

# NEXT IAS

## anubhav-2025

(To be filled by candidate)

TEST CODE : ANV2504

Test Date : 03/08/2025

Name of Candidate: ..... ANANYA RANA ..... Mobile No.

Roll No. : ..... CAVA25ECL1569 ..... Start Time ..... 6:05pm ..... End Time ..... 9:05pm

Date of Examination: ..... 3rd AUG 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, 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, 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

Student Concerns / Query

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Evaluator's Feedback / Response

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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.

IMPORTANT QR CODES



Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

**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) "कर्तव्य, प्रशासनिक नैतिकता की आधारशिला है, किन्तु अन्य नैतिक दृष्टिकोणों के एकीकरण के अभाव में, इसके यंत्रवत् अनुपालन (Mechanical compliance) बनने का जोखिम होता है।"

चर्चा कीजिए कि कर्तव्य, सद्गुण, सिद्धांत और परिणामों का परस्पर संबंध लोक प्रशासन में नैतिक निर्णयन को कैसे समृद्ध कर सकता है?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Duty forms the cornerstone of administrative ethics, yet without integration of other ethical perspectives, it risks becoming mechanical compliance."

Discuss how the interplay of duty, virtue, principle, and consequences can enrich ethical decision-making in public administration.

(Answer in 150 words) 10 Marks

Duty when performed without giving significance to virtues like compassion, kindness etc. leads to 'heartless' administration.

Cornerstone  
Duty - interplay of administrative  
ethics

① Establishes  
righteous  
responsibility

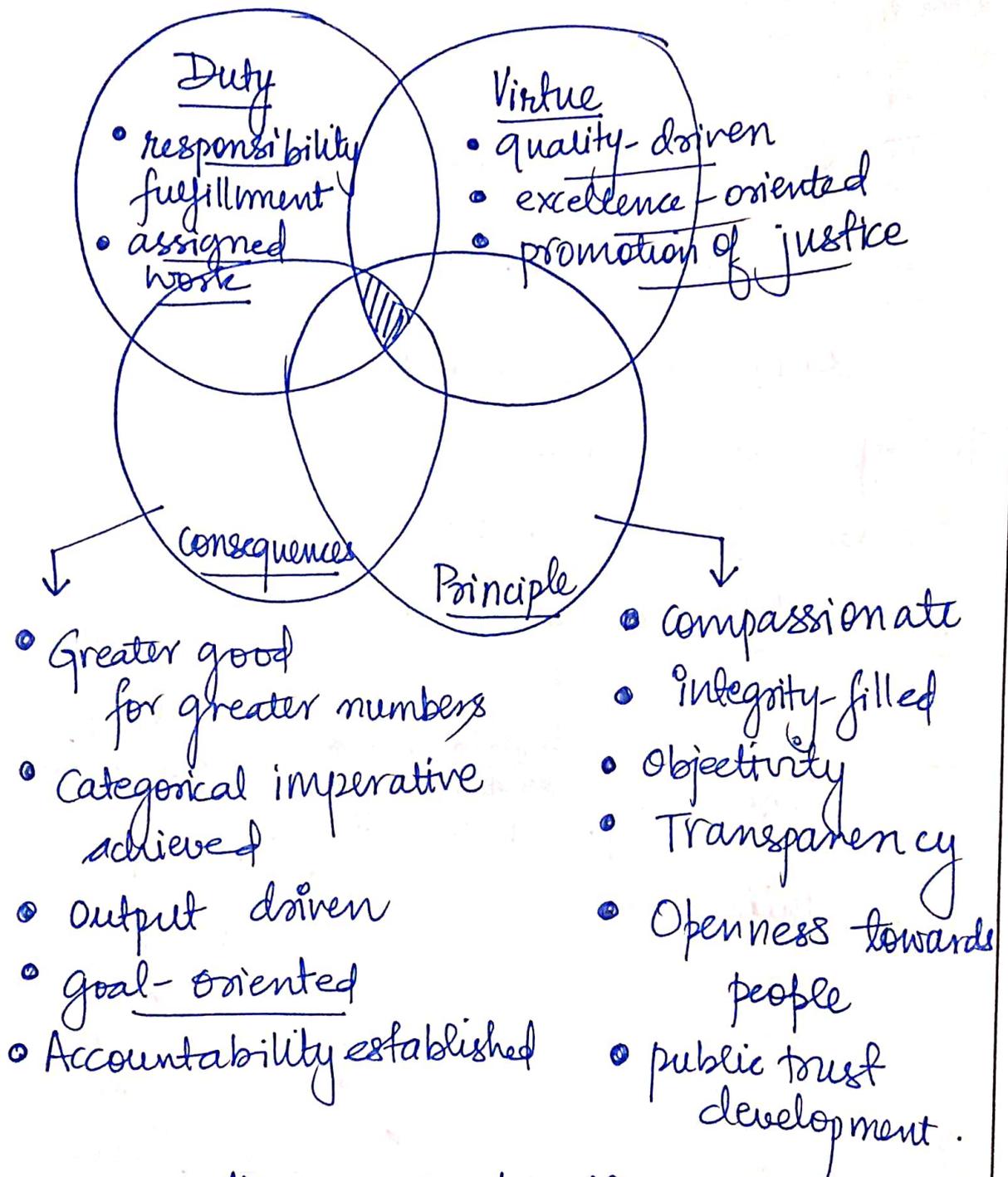
② Fulfills  
concept of 'work  
is worship'

③ Prevents sin of  
'wealth without  
work'

Enriching of ethical decision  
making in public administration

Combination of duty, virtue, principle  
and consequences :

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Can  
write

All these combinations will lead to achievement of people-centric governance system. Examples - Ashok Khemka, Rajni Sekhri Sibbal, Lal Bahadur Shastri, Mother Teresa etc

Q.1

(b) "एक पेशेवर लोक सेवा की ताकत, गहन राजनीतिक परिवेश (Deeply political environment) में भी, गैर-पक्षपातपूर्ण बने रहने की उसकी क्षमता में निहित होती है।"

क्या आप इस बात से सहमत हैं कि 'पक्षपात' (Partisanship) लोक प्रशासन के नैतिक आधार को क्षीण करता है? सिविल सेवकों में 'राजनीतिक पूर्वाग्रह-जनित जोखिमों' और 'तटस्थता बनाए रखने में सहायक रक्षोपायों' पर चर्चा कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"The strength of a professional public service lies in its ability to remain non-partisan, even in a deeply political environment."

Do you agree that partisanship undermines the ethical foundation of public administration? Discuss the risks posed by political bias among civil servants and the safeguards that help uphold neutrality.

(Answer in 150 words) 10 Marks

Non-partisanship refers to the ideology of remaining steadfast to principles of objectivity and rationality without getting impacted by political ideas.

→ ① Works on principle of 'you show me the man and I will

show you rules'  
Partisanship undermines ethical foundation

→ ② Looses public trust and credibility

→ ③ Violates principle of probity  
④ doing work for gaining political patronage

→ ④ Promotes discontinuous policymaking  
⑤ change in govt.

→ ⑤ Prevents virtue of justice

Candidates must not write on this margin



## Risks posed by political bias among civil servants

- ① Potential misuse of discretionary powers
  - ⊗ depicting bias in tender selection.
- ② Breaks trust-based governance system
  - ⊗ protests by people creating suspicion
- ③ Violates transparency and accountability
  - ⊗ would not face the scrutiny under RTI
- ④ Promotes culture of injustice
  - ⊗ money-power & muscle-power

## Safeguards that help hold neutrality

- ① Conduct Rules - that demand neutrality
  - ⊗ All India Civil Services Rules, 1968; Civil Services Conduct Rules, 1964 etc.
- ② Courage of conviction among the civil servant
  - ⊗ T.N. Seshan
- ③ Public scrutiny by means of complaints
  - ⊗ mygov.in.
- ④ media as 4<sup>th</sup> branch institution

Neutrality and non-partisanship are the golden rules of efficient administration

Q.2

- (a) नैतिक अस्पष्टता की स्थितियों में, जहाँ औपचारिक नियम अपर्याप्त होते हैं, भावनात्मक बुद्धिमत्ता और अंतःकरण (Conscience) महत्वपूर्ण उपकरण बन जाते हैं।

व्याख्या कीजिए कि ये आंतरिक क्षमताएँ लोक सेवकों को नैतिक रूप से अस्पष्ट क्षेत्रों से निकलने में कैसे सहायता करती हैं? सोदाहरण पुष्टि कीजिए।  
(उत्तर 150 शब्दों में दीजिए) 10 अंक

In situations of moral ambiguity, where formal rules fall short, emotional intelligence and conscience become crucial tools.

Explain how these internal faculties help public servants navigate ethical grey zones. Support with a suitable example.  
(Answer in 150 words) 10 Marks

Ethical grey zones often create crises of conscience and cognitive dissonance which are overcome by following Sthit Pragya.

Role of emotional intelligence and conscience in ethical grey zones

- (1) Help in not getting influenced by popular sentiments.  
(e.g) Judges during decisions in heinous crimes
- (2) Promote virtue of integrity and objectivity (e.g) Ashok Khemka's decision to highlight land scam.
- (3) Encourage duty before self  
(e.g) Professional ethics over personal gains

Candidates must not write on this margin



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- (4) Continuation of foundation of justice  
⊙ not filing false cases under political pressures.
- (5) Promotion of values of courage.  
⊙ Taking the right decision even under situations of adversity.
- (6) Establishment of trust-based governance ⊙ credibility via righteous decision

Example: An IPS officer being ordered by his senior to cause eviction of a public land at mid of a chilly winter night, according to court orders.

The IPS officer would still wait till morning to let evicted people have opportunity to find new residence.

This will boost ethical governance where rules are for public welfare



Q.2

(b) "नैतिक दुविधा का केंद्रीय तत्व मूल्यों का अभाव नहीं, अपितु प्रतिस्पर्धी उत्तरदायित्वों की उपस्थिति है।"

चर्चा कीजिए कि लोक प्रशासन में नैतिक दुविधाएँ प्रायः नैतिक अस्पष्टता के बजाय, वैध दायित्वों के टकराव से कैसे उत्पन्न होती हैं। उपयुक्त उदाहरणों द्वारा स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"The heart of the ethical dilemma is not the absence of values but the presence of competing responsibilities."

Discuss how ethical dilemmas in public administration often emerge from the clash of legitimate obligations rather than moral ambiguity. Illustrate with suitable examples.

(Answer in 150 words) 10 Marks

Ethical dilemma represents the situation when two equally right values stand to outpass each other creating cognitive dissonance.

Ethical dilemmas - from clash of legitimate obligations rather than moral ambiguity

① Professional duty v/s virtue of compassion @ clearance of project of dam in an area habitated by large number of tribals

② Truthfulness v/s National security

③ A RAW agent caught in enemy country is being tortured to reveal national secrets.

③ Economic development v/s Environment  
at ethics ⊕ River-linking project  
passing through protected area

④ Administrative efficiency v/s dignity  
of woman ⊕ A highly efficient  
group member is accused of sexual  
harassment by woman colleague

⑤ Adherence to timelines v/s justice

⊕ An official of NHA has been assaulted  
 by minister causing strike by officials

⑥ Efficiency ⊕ Punctuality v/s integrity

⊕ Interviewer to select a candidate  
 between 2 → one with high integrity  
 but lower efficiency and other with  
 opposite traits.

Thus, it is the decision which  
 has to be taken based on deeper  
analysis of situation & always upholding  
 the Constitutional values



Q.3

(a) "बढ़ती निगरानी, मीडिया परीक्षण और जन-अपेक्षाओं ने 'जवाबदेही' को लोक सेवकों के लिए दोधारी तलवार बना दिया है।"

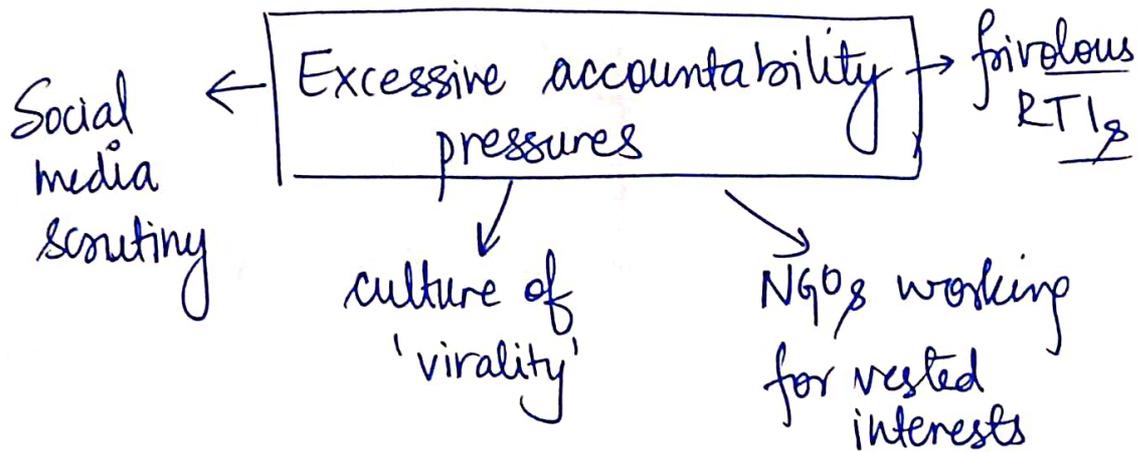
क्या आप इस बात से सहमत हैं कि अत्यधिक जवाबदेही का दबाव कभी-कभी नौकरशाही में नैतिक निर्णय और नवाचार में बाधा डाल सकता है? उदाहरणों सहित अपने दृष्टिकोण की व्याख्या कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"The growing layers of oversight, media scrutiny, and public expectations have made accountability a double-edged sword for public servants."

Do you agree that excessive accountability pressure can sometimes hinder ethical judgment and innovation in the bureaucracy? Explain your perspective with examples.

(Answer in 150 words) 10 Marks

Accountability refers to establishment of responsibility along with answerability for the action undertaken.



Hindering of ethical judgement and innovation in bureaucracy

① Constant fear of being judged.  
even when decision in public interest.

② reduces efficiency of work

③ Status-quoist approach since any deviation may be criticised

④ Introduction of women

- education in a remote district.
- ③ Prioritises 'moral judgement' against legal mandates.
- eg) An official would not be able to raise voice against child marriage
- ④ Influenced by public opinion rather than objectivity eg) people alleging a person to be thief
- ⑤ would be fearful of 'cancel culture' to prevent reputational damage.
- eg) online trolling on social media.

However, presence of accountability measures like RTI, social audits are necessary foundations of ethical governance.

Need is to balance the need of accountability and the freedom of public servants to implement innovative models on ground.



Q.3

(b) "परिवार, समाज और शिक्षा केवल मूल्यों का संचार ही नहीं करते, बल्कि वे लोक जीवन के नैतिक आधार को आकार भी देते हैं।"

चर्चा कीजिए कि ये संस्थाएँ लोक सेवकों में मूल्य-निर्माण को कैसे प्रभावित करती हैं। नैतिक शासन को सुदृढ़ करने में इन संस्थाओं की भूमिका महत्वपूर्ण क्यों है?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Family, society, and education do not merely transmit values they shape the ethical foundation of public life."

Discuss how these institutions influence value formation in public servants. Why is the role of these institutions critical in strengthening ethical governance?

(Answer in 150 words) 10 Marks

'A mother's teaching creates a strong family, society and a nation'  
— Dr. Abdul Kalam

Influence of institutions - family, society and education to value inculcation

### Family

- ① Institute of primary socialisation  
② values of trust, compassion are taught
- ② Spiritual leanings strengthen ethical foundation. ③ Grandmother's bedtime stories.
- ③ Gender appropriate behaviour is learnt
- ④ values of cooperation and loyalty from siblings, parents etc.

### Society

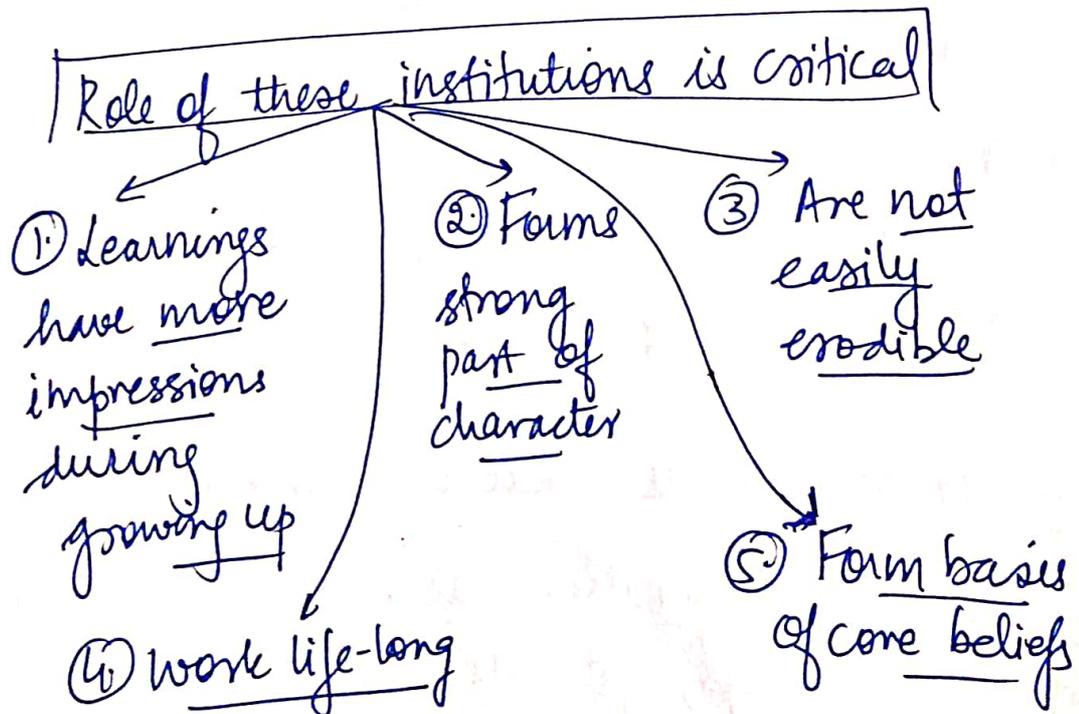
- ① Getting accustomed to applications of values learnt in family at larger level

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- ② Concept of ethics and their consequences on strangers is learnt @ stealing is bad
- ③ Sometimes learn to break past social evils @ child marriage, dowry.
- ④ Concept of morality as a phenomenon of collective living is learnt.

Education

- ① Formalisation of crude concepts learnt-
- ② Values of team building and kindness
- ③ Gender sensitization is learnt better.
- ④ Learnings from great leaders.



These institutions must thus strive for excellence in imparting values and ~~be~~ building a part in nation building



Q.4

(a) "गांधीवादी नीतिशास्त्र साधनों की पवित्रता, सत्य और नैतिक साहस पर बल देता है, भले ही परिणाम अनिश्चित हों।"

आलोचनात्मक मूल्यांकन कीजिए कि क्या ऐसा निरपेक्षतावादी नीतिशास्त्र (Absolutist ethics) आधुनिक लोक प्रशासन की माँगों के अनुकूल है, जहाँ प्रशासनिक यथार्थवाद और व्यावहारिकता प्रायः आवश्यक होती है।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Gandhian ethics emphasize purity of means, truth, and moral courage even when outcomes are uncertain."

Critically evaluate whether such absolutist ethics are compatible with the demands of modern public administration, where administrative realism and pragmatism are often necessary.

(Answer in 150 words) 10 Marks

Gandhian ethics are based on 'means based' approach where 'no wrong means can lead to right end'.

Compatibility of such ethics in modern times

- ① Situations of high stress where competing interests are put forward.
- ② economic development v/s environmental conservation
- ③ 'Chalta hai' attitude gaining prominence to justify efficient ends.
- ④ Bribe as grease of system.
- ⑤ When orders from seniors are involved about a deadline ⑥ arbitrary orders of a slum within 24 hours.
- ⑦ When loved ones are party to case ⑧ Tender involving near and dear one

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The decision making in above cases may seem really difficult and 'adjustment' of morality will be pressed as way forward.

Yet, Emotional intelligence will help us wade through:

- ① Adherence to Constitutional values no matter what.
- ② Ethical means for a sustainable solution.
- ③ Reverence of ideals of integrity and morality at all times.
- ④ Self awareness and motivation to keep service about self.

'There is no ~~right~~ <sup>wrong</sup> way to do a right thing'. Hence adherence to such principles is a sine-qua-non for 'Su-Rajya'



Q.4

- (b) "खरीद (Procurement) संबंधी निर्णय सार्वजनिक क्षेत्र की शुचिता (Probity) के ऐसे अग्नि परीक्षण होते हैं, जहाँ 'सत्यनिष्ठा' को संस्थागत दबावों और निजी प्रभाव, दोनों का सामना करना पड़ता है।" चर्चा कीजिए कि पारदर्शिता, निष्पक्षता और जवाबदेही के सिद्धांत सार्वजनिक खरीद में नैतिक आचरण को कैसे मजबूत कर सकते हैं?

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Procurement decisions are a litmus test of public sector probity, where integrity must resist both institutional pressures and private influence."

Discuss how the principles of transparency, fairness, and accountability can strengthen ethical conduct in public procurement.

(Answer in 150 words) 10 Marks

Ethicality in public procurement involves keeping high the principles of trusteeship of the social contract between people and the state.

Strengthening ethical conduct in public procurement:

(I) Transparency

① Upholds public trust and credibility

② Discourage misuse of personal discretionary powers (e) Tendering process

③ Ensures openness in public disclosures

(e) RTI regarding tendering.

④ Keeps team morale high by promoting moral working

## (II) Fairness

- ① Ensure sustainable solutions
- ② Prevent maladministration
- ③ Avoid masquerading of justice
- ④ Promotes policy of neutrality and non-partisanship.
- ⑤ Encourage quality infrastructure

## (III) Accountability

- ① Promotes answerability for wrong actions.
- ② Ensures decisions are based on objectivity and rationality.
- ③ Prevent conflict of interest.
- ④ Assures justice and ethical governance

Public procurement is the avenue for public servant to establish trust-based institutions

Q.5 (a) "व्यक्तिगत विश्वासों और मूल्यों से प्रभावित अभिवृत्तियाँ (Attitudes), लोक सेवकों के नैतिक व्यवहार को प्रभावित करती हैं।"

व्याख्या कीजिए कि नैतिक और राजनीतिक अभिवृत्तियाँ, लोक सेवा में प्रशासनिक तटस्थता और सत्यनिष्ठा को कैसे प्रभावित करती हैं?  
(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Attitudes, shaped by personal beliefs and values, influence the ethical behaviour of public servants."

Explain how moral and political attitudes impact administrative neutrality and integrity in public service.  
(Answer in 150 words) 10 Marks

Attitude is a set of beliefs, values and principles which an individual attaches to an object, event or a person.

Moral and political attitudes impacting neutrality and integrity

### I. Moral attitude

- ① Personal opinion about an issue may influence decision.
- ② individual's aversion to non-vegetarian food - may cause street vendors to waste
- ③ Biased approach to particular section
  - ④ beggars - may want to evict them without adequate rehabilitation.
- ④ Clouding of judgement based on conservative values ④ against LGBTQ community
- ④ Affection for an individual ④ friend



may cause him to be granted tender.

## (II) Political attitude

- ① Partisan behaviour to favour particular ideology & capitalist against poor people
- ② Affects rational decision making by hindering objective thinking & following orders of MLA without seeing consequences
- ③ Results in unsustainable solution which is bound to fail.
  - ④ Nepotism in recruitment process
- ④ Encourages chain of injustice
  - ④ where idea of equality is violated

It is absolutely significant for public servants to take decisions without influence of personal bias or political favour so as to uphold delivery of 'Dharma'



Q.5

(b) "विदेशी सहायता को प्रायः उदारता (Generosity) के रूप में प्रस्तुत किया जाता है, किन्तु इसकी नैतिक वैधता नियंत्रिता, जवाबदेही और संप्रभुता के सम्मान पर निर्भर करती है।"

सशर्त विदेशी सहायता से संबद्ध नैतिक चिंताओं की व्याख्या कीजिए। दाता देश पारदर्शिता और विकासात्मक प्रभाव सुनिश्चित करते हुए प्राप्तकर्ता की स्वायत्तता को कैसे बनाए रख सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Foreign aid is often framed as generosity, but its ethical legitimacy depends on fairness, accountability, and respect for sovereignty."

Explain the ethical concerns associated with conditional foreign aid. How can donor countries uphold recipient autonomy while ensuring transparency and developmental impact?

(Answer in 150 words) 10 Marks

Applications of ethics in foreign aid demand assurance of purpose, intent and consequence of its use.

Ethical concerns associated with conditional foreign aid

① In form of quid-pro-quo for some favours in return (e) USAID faced allegations in African countries.

② Latent function of promotion.

(e) Gates & Melinda foundation has faced allegation of promotion of Microsoft

③ Vested interests of the party

(e) Greenpeace conducted staged protests at Kudankulam nuclear plant

## NEXT IAS

- ④ No free will of receiver on spending money as it is conditional.
- ④ lease of a land in Sri Lanka by China
- ⑤ Promotion of theory of 'unethical charity' which has cladestine objectives

Donor countries can uphold receiver autonomy

- ① Conditionless donations @ donations to Missionaries of Charity.
- ② Monitoring use of aid at frequent intervals for their intended purpose
- ③ Robust social audit mechanisms
- ④ Stringent aid following respect for sovereignty @ no internal interference
- ⑤ Donating for social causes @ children, education, health etc.

Foreign aid can be transformational for developing countries when intended for 'Antodaya' & 'Sarvodaya'



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) "अच्छी सरकार... उस समाज के निर्माण में शामिल मनुष्यों के गुणों पर निर्भर करती है, जिन पर वह सरकार शासन करती है।"  
- जे.एस. मिल (उत्तर 150 शब्दों में दीजिए) 10 अंक

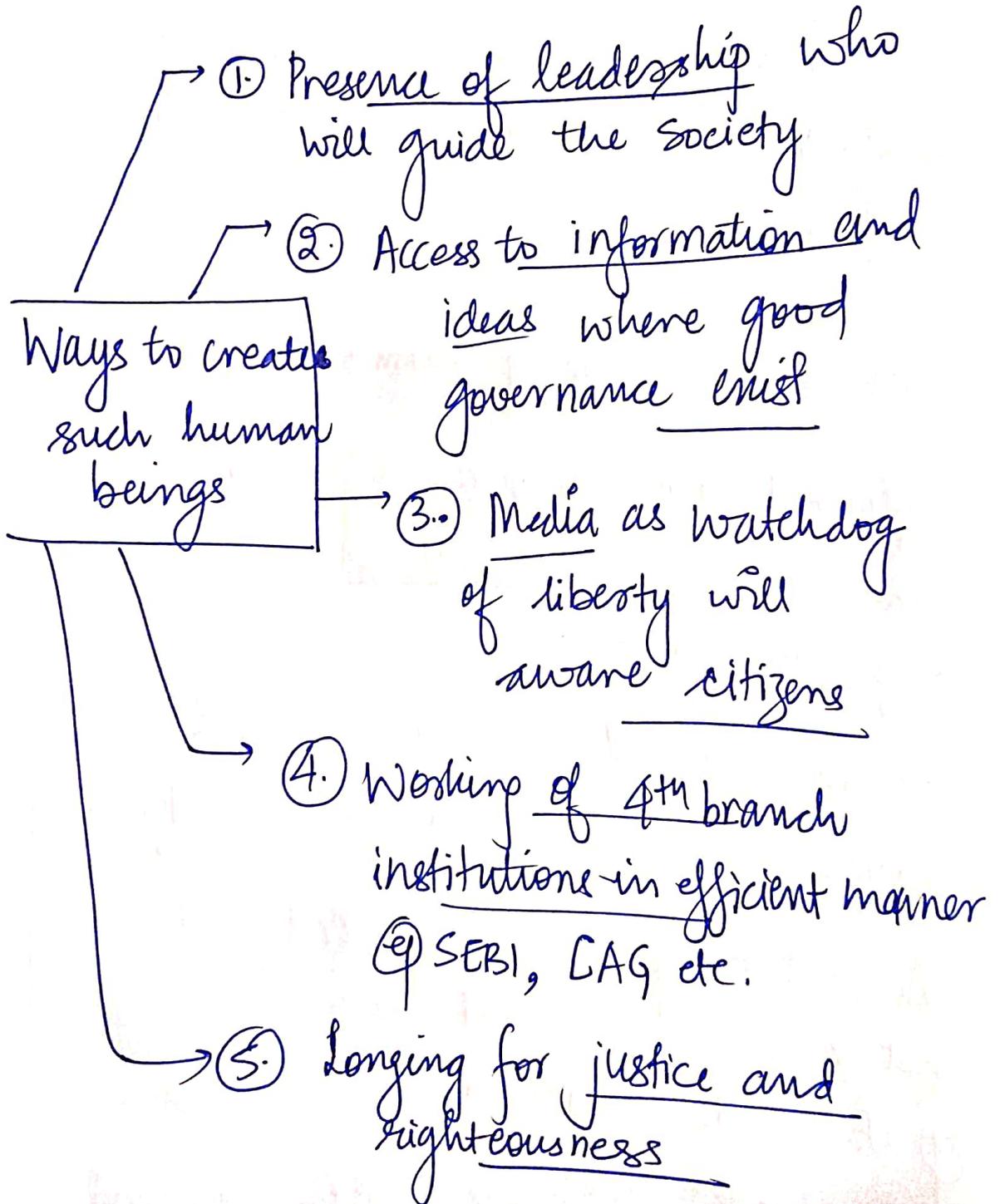
"Good government... depends... (on) the qualities of the human beings composing the society over which the government is exercised." J S Mill  
(Answer in 150 words) 10 Marks

This quote highlights the significance of vigilance of active citizenry in delivery of good governance.

Dependence on qualities of human beings

- ① Informed society where all citizens taken consent-based decisions will keep government in check @ India
- ② Participatory nature of people will ensure prevention of autocracy @ Pakistan as failed state
- ③ Accountability-driven citizens will not accept unethical governance @ Bangladesh protests.
- ④ Sustainable governance will be ensured by people having belief in fiscal prudence @ will prevent S.L. like situation

⑤. Efficient public service delivery will be ensured when people are aware enough @ Nordic countries.



Thus, role of participatory governance and Jantghadani can't be emphasised more

Q.6

- (b) "नैतिक कार्य बाह्य और आंतरिक दोनों न्यायालयों के क्षेत्राधिकार में आते हैं- अर्थात् नागरिक और निजी शासक; मेरा तात्पर्य न्यायाधीश और अंतःकरण (विवेक) दोनों से है।"- लॉ (उत्तर 150 शब्दों में दीजिए) 10 अंक
- "Moral actions belong to the jurisdiction of the outward and inward court, both civil and domestic governor; I mean both the magistrate and conscience." Locke (Answer in 150 words) 10 Marks

This quote suggests that morality of behaviour is guided both by the external laws as well as inner soul.

Moral actions - guided by external laws

- ① Deterrence against wrong-doing
  - Ⓐ Prohibition on untouchability
- ② Fear of punishment and humiliation
  - Ⓐ Reduction in cases of corruption
- ③ Guidance when confused
  - Ⓐ Decriminalization of consensual same-sex relations (Section 377)
- ④ Promotes ideals in society
  - Ⓐ Equality of opportunity to all (Article 14, 15, 16 etc)



⑤ Ensures right conduct at all times  
 (a) no domestic abuse even for close relative.

(II) guided by inner soul

① Forms the lighthouse in darkness

(a) When corruption is passed on as grease of the system

② When greyzone exists

(a) Laws are silent on 'marital rape'

③ When society is moving in wrong direction.

(a) Acceptance of sati by Society but Raja Ram Mohan Roy rejected it.

④ When decisions involve loved one

(a) accident committed by a loved one

Thus, our behaviour and actions are culmination of variety of factors that call for attainment of moral society

Q.6

(c) "नैतिक निर्णय लेने में तर्क आवश्यक हो सकता है, किन्तु नैतिकता का स्रोत मानवीय भावनाएँ हैं।" - डेविड ह्यूम

(उत्तर 150 शब्दों में दीजिए) 10 अंक

"Reason may be essential in carrying out moral decisions, but the source of morality is human sentiment." David Hume

(Answer in 150 words) 10 Marks

Candidates must not write on this margin



This quotation tends to convey that morality of our decisions are guided by rationality and objectivity created on foundation of our belief systems.

Rationality as a factor of moral decisions

- ① Evidence based decisions are easier to take  
 (e) forensic analysis.
- ② Impact objectivity to path for arriving at decision  
 (e) distribution of aid on basis of seriousness of wounds
- ③ Remove personal bias especially when affection is involved.  
 (e) Judges recuse when they find conflict of interest
- ④ Promotes explainability of decision  
 (e) accountability can be established

⑤ Promotes transparency and ensures continuity in policies.

Human sentiment - as case for decision making

① Prevents 'heartless' decision making

④ An old lady without documents won't be shooed away from PDS shop.

② Keeps humaneness at heart

④ A beggar<sup>hungary</sup> may not be put into jail for violating Anti-begging law.

③ Ensure pragmatism in decisions

④ Shifting cultivation won't be criticised bluntly in books meant for tribals.

④ Promotes ethical governance

④ Compassionate recruitments

Compassionate stance may influence our decisions into making them more 'morally rational'.



Q.7

## खण्ड-B / Section-B

आप एक नव-पुनर्गठित प्रशासनिक क्षेत्र में जिला योजना अधिकारी के रूप में तैनात हैं। राज्य सरकार ने आपको आगामी वर्ष के लिए एक विकास व्यय योजना तैयार करने का निर्देश दिया है। संयुक्त विकास निधि (UDF) से आवंटन की अनुशंसा करना आपके विवेकाधीन है, जो कुल ब्लॉक-स्तरीय बजट का लगभग 20% है।

क्षेत्रीय अधिकारियों के साथ व्यापक परामर्श और आँकड़ों की समीक्षा के बाद, आपकी टीम प्राथमिकताएँ निर्धारित करती है:

- कई दूरस्थ, वंचित आदिवासी बस्तियों में जल-पहुँच और विद्यालय का बुनियादी ढाँचा, और
- पाँच पंचायतों को सेवा प्रदान करने वाले एक जर्जर ग्रामीण स्वास्थ्य केंद्र की अत्यधिक मरम्मत।

हालाँकि, जिले के शहरी क्षेत्रों के दो वरिष्ठ विधायक इन पर बल दे रहे हैं:

- अपने निर्वाचन क्षेत्रों में स्मार्ट LED लाइटिंग, पार्क सौंदर्योत्थरण और सड़क टाइलिंग; ये ऐसी परियोजनाएँ हैं, जिनकी दृश्यता और चुनावी महत्त्व अधिक हैं।

वे चेतावनी देते हैं कि उनके प्रस्तावों की अनदेखी करने से कार्यान्वयन के दौरान "समन्वय में देरी" हो सकती है। आपको बिना रिकॉर्ड के बताया जाता है कि इन परियोजनाओं को राजनीतिक स्तर पर "मंजूरी मिल गई थी"।

आपके वरिष्ठ अधिकारी संकेत देते हैं कि "यह संघर्ष बढ़ाने का वर्ष नहीं है", और वे आपको "संतुलन बनाने" की सलाह देते हैं। साथ ही, ग्रामीण क्षेत्रों में सोशल मीडिया सवाल उठा रहे हैं कि क्या प्रशासन सिर्फ राजनीतिक रूप से ताकतवर लोगों की ही सेवा करता है।

अब आपको समानता, दृश्यता, निष्पक्षता और करियर जोखिम के बीच संतुलन बनाते हुए अंतिम योजना प्रस्तुत करनी होगी। आप जो प्राथमिकताएँ निर्धारित करेंगे, वे भावी नियोजन चक्रों की दिशा तय करेंगी।

1. इस बजट आवंटन निर्णय में क्या नैतिक विचार शामिल हैं?
2. जिला योजना अधिकारी के रूप में आपके पास क्या विकल्प उपलब्ध हैं?
3. आपकी अंतिम अनुशंसा क्या होगी और आप इसे कैसे न्यायोचित ठहराएँगे?
4. प्रशासक निर्वाचित प्रतिनिधियों के साथ कार्यात्मक संबंध बनाए रखते हुए समान विकास कैसे सुनिश्चित कर सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the District Planning Officer in a newly restructured administrative zone. The state government has directed you to prepare a development expenditure plan for the coming year. Your role includes recommending discretionary allocations from the United Development Fund (UDF), about 20% of the total block-level budget.

After extensive consultation with field officers and data review, your team prioritizes:

- Water access and school infrastructure in several remote, underserved tribal hamlets, and
- A major repair of a collapsing rural health centre serving five panchayats.

However, two senior MLAs from urbanized parts of the district strongly push for:

- Smart LED lighting, park beautification, and road tiling in their constituencies, projects with high visibility and electoral value

They warn that neglecting their proposals may "delay coordination" during implementation. You are told off-record that the projects were "assumed to be cleared" at the political level.

Your superior hints that "this isn't the year to provoke conflict," and advises you to "strike a balance."

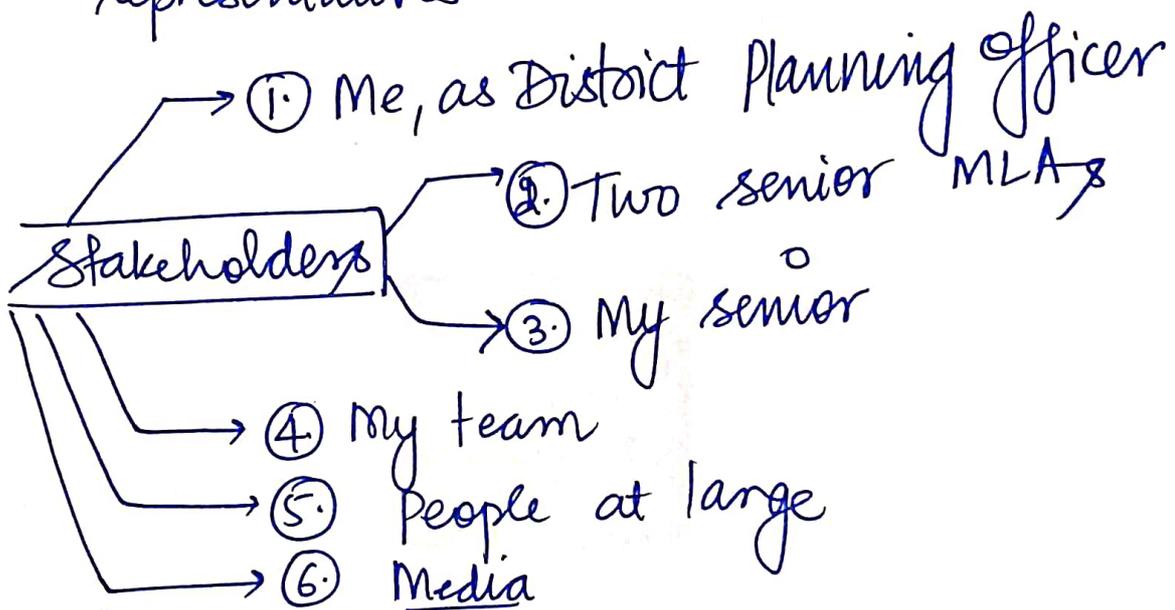
At the same time, social media pages in rural areas are questioning whether the administration only serves the politically powerful.

You must now submit the final plan balancing equity, visibility, fairness, and career risk. What you prioritize will set the tone for future planning cycles.

1. What are the ethical considerations involved in this budget allocation decision?
2. What are the options available to you as the District Planning Officer?
3. What would be your final recommendation, and how would you justify it?
4. How can administrators ensure equitable development while maintaining working relationships with elected representatives?

(Answer in 250 words) 20 Marks

This case study presents an ethical dilemma of need-based development v/s smooth administration by coordinating with political representatives.



(a)/1: Ethical considerations:

- (1) Prioritisation of work based on limited state resources
- (2) Maintaining political neutrality while disbursing funds
- (3) Keeping morale of my team up
- (4) Seeking coordination with representatives for efficient administration

(5) Displaying courage of conviction in decision-making.

(6) Serving the most-need @ tribals of remote area with basic needs.

(b) Options available:

Option - 1: Go with allocation as Decided by team, ignoring suggestions of MLAs

Merit	Demerit
① Need-based development prioritised ② Upholding neutrality	① May face hurdle in administration ② may face wrath of my seniors

Option - 2: Implement the suggestions of MLA

Merit	Demerit
① would be in 'good books' of MLAs ② May receive rewards	① Violation of non-partisanship ② Tribal people left on their own

Option - 3: Would meet MLAs, discuss need of tribal area development and will allocate balanced funds to both the suggested projects with a little re-calculation

## NEXT IAS

Merit	Demerit
① Upholding principles of justice ② No cognitive dissonance	① MLAs may not agree ② Media may highlight biased opinion

3: My final recommendation would be in accordance with option 3:

- (a) Repair of healthcare centre
- (b) Water access and school infrastructure with some funds balanced for
- (c) Road tiling

Justification:

- ① Healthcare centre serving 5 villages is a basic human right
- ② Water access is prominent while school infrastructure like robust building with safety standards is essential.
- ③ Some funds can be utilised for road tiling as it would be

improving safety on urban roads.

Rest projects like Smart LED lighting & park beautification are advanced services which can be take up later.

4. Balancing between equitable development and working relations with representatives

① Ensuring a respectful attitude at all times with calm and composure

② Using persuasive powers and social influence techniques to make them understand what law states.

③ Employing techniques of efficient work-culture with complete integrity to establish self image of an upright officer

④ Development works in consonance with stated rules.

This way walking on delicate balancing will ensure efficient working of administration

Q.8

आप एक राज्य प्रशासनिक अकादमी में उप-निदेशक (प्रशिक्षण) के पद पर कार्यरत हैं। प्रशिक्षु अधिकारियों के वर्तमान बैच में एक ऐसा परिवीक्षाधीन (Probationer) अधिकारी भी शामिल है, जो सामाजिक न्याय और शासन पर पहल तथा मज़बूत विचारों के लिए विख्यात है।

पिछले कुछ हफ्तों से, यह परिवीक्षाधीन अधिकारी अपने सार्वजनिक सोशल मीडिया अकाउंट पर समसामयिक विषयों से संबंधित टिप्पणियाँ पोस्ट कर रहा है। हालाँकि ये अपमानजनक या भड़काऊ नहीं है, फिर भी उसके पोस्ट खुले तौर पर निम्नलिखित की आलोचना करते हैं:

- कुछ कल्याणकारी योजनाओं को 'प्रतीकात्मक' बताना,
- हाल ही की सांप्रदायिक घटनाओं में राजकीय एजेंसियों की निष्क्रियता, और
- प्रतिगामी कानूनों के खिलाफ 'नागरिक प्रतिरोध' का आह्वान।

उनके पोस्ट के स्क्रीनशॉट विभाग में प्रसारित हो रहे हैं। कुछ वरिष्ठ अधिकारी इन पोस्ट्स को राजनीतिक रूप से प्रेरित मानते हैं और कहते हैं कि ये सिविल सेवकों से अपेक्षित तटस्थता और शिष्टाचार के मित्दानों को कमज़ोर करते हैं। कुछ अन्य लोग तर्क देते हैं कि वे अभी-भी प्रशिक्षु हैं और उन्हें अनुशासन की नहीं, बल्कि मार्गदर्शन की आवश्यकता है।

महानिदेशक द्वारा आपसे अनौपचारिक रूप से "उनसे बात करने" को कहा जाता है और इस संबंध में आपसे एक अनुशासनात्मक प्रस्तुत करने के लिए कहा जाता है कि कौन-सी औपचारिक कार्रवाई उचित है। जब परिवीक्षाधीन अधिकारी से पूछताछ की जाती है, तो वे कहते हैं:

"मैंने एक नागरिक के रूप में पोस्ट किया है, न कि सरकारी प्रवक्ता के रूप में। मुझे अपनी बात कहने का अधिकार है। मेरे विचार मेरी पेशेवर वस्तुनिष्ठता को प्रभावित नहीं करते हैं।"

अकादमी में इस बात पर विमर्श बढ़ रहा है: व्यक्तिगत स्वतंत्रता कहाँ समाप्त होती है और संस्थागत उत्तरदायित्व कहाँ से शुरू होता है? क्या सेवा में नैतिक दृढ़ विश्वास के लिए स्थान है या अधिकारियों को अपने निजी जीवन में भी संस्थागत संयम का पूर्णतः पालन करना चाहिए?

1. इस स्थिति में प्रमुख नैतिक और व्यावसायिक चिंताएँ क्या हैं?
2. उनके संरक्षक के रूप में, इस मुद्दे का समाधान करने हेतु आपके पास क्या विकल्प हैं?
3. आपकी अनुशासित कार्यवाही क्या होगी और क्यों?
4. सिविल सेवक व्यक्तिगत अभिव्यक्ति को तटस्थता और सार्वजनिक जवाबदेही की माँगों के साथ कैसे संतुलित कर सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Deputy Director (Training) at a state administrative academy. Among the current batch of officer trainees is a probationer known for initiative and strong opinions on social justice and governance.

Over the past few weeks, the probationer has been posting commentary on current affairs on his public social media account. While not abusive or inflammatory, his posts openly criticise:

- Certain welfare schemes as "tokenistic,"
- The inaction of state agencies in recent communal incidents,
- [And call for "civil resistance" to regressive laws.]

Screenshots of his posts have circulated in the department. Some senior officers consider the posts politically charged and believe they undermine the principle of neutrality and decorum expected of civil servants. Others argue he is still under training and needs mentorship, not discipline.

You are informally asked by the Director General to "speak to him" and submit a recommendation on whether formal action is warranted. The probationer, when confronted, says:

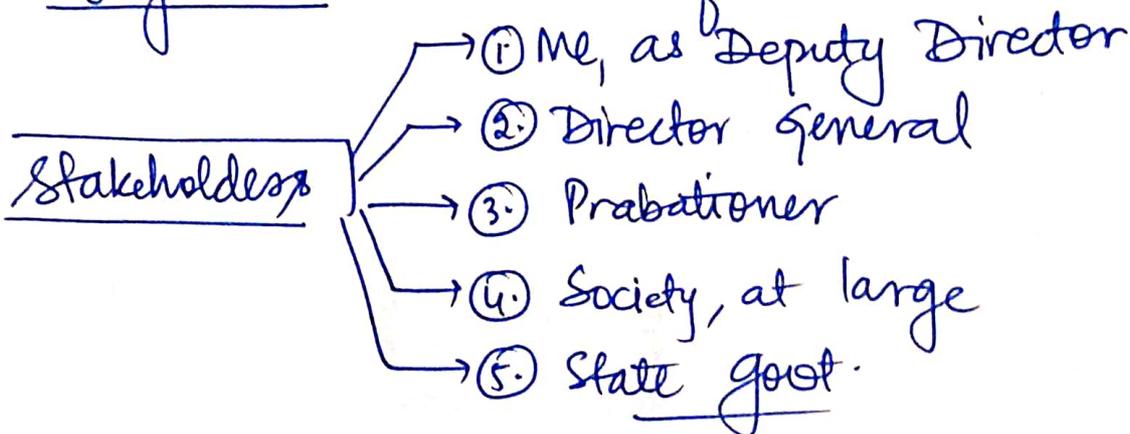
"I posted as a citizen, not as a government mouthpiece. I'm entitled to express myself. My views don't affect my professional objectivity."

There's growing debate in the academy: Where does personal liberty end and institutional responsibility begin? Is there space for moral conviction in service, or must officers conform fully to institutional restraint even in their private lives?

1. What are the key ethical and professional concerns in this situation?
2. As his mentor, what are your options in addressing the issue?
3. What would be your recommended course of action, and why?
4. How can civil servants balance personal expression with the demands of neutrality and public accountability?

(Answer in 250 words) 20 Marks

This situation highlights the increasingly blurring lines between personal opinions and professional obligations with rise of social media.



1. Key ethical concerns:

- ① Responsibility to provide freedom of speech and expression. (Art 19(1)(a))
- ② Not creating 'yes-man' as he is still in training phase.
- ③ Ensuring state's image is not harmd
- ④ Preventing complete stifling of his ideas as he is known for initiative taking

Key professional concerns :

- ① Obligation to follow conduct rules which demand 'not criticizing govt. action' especially in public.
- ② Preventing his revolutionary stance of asking for 'civil resistance'?
- ③ Making him identify his dual roles and need of balance.

2. Options available :

Option - 1 (Recommend) Initiate a formal action against him.

Merit	Demerit
① would make him understand his mistake	① would have a chilling effect on an 'innocent action'
② would not harm State's image	② would be against Article 19(1)(a)

Option 2 : Do not initiate/recommend a formal action but make him realise his mistake by confronting him.

Merit	Demerit
① will understand his mistake	① may still argue for Article 19(1)(a)

② would not be a hurdle in his professional career

② He may continue to post such content

Option 3: Do not recommend action but direct him to delete the post and offer public apology as a public servant or note of caution

① The views expressed were not as public servant?

Merit

Demerit

① would have balanced the two sides

① Officer may not agree

3 My recommended course would be based on option 3:

① Direct him to make separate social media accounts for private & public posts with explicit mention

② Ensure that he understands his increased role as a public servant apart from citizen.

Justification:

① Formal action would have chilling effect on free speech.

## NEXT IAS

Candi  
write

② The action has been able to make him realize his wider role as 'change-maker through reformation rather than revolution'

4. Balance between personal expression and neutrality & accountability

① Understanding the fine line between public opinion and provocation.

② Realizing their role as 'role-models' for the society whose every action and word has wider implications

③ Enlarged authority demands more responsibility

④ Separately maintaining social media accounts.

'with <sup>great</sup> power, comes great responsibility'

This responsibility must be understood wisely to have efficient public service delivery at all times.



Q.9

आप एक बड़े राज्य के ग्रामीण विकास विभाग में अतिरिक्त आयुक्त के रूप में कार्यरत हैं। विभागीय प्रक्रिया अंकेक्षण (Audit) के दौरान, कर्मठता (Diligence) और सत्यनिष्ठा के लिए विख्यात एक परिवीक्षाधीन अधिकारी एक फ्लैगशिप आवास योजना में अनियमितताओं को चिह्नित करते हुए एक विस्तृत नोट प्रस्तुत करती हैं।

इस नोट में शामिल हैं:

- एक ब्लॉक विशेष से फ़र्जी लाभार्थी सूचियों के साक्ष्य
- प्राप्तकर्ता के रूप में सूचीबद्ध फर्जी परिवार
- फ़र्जी खातों के माध्यम से बैंक हस्तांतरण
- जिला परियोजना निदेशक (DPD) से प्राप्त समर्थन; वे एक ऐसी वरिष्ठ अधिकारी हैं, जो प्रशासनिक दक्षता के लिए व्यापक रूप से सम्मानित हैं और प्रमुख राजनीतिक हस्तियों की करीबी मानी जाती हैं।

जब आप अनौपचारिक रूप से DPD के समक्ष इस मामले को उठाते हैं, तो वे "प्रक्रियात्मक शॉर्टकट" को स्वीकार करती हैं और कहती हैं कि गहन राजनीतिक जाँच के तहत लक्ष्यों (Targets) और संवितरण (Disbursement) को समय-सीमा के भीतर पूरा करने का दबाव है। वे आपसे आग्रह करती हैं कि "एक टाले जा सकने योग्य अंकेक्षण लूप के कारण विभाग की गति को बाधित न करें।"

अगले कुछ दिनों में:

- व्हिसलब्लोअर को अंकेक्षण कर्तव्य से स्थानांतरित कर दिया जाता है और उसकी परिवीक्षा (Probation) रिपोर्ट को "टीम अभिविन्यास की कमी" (Lack of team orientation) के लिए चिह्नित किया जाता है।
- वरिष्ठ सहकर्मी आपको निजी तौर पर सलाह देते हैं कि आप "आंतरिक शोर न मचाएँ" (Not to create internal noise) या "कनिष्ठों को वरिष्ठों के विरुद्ध खड़ा न करें।"
- एक वरिष्ठ सचिव आपसे कहते हैं कि "सेवा में, 'विवेक' सिद्धांत जितना ही महत्वपूर्ण है।"

कानून के अनुसार, आपको मामला तब तक आगे नहीं बढ़ाना चाहिए, जब तक आप अपराधिक षड्यंत्र का पता नहीं लगा लेते हैं, लेकिन आपको पता है कि मौजूदा साक्ष्य लिपिकीय चूक से कहीं अधिक की ओर इशारा करते हैं। आप जानते हैं कि आपकी चुप्पी मिलीभगत का संकेत देगी। मामले को आगे बढ़ाने से वरिष्ठ अधिकारियों के साथ मतभेद पैदा हो सकते हैं, आपकी प्रतिष्ठा को नुकसान पहुँच सकता है और आप व मुखबिर, दोनों अलग-थलग पड़ सकते हैं, लेकिन आपकी निष्क्रियता से संस्थान के नैतिक मेरुदंड के क्षतिग्रस्त होने का खतरा है।

1. इस मामले में प्रमुख नैतिक मुद्दे क्या हैं?
2. अतिरिक्त आयुक्त के रूप में आपके पास क्या विकल्प हैं?
3. आप कार्रवाई के लिए कौन-से तरीके चुनेंगे और क्यों?
4. जब अनौपचारिक पदानुक्रम और सहकर्मी दबाव नैतिक कार्रवाई को हतोत्साहित करते हैं, तो सिविल सेवक सत्यनिष्ठा कैसे बनाए रख सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are serving as the Additional Commissioner in the Rural Development Department of a large state. During a departmental process audit, a probationary officer known for diligence and integrity submits a detailed note flagging irregularities in a flagship housing scheme.

The note includes:

- Evidence of false beneficiary lists from a particular block
- Ghost households listed as recipients
- Bank transfers routed through shell accounts
- Endorsements traced to the District Project Director (DPD) a senior officer widely respected for administrative efficiency and considered close to key political figures

When you raise the matter informally with the DPD, she acknowledges "procedural shortcuts," citing pressure to meet targets and disbursement deadlines under intense political scrutiny. She urges you not to "derail the department's momentum over an avoidable audit loop."

Over the next few days:

- The whistleblower is transferred from audit duty and his probation report is [flagged for "lack of team orientation."]

- (Senior colleagues) privately advise you not to [create internal noise" or "pit juniors against seniors."]

- A (senior secretary) tells you, [In service, discretion is as important as principle.]

You are not required by law to escalate unless you detect criminal conspiracy but you know the evidence points to more than clerical lapses. You're aware that your silence will signal complicity. Escalating the matter may create friction with senior officers, damage reputations, and isolate both you and the whistleblower but inaction risks eroding the ethical backbone of the institution.

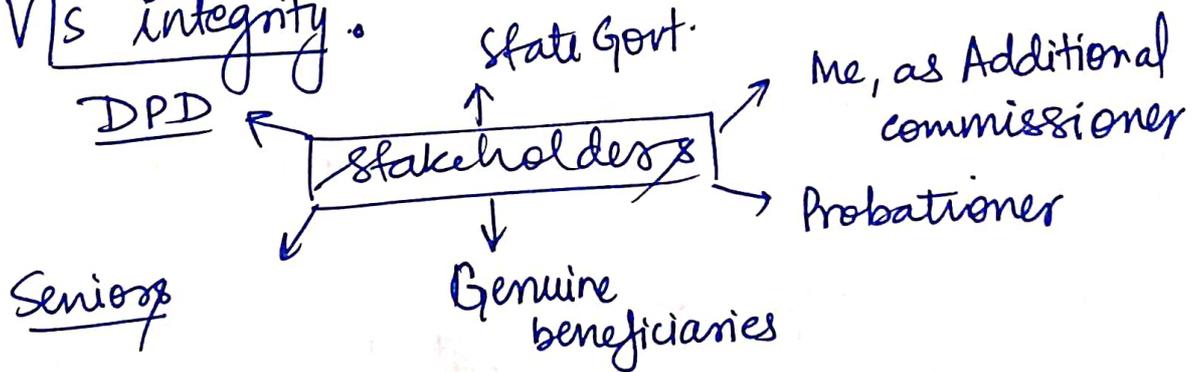
1. What are the key ethical issues in this case?
2. What are your options as the Additional Commissioner?
3. What would be your chosen course of action, and why?
4. How can civil servants uphold integrity when informal hierarchies and peer pressure discourage ethical action?

(Answer in 250 words) 20 Marks

Sometimes, it is not just your action but your inaction that does more harm.

This case study points to ethical dilemma between administrative efficiency

V/s Integrity.



① Key ethical issues

① Obligation to encourage probationers with integrity to maintain chain of such officers

② Responsibility to ensure genuine

beneficiaries are not excluded

- ③ Absolute adherence to principle of integrity in financial matters.
- ④ Professional ethics not to confront seniors
- ⑤ Own interest not to damage reputation.

2. Options available:

Option 1: Do not disclose the matter and let it go unnoticed.

Merit	Demerit
① <u>No bitter relations with seniors</u>	① <u>Breach of trust of that probationer who apprised me with full sincerity</u>
② <u>No damage to Dept. reputation</u>	② <u>Violation of right to justice</u>

Option 2: Do not let matter go unnoticed, rather highlight it in media to create pressure for wrongdoings

Merit	Demerit
① <u>Wrongdoers would be caught.</u>	① <u>Damage to Dept's reputation</u>
② <u>Genuine beneficiary will be served</u>	② <u>Bitter relations with officials</u>
③ <u>Upholding trust of probationer</u>	

Option-3: Highlight the matter in audit report and order an inquiry into the alleged fraud

Merit	Demerit
① Would have upheld principle of integrity ② Displayed courage of conviction	① Bitterness and isolation ② Bad name to Dept.

3. Chosen course of action based on

① Option 3:

① Order a detailed departmental inquiry  
 ② Take all steps to protect whistleblower under whistleblower protection Act, 2014.

③ Forward the detailed report to higher authorities for further action

Justification:

① Closing eyes against a fraud is equivalent to being part and parcel of corrupt practice

② My duty is to apprise the higher authorities about the financial misconduct.

③ would have done my responsibility of promoting chain of ethical officers winning their trust.

4. Ways Civil Servants can uphold Integrity:

① Strict adherence to law of the land and principle of integrity.

② Righteous action Demand courage of conviction

③ Giving examples of officials with impeccable integrity @ T.N. Seshan

④ Protection of whistleblowers U. Sagayam at all times to encourage such actions.

⑤ Vicarious reinforcement via rewards.

“It is the officials who administer will define how and where constitution has been successful” — Dr Rajendra Prasad

## NEXT IAS

Q.10

आप खनन क्षेत्र के एक बड़े सार्वजनिक उपक्रम (PSU) में महाप्रबंधक के पद पर कार्यरत हैं। आपको कंपनी के कॉर्पोरेट सामाजिक उत्तरदायित्व (CSR) अधिदेश के अंतर्गत, विशेष रूप से खनन-संबंधी विस्थापन से प्रभावित जिलों में, निधियों का मूल्यांकन और वितरण करना है।

आपकी टीम ने एक प्रमुख 'आजीविका प्रोत्साहन पहल' के लिए तीन गैर-सरकारी संगठनों (NGOs) को चुना है:

- इनमें दो छोटे, क्षेत्र-परीक्षित (Field-tested) संगठन हैं, जिन्होंने प्रभावित जनजातीय क्षेत्र में कार्य के माध्यम से स्वयं को सिद्ध किया है।
- तीसरा एक सुसंपर्क वाला शहरी गैर-सरकारी संगठन है, जिसे हाल ही में PSU बोर्ड के एक वरिष्ठ सदस्य के संबंधी ने शुरू किया है। इसकी विवरणिका (Brochure) अत्यंत आकर्षक है और इसे राजनीतिक समर्थन प्राप्त है, लेकिन इस क्षेत्र में इसका कोई ट्रैक रिकॉर्ड नहीं है।

आंतरिक चर्चाओं के दौरान, तीसरे NGO के पक्ष में सूक्ष्म संकेत भेजे जाते हैं, जैसे कि "रणनीतिक संरेखण" और "दीर्घकालिक हितधारक प्रबंधन"। CSR समिति के अध्यक्ष मज़ाक में कहते हैं कि "यह सिर्फ CSR है, कोई रॉकेट साइंस नहीं।" इसी बीच, क्षेत्रीय अधिकारी आपको आगाह करते हैं कि समुदायों को सांस्कृतिक रूप से निहित, विकेंद्रीकृत हस्तक्षेप की आवश्यकता है और शहरी NGO का "सभी के लिए एकसमान प्रस्ताव" उपयुक्त नहीं होगा। कुछ सहकर्मी तीनों को मंजूरी देने और धनराशि को बराबर-बराबर वितरित करने का सुझाव देते हैं।

आपको इसी हफ्ते अपनी वित्तपोषण अनुशंसा को अंतिम रूप देना होगा। तकनीकी रूप से, तीनों प्रस्ताव न्यूनतम जाँच प्रक्रिया से गुज़र चुके हैं, हालाँकि क्षेत्रीय साक्ष्य काफी अलग-अलग हैं। आपका निर्णय जमीनी प्रभाव और संगठनात्मक राजनीति, दोनों को प्रभावित करेगा और भविष्य के CSR आवंटन के लिए एक मिसाल कायम करेगा।

1. इस मामले में CSR निधियों के आवंटन में नैतिक चिंताएँ क्या हैं?
2. आप संगठनात्मक राजनीति और जनहित के प्रतिस्पर्धी दबावों का आकलन कैसे करेंगे?
3. आप क्या निर्णय लेंगे और आप इसे नैतिक व पेशेवर रूप से कैसे न्यायोचित ठहराएँगे?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the General Manager (CSR) in a large public sector undertaking (PSU) in the mining sector. Your role involves evaluating and disbursing funds under the company's Corporate Social Responsibility (CSR) mandate, especially in districts affected by mining-related displacement.

Your team has shortlisted three NGOs for a major livelihood promotion initiative:

- Two are small, field-tested organizations with verifiable work in the affected tribal belt.
- The third is a well-connected urban NGO, recently floated by a relative of a senior PSU board member. It has flashy brochures and political backing, but no track record in the region.

During internal discussions, subtle signals are sent that favour the third NGO, with phrases like "strategic alignment" and "long-term stakeholder management." The CSR committee chair even jokes, "It's just CSR, not rocket science."

Meanwhile, field officers caution you that the communities need culturally rooted, decentralized interventions and the urban NGO's one-size-fits-all proposal won't work. Some colleagues suggest approving all three, dividing funds equally.

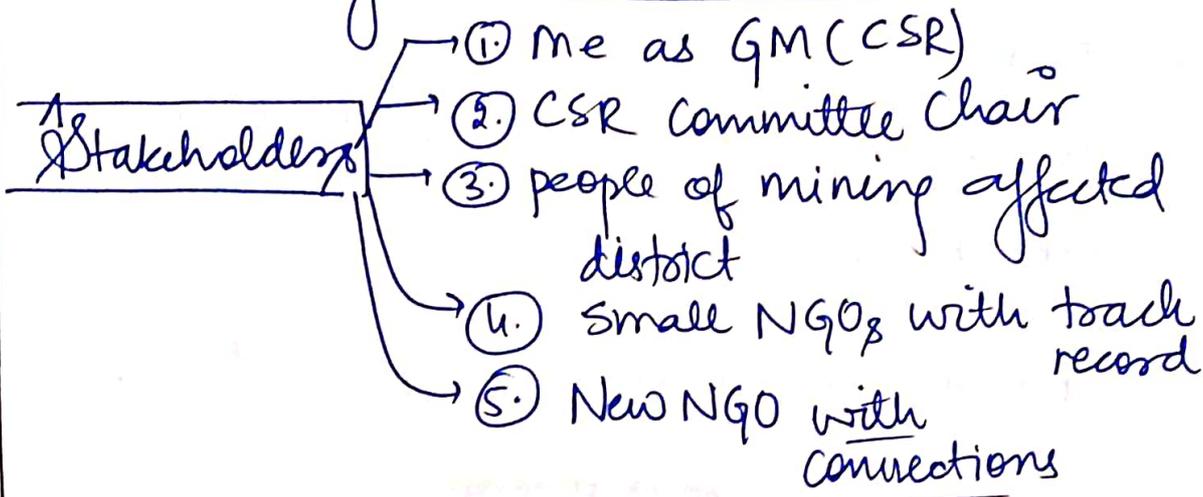
You must finalize your funding recommendation this week. Technically, all three proposals have passed minimum screening, though the field evidence differs widely. Your decision will affect both ground impact and organizational politics and will set a precedent for future CSR allocations.

1. What are the ethical concerns involved in the allocation of CSR funds in this case?
2. How would you assess the competing pressures of organizational politics and public interest?
3. What decision would you take, and how would you justify it ethically and professionally?

(Answer in 250 words) 20 Marks

DMF

This case presents the confusion between prioritising public responsibility and obligations towards PSU:



### ① Ethical concerns:

- ① Prioritising of NGOs who are culturally rooted & decentralised in their working.
- ② Responsibility to display integrity and professional conduct.
- ③ Obligations towards PSU
- ④ Technically clear NGOs deserve equal chance.
- ⑤ Upholding trust of people for PSU.

## 2. Competing pressures of:

### (A) Public interest

- ① It is obligation of PSU under CSR rules under Section 125 of Companies Act, 2013
- ② Mining affected people need funds under District Mineral Fund of Mines and Minerals Development Act. for compensation.

### (B) Organizational pressures

- ① By giving subtle signs to succumb to pressures.
- ② Use of phrases like 'strategic alignment', 'long-term stakeholder management' to influence my decisions.
- ③ Taking of my abilities as being 'common sense'

3. My decision would be:

① Allocating the funds on objective criteria:

- (a) Technically eligible
- (b) Track records on field
- (c) Connection with masses
- (d) People's feed back of prior works

② Since people's feed back and track records on field are involved, my decision would be based on objectivity rather than influences

Justification of my decision:

Ethically :

- ① I have kept 'people' at centre of decision making upholding people-centric approach.
- ② Upheld quality of 'objectivity' as data-based approach is prioritised

③ I have acted in an unbiased manner.

Justification of decision, professionally.

① I have kept the sanctity of my post away from any personal biases.

② Upheld the principle of integrity.

③ My obligation towards PSU includes taking decisions for its sustainable working by taking people's welfare & trust into account.

Thus, my decision on these objective criterias displays my righteous behaviour & following of deontological ethics for 'greater good for greater number'.

Q.11

Candidates must  
write on this margin

आप एक टियर-2 शहर में जिला मजिस्ट्रेट के पद पर तैनात हैं। नियमित प्रशासनिक समन्वय के तहत, आपने हाल ही में प्रमुख विभागों के प्रदर्शन की समीक्षा की है। आपके जिले की राजस्व सहाय्य अधिकारी (RDO) की भूमि विवाद के लंबित मामलों के एक बड़े हिस्से को सुलझाने और एक उच्च-संघर्षशील क्षेत्र में 6,000 से ज़्यादा संपत्ति अभिलेखों का डिजिटलीकरण करने के लिए सराहना की गई है। उनके काम से शिकायत निवारण में सुधार हुआ है और स्थानीय मुकदमेबाजी में कमी आई है। हालाँकि, आपको जल्द ही सामान्य प्रशासन विभाग से एक आंतरिक नोट प्राप्त होता है, जिसमें RDO को एक दूरस्थ उप-मंडल में स्थानांतरित करने के एक 'नियमित' प्रस्ताव पर आपकी टिप्पणी माँगी गई है। उसमें प्रदर्शन-संबंधी कोई चिंता नहीं जताई गई है। अनौपचारिक रूप से, आपको पता चलता है कि RDO द्वारा भूमि कानूनों को सख्ती से लागू करने के कारण स्थानीय राजनेताओं द्वारा विरोध किया जा रहा है। कुछ लोगों की विवादित धार्मिक भूमि में रुचि थी और वे कथित तौर पर, "सामुदायिक भावनाओं" को समायोजित न करने से नाखुश थे। हाल ही में, एक बैठक के दौरान, एक वरिष्ठ विधायक ने टिप्पणी की कि अधिकारियों को "स्थानीय गतिशीलता के बारे में राजनीतिक रूप से अधिक जागरूक" होना चाहिए। अधिकारी ने औपचारिक शिकायत दर्ज नहीं की है, लेकिन वे हतोत्साहित दिखाई दे रही हैं। आपके वरिष्ठ सहकर्मी संकेत दे रहे हैं कि यह प्रशासनिक व्यवहार में परिवर्तन का एक 'संकेत' हो सकता है। आपका गोपनीय नोट, जो 48 घंटों में जमा होना है, स्थानांतरण की स्थिति को प्रभावित करेगा। इसमें कोई कानूनी बाधा तो नहीं है, लेकिन कार्यकाल संबंधी दिशा-निर्देश न्यूनतम 2 वर्षों की नियुक्ति की सलाह देते हैं और अधिकारी को इस पद पर नियुक्त हुए अभी केवल 10 माह ही हुए हैं।

1. इस मामले में प्रशासनिक और नैतिक मुद्दे क्या हैं?
2. आधिकारिक नोट में आपकी प्रतिक्रिया क्या होगी और क्यों?
3. वरिष्ठ सिविल सेवक राजनीतिक रूप से संवेदनशील नियुक्तियों में बिना किसी प्रतिशोध या अवज्ञाकारी प्रतीत हुए तटस्थता और निष्पक्षता कैसे बनाए रख सकते हैं?

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the District Magistrate in a tier-2 city. As part of routine administrative coordination, you recently conducted a performance review of key departments. The Revenue Divisional Officer (RDO) in your district was commended for resolving a large backlog of land dispute cases and digitizing over 6,000 property records in a high-conflict zone. Her work has improved grievance redressal and reduced local litigation.

However, you soon receive an internal note from the General Administration Department, asking for your remarks on a "routine" proposal to transfer the RDO to a remote sub-division. No performance concerns are cited.

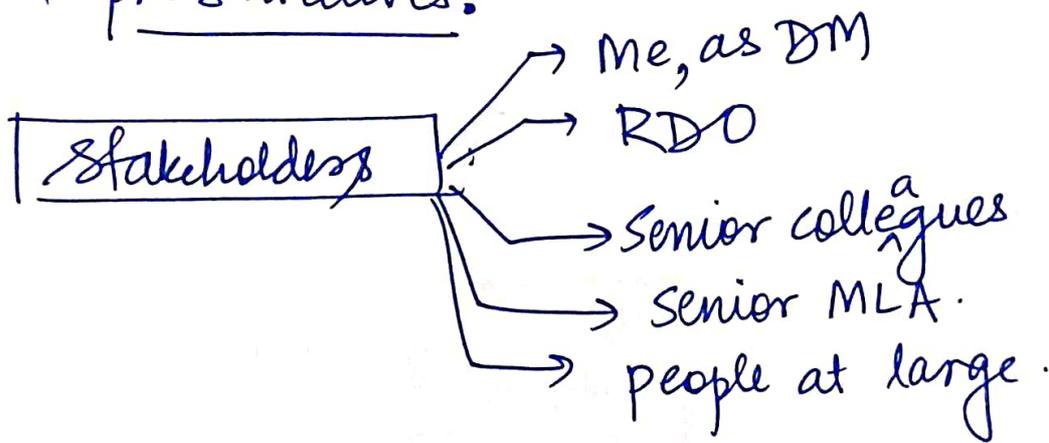
Informally, you learn that the RDO's strict application of land laws has led to resistance from local political leaders. Some had interests in disputed religious landholdings and were reportedly unhappy with her refusal to accommodate "community sentiments." During a recent meeting, a senior MLA remarked that officers should be "more politically aware of local dynamics."

The officer has not filed a formal complaint but appears demoralized. Your senior colleagues hint this may be a "signal" to adjust administrative behaviour. Your confidential note, due in 48 hours, will influence the transfer's fate. There is no legal bar, but tenure guidelines recommend a minimum 2-year posting, and the officer is only 10 months into the role.

1. What are the administrative and ethical issues involved in the case?
2. What would be your response in the official note, and why?
3. How can senior civil servants uphold neutrality and fairness in politically sensitive postings without inviting retaliation or appearing insubordinate?

(Answer in 250 words) 20 Marks

This situation presents an ethical dilemma about responsibility to encourage ethical behaviour v/s need to maintain working relations with representatives.



### 1. Administrative issues

- ① Need to ensure trust of all stakeholders including public representatives.
- ② My responsibility to encourage officers with efficient working.
- ③ Need to uphold trust of RDO in the administrative system.

### Ethical issues

- ① Obligation to ensure welfare of people.

- ② Moral duty to promote righteous work-culture
- ③ Obligation to have efficiency in administration with cooperation of public representatives.

Qo My response in the official note would be:

The concerned officer has displayed utmost dedication to public service by her hardwork and integrity. It is visible in the decrease in litigation cases surrounding land issues and satisfaction among people. Moreover, there is no formal complaint against her conduct or character. Additionally, the time period of her posting is well below

maximum time of 2 year.

In consonance of her impeccable integrity and professional conduct, I find no reason why development work in this zone be interrupted with her transfer.

I recommend she be <sup>allowed to</sup> ~~continuing~~ in present position.

### Justification:

- ① Would uphold her trust in system.
- ② I would have demonstrated courage of conviction against political pressures.
- ③ Have kept 'welfare of people' at centre of my decision.

3. Ways civil servants can uphold neutrality and fairness:

1. Parliamentary conduct with political representatives at all times.
2. Taking decisions based on rationality and objectivity.
3. Not confronting rather persuading political representatives by presenting objective reasoning.
4. Mentioning specific provisions under which particular action/inaction may be fraudulent.
5. Ensuring public trust is always maintained.

This way the quote of Kautilya,  
"In his people's welfare, lies his welfare  
and in his people's needs, his needs"  
is upheld for efficient governance  
system.

Q.12

Candidates must not  
write on this margin

आप एक प्रमुख महानगरीय क्षेत्र के क्षेत्रीय आयुक्त (Zonal commissioner) के रूप में तैनात हैं। आपके क्षेत्राधिकार में एक सघन अनौपचारिक बस्ती है, जो तकनीकी रूप से हरित बफर और भावी मेट्रो विस्तार के लिए आरक्षित भूमि पर 20 वर्षों से अधिक समय से बसी हुई है। इस बस्ती में अब 800 से अधिक परिवार रहते हैं। इसमें घरेलू कामगार, सफाई-कर्मा, दिहाड़ी मज़दूर और प्रवासी निर्माण श्रमिक शामिल हैं, जिनमें से कई पूरे शहर में अनौपचारिक रूप से कार्यरत हैं।

हाल ही में, एक जनहित याचिका (PIL) के बाद, उच्च न्यायालय ने नगर निगम प्राधिकरण को 30 दिनों के भीतर सभी "अवैध अतिक्रमणों" को हटाने का निर्देश दिया है। न्यायालय ने पुनर्वास का कोई उल्लेख नहीं किया है, केवल यह कहा है कि "कानूनी स्वामित्व वाली कोई संरचना मौजूद नहीं है।"

यद्यपि निवासियों के पास कोई औपचारिक संपत्ति अधिकार नहीं हैं, फिर भी कई लोगों के पास ये मौजूद हैं:

- मतदाता पहचान-पत्र
- राशन कार्ड
- नगरपालिका द्वारा ही जारी किए गए बिजली और पानी के कनेक्शन

कई गैर-सरकारी संगठनों (NGOs) और शहरी नीति विशेषज्ञों का कहना है कि यह भूमि दशकों से खाली पड़ी थी और हाल ही में, दायर PIL तक इसका कोई वैकल्पिक उपयोग नहीं किया जा रहा था या इस पर कोई विकास योजना क्रियान्वित नहीं की जा रही थी। वे यह भी चिंता व्यक्त करते हैं कि शहरी आवास योजना के तहत राज्य की स्पष्ट प्रतिबद्धता के बावजूद, कोई पुनर्वास नीति लागू नहीं की गई है।

स्थिति तनावपूर्ण है:

- एक स्थानीय विधायक "कानून के शासन और बुनियादी ढाँचे के विकास के सम्मान" का हवाला देते हुए तत्काल अतिक्रमण हटाने का समर्थन करते हैं।
- मीडिया और सिविल सोसायटी में तीव्र मतभेद हैं; कुछ लोग शीघ्र कार्यान्वयन की माँग करते हैं, जबकि अन्य संभावित मानवीय परिणामों की निंदा करते हैं।
- आपकी टीम निर्देश का इंतज़ार कर रही है। कुछ लोग पुनर्वास की सैद्धांतिक प्रतिबद्धता मिलने तक इसे टालने का सुझाव देते हैं। अन्य लोग "न्यायिक अवमानना से बचने" के लिए तत्काल अनुपालन का आग्रह करते हैं।

अब आपके सामने एक महत्वपूर्ण विकल्प है: न्यायालय के आदेश का यथावत् पालन किया जाए या कानूनी अनुपालन को नैतिक दायित्वों के साथ संरेखित करने के लिए रास्ता निकाला जाए।

1. इस मामले में बेदखली (Eviction) को क्रियान्वित करने में मुख्य नैतिक चुनौतियाँ क्या हैं?
2. अनौपचारिक शहरी बस्तियों के संदर्भ में, एक लोक सेवक को कानूनी आदेशों और मानवीय दायित्वों के बीच कैसे सामंजस्य स्थापित करना चाहिए?
3. ऐसी कार्रवाई प्रस्तुत की जाए, जो न्यायिक प्राधिकार का सम्मान करते हुए करुणा, निष्पक्षता और उत्तरदायी शासन के मूल्यों को बनाए रखे।

(उत्तर 250 शब्दों में दीजिए) 20 अंक

You are posted as the Zonal Commissioner of a major metropolitan zone. Within your jurisdiction lies a dense informal settlement (basti) that has existed for over 20 years on land technically reserved for a green buffer and future metro expansion. The settlement, now home to over 800 families, includes domestic workers, sanitation staff, daily-wage laborers, and migrant construction workers, many employed informally across the city.

Following a recent Public Interest Litigation (PIL), the High Court has directed the municipal authority to clear all "illegal encroachments" within 30 days. The court has made no mention of rehabilitation, noting only that "no structure with legal title exists."

While the residents have no formal property rights, many possess:

- Voter ID cards
- Ration cards
- Electricity and water connections are issued by the municipality itself

Several NGOs and urban policy experts point out that the land had remained vacant for decades, with no alternative use pursued or development plan executed until the recent PIL. They also raise concerns that no rehabilitation policy has been activated, despite a clear state commitment under its urban housing scheme.

The situation is tense:

- A local MLA supports immediate clearance, citing "respect for the rule of law and infrastructure development."
- Media and civil society are sharply divided; some demand swift implementation, others condemn the potential humanitarian fallout.
- Your team awaits instruction. Some suggest delaying until an in-principle rehabilitation commitment is secured. Others urge immediate compliance to "avoid contempt."

You are now faced with a critical choice [obeying the court order as is, or seeking space to align legal compliance with ethical obligations.]

1. What are the core ethical challenges involved in executing the eviction in this case?
2. How should a public servant reconcile legal mandates with humanitarian obligations in contexts of informal urban settlements?
3. Propose a course of action that respects judicial authority while upholding the values of compassion, fairness, and responsible governance.

(Answer in 250 words) 20 Marks

This case study pertains to similar case of evictions being carried out in Delhi where state govt. has provided for housing and rehabilitation.

Stakeholders

- ① Me, as Zonal Commissioner
- ② High Court
- ③ State Govt ⊕ local MLA
- ④ people being evicted
- ⑤ Media and NGOs
- ⑥ Society at large

1. Core ethical challenges involved:

- ① Avoiding 'contempt of court' as a responsible public servant.
- ② Responsibility to ensure efficient

rehabilitation for people evicted.

⑧. Obligation to free public land from 'illegal encroachments'

④. Duty to further development works of future metro expansion for ease of city residents.

2. Ways to reconcile legal mandates with humanitarian obligations

①. Filing petition in courts to grant additional time to look for efficient and ethical rehabilitation process

②. Immediately, constitute a committee to undertake affordable land and housing scheme

③. Pausing the development work till further orders, as humanitarian considerations of loss of house & livelihood can't be ignored.

④ Following, deontological ethics looking for 'Greater good for greater numbers' especially when they are marginalised.

⑤ Priority should be given to long-term District Master Plans where development is carefully planned to avoid this situation from occurring again

### To Course of action

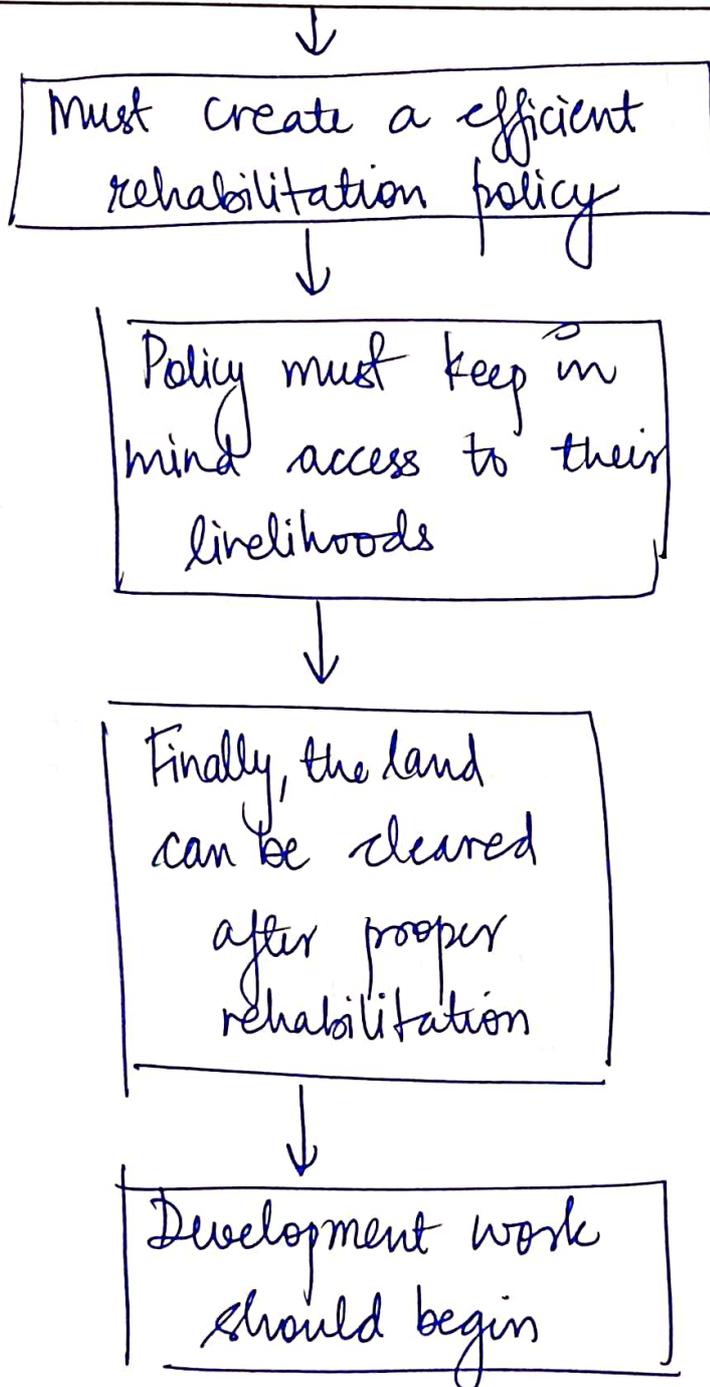
File a petition seeking additional time for eviction



Sought a stay on eviction ruling within 30 days



Introduce a committee with stakeholders from govt, urban policy experts, NGOs, people's representative etc.



This course of action upholds public trust and respect for judicial mandates. The efficient rehabilitation under LARR, 2013 Act should always be ensured as a basic human right for establishment of Ram-Rajya.