

NEXT IAS

ETHICS ENHANCER 2025

RECEIVED

21 JUL 2025

(To be filled by candidate)

TEST CODE : EEF2504

Test No. : 04

Name of Candidate: NANCY SINGH Mobile No.

Roll No. : GSPM 23B 10138 Start Time End Time.....

Date of Examination: 20-07-2025 Medium : English Hindi

Q. No.	Maximum Marks	Marks Obtained
1.(a)	10	
1.(b)	10	
2.(a)	10	
2.(b)	10	
3.(a)	10	
3.(b)	10	
4.(a)	10	
4.(b)	10	
5.(a)	10	
5.(b)	10	
TOTAL MARKS - 100		

Q. No.	Maximum Marks	Marks Obtained
6.(a)	10	
6.(b)	10	
6.(c)	10	
7.	20	
8.	20	
9.	20	
10.	20	
11.	20	
12.	20	
TOTAL MARKS - 150		

GRAND TOTAL - / 250

EVAL CODE: **EVAL DATE:**

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 12 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

FOR OFFICE USE ONLY

<u>Student Concerns / Query</u>	<u>Evaluator's Feedback / Response</u>
1	1
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2	2
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3	3
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MARKING SCHEME *			
Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

<u>IMPORTANT QR CODES</u>	
 <p style="margin-top: 10px;">Topper's Copy</p>	 <p style="margin-top: 10px;">Common mistake and Correct Filled QCAB</p>
 <p style="margin-top: 10px;">Copy Scanner App</p>	 <p style="margin-top: 10px;">Next IAS Test Centre Location</p>

MACRO COMMENTS

The Purpose of MTS 2.0 Score Improvement Program (SIP) is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

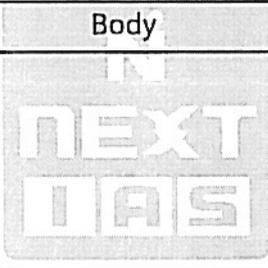
Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion
		

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

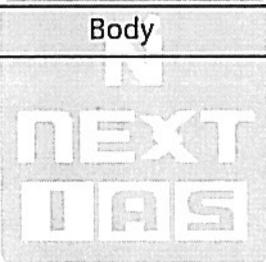
Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion
		

Q12.

Introduction	Body	Conclusion



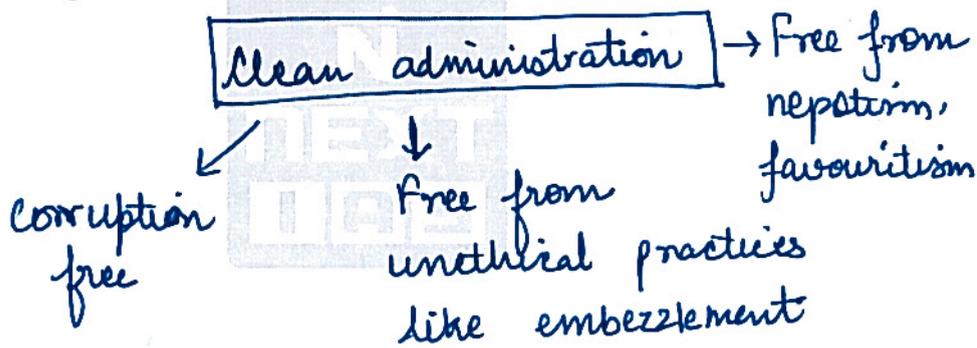


खण्ड-A / Section-A

Q.1 (a) क्या आप इस बात से सहमत हैं कि नैतिक शासन में स्वच्छ प्रशासन से कहीं अधिक चीजें शामिल हैं, इसमें समावेशी, सहभागी और मूल्य-संचालित शासन शामिल है? भारत में नैतिक शासन को संस्थागत बनाने के लिए कार्यान्वयन योग्य उपायों का सुझाव दीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Do you agree that ethical governance encompasses more than just clean administration, it involves inclusive, participatory, and value-driven governance? Suggest implementable measures to institutionalise ethical governance in India. (Answer in 150 words) 10 Marks

Ethics in governance means inculcating sense of duties, principles, rules, regulations and aligning them in promoting public interest.



Ethical governance → Inclusive, participatory and value-driven

① Inclusive governance upholds the principle of 'Samvadaya' & 'Antyodaya'

▶ Eg: Jal Jeevan Mission aim to provide safe and quality water.

② Citizen participation in governance brings in institutional legitimacy.

and builds public trust.

Eg: Jan sunwayi, CPGRAMS

⑧ Value-driven governance like values of ^{compassion} honesty, fairness, fulfills the Aristotle's idea of virtue based governance.

Eg: Keerthi Jalli's role in Assam floods out of compassion.

Implementable measures to institutionalise ethical governance

① Institutional measures: Building code of conduct, code of ethics

↳ Ethical training. Eg: LBSNAA.

↳ Rules and regulations. Eg: Civil Services Conduct Rules

↳ Use of agencies.

Eg: CPC, CBI etc.

② Non-institutional measures: Community engagements, awards and appraisals.

Ethical governance makes public servants 'Karmayogi' & 'role based'.



- (b) प्रशासनिक नीतिशास्त्र (ethics) में अक्सर वैधता (legality) और नैतिकता (morality) के बीच तनाव शामिल होता है। एक लोक प्रशासक के रूप में, आप ऐसी स्थिति को कैसे संभालेंगे जहाँ विधिक अनुपालन नैतिक जिम्मेदारी के विपरीत हो? एक उदाहरण के साथ स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Administrative ethics often involve tension between legality and morality. As a public administrator, how would you handle a situation where legal compliance contradicts moral responsibility? Illustrate with an example. (Answer in 150 words) 10 Marks

Laws and ethics are tools to govern.
But at times, the conflict between laws and values might arise leading to effectively navigation between both.

Handling situation where legal compliance contradicts moral responsibility

- ① Raise concerns within the department to higher officials.
- ② Gather of evidences as to how the legal compliance is leading to immoral decisions.
- ③ If the authorities do not listen, then I shall be ready to ethically resist as it is very rightly said by Thoreau - 'To be right is more honourable than law abiding'

Example: Suppose an unjust law - law to evict the marginalized people from an area to beautify city brings me to fulfill the moral responsibility to ethically resist against the law. I can even propose alternate solutions so that public interest is also fulfilled and at the same time loopholes in the law can be plugged in.

→ Such instances of law and ethics can be faced by any administrator but the most important thing is that one must be anchored in ethics.

Eg: law of forceful implementation of population control but administrators must respect autonomy. (Kant's Categorical imperative)

"Raise voice against unjust laws and accept any form of punishment without violence." MK Gandhi



- Q.2 (a) लोक प्रशासन में, नैतिक निर्णय-प्रक्रिया को कई रूपरेखाओं द्वारा आकार दिया जाता है। प्रशासनिक व्यवहार में उपयोगितावाद जैसे परिणामवादी सिद्धांतों से कर्तव्य-आधारित नैतिक दृष्टिकोण किस प्रकार भिन्न है? शासन में नैतिक दुविधा का एक उदाहरण देते हुए अपने उत्तर को स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

In public administration, ethical decision-making is shaped by multiple frameworks. How does a deontological or duty-based ethical approach differ from consequentialist theories such as utilitarianism in administrative practice? Illustrate your answer with an example of a moral dilemma in governance. (Answer in 150 words) 10 Marks

Deontology and utilitarianism are theories propounded by Kant and Bentham respectively that aid and guide in decision making.

Deontology

- ① Focus is on means.
- ② No one's right or dignity can be compromised - duty is of utmost importance.
- ③ An action from duty has its true moral worth.

Consequentialist

- ① Focus is on ends / consequences.
- ② Greater good for greater numbers is followed.
- ③ An action that tends to promote happiness - summum bonum has moral worth.

Moral dilemma: A department of education is suppose facing lack of funds and another department such as transport has funds. A public servant may face dilemma whether he or she directs the resources from transport to ~~health~~ education for bigger change.

Duty-based approach would not allow bending of rules for ^{greater} consequences as means are important.

Consequentialist approach may allow diversion of resources for greater good.

In administrative practice, an administrator on case to case basis can decide what holds more appropriate in that particular situation.

Thus deontology and consequentialism are avenues for one to become ethical and to promote public-well-being.



(b) डिजिटल गवर्नेंस और एआई सिस्टम पर बढ़ती निर्भरता के साथ, निष्पक्षता, पारदर्शिता और जवाबदेहिता के बारे में चिंताएँ बढ़ गई हैं। क्या सार्वजनिक सेवा के आधारभूत मूल्य इन चुनौतियों से निपटने के लिए पर्याप्त हैं, या हमें डिजिटल युग के लिए नए नैतिक ढाँचे की आवश्यकता है? एक उदाहरण के साथ समझाइए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

With the growing reliance on digital governance and AI systems, concerns about fairness, transparency, and accountability have intensified. Are the foundational values of public service sufficient to address these challenges, or do we require new ethical frameworks for the digital era? Explain with an example. (Answer in 150 words) 10 Marks

With Industrial Revolution 4.0, digital governance is on rise. This form of governance has its own pros and cons and is like double-edged sword.

Concerns of digital governance

→ Fairness as the governance has biases, errors also.

▶ Eg: AI system for FRT is biased against blacks in crime detection.

→ Transparency problems as rise of deepfakes, misinformation.

Accountability democratised as no single control and de-centralised.

Foundational values → sufficient → Yes

① Human intervention accompanied by the values of empathy, compassion.

▶ Eg: PDS denied due to lack of biometric authentication → Public official

guided by empathy can tackle it.

- ② Intellectual humility and value of critical thinking can minimise biases and misinformation.

▶ E.g.: Think before clicking, use of fact-check units.

- ③ Citizen participation through informal channels. ▶ E.g.: 'Jan Sunwayi'

However, new ethical frameworks are also required

- ① Awareness promotion on to understand how digital technology can become means to bad end - frauds, harassment.
- ② Critical thinking from schools promoted.
- ③ Equal access to technology and training on inclusive datasets to bring fairness and plurality.

Thus digital governance & AI is like doctrine of double effect. It must be enabler not arbiter.



Q.3

(a) भावनात्मक बुद्धिमत्ता (EI) को प्रभावी लोकसेवा के लिए आवश्यक माना जाता है। क्या आप इस बात से सहमत हैं कि भावनात्मक बुद्धिमत्ता, नैतिक निर्णय प्रक्रिया और प्रशासनिक प्रदर्शन को बढ़ाता है, खासकर पुलिसिंग या आपदा प्रतिक्रिया जैसे उच्च दबाव वाले क्षेत्रों में? अपने उत्तर को एक प्रासंगिक उदाहरण के साथ समर्थित कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

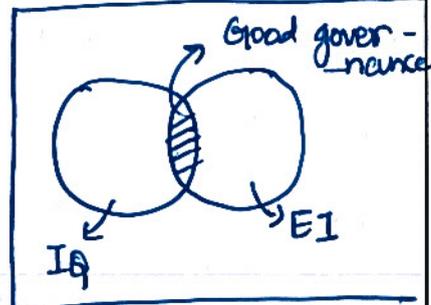
Emotional intelligence (EI) is increasingly regarded as essential for effective public service. Do you agree that EI enhances ethical decision-making and administrative performance, especially in high-pressure sectors such as policing or disaster response? Support your answer with a relevant example.

(Answer in 150 words) 10 Marks

~~Emo~~ Emotional intelligence refers to understanding one's own emotions, emotions of others and using this information in decision making
Salovey & Maynor

Yes, EI can enhance decision-making and administrative performance

① Brings feelings of empathy → rejection of cold proceduralism.



▶ Eg : Seema Daka role in finding abducted children.

② Stress management as policing involves criminal cases like rape, murder → emotionally depressing.

▶ Eg : A police official decides to investigate and question family persons of a rape victim in civil uniform.

③ EI aids in treating citizens as being and not merely as cases.

▶ Eg: Gender sensitive investigation.

④ Disaster response requires coordination, quick decision but at the same time compassion. ▶ Eg: EI builds a sense of priority - To save most vulnerable first.

⑤ EI helps in building interpersonal relationships with team members.

⑥ Moral courage to go beyond rule compliance. ▶ Eg: Utoma Bodia role during war.

However, too much emotions are also ~~so~~ harmful

① leads to empathy bias.

② Public officials may not be able to take decisions as emotions can be manipulated.

'Morality is more properly felt'. EI is a useful tool for ethical and good governance.



(b) लोक प्रशासन में नैतिक मार्गदर्शन विभिन्न स्रोतों, कानूनों, नियमों, विनियमों और व्यक्तिगत विवेक से उत्पन्न होता है। ये स्रोत हमेशा संरेखित नहीं हो सकते। ऐसे मामलों में, एक लोक सेवक को संघर्ष को सुलझाने के लिए कौन-सा नैतिक दृष्टिकोण अपनाना चाहिए? उदाहरण सहित स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Ethical guidance in public administration stems from various sources, laws, rules, regulations, and personal conscience. These sources may not always align. In such cases, what ethical approach should a public servant adopt to resolve the conflict? Illustrate with examples.

(Answer in 150 words) 10 Marks

Laws, rules, regulations and personal conscience are tools of ethical guidance. Balancing them and using other guides like virtues can aid in resolving conflict.

Ethical approach to be adopted to resolve the conflict

① Using conscience when rules are unjust ~~to~~ it or when rules are not there. [Conscience begins where rules stop.]

▶ Eg: Fatima Naein refused to defend suspension of constitutional rights during emergency.

② Aristotle's 'Virtue ethics' can guide in conflicting situation.

▶ Eg: Sukaram Omle → g went beyond self in 26/11 attack.

③ Use of emotional intelligence to navigate ethical dilemma.

↳ Eg: K.D. Pradhan's way of tackling

④ Not giving too much emphasis on conscience as at ^{times} it might be biased also.

⑤ Upholding rule of law when any action is intolerable.

↳ Eg: Communal riots — Priority law and order.

⑥ Critical reasoning to understand the ethics and duty of action.

Therefore navigating such complex dilemma is a challenge which requires use of ethical intelligence, wisdom and emotional intelligence.



Q.4 (a) लोक सेवक अक्सर राजनीतिक अपेक्षाओं, सहकर्मी मानदंडों और जनमत द्वारा आकार दिए गए वातावरण में काम करते हैं। नैतिक और राजनीतिक दृष्टिकोण नीतिशास्त्रीय निर्णय प्रक्रिया कैसे प्रभावित करते हैं? सिविल सेवक सामाजिक या राजनीतिक रूप से अलग हुए बिना स्वतंत्रता कैसे बनाए रख सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Public servants often operate within environments shaped by political expectations, peer norms, and public opinion. How do moral and political attitudes influence ethical decision-making? How can civil servants maintain independence without becoming socially or politically detached?

(Answer in 150 words) 10 Marks

Public servants often work in complex environment where external factors like political expectations, public opinion, peer norms dictate the decision making.

Moral attitude refers to stable evaluation of objects, situation or things on the basis of moral values while political attitude refers to attitude towards policy preferences, political leaders & institutions.

Moral attitude & political attitude \Rightarrow Influencing decision making

① Moral attitude promotes justice, fairness in decision making.

② Upright political attitude forbids the political compromise & negotiation.

▶ E.g. : Dr. Neelam Sanjeera Reddy.

③ Brings in transparency and accountability

↳ Eg: Amil Swaroop's transparent coal allocation

④ Resistance against misuse of power and corruption: Attitude towards money &

power defines whether one becomes like one 'cutting corner' or acting ethically.

⑤ Gives moral courage to act ethically even under pressure. ↳ Eg: J.F. Rebizo.

Measures for civil servants to maintain Independence

① Imbibing objectivity and non-partisanship

② Intellectual humility - being open to ideas from others.

③ Balancing personal interest and political public interest.

④ Prevent moral hazard by having moral commitment to values.

⑤ Upholding 'Dharma' - right conduct in any situation.

Thus moral and political attitude operate beneath the surface guiding decisions even before rules or norms begin to operate.



- (b) नैतिक शासन केवल राज्य की जिम्मेदारी नहीं है, बल्कि सार्वजनिक कार्यों में लगे निजी संस्थाओं की भी जिम्मेदारी है। सार्वजनिक-निजी भागीदारी (PPPs) द्वारा उत्पन्न नैतिक चुनौतियों पर चर्चा कीजिए, और ऐसी व्यवस्थाओं में पारदर्शिता एवं जवाबदेहिता सुनिश्चित करने के तरीके सुझाइए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Ethical governance is not solely the responsibility of the state, but also of private entities engaged in public functions. Discuss the ethical challenges posed by public-private partnerships (PPPs), and suggest ways to ensure transparency and accountability in such arrangements.

(Answer in 150 words) 10 Marks

Public private partnership refers to the engagement of public and private entities that endures the strength of both to bring efficiency and effectivity.

Ethical challenges posed by PPP

① Conflict of interest: Private entities have more of a profit orientation while public entity upholds public interest.

② Accountability challenge if the roles and the duties are not clearly defined

③ Efficiency vs equity challenge

↳ Public entity incorporates for more of equitable distribution of resources (Rawls' Justice) while private is oriented towards minimum utilization of resources & maximum output.

④ Challenge of confrontation between private & public officials

⑤ Fear of a news between both parties.

Ways to ensure transparency and accountability

① Well-defined roles and responsibilities - clear demarcation.

② Forming special purpose vehicles that have representation from both the organisations - public and private.

③ Before the agreement itself, defining the aims and objectives.

④ Reconciliation of interests of both

⑤ Incorporating audit mechanisms like third-party audit, social audit.

PPP model is an efficient model as it aligns both the public trust and effective skills of private sector.



Q.5 (a) "शासन केवल संस्थाओं पर ही नहीं, बल्कि विचारों पर भी आधारित होना चाहिए।" इस संदर्भ में, उन दार्शनिक आधारों पर चर्चा कीजिए, जो नैतिक शासन को आधार प्रदान करते हैं। ये विचार सार्वजनिक जीवन में ईमानदारी (probity) सुनिश्चित करने में किस प्रकार योगदान करते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Governance must be built not only on institutions, but also on ideas." In this context, discuss the philosophical foundations that should underpin ethical governance. How do these ideas contribute to ensuring probity in public life? (Answer in 150 words) 10 Marks

Ethical governance is a form of governance that underpins duties, principles, values in public service delivery.

Philosophical foundations that underpin ethical governance



- ① Kant's deontology : Governance that upholds moral duty
- ② J.S. Mill's utilitarianism : Maximum welfare for all.
- ③ Rawls' Justice model : Justice and fairness ensuring welfare of the marginalised too.
- ④ Bhagavad Gita : Governance is ethical when it upholds 'Nishkama Karma' - action without attachments.

⑤ Baier, Carol Giligan and Hume :

Governance that emphasizes Care is ethical - 'perspective taking' and 'empathy'

⑥ Thomas Hobbes, Locke, Rousseau :

Ethical governance is a contract that upholds rights and mutual obligations.

⑦ Kautilya : Ethical Kingship.

Ideas contributing to probity

① Kant's deontology ensures 'categorical imperative' - humans as ends not means.

② Rawls' idea ensures that equity-oriented decision making is done.

③ Utilitarianism upholds the probity by effectively utilising the scarce resources.

④ Care ethics upholds probity by making compassionate bureaucracy.

⑤ Bhagwad Gita makes public officials full of 'Nishtha'

Therefore these ideas truly shape public life in a manner that promotes well-being of all.



- (b) "गहन रूप से असमान दुनिया में, नैतिक विदेश नीति आदर्शवाद नहीं है, यह विवेक के साथ यथार्थवाद है।" क्या आप सहमत हैं? अन्य राज्यों और अंतर्राष्ट्रीय निकायों के साथ अपने आचरण में एक राष्ट्र-राज्य की नैतिक जिम्मेदारियों पर चर्चा कीजिए। वैश्विक प्रथाओं (Global Practices) से उदाहरणों का उपयोग कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"In a deeply unequal world, ethical foreign policy is not idealism, it is realism with conscience." Do you agree? Discuss the ethical responsibilities of a nation-state in its conduct with other states and international bodies. Use examples from global practice. (Answer in 150 words) 10 Marks

Ethical foreign policy of today is one that balances ~~but~~ national interest but does not completely ignore the conscience - internal guide to overlook universal human principles.

Yes, I agree that ethical foreign policy is realism with conscience

① ~~For~~ Resources of a country are limited ~~so~~ one country cannot ignore the citizens' welfare.

↳ Rejection of migrants (Rohingya issue faced by India)

② Pragmatic approach is inculcated and not total value based approach.

↳ Operation Sindoor by India.

However, some countries ignore the conscience and just prioritise their selfish interests.

Ex: Israel - Ukraine war, Russia Ukraine war and USA's treatment with illegal immigrants.

Ethical responsibilities of a nation - state

- ① Respect for territorial integrity and sovereignty.
- ② Upholding the UDHR.
- ③ Shared global prosperity.
- ④ Not using one country as a means to fulfil their end.

Thus foreign policy must be pragmatic but anchored in principles and values.



Q.6

नीचे महान विचारकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में इनमें से प्रत्येक उद्धरण आपको क्या संदेश देता है?

Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

- (a) "चाहे मनुष्य कितना भी स्वार्थी क्यों न माना जाए, उसके स्वभाव में स्पष्टतः कुछ ऐसे सिद्धांत होते हैं, जो उसे दूसरों के भाग्य में रुचि लेने पर मजबूर करते हैं।" एडम स्मिथ (उत्तर 150 शब्दों में दीजिए) 10 अंक
- "How selfish soever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others." Adam Smith (Answer in 150 words) 10 Marks

Adam Smith's quote helps to understand that the values in individuals - inherent and innate guides them to work for other's cause in certain situation despite the egoistic interests.

Relevance in current

① Companies have objective of profit making but CSR activities reflect humane values of company → company's conscience makes it do right.

eg: Adidas making shoes of recycled plastic.

② Charity donation by trust.

Eg: TATA Trust, Bill and Melinda Gates Foundation -

③ A inability to see others in suffering / extreme pain impels one to act in alignment with values of empathy and compassion.

Eg: Radhakrishnan (IAS) picking girl from dustbin.

④ Even, countries respecting human rights accept individuals as migrants.

Eg: Angela Merkel opened borders in Germany.

Hence selfishness is by default checked by some invisible principles & values that doesn't make one completely reckless and inhumane.

(b) "सत्ता को सत्ता पर अंकुश के रूप में काम करना चाहिए।" मोंटेस्क्यू,
"Power ought to serve as a check to power." Montesquieu,

(उत्तर 150 शब्दों में दीजिए) 10 अंक
(Answer in 150 words) 10 Marks



The quote of Montesquieu appeals to that the power must not be misused rather power must be used as a means to do public interest. Misuse of or abuse of power is not wise ~~use~~ that harms the well-being of all.

In present context, the quote means that the power beings with itself the discretion and so judicious use of power is best defines the power.

The tyranny of powerful will lead to chaos and anarchy.

Ex: Israel is using power to commit genocide → A clear ethical failure.

Public service also grants power in the public officials and it must be used to promote public interest.

△ Eg : Power of IAS officer - handling of funds → It must be dealt with for public service and not corruption (Pooja Singhal).

Not having an apt understanding of power ~~too~~ leads to greed, misuse in form of favouritism, nepotism, political affiliations. This erodes public trust and dignity of citizens.

"Absolute power corrupts absolutely"
Restrain power to promote well-being.

- (c) "विनम्रता के बिना सेवा, स्वार्थ और अहंकार है।" डॉ. बी.आर. अंबेडकर (उत्तर 150 शब्दों में दीजिए) 10 अंक
"Service without humility is selfishness and egotism." Dr. B.R. Ambedkar
(Answer in 150 words) 10 Marks

B.R. Ambedkar highlights the virtue of humility - be it intellectual or humility in actions. He argues that without humility, one may fall into egoistic tendencies and greed is then what corrupts the service.

Relevance of humility in current context

① Helps in contextual sensitivity and not mere robotic mechanical implementation of laws, rules.

▶ Eg: Jacinda Ardern - response ~~there~~ for minority.

② Promotes altruism and rejection of selfish interest.

▶ Eg: Sukaram Dule going beyond self to catch terrorist.

③ Builds public trust and moral sensitivity.

↳ Eg: Baba Amte's service - selfless.

④ leads to 'Nishkama Karma'

↳ Eg: Keerthi Jatti during floods.

⑤ Builds compassionate bureaucracy and focus from 'I' to 'We'

↳ Eg: operation ~~at~~ Kozhikkode by Prashant Nair.

Not having humility leads to fulfilling one's interests at the cost of others and deepens the mistrust.

Cultivating humility is crucial for making public servants 'role based' and not rule based.



खण्ड-B / Section-B

Q.7

रीना एक सरकारी स्वामित्व वाली आईटी फर्म में नैतिकता और अनुपालन अधिकारी हैं, जो समयबद्ध तकनीकी समाधान देने के लिए एक मजबूत छवि रखती है। एक सुबह, उन्हें एक महिला सॉफ्टवेयर इंजीनियर से एक औपचारिक शिकायत मिलती है, जिसमें क्षेत्रीय परिचालन प्रमुख द्वारा बार-बार मौखिक उत्पीड़न और डराने-धमकाने वाले व्यवहार का आरोप लगाया गया है। क्षेत्रीय परिचालन प्रमुख एक वरिष्ठ अधिकारी हैं, जिन्हें दो असफल राष्ट्रीय ई-गवर्नेंस परियोजनाओं को बचाने के लिए व्यापक रूप से जाना जाता है।

शिकायत में देर रात भेजे गए अनुचित संदेशों के स्क्रीनशॉट तथा दो प्रशिक्षुओं के बयान शामिल हैं, जो घटना के गवाह थे। अपनी प्रारंभिक जाँच के दौरान, रीना को पता चला कि टीम के कुछ सदस्य वरिष्ठ अधिकारी को बहुत अधिक माँग करने वाला व्यक्ति (demanding person) मानते हैं, लेकिन प्रत्यक्ष उत्पीड़न से इनकार करते हैं। अन्य लोग खुलकर बोलने में अनिच्छुक लगते हैं। आरोपी का पुराना सहकर्मी एच.आर. हेड, रीना से निजी तौर पर कहता है, "इस मामले को तूल मत दो। हम चुपचाप इसे ठीक कर देंगे। वह बहुत कीमती है, उसे खोना ठीक नहीं है।"

प्रबंध निदेशक भी चिंता व्यक्त करते हैं: "हमें कंपनी की छवि की रक्षा करनी चाहिए, हमारा अब तक का रिकॉर्ड साफ रहा है।"

"व्यावहारिक समझौते" के रूप में शिकायतकर्ता को किसी अन्य टीम में स्थानांतरित करने का भी दबाव है। नैतिकता एवं अनुपालन अधिकारी के रूप में, रीना को स्थिति बिगड़ने से पहले तत्काल निर्णय लेना था।

1. रीना के सामने आने वाले नैतिक और प्रशासनिक मुद्दों की पहचान कीजिए।
2. उसके संभावित विकल्प क्या हैं? कौन-सा विकल्प सबसे उपयुक्त है और क्यों?
3. सार्वजनिक संस्थानों में कार्यस्थल पर उत्पीड़न को संबोधित करने के लिए प्रणालीगत सुरक्षा उपाय सुझाइए।

(उत्तर 250 शब्दों में दीजिए) 15 अंक

Reena is the Ethics and Compliance Officer at a government-owned IT firm with a strong reputation for delivering time-bound tech solutions. One morning, she receives a formal complaint from a female software engineer alleging repeated verbal harassment and intimidating behaviour by the Regional Operations Head, a senior officer widely regarded for saving two failing national e-governance projects.

The complaint includes screenshots of inappropriate late-night messages and statements from two interns who were witnesses to an incident. During her initial inquiry, Reena finds that some team members view the senior officer as demanding but deny seeing direct harassment. Others seem reluctant to speak openly.

The HR Head, a long-time colleague of the accused, privately tells Reena, "Don't escalate this. We'll fix it quietly. He's too valuable to lose." The Managing Director also expresses concern: "Let's protect the company's image, we've had a clean record so far."

There's also pressure to shift the complainant to another team as a "practical compromise."

As the Ethics & Compliance Officer, Reena had to take an immediate call before the situation escalated.

1. Identify the ethical and administrative issues confronting Reena.
2. What are her possible options? Which is the most appropriate and why?
3. Suggest systemic safeguards to address workplace harassment in public institutions.

(Answer in 250 words) 15 Marks

The case study highlights the toxic work culture issue where there is issue of sexual verbal harassment compromising the dignity

of an individual.

- ① The ethical issues range from toxic work culture to unethical directives from seniors.

Ethical issues

- ① Verbal harassment and intimidating behaviour against dignity - Breach of Kant's categorical imperative
- ② Reluctance of team members to speak openly that may lead to an escape ~~by~~ of unethical person.
- ③ Senior officer's demanding behaviour
- ④ Directives to Keena to make a practical compromise - prioritising efficiency of head over his unjust and unethical act.
- ⑤ Protecting company's image → ^{may} lead to long term mistrust.

Administrative issues

- ① Managing director, HR head all trying to hide the unethical behaviour
- ② Shifting of software engineer to another instead of setting right precedent.

③ Possible options with Keena

- ① Going ahead with the directives of HR head and Managing director and not escalate the matter.
- ② Strategic inaction & future leverage by collecting more evidences.
- ③ Contact with other higher authorities.
- ④ Set up an internal complaints committee and confronting both the female software engineer and Regional Operations Head.

The most appropriate is option (4) as :

- ① It is the moral imperative of Reena to uphold duty (deontology) as an ethics and compliance officer.
- ② Bending rules for short term gain may undermine long term trust and reputation.
- ③ Shelf life of 'lie' is not very long. If the senior officer is corrupt, he needs to be exposed.
- ④ Giving due chance to both parties to represent their case is in line with principle of natural justice.
- ⑤ Upholding of Kant's categorical imperative and protecting autonomy of individual.

③ Systemic safeguards to address workplace harassment

① Setting up of internal complaints committee in line with POSH Act, 2013

② Counselling centres in workplace to deal with any harassment.

③ Anonymous complaint box [Eg]: She-Box

④ Gender sensitisation of officials at workplace

⑤ Protecting setting up of working women hostels

⑥ Ethical training of employees to understand and speak about any harassment (as silence has done more harm)

POSH Act, 2013 is in line with Article 21. Zero tolerance approach should be the guiding principle.



Q.8

आप राज्य शहरी विकास विभाग में सहायक लेखा अधिकारी हैं। आपकी टीम स्मार्ट सिटी इंफ्रास्ट्रक्चर पर 12 करोड़ रुपये की परियोजना के लिए उपयोगिता प्रमाणपत्र (UC) को अंतिम रूप दे रही है, जिसका अगले महीने राज्य ऑडिट होना है।

मिलान के दौरान, आपको पता चलता है कि अभिलेखों में 2 करोड़ रुपये को "पूरी तरह उपयोग किया गया" दिखाया गया है, लेकिन वास्तविक कार्यान्वयन लंबित है। आप अपने अनुभाग प्रमुख के साथ विसंगति को उठाते हैं, जो जवाब देता है:

"उस राशि को आपातकालीन जल निकासी परियोजना के लिए अस्थायी रूप से पुनः आवंटित किया गया था। इसे अगली तिमाही में कवर किया जाएगा। बस नोट को समायोजित कीजिए, आपका ध्यान रखा जाएगा।"

आप आंतरिक ईमेल की जाँच करते हैं: पुनः आवंटन के लिए कोई आधिकारिक आदेश नहीं है। वरिष्ठ व्यक्ति का अच्छा संपर्क है और वह उन कनिष्ठों को दरकिनार करने के लिए जाना जाता है जो "सहयोग नहीं करते हैं।" एक सहकर्मी आपको चेतावनी देता है: "यदि आप इस मुद्दे को उठाएंगे, तो स्थानांतरण की उम्मीद कीजिए।"

अब आपको एक महत्वपूर्ण निर्णय का सामना करना पड़ता है। उपयोगिता प्रमाणपत्र (UC) ऑडिट टीम के पास जाएगा और संभवतः विधानमंडल के पास भी जाएगा। इसे ज्यों का त्यों दाखिल करना तकनीकी रूप से गलत सूचना होगी; इस पर ध्यान देने से आपके वरिष्ठ के खिलाफ आंतरिक जाँच शुरू हो सकती है और आप पेशेवर रूप से अलग-थलग पड़ सकते हैं। आप खुद को मुश्किल में पाते हैं।

1. अधिकारी को किन नैतिक मुद्दों और नैतिक दुविधाओं का सामना करना पड़ रहा है?
2. उपलब्ध विकल्पों की जाँच कीजिए और पहचान कीजिए कि कौन-सा विकल्प लोक सेवा मूल्यों के साथ सर्वोत्तम संरक्षित है।
3. सरकारी विभागों में वित्तीय रिपोर्टिंग के ऐसे दुरुपयोग को रोकने के लिए कौन-सी आंतरिक संस्थागत जाँच की जा सकती है?

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are an Assistant Accounts Officer in the State Urban Development Department. Your team is finalizing the Utilisation Certificate (UC) for a ₹12 crore project on Smart City Infrastructure, which is due for a state audit next month.

During reconciliation, you discover that ₹2 crore was shown as "fully utilised" in records, but the actual implementation is pending. You raise the discrepancy with your Section Head, who responds:

"That amount was reallocated temporarily for an emergency drainage project. It'll be covered next quarter. Just adjust the note, you will be taken care of."

You check internal emails: there's no official order for reallocation. The senior is well-connected and known to side-line juniors who "don't cooperate." A colleague warns you: "If you raise this, expect a transfer."

You now face a critical decision. The UC will go to the audit team and potentially to the legislature. Filing it as-is would technically be misinformation; flagging it may trigger an internal inquiry against your superior and land you in professional isolation. You find yourself in a bind.

1. What are the ethical issues and ethical dilemmas the officer is facing?
2. Examine the available options and identify which one aligns best with public service values.
3. What internal institutional checks can prevent such misuse of financial reporting in government departments?

(Answer in 250 words) 15 Marks

The case study shows the misutilization of public funds - such acts of corruption are a clear ethical failure

① Ethical issues faced by officers

- ① Utilisation of money for some purpose and no signs of any re-allocation.
- ② How to balance the loyalty towards the department and honesty at workplace.
- ③ Though discrepancy raised, the senior tries to manipulate the situation.
- ④ Warning by colleague of transfer.
- ⑤ Juniors who do not cooperate.

Ethical dilemmas

- ① Honesty vs. Career safety.
- ② Probity vs. Order of senior
- ③ Whistleblowing vs. professional isolation.
- ④ Duty vs. personal interest.

② Available options

Option 1 : Ignore the discrepancy.

Merits

- ① Loyalty to senior is maintained
- ② Career safety is ensured.

Demerits

- ① Crisis of conscience.
- ② Shelf life of lie is not very long.

Option 2 : Taking legal counsel

Merits

- ① May find a solution as to how to tackle the issue.
- ② Trying to ensure positivity

Demerits

- ① Delay in action leading to delay in fulfilling duty.

Option 3 : Raise / escalate the matter internally and report about financial irregularity

or

Merits

- ① In line with Kantian duty
- ② Virtue ethics of Aristotle - ^{moral} courage to resist to unethical action

Demerits

- ① May lead to transfer.
- ② Professional isolation risk.

Option ③ aligns ^{best} with the public service as it is in alignment with Rawls's idea of justice

↳ Justice is fairness and impartiality is the standpoint of moral

reasoning

↳ Objective reporting of facts sets the right precedent and leads to institutional legitimacy & public trust.

Internal institutional checks to prevent misuse of financial reporting

- ① Protected whistleblower channels to raise any irregularity.
- ② Anonymous complaints to seniors
- ③ Promoting use of e-governance to maintain transparency and accountability.
- ④ Ethical training to employees to uphold duty even when it is risky.

Corruption is like a termite. It eats faith in the democracy. Weeding out corruption is the need of the hour.



Q.9 आप जिला समाज कल्याण अधिकारी हैं और राज्य पेंशन योजना के लिए नई AI-संचालित पात्रता प्रणाली के रोलआउट (शुरुआत) की देखरेख कर रहे हैं। इसका लक्ष्य मैनुअल त्रुटियों को समाप्त करना तथा धनराशि का समय पर वितरण सुनिश्चित करना है। पहले दो महीनों के भीतर, आप लाभार्थी अस्वीकृतियों में अचानक वृद्धि देखते हैं, ज्यादातर ग्रामीण और आदिवासी क्षेत्रों से। कई बुजुर्ग नागरिक अस्वीकृति पत्र लेकर आपके कार्यालय आते हैं। उनमें से कुछ लोग वर्षों से पेंशन प्राप्त कर रहे थे। उनका कहना है कि उनके नाम गायब हैं या "डेटा मेल नहीं खा रहा है।"

आप अपनी टीम से बैकएंड की समीक्षा करने के लिए कहते हैं। यह प्रणाली एक निजी विक्रेता द्वारा विकसित की गई थी और दावों को सत्यापित करने के लिए स्वचालित आधार-मिलान और आय अनुमान एल्गोरिदम का उपयोग करती है। सॉफ्टवेयर इंटरफेस के भीतर अपील का कोई विकल्प नहीं है, और अस्वीकृतियाँ स्वचालित रूप से संसाधित होती हैं।

आपके तकनीकी सलाहकार कहते हैं, "यह डिजाइन के अनुसार काम कर रहा है। गलत सकारात्मक परिणाम (False positives) अपरिहार्य हैं, लेकिन कुल मिलाकर, यह मैनुअल समीक्षा की तुलना में अधिक कुशल है।" हालाँकि, फोल्ड रिपोर्ट बढ़ती परेशानी को दर्शाती हैं। कथित तौर पर एक अस्वीकृत लाभार्थी की आत्महत्या से मृत्यु हो गई।

आप रोलआउट को रोकने और मैनुअल समीक्षा चरण जोड़ने का प्रस्ताव करते हैं, लेकिन विभाग के सचिव द्वारा आपको "सुधार को धीमा करने" से बचने के लिए कहा जाता है। एक मीडिया आउटलेट ने अस्वीकृतियों पर डेटा माँगा है, लेकिन विक्रेता गोपनीयता पर जोर दे रहा है। अब आप तकनीकी दक्षता, सुभेद्य नागरिकों (vulnerable citizens) और सफलता दिखाने के संस्थागत दबाव के बीच फँस गए हैं।

1. इस मामले में नैतिक मुद्दे और प्रशासनिक जोखिम क्या हैं?
2. अधिकारी के पास उपलब्ध विकल्पों की आलोचनात्मक परीक्षण कीजिए।
3. इस संबंध में सबसे अच्छा कदम क्या होगा? औचित्य सिद्ध कीजिए।
4. लोक कल्याण योजनाओं में एआई-आधारित प्रणालियों का उपयोग करते समय अपनाए जाने वाले सुरक्षा उपायों का सुझाव दीजिए।
(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are the District Social Welfare Officer overseeing the rollout of a new AI-driven eligibility system for a state pension scheme. The goal is to eliminate manual errors and ensure the timely disbursement of funds.

Within the first two months, you notice a sudden spike in beneficiary rejections, mostly from rural and tribal areas. Several elderly citizens arrive at your office with rejection letters. Some of them had been receiving pensions for years. They say their names are missing or "data not matching."

You ask your team to review the backend. The system was developed by a private vendor and uses automated Aadhaar-matching and income estimation algorithms to verify claims. There's no option for appeal within the software interface, and rejections are auto-processed.

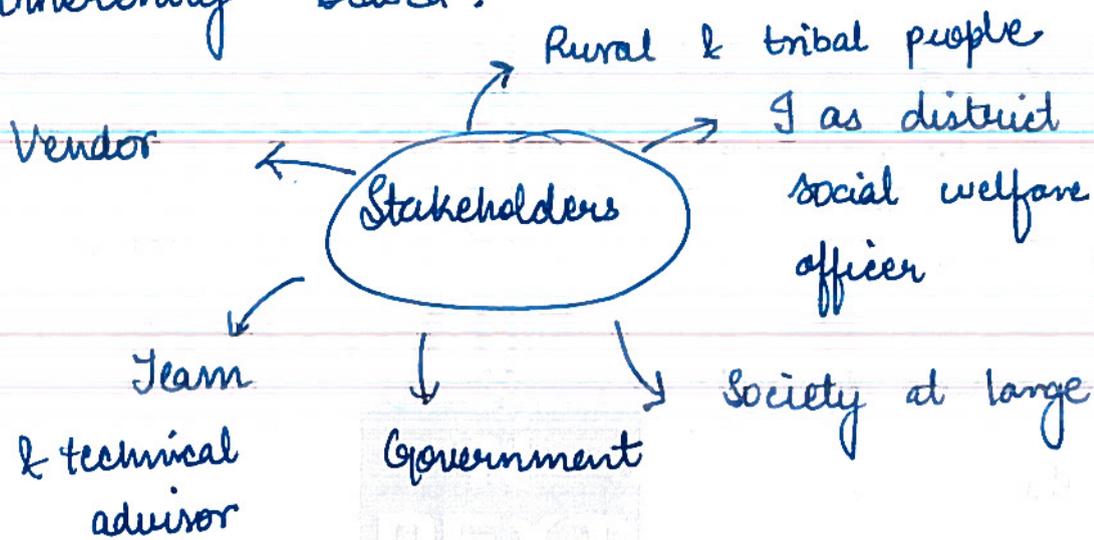
Your technical advisor says, "It's working as designed. False positives are unavoidable, but overall, it's more efficient than manual review." However, field reports show rising distress. One rejected beneficiary allegedly died by suicide.

You propose pausing the rollout and adding a manual review stage, but are told by the department secretary to avoid "slowing down reform." A media outlet has requested data on rejections, but the vendor insists on confidentiality.

You are now caught between technological efficiency, vulnerable citizens, and institutional pressure to show success.

1. What are the ethical issues and administrative risks involved in this case?
2. Critically examine the options available to the officer.
3. What would be the best course of action to take? Justify
4. Suggest safeguards that should be adopted when using AI-based systems in public welfare schemes.
(Answer in 250 words) 15 Marks

The case is an evidence of the limitations, faults and errors in the technology that seem to be inherently biased.



Ethical issues in the case

- ① AI driven system seem to be biased towards rural and tribal people.
- ② Rejection of pension leading to non-fulfilment of their rights → degrading their quality of living
- ③ Suicide of some rejected beneficiary

④ Directive of government to not slow down reform

⑤ Vendor insisting on confidentiality.

Administrative risks

- ① Risk of losing public trust in the long run.
- ② Pressure to show success of scheme.
- ③ Denial of services to citizens — the core idea of welfare.
- ④ AI system brainness — who's accountable for it.

⑤ ② Options available

Option ①: Listen to the directive of government and continue with the scheme.

Merits

- ① Scheme success is highlighted.

Demerits

- ① Rejection of beneficiaries — ethical failure
- ② Dent the image and deepen mistrust.

Option ② : Pausing the rollout and adding manual review stage

Merits

- ① ~~Government~~ False rejections may be resolved.
- ② Public service delivery - duty upheld.

Demerits

- ① Pausing rollout may lead to inflexibility in adoption of technology
- ② Against govt. directive

Option ③ : Ask the vendor to refine the ~~do~~ algorithm and instead of pausing the rollout, I can bring in human intervention to double check the outcome of AI system

Also effective grievance redressal mechanism ~~can~~ should be built where citizens can file their complaint

Merit

- ① Both technological efficiency and public interest fulfilled.

Demerit

- ① May cause some delay with double check.

Option ③ is best course of action as it tries to limit the error in AI system. Also, at the same time use of technology brings efficiency. It is in line with Aristotle golden mean where things are tried to be balanced.

Safeguards to adopted

- ① Training the dataset with μ inclusivity.
- ② Mechanism to reform the application if required.
- ③ Proper complaint registration mechanism to ensure citizens can resolve their grievances.
- ④ Human intervention whenever required.

AI should be an enabler and not arbiter. Science without humanity is a sin according to Gandhi's seven sins.



Q.10

आप बाढ़ प्रवण तटीय जिले में अतिरिक्त जिला मजिस्ट्रेट (एडीएम) के पद पर तैनात हैं। मानसून के मौसम में नदियों का जलस्तर बढ़ने के कारण आपदा प्रबंधन इकाई को पहले ही चेतावनी जारी करनी पड़ती है।

तैयारी फाइलों की समीक्षा करते समय, आपको एक आंतरिक रिपोर्ट मिलती है, जिस पर "गोपनीय" लिखा होता है, जो हाल ही में आईआईटी द्वारा किए गए एक अध्ययन से प्राप्त हुई है। इसमें पाँच निचले क्षेत्रों की पहचान की गई है, जो खराब जल निकासी और अतिक्रमण के कारण गंभीर बाढ़ का सामना कर सकते हैं, जिसमें दो आवासीय समूह शामिल हैं जिन्हें पहले कभी उच्च जोखिम वाले के रूप में चिह्नित नहीं किया गया था। आप आपदा प्रबंधन अधिकारी (डीएमओ) से पूछते हैं कि यह सार्वजनिक सलाह का हिस्सा क्यों नहीं था। वे कहते हैं, "अगर हम इसे अभी जारी करेंगे, तो लोग घबरा जाएंगे। साथ ही, उन इलाकों में रियल एस्टेट के हित जुड़े हुए हैं। हमें तब तक इंतजार करना चाहिए जब तक कोई स्मार्ट खतरा न दिखने लगे।"

आप जिला कलेक्टर के सामने यह मुद्दा उठाते हैं, जो जवाब देते हैं, "हमने प्रमुख विभागों को सतर्क कर दिया है। सार्वजनिक चेतावनी प्रणाली पहले से ही तनावपूर्ण है। अगर जरूरत पड़ी तो हम खाली कर देंगे।"

उसी शाम, एक स्थानीय पत्रकार आपको सूचना का अधिकारी (आरटीआई) के तहत एक प्रश्न भेजता है, जिसमें पूछा जाता है कि क्या बाढ़ क्षेत्र मानचित्रण को अद्यतन किया गया है। डीएमओ आपको सुझाव देता है कि आप कहें कि "अध्ययन अभी भी समीक्षाधीन है।"

आप दुविधा में हैं। रिपोर्ट साझा करने से लोगों की जान बच सकती है और निवारक कार्रवाई को बढ़ावा मिल सकता है, लेकिन इससे घबराहट फैल सकती है, स्थानीय अर्थव्यवस्था बाधित हो सकती है, तथा चरिष्ठ अधिकारियों के साथ आपके मतभेद पैदा हो सकते हैं। देरी करने से जान का नुकसान हो सकता है, जिसके लिए बाद में आपको दोषी ठहराया जा सकता है।

1. इस मामले में एडीएम को किन प्रतिस्पर्धी नैतिक सिद्धांतों और प्रशासनिक जोखिमों पर विचार करना चाहिए?
2. एडीएम को कर्तव्य, प्रोटोकॉल और सार्वजनिक हित में संतुलन बनाते हुए स्थिति पर कैसे प्रतिक्रिया देनी चाहिए?
3. तीन संस्थागत प्रथाओं का सुझाव दीजिए जो आपदा-प्रवण जिलों में पारदर्शिता और प्रतिक्रियाशीलता में सुधार कर सकती हैं।
(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are posted as the Additional District Magistrate (ADM) in a coastal district prone to flooding. During the monsoon season, rising river levels have led to early warnings from the disaster management unit.

While reviewing preparedness files, you come across an internal report marked "confidential", generated by a recent IIT study. It identifies five low-lying zones that could face severe flash floods due to poor drainage and encroachment, including two residential clusters never marked as high-risk before. You ask the Disaster Management Officer (DMO) why this wasn't part of the public advisory. He says, "If we release this now, people will panic. Plus, there are real estate interests in those areas. Let's wait till there's a visible threat."

You raise the issue with the District Collector, who replies,

"We've alerted key departments. The public warning system is already stretched. We'll evacuate if needed."

That evening, a local journalist sends you a Right to Information (RTI) query asking whether flood zone mapping has been updated. The DMO suggests you say "study still under review."

You're conflicted. Sharing the report could save lives and push preventive action, but may trigger panic, disrupt the local economy, and place you at odds with senior officers. Delaying could lead to loss of life, for which you may later be blamed.

1. What are the competing ethical principles and administrative risks the ADM must consider in this case?
2. How should the ADM respond to the situation, balancing duty, protocol, and public interest?
3. Suggest three institutional practices that can improve transparency and responsiveness in disaster-prone districts.
(Answer in 250 words) 15 Marks

The case study highlights the vulnerability of coastal areas and how not taking timely action with reporting of correct data can become a threat to people's lives.

- ① Competing ethical principles and administrative risks
- ① Non-reporting of high-risk area due to real estate interests → putting lives in danger.
- ② Going against the chain of command self-handedly may put at odds.
- ③ Balancing transparency of RTI requests and the directive of senior.
- ④ If any disaster happens, the loss of lives would be a moral hazard.

- ⑤ Ignoring the risk may lead to delay in preventive action.
- ⑥ Professional integrity or to follow the directive.
- ⑦ Sudden disclosure may also lead to public panic ~~the~~ which can also aggravate the law and order.
- ⑧ Inadequate update of flood zone mapping.
- ⑨ Threat of disruption of local economy.

② Response of ADM

① Convince the senior that not taking action can cause more great disaster in the form of loss of lives.

② At the same time, as an ADM will ensure that side by side preparedness action is being

undertaken.

- ⑥ Partial disclosure of RTI to ensure that full disclosure does not create panic.
- ④ A situation so critical cannot be ~~handled~~ handled single-handedly so cooperation with seniors, DMD is required so take them into confidence is required.
- ⑤ The priority will be to save lives to align with my duty (Kant's categorical imperative)

Long term response

- ① Post-the risk, proper updation of flood zone mapping.
- ② Reconstruction of infrastructure in an appropriate manner to replace faulty drainage.
- ③ Abolition of encroachment in alignment of rule of law.

③ Three institutional practices that can increase transparency & responsiveness

① Regular feedback & upholding of rule of law → AGR approach to ensure that preparedness is strong.

② Proper utilization of NDMA and SDMA funds to ~~for~~ ensure no loss of lives take place.

③ Training of employees to make to have capacity building in disaster responsiveness.

④ Collegiality and coordination.

Disasters can be avoided with preparedness and effective response of officials. Duty must be upheld to save lives (Article 21).



Q.11

आप एक जिले में मुख्य विकास अधिकारी (सीडीओ) के पद पर तैनात हैं, जिसे हाल ही में केंद्र प्रायोजित योजना के कार्यान्वयन के लिए चुना गया है, जिसका उद्देश्य भूमि अभिलेखों का डिजिटलीकरण करना और उन्हें आधार से जोड़ना है।

जबकि केंद्र सरकार इस पहल को पारदर्शिता और स्वामित्व में आसानी के उपकरण के रूप में बढ़ावा दे रही है, कई स्थानीय किसान यूनियनों ने इस पर आपत्ति जताई है। उन्हें डर है कि इस योजना से भूमि अधिकारों का नुकसान होगा, बटाईदारों का बहिष्कार होगा, तथा डिजिटल प्रणालियों पर निर्भरता बढ़ेगी, जिन्हें वे समझते नहीं हैं।

आपके कार्यालय के सामने विरोध प्रदर्शन शुरू हो जाते हैं। स्थानीय निर्वाचित प्रतिनिधि - जिनमें विपक्षी दलों के विधायक भी शामिल हैं - सार्वजनिक रूप से इस योजना को "गरीब-विरोधी" बताते हैं और प्रशासन पर आदेशों का आँख मूंदकर पालन करने का आरोप लगाते हैं।

उसी समय, आपको राज्य सचिवालय से कड़े शब्दों में एक पत्र प्राप्त होता है, जिसमें साप्ताहिक प्रगति रिपोर्ट के साथ तत्काल क्रियान्वयन का निर्देश दिया जाता है। जिला कलेक्टर आपको याद दिलाते हैं:

"यह अब नीति है। इसे लागू कीजिए।"

आपकी अपनी फील्ड टीमों नामांकन शिविरों में व्यापक भ्रम और कम उपस्थिति की रिपोर्ट देती हैं। कुछ कर्मचारी "प्रगति दिखाने" के लिए चुपचाप टोकन पंजीकरण में तेजी लाने का सुझाव देते हैं। कुछ राजस्व अधिकारियों का मानना है कि यह योजना उपयोगी है, लेकिन संवाद विफल रहा है।

आप योजना की दीर्घकालिक क्षमता में विश्वास करते हैं, लेकिन चिंतित हैं कि जल्दबाजी में क्रियान्वयन से जनता का विश्वास खत्म हो जाएगा।

1. इस स्थिति में कौन-सी नैतिक और प्रशासनिक चुनौतियाँ शामिल हैं?
2. आपको निर्देश अनुपालन और हितधारक विश्वास के बीच संतुलन बनाने के लिए कार्यान्वयन के लिए किस तरह से संपर्क करना चाहिए?
3. भविष्य में बड़े पैमाने पर डिजिटल सुधारों के कार्यान्वयन के लिए इस मामले से क्या सबक लिया जा सकता है?

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are posted as the Chief Development Officer (CDO) in a district recently selected for implementation of a centrally-sponsored scheme aimed at digitising land records and linking them to Aadhaar.

While the central government promotes the initiative as a tool for transparency and ease of ownership, several local farmers' unions have raised objections. They fear the scheme will lead to loss of land rights, exclusion of sharecroppers, and increased dependency on digital systems they don't understand.

Protests begin in front of your office. Local elected representatives - including MLAs from opposition parties publicly call the scheme "anti-poor" and accuse the administration of blindly following orders.

At the same time, you receive a strongly worded letter from the state secretariat directing immediate rollout with weekly progress reports. The district collector reminds you:

"This is policy now. Get it done."

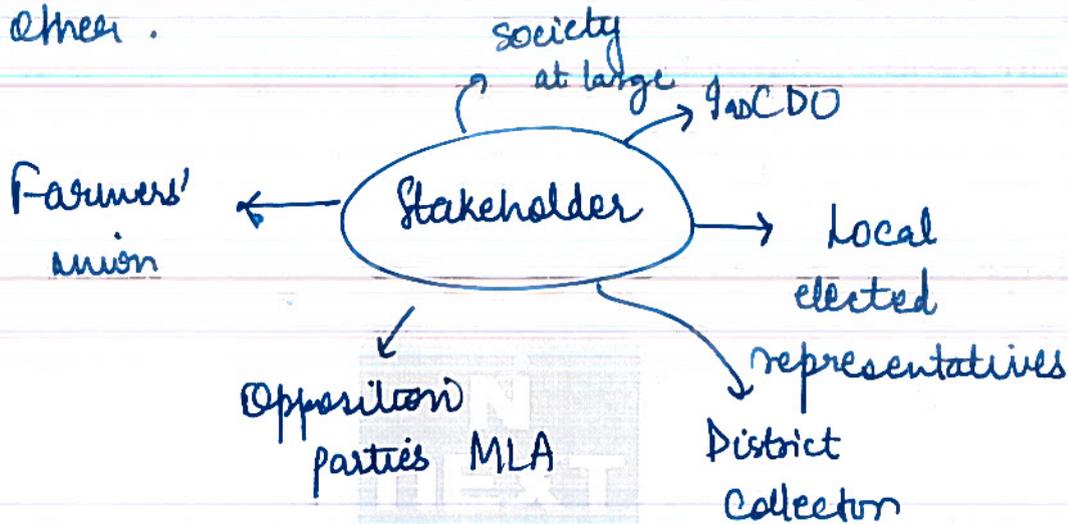
Your own field teams report widespread confusion and poor turnout in enrollment camps. Some staff suggest quietly fast-tracking token registrations to "show progress." A few revenue officers feel the scheme is useful, but the communication has failed.

You believe in the long-term potential of the scheme but are concerned that rushed implementation will damage public trust.

1. What ethical and administrative challenges are involved in this situation?
2. How should you approach implementation to balance directive compliance with stakeholder confidence?
3. What lessons can be drawn from this case for future implementation of large-scale digital reforms?

(Answer in 250 words) 15 Marks

The case study appeals to the dilemma where public backlash and rule enforcement of digitising land records are at odds with each other.



Ethical challenges

- ① Balancing immediate rollout directive and the protests - law and order may be disturbed.
- ② Inability to communicate the intent of the scheme - as it is for the own benefit of people

③ Using the opportunity of protest by MLAs of opposition parties to term scheme as anti-poor → may further escalate the situation.

④ Unacknowledgement of lack of digital literacy inhibiting e-governance welfare.

Administrative challenges

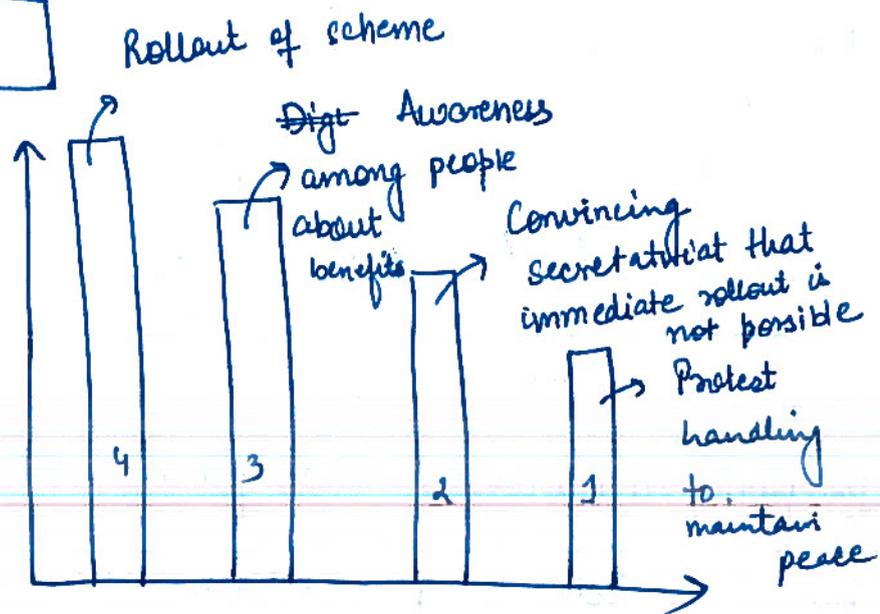
① Protest may turn into law and order problem.

② Confusion among the own field team.

③ Poor turnout in enrollment camps → implementation would not be possible.

④ Suggestion to dishonestly show fast tracking registrations - to show progress.

Approach



Ap ① Firstly, understanding the concerns of farmers' union is required.

② Asking for time from state secretariat for rollout of the scheme as forceful enrollment would be hurting autonomy.

③ Falsifying the progress is unethical & should be avoided.

④ Awareness and communication by roping in local representatives → Inform about benefits of the scheme.

⑤ Easy rollout becomes possible.

③ Lessons to be drawn

- ① Understand about the audience / subjects where the scheme is to be ~~enrolled~~ implemented.
- ② Proper awareness campaign to highlight the benefits - persuasion and attitude change.

▶ Eg: PM JDY - 'Mera Khata Bhagya
Vidhata'

③ Capacity building

↓
Employees to handle the implementation

↓
Citizens to have digital literacy.

- ④ Use of popular leaders / ~~to~~ community driven approach to ensure rollout.
- ⑤ Pragmatic timeline and patience to ensure effective implementation.

e-governance can aid in making
SMART governance - simple, moral,
accountable, responsible and transparent -
governance.



Q.12 आप जिला सूचना अधिकारी (DIO) हैं, जो जिला प्रशासन के आधिकारिक सोशल मीडिया हैंडल को प्रबंधित करने के लिए जिम्मेदार हैं। इन खातों का उपयोग अद्यतन जानकारी प्रसारित करने, नागरिकों से जुड़ने तथा आपातकालीन अलर्ट प्रदान करने के लिए किया जाता है।

अल्पसंख्यक बहुल वार्ड में कोविड बूस्टर अभियान पर नियमित अपडेट के दौरान, इस पोस्ट पर कई टिप्पणियाँ आईं, जिनमें से कुछ प्रतिकूल थीं, तो कुछ घोर सांप्रदायिक थीं। कई उपयोगकर्ता प्रशासन पर एक समुदाय को बढ़ावा देने का आरोप लगाते हैं। अन्य लोग घृणास्पद प्रतीक, अपशब्द और पडचंत्र के सिद्धांत पोस्ट करते हैं।

आप तुरंत सबसे खराब टिप्पणियों को रिपोर्ट प्लेटफॉर्म पर करते हैं, लेकिन वे घंटों तक दिखाई देती हैं। आपकी जूनियर टीम टिप्पणियों को बंद करने का सुझाव देती है, लेकिन एक वरिष्ठ सहयोगी चेतावनी देता है:

“हम ऐसा नहीं दिखाना चाहते कि हम नागरिकों को चुप करा रहे हैं, इसे अपने तरीके से चलने दें।”

जिला कलेक्टर सलाह देते हैं:

“इस मामले को आगे न बढ़ाएँ। कल तक पोस्ट फ्रीकी पड़ जाएगी। सीधे तौर पर न जुड़ें, हमने इससे भी बदतर हालात देखे हैं।”

स्थानीय प्रेस ने ऑनलाइन घृणा को “बढ़ती डिजिटल सांप्रदायिकता” के हिस्से के रूप में रिपोर्ट करना शुरू कर दिया। नागरिक समाज के कार्यकर्ताओं ने जिला हैंडल को टैग करते हुए कार्रवाई की माँग की। इस बीच, जनता का विश्वास कम होता जा रहा है, और अधिकतर नागरिकों ने, विशेषकर लक्षित समुदाय ने, प्रशासन के पेज से जुड़ना बंद कर दिया है। आप गंभीरता से नुकसान को नियंत्रित करने का तरीका खोज रहे हैं।

1. इस मामले में नैतिक मुद्दे और प्रशासनिक जिम्मेदारियाँ क्या हैं?
2. डीआईओ को इस स्थिति पर किस तरह से प्रतिक्रिया देनी चाहिए जिससे सार्वजनिक मूल्यों को बनाए रखा जा सके और संस्थागत विश्वसनीयता की रक्षा हो सके?
3. डिजिटल संचार प्रोटोकॉल का सुझाव दीजिए जो सरकारी अधिकारियों को आधिकारिक प्लेटफॉर्म पर अभद्र भाषा से निपटने में मार्गदर्शन कर सकें।

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are the District Information Officer (DIO) responsible for managing the official social media handles of the district administration. These accounts are used to disseminate updates, engage with citizens, and provide emergency alerts.

During a routine update on a COVID booster drive in a minority-dominated ward, the post attracts a barrage of comments, some hostile, some blatantly communal. Several users accuse the administration of "pampering one community." Others post hate symbols, slurs, and conspiracy theories.

You immediately report the worst comments to the platform, but they remain visible for hours. Your junior team suggests turning off comments, but a senior colleague warns:

"We don't want to appear like we're silencing citizens, let it run its course."

The District Collector advises:

"Don't escalate. The post will fade by tomorrow. Don't engage directly, we've seen worse."

The local press begins reporting the online hate as part of "growing digital communalism." Civil society activists tag the district handle, demanding action. Meanwhile, public trust is eroding, and more citizens, especially from the targeted community, have stopped engaging with the administration's page. You are seriously looking for a way to do damage control.

1. What are the ethical issues and administrative responsibilities involved in this case?
2. How should the DIO respond to this situation in a way that upholds public values and protects institutional credibility?
3. Suggest digital communication protocols that can guide public officials in handling hate speech on official platforms.

(Answer in 250 words) 15 Marks

The case study pinpoints to the growing menace of digitalisation — it can become an avenue to spread of hatred. It is indicative of digitalisation has doctrine of double effect.

Ethical issues ~~and~~

- ① Technology use as a means to fulfill the wrong end.
- ② Spreading of digital communalism can threaten the peace and harmony of society.
- ③ Directives of superior to ignore the escalated situation.
- ④ Balancing of Article 19 — freedom of speech and expression with the reasonable restrictions.

Administrative responsibilities

- ① Maintain public trust and ensure hatred is not spread.
- ② Addressing the civil society demand and take action.
- ③ Reconciliation of junior and senior opinion to ensure coherence is maintained.
- ④ Ensure that public welfare does not become a means of in other's hand to portray pampering of one community at the cost of another.
- ⑤ Take down of hate symbols, steps to ensure law and order does not become out of order.

② DIO response

- ① Understand the law - IT Rules, 2017 → guide that

for public security, right of freedom of speech and expression can be curtailed.

② Inform the superior about the legality and ask the platform to take down any harmful comment- which can pose threat.

③ Clarification by the DIO to ensure public trust is maintained.

④ Upholding the rights of both majority and minority is the duty to be followed.

③ Digital communication protocols

④ Understand the legal directives

eg: IT Act, Telecommunication Act, 2023.

- ② Plagging off the content harmful in due course of time.
 - ③ Capacity building of employees.
 - ④ Promoting awareness and digital literacy to avoid misinformation
- Ex: Think before clicking, PIB FCUs.

Digital Technology is like a double-edged sword. Effective use is the need of the hour.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

The page contains a large, blank area with horizontal blue lines, intended for rough work. The lines are evenly spaced and extend across the width of the page. There are also some faint, illegible markings on the left side of the page, possibly from a previous page or a scanning artifact.

NEXT IAS

IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY

1. Scan the QCA booklet properly. We suggest the uses of the app CAM scanner (Scan QR code in page 2) based on our previous experiences.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
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6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

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महत्वपूर्ण निर्देश

अभ्यर्थियों को निम्नलिखित निर्देशों को ध्यानपूर्वक पढ़ना चाहिए। किसी भी निर्देश का उल्लंघन करने पर दण्डित किया जा सकता है।

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।
5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।
6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

1. QCA पुस्तिका को ठीक से स्कैन करें। हम चाहेंगे कि आप स्कैनिंग के लिए कैमस्कैनर ऐप (CAM SCANNER) का प्रयोग करें। (यह कोई प्रमोशन नहीं है)।
2. कृपया QCA पुस्तिका को पर्याप्त रोशनी में स्कैन करें। कम रोशनी में स्कैन की गई पुस्तिकाएं, उनके मूल्यांकन की गुणवत्ता को बाधित कर सकती हैं।
3. स्कैन के दौरान छाया वाले किसी भी पृष्ठ/पीडीएफ को फिर से स्कैन किया जाना चाहिए। कृपया सुनिश्चित करें कि आपके द्वारा अपलोड की गई पीडीएफ यथा संभव स्पष्ट हो।
4. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को अपना विवरण पहले पृष्ठ पर देना चाहिए और मैक्रो टिप्पणियों के लिए अगला पृष्ठ खाली छोड़ दें। यह समझना चाहिए कि उत्तर स्कैन की गई पीडीएफ में पृष्ठ नंबर 3 से शुरू होना चाहिए।
5. QCA पुस्तिका का उपयोग नहीं करने वाले उम्मीदवारों को प्रश्नपत्र के अनुसार उत्तर के अनुक्रम का पालन करना चाहिए।
6. कृपया स्कैन किए गए संस्करण में उत्तर के अनुक्रम और कुल पृष्ठों की संख्या की जाँच करें। सुनिश्चित करें कि यह उसी के भौतिक संस्करण के अनुरूप है।

