

Governance Class 14

13th March, 2024 at 9:00 AM

LATERAL ENTRY (09:05 AM)

- In the age of globalisation, governance is becoming highly specialized in nature.
- Policy formulation requires in-depth knowledge and practical experience.
- Lateral entry into civil services can help in making civil services more efficient, accountable, competitive and outcome-oriented.
- Entry into civil services is done at the lowest level and all other positions especially in secretariat organisations are filled in through promotions only.
- Lateral entry means entering the civil services at the middle and higher levels in policy formulations.
- **Advantages of lateral entry**
- It can ensure competition in civil services.
- When professionals from the private sector enter into civil services, they bring with them much-needed practical experience in policy formulations.
- In the age of globalisation, governance needs specialisation and lateral entry can help specialists become part of the government.
- It can also help in changing the work culture of bureaucracy. The work culture of bureaucracy is characterised by rule orientation, strict and rigid hierarchy, over-emphasis on written communication and excessive accountability mechanisms.
- With professionals from the private sector becoming part of govt sector they can change the work culture to focus more on outcomes than on rules and regulations.
- **Criticisms against lateral entry**
- It can result in a conflict of interest because private sector professionals might be influenced by their loyalties towards their previous employers in policy formulation.
- There is a huge amount of disparity in pay and other service conditions between the government and the private sector.
- Through lateral entry, the government may not be able to attract the best talent from the private sector due to this disparity.
- Since the work culture in the private sector is radically different, it may not be possible for private-sector professionals to become successful in government.
- It can lead to conflicts between civil servants and professionals from the private sector.
- Critics have also alleged that this lateral entry can lead to politicisation of civil services.
- They expressed the fear that the ruling political party would induct those professionals who are sympathetic to their political ideologies in civil services.
- In spite of all these criticisms, the 2nd ARC recommended lateral entry into civil services.
- From 2018 onwards, UPSC started recruiting private sector professionals into central secretariat organisations from Joint secretary to other higher-level positions.
- Recently (March 2024), the govt has decided to recruit 25 private sector specialists in various central sector organisations in different departments.

TRAINING OF CIVIL SERVANTS (09:45 AM)

- It has been found that Civil Servants are not effective because they lack the necessary skills, the much-needed practical experience, and significant values like empathy and selflessness to become successful.
- Training can be used as an instrument to impart the necessary skills and also to inculcate the much-needed values.
- The following changes have been made by govt of India in recent times to overcome weaknesses in the functioning of civil servants:
 - Previously, village-level training as part of foundation training was only for a period of one week. Now, it has been extended to three weeks. It is being made more practical.
 - Young probationary are expected to oversee the functioning of Gram Sabhas, Self Help Groups, NGOs, and Community-based organisations during this period.
 - The Govt also made it mandatory for civil servants to spend a significant period of time in North Eastern states to understand the diversity and also to empathise with different cultures.
 - As part of Atma Nirbhar Bharat Abhiyan, the Govt has launched a flagship scheme called Mission Karmayogi to improve the capabilities of civil servants.
- **Objectives of Mission Karmayogi**
 - Supporting the transition from rule-based governance to outcome-based administration.
 - To make available, to all civil servants, and to provide opportunities to continuously strengthen their behavioural, functional and domain competencies.
 - To improve efficiency in service delivery mechanisms and also to ensure the highest standards comparable to global standards to all citizens.
 - To make civil servants more creative, constructive, innovative, proactive, progressive, professional, transparent, accountable, participative and technology-enabled.
 - The program is implemented with the I-GoT platform i.e. integrated online training.
 - 46 lakh Govt employees would benefit from this training program.
 - Over a period of 5 years, a total sum of 510 crores would be spent on this program.

ACCOUNTABILITY (10:17 AM)

- Article 310 provides security of tenure to civil servants. They can not be removed by any other authority that is lower in hierarchy than the authority that has appointed them.
- As pointed out by the 2nd ARC, the agents of the state (civil servants) have become more powerful than the state itself.
- There are no accountability mechanisms to make them efficient.
- **Steps to be taken**
 - **2nd ARC suggested repeal of articles 309 and 310** from the constitution. Whatever safeguards are necessary to ensure the independence of civil servants can be included in Article 311.
 - There should be an **objective performance evaluation of civil servants** after they complete either 25 years in service or 50 years of age, whoever is earlier. If it is found that their performance is not satisfactory, they should be removed from civil services.

ANSWER WRITING (10:34 AM)

- **Approach:**
- i) Understanding the question.
- ii) Structure of answer-
- **Introduction**
- It should be written within the 10-15% word limit of the question.
- **Explanation**
- The answer should be multi-dimensional.
- **Conclusion**
- It should be written within the 10-15% word limit of the question.

DISCUSSION OF CSE PREVIOUS YEAR QUESTIONS (11:17 AM)

- **Que-** The crucial aspect of the development process has been the inadequate attention paid to Human Resource Development in India. Suggest measures that can address this inadequacy.
- **Approach-**
- The focus should be on the outcome.
- Better fiscal allocation to education and health by states.
- **Que-** Skill development programmes have succeeded in increasing human resources supply to various sectors. In the context of the statement analyze the linkages between education, skill, and employment.
- **Approach**
- Major problems faced by India are unemployment and underemployment.
- Skills are not upgraded over time.
- **Que-** “Recent amendments to the Right to Information Act will have a profound impact on the autonomy and independence of the Information Commission”. Discuss.
- **Approach-** Already discussed in class
- **Que-** “The emergence of the Fourth Industrial Revolution (Digital Revolution) has initiated e-Governance as an integral part of government”. Discuss.
- **Approach**
- Importance- better service delivery, addresses corruption etc.
- **Que-** Implementation of information and Communication Technology (ICT) based Projects / Programmes usually suffers in terms of certain vital factors. Identify these factors, and suggest measures for their effective implementation.
- **Approach**
- **Issues-** Lack of digital infrastructure, Digital divide. digital literacy, issues related to privacy

THE SYLLABUS IS CONCLUDED