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Kalam Golden Pages

CSE Mains | General Studies-II

GOVERNANCE



KGP's Marks Improvement Grid

STATIC CONCEPT

Revisable static
concept note

PYQS

List of all PYQs from the
syllabus topics

MARKS MAXIMIZER

Maximizer Answer Sheet Points
not to be missed

MIB

Marks Improvement Booklet
(MIB) to update current affairs

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Re-Defining UPSC Preparation



Rajendra Chaudhary, IRS
Ex-ICAS, Ex-DANPS, IIT KGP

हिंदी साहित्य



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B.Tech, IIT Kharagpur

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FOREWORD

It is a pleasure to introduce **KALAM GOLDEN PAGES (KGP)** – Static of Dynamic- for Mains. Thematic coverage of Mains syllabus in specified **40 pages** per Theme makes this book an indispensable resource for aspirants.

Mains topics like History, Geography, Polity, Economy, Ethics AND Society, World history, Governance, S&T, IR, Security, Agriculture remains as bulky and unstructured material by established institutions. These topics are peculiar in a sense **STATIC** base is required to answer dynamic questions. Implying strategic insights and structured **revision notes** for concrete solutions, and diverse perspectives, for effective score.

This invaluable notebook by Team Kalam, who were flooded with request of concise and handy Mains specific revision note on line of Marks Improvement Booklet (MIBs) will empower UPSC aspirants to refine their writing skills, build confidence, and excel in the CSE (Main) examination.

Best wishes,

Team Kalam

KGP (Kalam Golden Pages)



EXPLAINER: How to use this hand out effectively!

CONCEPT	Mains Marks Maximizer
Revision of static concept in 40 pages	Some maximizer points you don't want to miss in your answer
PYQs	DIY
List of PYQs from the topics	Marks Improvement Booklet (MIB) for you to update KGP

Contents

Government policies and interventions for development in various sectors and Issues arising out of their design and implementation	3
1.1 Government Policies and Public Policies	3
1.2 Types of Public Policies	3
1.3 Characteristics Of Public Policy	3
1.4 Stages of the Policy Process	4
1.5 Formulation Of Public Policy	4
1.6 Problems of Public Policies in India	5
1.7 Measures needed to be taken	5
1.8 Aspirational District Programme	6
1.9 Pressure Group	7
1.10 Previous Year UPSC MAINS Questions	8
Development processes and the development industry -the role of NGOs, SHGs, SHGs, various groups and associations, donors, charities, institutional and other stakeholders	10
2.1 Development processes and the development industry:	10
2.2 Non-Governmental Organizations (NGOs):	11
2.3 Self-Help Groups (SHGs):	13
2.4 Cooperative Societies	15
2.5 Important Agency	16
2.6 Previous Year Questions:	17
Important aspects of Governance, Transparency and Accountability, e-governance - Applications, Models, Successes, Limitations, and Potential; Citizens Charters, Transparency & Accountability and Institutional and other measures, Role of Civil Services in a Democracy	18
3.1 Good Governance	18
3.2 E-Governance	19
3.3 CITIZEN CHARTER	21
3.4 Right to Information Act, 2005	22
3.5 Social Adult	24
3.6 Role of Civil Services	25
3.7 Civil Services Board	28
3.8 Previous year Questions	29

Previously asked Theme/Topics from PYQ

Components and Institution of Good Governance

- ➔ Social Audit, Self Help Group, Citizens Charter, Civil Society and NGOs, Pressure Groups and RTI.

Hurdles to Good Governance

- ➔ Challenges in Implementation of Public Policy, Public Participation and Age-Old Bureaucratic tendencies.
- ➔ Linkages of Good Governance with Socio-economic factors like Poverty, Inflation, Hunger, Unemployment.

Corporate Governance

- ➔ Corporate model of Governance and service delivery.

E-Governance

- ➔ Direct Benefit Transfer and Digital Revolution in India

Government policies and interventions for development in various sectors and Issues arising out of their design and implementation

1.1 Government Policies and Public Policies:

Public Policy

It is a **collection of laws and regulations used to maintain order or solve a social problem**. In some countries, public policy can differ on a small scale, such as between states or provinces, depending on the government structure.

Government Policy

It can include a policy about making a **specific action illegal** and are followed by criminal penalties. There can be several types of restrictive policies. Eg:

- **Economic Restrictions:** A regulatory body limits industries, corporations and businesses.
- **Public Restrictions:** Imposing restrictions on individuals. Eg: State Government impose restrictions on alcohol consumption

1.2 Types of Public Policies:

1) Regulatory Policy

- It limits industries, corporations, and businesses and mainly influence the private sector.
- **For example, a regulatory policy might mandate maximum carbon emissions produced by new automotive models.**

2) Restrictive Policy

- It can include a policy about making a **specific action illegal** and are followed by criminal penalties. There can be several types of restrictive policies. Eg:
 - **Economic Restrictions:** A regulatory body limits industries, corporations and businesses.
 - **Public Restrictions:** Imposing restrictions on individuals. Eg: State Government impose restrictions on alcohol consumption

3) Facilitating Policy

- It promotes cooperation and engagement between or among governmental agencies, including governmental levels such as federal and state, state and local, or a mix between the three. **For example, Formulation and implementation of Goods and Service Tax needed cooperation between centre and state.**

1.3 Characteristics Of Public Policy:

Futuristic

Public policy should cater futuristic demands.
Eg. AI and 4th Industrial Revolution

Dynamic

Public policy should be flexible enough to absorb any necessary changes.

Participatory

Stakeholders of the society and government should be consulted in policy formulation.

Decision Making

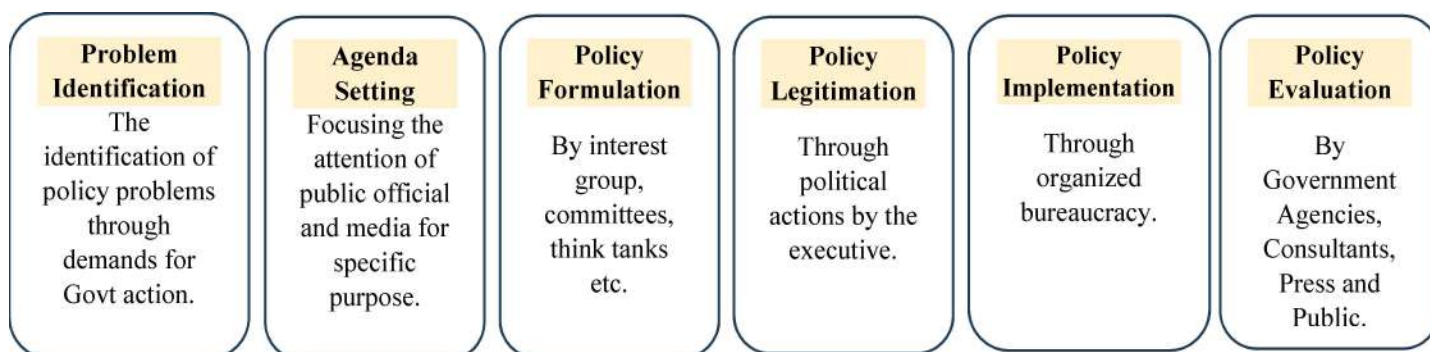
Lays down Guidelines and means to make effective decisions.

Use of Possible Means

To achieve the maximum net benefit.



1.4 Stages of the Policy Process:



1.5 Formulation Of Public Policy:

- **Constitutional Framework for Policy-Making:**
 - a) **Democratic, Sovereign, Republic, Parliamentary System, the Federal character of the Constitution** and a broad **Socio-Economic philosophy** - reflected especially in the preamble, the chapters on Fundamental Rights and the Directive Principles of the state policy guides Indian state to formulate its public policy.
- **Institutional Factors:**
 - a) **Legislature:**
 - i) **Parliament in India is the supreme public policy-making body.** It reigns supreme because the **council of ministers headed by the Prime Minister** is dependent upon the support of a parliamentary majority to remain in force. **It influences public policies through general discussions and debates.**
 - b) **Executive: The executive at the Union level in India consists of the President of India, the Council of Ministers and the machinery of government.** The main bodies engaged in policy formulation in the executive are:
 - i) **Cabinet - The Prime Minister:**
 - ii) **Secretariat-Department and Ministry:**
 - c) **Judiciary:**
 - i) The judiciary in India also plays a **constructive role in shaping and influencing public policies in two ways:** a) **By its power of Judicial review,** and b) **Judicial decisions.**
 - ii) **The Constitution empowers the Supreme Court, and High Courts at the state levels to exercise a judicial review of legislation.**
 - d) **Non-Governmental Institutions:** It plays important role in complementing government and provides insights from public and society in general.
 - e) **Political Parties and Pressure Groups:** It strives to influence the decisions of the government in manifold ways.
 - f) **Individual Citizen and the Media:** Awareness and sensitization of an issue or a policy.
 - g) **External Agencies Influencing Policy:** They include agencies such as the **United Nations and its allied agencies (WHO, ILO, UNEP, UNDP, etc.) the World Bank, the International Monetary Fund, the Organisation for Economic Cooperation and Development (OECD)** and other multilateral agencies

1.6 Problems of Public Policies in India:

1) Problems in Policy Formulations:

- **Top-Down Approach & Over-Centralization** – Directive based policy making often creates a glass ceiling between the different organs of the state, and affects federal spirit of the state. **Eg:** Introducing a new healthcare



reform might start with legislation at the national level, followed by directives issued to state and local governments on how to implement the changes.

- **Political Populism:** Policy are formulated for the benefit of political parties, considering the vote bank politics.
- **Lack of People's Participation and Lack of Survey and data:** Lack of people participation in policy making and
- **Lack of debates and discussion:** Not much debate takes place while formulating the policy.
- **Economy over Environment:** For example, instead of **Madhav Gadgil formula for Western Ghat**, the government felt **Kasturirangan committee report** was better as later called **for less area of western Ghats to be declared as Eco-Sensitive Areas**.
- **Emphasis on short-term benefits:** short- term goals because government are elected only for 5 years.

2) Problems of Policy Implementations:

- **Centralised Policy Process:** Central commands and state to follow, instead of having a collaborative and cooperative policy implementation, which creates friction between state and the central government.
- **Unionisation of Bureaucracy:** All India Services and central services gave more impetus to centralized tendencies.
- **Political interference:** It compounded the marginalisation of the higher bureaucracy and hampers effective implementation of policies.
- **Interest Group Politics:** Interest group often serve the vested interest of specified group or institutions. *Eg*, several industries have a little concern about the environmental consequences of their decisions, retrofitting old technology buildings, or introducing new technology.
- **Lack of adequate institutional Capacity:** Institutional structure and administrative capabilities for implementation of environmental laws and policies.
- **Lack of Coordination and Cooperation:** Among the Ministries & Departments, also **Lack of Public Involvement**

Marks Maximizer Key Words

- *From Ad-hoc Approach to Whole of Government Approach*
- *De-Siloisation of India Policy Making*
- *Paper to Participatory Democracy*

1.7 Measures needed to be taken:

1) Measures which need to be taken for better Policy formulation:

- Bottom-Up Approach:** This will help in understanding the real grassroot problems.
- Decentralization of policy making exercise: 73rd and 74th amendment,** - Proper implementation
- Appropriate Budget allocation: Gender Budgeting and Green Budgeting** has to be considered.
- Continuous Policy Monitoring and Evaluation:** Institutions like **National Productive council, Performance management and Evaluation System** etc comes out to be very helpful.
- Conduct Survey and collect data before planning:** People Participation for feedback.
- Gender Sensitisation:** The policy formulators should be gender sensitised before they are given to plan.
- Short term Goals and Long-term goals:** along with Sustainable Development

2) Measures which need to be taken for better Policy Implementation:

- Decentralised Policy process:** implemented at state and local government level.
- No Political interference: along with Citizen participation and Social Audit is required**
- Convergence of schemes:** merge schemes with same purpose.
- Awareness Generation and sensitization:**
- Evaluating policy effectiveness:** timely evaluation and monitoring and **Enough fund allocation**

Marks Maximiser Key Words

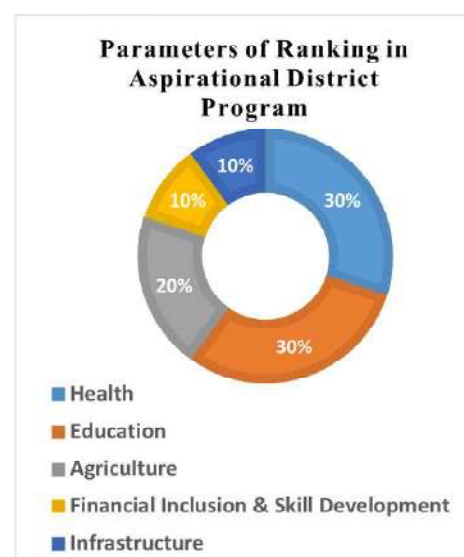
- *4S's of Policy: Scale, Speed, Sensitivity and Synchronization*
- *4P's of Policy: Public, People, Private and Panchayat Partnership*



1.8 Aspirational District Programme:

- **About:** It was launched in **2018**, which aims to transform districts that have shown relatively lesser progress in key social areas.
- **Definition:** Aspirational Districts are those districts in India, which are affected by **poor socio-economic indicators**. It covers **112 districts across the country**.
- **Implementing Authority:** In national level, **NITI Aayog anchors programme** and individual Ministries have assumed responsibility to drive progress of districts.
- **Objectives:**
 - a) It **focuses on the strength of each district**, identifying low-hanging fruits for immediate improvement and measuring progress by ranking districts on a monthly basis.
 - b) Districts are **prodded and encouraged to first catch up with the best district within their state**, and subsequently **aspire to become one of the best in the country**, by competing with, and **learning from others in the spirit of competitive & cooperative federalism**.
 - c) The Government is committed to **raising the living standards of its citizens** and ensuring inclusive growth for all – “**Sabka Saath Sabka Vikas aur Sabka Vishwas**”.
 - d) The ADP is essentially aimed at **localizing Sustainable Development Goals**, leading to the progress of the nation.
- **Impact of ADP**
 - a) **Decentralization of Development:** ADP focuses on results, allowing for local experimentation based on a thorough understanding of the reality on the ground.
 - b) **It is an inclusive strategy:** The Aspirational Districts’ **delta ranking blends creative data usage** with pragmatic management to maintain the district at the forefront of inclusive development.
 - c) **Better Implementation:** Local governments are **motivated to focus their efforts and enhance programme execution** and design as a result of competition based on outcomes.
 - d) **Health results in ADP**, for example, witnessed a rise in **pregnant women registering** with the health system, institutional delivery of new-borns, and anti-diarrheal medication, among other things.
- **Challenges faced in the Implementation of ADB**
 - a) **Infrastructure Deficiencies:** For instance, in **Baran district, Rajasthan**, inadequate road connectivity hampers access to essential services such as **healthcare and education**.
 - b) **Limited Resources:** In **Chhatra district, Jharkhand**, insufficient funding restricts the implementation of crucial development projects like **building irrigation systems for agriculture**.
 - c) **Human Resource Constraints:** In **Dantewada district, Chhattisgarh**, the **lack of skilled healthcare professionals poses** challenges in delivering quality healthcare services to the tribal population.
 - d) **Complex Socio-Economic Dynamics:** In **Mewat district, Haryana**, **caste-based disparities** and social stigmas hinder efforts to promote education, particularly among marginalized communities.
 - e) **Geographical Challenges:** For instance, in **Lahaul and Spiti district, Himachal Pradesh**, the **mountainous terrain poses logistical challenges** in delivering healthcare services and implementing infrastructure projects.
- **Way Forward:**
 - a) Formulate policies in such a way that **Delta ranking should also include qualitative part too**.
 - b) Governance mechanisms in **challenging districts need to be strengthened**.

3C of Aspirational District Program
Convergence + Collaboration + Competition



Marks Maximizer Key Words

- *Antyodaya se Sarvodaya*
- *District as a hub of Excellence*



- c) Emphasis must be placed on **extending the ADP template to under-developed blocks and districts**, which are lagging behind in social indicators.
- d) Identify **alternate procurement mechanisms for flexibility and improved public service delivery** based on emerging trends and commonly utilised approaches.
- e) For **capacity building, procurement authorities** should be made aware of and trained on all areas of public procurement on a regular basis at several levels of government.

1.9 Pressure Group

Pressure group is an organised group which works to secure certain interest for its members or to support a particular cause, by influencing public opinions and government policies.

- **Methods used by Pressure Group**
 - Lobbying, appealing, movements and use of social media to create perception or raise awareness.
- **Types of Pressure Group**
 - **Socio-Cultural Pressure Group:** It majorly works for social reforms. *Eg. Satyasodhak Samaj, Arya Samaj.*
 - **Cause Oriented Pressure Group:** It focuses on the dedicated movement or a cause. *Eg. India Against Corruption, Narmada Bachao Andolan, Bachpan Bachao Andolan etc.*
 - **Insider Groups:** Works within the ambit of government to secure the interest of the employees. *Eg. IAS Association, Railway Unions.*
 - **Corporate or Industrial Unions:** Works to serve interest of an organisation or its members. *Eg. FICCI, Trade Unions etc.*
- **Effective Role of Pressure Groups in Democracy**
 - **Representing the Voice of Marginalised Sections:** Giving voice, options to marginalised and vulnerable and raising issues of sub-altern class. *Eg. LGBTQ Rights Movement, Temple Entry movements.*
 - **Political Representation:** It offers opportunity for youth and society to participate in politics without directly participating in electoral politics and also encourage youth to participate in electoral politics. *Eg. ADR*
 - **Ensure Accountability and Creditability of the Government:** By highlighting key administrative gaps & examine effective implementation of public policy. *Eg. ASER Report on School Education.*
 - **Radicalising Society for Reforms:** Right to Information Act, Food Security Act, Lokpal and MGNREGA are the result of reform movements by pressure groups.
 - **Grievance Redressal Mechanism:** Act as a bridge between the Government and the People. *Eg. Agencies and groups highlighting issue of paper leaks in NEET.*
 - **Policy Making:** It assists and provide insights to the Government in policy making. *Eg. FICCI.*
- **Non-Democratic Tendencies of Pressure Groups**
 - **Creating Social Divide:** Some pressure groups serve vested interest of a community, caste or religion, creating fault lines between the groups and affecting India's integrity. *Eg. Caste Agitations.*
 - **Exercise of Non-Legitimate Power:** They are neither elected, nor liable to the people, yet it influences the policy and people at large.
 - **Tendency of Extremism:** Some pressure groups often turned violent or serve interest of non-state actors. *Eg. Militant Organisations in Kashmir.*
 - **Lack of Transparency and Accountability:** It lacks internal democracy, transparency & accountability. It often served vested interest of some entity or state. *Eg. Greenpeace in India*
- **Conclusion**
 - Pressure groups are an important tool to evolve and exercise democratic expression of people. It can help to regulate and monitor public policy and actions of the state.
 - With adherence to the democratic principles of the India, Pressure group can help democracy to grow & people to realise the true meaning of "We The People"



1.10 Previous Year UPSC MAINS Questions:

1) The crucial aspect of development process has been the inadequate attention paid to Human Resource Development in India. Suggest measures that can address this inadequacy.	2023	150 marks
2) E-governance, as a critical tool of governance, has ushered in effectiveness, transparency and accountability in governments. What inadequacies hamper the enhancement of these features?	2023	150 marks
3) The Gati-Shakti Yojana needs meticulous coordination between the government and the private sector to achieve the goal of connectivity. Discuss.	2022	150 words
4) Has digital illiteracy, particularly in rural areas, couple with lack of Information and Communication Technology (ICT) accessibility hindered socio-economic development? Examine with justification	2021	150 words
5) What are the methods used by the Farmers organizations to influence the policy- makers in India and how effective are these methods?	2019	250 words (15 marks)
6) ‘In the context of neo-liberal paradigm of development planning, multi-level planning is expected to make operations cost effective and remove many implementation blockages.’-Discuss.	2019	250 words (15 marks)
7) “Policy contradictions among various competing sectors and stakeholders have resulted in inadequate ‘protection and prevention of degradation to environment.” Comment with relevant illustrations.	2018	150 words (10 marks)
8) Has the Indian governmental system responded adequately to the demands of Liberalization, Privatization and Globalization started in 1991? What can the government do to be responsive to this important change?	2016	150 words (12.5 marks)
9) If amendment bill to the Whistle-blowers Protection Act 2011 tabled in the Parliament is passed, there may be no one left to protect. Critically Evaluate.	2015	150 words (12.5 marks)
10) An athlete participates in Olympics for personal triumph and nation’s glory; victors are showered with cash incentives by various agencies, on their return. Discuss the merit of state sponsored talent hunt and its cultivation as against the rationale of a reward mechanism as encouragement.	2014	150 words (12.5 marks)
11) Two parallel run schemes of the Government, viz the Adhar card and NPR, one of voluntary and the other as compulsory, have led to debates at national levels and also litigations. On merits, discuss whether or not both schemes need run concurrently. Analyse the potential of the schemes to achieve development benefits and equitable growth.	2014	150 words (12.5 marks)
12) The basis of providing urban amenities in rural areas (PURA) is rooted in establishing connectivity. Comment.	2013	200 words (10 marks)
13) ‘A national Lokpal, however strong it may be, cannot resolve the problems of immorality in public affairs. Discuss.	2013	200 words (10 marks)





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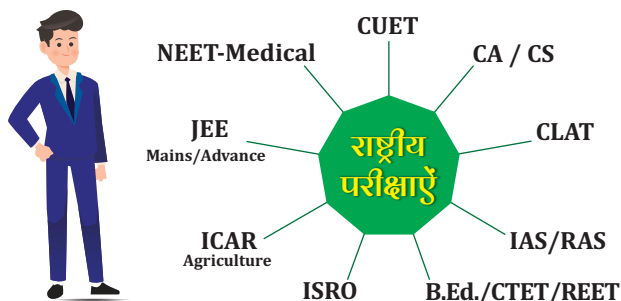


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Development processes and the development industry – the role of NGOs, SHGs, various groups and associations, donors, charities, institutional and other stakeholders

2.1 Development processes and the development industry:

Definition of Development

- **Development is a process that creates growth, brings in progress and positive change.** And “the process of bringing about social change that enables people to realise their full human potential.”
- **Amartya Sen-** Development is the elimination of various forms of unfreedoms that leave citizens with limited options and opportunities to exercise their reasoned agency.

Dimensions of Development

- **Human Development:** Human development is a concept that focuses on people’s lives and goes beyond economic growth. It’s about enhancing people’s capabilities, expanding their freedoms and opportunities, and promoting human rights.
- **Political Development:** Development of the institutions and values that strengthen the democratic political system.
- **Economic Growth:** An increase in the size of a country’s economy over a period of time.
- **Social Growth:** Improving the well-being of every individual in the society to reach their full potential.
- **Sustainable Development:** United Nations came up with **Sustainable Development Goals (SDGs) in 2015** as a succession of **Millenium Development Goals**, which are a set of broad objectives that **must be met by 2030**.

Amartya Sen on Development

Using economic growth as a measure of development is a faulty and ineffective strategy. This approach focuses on the well-being of those at the bottom of the society, not on the efficiency of those at the top.

Challenges Associated with Development

• Poverty	21.9% of Indian population lives below BPL in 2011
• Unemployment	As of June 2024, Indian Unemployment Rate stands at 9.2%- Centre for Monitoring Indian Economy (CMIE)
• Rising Inequalities	Top 10% holds 77.4% of Indian economy and top 1% holds 40% of Indian wealth- Oxfam
• Flawed Implementation	:Land Ceiling Acts were not very effective.
• Inter-Regional Disparities	Due to failure of agricultural sector and flaws in planning of industrial development.
• Education and Health remain neglected	India needs to spend 6% of its GDP on education, every National Education Policy (NEP) since 1968 has said. In 2023-24, India allocated only 2.9% of its GDP on education.
• High Population Pressure	UNFPA data 2024, India surpassed China and has population of 1.4286 billion.

2.2 Non-Governmental Organizations (NGOs):

1) Definition of NGO

- **United Nations:** An NGO is “a not-for profit, voluntary citizen’s group that is organized on a local, national or international level to address issues in support of the public good”.
- **World Bank:** An NGO is a not-for-profit organization that **pursues activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development.**



2) Constitutional Backing of NGO's

Article 19(1)(c)

Right to form Associations, unions or cooperative societies.

Article 43B

“The State shall endeavour to promote voluntary formation, autonomous functioning, democratic control and professional management of cooperative societies”.

List III (Concurrent List)- Item 28

Charities and charitable institutions, charitable and religious endowments and religious institutions

3) Legal Status of NGOs

- **As Society:** These Societies have to register under the **Societies Registration Act, 1860**.
- **As Trust:** Private trusts are registered under the central government's **Indian Trusts Act, 1882**, and public ones are registered under the state legislation concerned.
- **As a Charitable Companies:** They are set up according to **section 8 of the Companies Act, 2013**.

4) Laws and Legislation for regulation of Finances of NGOS:

- **Foreign Contribution (Regulation) Act (FCRA), 2010:**
 - **Foreign funding of voluntary organizations in India is regulated under FCRA act** and is implemented by the **Ministry of Home Affairs**. The acts ensure that the recipients of **foreign contributions adhere to the stated purpose for which such contribution has been obtained**. Under the act, the **organisations require to register themselves every five years**.
- **Foreign Exchange Management Act, 1999:** The act deals with **cross border investments, foreign exchange transactions and transactions between residents and non-residents**. Therefore, **NGOs, which are accepting foreign funding also, comes under this**.

Marks Maximizer Facts
Central Statistical Institute of India-
India has 33 lakh NGOs.

5) Role of Non-Governmental Organizations:

- **Social Safety role:** Eg, **Smile Foundation** - an NGO working for children's education and health across India.
- **Constructive criticism of Government:** For example, Many NGOs criticised three infamous Farm laws.
- **Women Empowerment:** Provide financial assistance, training to women led initiatives & SHGs. Eg. **Shikshan Ane Samaj Kalyan Kendra** is dedicated to helping women through activities like health, education, women empowerment, etc.
- **Environmental Conservation:** Promote sustainable practices and raise awareness. Eg, **Deepalaya**, a Delhi-based NGO works for environmental protection, eco-conservation, sanitation, waste disposal and training. **Environmental Foundation of India** is Working towards **wildlife conservation and habitat restoration**.
- **Bridge between the Government and Citizens:** It facilitates dialogue, discussions and collaboration for effective service delivery and implementation of programs. Eg, **Milaan Foundation** is an working for an inclusive and equal world for girls & **Committee for Legal Aid to Poor (CLAP)** works to **advance human rights using the legal system**.
- **Rehabilitation of Tribals:** Eg. **Narmada Bachao Andolan (NBA)** founded by **Medha Patkar**, facilitate a dialogue and worked for the rehabilitation of tribals in Madhya Pradesh.
- **Complement Government and Bring Innovation:** Most of the rights-based initiatives of the government is a brain-child of NGO's. Eg, **Care India** works for empowerment of the girls, **Akshya Patra**- facilitate Midday meal schemes in many states.
- **Empowering Marginalised Groups:** Providing access to law and skill development.



- **Restrict Monopolies and Crony Capitalism:** NGOs also spoke out against multinationals' oppression against indigenous people, as seen in the **Vedanta vs. Posco** case.
- **Role in disaster management:** After the **Tsunami of 2004, Gujarat Earthquake**, NGOs played significant role of rehabilitation.
- **International collaborations:** For example, the **Centre for Science and Environment** has been a **leading voice on pollution, toxins in food and beverage, and other important issues.**

6) Issues related to NGOs in India:

- **Misuse of foreign funding for anti-development work:** As per the GOI, many NGOs **run campaign for foreign state actor and non- state actors**, whose motive is to **keep India backward, deprive it from growth and tarnish India's image at global level.**
 - **Recently, the Union government has asked the CBI to probe Oxfam India over alleged violation of foreign funding norms.** Oxfam's foreign funding was blocked when the home ministry refused to **renew its FCRA licence in 2021.**
 - **In 2015, the Union ministry of Home Affairs (MHA) suspended Greenpeace India's foreign funding.** Greenpeace had "prejudicially affected the economic interest of the state - MHA.
- **Lack of Transparency in Funding:** According to the **Ministry of Home Affairs**, a significant number of NGOs have not filed their annual returns on time.
 - **In 2019-20, approximately 18,523 NGOs failed to submit their annual returns under the Foreign Contribution (Regulation) Act (FCRA), representing around 63% of registered NGOs.**
 - **The Ministry of Home Affairs reported that in 2019-20, around 5,922 NGOs did not file their annual returns, indicating a lack of transparency in their operations.**
- **Huge in number:** As NGOs in India is huge in numbers so it becomes cumbersome to regulate all of them.
- **Unethical Practice:** Many NGOs are the platform for money laundering. **Eg, Yuva Shakti was an NGO that was willing to convert black money into white when demonetisation phase was going on.**
- **Disobedience to Rules and Regulations:** Many NGOs do not adhere to rules and regulation. **Eg, Amnesty International India's bank accounts were frozen in 2020 for allegedly receiving foreign funds illegally.**
- **Self-Profit Motive:** Though NGOs by definition are Non - Profit Organisations but many are involved in self-profit and run like a business.
- **Limited Impact Assessment:** Some NGOs lack robust impact assessment mechanisms, making it difficult to evaluate the effectiveness of their interventions. **According to a study by the Centre for Civil Society, only 10% of NGOs in India conduct rigorous impact evaluations of their projects, highlighting a need for greater emphasis on monitoring and evaluation.**

Marks Maximizer Facts

- *Protests of NGOs led to loss of 2-3% of India's GDP – Intelligence Bureau Report*
- *Only 10% of NGOs filed their annual income and expenditure - CBI*

Supreme Court of India on NGOs

NGOs funded substantially directly or indirectly by the appropriate Government comes under Section 2(h) of the RTI Act, 2005 as Public Authority.

7) Challenges faced by NGOs in India

Regulatory Compliance Obtaining FCRA registration delays fund receipt, affecting operations.	Limited Funding Sources Limited and scattered funding sources. Eg; Local NGO's struggle to get funds for rural development.	Capacity Constraints Lack of trained staff and technical knowledge affect project execution in smaller NGOs.	Geographical Barriers Logistic challenges often hinder the access of NGOs in tribal areas to deliver health services.	Coordination Issues Coordinating relief efforts during disasters faces logistical challenges.	Technological Gaps Rural NGO's struggle with digital literacy and technology access.
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8) Measures Needed:

- **Capacity Building:** Capacity building and training can assist in the acquisition of critical new skills.
- **Timely filing of annual income and expenditure:** will build confidence among government
- **Effective monitoring:** appoint commissions of inquiry or committees to investigate NGOs
- **Information, Communication and Technology:** All NGOs should be using a minimum of Internet, email, a basic website and relevant social media platforms.
- **Transparency laws:** organisations to keep their accounts in specific ways.
- **Administrative support to NGOs:** So that NGOs can work effectively in remote and tribal areas.

**Marks Maximizer Acronym – NGO needs
CART**

- **C**apacity Building for NGOs
- **A**daptation of Technologies
- **R**esource Mobilization for Effective service delivery.
- **T**ransparency and Accountability

9) Government Steps to Regulate Foreign Funding

Foreign Currency Regulation Act (FCRA), 2010 was amended in 2020, It includes provisions like

- There is now a capping of the administrative expenses of NGOs at 20% of their foreign donations.
- The new amendment requires them to have a State Bank of India account at a Delhi Branch.
- It also prohibits the transfer of grants received under FCRA to any other outfit.
- It also gives sweeping powers to the Ministry of Home Affairs to cancel the FCRA certificate of an NGO.

2.3 Self-Help Groups (SHGs):

SHG is a small autonomous, non-political group of people living in the vicinity / neighbourhood and sharing common concerns, who come together voluntarily to work jointly for their personal, social and economic development.

- **Objectives of SHGs**

- To alleviate poverty by providing financial services.
- To provide a cost-effective credit delivery system
- To provide a forum for collective learning
- To promote the culture of self-employment and to foster entrepreneurial culture

Marks Maximizer Facts

12 million SHGs in India and 88% are women led.

- **Need of SHGs in India:**

- Credit access and Poverty elimination:** There is 21.9% of Indian population still living Below Poverty Line.
- Need of sound community network:** Most important elements of credit linkage in the rural areas.
- Need of Social Capital:** They also help to build social capital among the poor, especially women.
- Huge inequality and Gender Gap:** Empowering women and giving them greater voice in the society.
- Need Better Cooperation:** Provide a platform for participants to offer each other support.

- **Benefits of SHGs in India:**

- Instant access to credit** at low interest during crisis.
- Gender inequalities reduced** as mostly SHGs are run by Women.
- Shift in the employment- from **wage to self-employment**
- Improvement in **health and nutrition status of the family** and **educational status** of the children.
- Financial Security to poor** and also improved **knowledge on income generation** activities.

- **Challenges faced by SHGs**

- Limited Access to Credit:** Eg, **“Sakhi Self-Help Group”** struggles to secure loans for expansion.



- b) **Market Linkage Constraints:** Eg, “Dhara Mahila Samiti” faces challenges in marketing handicrafts.
- c) **Capacity Building Needs:** Eg, “Mahila Shakti Group” struggles with financial literacy.
- d) **Social Stigma:** Eg, “Nari Utthan Samiti” faces resistance against women’s empowerment.
- e) **Record-Keeping Challenges:** Eg, “Saheli Savings Group” faces difficulties due to incomplete documentation, as they do not have skills and expertise.
- f) **Digital Divide:** Eg, “Swayam” lacks internet connectivity for digital transactions.
- **Measures needed to make SHGs more effective:**
 - a) **Credit access:** Encourage public sector and private sector scheduled commercial banks to give more loans to SHGs.
 - b) **Behavioural Change:** The patriarchal nature of the society needs to be changed.
 - c) **Providing knowledge and Managerial Skills:** For effective management and encouraging work culture, training should be provided.
 - d) **More Rural Bank Branches:** To get financial excess, encouraging Financial Inclusion of SHGs.
 - e) **Providing Safety and Security:** Support from community as well as the Local Self Governments.
 - f) **Infrastructure Development:** Infrastructure push in the rural areas to attract and retain people in SHG.
- **Some Prominent SHGs & their Achievements**
- **SEWA, Gujarat:** The Self-Employed Women’s Association (SEWA) is a **trade union of women workers**. It has transformed the lives of countless women by organizing them into cooperatives and providing access to financial services, healthcare, and education.
- **Dhriiti, Delhi:** Dhriiti is a social enterprise that **works with SHGs and rural entrepreneurs to foster sustainable livelihoods and economic empowerment**. It has facilitated the growth of numerous microenterprises and helped SHG members access markets and resources.
- **Saheli Women, Rajasthan:** Saheli Women is a **collective of SHGs in Rajasthan that focuses on artisanal crafts and handloom products**. It has helped revive traditional craftsmanship and create sustainable livelihoods for women artisans, promoting cultural heritage and economic development.
- **Swayam Shikshan Prayog (SSP), Maharashtra:** SSP is an NGO that **promotes women’s entrepreneurship and sustainable development through SHGs**. It has trained thousands of women in agro-processing, renewable energy, and waste management, empowering them to become change agents in their communities.
- **Aajeevika Bureau, Rajasthan:** Aajeevika Bureau **works with migrant workers and their families** to improve livelihoods and social security. It has mobilized SHGs among migrant women and provided them with skills training, legal aid, and access to social entitlements, enabling them to build resilience and financial stability.

Marks Maximizer Case Studies & Initiatives

- **EShakti** – A project by NABARD for SHG’s digitalization in 250 districts with Aadhar linkages and financial inclusion.
- **Kudumbshree**– Poverty eradication and women empowerment initiative of Kerala Govt. under State Poverty Eradication Mission (SPEM)
- **Mahila Arthik Vikas Mahamandal (MAVIM)** is State Women’s Development Corporation (1975) in Maharashtra, which is nodal agency to implement women empowerment program through SHG.
- **Grihalaxmi**– SHG in Jharkhand, known for eradicating child labour from Goilkhera block of West Singhbhum district.

Marks Maximizer Key Words

- Self Help Groups are Nations Help Group
- SHG makes Development as Jan Andolan
- Sahkar se Samridhi (Prosperity through Cooperation)

2.4 Cooperative Societies

A co-operative society is a **voluntary association of individuals having common needs** who join hands for the achievement of common economic interest. Its aim is to serve the interest of the poorer sections of society through the principle of self-help and mutual help.

- **Constitutional Provisions**



Article 19(1)(c)	Right to form Co-operatives is a fundamental right. (Added by 97 th Amendment Act)
97 th Amendment Act, 2011	<ul style="list-style-type: none"> Cooperative Societies was added after “or unions” in Article 19 (Part III of Indian Constitution) Article 43B was inserted in Part IV of the Indian Constitution- “The state shall endeavour to promote voluntary formation, autonomous functioning, democratic control and professional management of the co-operative societies”. Part IXB was inserted to accommodate state vs central roles. Article 243ZK (2)- The superintendence, direction and control of the preparation of electoral rolls for, and the conduct of, all elections to a co-operative society shall vest in such an authority or body, as may be provided by the Legislature of a State, by law.

- **National Policy for Cooperatives, 2002 - To provide:**
 - Funding for the promotion and creation of cooperatives as autonomous, independent, and democratic.
 - Organisations that can contribute to the country’s socio-economic development.
 - The policy also sought to reduce regional imbalances and improve cooperative education, training, and human resource development so that cooperative management could become more competent.
- **Multi-State Co-operative Societies Act, 2002** - to consolidate and amend the law relating to co-operative societies.
- **Characteristics of Cooperative Society**
 - Voluntary Association:** Any individual can join the cooperative society and can exit.
 - Registration:** needs to be registered in order to be considered a legal entity.
 - Democratic Character:** managing committee, and elected members have the power to vote.
 - Service Motive:** for the welfare of the weaker sections of the community.
 - Under state control:** The society has to maintain accounts, which will be audited by an independent auditor.
- **Ministry of Cooperation**
 - Ministry of Cooperation has been created in **2021** to fulfil the motive of ‘**Sahkar se Samriddhi**’ (**Prosperity through Cooperation**).
 - Government has signalled its deep commitment to community based developmental partnership.

Marks Maximizer Case Studies & Initiatives

- *AMUL was founded in 1946 under the leadership of Tribhuvandas Patel. Later, Dr Verghese Kurien was entrusted the task of running it from 1950, making India as the largest milk producer of the world.*
- *Indian Farmers Fertilizer Cooperative Limited (IFFCO), a multi-state cooperative is biggest cooperative in the world (World Cooperative Monitor, 2021)- 35000 members reaching over 50 million farmers.*

Marks Maximizer Key Words

- *Sahkar se Samriddhi (Prosperity through Cooperation)*
- *Making People – Passive Recipient to Active Citizen*
- *Crony capitalism to Cooperative, Connected, Collaborative & Competitive Capitalism*

2.5 Important Agency:

- **Donar Agencies:** Donor agency means foreign government or organization/institution that provides support in social welfare activities or activities of social service or development.
- **Charitable Organization:** A charitable organization or charity is an organization whose primary objectives are philanthropy and social well-being (e.g., educational, religious or other activities serving the public interest or common good).
 - **Under Indian law, legal entities such as charitable organizations, corporations, and managing bodies have been given the status of the “legal person” with legal rights, such as to sue and be sued, and to own and transfer property.**
 - Charitable organizations often depend partly on donations from businesses. Such donations to charitable organizations represent a major form of corporate philanthropy.



- **Trust:**
 - **Trust is a special form of organisation** which emerges out of a will. The will maker exclusively transfers the ownership of a property to be used for a particular purpose. If the purpose is to benefit particular individuals, **it becomes a Private Trust and if it concerns some purpose of the common public or the community at large, it is called a Public Trust.**
 - **The Indian Trusts Act, 1882**, was the first legislation on trusts in India, and it was primarily for the control of private trusts.
- **Religious Endowment:** Religious Endowments and Waqfs are variants of Trusts which are formed for specific religious purposes e.g. for providing support functions relating to the deity, charity and religion amongst Hindus and Muslims respectively.
 - **Unlike Public Trusts, they may not necessarily originate from formal registration, nor do they specifically emphasise on a triangular relationship among the donor, Trustee and the beneficiary.**
 - Religious endowments arise from dedication of property for religious purposes.
- **Wakf:** “Wakf” means the permanent dedication by a person professing Islam, of any movable or immovable property for any purpose recognised by Muslim law as pious, religious or charitable.
 - **As per Islam, it is the property that is now available only for religious or charitable purposes, and any other use or sale of the property is prohibited.** As per Sharia law, once Waqf is established, and the property is dedicated to Waqf, it remains as Waqf property forever.
 - **Currently, the Waqf Act of 1995 governs the administration of 300,000 Waqfs throughout India.**
 - **Any Waqf Board is a quasi-judicial body with the authority to resolve Waqf-related conflicts.** At the national level, the Central Waqf Council serves as a consultative body.
 - **In 2013, the Waqf Act was revised. The amended Waqf Act includes provisions to improve and streamline the Waqf Institution’s operations.**
 - i) **Waqf has been redefined to allow non-Muslims to establish Waqf as well.**
 - ii) **The Central Waqf Council** has been given the authority to issue directives to the State Waqf Boards regarding their financial results, census, Waqf deeds, revenue records, and encroachment on Waqf assets, as well as to request an annual report and audit report.
 - iii) Any dispute arising from a Central Wakf Council order is to be referred to a **Board of Adjudication** to be formed by the **Central Government and presided over by a retired Supreme Court judge or a retired Chief Justice of a High Court.**
 - iv) To prevent Waqf assets from being alienated, the terms **“sale,” “gift,” “mortgage,” “exchange,” and “transfer” have been banned.**
 - v) With the approval of the State Government, the lease term has been increased uniformly up to 30 years for commercial operations, education, or health purposes.

2.6 Previous Year Questions:

1) Discuss the role of the Competition Commission of India in containing the abuse of dominant position by the Multi-National Corporations in India. Refer to the recent decisions.	2023	250 words (15 marks)
2) Do you agree with the view that increasing dependence on donor agencies for development reduces the importance of community participation in the development process? Justify your answer.	2022	250 words (15 marks)
3) “Pressure groups play a vital role in influencing public policy making in India.” Explain how the business associations contribute to public policies.	2021	150 words (10 marks)
4) Can the vicious cycle of gender inequality, poverty and malnutrition be broken through microfinancing of women SHGs? Explain with examples.	2021	150 words (10 marks)
5) Can Civil Society and Non-Governmental Organizations present an alternative model of public service delivery to benefit the common citizen. Discuss the challenges of this alternative model.	2021	150 words (10 marks)



6) “Micro-Finance as an anti-poverty vaccine, is aimed at asset creation and income security of the rural poor in India”. Evaluate the role of Self-Help Groups in achieving the twin objectives along with empowering women in rural India.	2020	250 words (15 marks)
7) The need for cooperation among various service sector has been an inherent component of development discourse. Partnership bridges bring the gap among the sectors. It also sets in motion a culture of ‘Collaboration’ and ‘team spirit’. In the light of statements above examine India’s Development process.	2019	250 words (15 marks)
8) ‘The emergence of Self Help Groups (SHGs) in contemporary times points to the slow but steady withdrawal of the state from developmental activities’. Examine the role of the SHGs in developmental activities and the measures taken by the Government of India to promote the SHGs.	2017	250 words (15 marks)
9) Examine critically the recent changes in the rule governing foreign funding of NGOs under the Foreign Contribution (Regulation) Act (FCRA), 1976	2015	150 words (12.5 marks)
10) The Self Help Group (SHG) Bank Linkage Program (SBLP), which is India’s own innovation, has proved to be one of the most effective poverty alleviation and women empowerment programme. Elucidate.	2015	150 words (12.5 marks)
11) How can be the role of NGOs be strengthened in India for development works relating to protection of the Environment? Discuss throwing light on the major constraints.	2015	150 words (12.5 marks)
12) The penetration of Self-Help Groups (SHGs) in rural areas in promoting participation in development programmes is facing socio-cultural hurdles. Examine.	2014	150 words (12.5 marks)
13) The legitimacy and accountability of Self Help Groups (SHGs) and their patrons, the micro-finance outfits, need systematic assessment and scrutiny for the sustained success of the concept. Discuss.	2013	200 Words (10 Marks)

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Abhishek Vashishtha
AIR-14, CSE 2024
AIR-479, CSE 2022

I am Abhishek Vashishtha, I have secured AIR 14 in CSE 2024. Kalam IAS played an important role in my UPSC journey. I practised PYQs of Kalam IAS, which helped me understand the exam pattern and improved my answer writing skill.

The face to face evaluation of my answers was very helpful. Interview Video analysis by Rajendra Chaudhary Sir was very useful. The detailed feedback provided to me by him helped me a lot.

Thank you Kalam IAS for being a constant support during my journey.

Abhishek
Abhishek Vashishtha
UPSC CSE Rank 14.



Devansh M. Dwivedi
AIR-228, CSE 2024
AIR-333, CSE 2023

Hello everyone,
I am Devansh Mohan Dwivedi AIR 228 (UPSC CSE 2024). Kalam IAS's programmes like RLP+ and PYA module with face to face evaluation was very helpful during mains preparation. whole team was very helpful and kind.

Kudos to the team.

Swati
Devansh Mohan Dwivedi
AIR 228 (CSE 2024).



Sarthak Singh
AIR-393, CSE 2024
AIR-584, CSE 2022

Hello aspirants,
I am Sarthak Singh AIR 393 UPSC CSE 2024. Kalam IAS's mains PYA courses were very beneficial in mains marks improvement from my previous attempts.

Specially, Pratibimb and face to face evaluations ensure specific pointers for improvement are provided.

Additionally, content books like Essay MIB and Ethics MIB are very useful in preparation.

I wish you all the best!

SARTHAK SINGH
(AIR 393 CSE 2024 AIR 584 CSE 2022).

Important aspects of Governance, Transparency and Accountability, e-governance - Applications, Models, Successes, Limitations, and Potential; Citizens Charters, Transparency & Accountability and Institutional and other measures, Role of Civil Services in a Democracy

3.1 Good Governance:

‘Governance’ is the process of decision-making or overseeing the control and decision making of organisation, country or an entity.

- **Kautilya’s Arthashastra** emphasised the universal appeal and applicability of basic concepts of good government, accountability, and fairness.
- **Barriers to Good Governance**

The 2 ARC in his 12th report “Citizen Centric Administration: The Heart of Governance” identifies following barriers to Good Governance:

- **Lack of Accountability:** The executives and administrative officials are not accountable.
- **Red Tapism:** cumbersome nature of laws and non-risking attitudes of civil servants,
- **Continuing with archaic laws:** There is presence of several archaic laws which are obsolete in nature now.
- **Inadequate Infrastructure and Limited Digitalisation of Government Offices**
- **Working in Silos or Colonial Mindset:** It hampers coordination and integration among different departments i.e., *vehicle of growth and development*.
- **Low levels of Awareness among Citizens:** Low level of literacy among people for rights, duties and unawareness for public good hampers the motive of governance.
- **Challenges in bringing Good Governance:**
 - **Criminalization of politics:** As per the Association for Democratic Reforms representatives, 251 (46 per cent) MPs in the 18th Lok Sabha have criminal cases registered.
 - **Corruption:** According to Transparency International’s Corruption Perception Index 2023 - India ranked 93 out of 180 countries.
 - **Gender inequality:** Global Gender Gap Report (World Economic Forum) - 127 out of 146 countries.
 - **Centralization of Administration:** in policy formulation and policy implementation.
- **Measures needed to for Good Governance**
 - **Strengthening Institutions** - Independent Judiciary, Effective Anti-Corruption Measures are needed.
 - **Enhancing Transparency and Accountability** – Effective implementation of RTI Act, 2005, ensuring Social Audit and ensuring Whistle-blowers safety in RTI.
 - **Promoting Participation and Inclusivity** - Inclusive Policy Making, Empowering Women, Capacity Building for Ease of Living.
 - **Ensuring Effectiveness and Efficiency** - Performance-Based evaluation, Results-Oriented Budgeting etc.
 - **Upholding the Rule of Law** - Impartial Law Enforcement agency, Protection of fundamental rights etc.

World Bank on Good Governance

Good Governance as the manner in which power is exercised in the management of a country’s economic and social resources for development- Governance and Development Report, 1992



Characteristics of Good Governance

Vice President of India on Good Governance

The ultimate test of good governance is the quality of life of the people, the happiness quotient, the wellness quotient and the ease of living index.



• Initiative taken in India for Good Governance

- **Right to Information:** promotes openness, transparency, and accountability in administration.
- **E-Governance:** Reducing blockades and promotes effective service delivery.
- **Eg. Pro-Active Governance and Timely Implementation (PRAGATI), Digital India Program, MCA21 (Ministry of Corporate Affairs), Passport Seva Kendra (PSK), online Income Tax Return etc.,**
- **Police reforms in various states:** There has been many states where **Model Police Act** has been implemented.
- **Ease of doing business:** including **legislation aimed at improving the country's business environment and policy ecosystems (such as the Bankruptcy Code, the Goods and Services Tax or GST, and the anti-money-laundering law).**
- **Good Governance Index: launched in 2021.** A comprehensive and implementable paradigm allows for ranking of States and Districts by assessing the State of Governance across States and UTs.
- **Legal reforms:** The Central Government has scrapped **nearly 1,500 obsolete rules** and laws
- **Decentralization:** The **73rd and 74th** Constitutional amendment

Marks Maximizer Key Words

- *From Governance of Skew to Governance of Saturation.*
- *Institutional Primacy over Individual Primacy*
- *4S of Good Governance: Scale, Sensitivity, Speed and Synchronization.*

3.2 E-Governance:

e-Governance can be defined as the application of **Information and Communication Technology (ICT)** for providing government services, exchange of information, transactions, integration of previously existing services and information portals.

❖ The “e” in e-Governance stands for ‘electronic’.

• Different Connotations of e-Governance:

- **e-Administration:** Management of organisation with ICT. Eg. Biometric Attendance Portal in Schools
- **e-Services:** Delivery of government services through technical means. Eg. Home Delivery of Ration & JAM Trinity
- **e-Democracy:** To make democracy more inclusive and participatory. Eg. E-VIGIL by Election Commission of India

• Models of e-Governance

- **G2G (Government to Government)** – For coordination and cooperation between different ministries and departments in horizontal and vertical way.

• **In horizontal** - Between different government agencies and functional areas within an organization.

• **In Vertical** - Between national, provincial, and local government agencies E.g., SmartGov (Andhra Pradesh), Public Finance Management System (PFMS)

- **G2C (Government to Citizens)** – For two-way communication or effective service delivery. Eg. Aarogya Setu, Digilocker, SVAMITVA, Computerisation of Land Records, e-Courts, India Portal, Bhoomi Project: Online delivery of Land Records (Karnataka)

- **G2B (Government to Business)** – To deliver government services directly to stakeholders. Eg: GeM, MCA 21 (Ministry of Corporate Affairs), SWIFT (Single Window Interface for Trade), OMSS etc

World Bank on Good Governance

The use by Government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government.



Marks Maximizer Key Words

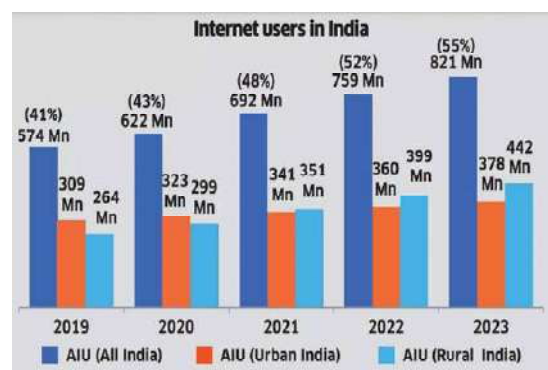
- **ABCD (Avoid, Bypass, Confuse & Delay) to ROAD (Responsibility, Ownership, Accountability & Discipline) – PM Modi**
- **Red-Tapism to Tech-Enables Surveillance**



- **G2E (Government to Employees)** – To administer and manage the organisational framework. Eg: HRMS portals, Appraisal portals etc.
- **Significance of e-governance:**
 - **Automation of Administrative Processes:** Effective and easy information transfer, faster delivery of service.
 - **Paper Work Reduction:** reduced environmental damages and promote sustainability.
 - **Quality of Services:** Timely and effective services. Eg: Passport Seva, driving license etc.
 - **Elimination of Hierarchy:** reduced procedural delays caused due to hierarchical processes in the organisation.
 - **Change in Administrative Culture:** ICT is used to deal with the pathological or dysfunctional aspects of bureaucratic behaviour and to make delivery of public services effective and efficient.
 - **Cheaper service delivery:** Saves exchequers money to invest in other programs.
- **Challenges of E-Governance:**
 - **Privacy and protection - Cybersecurity Threats:** The Indian Computer Emergency Response Team (CERT-In) reported a 300% increase in cyberattacks between 2019 and 2020.
 - **Lack of Skilled Human Resources-** To cater the needs of e-governance paradigm for utmost benefits.
 - **Lacking support in vernacular language:** India has 22-scheduled language and more than 1400 language are spoken in India and providing services in such scenario is a herculean task.
 - **Interoperability issues:** Digitising all the paper data of before computer era time is very cumbersome task.
 - **Low digital literacy:** According to the **Indian National Statistical Office, while over 55 % of Indians have access to broadband, only 20 per cent had the ability to use the Internet.**
 - **Slow rate of internet penetration:** There are several villages where internet access is not there.
- **Measures needed for Effective e-governance**
 - **Infrastructure Development** - Robust Digital Infrastructure, Cybersecurity infrastructure etc.
 - **Digital Literacy** - Digital Literacy Programs, Skill Development in IT skills and digital governance
 - **Service Delivery** - Citizen-Centric Approach, Single Window Interface.
 - **Transparency and Accountability** - Open Data Platforms, Social Audits, Effective Grievance Redressal Mechanism
 - **Collaboration and Partnerships** - Public-Private Partnerships, International Cooperation.
- **Government Initiatives for e-Governance**
 - **Digital India Initiatives** – by the Ministry of Electronics and Information Technology (Meity)
 - **National e-Governance Action Plan (NeGP)**
 - **PMGDISHA (Pradhan Mantri Gramin Digital Saksharta Abhiyan):** aims to usher in digital literacy in rural India and to make six crore rural households digitally literate.
 - **PRAGATI (ProActive Governance and Timely Implementation):** A multimodal platform based on information and communication technology (ICT) that involves both the Central and State governments.

Marks Maximizer Case Studies

- *Use of Blockchain Technology for Land Records in Maharashtra (2023)*
- *Arun PDS – Arunachal Pradesh for ICT enabled PDS delivery.*
- *CORE Dashboard (Andhra Pradesh)- To monitor Key Performance Indicators in real time.*



Marks Maximizer Acronym – SMART Governance

- Simplicity in Government Rules
- Morality in Institutions
- Accountability of Public Services functionaries.
- Responsiveness to citizen needs.
- Transparency of administrative agencies.



- **MCA21 (Ministry of Corporate Affairs)** - The project aims to provide electronic services to the Companies registered under the Companies Act.
- **Digital Locker (DigiLocker)**: enables citizens to store and access their digital documents and certificates issued by various government agencies.

3.3 Citizen Charter:

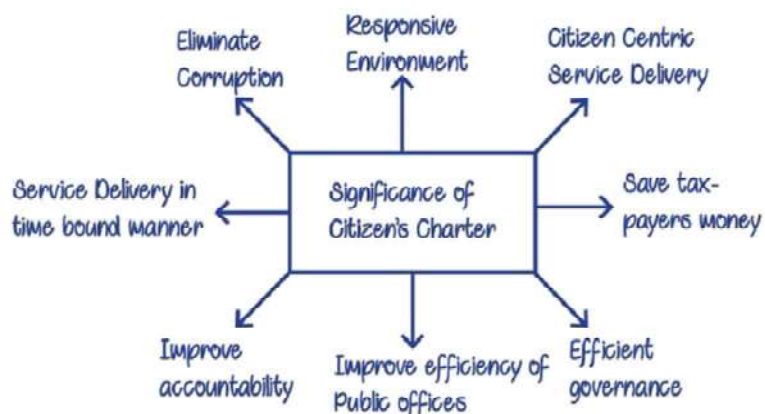
A Citizen Charter is a document, which represents a systematic effort to focus on the commitment of the Organisation towards its Citizens in respects of Standard of Services, Information, Choice and Consultation, Non-discrimination and Accessibility, Grievance Redress, Courtesy and Value for Money.

- **Origin:** John Major Government in United Kingdom by the Conservative Government introduced concept of Citizens Charter in 1991

Citizens Charter – 2nd ARC

The Citizens' Charter is an instrument which seeks to make an organization transparent, accountable and citizen friendly. A Citizens' Charter is basically a set of commitments made by an organization regarding the standards of service which it delivers."

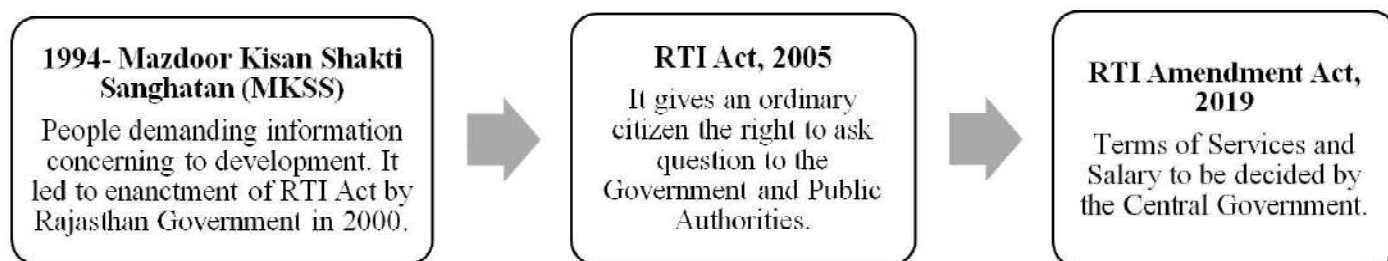
- **In India:** In Conference of Chief Ministers, a decision to formulate citizens charter was taken on 24th May 1997.
- **Nodal Department:** Department of Administrative Reforms and Public Grievances (DARPG) of the Ministry of Personnel, Public Grievances and Pensions is nodal agency to formulate and operationalize Citizens' Charter.
 - **In Panchayat level,** Ministry of Panchayati Raj released a Model Panchayat Citizens Charter.
- **Components of a Good Citizen Charter**
 - Vision and Mission Statement of the Organisation.
 - Details of Business transacted by the Organisation.
 - Details of 'Citizens' or 'Clients' - Expectations from the 'Citizens' or 'Clients'.
 - Statement of services including standards, quality, time frame etc. provided to each Citizen/ Client group separately and how/ where to get the services.
 - Details of Grievance Redress Mechanism and how to access it.
- **Seven Principles of the Citizens Charter Movement**
 - **Quality** - Improving the quality of services
 - **Choice** – Providing different choices, wherever possible.
 - **Standards** - Specifying what to expect within a time frame.
 - **Value** - For the taxpayers' money.
 - **Accountability** - Of the service provider (individual as well as Organization)
 - **Transparency** - In rules, procedures, schemes and grievance redressal
 - **Participative**- Consult and involve.
- **Problems faced in implementation of Citizen's charter:**
 - **One Size Fits All Approach:** Approximately same model adopted by all Ministries/Departments
 - **Silo operations:** Devoid of participative mechanisms
 - **Non-Dynamic:** Charters are rarely updated making it a one-time exercise, frozen in time.
 - **Poor design and content:** lack of meaningful and succinct CC, absence of critical information
 - **Lack of public awareness:** People have no knowledge about it.



- **Measures to make Citizen Charter Effective**

- **Give statutory status to citizen charter:** This would ensure better delivery of services.
- **Wide consultation process:** within organisation and between organisation and civil society.
- **One size does not fit all:** as per the requirement.
- **Periodic evaluation:** The citizen's charters should be reviewed and revised regularly.
- **Ensure Accountability:** Fix specific responsibility in cases where there is a default in adhering.

3.4 Right to Information Act, 2005:



- **Under the RTI Act, 2005, Public Authorities are required to make disclosures on various aspects of their structure and functioning. This includes:**
 - Disclosure of their organisation, function and structure.**
 - Powers and duties of its officers and employees**
 - Financial information.**
 - The **Public Authority here includes** the bodies of self-government established under the constitution or any law or government notification. These include the Ministries, public sector undertakings and regulators.
- **RTI as Fundamental Right:** The right to information has been upheld by the **Supreme Court as a fundamental right flowing from Article 19 of the Constitution.**
- **Salient features of RTI Act, 2005:**
 - Section 1(2):** It applies to the entire country of India.
 - Section- 2 (f):** It talks about the means of information.
 - Section 2(h):** “Public authority” means any authority or body or institution of self-government established or constituted—
 - By or under the Constitution;**
 - By any other law made by the Parliament/State Legislature.**
 - By notification issued or order made by the appropriate Government, and includes any—**
 - Body owned, controlled or substantially financed;**
 - Non-Government organisation substantially financed, directly or indirectly by funds provided by the appropriate Government.**
 - Section- 2(j):** “Right to Information” means the right to information accessible under this Act which is held by or under the control of any public authority.
 - Section 4 of the RTI Act:** It requires Suo Motu disclosure of information by each public authority.
 - Section 8 (1):** It mentions exemptions against furnishing information under the RTI Act.
 - Section 8 (2):** It provides for disclosure of information exempted under **Official Secrets Act, 1923** if larger public interest is served.
 - The Act also provides for **appointment of Information Commissioners at Central and State level.** Public authorities have designated some of its officers as **Public Information Officer.** They are responsible to give information to a person who seeks information under the RTI Act.

Marks Maximizer Acronym – REAP the Benefits of RTI

- Responsive Governance
- Empowering Citizens
- Accountable Government Institutions
- Participatory Democracy



- i) **Time period:** In normal course, information to an applicant is to be supplied **within 30 days** from the receipt of application by the public authority.

• **Challenges in Implementation of RTI**

a) **Huge Backlog**

- i) **A report card on the performance of information commissions (IC) shows that over 3.2 lakh appeals and complaints were pending as on June 30, 2023 in 27 ICs.**
- ii) According to **Satark Nagrik Sangathan and the Centre for Equity Studies** found that Maharashtra had the highest number of pending appeals, with over 59,000 cases, followed by Uttar Pradesh (47,923) and the CIC (35,653).
- iii) **Slow Disposal:** There is slow disposal of cases. The number of cases pending in Odisha is so much that, it would take **Odisha Commission would take more than seven years to dispose** of all pending complaints.

b) **Vacancy in commission office:** There is vacancy right from staff level to the upper levels.

c) **Lack of transparency:** Section 4 of the RTI act is not implemented properly. **Offices do not disclose information Suo motu. Many a times, annual report is not even published regarding this. For example, 25 out of 29 ICs (86%) did not publish their annual report for 2019 and the Punjab SIC was found to have not published its annual report since 2012 while the Uttarakhand SIC had not published it since 2014.**

d) **RTI information are rejected without giving valid reasons:** Many a times there is same repeated answer for multiple questions. Almost 40% of the rejections did not include any valid reason in 2019-20 by the central government.

e) **Denial of information:** Section 8(1) (j) permits denial of access to personal information if disclosure has no relationship to any public activity or public interest or is likely to cause unwarranted invasion of the privacy of the individual concerned. **One third of all permissible rejections invoked this clause.**

a. **Exemptions from sharing information:** Section 24 of the Act which exempts information related to security and intelligence organisations — **except allegations of corruption and human rights violations** — was also frequently used, with one in five permissible rejections coming under this category.

b. **Issue of Killing of RTI activist:** Those RTI activist who are pro-active and who intends to highlight corruption in the system gets killed many a times. **For example, Satish Shetty was a prominent RTI activist known for exposing land scams and illegal constructions in Maharashtra, India. He was brutally murdered in 2010. Similarly, Shehla Masood - environmentalist and RTI activist who campaigned against corruption and illegal wildlife trade was shot dead in 2011.**

• **Weakening of Chief Information Commissioner's office:**

a) The **RTI Act (Amendment) Act, 2019** gives the **central government the power to fix the terms and the service conditions of the Information Commissioners both at central and state levels.**

b) By vesting excessive powers with the central government, this amendment has **hampered the autonomy of CIC.**

c) The RTI Act does **not seek to make the Information Commission a constitutional body.**

• **Measures to strengthen RTI, Act 2005 –**

a) **Enhancing Implementation** - Strengthening Information Commissions, Timely Disposal of Appeals etc.

b) **Protecting RTI Activists** - Safeguards for RTI Activists, Providing legal and security protection

c) **Expanding the Scope** - Covering More Public Authorities, Including Private Entities Providing Public Services

d) **Improving Accessibility** - Providing RTI information in regional languages to ensure wider reach.

e) **Addressing Challenges** - Reducing Exemptions, Overcoming Delays, Strengthening Appellate Mechanism

Marks Maximiser Key Words

- *RTI, a tool of transforming citizens from Passive Recipient to Active Participant.*
- *Transformation of Karmachari to Karmayogi*



3.5 Social Audit:

- **Social Audit** means an evaluation of a programme of action carried out jointly by the people and the government. It is a useful strategy for promoting transparency, accountability, and participation in the programmes that are meant for people. Social Audit comprises a thorough examination and analysis of how a public entity functions in relation to its social significance.
- **Social Audits (SA)** are democratic tools whereby grass roots people themselves participate in assessing the efficacy of scheme implementation in their area".

- **Charles Medawar** was the 1st to propose idea of social audit.
- **Meghalaya** become the 1st state to operationalize **Social Audit Law**.
- **MGNREGA** was the 1st act to mandate social audit by the Gram Sabha.

Exposes Corruption In 2018, a Social Audit of MGNREGA revealed discrepancies in job card distribution, leading to suspension of officials and recovery of misappropriated assets.	Improved Service Delivery In 2020, a social audit of Mid-Day Meal Scheme revealed irregularities in food quality and distribution, prompting corrective measures to ensure nutritious meals for children's.	Accountability and Transparency In 2017, social audits of the Public Distribution System (PDS) in Andhra Pradesh's Anantapur district uncovered 14,534 fake ration cards.	Participatory Democracy In 2019, social audits of the Integrated Child Development Services (ICDS) program in Mysuru district enabled community members to monitor functioning of Anganwadi centers.	Preventing Corruption In 2016, a social audit of the Indira Awas Yojana (IAY) in UP, exposed embezzlement of funds by local officials, resulting in legal action and the recovery of misappropriated funds.
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- **Challenges in implementation of Social Audit:**
 - Inadequate Legal Framework:** Insufficient penalties for non-compliance with social audit recommendations.
 - Lack of interest of people:** Poor people are mostly concerned about their livelihood.
 - Lack of stringent penalty:** if social audit is not followed.
 - Linguistic and Cultural limitations:** as local people may not know English.
 - Time Consuming and resource constraints:** lack of staff
- **Measures required for proper implementation of Social Audit in India –**
 - Capacity Building and Awareness** - Training of Social Auditors, Community Awareness
 - Legal Framework** - Clear Guidelines, Enforcement Mechanisms
 - Independent Audit Process** - Institutional Independence, Transparent Process, Participation of Beneficiaries
 - Accountability and Follow-up** - Timely Action, Monitoring and Evaluation
 - Collaboration and Partnerships** - Government-Community Partnership, Civil Society Involvement

Marks Maximiser Key Words

- *Sabka Sath, Sabka Vikas, Sabka Viswas, Sabka Prayas*
- *Development as a Mass Movement*

Marks Maximiser Facts

- **15% of Social Audit completed in FY 2022 – Ministry of Rural Development**

3.6 Role of Civil Services:

- **Civil Services** refers to the body of Government officials who are appointed to civil occupations; other than political and judicial. It is the body of permanent government officials who are appointed to administer the country with the mandate to serve the nation with public Interest.



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- * One Essay test with face to face evaluation.

- **Constitutional Provisions**

Article 54 & 154	The executive power of the Union and the States vests in the President or Governor directly or through officers' subordinate to him. These officers constitute the permanent civil service & are governed by Part XIV of the Constitution (Article 308- 323)
Article 309	Powers of Parliament and state legislatures – It empowers the Parliament and the State legislature regulate the recruitment, and conditions of service of persons appointed, to public services and posts in connection with the affairs of the Union or of any State respectively.
Article 310	Doctrine of Pleasure – Every person of Defence service, Civil Service and All India Service holding any post connected with the above services holds office during the pleasure of the President or Governor of the State.
Article 311	Dismissal, removal or reduction in rank of persons employed in civil capacities under the Union or a State.
Article 312	Prohibitions related to All India Services.

- **Role played by Civil Services:**

- Advisory Role in Policy Making:** They assist the executive in defining policy-making areas.
- Agent of development:** developmental functions like promoting modern techniques in agriculture, promoting the industry, trade, banking functions, bridging the digital divide, etc.
- Implementing Laws & Policies:** efficient implementation
- Welfare Services:** such as providing social security, the welfare of weaker and vulnerable sections of society.
- Administer Law of the Land:** It governs the behaviour of people in society by enforcing rules.
- Watchdogs:** act as cushion and watchdog between citizens and government.
- Continuity in times of Political Instability:** civil servants are permanent in nature till their retirement.
- Record Keeping:** keep record of day-to-day functioning as per the standards.
- Discharges Delegated Functions**

- **Factors that contribute to increasing role of Civil Servants in India:**

- Disaster Management:** Due to several factors, the number and intensity of disasters are increasing in India.
- Increasing population and related issues:** Diseases, Safety and security, terrorist and Naxalite attack.
- International Relations:** on various global platforms and contributing to bilateral and multilateral relations.
- Expanding Government Functions: Scientific and technological development** - emerging with changing time.
- Social Sector Reforms:** such as healthcare, education, rural development, and poverty alleviation etc.

- **Issues Affecting Indian Civil Services**

- Political Interference:** Political executives have huge interference in the working of civil services.
- Bureaucratic Red-Tapism: Cumbersome bureaucratic processes** and excessive paperwork.
- Corruption and Lack of Accountability:** Instances of corruption within the civil services undermines public trust.
- Outdated Recruitment and Promotion Processes:** Colonial legacy still continued.
- Workload and Stress:** Excessive workloads, long hours, and high levels of stress are prevalent issues.
- Resistance to Change:** Resistance to adopting new technologies, innovative practices, and reforms.

- **Necessary Steps to reform Indian Civil services**

- Strengthen Merit-Based Recruitment:** Performance-Based Evaluation

- b) **Accountability:** To protect honest civil servants from malicious prosecution and abuse, **the Hota Committee recommended** amending Sections 13 (1) (d) and 19 of the Prevention of Corruption Act, as well as Section 197 of the Code of Criminal Procedure.
- c) **Outcome Orientation: The Hota Committee on Civil Service Reforms** recommended in 2004 that the ACR be replaced with a performance management framework that places a greater focus on objective evaluation against agreed-upon work plans.
- d) **Training and Skill Development: Encourage Specialization** - to acquire expertise in specific domains, such as healthcare, urban planning, or education.
- e) **Foster Ethical Conduct:** Establish and enforce strict codes of conduct and ethics.

Lateral Entry in Civil Services

Lateral entry in civil services applies to the **direct recruitment of domain experts at the middle or senior levels of administrative hierarchy**

- **Recommendation for Lateral Entry**
 - **1st Administrative Reforms Commission**
 - It recognised the need for specialisation as the functions of the government had become diversified. **It suggested following things:**
 - i. **Devising a rational basis for policymaking positions** with those budgeting required qualification and competence. Thus, Indian Engineering Services and other such professional services created.
 - ii. **Selecting senior management personnel from all relevant sources.**
 - iii. Providing greater opportunities to talented personnel to move to higher positions in the Civil Services based on competence and performance.
 - **Surinder Nath Committee in 2003 and Hota Committee in 2004** also recommended for domain expertise in civil services.
 - **In 2005, the 2nd Administrative Reforms Commission (ARC)** recommended lateral entry at both the Central and state levels.
- **Arguments in favour of Lateral Entry**
 - **Expertise and Specialized Skills:** tap into talent from various sectors such as technology, finance, healthcare, and management.
 - **Fresh Perspectives and Innovation:** it will also **Bridging the Skills Gap**
 - **Enhanced Public-Private Partnership:** with Increased Diversity and Representation
 - **Improved Governance and Efficiency:** experience in **managing complex organizations and projects, can bring managerial expertise, streamlined processes, and result-oriented approaches, leading to improved governance and operational efficiency.**
 - **Addressing Skill Shortages: Flexibility and Adaptability** - a nimble and adaptive mindset, enabling them to quickly respond. It will also promote **Meritocracy and Competitiveness.**
- **Arguments against Lateral Entry**
 - **Lack of Experience and Expertise of Government functioning -**
 - **Undermining Meritocracy:** which are already in service
 - **Limited Accountability:** less accountability compared to those who go through the established civil services examination and training
 - **Resistance from Career Bureaucrats:** from existing IAS and other services officers.
 - **Limited Integration and Coordination:** may face challenges in integrating with existing bureaucratic systems and collaborating with career civil servants, potentially hindering coordination and teamwork.



Conclusion – Lateral entry may be allowed but it should not be in a haphazard manner so that it worsen the existing system. There should be limitation on seats for lateral entry and should be enhanced only with necessary trail and errors in coming years.

3.7 Civil Services Board:

- The Civil Services Board (CSB) is a **governing body responsible for overseeing the functioning and administration of the civil services in India**. It plays a crucial role in the recruitment, training, career progression, and overall management of civil servants in the country. The CSB operates as an independent authority, ensuring transparency, accountability, and efficiency within the civil services.
- **Composition of the Civil Services Board:** The CSB is composed of representatives from various stakeholders involved in the civil services. This includes:
 - a) **Government Representatives:**
 - Representatives from **Ministry of Personnel, Public Grievances, and Pensions**, or the relevant ministry overseeing civil services.
 - Representatives from key Government departments responsible for policy formulation & implementation.
 - b) **Civil Service Representatives:**
 - Serving civil servants from different administrative services, such as the **Indian Administrative Service (IAS), Indian Police Service (IPS), and Indian Foreign Service (IFS)**.
 - Representatives from various levels of the civil services hierarchy, including officers at the district, state, and central levels.
- **Functions and Responsibilities of the Civil Services Board:** The CSB carries out several important functions and responsibilities, including:
 - a) **Recruitment and Selection:**
 - **Designing and implementing the recruitment process for civil services**, including conducting competitive exams, interviews, and assessments.
 - **Setting eligibility criteria** and ensuring a **fair and merit-based selection process**.
 - b) **Training and Development:**
 - **Overseeing the training and development programs** for civil servants, including pre-service training at the foundation and academy levels.
 - i) **Collaborating with training institutions** to enhance the curriculum and ensure the continuous professional development of civil servants.
 - c) **Career Progression and Promotions:**
 - i) **Establishing guidelines and frameworks for career progression and promotions** within the civil services, including periodic assessments and evaluations.
 - ii) **Ensuring transparency, fairness, and meritocracy in the promotion process**.
 - d) **Policy Formulation:**
 - i) Contributing to policy formulation related to civil services, **including reforms, organizational restructuring, and administrative improvements**.
 - ii) Providing recommendations and insights based on **the CSB's expertise and understanding of the civil services' functioning**.
 - e) **Grievance Redressal and Disciplinary Actions:**
 - i) Addressing grievances raised by civil servants, **ensuring a fair and impartial mechanism for resolving disputes**.

Marks Maximiser Key Words

- *From Arm chair Bureaucrat to on Ground Managers.*
- *Rusted Steel Frame to Trusted Steel Frame*
- *Transformation of Karmachari to Karmayogi*



ii) Dealing with disciplinary matters, including allegations of misconduct, corruption, and ethical violations.

• **Independence and Accountability of Civil Services Board**

- The Civil Services Board operates as an independent body, ensuring autonomy in decision-making and functioning. However, it is also accountable for its actions and outcomes. The board maintains transparency and adheres to established guidelines, policies, and legal frameworks governing the civil services.

Initiatives to improve functioning of Civil Services

- **Mission Karmayogi**- To transform capacity building apparatus at individual, institutional or progress level.
- **PM Award for Excellence in Public Administration**
- **AARAMBH (2019)** – A common foundation course for civil servants.
- **Integrated Government Online Training (iGOT)**- It guides individual civil servants in their capability building journey.

• **Collaboration and Coordination**

- The CSB collaborates and coordinates with various stakeholders, including government

departments, training institutions, and civil service associations. This facilitates the exchange of ideas, best practices, and mutual support to enhance the efficiency and effectiveness of the civil services.

Conclusion: The Civil Services Board plays a critical role in the management and governance of the civil services in India. Through its composition, functions, and responsibilities, it strives to maintain high standards of professionalism, integrity, and accountability within the civil services, contributing to the overall development and progress of the nation

Marks Maximizer Way Out for Civil Services (CIPPEET)

Bureaucracy must be creative and constructive, imaginable and innovative, polite and proactive, professional and progressive, energetic and enabling, efficient and effective, transparent and tech-enabled.

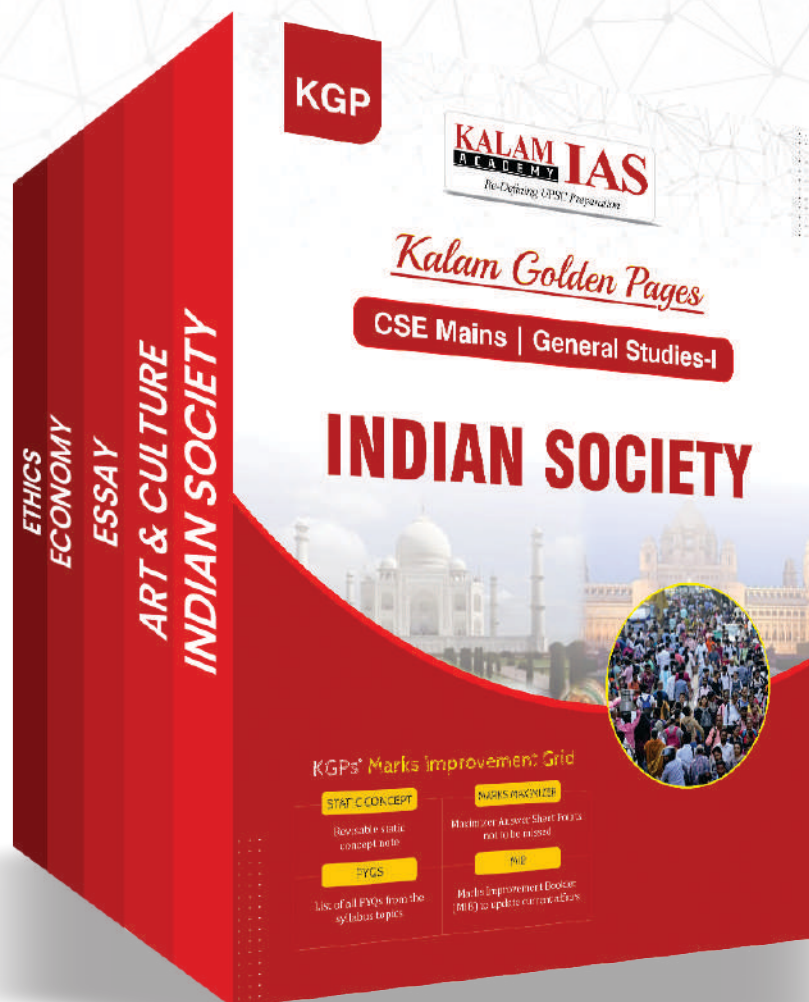
3.8 Previous year Questions:

1) e-governance, as a critical tool of governance, has ushered in effectiveness, transparency and accountability in governments. What inadequacies hamper the enhancement of these features?	2023	150 words (15 marks)
2) Reforming the government delivery system through the Direct Benefit Transfer Scheme is a progressive step, but it has its limitations too. Comment.	2022	150 words (10 marks)
3) “Institutional quality is a crucial driver of economic performance”. In this context suggest reforms in Civil Service for strengthening democracy.	2020	150 words (10 marks)
4) “The emergence of Fourth Industrial Revolution (Digital Revolution) has initiated e-Governance as an integral part of government”. Discuss.	2020	250 words (15 marks)
5) 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.	2019	150 words (10 marks)
6) E-governance is not only about utilization of the power of new technology, but also much about critical importance of the ‘use value’ of information. Explain.	2018	150 words (10 marks)
7) The Citizen’s Charter is an ideal instrument of organisational transparency and accountability, but it has its own limitations. Identify the limitations and suggest measures for greater effectiveness of the Citizen’s Charters.	2018	250 words (15 marks)
8) Initially Civil Services in India were designed to achieve the goals of neutrality and effectiveness, which seems to be lacking in the present context. Do you agree with the view that drastic reforms are required in Civil Services. Comment.	2017	250 words (15 marks)
9) “In the Indian governance system, the role of non-state actors has been only marginal.” Critically examine this statement.	2016	150 words (12.5 marks)



10) “Effectiveness of the government system at various levels and people’s participation in the governance system are inter-dependent/” Discuss their relationship in the context of India.	2016	150 words (12.5 marks)
11) In the integrity index of Transparency International, India stands very low. Discuss briefly the legal, political, social and cultural factors that have caused the decline of public morality in India.	2016	150 words (12.5 marks)
12) “Traditional bureaucratic structure and culture have hampered the process of socio-economic development in India.” Comment. India.	2016	150 words (12.5 marks)
13) In the light of Satyam Scandal (2009), discuss the changes brought in the corporate governance to ensure transparency and accountability.	2016	150 words (12.5 marks)
14) Has the Cadre based Civil Services Organization been the cause of slow change in India? Critically examine.	2014	150 words (12.5 marks)
15) Electronic cash transfer system for the welfare schemes is an ambitious project to minimize corruption, eliminate wastage and facilitate reforms. Comment.	2013	200 words (10 marks)
16) Though Citizen’s charters have been formulated by many public service delivery organizations, there is no corresponding improvement in the level of citizens’ satisfaction and quality of services being provided. Analyse.	2013	200 words (10 marks)





General Studies-I

Indian Society
Indian Geography
Indian History

General Studies-II

Indian Polity
Governance
Social Justice
International Relations

General Studies-III

Indian Economy
Agriculture
Science & Technology
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