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INSTRUCTIONS

1. 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)।
2. All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
3. The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
4. 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।
5. Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
6. 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:

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All the Best

MODERNIZING CIVIL SERVICES FOR NEW INDIA

As newly independent India emerged from the ramparts of the British Empire, Sardar Vallabhbhai Patel decided to place his faith on one of the traditional bulwark of the Raj — the civil services. Organized on the lines of the colonial civil services, this 'steel frame' of government was given the responsibility of building and nurturing a democratic India.

Over the last 70 years, the civil services, though plagued by issues of corruption and nepotism, have done reasonably well in fulfilling the mandate it was

set out to achieve. It has helped in creating a unified India, with relatively decent standards of service delivery, and control of law and order and reduction of poverty.

As we move into the 3rd decade of the 21st century, India now stands at the cusp of another transformation. The Prime Minister has christened this — New India. New India is expected to be a \$5 trillion economy by 2024-25. It is where poverty is eliminated, universal health and education are guaranteed and businesses flourish. More importantly, there is greater transparency and accountability in governance.

To create this New India, the civil services will play a pivotal role. However, ~~it~~ to be able to lead this transformation, the civil services need to reinvent itself. It suffers from a number of drawbacks which can act as bottle-necks in the creation of New India.

~~Firstly,~~

First, the most visible issue with civil services is the involvement of some civil servants in corrupt activities like bribery, nepotism, etc and the lack of accountability for the same. This is the result of excessive discretionary powers given to the civil servants, while providing them with protection from sanction under Article 311.

of the Constitution, and Section 19
of Prevention of Corruption Act.

The objective of these protections was to ensure the neutrality of the services. Clearly, they have been misused.

Second, civil servants are expected to be generalists, and accordingly are recruited ~~by~~ and trained to be made the 'Jack of all trades, but master of none.' However, ~~is~~ as newer and more ~~clo~~ complex areas have emerged, like Artificial Intelligence, the government has had to frequently look for experts in these fields.

The utility of civil servants is gradually declining.

A related corollary is that frequent transfers prevent civil servants from developing domain expertise in specific areas. According to the 2nd Administrative Reform Commission (2nd ARC) report, a civil servant, on average, spends less than a year on a particular posting. ~~It~~

This prevents them from understanding the situations, ~~is~~ initiating and sustaining reforms and nurturing leadership.

Third, the systems and processes of government functioning are not seen to be conducive in fostering a healthy business climate, a citizen-centric administration and transparency.

Civil servants are bound by too many rules and procedures. They are hardly willing to innovate or take risks as ~~they~~ risk-taking is not rewarded. Promotions are guaranteed based on ~~seniority~~ seniority.

All of this ultimately hurts the ~~citizen~~ citizen and businesses who have to run from pillar to post to get their work done.

Political interference is another major area of concern. Transfers and postings of bureaucrats are decided based on extraneous political considerations rather than on merit. This erodes accountability and autonomy of the services.

There are issues with the recruitment and training too.

While some of the state Public Services Commissions are moribund by accusations of irregularities in recruitment, the UPSC's exam pattern is seen to be faulty as it focusses too much on rote learning and less on ethics and presence of mind.

The training is also found to be lacking in equipping the new recruits with ethical standards and modern technology.

Thus, these drawbacks in the current structure of the civil services have led to calls for its modernization.

It is not that there have been no attempts at overhaul of the services. The 2nd ARC, Hota and Serinder

Nath Committees have made various recommendations in the past. Some of these have been incorporated. The Supreme Court has also, through its various judgements, ~~has~~ made attempts at modernizing the services. Some notable judgements include the Prakash Singh Case and TSR Subramaniam Case.

However, most of these have been piecemeal. For a thorough overhaul, a number of steps have to be simultaneously taken.

First, the reward-punishment structure needs to be changed. Article 311 needs to be repealed, and a system of internal auditing of performance introduced. This would bring in greater accountability.

At the same time, a compulsory assessment would be done after 14 years of service. If the civil servant is found to be unfit, he/she can be terminated from ~~to~~ service.

Bureaucrats must be encouraged to take risks and innovate. ~~Thus~~ They should be adequately rewarded if the innovation turns out to be successful. In case of failures, they should not be punished. Thus, some form of performance-based pay can be introduced.

They also need to be allowed greater flexibility in executing a task. This can be done if the rules are made simpler, single window processes are introduced and greater focus is placed on

outcomes

The institutional architecture of the civil services can be reformed if ~~we~~ through the 3-fold step of rationalization, institutionalization and specialization.

Rationalization is required as the number of civil servants is unevenly distributed across the sectors. While at the district and lower levels, there is a shortage of officers, there appears to be a bloated workforce at the top ministries. This calls for a restructuring to meet the needs of governance.

Institutionalization looks at systems processes. Moving away from file culture, being more

energetic in work, evolving a code of ethics that resolves ethical dilemmas ~~are~~ fall under this category.

Specialization involves two-steps.

On the one hand, it requires civil servants to develop domain expertise.

On the other hand, it looks into lateral entry - where ~~o~~ experts from outside the government join the government to provide policy inputs.

The issues over lateral entry, like creation of a committed bureaucracy and lack of experience of the lateral entrants, need to be adequately addressed. ~~The~~ Recently, the UPSC inducted 9 Joint Secretaries.

few lateral entrants. This model can be scaled up.

The other important area is that related to transfers and postings. The 2nd ARC recommended an autonomous body — Central Civil Services Authority (CCSA) — that will assign postings to officials based on their domain expertise. This is worth exploring.

Finally, no amount of technology and laws can deliver good governance if the ~~as~~ civil servants have no morals. Thus, ^{the} ~~a~~ foundational part of every training should inculcate the civil service virtues of integrity, neutrality, dedication and ~~and~~ compassion. Further, training must be made compulsory.

before every promotion to keep the civil servants fresh and up-to-date with an ethically bent frame of mind. Civil servants must be made to take an oath of transparency.

The civil services of ~~the~~ New India are to move away from the regulatory role of yesteryears. They are going to perform developmental and facilitatory roles. The development

The developmental role ~~is~~ will be focused on eliminating poverty, delivering schemes and improving the quality of health and education. The ~~reg~~ facilitative role will aid businesses and startups in starting their ventures in a hassle.

free manner. The police will be more citizen-centric, while ~~the~~ protecting private property to unleash the market forces.

The above mentioned steps will guide the civil services in transforming itself into the developmental and facilitative roles that it envisages itself for.

As India stands on the cusp of ~~the~~ a \$5 trillion economy, the ~~good~~ modern, and re-invented and energized civil services will lead the march. The people's welfare being the primary concern, the modern civil servant will work tirelessly to usher in the golden era of New India.

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'EASE OF DOING SCIENCE' NEEDS TO COMPLEMENT 'EASE OF DOING BUSINESS' FOR LONG-TERM GROWTH AND DYNAMISM OF THE NATION

Between 2015 and 2018, in a span of just three years, India's ranking in the Ease of Doing Business index moved up 30 places to Rank 77 among over 100 countries. During the same period, the Economic Survey was forced to point out the rather regrettable fact that our expenditure on Research & Development (R&D) remained stagnant at 0.8% of GDP, way below our developmental peers.

The measures taken for Ease of Doing Business include making it

easier to secure permits, filing taxes and reducing the regulatory constraints. The rationale ~~behind~~ this is to make it easier for businesses and firms to open factories, hire and fire workers, and get credit quickly. It is expected that this will unleash the 'animal spirits' in the economy, create jobs to reap the demographic dividend and raise our growth rates to reach the production possibility frontier (PPF).

However, for India to be a \$5 trillion economy ~~and~~ by 2024-25, it must usher in growth rates of over 8% per year. This high growth rate can be sustained only if the nation focusses on the complementarities between science

and business. It is these complementarities that need to be nurtured, fostered and reinforced for India to jump into the band of superpowers.

Science proceeds through research and development (R&D). It is this R&D that creates new technology which improve the cost competitiveness of firms, bring new products to the market and help firms increase their market share. This explains why the leading firms like Google, Amazon and General Motors have fully dedicated R&D wings where scientists work round-the-clock to produce new technology.

The recent advances in Artificial Intelligence (AI), Internet of

Things are driven by the R&D carried out by firms.

China and USA have heavily invested in scientific research for frontier technology like AI and 5G, because this can spur growth and enable them to capture the knowledge economy. It also has geo-political significance.

For countries like India, there are other benefits ~~on~~ from investing in science. R&D in the pharmaceutical industry can not only help us ~~so~~ discover new drugs but also help us capture world markets and provide cheaper drugs to the world. ~~etc~~

Electronics and robotics are other research intensive sectors. But they are also generators of various

jobs with strong backward and forward linkages. This explains the growth of the East Asian Tigers and emergence of companies like Samsung.

Science teaching and research creates a pool of skilled manpower who can be employed in firms, helping with R&D and also ~~is~~ help create new Start-Ups with their disruptive new technologies. Most of the entrepreneurs in Silicon Valley, California are engineers or scientists who put their science training into use. It also leads to knowledge spillovers across firms which being in various positive externalities. These lead to external economies of scale that raise industry output.

Sustaining long-term growth requires India to constantly expand its PPF ~~and~~. This will also require adding dynamism into the economy to deal with the pressing challenges of population growth, agricultural productivity and climate change.

It is only through science that we can find technologies that can improve crop yields (like GM Bt Cotton), ~~and~~ improve weather forecasting systems and ~~also~~ create systems for carbon capture and storage (CCS). At the same time, AI can be modified to make it complementary to workers rather than substitutes. This can prevent job losses, while raising worker productivity.

Doing science is not just about sitting in laboratories or working for firms' R & D departments. It involves setting up universities, classes, laboratories and creating equipment.

This is essentially creation of social and physical infrastructure that have multiplier effects on the economy.

Take, for example, the LIGO observatory in Maharashtra. ~~It will~~ Firms need to supply cement and steel, employ workers in construction and create townships which gives a boost to local economy.

Finally, consider the strategic aspects of investing in science.

The various satellites launched by ISRO have enabled remote

sensing applications, which have helped in space weather forecasting, planning land-use and agriculture.

The communication satellites have ushered in the telecom revolution spurring innovation, financial inclusion and dynamic entrepreneurship.

At the same time, the NAVIC constellation can potentially reduce our dependence on the US GPS system for navigation purposes, saving us of foreign exchange, reducing the costs of doing business.

But more importantly, ISRO has been able to commercialize the science space technology giving us with extra foreign exchange and spurring start-ups like INDUS.

A similar case in point is for the defence industry in India. Though at its nascent stage, the defence industry has significant potential to develop technologies that have widespread uses, including aero-space Industries. Thus, defence R&D needs to be encouraged. Firms like Boeing not only sell commercial aircraft but also fighter aircraft. It is the result of complementarities existing between defence and aero-space industries through the ~~me~~ medium of ~~sw~~ scientific research.

Thus, science in general is necessary for overcoming the resource constraints of nations and sustaining long-run growth. This explains the

prosperity of resource-constrained nations like Israel and Japan.

They spend more than 2% of their GDP on science to create a human capital that takes the nation to the production and technology frontiers.

However, in India, ease of doing science remains a distant dream.

As the Economic Survey notes, the private sector hardly engages in any R&D - They are simply imitating the leaders like US and China, and cannot out-compete them.

~~Most~~ Our universities do not do research either. They are either constrained by poor infrastructure or shackled by bureaucratic red-tape when it comes to accessing

funds and getting approvals.

Most of the R&D is carried out in the public research institutions like DRDO, CSIR etc. But given the complementarities between research and teaching that a ~~univ~~ university provides, these institutes are likely to be carrying out sub-optimal research. This probably explains why DRDO took 30 years for its Light Combat Aircraft (LCA) to take off.

Associated with this poor show is the deep cultural and attitudinal malaise towards science. Scientific temper is not encouraged, while rote learning becomes the norm in schools and colleges. Parents want their children to be doctors or engineers and take up routine jobs in MNCs, but not to be

Scientists or professors in universities. The latter are seen to be inferior. So, the most brilliant minds in the country either become bureaucrats or managers, not scientists.

This is not to say that India does not have a culture of science.

Scientists like CV Raman, HJ Bhabha, Sarebhai and Abdul Kalam have led the country's scientific achievements. The spectacular success of ISRO and atomic bomb project ~~ex~~ ~~are~~ prove India's scientific prowess. ~~is~~ India also produces the 6th largest number of research papers in the world, though quite a few are of dubious quality.

However, this is not enough. If India wants to compete with China and US, strengthen its business environment and sustain high growth, it must make a concerted effort to promote Ease of Doing Science the way it has done for business.

First, we need to 'catch them young'. ~~to~~ Right from primary school, the focus has to be on cognitive abilities like maths, and critical and divergent thinking.

Einstein had said, "If you want your children to be intelligent, then tell them stories." By this, he stressed on the need to usher in creativity among students.

Second, public spending on R&D must rise to 2% of GDP.

This will provide the right funds to improve infrastructure in ~~institute~~ universities, increase salaries of professors and attract good talent.

Undergraduate research in colleges needs to be encouraged. For this, UGC can ~~mandate~~ mandate the final semester for research in every college. This creates a good linkage between research in colleges and universities, and provides more manpower in science.

Foreign collaborations in STEMM (Science, technology, engineering, maths, medicine) can help in valuable exchange of ideas. Industry-academia interface will keep the ~~course~~ students ~~curricula~~ aware of the latest scientific developments in industry.

A major issue in Indian science is plagiarism and presence

of dubious journals. This needs to be dealt seriously, as it affects the credibility of our research.

Equally significant is the need to encourage private sector R&D.

This can be done through tax breaks, easing funding access through Venture funds, hedge funds, etc, and strengthening the Intellectual Property (IP) regime so that the R&D can be commercialized and monetized.

Finally, the government can set up a few mission-mode projects on sunrise ~~se~~ and hi-tech sectors like genomics, high-performance computing, cyber physical systems, etc. The NITI

AAAYOGI can consult various stakeholders and arrive at a consensus on the road-map.

To conclude, the 4th Industrial Revolution^(IR) is already underway and technology is disrupting the ways economies are run. For India to tap into the 4th IR and accelerate itself into a \$5 billion economy, it needs to make full use of the synergies between science and business.

Just like what Britain did in the 18th century, India needs to replicate this for the 21st Century.

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