

Syllabus

PUBLIC POLICY

NON STATE ACTORS

VULNERABLE SECTIONS - (Social Issues)

- (Social Issues)
- 1) Women
 - 2) Children
 - 3) Elderly
 - 4) Disabled
 - 5) SC/ST & OBCs

SOCIAL TRANSFORMATION SECTORS

Poverty & Hunger - Issues relating (Economics)

GOOD GOVERNANCE

Why ppl corrupt?

Why Govt. corrupt?

How to correct both?

CIVIL SERVICES (Public Administration teacher)

Governance for GS.

GS II for Interview

Foreign policy Advisor - US Embassy

Lawyer by Profession.

Governance is Better Than Boltzman! It's the
Here you deserve & Need.

SOURCES

THE HINDU

(Daily)

Indian Express/

Livemint - Fortnightly

(web Glance)

- Opinions

Article:

1) Private banking system - LM

ECONOMIC SURVEY

(All boxes) (Feb)

- Prelims; cli change,
Agri, social issues.

PRS - Legislative

Milestones

X No need X
Monthly & Yearly

policy review

↓

2 months before POC

Govt will give list

of legislation.

6 Lectures

1) Public policy

2) Education & skill dev.

3) Health policy

4) Non state actors.

5) Good governance - I

6) Good gov - II

Articles

1) HECI

2) Drug policy

3) Nipah virus

4) Trust of Eminence

P.T.B. Year end

Review (Set) Early Jan

- Annual Ministerial review

NOT NEEDED

Vofama

Kurukshetra

Frontline

Pratigyta Dairam

GOVERNANCE

Utility

Prelims:

* SCHEMES

- 1. Introduced in period of Sep 2018 - Sep 2019
- 2. change in Major schemes

✓ Objective

✓ Eligibility Criteria

✓ Ministry Designate

✓ Centre - State Arrangement (Funding) - Ratio only

↓
No need to read fully State funded schemes.

Mains:

Imposit

⇒ GS II

⇒ GS III

⇒ Essay

- | | | |
|----|------|------------------------------|
| 1) | MHRD | Education |
| 2) | | skill development |
| 3) | | Health |
| 4) | | Environment |
| 5) | | women & child development |
| 6) | | Drunk water & Sanitation |
| 7) | | AYUSH |
| 8) | | Social justice & Empowerment |

Schemes

Central Sector

- ✓ Entirely by UG.
- ✓ Exclusively in Union list
- ⇒
 - LPG connection
 - Namami Gange
 - Aagan Mela
 - Recapitalisation of PSBs
 - Bharat Net; Metro
 - Group Insurance
union list
 - MDRRA; AIDS
 - Border & Police Infrastructure
National state security in list
union list

Centrally sponsored

Funding by both state & UG.

[90:10, 75:25, 70:30, 50:50]

Large share by Centre (>75)

✓ Exclusively State list Subjects.

✓ classification:

1) ▷ Core of core 70:30 - MGNREGA (75:25)

2) ▷ Core - 60:40 - Green/white/Blue,

▷ Swachh Bharat, NDM, Education,

Police Force Modernisation

3) ▷ Optional - 50:50

Core: States will never pay $> 40\%$.

Most popularly used.

Optional: Forest of state

Ex: Soil Health Card scheme.

When addition foreign grants come,

60:40 may get converted into 90:10

Ex: Saubh Shiksha Abhiyaan

90% funds from World Bank.

Special category states

A 14: Equality before law

Equal protection of law.

↓

States with special circumstances
will be treated specially.

- Political disturbance

- Remotely accessible states

Problem: i) No written / standard
procedure

ii) Constantly used as political
instrument of abuse

iii) Not suitable for NITI Aayog

Newly: Special category states revamped
Full funding etc...

Why always CTS?

- Parliament $>$ SLA & SLCs

- RS $<$ LS

- Finance - Unitary system.

“Special Arrangement between
centre & states”

Flagship

Highest budgetary Allocation
from that Ministry.

- About MONEY.

Mission Mode

- About TIME - deadline

Ex: Swachh Bharat - Open
defecation free by 2020

⇒ Electrification of Rural
areas by 2020.

scheme / Abhiyaan / Initiative
same things.

Answer Structures

Rule 1 : Mains is not a quality game but Quantity Game.

15/20 < 20/20 qns attend.

Rule 2 : GS I, II & III - Average marks same \rightarrow 90 - 105.

Structuring & Content filling

Holistic

Thematic

Sub-division method

Institutional

Elections

Sectoral

Judiciary

- Same approach.

- No concern for larger structure but just theme.

- Divide into sub divisions & answer.

1) Context/Intro

* Timeline : 4-5 lines (historical journey)

* Recent developments : Random questions - But we need to relate to recent develop/incidental

* Legal provisions : least marks (Articles mention)

Indian / International

* Impact data : Most important

Derived data that makes sense

"India's per capita spending on health highest in world as per WHO" - so we need state funding

Institutional

Headings \Rightarrow Explanation \Rightarrow Points of Conflict \Rightarrow Diffus as req.

(1) (1.1) (1.2) (1.3)

1) Mandate Purpose Vague Restrictive

EX:

CAG

1

Supreme Audit making

1.1

- What is audit?
Not defined properly
- CAG steps only after money spent already.

1.2

2) Composition

Appointed (or)

Merit entry

1) Qualifications - Specialist post given to Generalist

3)

Elected

2) Bias - IIMS $\frac{70}{100}$ engineers

Enough - Cabinet Sec - IAS
Rep? - Home Sec - IAS

4) Functions

Prim. Func.

\rightarrow Why not IPS? - More relevant
- CAG - IAS
 \rightarrow Must be Auditor - Logically.

Non state actors' role outdated Govt. \leftarrow Outdated

& accounting services in UPSC itself \leftarrow overlapped

IB, RAW, state Intell & centre Intell. \leftarrow overburdened

Even a penny of CFI - inside authority of CAG

- Not enough manpower - local audit alone - 4 yrs.

5) Special powers - Can't ask qns on certain functions 1) Arbitrary - Nature & scope can't be questioned

— Identifying the common pattern of world is the key. —

1. Try for Governance, MHRC... \Rightarrow we will have entire table as a comprehensive source.

R Responsibility - what I think my work is	} In case of blackout in exam
A Accountability - what I actually do	
T Transparency - If I can be questioned on what I did & didn't do	

SECTORAL

1 - Sector

~~Ex:~~ Urban Infrastructure

1.1 - Problem.

1.2 - what is at stake if problem is not solved.

1.3 - Initiative/solution to problem

Health Education

D EQUITY

1.1 Personal Discrimination Variable

Gender - M/F

Location - Rural/Urban

Economic propensity - Rich/Poor

- 75% Literacy rate

- 66% Female literacy rate.

1.2 Stakeholders - Dev, Scope, Literacy, ...

1.3 Solutions - SSA, BBA.

2) ACCESS

- social discrimination variable. Caste
Religion.

3) EXCELLENCE

Break sector into KEY PLAYERS

Teachers } State holders/
Students } Actors/Beneficiaries.
Schools }

Provider - Teacher

Beneficiary - Student

Facilitator - School.

E-governance \Rightarrow e-platform / e-monitoring system.

\rightarrow Read name of sector before using e-... (Not for Sanitation 😊).

@upscrisefinity

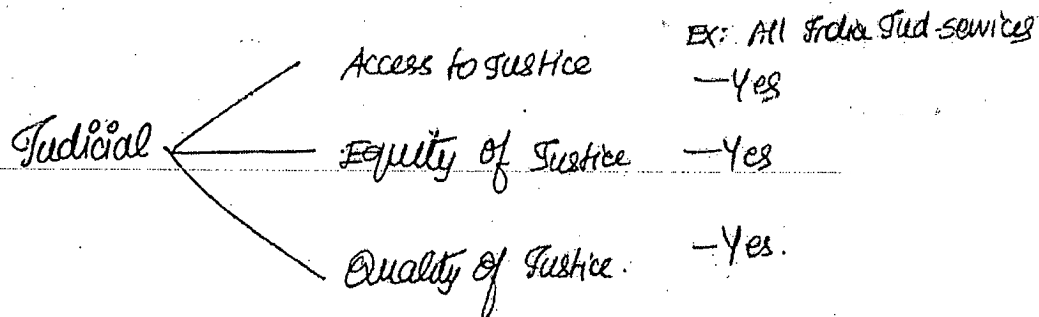
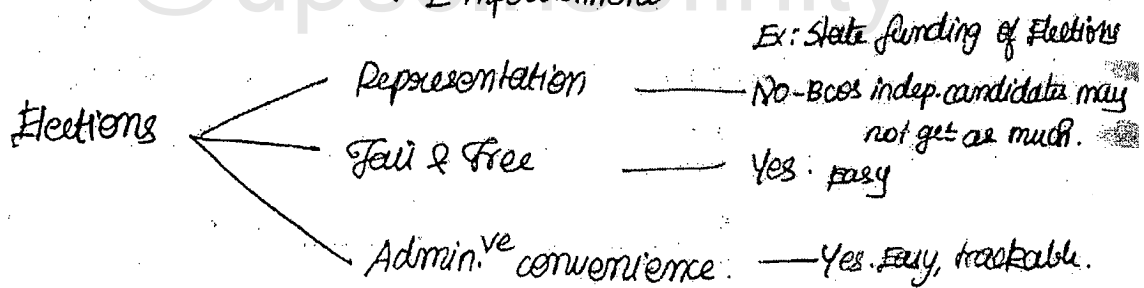
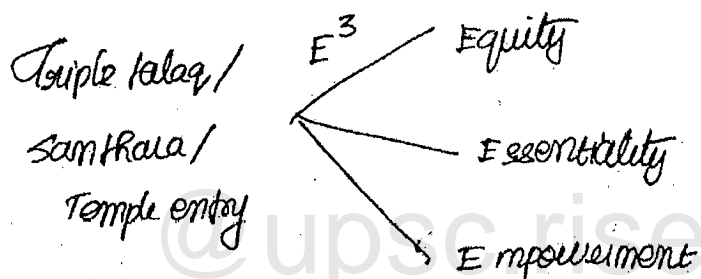
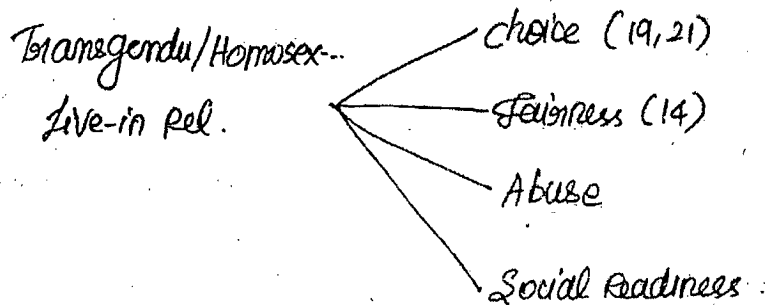
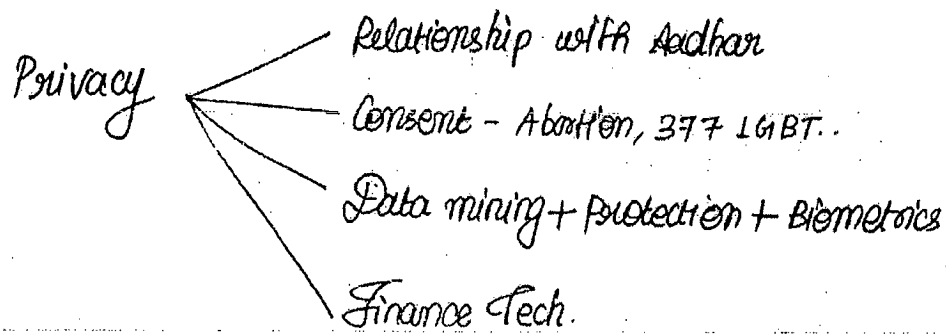
THEMATIC

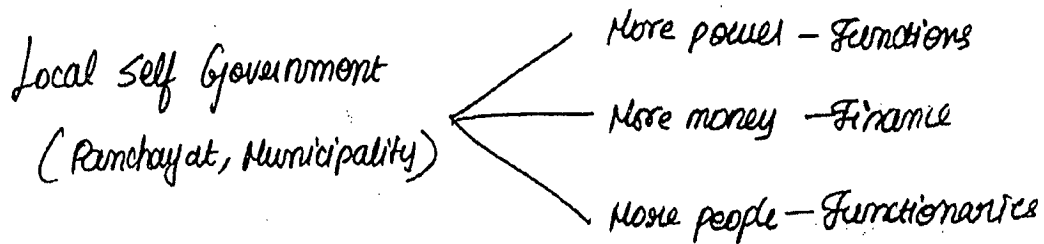
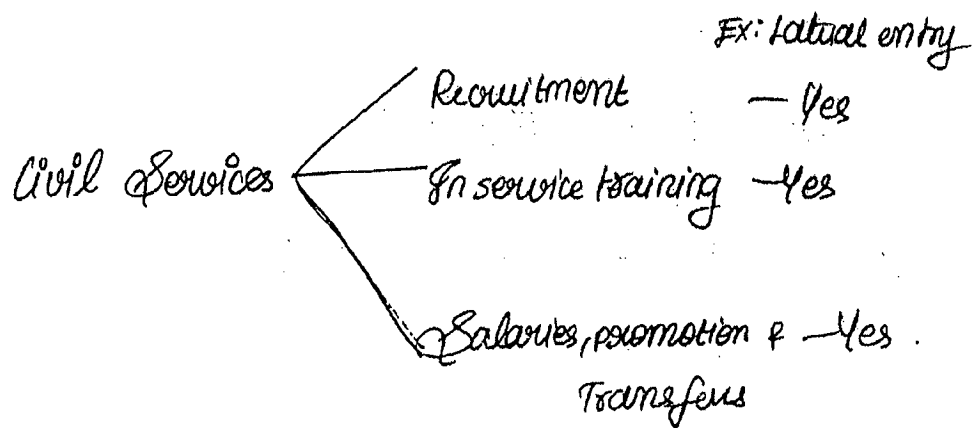
Media Accuracy - Fake news
Bias - Paid news
Coverage - Relevant, Sensationalism

Protest Dissent - Really relevant/pol. motivated.
Efficiency - Methodology - Lawful/Illegal.

Ex:
Karni Sena
- Padmavat Issue

Final Outcome - change in Policy.





SUB-DIVISION

Quotation + Divisions of gns. (not able to get a structure)

Ex: DEMOGRAPHIC DIVIDEND (DD)

- | | |
|-------------------------------------|--------------|
| Q1) What is DD? What is India's DD? | — Intro |
| Q2) What is adv. of DD? | } Body |
| Q3) How to empower India's DD? | |
| Q4) Are we doing enough? | — Conclusion |

Qn. papers:

- | | |
|-----------|-------------|
| | For |
| 10 years | — Prelim |
| 15 years | — Optionals |
| From 2013 | — Mains |

1) Gov. policies & interventions

i) Non-social sectors are Important

Trans, Infra, Utilities...

ii) Only policies are asked, not schemes
larger dimension

iii) Specific dev. & Umbrella sectoral developments.

Single Source: THE HINDU.

Public Policy & Governance



Study of change in Society

2 Components

How does govt. want to solve it? — GOVERNANCE

How does Non-state actors want to solve it? — SOCIAL JUSTICE

TV Series

Saved Games

* Welfare is the Prime objective now — Common across Globe

No → { Socialism
Communism
Capitalism

Ex: UK funds students' education fully.

↳ Not Capitalist.

Open partnership of China & WHO?

↳ No more communist

2 Major Layers of Welfare

welfare Law

Phases:

- 1) PROVIDER — Like #Trust Issues
- 2) REGULATOR — Curfews Ex: 0.1 paise — 10 paise \Rightarrow TRAI; SEBI rules; IRDA
- 3) FACILITATOR

2 Advisors:

{ Mehboob UL Haq, — HDI
Amartya Sen

2 advices:

- 1) Idea of India — Non discriminatory Govt. — Diversity only holded by common Govt.
- 2) Stop Freebies.

HEALTH & EDUCATION — (X)

Gram Sabha — Direct Democracy in India.

2018:

INDIA'S MILESTONE

IT Engineer = Computer — They get

Farmer = Land — X X Not till now

Very poorly regulated; Land — State subject

LAND OWNERS \Rightarrow Cases in SC \leftarrow Kesh Bhai
Golabnath
?
?

9th schedule - Longest written Judgement in SA.

keela - keshu had land - state took it - went to SC ↓

Fundamental Right

Judicial ↓

Supremacy — DOCTRINE OF BASIC STRUCTURE born

REAL ESTATE REGULATION ACT

Subject of Email: GS B-10 Issue No: Answer

↑ aishmathur.2017@gmail.com

me/osepaper2
aish

Answers:

1) i) kind of Qn - Institutional

2) Sectional qn.

Real estate Act, 2016

Land - state subject ↓

LEGISLATION

But, how can Parl. pass it? Basic Transfer of Property in Conflict

1) Modern Model Law.

Timeline:

Enactment - Prez signs

Enforcement - Provisions into effect (ALL)

Rationale

- i) Real estate boom (Ex: Rajinidu nagar scheme)
- ii) 52 approvals, 5 yrs, 3 1/2 - 7 yrs litigation - Delays & litigation.
- iii) clarity of land titles.
- iv) Bias in favour of developers.

RERA - Institutional Review

Mandate

Composition

Functions

Additional powers

PRS review on RERA.

housing.com + RERA - Google search.

EDUCATION + HUMAN RESOURCES

SKILL DEVELOPMENT

Education is the only unsolvable social problem in the world.
We don't know what singularly makes education better, be it for students, Teachers, Institutions etc.,

We are just firing shots at dark - Not sure of what we are doing.

Demographics:

i) 60% < 30 yrs

ii) Avg Indian - 26.5 yrs

→ In 2020
 33 - US ; But India - 29 yrs
 35 - UK
 43 - Japan

IMO estimates by 2020, world will need 140 Mn labour.

By 2026 - India will become largest population.

India:

x Not enough resources

x Not enough Tech

✓ But, lot of people as resource.

Immigrant friendly:

Canada

Australia

New Zealand

} unstable population growth.

} rigid immigration policy.

If we don't do

More subsidy burden

More welfare burden

2) National Security

India has 650 districts, 1/3rd has major LRO issues.

India-Bangla Land Ag

Enclaves

Adverse territories

undelimited territories

INTERNAL - J&K, NE, Naxalism, Cybercrime, Blurred-Dark net accounts of foreignists

Education must be right amount to right degree.

→ Force/military can only control - Can't solve fundamental problems

Representative Values:

N.A - USA

Europe - UK, Fr, Germany

But not the case with India-Asia.

Since 9/11, USA didn't have any threats

Education can better National security than state aggression.

3) Employment

Education is precondition to Employment.

If education doesn't ensure employment, it fails.

1 Accountable, Incentivised - Teaching need to be.

4) Moral compass

Reflective - Gov. gives what ppl wants
Gov. - Gov. does what ppl need to do

✓ Live in relationship, Transgender - legal but society still doesn't accept.

✓ Domestic help → Toilet
utensils.

✓ Urban-rural divide

✓ Communal divide in urban cities too.

✓ Female-male bias.

① What is country's destiny?

② How have countries globally used Education to reach destiny?

③ What is India's destiny?

④ How can India shape destiny through Education?

Constitution & Education

FR - 15 - why state univ. have reservation for 'Domicile'

↑
diff from place of birth - Determinant of Residence
to Valid.

Civil services - No home district ~~post~~ appointment.

- 28 - i) No interference of State on Religious institutions. +

ii) No religious teaching in State run institutions.

i) If so - Madrasas in UP - parallel NCERT - How possible?

— No interference not only religion but not at all in institutions

— Interference can come only if Madrasas willingly ask state to do so ✓

ii) Then how Ramayam & Mahabharat in CBSE schools.

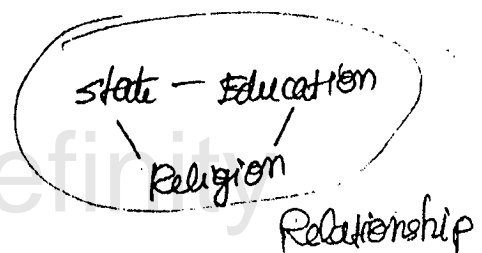
→ Only as part of Moral/Literary - Never Religious angle.

3 types of Institution:

- Non-funded

- semi-funded

- Fully funded



TMA Pai Foundation Vs Union of India SC Verdict

✓ If semi-funded - Can interfere in Admin.

✓ If fully funded - Can interfere in welfare + Admin.

AMU Aikya Islamiya - Very good in mass communication

→ Govt told to take in more Non-Islamic students - National Open Entrance

Money: Only quantifiable in a relationship.

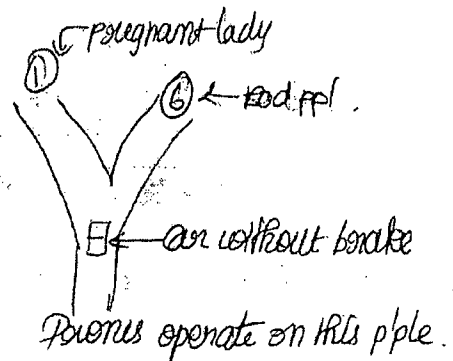
DPSP₈

larger issues which benefits larger population can always trouble smaller population.

Ethics & law - Harvard case study -

UTILITARIANISM, MORAL CONSEQUENTIALISM

larger laws may harm individual rights - that is why we've DPSP.



(✓) 39 (b)(c) > 14 + 19 (X) ⇒ + 21 — can take this to court.
distribution of resources
— land distribution
— Nation of Banks
↓
Life itself is deprived.

Is SC protecting the Govt? Not exactly - It is for citizens

HCI: Compromises autonomy of Institutions.

DPSP are optional to government.

R.to Education ⇒ From (45) $\xrightarrow{\text{to}}$ (A 210)

Review on education sector:

Comparison with Vajinam

i) Transmission

- speakers + TUs + postal - Not enough to solve.

⇓

Digital education can't solve.

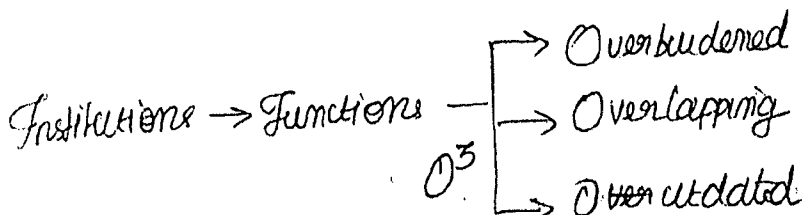
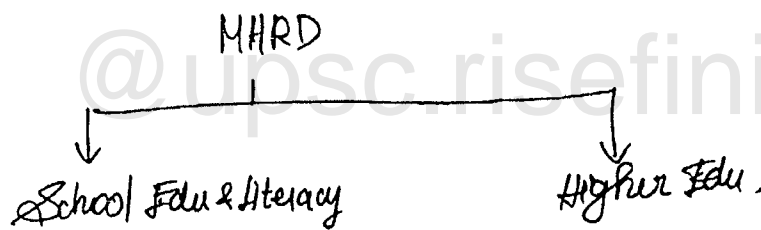
ii) Assessment

iii) Interaction

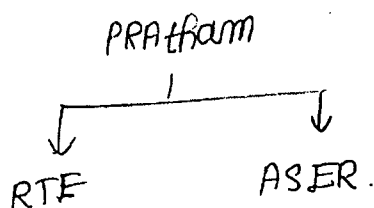
Each student has diff. sets of issues

It is not addressed on individual basis

KHAN academy
- HQ US
- largest funded
online Education
sec. on world history



Impact Data



* 2017 ⇒

Tenure of education			
class I	V	XII	Beyond
98%	45%	26%	
% of enrolment ↓			
25%	48%	65%	
% of pvt-institutions ↑			

When in school - profu pvt - less } Expectation mismatch
 When in college - profu bio - less }

* Men & women unequally educated. - $\frac{1}{3}$ rd women

Literate Indian

Read & write any language Identify the number system

Problem

Scope

Functional independence (filling forms, using tech...)

Employment Disparity (> female farmers but don't know their entitlements)

↳ Call centres are bound by Govt. to provide guard for women working late - till home

↳ Adultery - not gender neutral

↳ can't be arrested on NPO after 6:30 pm.

Small age - ^{ex}13 - Beti Bacho Beti Pado

Adults - 53 - Sakshar Bharat

solution

KSE

CBSE

Gender perspective

Co-education

Single sex schools

Urban areas

Remote areas

- ✓ L&O

- L & O compromised - parents

- ✓ Acceptance

are decision makers

- Patriarchy

Rural vs Urban

Only bare minimum facilities there.

OPPORTUNITY COST: In education - If gone to school loss of income for a very poor family - No food

↳ Mid-day meal program - 60:40 centrally supported

↳ I ——— V
↳ Job guarantee ? - Construction workers

V ——— XII - VOCATIONAL TRAINING Ex: Started in Gurugram schools
legal age to work.

Continuity in Education is as important as Entry.

Access + Infrangible.

CASTE - VICTIM Vs PERPETRATOR

↳ Minor's evidence not legal } why can't police caste
↳ Juvenile } discrimination in school.

How to ↑ quality of students?

① CCE Continuous Comprehensive Assessment Evaluation.

✓ will enable thinking

→ But is failed due to X teachers

② RTE - Amendment - To have tests to promote to next class on
US policy - No child left behind - Pass / Non pass U + US

INCLUSIVE Edu Vs COMPETENCY

↑ Dropout

↑ in unemployment

67% teachers don't turn up in gov. school.

✓ NIOS.

✓ Biometrics - Teacher assessment

✓ Teachers doesn't know how to teach.

well qualified doesn't mean good teaching -

Schools - how to make better?

Gov. should strengthen schools (Don't
blatantly blame Pvt. schools)

Pvt Vs Public schooling
Teach for India

INDIA

Best teachers in College

Worst teachers in School

EUROPE

child psychology +

Nutrition - Primary

School teachers are

the most important

SAMAGRA SHIKSHA ABHIYAN (SSA+RMSA+TE)

— Everything about school in one place —

₹. ₹5000 Cr-2018

Intern. certificate — ? — UN convention

Constitutional — ? — 21(A)

Scheme — SSA

Authority — NC for protection of child rights.

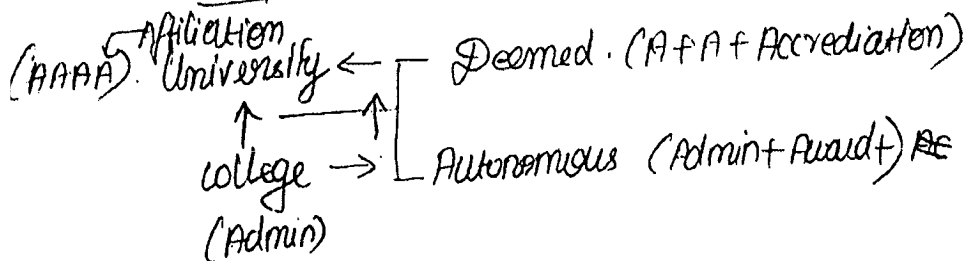
INSTITUTIONAL CLASSIFICATION

* India — Largest Higher Education system in world + ^{most} complete

(both in no. of students + ^{Institutions} Teachers)

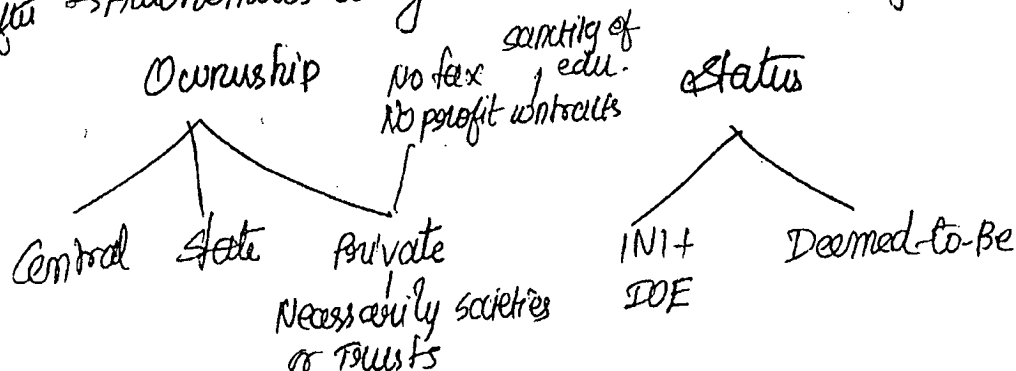
	Univ	Coll
1951	30	200
2018	800	30,000

But only 26% can access hies.



UGC guidelines:

Here after → Autonomous colleges in India can collectively award degree



No. of Univ	No. of Students
① P	① 5
② S	② P
③ C	③ C

States are very much underfunded

INI:

* Sa/Tech/Engg/Manag → Eligible

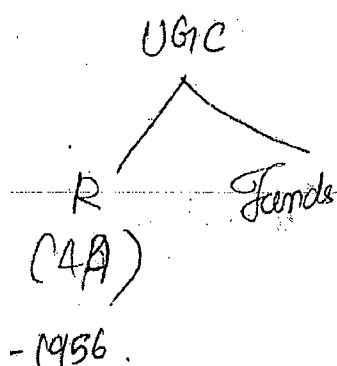
✓ Separate funds to them } Advantages
✓ Degree issue

PURPOSE: To take India to top 100 in world.

Govt — 1000 Cr grant

Pvt — Add research grants

MHRD — HE



UGC Repeal Act / HEI

→ Takes funding power away — gives to MHRD

Autonomy of Inst. compromised

→ Equal academic + Govt. members

Compromise of independent decision making

AICTE

Engg/ Ham/ Comp. App/ Pharmacy

UGC } overlapping functions
AICTE }

NAAC — Upgrades status (or)

———— Outdated.

Renews status

NIRF — Ranking framework — Subjective

BCI

Regulates Legal Education + law education — No autonomy — ^{Bad} quality.

MCI

No medical practitioner's license has been cancelled ever in India.

Agriculture college in DEHRADUN ? where agri- in Delhi ? X

INSPIRE

Not a single Tier-A college in Rural.

Regional Industrial growth — colleges are not only places for education but — this too

Grated colleges
Nongated colleges

Most colleges in Urban/near urban areas — Reason for migration

How to make education better?

① Industry
requirement

Interdisciplinary approach to Higher Education

→ Uniform Credit Assessment Scheme
→ Transferable skill — liberal arts. — (Ashoka Univ)

② Adhoc professors —

→ must be tenure based (Patents, Conferences, award of PhDs...?)

(To ensure quality)

Train & assess Higher edu. Teachers — No proper setup

③

S. Korea — 10% to R&D in GDP

India — 1.7% to R&D

Partnering with Industry + Research.

④

No foreign univ. can est. independently univ here.

X Yale went to China.

SKILL DEVELOPMENT & ENTREPRENEURSHIP

Education is a selective sector

Only 26% goes to college (Focus is narrow)

Around 85% of India is unskilled.

Education can run exclusively with Govt; But

Skill dev. can't run without Private Sector - so they have jobs.

Difficult to identify (Target audience) for Skill development.

Skill dev - For whom?

① Ppl who don't go to college (85% of working India)

- Hardest to quantify

- why they can't go to college? (Nat. of India)

(Idea of Certification) - Main feature of Skill development

↑
Even UPSC CSE requires this as the min. basic qualification.

→ Certification ensures parity of PAY (Ex: Guyson problem in home)

→ Certification creates a guarantee & undertaking (Ex: Fire at house - Insurance)

② People who lack formal training.

Ex: Traditional restaurant not becoming a franchise bcos of

lacking formal training

→ (Skill Upgrade)

③ Hands-on Work Environment

Factories - work men

Ex: ZARA clothing brand - Unduage & old ppl work under poor conditions - underpaid & overworked.

Leather Industry in Agwa

Silk Industry in TN & Karnataka.

→ Labour welfare

④ Access to Higher Education but no meaningful training.

→ Employability

Ex: BCA - NIIT

↳ graduation always doesn't ensure employability.

Stages:

✓ Formulation of Policy

✓ Implementation of policy

✓ Monitoring of policy.

} Private sector involved in all stages.

Finest ex. of pub-pvt.

collaboration in Public welfare

Ex: (KPMG) - One of largest MNCs

National Skill Survey

which part of country needs what skills?

- Agriculture skills in U.P.

- Retail skills in MAHA.

i) Regional Biases

ii) Sectoral Skill Councils

- Work specifically on Agriculture.
- How to use tech to impart training.
- Headed by private sector - consults with other priv. sector - & decides what skills & how to impart it.
- Under directly M. of Skill Development.
- Ex: GPs in automobiles.
- After training, they are hired by priv. sector.

Larger Ecosystem of Skill development & Entrepreneurship

— Based on society demanded degree of skill in specific areas — Ex: Guard at Varanasi.

@upsc.risefinity

1956: In

introduces LABOUR RIGHTS for 1st time.

'PIECE WAGE RATE System'

1958:

IPR → Copyright & Patent legislations.

Copyright can't be duplicated at any situation;

Patents can be used after proper permission & Royalty.

Ex: Relceroys → Airline engines patent

1966:

Formally recognise LABOUR UNIONS under A-19 (F.O. S&E)

One meeting with LU once in a year.

Registered labour movements - protests/strikes are legal & are entitled to it.

2009:

2015:

Dedicated ministry for it at union level.

Why are these Important?

① Political:

i) Before → All govt. ministries had internal skill development ministry departments. Diff. ppl teaching same thing without consulting private sector.

Now → Centrally issued by 1 Ministry

ii) Govt - Conventional in Vocational programs - didn't match to pacing upgrading world.

- Not addressing emerging specialised professions.

Ex: x Photography - No school for certification in Govt for both wildlife & wedding.

x Chef certification - Hotel management - 4 yrs - too lengthy.

iii)

Not matching quality standards of IIT & (Bajaj) Private Sector.

② Economic

India has only 35 Mn jobs for 65 mn people who can work.

a) Ppl need to move out of country for work/job

b) Can't rely on pvt. sector for more jobs. Need Entrepreneurship.

Ex: MSME - Strength & Diversity of Economy

↳ Local resources & local people employment

↳ smaller - hence stable.

- 65% of China

- 58% of USA

- 24% of India

Ex: Construction Industry in Dubai - supply of workers from India

But our ppl are unskilled - hence they are underpaid & overlooked here.

③ Socio-Cultural:

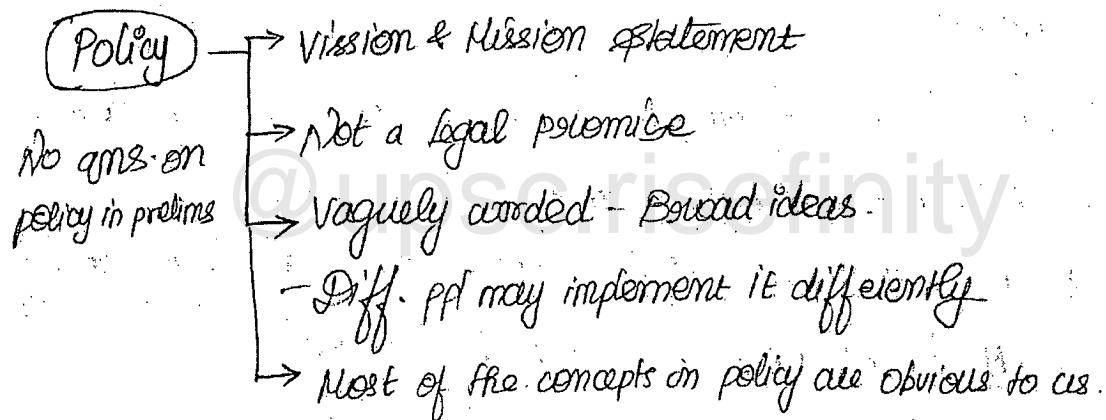
→ Countries with imperial past mostly choose POWER over MONEY

Ex: We aspirung for UPSC CSE.

Boos of this we value - Low Risk & Low reward than
- High Risk & High reward.

Ex: Sanjeev Kapoor - 400 Crores } Importance of
Kajaria H'ls - 1200 Crores } Business
↳ 4500 ppl employment > collective workforce of 5 districts.

→ women work more in unskilled sector



Policy objectives:

* Pablo Neruda

Better jobs & Better business

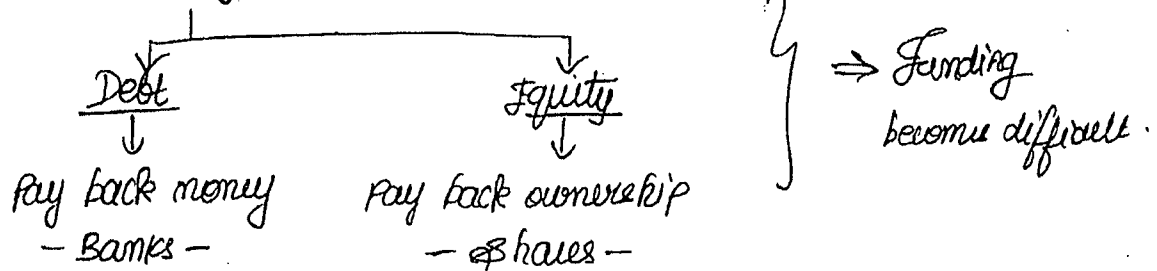
— Summary of 5 vague pts in 4 words —

How business is run?

Ease of Doing business - World Bank.
index

↓
4 Factors affecting it.

① Funding:



China - 8-10%.

US - 12-14%.

India - 18-25%.

↑ Interest rates
- demotivation

⇒ MUDRA yojana

Ex: Ola drivers are
able to own cars.

SIBI - level of difficulty to list my company.

- Forex

- ICA

- I Cont. Act.

- M. of Corporate affairs

- Court & law - costly

Parallel complexities

- Technical &

- Legislative.

② Culture:

Again influence of Colonial past.

↳ Lots of ppl go for govt. exams (481 write Banking exams);
not much focus on entrepreneurship.

↳ Need a balance on this.

③ Support Regimes:

47 licences in succession

Many are ridiculous.

(For TV, live matches, FDA (refrigeration licenses))

↳ 8 Alcohol licences.

④ Education system support:

Engg. graduate — needs to know to pursue entrepreneurship

Medical graduate — needs to know to open clinics.

↓
↓
(TCS example?)

Need to develop parallel institutions.

Startup

Entrepreneurship

Necessarily have tech interface — not run it but must have it.

Not all entrepreneurs are startups.

Not legally separate.

Only 3 categories of Business: { Proprietorship
Partnership
Company }

⇒ START-UP India def. of Startup:

- ✓ ≠ 5 yrs old
- ✓ ≠ INR 25 cr each in 5 yrs
- ✓ Must be profit motive
- ✓ must have Tech interface.

Benefits

- No tax for 3 years
- SUI Summit by Govt.
- Govt. may bail out in case of failure

But - BYJU, Smiggy - all are startups but not applicable to these conditions under Startup India.

Ex: Flipkart - \$16 Bn - Not legitimate

Apple - \$ Trillion - legitimate

No e-commerce startup India has ever shown any profit
(Only Zomato has ever come closer)

Evaluation

Market share -

Venture Capitalists (Ex: Nyntra) [Soft Banks - VC]

Series:

A
↓

B
↓

C
↓

10 Cr. 4 metres
10% for VCs.

"Volume of Trade"

10% of market share
↓
more ppl are buying from ppl.

CUSTOMER RETENTION

↑ COST?
Loss for company

Another 10 Crores

10% + 10% for VCs.

Sold to 150 Cr. for Flipkart

- Can't compete with them
- legit argument to sell at a good price.

150 - 300 Cr. for VC.

"Zero Investment
Zero profit
Zero business.
Business Model"

WALMART

"Phygital"

— Physical + Digital —

Collectively works great.

Largest Funded Startup in world

UBER

PIU:

Frame broad policies

NSDF:

<u>Govt</u>	<u>Private</u>
↑	↑
Budget	CSR

NSDM:

↑ To skill 25 Mn ppl in 2025

Implemented by 2 schemes

① PMKVY. ② AIM - Atal Innovation mission

→ 60:40 - Model
→ Skill training via
KV Kendras - Modules
decided by pvt sectors
[SSC]

Business generation

'Incubators' - coaching centres for Business

professionally run management setups
- there are experts to help new budding
entrepreneurs to fine tune business -
pvt. Incubators get 5% equity; Govt-free

Ex: SWIGGY

Qns: ①
②
③

→ 5mn ppl. - Broad (plan) directives

→ 2mn - Engg
2mn - Mechanics
- Specific (plan) directives

→ Implementation

NSDA

Agency

- Co-ordinate efforts between Centre & states.

NSDC

Corporation

- 51% owned by pub. sector.
- Manages SSCs - Full job.

DGT

Training module

Equity:

Gender - To ↑ skilled women.

Access:

Need to use existing infrastructure

Ex: Common wealth infrastructure - remains 45% unused time

Excellence:

Community Colleges (500 in India)

Graduation + Additional training.

→ Diploma → Certificate → Degree → Honors

① ↑ Pathways to General Education

②. National Skill universities

- IIT + Pvt. Collaboration -

Open Learning program (Digital)

Ex: COURSE-ERA (India, the largest consumer)

(EDUSAT)

- For national broadcasting

Private sector:

Skilled ; unskilled
↑ ↑
costly labour cheap labour

⇒ 5% tax rebate for 25% skilled hiring

Public- Private:

National Labour Management portal.

Bridge between SSC & NSDM.

HEALTH

① Double burden of Diseases:

Confused where to spend - in which form.

(DALY) →

✓ Communicable — 33%

Non-communicable — 55%

Injury — 12%

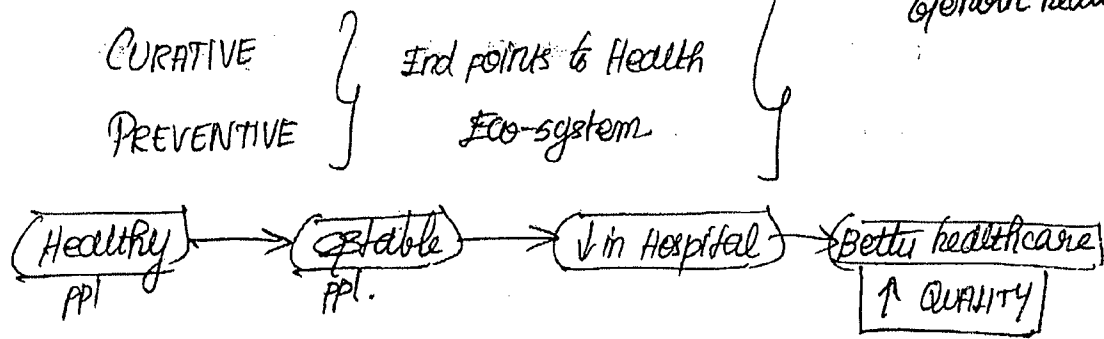
} India has a very fair mix of these.

✓ 60% premature deaths bcos of Non-communicable diseases.

(Only achievement here is POLIO)

↑ Intro for all disease related qns.

② Focus on Preventive Health Care:



⇒ Swachh Bharat - why not any connection with Min. of Health.

{ We need to focus more on Preventive - Societal change;
But we now focus only more on Curative

③ Catastrophic Spending Economy:

Health Induced poverty

Costly - less affordable healthcare.

Need NATIONAL HEALTH INSURANCE - AYUSHMAN BHARAT.

(National Health protection Scheme - India)

IRELAND - 9.8% (one of ↑ in life expectancy)

USA - 17%

INDIA - 1.2% (need atleast 5% of GDP)

④ Role of State Governments:

Final burden is here

Both on Education & Health - State's role is larger.

Education varies at state levels - CBSE, state board...

But it is not the same on health - same @ S & U level.

Ex: AECI - TN against

Att. Health - All states agree.

PHC

SHC

BHC

Ex: 12 yr old gave birth to child under ASHA in Govt. hospital.

Sustainable Dev. Goals (SDGs)

DATA - Difficult to quantify on Education but relatively simple on Health.

SDG 3 → Good health & well being

India didn't implement MDG

→ No legal obligations.

→ Gives REALITY CHECK.

Signatory	Ratifier
Ex: Death penalty - India.	Ex: Rio-20 declaration (NGT)
- No legal obligation.	- legal obligation
SDG - India Signatory	

Kona Gachi - Purgala - Kolkata - UN.

HIV P&C Act - ✓ Good - criminalises discrimination.

✓ Institutional child delivery ✓ → MMR, IMR —

SDG's (2030)

National (2020)

MMR → Death nos/1 lakh within 30 days of child birth.

✓ Delivery-free at Govt. hospitals.

✓ Now: 167 — Target: 130.

NEO-NATAL → Baby dies 1st 30 days.

IMR → Baby dies 1st 1 year.

UNDER 5 → Baby dies 1st 5 years.

(48) } this can be solved.
(40) } ↑
(18) } if we save this area

SEXUAL HEALTH

↳ Sex Education — <15% of India only receives it

Avg. ages of sexual activity

Child marriage	Now →	16-19	18-21
		Urban	Rural

① UK — Teenage pregnancy

⑥ INDIA — ↑ in here.

↳ No national policy for sex-ed — need to cover Govt. schools

— Basics of Physiological; Decision after informed consent.

Reproductive Safety Products.

↳ Female contraceptives not readily available; Diverse

— Rural / Urban
— Affordable

Availability
Accessibility
Affordability

✓ Population
✓ Health & Hygiene

NON-REPRODUCTIVE SAFETY PRODUCTS

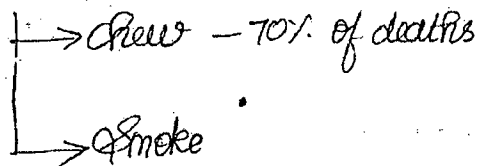
Why Sanitary pads not part of Generic policy?

Sanitary pad
- GST exclusion.

Why Govt is not producing it?

No specific health policy to address Environmental causes of Disease

TOBACCO



Preventing advertisements

AUSTRALIA - plain packets

↑ in cost of cigarettes

SOLUTION - Social & Family Intervention

HEALTH

2017: WASH SCHEME

Water Sanitation & Hygiene Scheme

UNIVERSAL HEALTH COVERAGE

Right to Education is only for \sqrt{s} Universal Health care doesn't discriminate - It is for all citizens
Backward people.

Ex: UK - Can go to specialised Doctor only via recomm. of General physician to whom 1st access is free.

In India, every year 88% goes BPL due to Health

↳ But India has not done anything on ground for UHC, Only in paper.

Environmental Health

Air quality Index in Delhi \Rightarrow Bronchitis age - from 13 to 8 yrs

Noida - Yamuna pollution

Union Carbide - Bhopal Gas tragedy

Anthrax - National Security

SARS

UN Convention of Segregation of waste - India Ratified it

\rightarrow 82% hospitals in India don't comply

\rightarrow Most infections are caused by hospitals.

X No separate/dedicated body to deal with Env. Health.

AIDS:

Official policy in AIDS \Rightarrow 90:90:90

Knowledge 90% ppl \rightarrow know that they've AIDS [Access to diagnoses]

Treatment 90% ppl \rightarrow must be able to access AIDS treatment

- But 65% hospitals don't have facility

Suppression 90% ppl \rightarrow must show viral suppression (90% of treatment receivers)

ANSWER STRUCTURE

MNR

Before Birth

At Birth

After Birth

Child Mortality

Neo Natal (<30 days)

Infant mortality (30-1 yr)

Under 5 mortality (1 yr-5 yrs)

Sexual Health

Sex Edu

Rep. Sex. kids

Non-rep. sex kids

Env. Health

Prevention

Mitigation

Awareness

Tobacco

Does pricing make a diff?

Does ads make a diff?

Awareness about consumption...

Any Disease

Knowledge

Treatment

Suppression

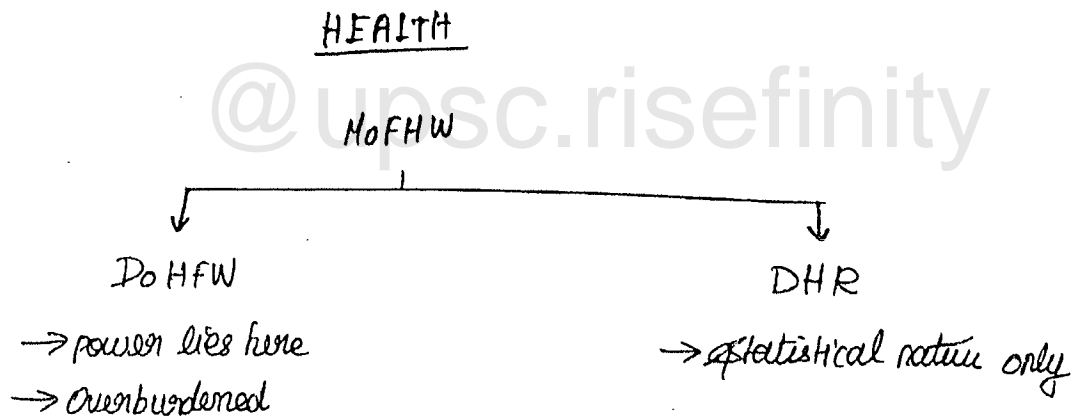
Alternate Medication

Acceptance?

Effectiveness?

Abuse?

- | Education | Skill Devt. | Health |
|-----------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------|
| → Single Ministries | → Pub-Prvt | → Multiple Ministries |
| → Concurrent list
(Both UG & SG can act - UG dominant) | | → State list
- Final Burden with state
[2/3rd of SG money in hand] |
| → SSA - Regulatory scheme | | → SBA - Awareness scheme
[Not regulatory / Not implementable bcos the Federal line has to be crossed for it.] |
| | | → The centre can only support, state will not like intervention. |
| | | <u>Ex:</u> ODSHA out of Health scheme |



Alternate Medication

- Acceptance: Will ppl accept?
- Effectiveness: Will it be effective?
- Abuse: chances of abuse?

AYUSH

- Popularisation ministry
- One of the latest ministries
- But less power only

Drinking Water & Sanitation

SWACH BHARAT ABHIYAN

- Mo FHW not at all involved here. Should've been integrated to solve larger issues.
- Could've done Health campaigns along with SBA. Great mistake - could've been a Health care Revolution.

Conflict b/w Health & Law

WCD Women & Child Development Ministry.

Sec 376 → Rape $\left\{ \begin{array}{l} \text{No consent} \\ \text{Act happened (penetration)} \end{array} \right\}$ Need to be proved.

Hence $\left\{ \begin{array}{l} \text{This req. Health ministry's help but only WCD is involved} \\ \text{\# India - } < 15\% \text{ conviction only for rape cases. ; US, UK } \approx 60\% \end{array} \right.$

Why Punishment?

- 1) Deter a person from
- 2) Restitution
- 3) Retribution
- 4) Rehabilitative

But our rape laws fails on each of these

Transport & Health [For Interdisciplinary Nature of Health as problem]

Every year 2700 ppl die due to railway accidents

→ Out of 2700, 800 die on Bombay locals.

But no dedicated hospitals/machinery to deal with this.

Administrative Structure

- DMs are responsible - Nodal officers of Health care in a district.
- SDMs - for PHEI area
- BDOs - for PHEI blocks

X But, District Medical Officers don't have this capacity.

Ex: Dengue control in Bengal

Any reports on Dengue will be questioned by Chief Secretary.

So it is misused: If you can't control it, don't report it.

So many cases are not reported to hide it.

Hence, though it is data-centric, it is now not reliable.

I. Primary

Until District level

Under DM's jurisdiction.

Goal

Each district must have atleast

one Primary & one Secondary Health care centres #

II. Secondary

Above District till state

III. Tertiary

Specialised Health Care Centres.

Community Health Care Centres

- ✓ Can be owned by Govt/private
- ✓ Usually exist @ primary level, even they can be 2° or 3°

NMC (National Medical Commission)

Mandate: - No accurate definition of powers

✓ Medical Education

✓ Medical Profession

might become
a toothless tiger

* Mandate

* Composition

* Functions

* Special power

I. MEDICAL TEACHERS:

Mostly practicing doctors

Not necessarily a good teacher.

Also less focus on students as they practice profession

No actual test for them to become teachers

PROBLEMS (Any Edu)

1) Teachers

2) Students

3) Colleges

II. MEDICAL STUDENTS:

Quality of students - smartest / high IQ crowd

Are medical exams of good quality? NO

- Does no psychological testing, only memory test;

- No attitude test too.

47% of all Indian doctors have fake degrees - [NHS 2018]

III. MEDICAL COLLEGES:

More pvt medical colleges than Govt. colleges.

25-45 lakhs - avg. medical education

India is the largest exporters of doctors to world

82%-85% students studied medicine abroad failed IMC test

i) Not enough colleges

ii) Too costly

iii) Not competitive enough.

→ More colleges in South India; that too more private - Regional imbalance.

→ Heavy cost.

→ US, UK: Our students go there & never come back.

Not a single doctor's license has even been cancelled in India.

→ UGC-HDCI - Vs. - MCI-NMC.

What UGC is to HDCI is what MCI is to NMC.

Composition

25 Members.
 21 DO
 4-(S/UTs)
 Appointed by Central Govt.
 Biased
 Qualification

Autonomous Boards:

On PPT.

MCI Vs IMA

Formal organisation	Association of Doctors No regulatory powers. Civil Society organisation
------------------------	-------------------------------------------------------------------------------

Functions

On PPT

- 1) Overlapping with MoHFW
- 2) Overlap & Overburden - MoHFW + state Govt.
- 3) Overlap - state Govt.
- 4) Overburdened - How to regulate so much.
- 5) Overburdened + overlapped
- 6) Outdated - We need to have license exam

Special Powers:

Any appeals of NMC decision is to MoHFW & not to court directly.

Note:

- 1) UNH NMC law is passed, it won't be asked in exam.
- 2) Only a wholesome answer will be req. in mains req NMC.

EQUITY (in PPE)

i) Gender

1. Why? Not Preventive Health Care.
2. Why? Female not permitted by husbands for medical examination by Male Doctors.
Only 20% Female Gynaecologists in rural areas
3. No separate/dedicated end-to-end National policy.

Solution:

Localisation of Health care.

India has the largest no. of community health care workers such as ASHAs but not utilised properly.

Ex: Shaukhani pays mere ₹200/month to ASHAs.

- i) We can integrate ASHAs on skill development to involve them in minor procedures as then they will become Backbone of Health Care implementation — as Paramedics.
✓ Pay them ✓ Upgrade them

ii) RMNCH + A services — 60:40 (Centre: State)

iii) NHM (National Health Mission) = NUHM + NRHM

→ Awareness only — Centre scheme

ii) LOCATION

D PHC - No diagnostic facility - Pathology centre far away

solution:

AYUSHMAN BHARAT

Upgrading rural infrastructure - 1200 cr. for 1.5 lakh Health Care centres.

ii) Doctors mostly prefer Urban areas

solution:

We need to incentivise Doctors who work in Rural areas.

Why not have All India Doctors service like UPSC CSE?

iii) ECONOMIC PROPENSITY

i) Affordability

solution:

Chota Bases psw-Bono services - atleast 10% Billing for free by every doctor/ year.

→ Hospitals charge more for Insurance pays - X

NEDANTA, Gurgaon - South Asia's Super Speciality Cardiac hospital.

It sells Burger in ground floor - Does By pass in next

Indian Medical Tourism

① low cost

② Expertise Health Care

③ Cheaper Subsidary Services

112% growth in last 5 years.

13% from Middle East & South Asia.

DRUG PRICING

Essential medicines need to be subsidised.

Ex: Atorvastatin (chronic medicine for cardiac problems)

NLEM (National List of Essential Medicines)

DPCO (Drug Pricing Control)

↳ Regulation for price.

Include Generic medicine also here.

Tam Aushadi Stores.

EXCELLENCE

i) Govt/state

* We need to spend 6% for Health care, now only 1.2%.

↳ update in March - Budget 2019

We need more geographically spread out AIIMS
[like Institutions of Eminence / Importance]

EMERGENCY CRITICAL SERVICES

2,500-3000 ppl die due to lack of this

ELECTRONIC HEALTH DATA RECORD

List of allergies, treatments, etc.

National Digital Health Data policy

Critical emergency services.

To prevent misuse of insurance

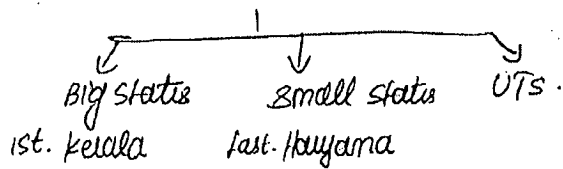
ICANN-regulatory agency

↳ ① US ; ② INDIA - Regulation of data from social media

NITI-AAYOGI INTER STATE HEALTH INDEX

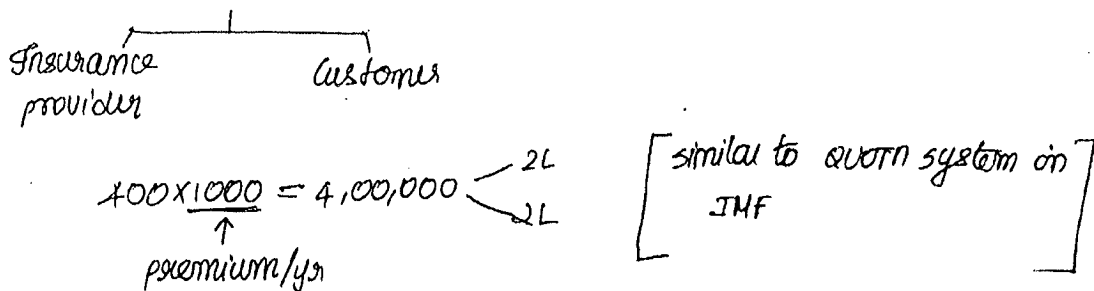
started in 2018.

World Bank helps in this.



* Update data in March 2019

Economics of Insurance



But only min. die, hence insurance company profits.

RSBY - 1st Health Policy.

- State - 40%; Centre - 60%.
- 40% of states refused to pay the bills for insurance premium
- people (10 cr) - Socio Economic caste Census

National Health Protection Scheme

x PHC not covered in this

ii) Health services (Drs/Nurse/paramedics)

District Medical Superintendent

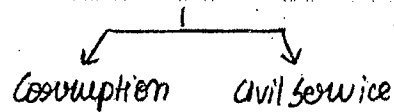
Compare their status with that of DM, SP, etc. to answer why Drs. don't go for rural areas

GURAKHPUR oxygen cylinder incident

I] NON-STATE ACTORS

II] GOOD GOVERNANCE

Read only Yellow
book in add. to this



⇒ the most predictable part of Governance - Prepare well.

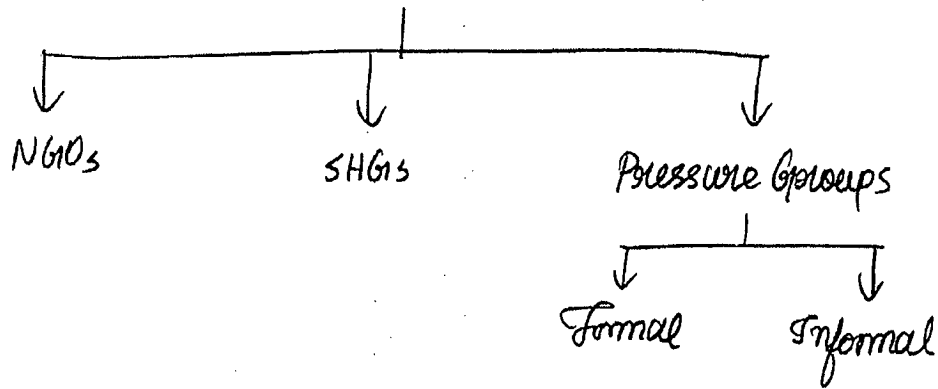
I] NON-STATE ACTORS

Qn 1: NGO } Direct - Prepare standard ans
Qn 2: SHG }

Qn 3: Non state actors } - overarching

Qn 1: Pressure groups - only general, } - Direct
no specific pressure group } - prepare std. ans

NON STATE ACTORS



NGOs

Profit	Non-profit
✓ Single owned (or)	> Society (or) — No land necessary
✓ prop partnership (or)	> Trust (or) — Must land Ex: Schools, coll.
✓ Company	> Sec-25 Company — Ex: GISTN

Society — No access to subsidised land from govt — Society Reg. Act

Trust — Access to subsidised land from govt — Trust Act

Sec. 25 Company — Companies act, 1951 amended in 2008.

- NGOs can't take remaining money after exp. home, unlike Pvt. Profit comp.
- Admin. expenses can't exceed 50% of total amount of donations.
- They don't pay taxes, received money is also exempted.
- IT Act, 1961 —

NGOs	} No tax. Y?
Agriculture	
Religious activities	

Functions / Resp. of govt.

i) 80 G certificate of IT Act, 1961:

Only 50% reduction in tax liability. (or)

10% of total income

Y Tax exemptions? Choice of welfare. Not for savings - it is completely different.

Tax or NGO

Contribute to society other way.

ii) 35 (1) ~~35 (2)~~ - 100% tax exemption Ex: Red Cross.

iii) 35 (2) - 100% for Govt. approved research institutions.
Ex: IISc.

Legality:

Profit

single firms, Partnerships } need not be registered compulsorily. They just do for legal safety

Companies → Necessarily register by Com. Act, (2008) 1951.

Non-profit NGOs

Need not necessarily register. But, to receive CSR funds,

to legally accept funds from others & avail Govt. benefits.

National International

CSR → All companies with turnover of > 5 Cr → 2% CSR

i)

ii)

iii)

Domestic NGOs

- Reg — India
- Fund — Indian entities
- Operate — only in India

→ State NGO — only within state

→ National NGO — all over country

Registrar of Society (or)
Registrar of Trust

- Non family members must (i.e) Independent
- Exact business (like Articles of association in case of profit) must be told

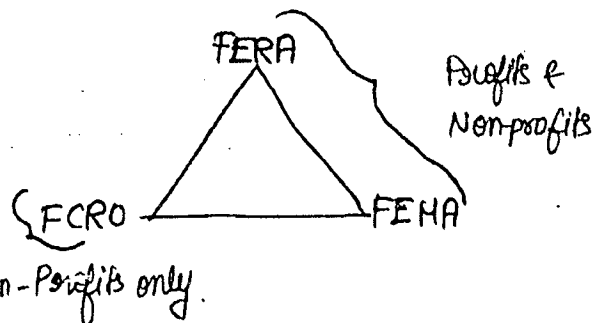
International NGOs

- OR — Outside
- OF — outside
- OO — India also

Internationally Funded NGOs

- OR — India
- OF — Outside
- OO — India

→ Subset of Domestic NGOs.



- FERA — Foreign Regulation Act — ^{Pre} post 1991 law
- FEMA — Foreign Management Act — ^{Post} post 1991 law (1999)

- > All foreign investments in India require RBI
- > All funds / money through FEMA must go through M. of Finance.
- > All NGOs receiving Int'l funds must go through M. of Home Affairs.
- ↳ Excessive govt. interference
- ↳ 3 yrs — 760+ NGOs license cancelled (14-17')

Nehruvian:

- > Most Indian NGOs registered after 1980s

Why? Govt. rules.

All welfare only by Govt.

Post Nehruvian:

Specialisation Nonpower

- > 1994 → CAPARD — open door scheme for Rural NGOs

Through M. of Rural development.

Current scenario:

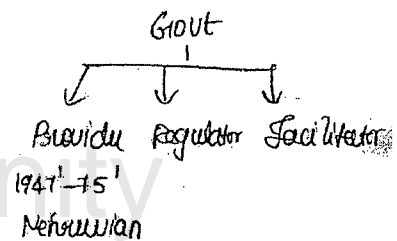
- > 2018 → 760+ NGOs banned due to violation of FCRA.

(Even Greenpeace)

Practically, avg ≈ 3 persons only working on Indian NGOs

Flipkart

- FII.
- Singapore registered
- In 2007, India didn't have liberal FDI policy — we lost \$16Bn Forex due to this.



Qn1: why are Non-profits important?

- Policy Formulation - Ideation
- Policy Implementation - Procedure
- Policy Evaluation - Practical working

General format → Add specific words as per qn. say Env, G, etc..

Policy Formulation:— NGO's role

> Most important factor → DATA

NGOs → give unbiased data

Ex: PRATAN data by MHRD.

Policy Implementation — NGO's role.

> Specialization of Manpower

NGOs have both but Govt. necessarily don't always.

Bureaucrats — Generalists, they supervise specialists.

> Policy Evaluation — NGO's role

Law Commission.

whenever in
doubt in Govt.
write ARC

Critique, Issues & Solutions

Efficiency

X Specialisation

— lot of areas

X Dedicated manpower

— don't work full time always

X Tangible targets

Outcome Budgeting:

MN Singh: PPT Govt. → Excl Govt.
Style vs Substance

* Result Framework Document

— specific detailed targets

Accountability

X Perf. appraisal

— compromises motivation

X Dev. policy — Nat. policy on voluntary sector, 2002

— Need single window clearance

Transparency

X Finances

Rural ppl find difficult to create / sum NGO

"Ease of Doing Social Welfare"

SHG

Differentiated Financial Identity

Individually no power, Collectively can do lot of things.

Most women don't own land but are more of farmers than of farmers.

Ex: SEVA in Gujarat

SHG's story started with

NABARD

1st phase: Direct loans to farmers.
Policies.

Now: No individual loans

- Localisation of Resources

- Purely Indian Innovation, now world wide replicated.

RMK

Money only for ♀ SHG

M. of Ru. dev + M. of Agri

60 : 40.

SIDBI

Loan for general purposes

HUDCO

collateral house loan

From 2015,

SHGs are in priority sector
lending → RBI

Sch 6 of RBI → Gramsh Gaitonde

Criteria, Issues & Solutions.

Capacity Building

- ✓ Can't be uniform.
- To req. for skill training → Collector → NSDC → ...
- Make it easy for a rural person.

I+M+E

- Avg: 8-12 months - gestation period
- LSGI - Need to make it strong, Great potential
 - ↳ Actual grass root problem - Only Sarpanch knows.
- Bank sensitization:
 - [≈ Police sensitisation on ♀ harassment]

Finance

most diverse in India { Indian Postal Service → IP Banks
Regional Rural Banks (RRB)
More RRBs

PRESSURE GROUPS

Lobbying is legalised in USA but not in India.

Ex: Walmart in India

Who are middle men?

Retired / resigned Bureaucrats

- ✓ No formal control
- ✓ Promoting interest
- ✓ Temporary

It is not bad if you do it the right way

Networking happens via PGs.

Gifts, Issues, Solutions.

RTI for political parties.

Ex: AAP - made funds info public ✓

Book

Culture of
Democracy.

- Middle men in
India -

Vivekananda Foundation

Think tank of RSS

RSS - largest NGO in
the world.

Vodaphone tax Judgment

HC
SC

GOOD GOVERNANCE

Qn: Specific anti-corruption answers

Ans: General corruption answer

em: General civil service answer.

Corruption Eco-System

Demand & supply } 2018: Criminalised
supply also

UNCAC — UN convention against Corruption

→ India ratified it in 2018.

Grant — Ex: Rafal

Systemic — Ex: Traffic police

Professional — Ex: Constable (salary very low)

Amateur — Once in a while Ex: Train TTE — we give sometime

Petty —

BOX — relevant for 2019 only

General & specific laws

— will add layers

— will never contradict each other

Cadre based functions

On basis of
Function

On basis of
Location

Law

PRS Bill Summary

structure

— Mandate

— composition

—

—

PCA, 1981

cornerstone.

Best def. of corruption: WB

"Abuse of public office for private gain"

AP, WB

Revoked CBI rights.

CBI - gen. no need police sanctions.

All other offices req. police sanction to act on a junior officer - both

* CVC } - Enquiry, Investigation, Prosecution
* CBI } -
* ACB } -
serving & retired officers.
(Are hearing bfr inquiry formal)

CBI - acts of corruption @ Centre; if states ask. them @ state
ACB - " " " @ state.

Corruptions are tried only @ special Judges/Courts.

Fast track courts.

Whistle Blowers Act

only these things exempted from OSA (Off. Secrecy Act)

Am: Foreign fund not under WB act

RTI, 2005

OSA X

Amendment

Earlier: CIC \leftrightarrow CEC : Constitutional

Now: CIC \rightarrow Statutory, can be removed by Govt.

Citizens charter

Read Bill Review in PRS.

FIU - prevention of crimes

ED - Money embezzlement of Bureaucrats,

SFIO - PNB, Kallaya

E-Governance

Govt \rightarrow Govt

Ex: GSTN

Govt \rightarrow Citizens

Ex: ST online

Govt \rightarrow Business

Ex: GST

E-1

18 - S - IR - IS

19 - M - SAT - R

20 - T - HR - P

21 - W - Pol - A

22 - F - Eco - J

23 - F - AH - J

24 - S - GI - M

25 - P - Sarkis

Solitude ; Anonymity

Public life - responsibilities

Exam is the most fair part of service.

Don't accumulate resource - KISS

2 Test papers / week \Rightarrow Read answers

Mains is the easiest - Tests physical strength

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ROLE OF CIVIL SERVICES IN DEMOCRACY

Civil services refers to a body which is Professional, permanent, paid, efficient and skilled which forms the backbone of Administration. It forms the executive part of Governance & is concerned with both Policy Formulation as well as Implementation & Evaluation.

Professional:

Necessary qualification, Skillset, etc.-

As long as the team wants you to do, you do any role.

Result oriented, outcome conscious.

Objective mindset

* Possess the necessary qualification to execute the tasks assigned.
Need to be result oriented & perform any role & responsibility under any condition [Ex: Bucket] - Doesn't [shouldn't] allow personal preferences to cloud official judgements & is Objective in assessment.

Permanent:

- can't afford vacuum in governance; need continuity - Now not lifetime

✓ Product of MERIT SYSTEM - Appointed & not Elected.

✓ Have constitutional safeguards [For ex: In case of Termination].

✓ Expected to provide CONTINUITY WITH CHANGE.

Paid: Govt. Model employees - take care - Paid enough only to stay motivated

Incentivised for the services rendered at a level at which they are motivated & not tempted by any external pressure / source - allurements / Bribes.
- create legacies; create value - not money

Efficient:

Functionally & operationally efficient - Optimal allocation of Public resources.

Skilled:

Having the capacity & capability to deliver and constantly UPGRADE / UPDATE expertise & gain new insights, perspectives.

Not just sustain skill set, must keep expanding as the environment is dynamic
KSA - Know; Skill; Aptitude

LATERAL ENTRY:

Competency Deficit

Stagnation - not stability

Lack of Innovation.

Society is far more enlightened than before - more exposed

ISE - Acknowledge Ignorance

CORE FEATURES OF CIVIL SERVICES:

⇒ Performs Civil Functions:

✓ Non military

✓ Non Judicial

✓ Non Political

Non-political ⇒ Neutral; not indulging in party politics.

⇒ Work under Political Direction:

Political executive & Permanent Executive have a MASTER-SERVANT relationship.

CS is expected to provide Aid, Assistance & Advice, to political executive to translate Public mandate & expectations into specific policy formulation - PF (@ Secretariat - HQ)

✓ Rational at most Irrational

Calm at most chaotic

Order & greatness - when inaction hurts more than action

② Proportional force & not excessive

✓ Quasi-Judicial.

✓ Neutral; Master-Servant; some state + political society

① Courage / guts - to do right

② Backbone / spine - to stand up against wrong

and implement them Faithfully (@ field level).

CS should provide Free, Frank, Fair advice to political executive who in turn need to provide the right Environment for CS to perform Efficiently & Effectively.

A minister should be someone in whom CS should take Pride to work with; A CS should be someone who has Competence, Commitment, calibre & is Trust worthy \Rightarrow there is a complementary relationship b/w pol. executive & Perm-executive.

Political Executive

- Elected
- Represents popular will
- Generally non-Technical

Permanent Executive

- Appointed
- Represents Facts / Practical aspects / Policy aspects
- Technical expertise

\Rightarrow Neutrality & Anonymity:

* Neutrality - It is a non-negotiable & Fundamental Expectation from CS.

It ensures

- ▷ CS can perform objectively without worrying about personal Consequences of the advice/Decision. She can treat each issue on the basis of merit & not have any private/political/vested interest.
- ▷ From a citizen's perspective it ensures Trust & Credibility that Governance is as per R.O. Law, Const.^l Ideals & Public Interest.
- ▷ CS as there is no disruption in Governance when there is a change in Govt. & there is Continuity with change.

I. Gandhi - Committed Bureaucracy

- whims & fancies of pol-executive -

SHAH COMMISSION

- when asked to bend CSs were ready to crawl - lack of SPINE

→ CS can't develop too much of an emotional attachment with a specific policy. They've to be adaptive & flexible.

→ However, Neutrality \neq Value neutrality; \neq Political Neutrality; Disinterestedness; Unaccountability

→ CS should be Fearless & Sound their concerns to political executive but once the decision is taken, they have to accept it with full vigour & Devotion.

* Anonymity:

In a parliamentary Democracy, there is MINISTERIAL RESPONSIBILITY (i.e) Pol. ex. is responsible for the decision & CS can't be questioned on the basis of advice given.

[But recently: In a Coal Scam - Ex-Coal Secretary is being prosecuted on the grounds that his advice caused Financial loss;

But Now: POCA (Prevention of Corruption Act) has been amended to give enough protection to of the Bonafide actions (in good faith)

Ministerial responsibility

Immune to credits / accusations

Now: Coal Secretary;

Prosecuted for wrong advice

Ex: SACHIN - Jayram - Reply

"In Hindsight anybody can be wise"

POCA - Bonafide actions of

CS will be protected.

CHANGING DYNAMICS OF CIVIL SERVICES:

* Civil Services was originally conceived as a SUPPORT SYSTEM to Political executive. But Today, they go beyond the Mechanical task of Policy Implementation & play an active role in:

✓ Protecting HR

✓ Promoting R.O. Law

✓ Assist Minister in achieving Goals of

Good Governance -

▷ Participation

▷ Responsive

▷ Giving greater Freedom & choice to citizens

▷ Accountable

▷ Transparent

✓ In achieving: SMART Governance

S → Simple
M → Moral
A → Accountable
R → Responsible
T → Transparent

"All subjects are my children"
— ASHOKA

↑ Transformational

⇒ GREENFIELD DISTRICT not;
But BROWNFIELD DISTRICT

Social Ecosystem for Scalable-Worldclass Council

* In developed countries CS is Stability Oriented, while in Developing countries, esp in welfare states, their role is magnified

Developed countries

⇒ Status Quo

— Sustain the system —

⇒ Transactionary /
Formal Engagement

⇒ Stability / Stabilising role

⇒ Process Compliance (Doing things rightly) Ex: State - Gov.

⇒ Output

Ex: - Hospital

- School

⇒ Linear Role

Simple; Do x, y will happen

Ex: DELHI

E⁶ - Eco, Effi, Effe, Equity, Env, Empathy

Developing countries

⇒ Catalyst

— change agent —

⇒ Transformational Ex: Polio vaccine

— use any possible method for ppl —

⇒ Triggering Growth & Development

⇒ Performance Compliance (Doing the right things)

↑ Collaborative approach.

⇒ Outcome

Ex: - Is Doctor there; Are ppl benefiting

- Is literacy improving; Can children access it.

⇒ Holistic / synthesising / creating consensus

Epistemological; 360° aspect; DIVERSE

DEMOCRACY - Consensus creation

among divergent perspectives

⇒ E^3 - Economy; Efficiency;
Effectiveness.

⇒ $E^6 - E^3 +$ Equity;
Empowerment;
Environment

* Specifically in Indian context, CS has contributed to:

- Nation Building
- National Integration
- Uniform Standards of Governance
- Provision of Goods & Services
- Welfare of Marginalised
- Creating an environment of Peace & Stability.
- Policy Feedback - Field officers can sense public mood / policy reaction & communicate it to HQ for policy corrections
- Grievance Redressal - CS are empowered to take action & redress grievances; if not they can become a conflict or even crisis.
- Disaster Management — $R^3 \rightarrow$ Rescue, Relief, Rehab
(Reactive form - after event happened)
- Ex: 1999 - ORISSA - Super cyclone — $P^3 \rightarrow$ Predict, Prevent, Protect
10,000 died ← (Pro-active form - before event happens)
- 2013 - ODISHA - Cyclone PHAINI
0 casualties ←
- LSG - Local Self Government - After 73rd & 74th CAA, CS need to work closely with LSG & facilitate Decentralization & Accelerated development of Grass roots.

CRITICISMS / WEAKNESS OF CIVIL SERVICES:

Structural:

- Too much Hierarchy
- Oversized, surplus - leads to co-ordination problems; Duplication
- Lack of networking & convergence [Departments work on silo - it is my kingdom]

Operational: (Process Related)

- Red Tapism (Avoidable Delay)
- Procedural Complexities
- Not citizen Centric but only Process Centric
- Less scope for Participation & Collaboration

Personnel:

- Integrity
- Erosion of values
- Politicisation
- Authoritarian mentality
- Elitist (I knew the Best)

Contemporary Challenges

⇒ LPG has made PF & PI more complex & Dynamic.

Global Factors / Sensitivities need to be considered.

Ex: Monetary policy; Env. issues; HR issues - are no longer Domestic

⇒ Economic Pressures - Budgetary constraints - pressure to DO MORE WITH LESS.

- ⇒ Social Pressure - Assertive Society / Demanding -
 Aspirational - Young population - Demographic dividend /
 — Nightmare - Social accountability instruments like RTI,
 Social Audit, Citizen charters, etc.,
- ⇒ Tech Pressure - Social media; AI; Big Data; Blockchain.

SOLUTIONS:

- Think GLOBALLY Act LOCALLY
 - Bring Administrative Reforms for Min-Govt Max Governance
 Ex: e-Governance; Comp. land records
 - Improve Ease of Doing Business &
 Ease of Living
 - Enhance Skill; Speed; Scale of changes in Bureaucracy
 through LIFE CYCLE Reforms;
 Ex: Lateral Entry of Domain Experts / Specialists
 But at the same time upgrade K S A for existing CSs.
- Knowledge Skill Attitude
- Strict Performance Appraisal - Remove non-performers
 and Reward Innovative performers through Recognitions,
 accelerated promotion & performance linked pay
 - Spread / Disseminate Successful Interventions
 — HORIZONTALLY & VERTICALLY

→ Encourage a culture of learning - 360° & 365 Days.

→ Train not only the Apex but also the Frontline staff in Soft skills and Citizen Management

→ Reinforce Civil Services Values:

✓ Objectivity

✓ Impartiality

✓ Integrity

✓ Honesty

✓ Courtesy

✓ Transparency

✓ Empathy

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