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कृपया इस स्थान  
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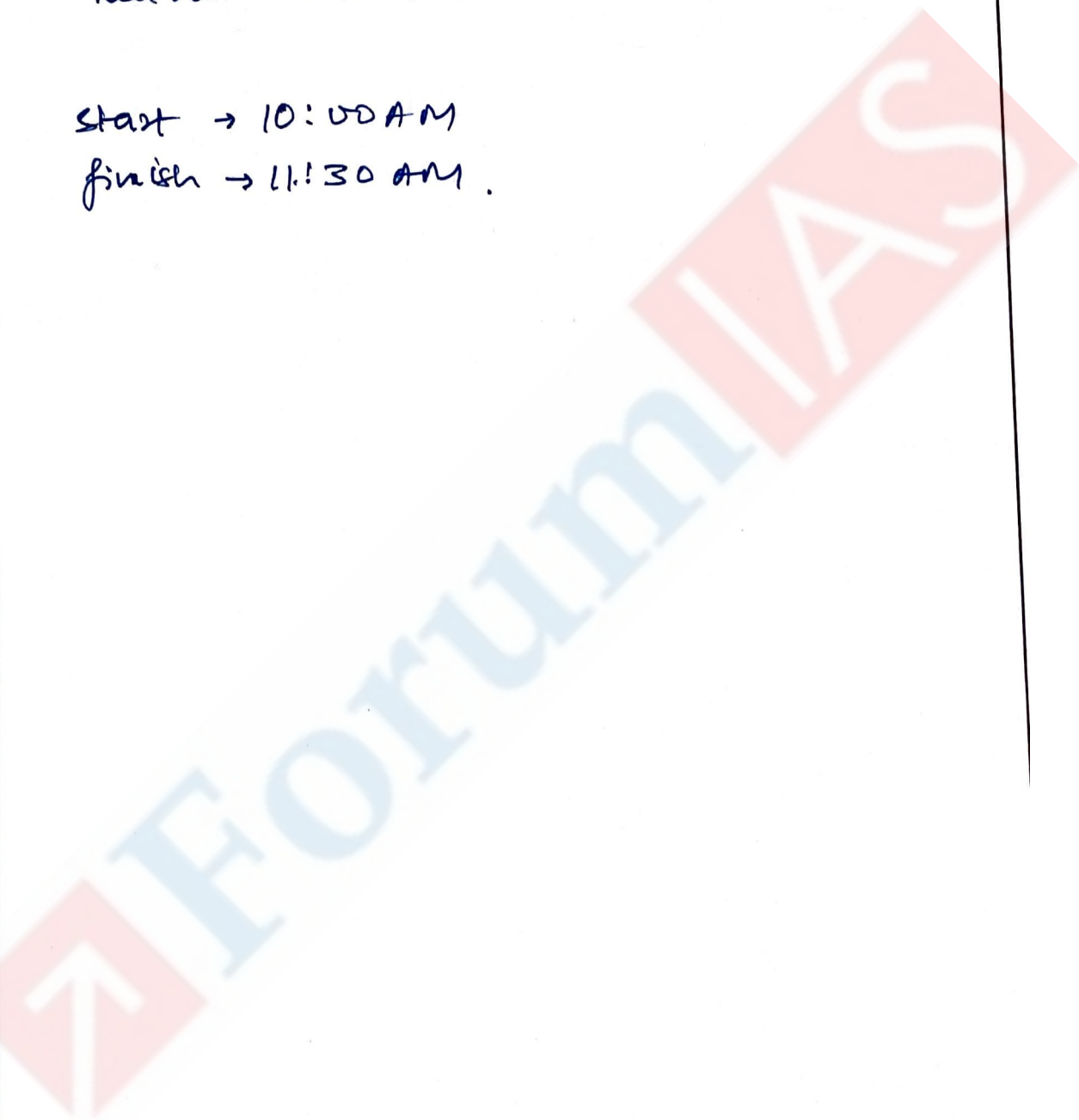
# UPSC

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NAME → Japleen Kaur  
Roll no. - 1910124548

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≡ Lateral Entry at the mid and senior level of civil services has been recommended by NITI Aayog, 2<sup>nd</sup> ARC and done to in UK to enhance the efficiency of civil services.

## Lateral Entry - Reformative step

- ① fulfill vacancy → As per Baswan Committee → states are reluctant to send officers on deputation to centre due to vacancies.
- ② Brings best expertise and technocratic approach eg. M S Ahluwalia, Dr. Manmohan Singh etc.
- ③ Enhances competition within services
- ④ Brings a corporate, - open culture at mid and senior level.
- ⑤ Brings more opportunities of collaboration with inter-sectoral approach.
- ⑥ Enhances participation for good governance.



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However, It receives much criticism due to -

- ① Demotivates honest civil servants.
- ② Lack of field knowledge which is crucial at mid and senior level.
- ③ Reservation policy is not followed appropriately.
- ④ Can bring undue advantage to private players in PPP (former employer).
- ⑤ May prioritise short term goals due to corporate approach.
- ⑥ Politicisation can occur leading to lack of objectivity in performance.
- ⑦ Strong IAS lobby creates a culture of bureaucratic approach (2nd ARC).

Thus, for their better integration, state based cadre allocation for on field training along with better transparency and inclusivity in recruitment can be done.

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As per World Bank, e-governance is the use of Information Technology and ~~analogous~~ analogous services for better service delivery of government objectives.

Interact

Interactive service Delivery Approach

→ use of bidirectional communication between government and citizens to enhance efficiency of service delivery.

Role of Interactive service Delivery

Ensures Good Governance →

1) Participatory approach to governance

eg → PRS legal → online feedback on bills.

2) Transparency focused for ~~ensuring~~

eg → e-RTI → online

3) Accountability of government is ensured

eg → PRAGATI portal

4) Inclusivity and equity is ensured

eg → e-seva kendras.



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⑤ Efficiency and effectiveness in service delivery  $\rightarrow$  citizen charter, digitaloos

⑥ Consensus Building  $\rightarrow$  Twitter samvad

⑦ Enhances <sup>responsiveness</sup> leadership of the government  $\rightarrow$  CPGRAMS, Saanji portal of Punjab police.

⑧ Rule of law is maintained  $\rightarrow$  C-VJL

However, multiple challenges are present

① Digital Divide  $\rightarrow$  gender based  $\rightarrow$  only 33% rural women have mobile/internet access  
 $\rightarrow$  Rural-Urban access  
Tree density  $\rightarrow$  Rural areas  $\rightarrow$  58%  
 $\rightarrow$  Urban - 120%.

② Digital literacy  $\rightarrow$  computer literacy is only  $\sim$  25% (NSS)

③ Issue of focus on technocratisation over consumer convenience  $\rightarrow$  AEPS  $\rightarrow$  inclusion, exclusion errors (MGNREGA)

④ limited availability in Vernacular languages.

Thus, 2nd ARC recommends a mission mode implementation along with citizen centric approach for e-governance.

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Industry and Business Associations complete the feedback loop in participatory approach of service delivery making them crucial stakeholders in socio-economic development of India.

## ROLE IN SOCIO-ECONOMIC DEVELOPMENT

### SOCIAL DEVELOPMENT

- i) Social Infrastructure eg TATA'S hospital, school in Jamshedpur.
- ii) Social capital development  
eg TISS.
- iii) Social Awareness of policies, laws etc  
↳ ~~Act~~ as bridge.
- iv) Lobby for citizen interests with government

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v) Promote Inclusive growth

eg → SheTrades platform, SAHELI (Amazon)

Economic Development

i) Micro finance facilities eg → Google and SIDBI's MSME finance model.

ii) CSR → Mentorship for entrepreneurship support eg → Startup Mahakumbh.

iii) Angel Investments in startups.

iv) Facilitate Information sharing and reports eg → NASSCOM

v) Start-up Upskilling efforts eg → NASSCOM AI certifications.

The need is to expand their role towards rural, remote areas for ensuring grassroot socio-economic development of India.



11.4  
Public Charitable Trusts play a crucial role of stakeholder in participatory approach for good governance.

### Public Charitable Trusts - Inclusivity in Development

- ① Ensure representation to each section of society for fulfillment of their interests  
eg Pungalwada (for PWD) in Punjab.
- ② Policy framing eg NITI Aayog consulted many such org for India@75 report.
- ③ Policy Implementation eg Atshy Patra in Mid Day Meal
- ④ Policy Evaluation eg ASER Reports
- ⑤ Bridge between politicians and citizens eg Janagrah's Data jams before elections

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⑥ funding of various initiatives  
eg Bill and Melinda Gates foundation

⑦ work for upskilling of people eg  
Reliance → skill development.

However, many challenges are present

① Financial Irregularities → just ~10%.  
file regular tax return (2nd ARC)

② Money laundering fronts, scams etc

eg Shriyam scam.

③ Issue of probable terror financing  
eg PFI using Zakaat Foundation

④ Propaganda for donor driven agendas

As a result, many improvements  
are needed →

1) 2nd ARC recommends → district based  
regulations  
↳ strict financial compliance

2) MHA recommends centralised regulation

3) Mandatory Daspan Portal registration and  
other transparency initiatives are essential  
for their effective role.

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5/11

2nd ARC referred to RTI as the Masterkey to Governance. ~~However~~.  
~~for entire~~ However, with time it is significantly being watered down.

## RTI - Masterkey to Governance

① Transparency → i) Implements Article 19(1) by Right to know (SP Gupta case)

ii) Enhanced Record keeping of departments

iii) Imp Accountability → implements idea of social audit - "Hamara paisa, hamara hisab"

(ii) Uncovered various scams (eg) Vedanta, Adarsh society etc.

However, its' motto is now diluted to "Disclosure is exception and secrecy is norm"

① Political Hurdles → i) Dilution through various ~~statutes~~ → amendments →

(a) DPDP Act → enhances ambit of exceptions to include "private" information



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(b) Took CERT-IN out of RTI ambit

(c) 2019 Amendment → pleasure of  
Government clause?

(i) 35% rejection rate under Art section

(j) → personal information clause

(ii) selective reading → PM cases → not a  
public fund.

(2) Abolish Administrative hurdles →

i) Pending cases → ~4 lakh (2024)

ii) Culture of secrecy due to LAS

History (2nd ARC)

iii) Dysfunction of online RTI due to  
longer time for verification than validity  
of portal.

To Improve its efficiency → (2nd ARC)

① ~~2nd~~ CIC to oversee its implementation

② Abolish OSA and add a clause in NSA

③ Implement Public Disclosure (Protection) Act

RTI can be a sentinel of good govern-  
-ance if its challenges are tackled  
effectively.

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6. The role of private consultancy firms such as Deloitte, Accenture etc has been rising globally in public sector due to a focus on liberalisation and modernisation.

## IMPLICATIONS OF SUCH OUTSOURCING

### Positive Implications

- ① Revival of loss making PSU's  
eg BSNL using BCG's consultancy
- ② Brings best global best practices and expertise in decisions  
eg Deloitte to IND used by many departments.
- ③ Talent → Brings technical expertise of semi private employees in economic manner eg use of KPMG for PSU's

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④ Private talent can be accessed without long term financial commitments such as pensions, ~~ETC~~ etc

⑤ Brings uniform, streamlined work flows for implementations  
→ NIP draft by McKinsey.

However, it brings many challenges

① Can lead to issue of Corporate Espionage.

② Limited Accountability of private firms in case of implementation issues.

③ Might not consider the citizen centric approach.

↳ Reduce the role of citizen direct participation

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④ might fail to consider grassroot  
consideration unique to India and  
focus on western- uniformity centric  
model of governance

⑤ Data security, Data breaches etc  
can happen.

Thus, a focus on →

① Collaboration for entering grassroot  
consideration are taken into account.

② Information sharing protocols.

③ Regular Data scrutinisation

④ Public Disclosure can be made  
mandatory.

Thus, consultancy firms can be  
used effectively if focus on their  
usage is done in a balanced manner.

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Corrupt Practices under section 123 of RO PA 1951 focuses on disqualification of candidates to in case of their perpetration.

## CORRUPT PRACTICES

- ① Developing enmity among communities.
- ② Commission of loti, and other social evils.
- ③ Influencing voters to vote in a certain way or refrain from doing so.
- ④ use of government officers to gain favour for elections.
- ⑤ failing to report election expenses
- ⑥ Insult to National symbols - National flag, National Anthem.

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① Asking for votes in the name of particular community, religion etc.

## CHALLENGES IN CURBING THEM

① Social Media use → ~~leads~~ Anonymous accounts, IT cells of parties etc  
↳ lead to expansion of populist ideas.

② Issue of Religion/Community relation with politics which is unhealthy.

③ Silent acceptance eg ~~no~~ MCC widespread hate speeches during Lok Sabha election 2024.

④ Limited powers of ECI eg no limited application of MCC

⑤ Delays in judiciary lead to delayed accountability

## MEASURES FOR CURBING

- ① Voter Literacy needs to be widespread → As per Lokniti Survey just 1% people vote based on issues
- ② Greater powers to ECI with regards to MCC (Law Commission)
- ③ Transparency in political spending
- ④ Specialised fast track for election tribunals (2nd ARC)
- ⑤ Social Media → self regulation  
↳ Make sections 125 of RoPA 1951 applicable.

By effective implementation of curbing of malpractices, free and fair elections are ensured which are crucial for procedural aspect of democracy.

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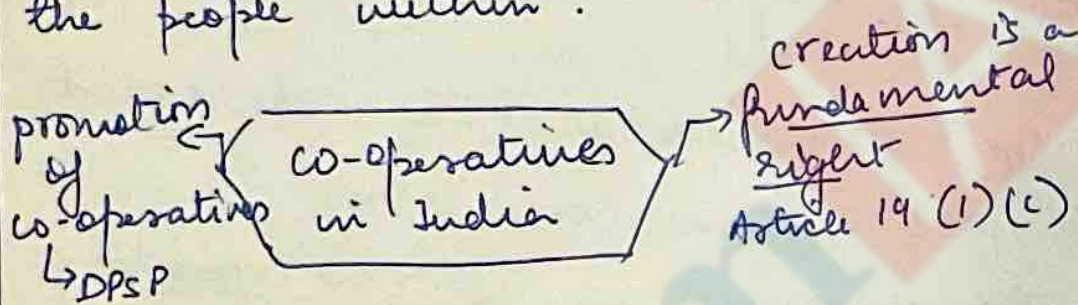
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8

Cooperatives are jointly owned organisations with people from similar social, economic background created for economic co-operation of the people within.



CO-operatives → EMPOWERMENT

① Empower local communities →

i) Micro-entrepreneurship  $\rightarrow$  Food Processing

ii) financial independence and inclusion.  $\rightarrow$  PACS

iii) greater profits in rural occupations  $\rightarrow$  FPIs

iv) Monetisation of traditional occupations  $\rightarrow$  AMWL, Verka etc.



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v) Women empowerment through women led co-operatives eg Lijjat Papad

② Grassroot development

i) Sectoral development eg Agriculture by linking with FPIs,

ii) Social Infrastructure development.

iii) Nutritional security of families due to women financial independence

iv) Breaking of poverty traps.

However, multiple factors hinders them-

① limited upskilling leading to stagnation.

② Lack of regular market linkages causing limited profits.

③ Outdated Technology usage.



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- (4) Issue of corruption eg PMC scam
- (5) Issue of casteism, caste dominance  
etc ..

The focus needs to be on initiatives

Such as → i) Lalitpati Didi scheme.

ii) use of CSR for upskilling in co-operatives.

Cooperatives can be a tool for accelerating development of Rural India on lines of 'Sahakar se samridhi'

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9  
After the NABARD-RBI linkage programme, nearly 1.2 Cr SHGs have emerged with nearly 80% of them being women centric.

## Role of Microfinancing of women SHGs

### ① Gender Inequality

i) Financial Independence through access to regular credit  
eg Kudumbashree.

ii) Financial literacy → leading to proper savings

iii) Social security of women eg Ila Bhatt's SEWA-

iv) Micro-entrepreneurship eg Lijjat Papad

v) Monetisation of traditional skills  
eg Nabha Phulkari.

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② Poverty →

- i) Regular access to credit
- ii) financial savings
- iii) Breaks intergenerational poverty traps.

③ Not Malnutrition -

- i) Better Nutritional Awareness of women by social Interactions
- ii) Better Nutrition uptake of pregnant women due to financial & independence  
↳ reduces IMR, MMR, child wasting etc.
- iii) Better implementation of practices such as WASH, deworming, vaccination etc due to better social awareness
- iv) Dietary diversification eg Jeevika (Bihar)

However, many issues persist -

## ISSUES WITH SHGs

- ① limited upskilling.
- ② limited access to formal credit leading to dependence on moneylenders
- ③ lack of proper market linkages

## To improve their functioning

- ① CSR for upskilling members of SHGs
- ② Initiatives on line of Lakhpati Didi scheme.

SHGs can be crucial for grassroots development, especially of women if they are utilised effectively.

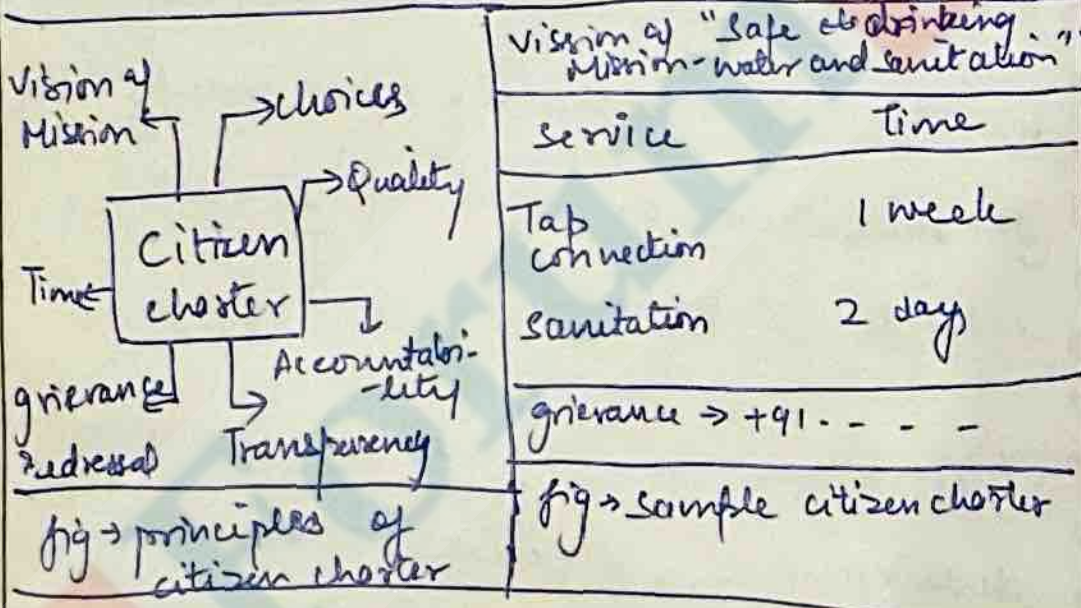
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As per 2nd ARC, citizen charter is the entitlement of citizens to efficient, quality and timely service delivery along with their own duties and grievance redressal if standards are not followed accordingly.



## FACTORS HINDERING ITS REALISATION

- ① Paper Tiger → NO effective provision for implementation.
- ② Top down approach in framing



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↳ Bureaucrats rarely consult the actual implementors of service.

③ Citizen awareness is limited

④ lack of accountability

eg use of defunct grievance redressal contact numbers

⑤ Language Barriers → limited use of vernacular language.

⑥ Limited in scope with vague commitments and underdelivery

## MEASURES TO OVERCOME

① Sevottam Model of service delivery (2nd ARC)

② Use of formalised channels of grievance redressal eg CPGRAMS.

③ Incorporation of e-governance

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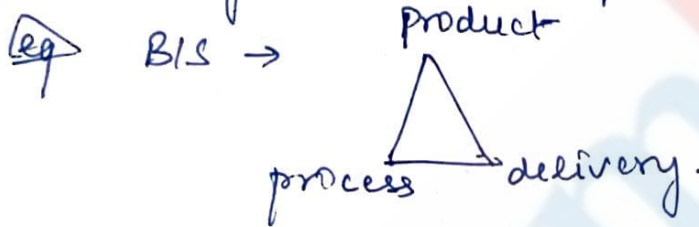
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with online citizen charters

④ ~~Third Party~~ → Social Audits can be made compulsory (2nd ARC)

⑤ use of Third party standards



Citizen charter can be a reform for ~~ensuring~~ ensuring ethical governance if its challenges are overcome transparently.