

Public Administration Paper – 2 Model Answer

Q1(a) “Arthashastra of Kautilya means the science of economics of livelihood of the people.” Comment.

Kautilya’s *Arthashastra* goes far beyond a narrow understanding of economics and can be rightly interpreted as a comprehensive treatise on **statecraft aimed at ensuring people’s material well-being**.

- **Concept of Artha**
 - *Artha* denotes material prosperity, resources, and livelihood of the population
 - Kautilya viewed wealth creation as foundational to *Dharma* and *Kama*
- **People-centric governance**
 - Emphasis on agriculture, trade, taxation, irrigation, and public works
 - Welfare measures for farmers, artisans, women, and vulnerable groups
- **Administrative orientation**
 - Strong state role in regulating markets and preventing exploitation
 - Ethical taxation linked to capacity to pay
- **Contemporary relevance**
 - Resonates with India’s developmental state approach
 - Reflected in schemes like PM-KISAN, MGNREGA, and food security laws

Thus, *Arthashastra* represents a science of governance and public welfare, where economic management serves the livelihood and stability of society.

Q1(b) Trace the reasons for limited effectiveness of the NITI Aayog.

NITI Aayog was envisaged as a think tank to replace the Planning Commission and promote cooperative federalism, yet its impact has been limited.

- **Structural limitations**
 - Absence of financial allocation powers reduces influence over states
 - Advisory role without binding authority
- **Federal challenges**
 - States often perceive it as Union-dominated
 - Limited institutionalisation of bottom-up planning
- **Capacity and continuity issues**
 - Frequent changes in priorities and personnel
 - Over-reliance on reports with weak implementation follow-through

- **Functional overlap**
 - Duplication with line ministries and Finance Commission
 - Reduced relevance in fiscal decision-making
- **Positive but constrained contributions**
 - Aspirational Districts Programme
 - SDG monitoring and policy innovation

In sum, NITI Aayog's effectiveness is constrained not by intent, but by limited authority, fiscal marginalisation, and incomplete federal ownership.

Q1(c) Highlight the constitutional provisions and judicial interpretations to promote gender equality in India

Gender equality in India is constitutionally guaranteed and progressively strengthened through judicial interpretation.

- **Constitutional provisions**
 - **Article 14**: Equality before law
 - **Article 15(1)**: Prohibits discrimination on grounds of sex
 - **Article 15(3)**: Enables affirmative action for women
 - **Article 16**: Equality of opportunity in public employment
 - **Directive Principles**:
 - Article 39(a), (d): Equal livelihood and equal pay
 - Article 42: Just and humane conditions of work
- **Judicial interpretations**
 - *Vishaka v. State of Rajasthan*: Sexual harassment recognised as violation of fundamental rights
 - *Shayara Bano case*: Gender justice within personal laws
 - *Joseph Shine case*: Decriminalisation of adultery, reinforcing women's autonomy
- **Impact**
 - Expanded substantive equality beyond formal equality
 - Courts as proactive agents of social transformation

Thus, constitutional guarantees combined with judicial activism have played a crucial role in advancing gender equality in India.

Q1(d) In contemporary times, the District Collector should prioritise teamwork over hierarchical structure. Comment.

The traditional authority-centred role of the District Collector is increasingly inadequate in contemporary governance, which demands coordination and collaboration.

- **Changing administrative context**
 - Complex development programmes require multi-departmental coordination
 - Increased role of local governments, NGOs, and private actors
- **Rationale for teamwork**
 - **New Public Governance** emphasises networks over hierarchies
 - Enhances responsiveness, innovation, and problem-solving capacity
 - Encourages ownership among line departments and field staff
- **Contemporary illustrations**
 - District-level convergence under Aspirational Districts Programme
 - COVID-19 management through task forces and inter-agency teams
- **Limits of hierarchy**
 - Excessive centralisation slows decision-making
 - Discourages initiative at lower levels

Therefore, while formal authority remains essential, effective district administration today requires the Collector to function as a team leader and coordinator rather than merely a hierarchical superior.

Q1(e) Examine the significance of field organisations in enhancing policy implementation of projects like MGNREGA and Swachh Bharat Mission.

Field organisations form the operational backbone of public programmes and are crucial for translating policy intent into outcomes.

- **Last-mile delivery**
 - Gram Panchayats, block offices, and frontline workers ensure outreach to beneficiaries
 - In **MGNREGA**, field staff facilitate job cards, work allocation, and wage payments
- **Contextual adaptation**
 - Field agencies adjust implementation to local socio-economic realities
 - Swachh Bharat Mission relied on local motivators and community engagement
- **Monitoring and feedback**
 - Real-time reporting through MIS and social audits
 - Enables course correction and accountability
- **Capacity and coordination**
 - Convergence with line departments improves effectiveness
 - District-level supervision strengthens implementation quality

Thus, field organisations enhance policy effectiveness by ensuring responsiveness, participation, and accountability, making them indispensable for large-scale welfare and development programmes.

Q2(a) The colonial legacy is responsible for many administrative problems in independent India as company agents and traders evolved into magistrates, governors and civil servants. Analyse

India's administrative system bears a strong imprint of colonial legacy, shaped initially to serve imperial interests rather than public welfare.

- **Origins of administration**
 - East India Company officials combined commercial, judicial, and executive roles
 - Emphasis on revenue extraction and law-and-order maintenance
- **Structural consequences**
 - Centralised authority and hierarchical bureaucracy
 - Procedural rigidity and rule-bound functioning (**Weberian traits**)
- **Post-independence challenges**
 - Weak citizen orientation and accountability
 - Distance between administration and masses
- **Continuities and adaptations**
 - Retention of ICS-based structures ensured stability
 - Democratic governance necessitated reorientation towards development and welfare

Therefore, while colonial legacy contributed to administrative inefficiencies and authoritarian tendencies, it also provided an institutional framework that independent India has been progressively reforming to suit democratic and developmental objectives.

Q2(b) Despite the division of subjects, the Union government contributes towards subjects in the State and Concurrent Lists. Discuss its pros and cons in the light of fiscal federalism

India's fiscal federalism allows the Union to financially intervene in State and Concurrent subjects through grants, CSS, and centrally sponsored schemes.

Pros

- **Equity and national priorities:** Addresses regional imbalances (e.g., Aspirational Districts Programme).
- **Spillover management:** National public goods like health and education require coordinated funding.
- **Capacity support:** Union transfers supplement weak state finances (Finance Commission grants).

Cons

- **Erosion of fiscal autonomy:** Conditional grants constrain state priorities.
- **One-size-fits-all design:** Centrally Sponsored Schemes may ignore local contexts.
- **Vertical imbalance persistence:** States bear expenditure responsibilities without commensurate revenue powers.

Assessment

- Finance Commissions aim to correct imbalances, while NITI Aayog promotes cooperative federalism.
- Excessive centralisation risks fiscal dependency and reduced accountability.

Thus, Union contributions can strengthen outcomes if designed flexibly, with outcome-based transfers and genuine state participation to uphold fiscal federalism.

Q2(c) Divergent political interests and financial constraints hinder the spirit of cooperative federalism. Comment

Cooperative federalism in India aspires to shared decision-making between the Union and States, but practical challenges limit its realisation.

- **Political divergence**
 - Differing party ideologies and electoral incentives create Centre–State friction.
 - Centralised decision-making can marginalise opposition-ruled states.
- **Financial constraints**
 - GST compensation issues and delayed transfers strain trust.
 - States' limited revenue autonomy heightens dependence on the Union.
- **Institutional gaps**
 - Infrequent or consultative-only forums weaken collaborative problem-solving.
 - Perception of asymmetry in influence within intergovernmental mechanisms.

- **Countervailing efforts**

- GST Council institutionalises dialogue.
- Finance Commissions provide rule-based transfers.

Therefore, while political and fiscal constraints hinder cooperative federalism, strengthening institutional trust, predictable transfers, and inclusive consultation can restore its spirit and effectiveness.

Q3(a) While the Constitution offers a strong framework for decentralised and accountable governance, the real test lies in how institutions, civil society and citizens uphold constitutional values in practice. Examine

The Indian Constitution provides a robust framework for decentralised and accountable governance through federalism, fundamental rights, and local self-government. However, constitutional design alone does not guarantee democratic outcomes.

- **Institutional role**

- Effectiveness depends on how legislatures, executives, and judiciary internalise constitutional morality
- Weak institutional autonomy or politicisation dilutes accountability

- **Civil society contribution**

- Acts as a watchdog through advocacy, social audits, and public discourse
- RTI movement and social audits under MGNREGA illustrate this role

- **Citizen participation**

- Decentralisation succeeds only with active civic engagement
- Low awareness and participation weaken grassroots accountability

- **Implementation gap**

- Constitutional mandates like the 73rd and 74th Amendments often suffer from partial devolution

Thus, the Constitution provides the framework, but democratic governance is realised only when institutions function independently, civil society remains vigilant, and citizens actively uphold constitutional values in everyday governance.

Q3(b) Liberalisation of the Indian economy has forced public enterprises to enhance their efficiency, but the effects of these reforms remain debated. Analyse.

Economic liberalisation exposed public sector enterprises (PSEs) to market competition, compelling them to improve efficiency and performance.

- **Positive effects**

- Greater operational autonomy through MoUs and Navratna status
- Improved financial performance in sectors like petroleum and power
- Adoption of modern management practices and technology

- **Critiques and limitations**

- Continued political interference in pricing and staffing
- Uneven impact across sectors; strategic PSUs fare better than social-sector ones
- Disinvestment prioritised fiscal goals over efficiency gains

- **Employment and social concerns**

- Downsizing and contractualisation raised labour insecurity
- Tension between commercial viability and social obligations

Therefore, liberalisation enhanced efficiency pressures on public enterprises, but its outcomes vary widely. The debate persists due to uneven reforms, sectoral differences, and unresolved tensions between market efficiency and public purpose.

Q3(c) Centre–State administrative relations are a matter of debate as constitutional provisions created a strong Centre. Discuss.

The Indian Constitution establishes a federal system with a pronounced centralising bias, making Centre–State administrative relations a continuing subject of debate.

- **Constitutional basis of a strong Centre**

- Union control over All India Services (Articles 312)
- Governor’s role and Union directions to States (Articles 256–257)
- Emergency provisions enabling centralisation of administration

- **Administrative implications**

- Uniform standards in governance and national integration
- Enhanced capacity of the Centre to address inter-state and national issues

- **Points of contention**

- Perceived erosion of state autonomy in administration
- Central deputation and control over senior bureaucracy

- **Contemporary context**

- Cooperative federalism through GST Council and inter-state coordination
- Ongoing tensions over administrative discretion and fiscal control

Thus, while a strong Centre ensures stability and uniformity, balanced administrative relations require mutual respect, consultation, and functional autonomy of States.

Q4(a) Experience of various States suggests that reorganisation of districts is driven more by politico-populist convenience than by administrative efficiency. Discuss.

District reorganisation is officially justified on grounds of administrative convenience, but empirical experience suggests political considerations often dominate.

- **Administrative rationale**
 - Improved accessibility of services
 - Better supervision and local responsiveness
- **Politico-populist drivers**
 - Creation of districts to mobilise electoral support
 - Naming and boundary decisions reflecting political symbolism
- **Observed consequences**
 - Inadequate infrastructure and staffing in newly created districts
 - Fiscal strain on state finances
 - Fragmentation of administrative capacity
- **Indian experience**
 - Frequent district bifurcations without prior capacity assessment
 - Short-term political gains overriding long-term governance planning

Therefore, while district reorganisation can enhance administration, its effectiveness is compromised when driven primarily by political expediency rather than objective administrative criteria and preparedness.

Q4(b) Lack of clear demarcation of roles between the State Secretariat and the Directorate has serious implications for policy-making and policy implementation. Do you agree?

Yes, lack of clear functional demarcation between the State Secretariat and Directorates has significant adverse implications for governance.

- **Ideal role distinction**
 - **State Secretariat:** Policy formulation, coordination, and legislative responsibility
 - **Directorates:** Technical expertise, execution, and field-level supervision

- **Problems due to overlap**
 - Duplication of functions leading to delays and confusion
 - Secretariat involvement in routine execution weakens strategic focus
 - Directorates bypassing the Secretariat undermine accountability
- **Impact on policy process**
 - Poorly formulated policies lacking implementational realism
 - Weak feedback loops from field to policy level
- **Indian experience**
 - Line departments often centralise control, marginalising directorates
 - ARC reports have highlighted role ambiguity as a governance deficit

Thus, clear role demarcation is essential for coherent policymaking, effective implementation, and administrative accountability in state administration.

Q4(c) Decentralised planning in India signifies a shift towards context-sensitive development, but inadequate resources and local politics complicate the realisation of social justice goals. Comment.

Decentralised planning reflects India's commitment to participatory and context-sensitive development, institutionalised through the 73rd and 74th Constitutional Amendments.

- **Significance of decentralised planning**
 - Incorporates local needs and priorities
 - Enhances inclusion and responsiveness
 - Strengthens grassroots democracy
- **Constraints**
 - Inadequate financial devolution and revenue-raising powers
 - Limited technical and administrative capacity at local levels
 - Elite capture and factional politics distort planning priorities
- **Social justice implications**
 - Marginalised groups may remain excluded despite formal representation
 - Benefits may be cornered by dominant local interests
- **Indian experience**
 - Mixed outcomes in Gram Sabha-led planning
 - Successful cases where capacity-building and transparency exist

Therefore, decentralised planning holds transformative potential, but achieving social justice requires adequate resources, institutional capacity, and safeguards against local political capture.

Q5(a) Low cyber awareness among officials is causing cyber security issues in administration. Comment.

Low levels of cyber awareness among public officials have emerged as a significant vulnerability in administrative cyber security.

- **Nature of the problem**
 - Limited understanding of phishing, malware, ransomware, and data breaches
 - Poor cyber hygiene such as weak passwords and unsafe data handling
- **Administrative implications**
 - Increased risk to sensitive government databases and citizen data
 - Disruption of service delivery platforms like e-governance portals
 - Erosion of public trust and administrative credibility
- **Institutional gaps**
 - Inadequate training and capacity-building
 - Cyber security viewed as a technical issue rather than a governance concern
- **Indian context**
 - Rapid digitisation under Digital India outpacing human capacity
 - Initiatives like Cyber Surakshit Bharat aim to address awareness gaps

Thus, cyber security threats in administration are not merely technological but human and institutional. Enhancing cyber literacy among officials is essential to safeguard digital governance systems.

Q5(b) The guillotine hastens the budgetary process to meet the timeline. Evaluate the procedure.

The guillotine is a parliamentary procedure through which outstanding demands for grants are put to vote without discussion to ensure timely passage of the budget.

- **Rationale**
 - Prevents legislative delays in budget approval
 - Ensures continuity of government expenditure
- **Advantages**
 - Facilitates fiscal discipline and adherence to constitutional timelines
 - Avoids administrative paralysis due to delayed financial authorisation
- **Limitations**
 - Curtails detailed legislative scrutiny of departmental demands
 - Weakens parliamentary control over executive expenditure

- Reduces accountability and informed debate
- **Indian practice**
- Frequent resort reflects increasing budget size and time constraints
- Standing Committees partially compensate through detailed examination

Evaluation

While the guillotine is procedurally necessary, excessive reliance undermines legislative oversight. Strengthening committee scrutiny and rationalising budget discussions can balance efficiency with accountability.

Q5(c) New localism plays a crucial role in empowering local actors. Expand.

New localism refers to a governance approach that emphasises decentralised decision-making, local innovation, and community-led solutions within a broader multi-level governance framework.

- **Core features**
- Devolution of authority to local governments and community institutions
- Flexibility to design solutions suited to local socio-economic contexts
- **Empowerment of local actors**
- Enhances role of Panchayats, municipalities, NGOs, and local entrepreneurs
- Encourages collaborative problem-solving among state, market, and civil society
- **Indian context**
- Aspirational Districts Programme enables district-level innovation
- Mission-mode programmes allow local adaptation within national frameworks
- **Governance benefits**
- Improves responsiveness, accountability, and policy ownership
- Builds local capacity and leadership
- **Limitations**
- Uneven capacities across regions
- Risk of elite capture

Thus, new localism empowers local actors by shifting governance closer to citizens, provided capacity-building and accountability mechanisms are strengthened.

Q5(d) Gram Sabha aims to enlist community participation. Explain.

The Gram Sabha is the foundational institution of participatory democracy in rural India, designed to institutionalise community participation in governance.

- **Constitutional basis**

- Recognised under the 73rd Constitutional Amendment
- Serves as the deliberative body of the village

- **Functions**

- Approves development plans and beneficiary selection
- Conducts social audits, especially under MGNREGA
- Acts as a forum for grievance redressal

- **Role in participation**

- Enables direct citizen involvement beyond electoral participation
- Enhances transparency and accountability of Panchayats

- **Contemporary relevance**

- Effective Gram Sabhas improved outcomes in sanitation and welfare delivery
- Digital tools increasingly supplement participation

- **Constraints**

- Low attendance, elite dominance, and gender barriers

Therefore, Gram Sabha operationalises grassroots participation, but its democratic potential depends on awareness, inclusiveness, and administrative support.

Q5(e) Identify the implementation challenges and issues of the Government e-Marketplace (GeM).

GeM was launched to enhance transparency, efficiency, and competition in public procurement. Despite progress, several implementation challenges persist.

- **Operational challenges**

- Limited digital capacity among procuring officials and small vendors
- Procedural rigidity and frequent rule changes affecting ease of use

- **Vendor-side issues**

- MSMEs face difficulties in onboarding, compliance, and logistics
- Price-only competition may disadvantage quality-centric suppliers

- **Administrative concerns**

- Standardised procurement may not suit specialised or complex purchases
- Risk-averse officials prefer conventional procurement methods

- **Institutional issues**

- Integration gaps with state systems and legacy procurement rules
- Delays in payments affecting vendor confidence

- **Indian experience**
 - Adoption uneven across states and departments
 - Training and handholding remain inconsistent

Thus, while GeM has improved transparency, its effectiveness depends on capacity-building, flexibility for complex procurement, timely payments, and deeper integration across government levels.

Q6(a) Centralised Public Grievance Redress and Monitoring System (CPGRAMS) does not effectively address local-level issues. Give your opinion.

CPGRAMS was designed to provide a unified digital platform for citizen grievance redressal. However, its effectiveness in addressing local-level issues remains limited.

- **Structural limitations**
 - Centralised routing often overlooks local administrative context
 - Standardised categorisation fails to capture nuanced local problems
- **Administrative challenges**
 - Grievances are frequently forwarded mechanically without resolution
 - Limited accountability for quality of disposal at the field level
- **Citizen experience**
 - Delayed responses and repetitive closures reduce trust
 - Language and digital barriers exclude marginalised groups
- **Positive aspects**
 - Improved visibility and tracking of grievances
 - Data analytics help identify systemic issues

Opinion

CPGRAMS enhances transparency but cannot substitute robust local grievance mechanisms. Effective redressal requires decentralised authority, empowered local offices, and integration of CPGRAMS with district- and block-level accountability systems.

Q6(b) Do you think the “Aadhaar” initiative has promoted inclusive governance and administrative credibility? Throw light. (≈150 words)

The Aadhaar initiative has significantly influenced inclusive governance and administrative credibility in India, though not without concerns.

- **Promotion of inclusion**
 - Enabled universal digital identity, especially for the poor and migrants
 - Facilitated Direct Benefit Transfer (DBT), reducing leakages in schemes like LPG subsidy, pensions, and scholarships
 - Improved access to banking and welfare services
- **Administrative credibility**
 - Enhanced transparency and accountability in beneficiary identification
 - Reduced duplication and ghost beneficiaries, improving fiscal discipline
- **Judicial and ethical safeguards**
 - Supreme Court upheld Aadhaar's validity while limiting its mandatory use
 - Emphasis on privacy and data protection as part of governance legitimacy
- **Challenges**
 - Authentication failures affecting vulnerable groups
 - Data security and exclusion errors

Thus, Aadhaar has strengthened inclusive governance and administrative credibility, provided safeguards against exclusion and privacy violations are continuously reinforced.

Q6(c) Smart policing and community policing programmes have been initiated to address socio-technological challenges in law and order. Discuss.

Contemporary law and order challenges require policing strategies that combine technology with community engagement.

- **Smart policing**
 - Use of CCTV networks, predictive analytics, drones, and crime mapping
 - Initiatives like CCTNS and Smart Policing under Digital India enhance responsiveness
- **Community policing**
 - Builds trust through citizen participation and local partnerships
 - Programmes like Kerala's Janamaithri and Telangana's She Teams illustrate success
- **Addressing socio-technological challenges**
 - Cybercrime, urban anonymity, and social media-driven unrest
 - Technology aids detection, while community trust ensures intelligence flow
- **Limitations**
 - Privacy concerns and digital divide
 - Need for capacity-building and ethical safeguards

Therefore, smart and community policing together offer a balanced approach, addressing modern law-and-order challenges by combining technological efficiency with social legitimacy.

Q7(a) Many elected women representatives in local governments in India, especially from marginalised backgrounds, often struggle to govern effectively. Examine.

The increased political participation of women in local governments through constitutional reservation has been a major democratic achievement. However, many elected women representatives (EWRs), particularly from marginalised backgrounds, face constraints in governing effectively.

- **Structural and social constraints**
 - Patriarchal norms lead to proxy representation by male relatives
 - Limited education and political exposure restrict decision-making capacity
- **Institutional challenges**
 - Inadequate training and orientation for newly elected representatives
 - Weak devolution of powers and finances to local bodies reduces real authority
- **Administrative and political barriers**
 - Bureaucratic dominance marginalises elected women
 - Local elite capture and caste dynamics undermine leadership
- **Positive trends**
 - Capacity-building initiatives and SHG networks enhance confidence
 - Evidence of improved outcomes in health, sanitation, and education where women exercise autonomy

Thus, while women's reservation has expanded political inclusion, effective governance by EWRs depends on sustained capacity-building, social empowerment, and genuine decentralisation of authority and resources.

Q7(b) "Budget is the pivot around which the whole financial administration revolves." Discuss the socio-economic and political implications of the Budget.

The Budget is the central instrument of financial administration, translating governmental priorities into fiscal action with wide-ranging implications.

- **Socio-economic implications**
 - Allocation of resources reflects development priorities such as health, education, and infrastructure

- Welfare-oriented budgets support inclusion through schemes like PMAY, MGNREGA, PM-KISAN, and National Health Mission
- Taxation and subsidies influence income distribution and consumption patterns
- **Economic implications**
- Fiscal deficit targets affect macroeconomic stability and investor confidence
- Capital expenditure drives growth, as seen in increased allocations for railways and highways
- **Political implications**
- Budget signals government ideology and electoral priorities
- Populist measures may be used to consolidate political support
- Parliamentary scrutiny ensures executive accountability
- **Administrative significance**
- Coordinates revenue collection, expenditure control, and audit mechanisms

Thus, the Budget is not merely a financial statement but a powerful socio-economic and political instrument shaping governance and public policy.

Q7(c) Assess the role of Government Process Re-engineering (GPR) in promoting good governance.

Government Process Re-engineering involves redesigning administrative processes to improve efficiency, transparency, and citizen-centricity, thereby promoting good governance.

- **Role in good governance**
- Simplifies procedures and reduces bureaucratic delays
- Enhances transparency and accountability through digitisation
- Improves service delivery and citizen satisfaction
- **Indian initiatives**
- **Digital India**: online service delivery and paperless governance
- **Mission Mode Projects** like Passport Seva and MCA21 streamlined processes
- **Direct Benefit Transfer (DBT)** re-engineered subsidy delivery, reducing leakages
- **Governance outcomes**
- Reduction in discretion and corruption
- Faster decision-making and improved administrative responsiveness
- **Limitations**
- Resistance to change within bureaucracy
- Digital divide affecting access

Thus, GPR is a critical enabler of good governance when supported by capacity-building, change management, and inclusive digital access.

Q8(a) Metropolitan cities are providing major portions of national wealth, but their governance is fraught with intricate institutional relationships. Explain.

Metropolitan cities are India's primary engines of economic growth, yet their governance is complex due to fragmented institutional arrangements.

- **Economic significance**
 - Cities like Mumbai, Delhi, Bengaluru, and Chennai contribute a substantial share of GDP
 - Drive innovation, services, finance, and global integration
- **Institutional complexity**
 - Multiplicity of agencies: municipal corporations, development authorities, state departments, parastatals
 - Overlapping jurisdictions in transport, housing, water, and policing
- **Governance challenges**
 - Weak authority of urban local bodies despite the 74th Constitutional Amendment
 - Limited fiscal autonomy and dependence on state governments
 - Poor coordination hampers service delivery and planning
- **Indian experience**
 - Urban missions like **AMRUT** and **Smart Cities Mission** created SPVs, further complicating accountability

Thus, while metropolitan cities generate national wealth, effective governance requires clearer role demarcation, empowered municipalities, and integrated metropolitan planning mechanisms.

Q8(b) Training and capacity building represent different scope and objectives. Explain the key differences.

Training and capacity building, though related, differ in scope, purpose, and outcomes in public administration.

- **Training**
 - Short-term, task-oriented, and skill-specific
 - Focuses on improving individual competence
 - Examples: induction training, refresher courses at LBSNAA

- **Capacity building**
 - Long-term, systemic, and institutional
 - Enhances organisational ability to perform functions sustainably
 - Includes leadership development, process reform, and institutional strengthening
- **Indian initiatives**
 - **Mission Karmayogi** emphasises continuous capacity building through competency-based learning
 - iGOT platform integrates training with career progression
- **Governance relevance**
 - Training addresses immediate performance gaps
 - Capacity building enables adaptability, innovation, and resilience

Therefore, while training improves skills, capacity building transforms institutions. Both are complementary but distinct instruments for effective and future-ready governance.

Q8(c) Artificial Intelligence has emerged as an innovative tool in disaster management. Illustrate with examples

Artificial Intelligence (AI) has increasingly been deployed to enhance disaster preparedness, response, and recovery by enabling data-driven and real-time decision-making.

- **Early warning and prediction**
 - AI-based weather models improve cyclone and flood forecasting
 - IMD uses advanced analytics to enhance accuracy of extreme weather predictions
- **Disaster response and coordination**
 - AI-enabled satellite imagery and drones assist in damage assessment
 - During floods and earthquakes, image recognition helps identify affected areas and plan relief logistics
- **Indian examples**
 - **National Disaster Management Authority (NDMA)** uses GIS and AI tools for risk mapping
 - **ISRO's Bhuvan platform** supports disaster monitoring and post-disaster assessment
 - AI chatbots and analytics were used during COVID-19 for tracking and resource allocation
- **Limitations**
 - Data quality and interoperability issues
 - Ethical concerns and digital divide

Thus, AI enhances disaster management efficiency and timeliness, but its effectiveness depends on reliable data, institutional capacity, and ethical safeguards.

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