TEST CODE	6	3	5	6	3

FIAS | ATS 2023 | Batch 2 | PA | #3

219150_63563_1910098856_(2023-08-17 20:17:15)

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

PUBLIC ADMINISTRATION / लोक प्रशासन

Name Of Candidate परीक्षार्थी का नाम	DHRUV SAPRA		
Roll No./अनुक्रमांक	1910098856	Medium/माध्यम	English ☑ हिंदी ☐
Center Code/परीक्षा केंद्र	1900	Date/दिनांक	17.08.2023

*Center Code : For Online – 1900 / Delhi : Karol bagh – 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. – 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका

Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक
1		
2		
3		
4		
5		
6		
7		
8		
Total/कुल अंक	250	

INSTRUCTION / अनुदेश

1. Do furnish the appropriate details in the answer sheet (viz. Name, Email, Roll No, Mobile).
उत्तर पुस्तिका में उपयुक्त विवरण (जैसे नाम, ईमेल, रोल नंबर, मोबाइल) प्रस्तुत करें।
2. There are EIGHT questions divided in two Sections in the question paper. Question 1 and 5 are compulsory. You can attempt any THREE out of the remaining, Choosing at least ONE Question from each section.
प्रश्न पत्र में आठ प्रश्न दो खण्डों में विभाजित हैं। प्रश्न 1 और 5 अनिवार्य हैं। आप प्रत्येक खंड से कम से कम एक प्रश्न चुनकर, शेष में से किसी भी तीन का प्रयास कर सकते हैं।
3. The number of marks carried by a question/part is indicated against it.
किसी प्रश्न/भाग द्वारा किए गए अंकों की संख्या उसके सामने दर्शाई गई है।
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.
उत्तर प्रवेश प्रमाण पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जिसका उल्लेख इस प्रश्न–सह–उत्तर (QCA) पुस्तिका के मुखपृष्ठ पर दिए गए स्थान में स्पष्ट रूप से किया जाना चाहिए।
5. Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाना चाहिए।
6. Content is more important than content length.
विषय–सामग्री लंबाई की तुलना में विषय–सामग्री अधिक महत्वपूर्ण है।
7. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.
प्रश्न–सह–उत्तर पुस्तिका में खाली छोड़ा गया कोई भी पृष्ठ या पृष्ठ का भाग स्पष्ट रूप से काट दिया जाना चाहिए।

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Examiner's Discretion/मूल्यांकन कर्त्ता का विवेक:	Start Time/प्रारंभ करने का समय : 09:00 AM	End Time/समाप्त करने का समय : 12:02 PM
Total Marks/कुल अंक :	Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन ☑ Offline/ऑफलाइन ☐

*Examiner's Discretion is the marks awarded at the discretion of the examiner based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.
मूल्यांकन कर्त्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आंकड़ों या समग्र रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।

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ECN CODE/ ईसीएन कोड :	EG/ईजी : ① ② ③ ④ ⑤	Evaluation Date/ मूल्यांकन तिथि :

Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings – 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

EXAMINER'S REMARKS

CRITERIA FOR THE FEEDBACK SECTION AT THE END OF EACH QUESTION

1. **AWIS = Answered What is Asked.** This means whether you have addressed the core demand of the question or not. Addressing the core demand of the question gets you an objectively fair score. It is examiner's perception if you have understood the question and if you know the answer in the first place. Creative answer writing, sometimes missing the core demand, may fetch very high or very low scores, and exposes your answer to the subjectivity of the examiner.
2. **CD & VA = Content Density & Value Addition**. Examiner will evaluate the quality and quantity of your content in the answer. In the same word limit and space limit have you (a) written what is asked (b) gone beyond what is asked (c) enriched answers through combination of (but not all!) suggestions, ideas, quotes, flowcharts, diagrams, facts and figures, data etc. This affects objective components of assessment.
3. **S & F = Structure & Flow** = Whether you have structured your answer properly or not. Whether the answer has been broken into parts and sub-parts and each part has been addressed appropriately or not. Whether the flow of the answer is maintained. Affects both subjective and objective components of assessment.
4. **P & R** = How your answer performs on the criteria of **presentation, ease of read, clarity and apparent effort** in writing the answer. This affects the subjective components of assessment.

Section– A

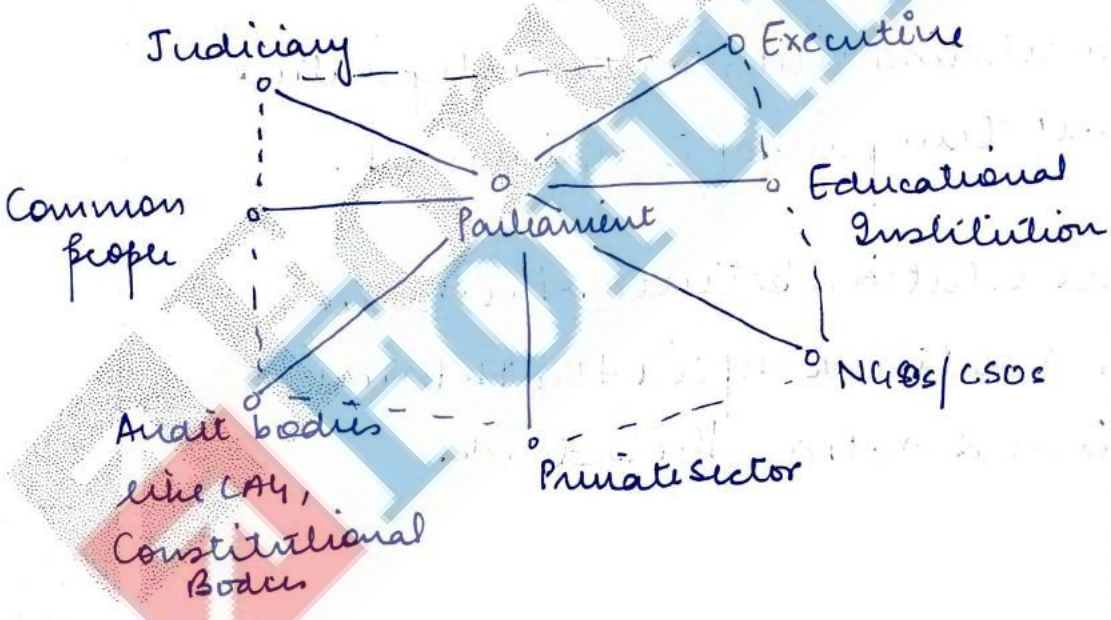
Q.1) Answer the following in about 150 words each.

a) "Relations are the building blocks of network analysis". Elaborate (10 Marks)

Network Analysis is a process through which structures and functions of a complex system are understood.

There are various nodes in the complete system whose interaction with each other define the overall working of the system.

Eg: A country as a network, there are multiple nodes that define the overall network.



In the above network, there are various nodes that share relations with each other and they help in understanding the complete Network

① The relation between the Judiciary-Executive and Parliament shows whether they are following separation of power

② The relation between people-govt would show if there are principles of good governance followed or not

③ The relation between govt, Parliament, Private Sector, NGOs show if there is broad based development & participative management

④ The Accountability institutions like CAG and their relations with govt and legislature can show if transparency is maintained.

Hence, the relations between the various nodes in a network define the Network Analysis and acts as the bed rock.

b) Self Help Groups are an important enabling tool towards women empowerment. Discuss. (10 Marks)

Self help groups are coming together of people, especially women to pool in their resources- monetary & physical to achieve financial inclusion and freedom.

Enabling tool as for Women Empowerment

① They help in providing economic opportunities for women to become self sufficient

Eg Kudumbshree made women financially Independent.

② They act as a platform for women to break social barriers and participate in economic activities

③ They act as platform for women to learn new skills and launching pad to enter formal market.

Eg Looms in Ladakh provide skills to weave the local fabric in Shawls.

④ They even promote women leadership and

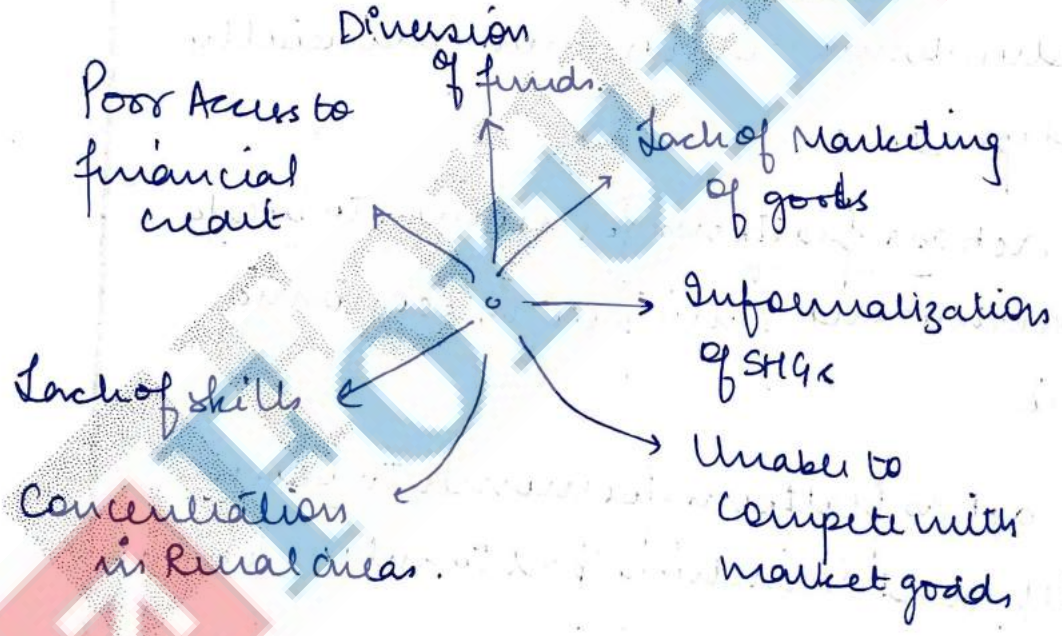
act as torch bearer for other women organization

Eg SEWA led to creation of women torchbearers to inspire other women organization

(5) It develops good habits of handling finances, auditing, accounting and other good financial practices

Eg Economic Survey 23 has talked about "Panchsutra" practices.

However, they face their own problems



SHGs are a platform to realize more women participation in the economic activities.

It can promote gender growth and also achievement of SDG-5.

c) Discuss the budgetary process in India. (10 Marks)

The budgetary process is a long drawn process that starts with interaction with various stakeholders to final passage of Appropriation Bill (Article-113).

Stage-1 : Consultations

* 5-6 months before presentation, Finance Ministry starts consultation with Ministries and Private Sector

* Asked to provide Demand of Grants, Budgetary Estimates, Actual expenditure

Stage-2 : Preparation of Budget

* Finance Ministry (Department of Economic Affairs) starts allocating the amount as per the availability

* Any problems are coordinated at level of Ministry or PMO

Stage-3 : Presentation

* On 1st February, a single presentation by finance minister. Single discussion takes place. No Cut Motions suggested

Stage-4 Scrutiny

* By the Department Related standing Committee
* They cannot suggest cut motions

Stage-5 Voting in Parliament

* Prior discussion on the Demand for grants
* Members can suggest cut motions

Stage-6

* Passing of all the Demand of Grants
* Creation of Appropriation Bill : Charged + Grants
* Passing of Finance Bill – for new taxes
* Budget passed.

Problems

- Bottom up budgeting
- Lack of discussion on the estimates
- Mad March Rush for expenditure
- 80% passed by guillotine
- Suggestions of DRSC only persuasive
- Short sightedness in Budget v 1 year

The 2nd ARC has suggested multi year framework for the Budget that can ensure better realization of the funds. Also, top down budgeting for better coordination and allocation

d) 360° performance appraisal is not without its own set of limitations. (10 Marks)

360° performance appraisal is a process through which a person's performance is judged based on feedback from Seniors, juniors and the peer group.

Benefits

- Evaluates more parameters compared to the ACR
- Promotes concurrent and all year evaluation
- Broad based evaluation
- Promotes greater accountability
- Removes the discretion that was in Annual Confidential Report (ACR)

However, it has its own set of limitation

① Level of Supervision might be compromised as the Seniors might wary of negative feedback by the juniors

② It could increase Neo paternarial behaviour and the Senior-Junior might indulge more in appeasing each other

③ The peer might give poor rating so as to

eliminate competition for future promotion

④ More randomness might increase in performance evaluation. Different group might give different evaluation leading to poor outcome.

⑤ The juniors might start to disobey the seniors as they can get better review from peer and their own subordinate.

To Improve the 360° evaluation

① feedback from proper for the services provided should be made mandatory.

eg In Mo-Sarkar of Odisha

② The feedback from Senior should have greatest weightage.

360° evaluation is a progressive step to improve performance evaluation among the workers. It should be further strengthened to improve efficiency & effectiveness of bureaucracy

(Wrong Question was printed)

e) ~~Throw light on the three waves of feminism.~~ (10 Marks)

Comment on the need for creating an All India Education Service (10)

Education is a concurrent subject under the 7th schedule of the Constitution. Various govt at the 3 levels provide education services to the students.

Benefits/Need of All India Education Service

① Provide a dedicated Cadre/Service to implement education related programs like the NEP-2020.

② At present, there is overlapping in education provision. Centre, State, Local bodies act parallely - leading to poor quality.

③ It would ensure better regulation and quality of education is provided

④ It would free up the regular bureaucracy to focus on development administration and policy making

⑤ Uniform standards of education can be provided by the service.

⑥ It would provide better oversight over the teacher-student ratio, quality of skills provided, Infrastructure etc.

However, there are certain drawbacks too

- The role of Third tier would be reduced
- States would lose authority of new All India offices
- Being a concurrent Subject - States would oppose
- Create another structure of Bureaucracy - Parkinson's law
- Coordination could be problematic
- Uniformity would be harmful to diversity in education

The govt can look forward to Improve the capacity of present structure to Impart better education. The best models like Delhi education model can be replicated in other states to provide education.

Q.3) a) The glass-ceiling effect continues to affect women's participation in development. Evaluate the statement, also suggest measures to increase their participation in the role of development. (20 Marks)

The glass ceiling refers to a phenomenon where women are subjected to artificial barriers to achieve complete empowerment & emancipation.

In India, women have been facing the impacts of glass ceiling for a very long time. Some of the instances:

① India ranks poorly when it comes to global gender gap index at 127/146. It shows unequal participation of women specially at high level.

② In corporate India, the gender pay gap index shows high disparity between payment of wages to the women. It would require 257 years to men and women to have equal pay.

③ The poor representation of women at the highest level, i.e Parliament also shows there little participation. The Lok Sabha elected in 2019 only had 15% as women MPs.

(4) Glass ceiling also ensures that women are limited to the informal sectors. The informal sectors like Agriculture has high level of feminization.

(5) Despite efforts, women participation in higher education (STEM) and employment in technical branches as professors is also very low. IIT Campus have just 5%-12% female population

(6) In the Panchayati system, the concept of "Sarpanch Pati" limits the role of women despite being legally elected.

(7) Women are subjected to societal glass ceiling when they are married at young age (60% before age of 21 - NFHS-5), it leads to poor participation in development.

(8) Women are made to perform inordinate work in Care economy. As per time use survey, 9 times more than men → poor participation

To Increase their participation

① Greater role models in different fields. Eg
* female President - Droupadi Murmu
* female Chief Justice - Justice Sunita Aggarwal in Gujarat
* female head of IIT-Madras - Preeti Aghalayam

② Greater representation at the highest level through women reservation bill

③ Empowering SHGs with greater financial support and promoting district entrepreneurship
Eg LOOMS in Ladakh has provided greater participation of women

④ Better education and health support to the women for human capital development
Eg PM-Matru Vandana, PM-Poshan

⑤ Promotion of gender budgeting for each and every department

⑥ Creation of safe working spaces for women

so that they are not subjected to harassment

(7) To acknowledge the 3R - Reduce, Recognize and Redistribute the work in Care Economy. It would promote their participation in other sectors of the economy.

Women participation in development would not only improve their socio economic condition but enhance the development of the country as well. It is time we engender the development to ensure broadbased and Inclusive development

b) Public policy is merely a tool for political gains. Comment. (15 Marks)

Public policy are a set of goals and their roadmap that the government implements to achieve the socio-economic development goals.

Public policy can be created to achieve political, social, economic and inclusive development goals.

But it is generally seen as a tool for political gains because:

① Created to pacify the elites that can help in achieving political goals.

Eg Policy as per Elite Mass model to provide Corporate Tax cut that helps in political funding for the party in power.

② Policies are formed to suit the group that has greater political numbers.

Eg farm loan waiver policy, despite economically not prudent but for political gains.

③ Policies are formed to consolidate vote banks for political gains

Eg Reservation policy for appeasement to particular group of people.

④ Policies are formed that short term viewpoint to achieve the benefit in the elections

Eg Politicians face the beagle effect. Like giving freebies to lure the voters

⑤ Policies can also be formed to stigmatize a section and polarize the society

Eg Apartheid policy or the Racial policy of Germany.

However, policies can be formed for long term gains away from political consideration

① Policies to maintain strategic autonomy and Independence to prevent sovereignity

Eg The NAM policy of India

② Despite political culture not based on cognition, the govt focuses on health and education. They are not really high political value subjects

Eg NEP-2020, National health policy, 2017.

③ Environment and sustainability hasn't really crept into mindset of voters but they are seen in policies

Eg Panchamrit and Net zero policy

④ To promote inclusive development, balanced growth for the people.

Eg financial Inclusion policy, the Amrit Kaal

Hence, public policy is not merely a tool for political gains. There are instances where it can be used for it. But it is majorly used for long term, sustainable, human oriented growth.

Feedback
(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.
Here G is Good, A is Average and P is Poor.

TOTAL MARKS	

c) Do you think that role of accounting has not received the same significance as auditing in Indian Administrative System. (15 Marks)

Accounting is the process in which the expenditure receipts of a particular organization are recorded to promote accountability and transparency.

Accounting is considered as the basic and first step before proper auditing. Only with proper accounting can auditing be ensured.

Auditing
Accounting

Role of Accounting has not received as same significance, can be seen from CAG and CGA powers

① While the CAG is a constitutional body, Article 148 not the same true for Controller General of Accounts

② The CAG derives its powers from the Constitution, the CGA is formed due to change in business rules in 1971.

③ The CAG has a specialized cadre for proper auditing, the CGA has to depend on internal bureaucracy for accounting.

④ The CAG has authority for both Centre and State to audit. While the CGA can only make accounts for Centre and for States - CAG.

⑤ In accounting, we still have archaic method of Cash based Management. While in Audit - Concurrent, social etc.

⑥ At the lowest level (3rd tier) the accounting is almost absent leading to Ad-hoc management of accounts.

To Improve the Standards of Accounting

① We need to shift to Accrual based accounting for better management.

② The CGA should be given a constitutional status and separate cadre.

③ As per 2nd ARC, NMMA system of accounting should be implemented at the PRI level.

(4) The Accounting for both Centre + State should be done by the unified CGA.

(5) Create scientific principles & manuals to promote accounting in the govt organization

(6) Create capacity building of the govt organization to better the accounting process.

Accounting is the first process to improve accountability and transparency. They form the basis for better auditing and equal status and importance should be given to them.

Q.4) a) Training is ineffective in so far as it doesn't change the attitude, behaviour and values of civil servants. Discuss some remedies to make the training more effective and impactful (20 Marks)

Training is a process through which people are made aware about the organization goals, values, expectations out of them.

Training as central part of public administration began from the Taylor's Scientific Management, where he moved from rule of thumb to scientific training to the workers.

Training is Important

- Improves work culture
- Improve social skills
- Improve hands on experience
- Inculcate the values that are important
- Promote citizen centricity
- Capacity building
- Upskilling, Reskilling

Training ineffectiveness in India

① Post joining training is seen as a vacation rather than avenue to learn new skills

② The curriculum of training is archaic and focuses on rote learning and not innovation

③ It does not impart the required skills like emotional intelligence.

④ It focuss on procedural compliance only. The values like empathy, compassion are not provided

⑤ The people imparting training are themselves not motivated to provide the skills

⑥ The duration of training is too less to bring out any adequate changes in the attitude

Eg In LBSNAA, foundation course only for 3 months..

⑦ Performance in training is not considered for further life and career progression — Not taken seriously.

To make training more Impactful and effective

STEPS

- Make performance in training as pre-requisite for further promotion
- Compulsory mid career training at 14 and 20 years of service. further continuance only on the basis of performance (Said by 2nd ARC)
- Imparting new skills that transform the civil servants from "Rule Based to Role Based"
- Greater linkages with institutions for Interdisciplinary skills
- Greater duration of training to properly provide skills like emotional Intelligence
- Greater case studies, role playing methods to bring about real change
- Update curriculum and use of experts to impart training.

Recent steps for better training

① Mission 'Karmayogi' to improve the Mid Career training for the Bureaucrats

② Performance in LBSNAA a criteria to allocation of Cadres for the All India Service officers.

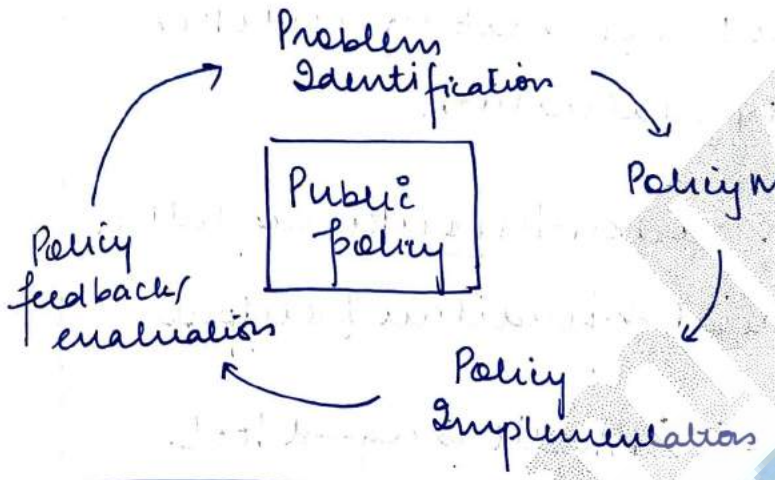
③ People from other services including Railway and Revenue now being deputed to LBSNAA to improve training

④ Provision of foreign training for the Civil Servants to gain exposure.

Development of attitude, values is a long term process. Mere training for few months or years cannot bring about substantial change. But they can make the Civil Servants aware of these values and with proper monitoring their Implementation can be checked.

b) Policy evaluation should be a multi-stakeholder driven bottom-up approach. In light of this statement, discuss the utility and effectiveness of social audits in India. (15 Marks)

Public policy analysis is a multi step process in which public policy evaluation is an important aspect.



For a very long time

① Public policy evaluation was absent. It was believed, especially after Herbert Simon that good decisions / policy → automatic good results.

② Policy evaluation in later stages was also very weak – only through CAG audits. focus only on output and not outcomes.

③ There was top down policy evaluation done by the erstwhile Planning Commission

④ finally policy evaluation was done only by the govt officials without taking into proper

To make the policy evaluation more robust

① Coalition of Actor Model that includes NGOs, CSOs in policy evaluation.

② It should focus more on the outcome rather than mere financial expenditure & outputs.

To achieve that, Social Audit is a good tool.

Social Audit are the ground level policy evaluation technique that involves proper evaluating the outcomes and real impact of work done by the govt.

Utility and effectiveness

① Provides the real ground picture whether the policy has given the desired result.

② As it involves the proper directly involved in policy impact - it leads to better internalization of the policy.

③ Unlike CAG audits that are based on documents prepared by the govt officials that are liable to be wrong, Social Audit provides true picture

④ While the CAG audit is ex post facto, Social Audit are Concurrent and ex-ante.

⑤ Social Audit can be done with minimal resources and not much scientific tools are required.

⑥ It can help in ensuring instant account-ability unlike CAG which is delayed.

Even the 2nd ARC recommended compulsory Social Audit for all development schemes.

Social Audit has been made mandatory for MGNREGA. Many states like Telangana and Meghalaya has given statutory backing to it

It is a tool that can promote citizen centrality and also promote real & substantive democracy.

Feedback
(For OFFICE use only)

#	G	A	P
AWIS			
CD & VA			
S & F			
P & R			

Please put tick marks in the above table.
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TOTAL MARKS	

c) Administrative Tribunals have become a necessity in the modern welfare States. Discuss. (15 Marks)

Administrative Tribunals are adjudicating bodies formed under the Article 323-A of the Constitution. They compose of judicial and administrative members to hear grievances of Government officials.

They have become a necessity in modern welfare states

① The traditional judiciary is overburdened with the amount of cases (5 crore pending as of 2023)

② Govt have the power to transfer officials for proper administration. To prevent any malafide intention, they are needed.

③ In modern welfare states, quick decision making is needed for posting officials. These tribunals can provide swift decision

④ Welfare of people engaged in security services are ensured by these tribunals

eg Army Tribunals.

(5) Modern welfare states need a balanced polity and not neopatrimonial bureaucracy. These tribunals ensure honest officers are not hounded.

(6) In welfare states, common people can also take their grievances against officials in these tribunals. (Not in India)

Eg In France, Droit Administrative allows people to complaint against officials.

However, these tribunals are themselves facing problems

(1) High executive interference in their appointments & removal

(2) Judicial pendency in their respective tribunals

Eg CAT has more than 67,000 cases pending

(3) The decisions by these tribunals are challenged in higher courts leading to further pendency.

④ They do not have the contempt powers to get their orders implemented

⑤ High vacancy in their positions leading to increased pendency.

To Improve their functioning

- Time frame for decision making
- Contempt powers
- Finality of judgements
- Less executive Interference
- National judicial Commission for appointment
- Greater Infrastructure for faster justice

Tribunals are ways to improve justice delivery. They should be empowered for faster justice delivery. Administrative tribunals acts as a tool to promote balance polity and protect the honest officials.

(Don't Write anything in this Area

Section- B

Q.5) Answer the following questions in about 150 words each.

a) PERT is merely a refinement over CPM without much newness in it. **(10 Marks)**

PERT and CPM are 2 network models that are used for project management. They are used to plan, schedule and track any project. They both are based on Critical path method that look for longest path to complete.

PERT V/S CPM

The CPM uses only one time estimate to model the time taken for completion of the project.

On the other hand, PERT uses 3 time estimates i.e: Pessimistic, optimistic and modal estimate

The use of 3 different estimates by PERT make it more flexible, dynamic and bread based compared to CPM to measure the project progress.

In terms of the Newness, the PERT doesnot really provide any new concepts for

project management. It works on the model provided by the CPM and introduces just 3 new variables.

These introduction of 3 new variables is not revolutionary in sense. It just enhances the applicability and provides refinement to the model already present.

In reality, both PERT and CPM are together used. PERT to understand the time estimates and the CPM to find the critical path that can offset the deadlines for the project.

b) The concept of O & M originated from the scientific management study of Taylor and others. (10 Marks)

Organization and Method are the process to improve the efficiency of the organization by looking at the structural and procedural aspects.

The concept of O&M is said to originated from the Scientific Management of Taylor.

① Taylor introduced 3 types of Study:

* Work Study
* Time Study
* Motion Study

The work study and time study becomes the basis to organize and structure organization to achieve efficiency.

② Taylor also focused on standardization of work that provided the organization to set up targets of the work expected

③ He focused on process simplification that led to many organizations leading to

process re-engineering and removal of obsolete laws.

④ He introduced functional foremanship under time study. The same is modified version were regular inspections by organization today to monitor functioning

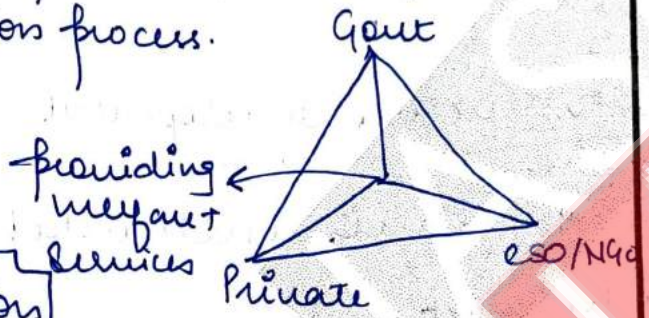
⑤ Apart from him, Henry Gantt introduced Gantt charts to monitor projects under the O&M.

⑥ Frank Gilberth introduced motion studies to improve more efficiency and reduce fatigue – precursor to O&M.

Today O&M is a broadbased concept that includes organizational efficiency, personnel development, business process re-engineering etc. The 2nd ARC also recommends implementing provisions of O&M to enhance efficiency of govt departments in India

e) Public administration is increasingly taking place in settings of networked actors who necessarily rely on each other. (10 Marks)

Networked governance is a phenomenon where government, private, people, NGOs come together and participate in the formulation, implementation and evaluation process.



Public Administration in networked areas

① Interconnectedness and dependence on each other for provision of services.

Eg Govt made the UPI, but private sector expanded it through apps.

② for better policy formulation

Govt has take into the view points of corporate sector as well as small NGOs for policy formulation

③ for last mile delivery

To remote areas, the NGOs and CSOs are required to generate awareness among people.

(4) To generate revenue

Govt are dependent on the private sector to generate revenue for development functions: Eg corporate Tax (2nd largest tax)

(5) for Infrastructure development

Increasingly human networked models for development.

PPPP → Private + Public (Govt) + People through NGOs

for smooth implementation of the projects

(6) Intra disciplinary challenges

Like climate change requires the participation of all the sectors to tackle it and also lead to adaptations.

The transit from the Bureaucratic led to Networked growth model as predicted by thinkers by Weber is going on. Intentfully greater interdependence on them would be needed to tackle the further emerging challenges.

(Don't Write anything in this Area

'A budget has manifold objectives.' Discuss. (10 Marks)

A budget or Annual financial statement under Article 112 is a statement of government's net earning, expenditure and future plans.

The manifold objectives

① Political

* It is a way for govt to implement the promises made in the election manifesto

* Way to allocate money for populist schemes to gain public support. Eg PM-KISAN

* Way to implement the demands of people, to fulfill their wishes. Eg New Tax regime and reduce tax

② Accounting

* It provides clear picture of govt's finances, the expenditure and receipts

* They are evaluated by standing Committees to understand finance of govt

③ Economic

* It helps in ensuring proper tax collection, rationalization

* Schemes are announced that help in socio-economic development

* It provides actual expenditure and Budgetary Advanced estimates

* The reports along with it due to FRBM Act promotes financial prudence and macroeconomic framework.

④ Developmental

* Announcement of schemes formulation of propr.
  eg Jal Jeevan Mission in 2020 Budget

* Provision of foreign aid to promote healthy relations

* Rationalization of taxes to attract foreign investment and greater International funds.

Hence, Budget is a broad framework to promote transparency and accountable of the govt. As per 2nd ARC, we should move towards multi year budgetary framework for better results.

) The impact of political pressure on financial decision-making makes the prospects of ero-Based Budgeting (ZBB) very uncertain. Explain (10 Marks)

Zero Based Budgeting is a system under which every allocation for any scheme has to begin from zero base and justified every year.

Many political scientists believe that Budgeting is a political process. It is an instrument used to further the political interests of the govt.

Political pressure on financial decision making

- Allocation to Non Remunerative regions - Agriculture
- Continue populist policies
- Allocate amount to regions where maximum votes
- No provision of taxes on sensitive issues eg Agriculture
- promote freebies for political dividend
- Do not reduce or retract subsidies

These make the prospect of Zero Based Budgeting uncertain

① ZBB demands that every further allocation be justified. But in political pressures only the amount of votes matter

Eg Govt are not ready to reduce subsidies to Agriculture despite financial burden.

② In political pressures, the decision are taken for short term political gains and money may be allocated to projects that are popular rather than cost efficient

③ Financial allocation could also be impacted by what people are demanding. If they are happy with freebies, ZBB would not be successful there.

④ In political pressure, there are ad-hoc allocation that alter the prospect of ZBB. Eg Schemes announced on Important days

Implementing ZBB requires high political commitment and capacity building. As feared by 2nd ARC, it along with others are merely becoming supplimentary tool to line item budget

Q.8) a) Evaluate the principles of Public Administration and Financial Administration in Kautilya's Artha shastra. (20 Marks)

Kautilya's Arthashastra is a treatise that not only focuses on the Economics but on a larger realm of public administration, welfare state and financial Administration.

Kautilya's principles in the field of Public Administration

① He favoured a welfare state - Yogakshema. As per him the state should take care of the needs and welfare of its people.

② He talked about King's role. He envisaged a paternalistic role for the king - where in happiness in his subjects would be happiness for him

③ Apart from this, he focused on the centralized authority where the king would have all the powers with him.

④ He followed the Saptang theory for the administration. Amongst them, one important for strong surveillance (Gupt Vibhag)

to maintain the security of the state.

⑤ As the state was a welfare state, he focused on having a strong bureaucracy, a strong army and proper personnel administration for their training and salaries

⑥ The state had a strong justice system where punishments were defined from all kinds of crime including the petty crimes. He defined it as Danda: Criminal Power

⑦ There was special focus on preventing corruption. 40 types of corrupt activities were enumerated. Punishments accordingly were prescribed.

Principles in financial Administration

① The state needs to have a Kosh: Treasury. Accordingly proper revenue taxed, agriculture as $1/10^{th}$ of produce and Industry as $1/6^{th}$

② While some sectors were done only by the state, there was presence of private enterprise

and private industry as well.

③ Kautilya focused on balanced expenditure between revenue and capital. Accordingly he said 70% should be spent on capital

④ He promoted financial accountability and focused on setting up special auditing mechanism to promote financial propriety.

Kautilya's idea on public administration and financial administration are valid even today. The govt today focuses on balance between revenue and capital expenditure

Similarly, Intelligence, Standing Army and their salaries remain as important today. The ideas of Kautilya can help in creating and delivering good governance and welfare state.

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Feedback

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#	G	A	P
AWIS			
CD & VA			
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P & R			

Please put tick marks in the above table.

Here G is Good, A is Average and P is Poor.

TOTAL MARKS	

b) Compare and Contrast between Code of Conduct and Code of Ethics. (15 Marks)

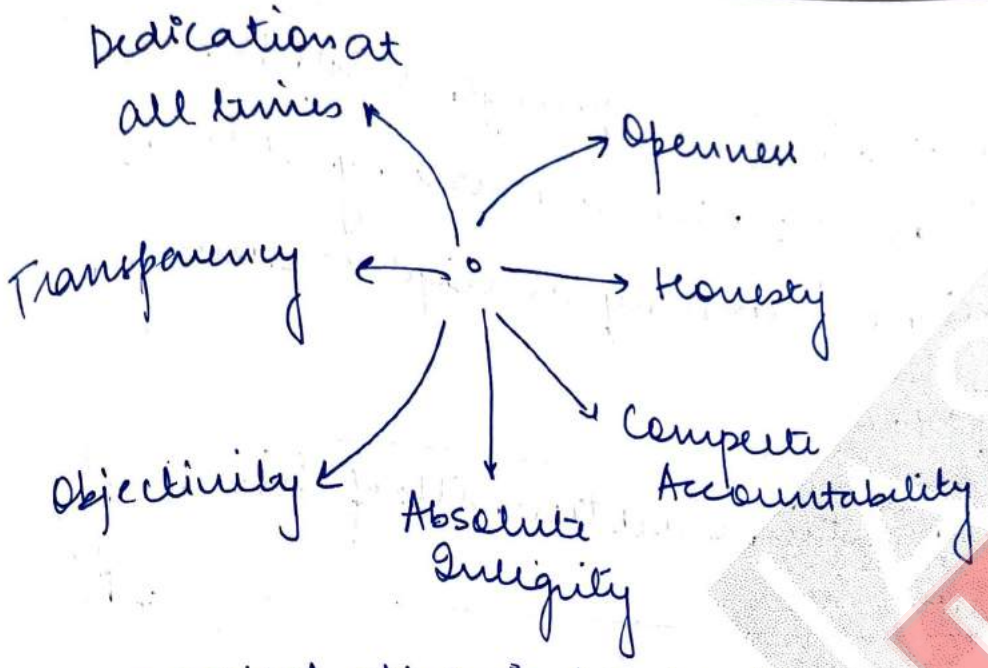
Code of Conduct and Code of Ethics are 2 tools that are used to regulate behaviour and conform the Civil Servants to certain standards.

Code of Conduct	Code of Ethics
① It sets a list of "do's and don't" that are expected out of Civil Servants	① These are set of values that are expected out of Civil Servants
② It is limiting in nature.	② It is enabling in nature
③ It can be easily implemented as performance can be quantified	③ Not easily implemented as degree of values cannot be quantified
④ It can only work in situations that can be codified	④ It works in situations where there is discretion
⑤ It only leads to change in behaviour but not attitude.	⑤ It leads to development of both attitude and behaviour

⑥ It is easy to follow and imbibe as the functions are clear	⑥ These are difficult to imbibe as value development takes a long time
⑦ If not monitored, as the control is external implementation difficult	⑦ The control of a person is internal and not required external monitoring

In India, we have a code of conduct through Conduct Rules for All India Services, 1968. Similarly other services like Railways have their own Conduct Rules.

The 2nd ARC recommends a Code of Ethics not just for civil servants but judges and the legislators too. The draft Public Service law is expected to promote the following values:



Hence, a code of ethics is like the Management by Objectives of Peter Drucker. It provides the Independence by helping in developing values to the Civil Servants.

Feedback
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Please put tick marks in the above table.
Here G is Good, A is Average and P is Poor.

TOTAL MARKS	

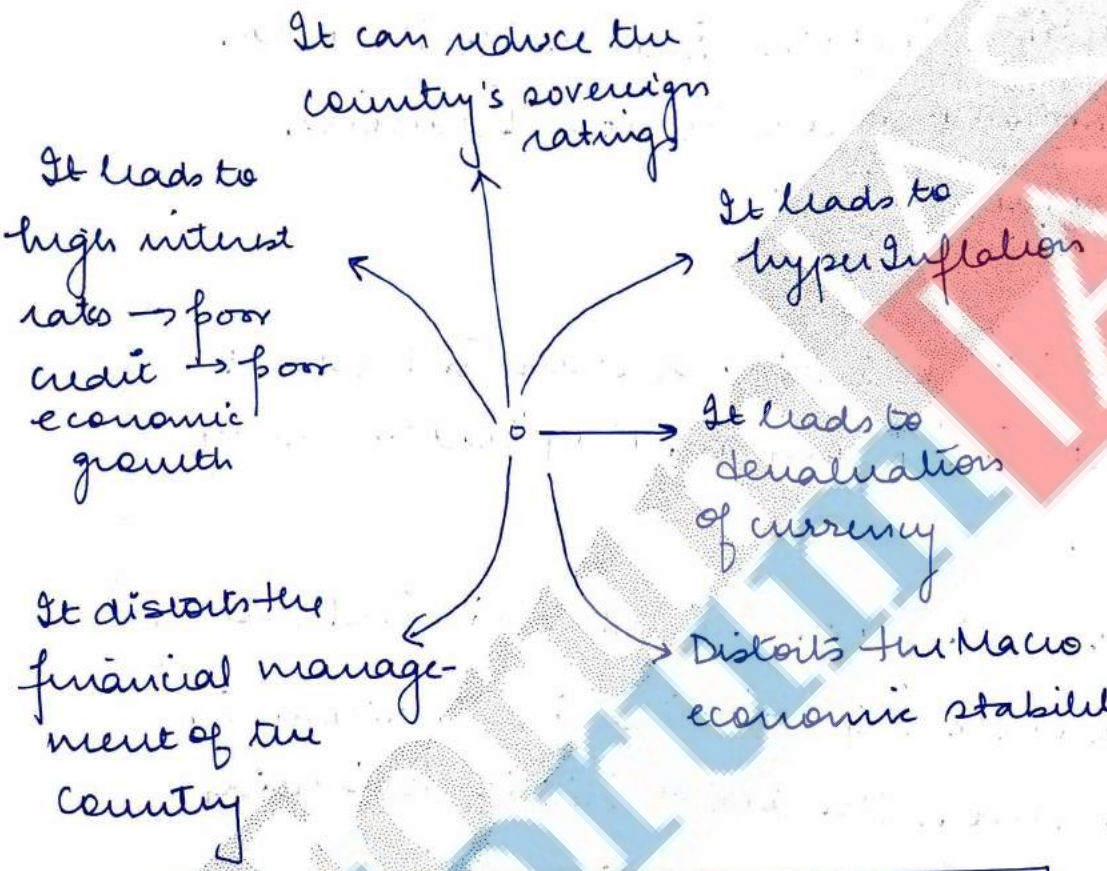
c) Deficit financing is a temporary cure to the ills of financial management, but not a permanent panacea. Discuss. (15 Marks)

Deficit financing is a process through which the debt is serviced by printing more currency. It helps in overcoming the currency shortage and augment money supply.

It can help in certain short term ills of financial management

- Can help in meeting the short term debt obligations
- provide money to govt for expenditure
- provide liquidity for enterprises and banks. Eg During COVID-19
- Can offset for shortfall in revenue receipts
- Can prevent liquidity crisis in the economy
- Can provide immediate cash to the govt for meeting social needs

But as the experience of Zimbabwe has shown, it is not a permanent panacea. The long term problems associated:



To ensure financing deficit does not become a norm, the govt has taken following steps

① Fiscal Responsibility and Budgetary Management Act that limits the fiscal deficit

② Direct monetization through treasury bills was stopped by the Govt.

③ Govt focus on tax receipts and promotion of Capital Expenditure to reduce the debt requirement. (Budget 23 → Capex to 10 lakh crore)

④ Reduction in States fiscal deficit through State FRBM Act and prevent subnational bankruptcy.

Hence, deficit financing can help in the short term but in the long term they lead to many problems

The West during COVID printed unlimited money that has led to highest inflation in 45 years in Europe. Hence, the tool of deficit financing should be used with caution to ensure macro economic stability.