appropriate course of actions:

Case 1: I value my friendship much,  
thus would turn a blind eye to the  
situation.

Pros: This deepens my friendship. seeing  
such lax attitude, other factory owners  
would also try to become my friend.

Cons: This is absolute injustice towards  
my duty. In I, as a DM, have the  
moral responsibility of working ~~so~~ without



fear or favour, and always think of public service first. Satisfying my selfish motives and upholding personal relations at cost of general welfare goes against my values of integrity, discipline, empathy, honest work culture.

Case 2: I would inform my friend about the current situation and ask him/her to provide adequate redressal mechanism to the workers, and look into the case.

Pros: I have been proving my friendship and loyalty, also doing my job of asking him/her to mend the ways.

Cons: I have set a precedent in my office and colleagues that they could not take independent actions on matters concerning me. By this, I will lose my integrity, and <sup>not</sup> doing my duty with probity.

Case 3: I would immediately order the labour officers to take adequate preliminary steps, look into the matter with all seriousness, I may also

appoint a committee to look into the matter in detail, would talk to the labour union leader and frame common working standards that would be applicable in all the factory establishments.

I would ~~shock~~ tell the labour <sup>officer</sup> ~~union~~ to never let personal affiliations come in between professional duty. Also, I will ~~try to~~ maintain image of an upright officer, who focuses and values integrity, dedication, absolute work ethics, and no person should feel fearful while taking step against my friends and family members, if they are at fault.

Regarding my public image, I might be perceived as a role model for others, so I will ensure that I keep good company of respectable people who do their work diligently without resorting to any unfair means.



Adequate grievance redressal and compensation machinery would be set up.

In this manner, I will keep my public and private ethics separate, and never let personal emotions hinder my duty.

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।

Case Involved:

I belong to a tribal district which is struck by malnutrition. DM's program of millet cultivation failed as people are not ready to change their ~~habits~~ culture & also millets is non remunerative.



a) key issues involved:

- obeying orders vs following one's culture
- changing people according to mainstream trends or letting them live their way.
- bringing change by imposition vs participation.
- difference in applied knowledge and gathered knowledge; as the millet idea failed.

b) Stakeholders:

local tribals — facing malnutrition, but not ready to sow millet as it will change their food habits and millet is not remunerative.

DM — who wants to increase nutritional intake, and being innovative by asking to use fallow lands

I — as a civil service aspirant, who knows the problems & intentions of both sides.

c) DM's course of action can be:

DM's order of sowing millets on fallow land, shows that the officer was keeping the economic interests of the tribals in mind too. DM would have thought that millet would

bring both (nourishment  
additional income.

But the plan failed, because DM could not take in account their specific food habits

Thus a sustainable course of action would be →

1) Talk with the tribal people and find out their food habits. From those food habits, select a food that provides basic nutritional nutrients.

If there is no such food, then DM can respectfully urge them to try on pilot basis the taste of a different BUT similar food which would be high in nutrition and vitamins.

2) Also the problem of millet being non remunerable, the DM could create conditions of mass procurement, make the tribals aware of various government machinery involved in marketing and trading. Train a few tribals



and teach them about e-NAM so that any crop they grow becomes remunerative.

E-Nam may take some time to be learnt by them, so the DM can connect the tribals to Grameen Haats and other big value chain companies who would directly procure millets and other crops from them.

3) As malnutrition is due to various reasons like hygiene, sanitation etc, DM should take up multidimensional steps of cleaning the area, generating awareness among tribals.

4) Also, a way of fortification can be started in the food choices of tribals, this can be done by involving research institutes to come up with better seed varieties and also keep the tribals in loop, making it a truly participative process.

DM's intentions are right, all he/she need to do is to take the people together in all the stages from planning, decision making to implementation, thus gain their trust and better results would come.



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 advise 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।

### Case Involved :

A powerful local leader is misusing his influence and power by not paying wages according to Minimum Wages Act to the employees/workers of the big hotel owned by the leader. His influence with other officers is stopping me to take action against him.

### Stakeholders :

- big hotel owner and powerful local leader - violating Minimum wages act
- the workers, hotel employees whose human rights are getting violated
- higher authorities - asking me to drop the case
- I as District Labour officer
- other hotel owners and the hospitality industry - as my actions will affect them too.

### a) Issues involved :

- ⇒ obedience to superior authority vs integrity towards duty as district labour officer
- ⇒ personal ethics (self well-being) vs concerns of the weak



⇒ empathy vs following authority's orders.  
⇒ fortitude, courage, conviction to remain  
compassionate to the workers, even when  
conditions and circumstance not in my  
favour.

(b) Evaluating the options:

1. Follow the informal advise of higher  
authorities

Pros: I will be in 'good books' of higher  
authorities, this will further ensure  
stability and progress in my career.

Cons: This is totally against ~~for~~ fair means &  
The advise tendered is informal, not a  
written order

• Become part of corrupt system, and lose  
my integrity, loyalty & towards my  
duty.

• Shows my lack of courage and fortitude,  
as even after feeling pain of the workers,  
I am unable to take any actionable step for  
their grievance redressal.

I will not go with this option.

✓

2) convincing the owner to take remedial measures.

Pros: I will be obeying to my authorities by not taking any punitive action against the owner. This also represents the belief that by persuasion, the owner may take corrective measures.

as Gandhiji said: 'Hate the sin, not the sinner'.

Cons: • This will not ensure that owner won't repeat this in future.

• Mere persuasion may not yield any result, in fact, owner may feel more powerful as I will be seen as pleading to him. Thus discretion of owner will prevail.

• Will set a bad precedent in my office, as colleagues and subordinates may also get lax in functioning.

I will not go with this option.

3) Asking for formal directions from competent authority, also submit a detailed report of violations.

Pros: I will follow my duty, by taking in concern of the poor workers.



Asking for formal directions, will make the competent authority accountable, and my report will serve a basis to various other bodies like Human Rights Commission.

Cons: I might get transferred.  
No step can may be taken on report submitted.  
\* Authority may give in written to go for feasible measures, just to give more time to the owner.

4) serve a notice to the owner and initiate action.

Pros: I will be making right use of my powers and follow my duty in little and spirit.

Quick action will ensure that the workers are not harassed any more.

This will set a precedent in all firm & hotels to not violate law.

Cons: Transfer from the post, chances of demotion etc.

But I will definitely try to convince my authorities to understand the pain of people.

Even if they stop me, I will ask for written order, and with my detailed report I will submit their order too to further higher authorities and ensure that the unholy nexus

is broken.

'Service Before Self' must remain the motto.



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 सुझाइए जिनके माध्यम से राज्य द्वारा संचालित विद्यालयों में शिक्षा की गुणवत्ता में सुधार किया जा सके।

Case Involved:

I, as a chairman of a committee, have to submit report on how to improve quality of education in state run schools.

Stakeholders:

Government - who ordered to make a report  
state run schools and private run schools  
young students, society in general.

- Providing education to children is the fundamental right enshrined in our constitution (Art 21-A). Directive Principles of



state policy also recommend education standards in Art 45, and Fundamental duties also (Art 51A).

### Role of government in education sector:

- ↳ building human capital as well as social capital is the need of hour.
- ↳ private schools have made education a 'class' subject, not reachable to 'poor', 'weak' masses.
- ↳ equitable opportunities to all, acc to Art 14, 15, 38.
- ↳ With aim to tap demographic dividend, it is necessary to build a stronger foundation of primary & secondary education.

### (b). Values which I will use:

- my conscience will make me think how to persuade the poor people to send their children to schools, so that drop out rates decrease.
- Empathy; try to frame policies which will ~~be~~ keep the concerns of ~~po~~ poor people in mind.
- Steps to motivate and develop the values of dedication, diligence, punctuality in

teachers so that they improve their pedagogy.

⇒ I will be accountable for my ~~value~~ recommendations given, hence I will involve sector experts, do grassroot surveys and suggest specific actionable steps.

⇒ I will take my work very seriously, keep honest & data even if it shows poor performance of the ministries, departments involved, but at the same time, I will provide viable, credible solutions.

(c) State run schools are facing multifold problems at present, which should be dealt with specifically.

Infrastructure → More toilets, especially for girls too, as the girls stop coming once they reach menstrual age, proper, ventilated rooms; taps with clean drinking water; functional electrical fittings, playground etc.

staff → A dedicated staff required for proper functioning. Teachers must



trained periodically, incentive on basis of performance, autonomy to include innovation & creativity in teaching.

Teachers to be not involved in administrative, technical and non-teaching work. A separate staff for that.

Mid Day Meal - Ensure quality food is provided, participation from community, food according to the local eating habits be provided.

Safety & security - Bicycles to girls, ensure the schools are nearer to the settlement areas.

Gradual Inclusion of technology - ~~from~~ from maintaining student registers to pedagogy on digital boards.

Value Based Education - To create a resilient, vibrant and tolerant society for a New India.

Thus, I would be mentioning ~~so~~ such steps in my reports regarding education quality standards.

