Administration and Public Policy PYQ 2019

Q1. Define New Public Management. Discuss main features of New Public Management.

Ans. New Public Management (NPM) is an administrative and managerial approach that emerged in the late 20th century as a response to the perceived inefficiencies and limitations of traditional bureaucratic models of public administration. NPM aims to introduce market-oriented principles and management techniques to improve the efficiency, effectiveness, and accountability of public sector organizations. It emphasizes a results-oriented approach, customer focus, and the application of private sector management practices in the public sector.

The main features of New Public Management are as follows:

Decentralization: NPM emphasizes decentralization of decision-making and authority, empowering lower-level managers and employees to make decisions and take responsibility for outcomes. This promotes flexibility, innovation, and responsiveness in the delivery of public services.

Performance Measurement and Accountability: NPM emphasizes the use of performance measurement and accountability mechanisms to assess the effectiveness and efficiency of public sector organizations. It encourages the setting of performance targets, the measurement of outcomes, and the establishment of performance-based incentives and rewards.

Contractual Relationships: NPM promotes the use of contracts and performance-based agreements between government agencies and service providers. This allows for greater competition, choice, and flexibility in the delivery of public services. It also encourages the involvement of private and non-profit organizations in the provision of public services.

Customer Focus: NPM emphasizes the importance of understanding and meeting the needs of the customers or citizens. Public sector organizations are encouraged to adopt a customer-centric approach, improving service quality, responsiveness, and user satisfaction.

Efficiency and Cost Reduction: NPM emphasizes the need to achieve greater efficiency and cost-effectiveness in the delivery of public services. This includes streamlining processes, reducing bureaucracy, and exploring opportunities for outsourcing or privatization of certain services.

Emphasis on Outputs and Outcomes: NPM shifts the focus from inputs and activities to outputs and outcomes. It encourages a results-oriented approach, with a focus on achieving measurable and tangible results that contribute to the broader objectives of public policy.

Embracing Information Technology: NPM emphasizes the use of information technology to enhance service delivery, improve data management, and promote transparency and accountability. It encourages the adoption of e-government initiatives and digital technologies to facilitate citizen engagement and improve administrative processes.

Human Resource Management Reforms: NPM emphasizes the importance of human resource management reforms to attract, retain, and motivate high-performing employees in the public sector. This includes performance-based pay, training and development programs, and a focus on merit-based recruitment and promotion.

While NPM has been implemented in various countries and has brought some positive changes in terms of efficiency and accountability, it has also faced criticism. Critics argue that NPM's market-oriented approach may prioritize economic considerations over social equity and may lead to the neglect of public values and the erosion of public service ethos. The extent to which NPM principles are applied varies across countries and contexts, as each country adapts them to its specific needs and circumstances.

Q2. Critically analyse the ecological perspective on Public Administration.

Ans. **The ecological perspective on public administration emphasizes the interdependence between human activities and the natural environment**. It recognizes that public administration cannot be conducted in isolation from environmental considerations and that sustainable development should be a key goal. While the ecological perspective has gained prominence in recent years, it is subject to critical analysis on several fronts.

One of the main critiques of the ecological perspective on public administration is the challenge of balancing environmental concerns with other societal priorities. Public administrators are tasked with addressing a wide range of social, economic, and political issues, and the integration of environmental concerns adds complexity to decision-making processes. This raises questions about how to prioritize environmental sustainability without compromising other important objectives, such as economic growth or social equity.

Another criticism is related to the practical implementation of environmental policies. The ecological perspective often calls for regulatory measures and stricter enforcement to protect the environment. However, critics argue that excessive regulation can stifle economic activities and hinder development, particularly in industries that are crucial for job creation and economic growth. Striking the right balance between environmental protection and economic development remains a challenge for public administrators.

Furthermore, the ecological perspective may be criticized for its narrow focus on environmental issues and its limited consideration of broader social and political dimensions. Critics argue that a holistic approach to public administration should also incorporate social justice, equity, and governance concerns alongside environmental sustainability. Ignoring these dimensions can lead to the marginalization of vulnerable populations and exacerbate social inequalities.

Additionally, the ecological perspective faces challenges in terms of its practical application and measurement. While the concept of sustainability is widely embraced, there is a lack of consensus on how to define and measure it. This makes it difficult for public administrators to assess the effectiveness of environmental policies and determine the trade-offs between different environmental objectives.

Despite these criticisms, the ecological perspective has also made significant contributions to public administration. It has raised awareness about the need to consider environmental factors in decision-making processes and has promoted the integration of sustainability principles into policy formulation and implementation. It has led to the development of environmental impact assessments, the adoption of renewable energy sources, and the promotion of sustainable practices in various sectors.

In conclusion, the ecological perspective on public administration brings attention to the interplay between human activities and the environment. While it has its merits, it also faces challenges in balancing environmental concerns with other societal priorities, practical implementation, and the inclusion of broader social and political dimensions. Public administrators need to navigate these complexities and strive for a holistic approach that considers environmental sustainability alongside other important goals.

Q3. What do you understand by Good Governance? Discuss different elements of Good Governance.

Ans. **Good governance refers to the effective and accountable management of public affairs in a manner that promotes transparency, participation, rule of law, efficiency, and responsiveness**. It is a concept that emphasizes the principles and practices necessary for responsible and ethical governance. Various elements contribute to the idea of good governance, including:

Transparency: Transparency implies openness in decision-making processes and the availability of information to the public. It involves sharing information about policies, laws, budgets, and administrative actions. Transparency fosters accountability and trust between the government and its citizens.

Accountability: Accountability ensures that public officials are responsible for their actions and that they can be held answerable for the decisions they make. It involves mechanisms for monitoring and oversight, such as independent audit systems and anti-corruption measures.

Participation: Participation encourages active involvement of citizens in the decision-making processes and public affairs. It entails creating opportunities for public consultation, engagement, and collaboration. Inclusive participation ensures that diverse voices and perspectives are considered in governance processes.

Rule of Law: The rule of law implies that laws are applied fairly and consistently, and that no one is above the law. It requires an independent judiciary, access to justice, and protection of human rights. Rule of law ensures that government actions are guided by legal frameworks and principles.

Efficiency and Effectiveness: Good governance emphasizes the efficient and effective use of resources to achieve desired outcomes. It involves sound financial management, streamlined administrative processes, and the adoption of technology and innovation to enhance service delivery.

Responsiveness: Responsiveness refers to the government's ability to address the needs and concerns of its citizens in a timely and effective manner. It requires mechanisms for feedback, complaint redressal, and citizen engagement. Responsive governance ensures that government policies and services align with the expectations and aspirations of the people.

Ethical Conduct: Good governance upholds ethical standards and promotes integrity in public administration. It involves promoting a culture of honesty, professionalism, and ethical behavior among public officials. Ethical conduct ensures that public resources are used for the public good and that conflicts of interest are avoided.

These elements of good governance are interrelated and mutually reinforcing. They provide a framework for ensuring transparency, accountability, and responsiveness in the governance process. Good governance plays a crucial role in fostering trust, promoting development, and creating an enabling environment for sustainable and inclusive growth.

Q4. Describe features of Panchayati Raj with special reference to the 73rd Constitutional Amendment in India.

Ans. **The Panchayati Raj system in India refers to the decentralized system of governance at the grassroots level, which aims to empower local self-government institutions in rural areas**. The 73rd Constitutional Amendment Act of 1992 introduced significant changes to the Panchayati Raj system in order to enhance local democracy, decentralize power, and promote inclusive and participatory governance. Some of the key features of the Panchayati Raj system under the 73rd Amendment are as follows:

Three-Tier Structure: The amendment established a three-tier structure of Panchayati Raj institutions at the village, intermediate (block), and district levels. Each level has its own elected body, known as the Gram Panchayat, Panchayat Samiti, and Zilla Parishad, respectively.

Elections and Representation: The amendment introduced direct elections for members of Panchayati Raj institutions. The elections are conducted by the State Election Commission, and reservation is provided for Scheduled Castes, Scheduled Tribes, and women to ensure representation of marginalized sections of society.

Devolution of Power: The amendment aimed to devolve power and authority to the Panchayati Raj institutions. It assigned them functions and responsibilities in relation to 29 subjects, including agriculture, rural development, health, education, and social justice. The idea is to bring decision-making and service delivery closer to the people.

Financial Empowerment: The amendment provided for financial empowerment of Panchayati Raj institutions. It mandated the state governments to transfer funds to the Panchayats in a timely and adequate manner. It also introduced the concept of the Panchayat Fund, which includes grants from the state government, central government, and own revenues of the Panchayats.

Functioning and Committees: The amendment prescribed the establishment of Gram Sabhas (village assemblies) as a forum for direct participation of the people in decision-making. It also mandated the creation of standing committees, such as the Finance Committee and the Planning Committee, to assist in the functioning of Panchayati Raj institutions.

State Election Commissions: The amendment provided for the establishment of State Election Commissions, which are responsible for conducting elections to Panchayati Raj institutions in a free and fair manner. They are independent of the state government and ensure the electoral process is transparent and impartial.

Accountability and Audit: The amendment emphasized the importance of accountability and audit mechanisms in Panchayati Raj institutions. It required the maintenance of proper records, accounts, and audits of their financial transactions. It also mandated the establishment of State Finance Commissions to recommend the principles for devolution of funds from the state government to the Panchayats.

The 73rd Constitutional Amendment aimed to strengthen grassroots democracy, promote inclusive governance, and empower local communities. It recognized Panchayati Raj institutions as a vital part of the democratic structure of India and provided a framework for their functioning and empowerment. While there have been challenges in the effective implementation of the provisions of the amendment, it has played a significant role in promoting participatory decision-making, decentralization of power, and local self-governance in rural areas of the country.

Q5. Describe various programmes for social protection of weaker sections in India.

Ans. In India, various programs and initiatives have been implemented to ensure social protection for weaker sections of society. These programs aim to address the socio-economic vulnerabilities and provide support to marginalized and disadvantaged groups. Here are some key programs for social protection in India:

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA): This flagship program guarantees 100 days of wage employment in a financial year to rural households. It provides employment opportunities, especially for the poor and vulnerable sections, and aims to enhance livelihood security and reduce poverty.

National Social Assistance Program (NSAP): NSAP includes several schemes such as the Indira Gandhi National Old Age Pension Scheme, Indira Gandhi National Widow Pension Scheme, and Indira Gandhi National Disability Pension Scheme. These schemes provide monthly pensions to the elderly, widows, and persons with disabilities who are below the poverty line.

Pradhan Mantri Matru Vandana Yojana (PMMVY): This program provides financial assistance to pregnant and lactating women for their nutrition and health needs. It aims to improve the health and nutrition status of pregnant women and reduce maternal and infant mortality rates.

National Rural Livelihoods Mission (NRLM): NRLM aims to alleviate rural poverty by promoting self-employment and livelihood opportunities for the rural poor. It provides support for the formation of self-help groups, skill development, access to credit, and capacity-building.

Pradhan Mantri Awas Yojana (PMAY): PMAY is a housing scheme that aims to provide affordable housing to economically weaker sections of society. It targets urban and rural areas and aims to ensure "Housing for All" by 2022.

National Health Mission (NHM): NHM focuses on improving access to quality healthcare services, especially for vulnerable groups. It provides support for maternal and child health, immunization, healthcare infrastructure development, and the establishment of primary health centers.

Sarva Shiksha Abhiyan (SSA): SSA is an education program aimed at achieving universal elementary education. It focuses on enrolling and retaining children from marginalized communities, providing infrastructure and resources, and promoting inclusive education.

Integrated Child Development Services (ICDS): ICDS is a flagship program for early childhood care and development. It provides a package of services, including nutrition, health check-ups, immunization, and pre-school education, for children below the age of six and pregnant women.

These programs play a crucial role in providing social protection and support to weaker sections of society in India. They address various dimensions of vulnerability, including poverty, unemployment,

healthcare, education, and housing, and strive to uplift marginalized communities and ensure their well-being and inclusiveness in the society.

Q6. What is poeple's participation? Examine various methods of people's participation in India.

Ans. People's participation refers to the active involvement of citizens in decision-making processes, policy formulation, implementation, and evaluation of government programs and initiatives. It aims to promote democratic governance, transparency, accountability, and inclusiveness in the functioning of public institutions. In India, there are various methods of people's participation, including:

Elections: Elections are a fundamental method of people's participation in a democratic system. Citizens have the right to vote and choose their representatives at various levels, including local, state, and national elections.

Public Consultations and Hearings: Government agencies and departments often organize public consultations and hearings to seek the views and opinions of citizens on specific policies, projects, or issues. These consultations provide a platform for citizens to voice their concerns, suggestions, and feedback.

Public Meetings and Town Halls: Public meetings and town hall sessions are organized to facilitate direct interaction between citizens and government officials. These meetings allow citizens to discuss their grievances, ask questions, and seek clarification on various matters of public concern.

Gram Sabhas: Gram Sabhas are village-level assemblies mandated by the Panchayati Raj system in India. These assemblies provide an opportunity for villagers to participate in decision-making processes related to local development, allocation of resources, and social welfare activities.

Social Audits: Social audits are mechanisms through which citizens participate in the monitoring and evaluation of government programs and projects. They involve the assessment of the effectiveness, efficiency, and impact of public schemes and initiatives by involving local communities and civil society organizations.

Right to Information (RTI): The Right to Information Act empowers citizens to seek information from public authorities and institutions. It enables transparency and accountability by allowing citizens to access government records, documents, and information.

Civil Society Organizations (CSOs): Civil society organizations play a crucial role in facilitating people's participation. They advocate for citizens' rights, mobilize communities, conduct awareness campaigns, and engage in policy advocacy on various issues.

Social Media and Digital Platforms: With the advent of social media and digital platforms, citizens have found new avenues to express their opinions, share information, and participate in public discourse. Online platforms provide a space for discussions, debates, and activism on a wide range of issues.

These methods of people's participation in India contribute to fostering an active citizenry, promoting democratic values, and ensuring that governance processes are more inclusive, responsive, and accountable to the needs and aspirations of the people. However, it is important to continuously strengthen and expand these mechanisms to overcome challenges such as limited

awareness, unequal access to participation, and the need for effective implementation of citizens' inputs in decision-making processes.

Q7. Define public grievance. Discuss various devices for redressal of public grievances.

Ans. **Public grievance refers to a complaint, concern, or dissatisfaction expressed by a citizen or a group of citizens regarding the functioning or behavior of public officials**, government agencies, or public services. It represents a mechanism for citizens to seek resolution, accountability, and improvement in public administration.

Various devices are available for the redressal of public grievances in India. Some of the commonly used devices include:

Grievance Redressal Mechanisms: These mechanisms are established by government departments, agencies, and public institutions to receive, investigate, and resolve public grievances. They may include dedicated grievance cells, helplines, online complaint portals, and physical complaint boxes.

Public Service Delivery: Improving the quality and efficiency of public service delivery helps prevent grievances in the first place. Initiatives such as e-governance, citizen charters, and service-level agreements aim to provide better access, transparency, and accountability in service delivery.

Ombudsman Institutions: Ombudsman institutions act as independent and impartial bodies that investigate and redress grievances against public officials and administrative actions. They serve as a mechanism for citizens to seek recourse when their grievances are not adequately addressed by the concerned authorities.

Right to Information (RTI): The RTI Act allows citizens to seek information from public authorities, including records, documents, and decisions. This empowers citizens to access information relevant to their grievances and holds public officials accountable for their actions.

Lok Adalats: Lok Adalats are alternative dispute resolution mechanisms that provide speedy and informal resolution of public grievances. They operate outside the formal court system and aim to settle disputes through conciliation, mediation, and negotiation.

Public Interest Litigation (PIL): PIL is a legal mechanism that allows individuals or organizations to file cases on behalf of the public interest. It serves as a platform for citizens to seek redressal of grievances related to larger societal issues, including human rights violations, environmental concerns, and administrative failures.

Social Media and Online Platforms: The advent of social media and online platforms has provided a powerful tool for citizens to raise public grievances, share experiences, and mobilize support. Platforms like Twitter, Facebook, and online complaint forums enable citizens to highlight their grievances, seek public attention, and put pressure on authorities for resolution.

These devices for redressal of public grievances play a crucial role in promoting transparency, accountability, and citizen-centric governance. However, it is important to ensure the effectiveness and accessibility of these mechanisms, address the backlog of pending grievances, and enhance the responsiveness of public officials in resolving grievances in a timely manner.

Q8 Write short notes on any two of the following:

(a) New Public Administration

Ans. New Public Administration (NPA) is an approach to public administration that emerged in the 1960s as a response to the perceived limitations of traditional public administration theories and practices. NPA sought to address the shortcomings of bureaucracy, emphasize public participation and accountability, and incorporate social equity and justice into the field of public administration.

Key features of New Public Administration include:

Democratic Orientation: NPA advocates for the democratic principles of citizen participation, transparency, and accountability. It emphasizes the importance of involving citizens in decision-making processes and ensuring their active participation in shaping public policies and programs.

Social Equity and Justice: NPA recognizes the significance of social equity and justice in public administration. It emphasizes the need to address disparities and ensure fair distribution of resources, opportunities, and benefits among different social groups.

Value Orientation: NPA emphasizes ethical and moral values in public administration. It emphasizes the importance of public servants adhering to principles such as honesty, integrity, fairness, and impartiality.

Decentralization and Devolution: NPA supports the decentralization of power and authority, advocating for decision-making and service delivery at the local level. It emphasizes the importance of empowering local communities and ensuring their active participation in governance processes.

Public-Private Partnerships: NPA recognizes the role of the private sector and NGOs in public administration. It encourages collaboration and partnerships between government agencies, private organizations, and civil society to achieve public goals effectively.

Management of Human Resources: NPA emphasizes the importance of human resource development and management in public administration. It recognizes the significance of competent and motivated public servants and emphasizes training, capacity building, and performance management.

Interdisciplinary Approach: NPA promotes an interdisciplinary approach to public administration, drawing from various social sciences, such as political science, sociology, economics, and public policy. It recognizes the complex nature of public problems and the need for a holistic understanding and approach to address them.

NPA has had a significant impact on the field of public administration, challenging traditional bureaucratic models and promoting a more inclusive and participatory approach to governance. It has influenced the development of public administration theories, practices, and reforms in many countries, emphasizing the importance of citizen engagement, social justice, and effective management of public resources.

(b) Decentralization

Ans. Decentralization is the process of transferring power, authority, and decision-making from the central government to lower levels of government or non-governmental actors. It aims to distribute governance and decision-making closer to the people, allowing for greater local participation, responsiveness, and accountability.

There are two main forms of decentralization:

Political Decentralization: This refers to the transfer of political power and decision-making authority to sub-national levels of government, such as regional or local governments. It involves the devolution of administrative, legislative, and financial powers to these lower levels, allowing them to make decisions on issues that directly affect their communities.

Administrative Decentralization: This form of decentralization focuses on the transfer of administrative functions, responsibilities, and resources to local or regional authorities. It involves delegating decision-making powers, implementing policies, and delivering public services at the local level. Administrative decentralization aims to improve efficiency, responsiveness, and service delivery by bringing decision-making closer to the affected population.

Decentralization can have several potential benefits:

Local Empowerment: Decentralization provides local communities with greater control over decision-making processes and enables them to address their specific needs and priorities. It promotes citizen participation and engagement, allowing for more inclusive and representative governance.

Improved Service Delivery: By transferring administrative powers and responsibilities to local levels, decentralization can enhance the efficiency and effectiveness of public service delivery. Local authorities are often better positioned to understand local needs and deliver services that are tailored to the specific requirements of the community.

Accountability and Transparency: Decentralization can enhance accountability by making decision-makers more accessible and responsive to citizens. It creates opportunities for greater transparency in governance processes and enables citizens to hold local authorities accountable for their actions.

Economic Development: Decentralization can stimulate economic development by promoting local initiatives, entrepreneurship, and resource management. It enables local authorities to make decisions that support local economic growth and attract investments.

However, decentralization also poses some challenges:

Capacity Constraints: Local authorities may lack the capacity, resources, and expertise to effectively carry out their new responsibilities. Capacity building efforts are often required to ensure that local governments are adequately equipped to handle their expanded roles.

Inequality and Disparities: Decentralization can exacerbate existing inequalities if certain regions or communities receive fewer resources or have limited capacity to govern effectively. Efforts must be made to ensure that decentralization does not lead to regional imbalances or marginalization of disadvantaged groups.

Coordination and Harmonization: While decentralization aims to bring decision-making closer to the people, there is still a need for coordination and harmonization between different levels of government. Ensuring coherence in policies, standards, and resource allocation can be a challenge.

Overall, decentralization is a complex process that requires careful planning, institutional reforms, and effective governance mechanisms. It can promote local participation, improve service delivery, and enhance accountability, but its success depends on addressing challenges and ensuring an inclusive and equitable distribution of power and resources.

(c) Public Accountability

Ans. **Public accountability refers to the responsibility and answerability of individuals, organizations, or institutions to the public or the broader community for their actions, decisions, and use of resources**. It is a fundamental aspect of democratic governance and serves as a check and balance mechanism to ensure transparency, integrity, and ethical conduct in public affairs.

Public accountability can apply to various entities, including government agencies, elected officials, public servants, corporations, nonprofit organizations, and even individuals in positions of power. It entails being open and transparent about decision-making processes, providing accurate and timely information, and being willing to justify actions and accept consequences for any misconduct or wrongdoing.

Key elements of public accountability include:

Transparency: Making information accessible to the public and ensuring openness in decision-making processes. This includes disclosing financial records, publicizing policies and procedures, and allowing public participation and input.

Answerability: Being accountable for one's actions and decisions, which involves being willing to explain and justify those actions to the public. This can be achieved through mechanisms such as public hearings, audits, and investigations.

Responsiveness: Being responsive to the needs, concerns, and feedback of the public. This involves actively engaging with the public, listening to their views, and taking appropriate actions based on their input.

Integrity: Upholding high ethical standards and acting in the best interest of the public. This includes avoiding conflicts of interest, maintaining confidentiality when required, and adhering to legal and ethical norms.

Consequences: Accepting responsibility for any misconduct or failure to meet public expectations. This can involve facing legal consequences, disciplinary actions, or reputational damage.

Efforts to promote public accountability often involve establishing mechanisms and institutions to monitor and enforce accountability, such as independent audit bodies, ombudsman offices, anti-corruption commissions, and whistleblower protection laws. Civil society organizations, media outlets, and public participation platforms also play a crucial role in holding public officials and institutions accountable by raising awareness, conducting investigations, and advocating for transparency and good governance.

(d) Feminist Perspective of Public Administration.

Ans. **The feminist perspective of public administration examines the ways in which gender influences the theory, practice, and outcomes of public administration**. It seeks to highlight and address gender disparities, power imbalances, and discrimination within the field. Feminist scholars and practitioners advocate for gender equality and social justice in public administration by challenging and transforming existing systems and structures.

Here are some key aspects of the feminist perspective of public administration:

Gender Analysis: Feminist scholars argue that public administration should incorporate a gender analysis in its policies, programs, and decision-making processes. This involves considering how policies and practices may affect individuals differently based on their gender, and addressing gender-based discrimination, stereotypes, and biases.

Intersectionality: Feminist perspectives emphasize the intersectionality of gender with other social identities such as race, class, sexuality, and disability. Public administration should recognize and address the unique challenges faced by individuals who experience multiple forms of discrimination and marginalization.

Representation: Feminists advocate for increased representation of women in leadership and decision-making positions within public administration. This includes promoting gender parity in recruitment, hiring, and promotion practices, as well as creating supportive and inclusive work environments that value diversity.

Policy Issues: Feminist perspectives shed light on gender-specific policy issues and advocate for their inclusion on the public administration agenda. This includes addressing issues such as pay equity, work-life balance, gender-based violence, reproductive rights, and women's political participation.

Participatory Governance: Feminists emphasize the importance of including women and marginalized groups in decision-making processes. Public administration should actively engage these groups in policy formulation, implementation, and evaluation to ensure their voices are heard and their needs are addressed.

Institutional Change: Feminist perspectives call for transforming the structures and practices of public administration to promote gender equality and social justice. This involves challenging hierarchical and patriarchal organizational cultures, promoting flexible work arrangements, and mainstreaming gender perspectives across all areas of public administration.

Accountability: Feminist scholars and practitioners emphasize the need for public administration to be accountable for promoting gender equality. This includes monitoring and evaluating gender-related outcomes, conducting gender audits, and establishing mechanisms for reporting and addressing gender-based discrimination and harassment within public administration.

The feminist perspective of public administration recognizes that gender is a critical lens through which to analyze and understand public administration processes and outcomes. By incorporating feminist principles and approaches, public administration can work towards creating more equitable, inclusive, and responsive systems that address the needs and rights of all individuals, regardless of their gender.