

NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504

Test No. 04

Name of Candidate: ANANYA RANA Mobile No. _____Roll No. : CAVA25ECL1569 Start Time 7:32 pm End Time 10:35 pmDate of Examination: 16th JULY 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 20 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 20 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
.....
.....
.....
2	2
.....
.....
.....
3	3
.....
.....
.....

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

Candidates must not write on this margin

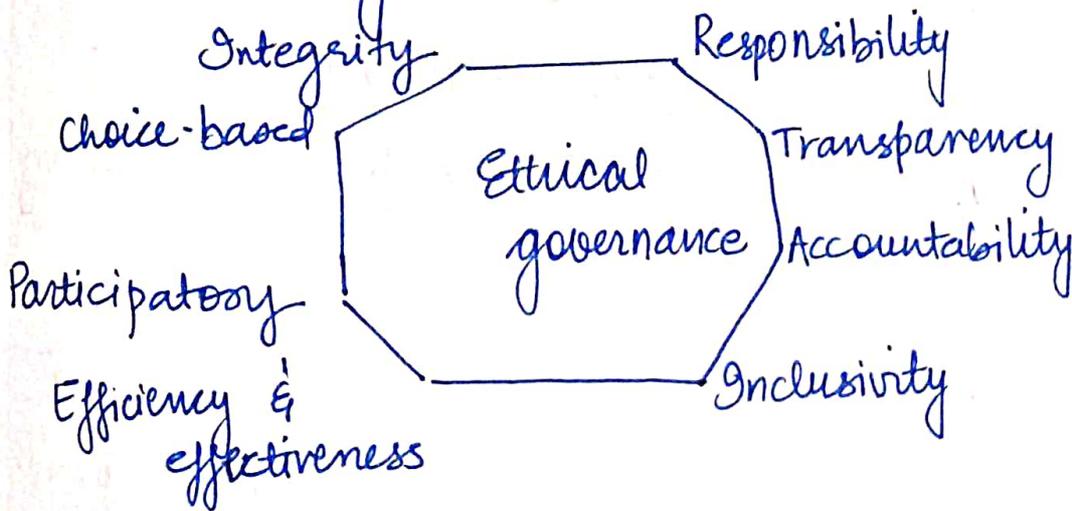


Q.1

(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

The term ethical governance refers to the processes and tasks employed while delivering public services that uphold the principles of inclusivity, timeliness and morality.



Ethical governance - more than just clean administration

(I) Inclusive

(1) Addresses accessibility barriers by taking an extra step.

eg) ECI allows home voting for elderly and person with disability.

NEXT IAS

(2) Voice of the voiceless is heard.

(eg) CPGRAMS - online grievance redressal.

(3) Capability approach driven governance.

(eg) Direct benefit transfer for financial inclusion

(II) Participatory and value-driven

(1) Inculcates compassion to serve the public

(eg) Feedback mechanism via QR code

(2) Suggestion inclusion and righteous approach

(eg) Jan Sunwayi Camps

(3) Timeliness of service delivery.

(eg) PM-GATI Shakti real time project monitoring dashboard.

(1) Setting accountability of civil servants

(eg) PRAGATI platform

(2) Keeping 'citizens' at heart of governance

(eg) UMANG app



(4) Ensuring frequent monitoring of projects.

(3) Mid-career training for public servants

Ethical governance is a way to fulfill the mandate of 'Sarodaya & Antodaya'



- (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

Legality refers to the approach of administration based on legal framework - Constitution, statutes, by-laws etc. Morality is the principles on which conduct of a person is measured @ honesty, punctuality etc

Tension between legality and morality in administration

(1) When orders of seniors are involved

eg) Eviction order in the middle of chilly winter night.

(2) When social values are different from legal framework

eg) In tribals, polyandry is a culture

(3) When legality demands punitive effect

eg) A hungry person breaks into a grocery shop to have a piece of bread

Balancing of situation when legal compliance contradicts moral responsibility

Situation: When an old lady who has lost all documents in a recent flood approaches PDS shop to have grains, but does not possess eligible documents to avail services.

Legal compliance demands - She should be refused grains

Moral responsibility demands - Hungry person should not be denied food.

Course of balancing: Old lady should be provided with sufficient grains to ensure her survival. In the meantime, new documents should be made with administrative urgency.

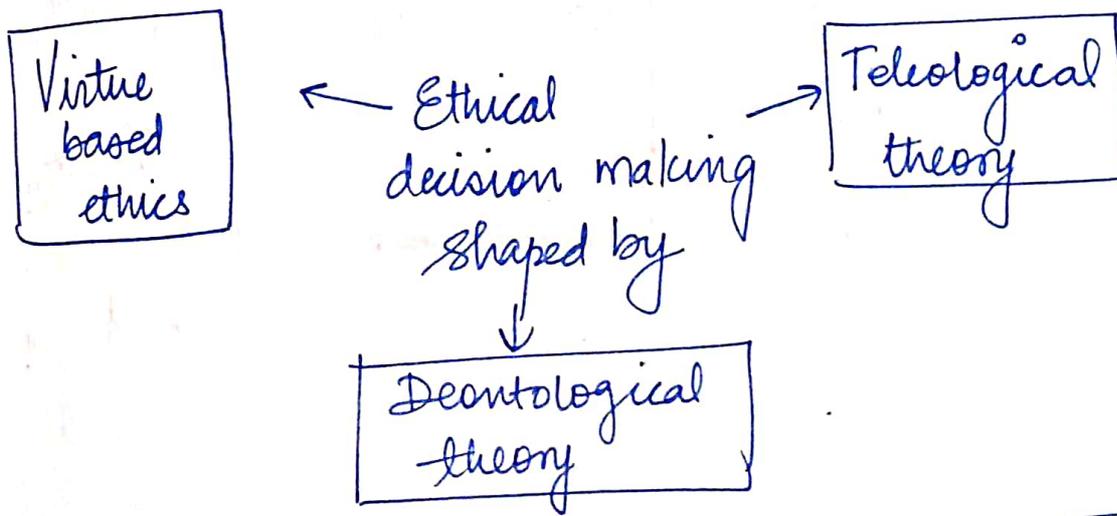
The purpose of legal compliance is not exclusive of morality. Rather both aim to reinforce each other. Hence, a harmonious balance between both is the need of the administration.



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

Deontological approach keeps the 'means' to achieve an end at its heart whereas utilitarianism calls for achieving 'greater good for greater numbers'

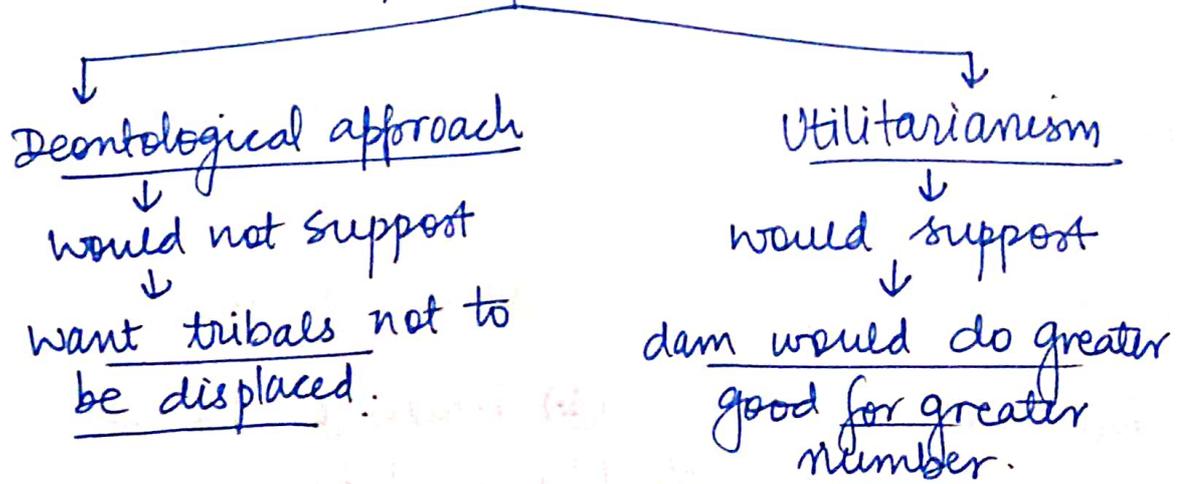


Difference between deontological approach and utilitarianism

Deontological approach	Utilitarianism
(1) Focuses on <u>duties</u> to be <u>performed</u> with <u>all morality</u> .	(1) Focuses on <u>ends</u> of the actions performed.

(2) Proposed by Emmanuel Kant, Mahatma Gandhi	(2) Proposed by Jeremy Bentham
(3) There can be no wrong way to do the right thing	(3) 'Ends' have to be given more significance than 'means'
(4) Emphasises on principle of ' <u>categorical imperative</u> '	(4) Promotes <u>pleasure for greater number of people</u>
(5) <u>Example</u> : would want <u>ethical means</u> always	(5) <u>Example</u> : would support Robinhood like activities.

Moral dilemma in governance: When a dam has to be built, few tribals would have to be displaced.



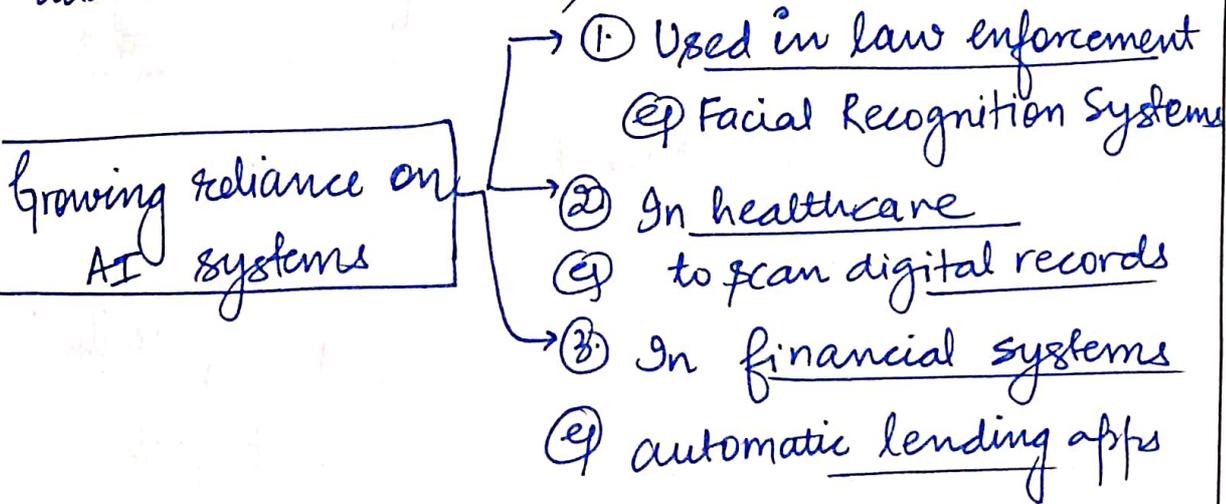
Thus, their application is context specific and demands rational use of moral and ethical principles.



(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 the proliferation of Industry 4.0, digital governance and AI systems have entered the administrative space. The changed dynamics demand reformed methodologies and enhanced monitoring to address the concerns associated.

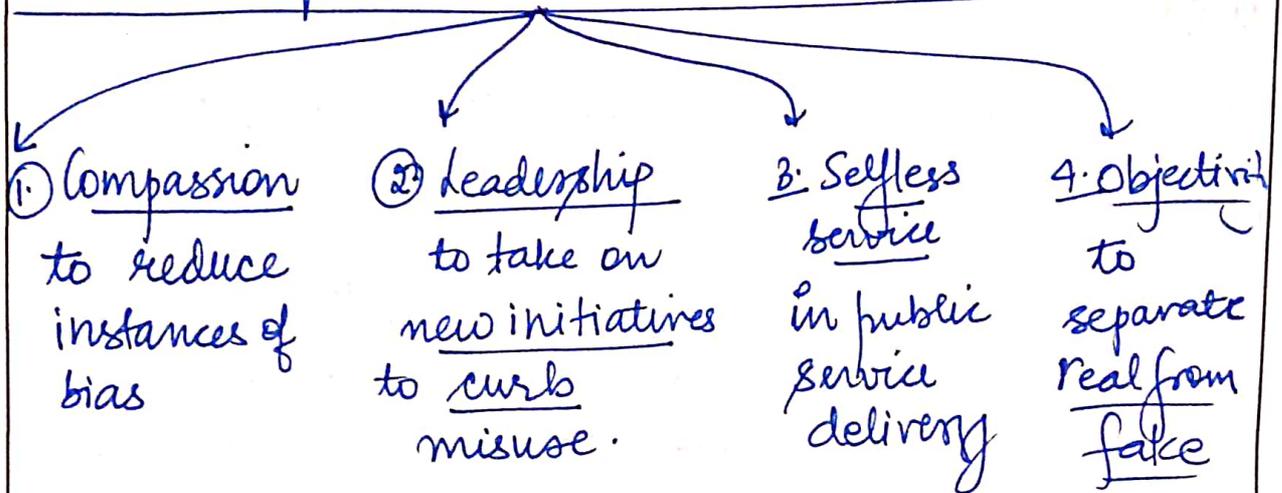


Concerns about fairness, transparency and accountability

- ① Data privacy and secrecy have been threatened ⊕ continued surveillance.
- ② Misinformation and manipulation
⊕ Deepfakes of sensitive issues.
- ③ Diffusion of accountability as they work like 'black boxes'.

- (4) Opaque system working and bias
 (4) females getting more rejected in AI based recruitments.

Relevance of existing foundational values of public services



Requirement of new ethical framework for digital era.

- (1) To complement existing values (eg) Objectivity
 Complemented by digital tools to detect fake
- (2) To advance biasless public service delivery
 (eg) Algorithm should not leave vulnerables
- (3) To promote public trust (eg) via grievance redressal frequently.

India's participation in AI summit and nod to Bletchley Declaration highlights its motive to promote 'AI for all'



- 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

80% success on workplace is determined by Emotional intelligence'
— Daniel Goleman

EI enhances ethical decision making and administrative performance

(I) Ethical decision making

(1) Prevents misuse of power in stressful conditions.

eg) not resorting to lathicharge against large but peaceful crowd.

(2) Fosters compassionate response to grievances.

eg) Delhi ACP sympathising with protesters after Delhi flood case involving death of students.

(3) Ensures public trust in administration.

eg) people agreeing to stop protest.

(II) Administrative performance

- ① Courage to take action in adverse situation
eg) immediate evacuation during floods in Odisha
- ② Faster decision making without clouds of judgement.
eg) deploying adequate crowd management techniques during Kumbh Mela.
- ③ Better coordination among stakeholders
eg) public, media, officials etc.

Example of Emotional intelligence.

Gujjar community youth were protesting against no reservation to them in a recruitment process in Rajasthan.

During protest, they occupied railway track and started destroying infrastructure.

DIG Rahul Prakash responded immediately.

- Apprised them of danger to their future if booked under Railway Act.
- Assured them of consultation with govt.

This led to dispersal of youth.
Thus, EI has power to 'move mountains' if applied at right time & place.

(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।

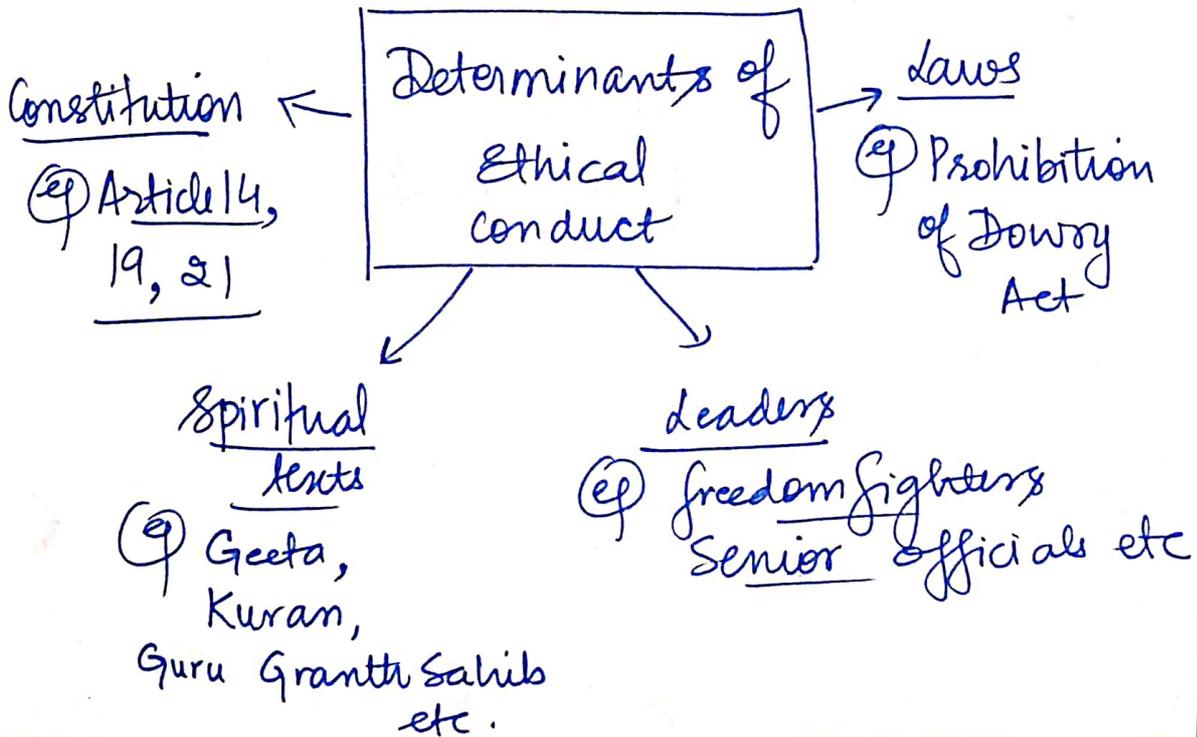
Ethical guidance in public administration stems from various sources, laws, rules, regulations, and personal conscience. These sources may not always align. In such cases, what ethical approach should a public servant adopt to resolve the conflict? Illustrate with examples.

(Answer in 150 words) 10 Marks

Candidates must not write on this margin



Ethical determinants comprise various sources like constitution, laws, spiritual texts and they may not always be in consonance. This situation will call for 'constitutionally guided conscience' approach.



Non-alignment of determinants of ethics

- ① law may be against societal beliefs
- ② society still discriminates against LGBTQIA + community

2. Situations involving loved ones
- (a) A relative involved in accident.
3. Situations of scarcity
- (a) Black marketing during COVID.

Ethical approach required during such times

- (1) Strong Emotional intelligence which will guide towards correct path.
- (a) not using force against peaceful protesters on orders of seniors
- (2) Constitution as lighthouse and upkeeping of constitutional morality.
- (a) not separating an inter-religious couple if they have wilfully married.
- (3) Past precedents may guide.
- (a) Actions of seniors.
- (4) Importance of upholding of public trust.
- (a) Not evicting at mid of night.

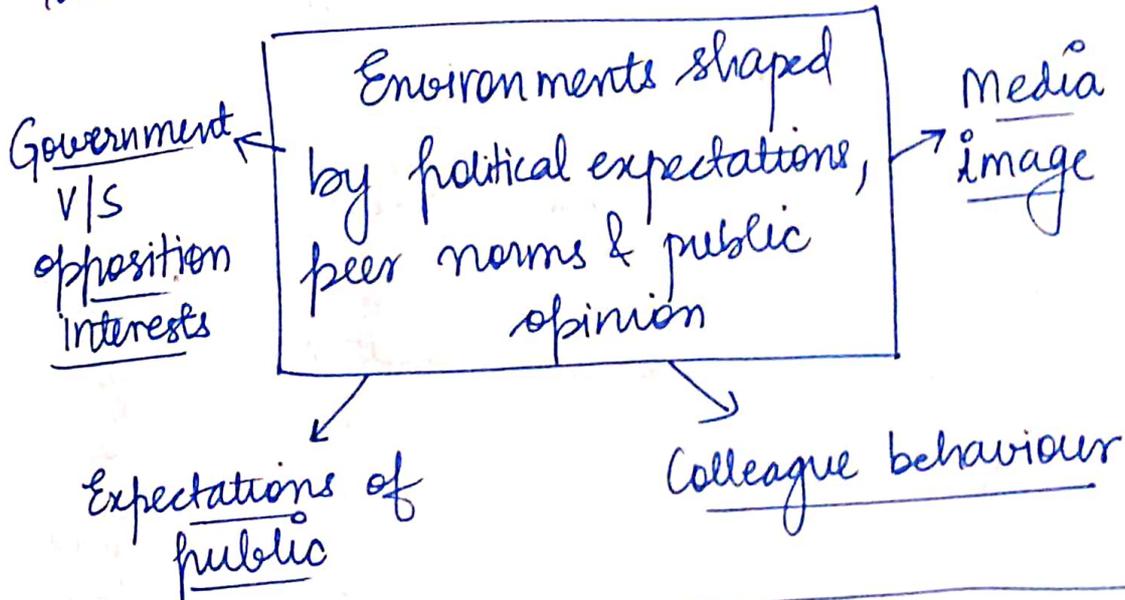
Such situations demand careful consideration of multiple factors and choosing a 'madhyam marga'

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 are expected to display moral political neutrality and non-partisanship in all of their actions.



Influence of moral and political attitudes on ethical decisionmaking

- ① may lead to triumph of personal gain over public service
- ② Promotion aspects by not acting against political leader.
- ③ urge to gain positive image among peers

NEXT IAS

Candidates
write on it

- ① Indifference to practice of corruption
- ② Expectation of hero worship from media
- ③ 'Singham' image creation
- ④ To remain in good books of public
- ⑤ 'excessive social media' exposure

Methods to maintain independence

- ① Strengthen Emotional Intelligence
ie Sthith Pragyā
- ② Nishkaam Karma
at all times
- ③ Look for greater public good
- ④ Maintain 'anonymity'
and work as 4th lion of Ashoka
- ⑤ Not giving up to personal gratification.
- ⑥ Performance of righteous task
- ⑦ Economic development of region
- ⑧ Stambh

Effective public service delivery demands upholding of 3 values - 'ability, anonymity and austerity'



(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

'Entities working for public welfare are like fish in water, with equal chances of misappropriation of resources'
 — Arthashastra by Kautilya

Ethical governance is also responsibility of private entities engaged in public functions

- ① They are responsible for service delivery
- ② Carry trust of public
- ③ Are incharge of public funds

Ethical challenges posed by PPPs

- ① Quality of services delivered - often marred by greed of more profit.
 (eg) Bridges constructed in Bihar fell many times
- ② Probability of misappropriation of funds

- (c) by cost inflation.
- (3) Private gain becoming dominant feature.
- (e) Morbi bridge collapse
- (4) Timeline overruns impacting service delivery
- (e) Bullet Train from Ahmedabad to Mumbai.

(1) Social audit by participatory governance model

(2) Real time monitoring of projects

(e) PM GATI Shakti Dashboard

Ways to ensure transparency & accountability in PPP

(4) Blacklisting of defaulters for significant periods

(3) External experts to ascertain quality

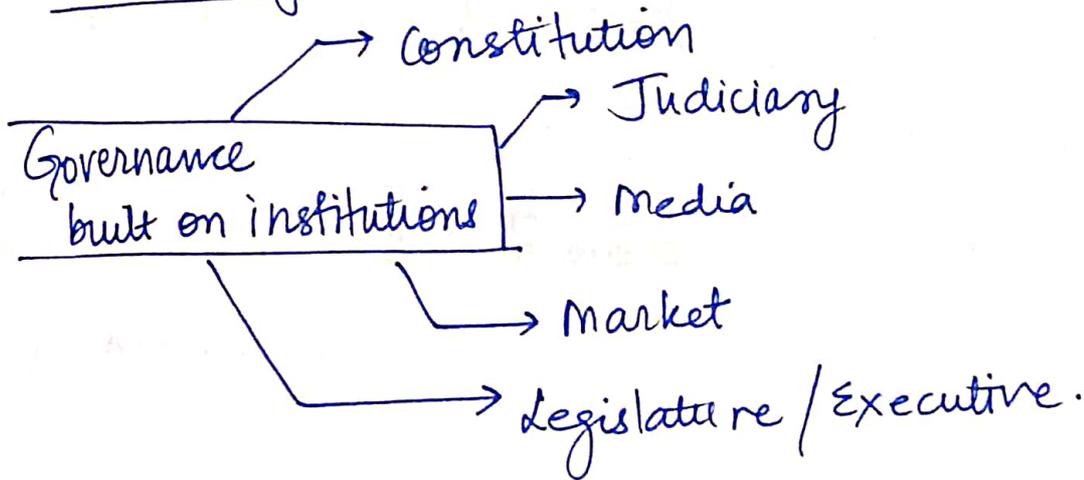
PPP projects are becoming the new public service delivery models. They require monitoring so that 'Laxmanrekha' of ethics is not crossed



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

Various philosophical ideas and leaders promote the idea of good governance and thus help in meeting the exigencies of time & space according to context:



Philosophical foundations underpinning ethical governance

- ① Universal brotherhood. among communities. ensure peace and order in society.
- ② No discrimination on basis of ascription promote concept of equality.
- ③ Use of vernacular language.

promote 'citizen-centric' public services

- ④ Adherence to truth disapproves of corrupt behaviour.
- ⑤ Geeta - Nishkaam Karma.

Philosophical ideas contributing to probity
in public life

- ① Truthfulness promotes transparency and accountability.
- ② Ethical selection of tender.
- ③ Work is worship ensures dedication to public service.
- ④ being punctual to work.
- ⑤ Selfless work to encourage public service.
- ⑥ T.N. Seshan's electoral reforms for people

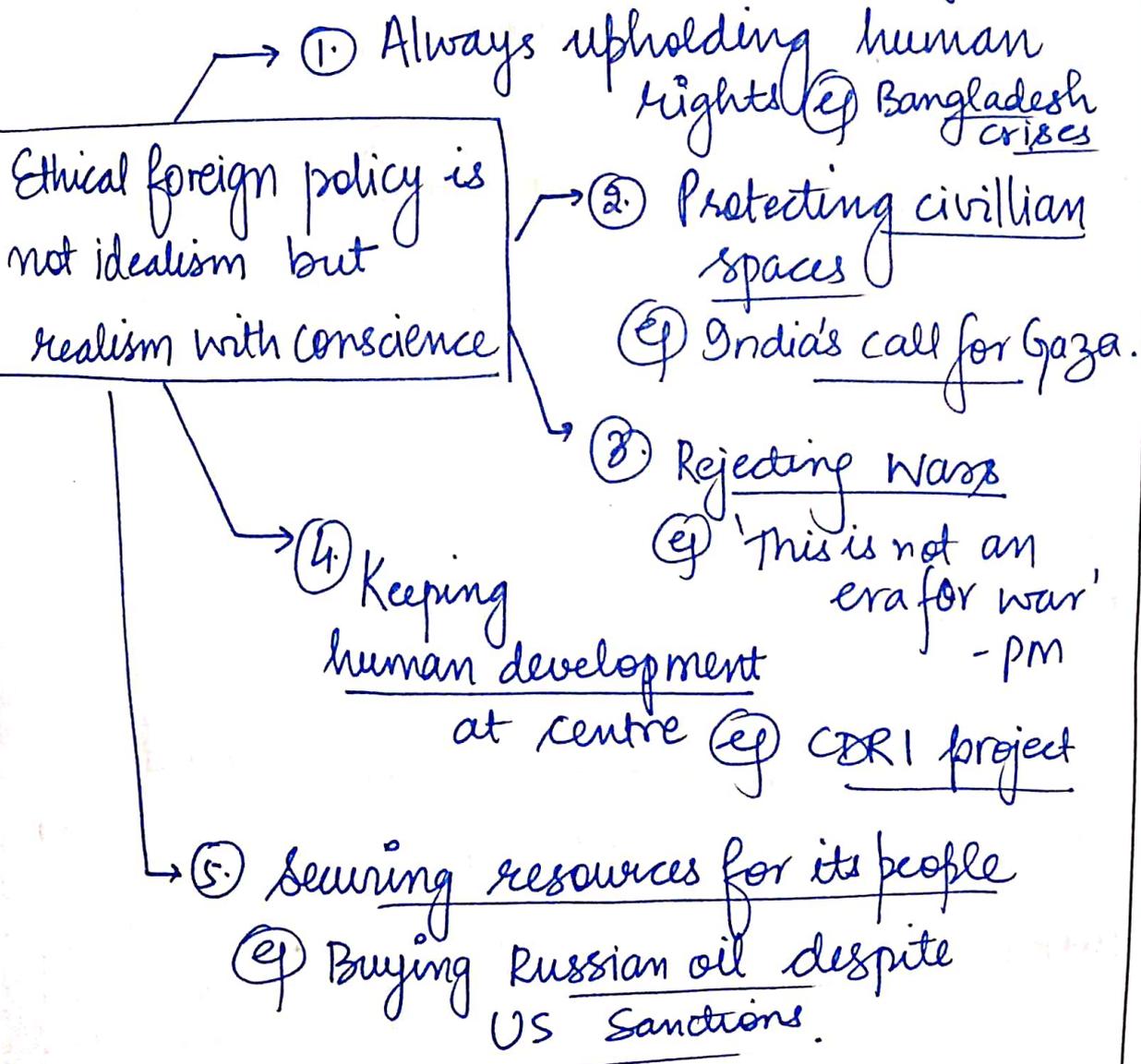
The philosophical ideas hold great relevance to encourage 'Ram Rajya' establishment



(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

Changing global world order filled with trade wars, kinetic conflicts and skewed presence of resources calls for ethical conduct in foreign policy to secure a better world for posterity.



Ethical responsibilities of a state in conduct with other states

- ① Protecting entire human race and environment (eg) India's concept of Vasudhaiva Kutumbakam
- ② Preventing parochial economic gains at cost of climate crises (eg) Deplorable conduct by US in moving out of Paris deal.
- ③ Respect for sovereignty and integrity (eg) India not violating Shimla agreement of crossing LoC.
- ④ Concern for global commons (eg) India's ISA, CDRI etc

Foreign policy ethics demand active realisation of earth as an entity of common survival.



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

This quote presents the idea of power of conscience even in a selfish person.

Principles in nature of selfish man for ethical conduct.

(1) By realising interconnectedness of destinies.

(eg) In trade, one person can become rich if other has money to give.

(2) By depiction of compassion to allow for others' well-being.

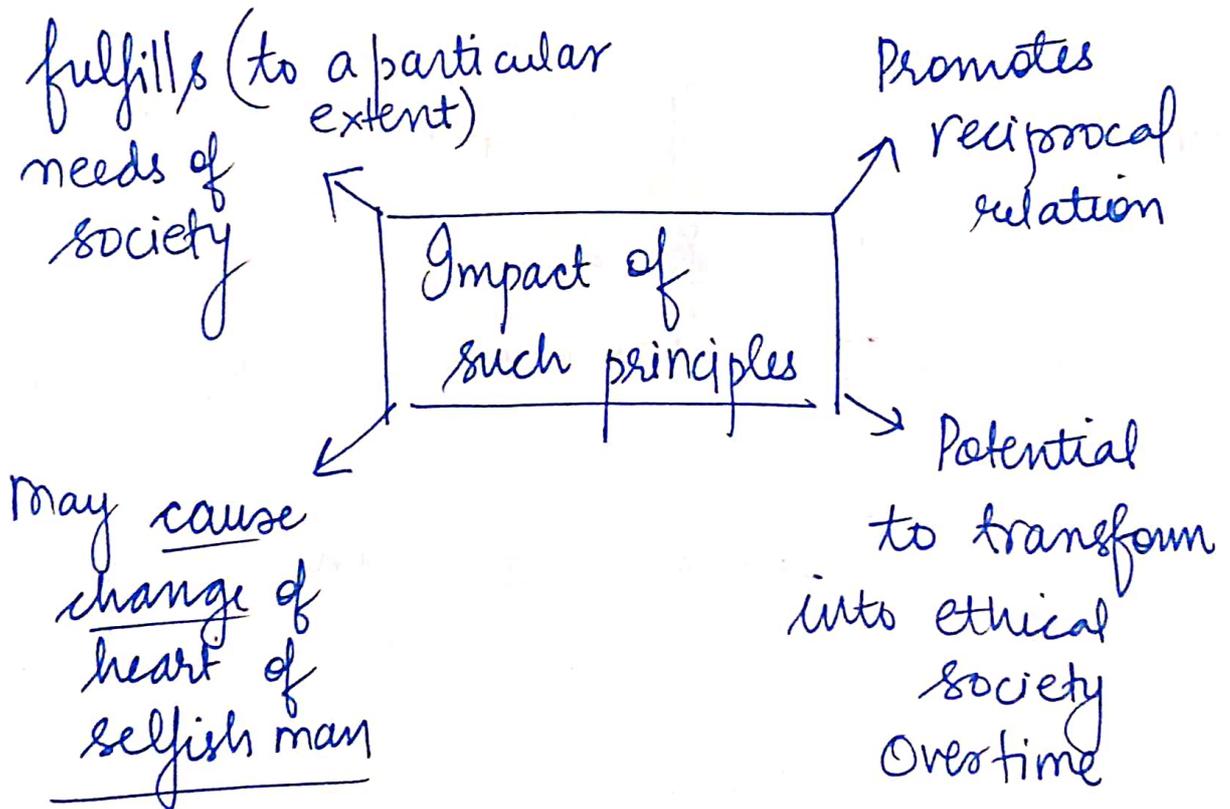
(3) By engaging in contract for exchange (eg) Selfish man too need to display some foundational principles of

NEXT IAS

keeping of contract.

(4.) When resources are limited and are needed in recycling manner

(eg) waste of fertilizer industry used in chemical industry.



Selfish man by reforming his conscience can turn into an ethical being capable of transforming society in return

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

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

Candidates must not
 write on this margin



This quote highlights the distribution of power with different individuals/institutions to act as measure of checks and balances.

Need of power to act as check to power

① Prevent misuse of authority

eg public servants with large discretionary powers.

② Prohibit idea of dystopian society

where each one works for self-

interest. eg Political instability in Syria

③ Establish a regulatory authority

which can prevent genocide.

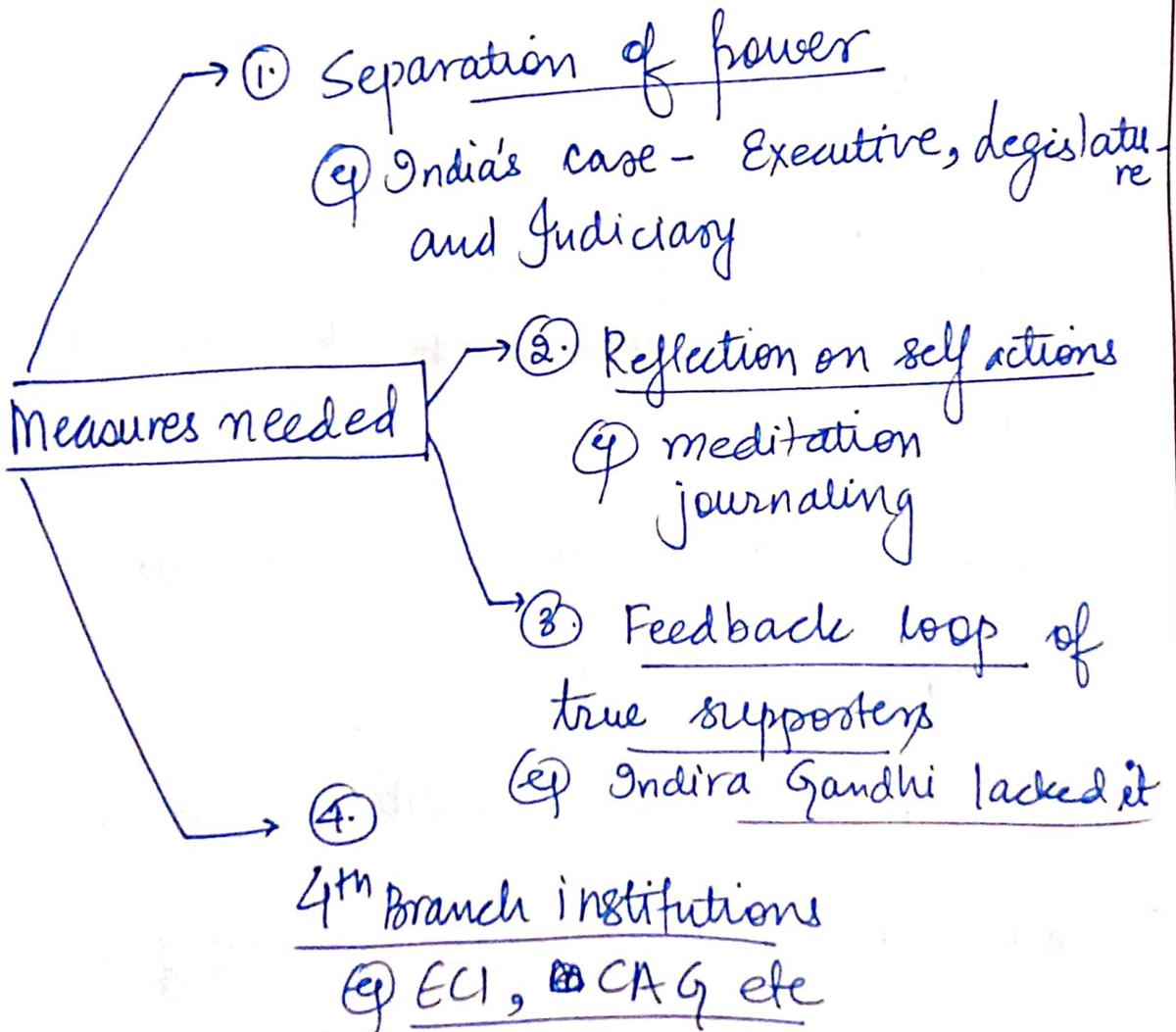
eg Killings in Gaza.

④ Promote ethical living

eg prevention of political corruption

⑤ Prevent unhindered authority capture

eg Taliban govt's restrictions on women

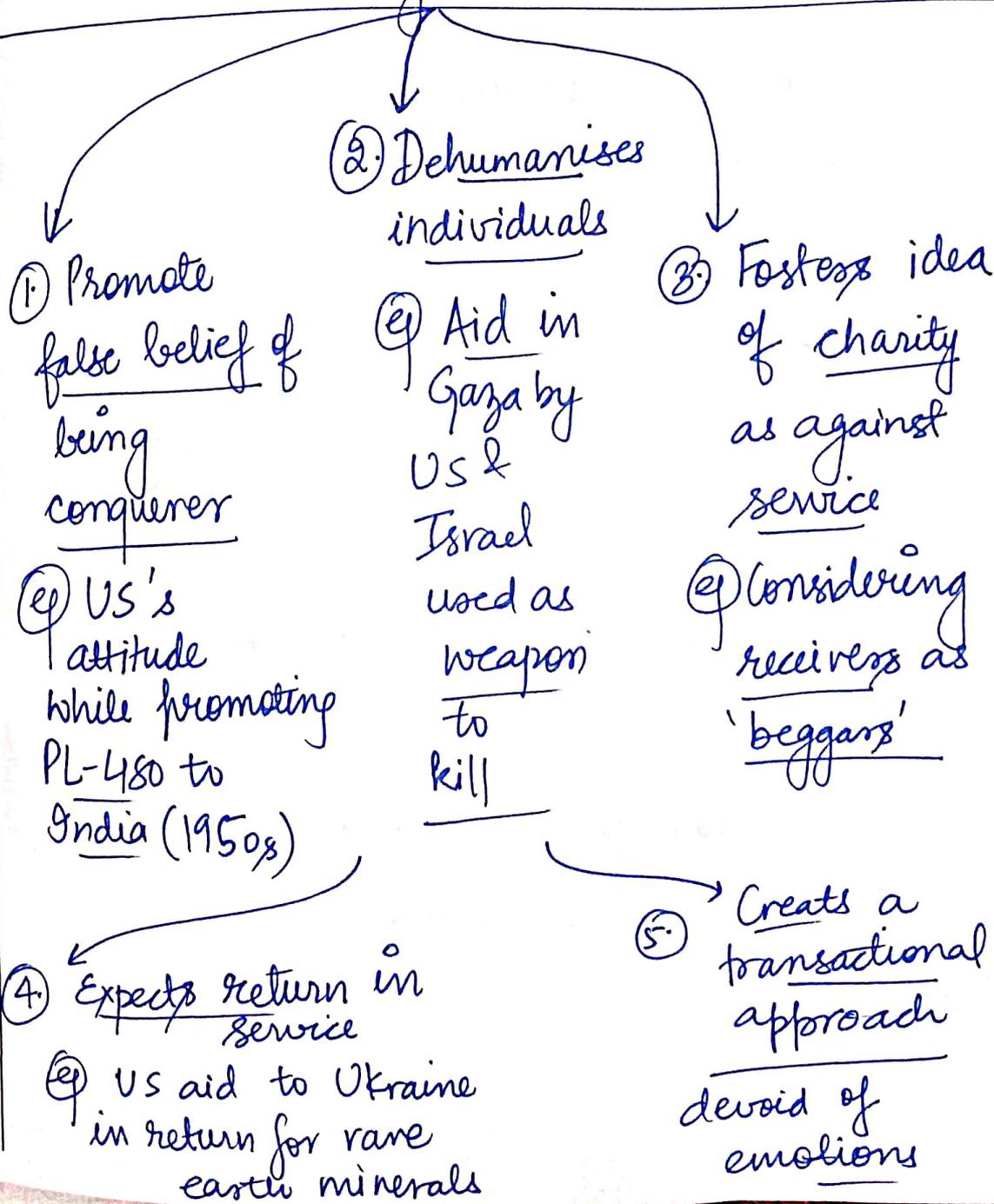


It is quite true, 'power corrupts but absolute power corrupts absolutely'. Thus, there is need for checks & balances

- (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

This quote depicts the value of modesty in character while contributing service to any task.

Service without humility is selfishness and egotism



→ ① Philosophical ideas confirm this belief.

⊕ Swami Vivekananda's idea of 'service to mankind is service to God'.

→ ② Realisation of 'accidents of life'

⊕ COVID pandemic

Steps required to inculcate humility with service

→ ③ Following path of Nishkaam Karma

→ ④ Socialisation process

⊕ Mother Teresa's organisation

→ ⑤ Role-playing activities

inculcate compassion

Selfless service as propagated by Gandhiji is the life blood of human existence.



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".

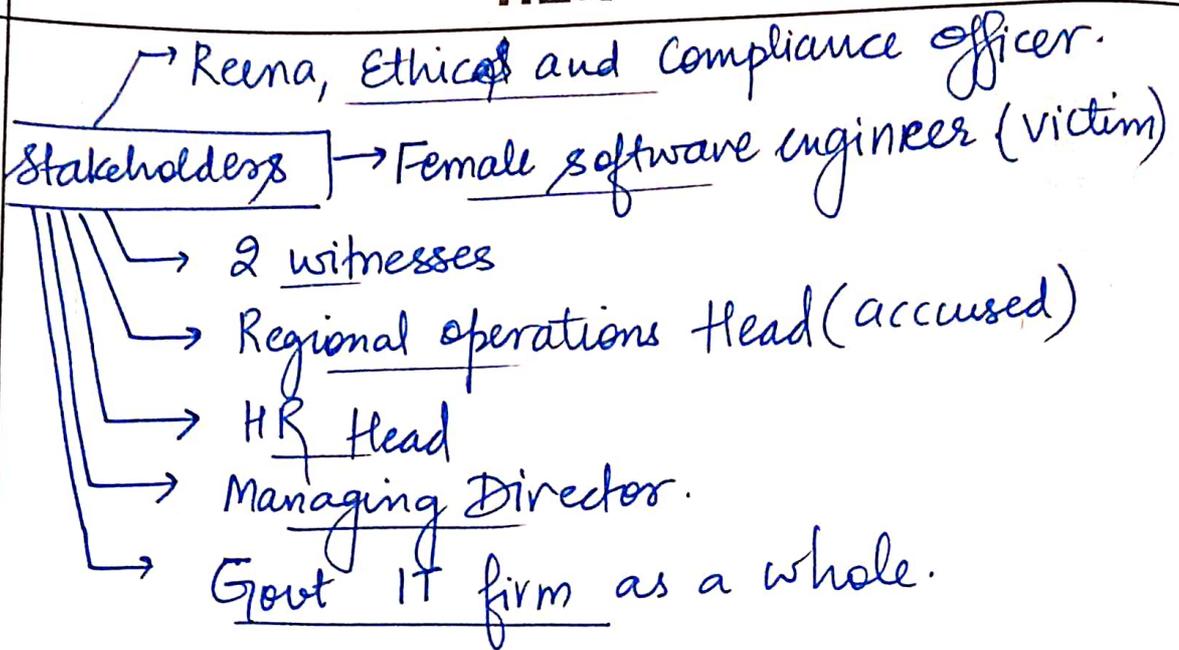
As the Ethics & Compliance Officer, Reena had to take an immediate call before the situation escalated.

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 given case study presents a situation where verbal harassment and intimidation is normalized and values of impartial conduct are given a toss.

NEXT IAS

Candida
write on

(1) Ethical issues involved :

- (1) Normalization of abuse by the senior officers.
- (2) Silence of other colleagues - culture of apathy
- (3) Biasness in acting against Wrong when person is professionally important.
- (4) Responsibility towards institution to save it from any reputational damage.

Administrative issues involved :

- (1) Significance of Regional operations Head for the firm.
- (2) Non-cordial attitude of seniors

(3.) Impact on team work and efficiency of performance.

(4.) 'Practicality' being given precedence over company's ethical governance

(2.) Possible options available for Reena:

Option 1: Shifting the female employee to other team as 'practical solution'.

Merit	Demerit
① NO confrontation with senior officers ② Team productivity won't be impacted.	① Failure as the Ethics & Compliance Officer. ② Crises of conscience as she is an upright officer.

Option 2: Shouldn't shift the female and ask her to adjust in the circumstances

Merit	Demerit
① Seniors won't be disobeyed.	① Team productivity would be impacted

② Regional Head won't be lost.

② Failure of morality -
By not showing compassion.

Option 3: Bring out a well-documented report based on victims statements and messages received ⊕ witness testimony.
Submit the report to higher authorities and seek moral action.

Merit	Demerit
① <u>Upholding the courage of conviction</u> to act in situations of adversity	① may provoke HR Head and Managing Director
② <u>Shunning of harassment is a moral obligation</u>	② Female employee may be intimidated.

option 3 is the most appropriate option as :

- (1) It calls out immoral behaviour no matter the position of wrongdoer.
- (2) It highlights my Reema's 'zero tolerance' approach to harassment
- (3) It upholds rights of female victim & principles of natural justice

(3)

Constitution of Internal Complaints Committee with working and permanent members at all times

Adequate sensitization of staff against immoral behaviour.



Stringent action against the culprit including police complaint

(if necessary).

Protection of witnesses to prevent them from turning hostile.

Strong support to victim whenever charge is proved

'Injustice anywhere is a threat to justice everywhere' The cases of workplace harassment need to be dealt with iron hand to prevent broken window theory.

NEXT IAS

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 संरेखित 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 above situation points out to the prevalence of financial misappropriation of public funds. This demands strict departmental inquiry as well as putting in place safeguards

to prevent future loss to exchequer.

Me, an Assistant

Section Head

Accounts
Officer.



Society at large

State Urban
Development
Department

(1) Ethical issues faced by officer:

(1) Misutilization of public funds meant for improving city infrastructure.

(2) Reputation of department is at stake.

(3) Own position of officer at risk, as he may face transfer.

(4) Responsibility to present correct information in legislature

(5) Audit process may lead to discovery of fraud, causing more harm.

Ethical dilemmas faced by officer.

(1) Prudent utilisation of public funds
v/s
Protection of Department's reputation

(2) Upholding principle of Integrity
v/s
personal protection against transfer

(3) Fulfillment of right of people to know
v/s
Saving face of government

(2.)

Available options with Assistant Accounts officer

Option 1: Pass the Utilization Certificate with complete amount of 12 Cr.

Merit	Demerit
(1) No <u>scrutiny</u> by public	(1) Denying <u>right</u> to know of public.
(2) <u>Preventing</u> own transfer.	(2) Severe violation of financial integrity.
(3) <u>Saving</u> face of <u>government</u>	(3) <u>Audit</u> report may find the <u>fault</u>

Option 2: Do not pass the Utilization Certificate and confront the senior

Merit	Demerit
① Upholding principle of integrity ② Holding the senior accountable	① May face transfer ② The news may not reach higher authorities

Option 3: Submit a confidential report about misappropriation to higher authorities and do not pass the UC.

Merit	Demerit
① Would have displayed courage of conviction ② Responsibility towards public exchequer upheld	① Higher authorities may not act ② May still face the transfer for not passing UC.

Option 3 aligns best with public service values as it prevents corruption at its initiation and displays officer's dedication to public service as against private gain.

(3.)

→ ① Phased disbursement of funds
based on previous utilization

→ ② Use of technology like
'e-office' to monitor real-time
utilization of funds

Internal institutional
checks required to
prevent financial
misreporting

→ ③ stringent scrutiny
of supporting
documents attached
to show utilization
of funds

→ ④ Disbursement of authority when
large sums of money are
involved.

→ ⑤ Auditing reports at regular
intervals.

Government act as a 'trustee'
for public funds and thus need to
pass the 'fire test' of its proper utilisation



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 अस्वीकृत 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, फील्ड 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)

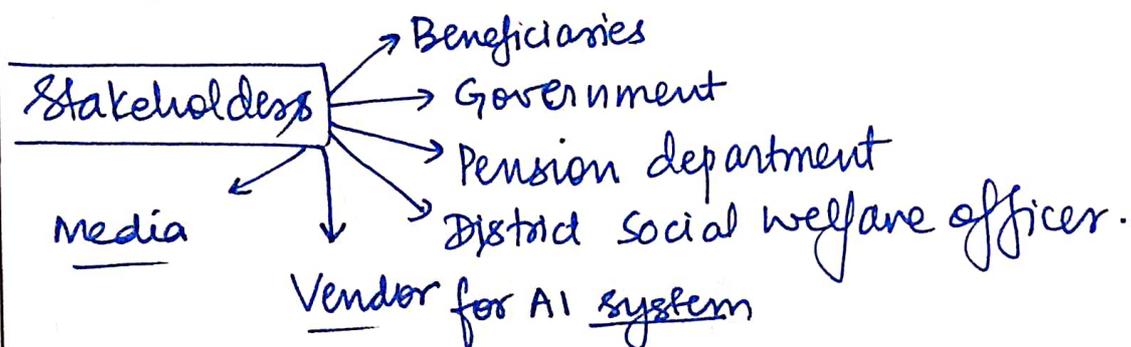
You propose pausing the rollout and adding a manual review stage, but are told by the department secretary to avoid "slowing down reform." A media outlet has requested data on rejections, but the vendor insists on confidentiality.

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 given case highlights the issue of biasness in AI algorithmic working that acts like a 'black box'

The situation demands right mix of compassionate and technical steps as solution.



(1) Ethical issues and administrative risks involved are:

Ethical risks	Administrative risks
<p>① <u>Denial of rights to beneficiaries.</u></p> <p>② <u>Maintenance of public trust in governance.</u></p> <p>③ <u>A reversal to manual system will face reputational damage.</u></p>	<p>① <u>Manual system reversal may increase errors.</u></p> <p>② <u>Risk of false information been spread by media.</u></p> <p>③ <u>Risk of law and order situation.</u></p>

(2.) options available with officer:

Option 1: Continue with the AI system and address grievances on case-by-case basis.

Merit	Demerit
① Non-reversal to traditional system highlights government e-governance initiative ② Redressal of cases filed.	① Situation may further degrade - <u>suicides</u> ② Government reputation at <u>risk of damage</u>

Option 2: Completely stop the AI based system and start manual processing

Merit	Demerit
① Right of beneficiaries upheld. ② No scrutiny by media ③ Saving face of government	① Process may slow down. ② Cases of exclusion error may still persist. ③ Corruption potential <u>high</u>

Option 3: Pause the AI based system, call for vendor to correct the biases and in the meantime, disburse pension manually.

Merit	Demerit
① Micro scrutiny of each challenge ② Upholding dedication to public service ③ Preventing reputational damage	① May slow the process ② Biases of AI based system may not be removed completely.

(B.) Best course of action would be Option 3

Along with this, a departmental inquiry must be launched to check authorisation of vendor has followed all procedures or not:

This is best course because:

- ① Gives vendor adequate opportunity to present his side - upholding principles of natural justice.
- ② Protection of vulnerable sections - elderly.
- ③ Display of objectivity, rationality and leadership qualities by the officer.

(4) Safeguards needed while adopting AI-based systems for welfare schemes

Technology based

- (1) Ensure that the model AI created is free from bias and has adequate sampling.
- (2) Implementing in phased manner to adequately study its impact.
- (3) Adequate selection of vendor having prior experience of successful completion of such project.

Grievance redressal based

- ① Human touch should not be lost completely.
- ② Compassionate governance should be encouraged.

AI is a double edged sword.

Its implementation in public service delivery should be based on responsible and careful integration.

NEXT IAS

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 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 जाएँगे। साथ ही, उन इलाकों में रियल एस्टेट के हित जुड़े हुए हैं। हमें तब तक इंतजार करना चाहिए जब तक कोई स्पष्ट 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 अधिकार (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 वरिष्ठ 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."

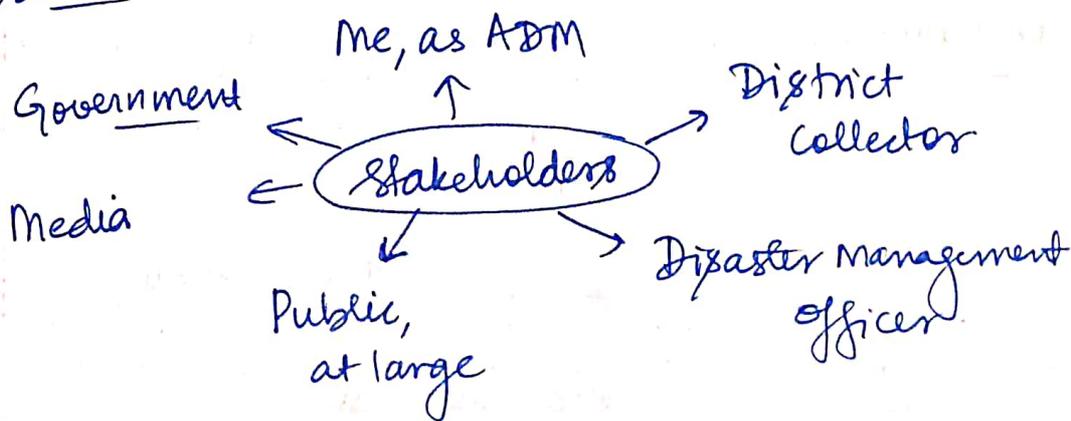
That evening, a local journalist sends you a Right to Information (RTI) query asking whether flood zone mapping has been updated. The DMO suggests you say "study still under review."

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

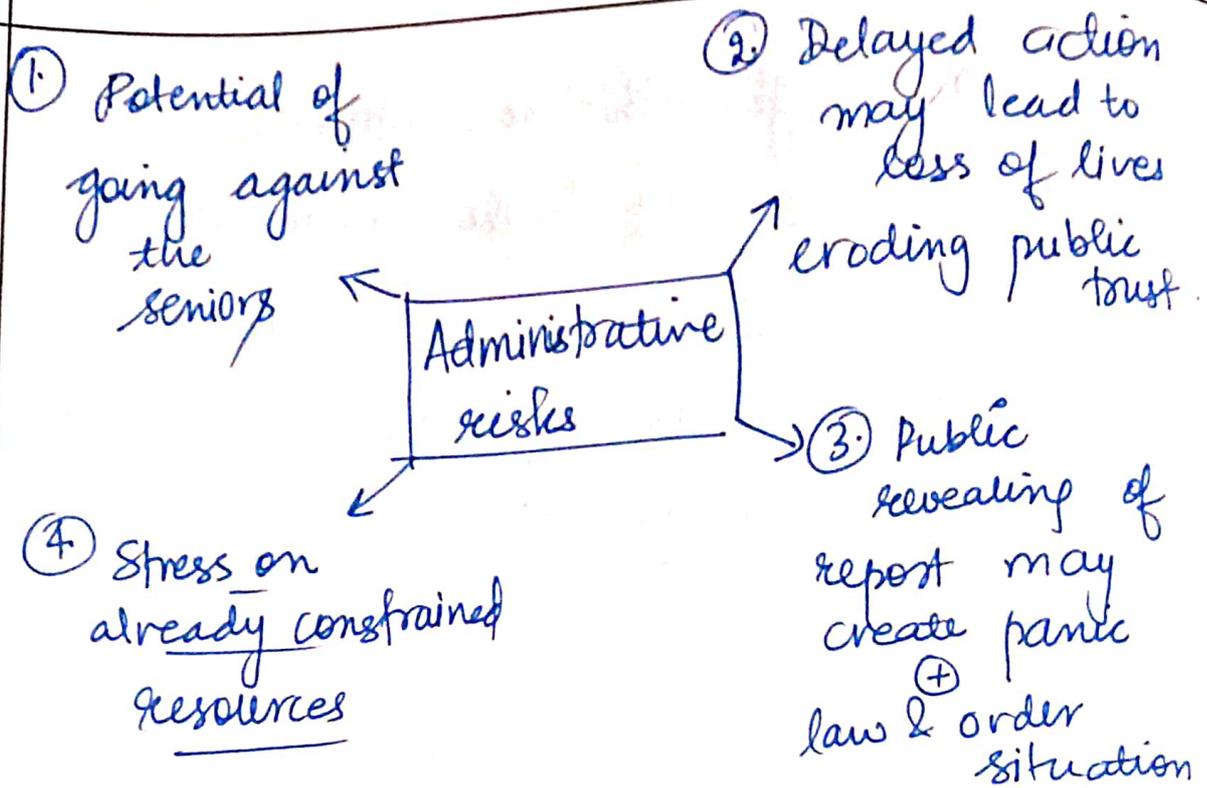
Given case highlights the situation of indifference shown by higher authorities in a situation as severe as disaster management. This calls for administrative accountability and proactive action to save lives.



(1) Competing ethical principles and administrative risks.

Ethical principles

- ① Duty to save lives of people
- ② Efficient management of situation without causing panic.
- ③ Upholding public trust in governance
- ④ Maintaining transparency in governance



②. Adm's response should balance duty, protocol and public interest by following below course of action:

- (1) Before releasing the report, must issue an address to the people about district's preparation to prevent collateral damage - will gain public trust.
- (2) Release report himself and then reply to RTI by media accordingly - displays

leadership in times of adversity.

(3) Simultaneously, issue warnings through DMO to the people of high risk zones about the protocol to be followed in event of disaster.

(4) Keep administrative machinery ready for evacuation.

Further, call for extra resources from higher authorities and nearby districts.

(5) Apprise DC and higher authorities about preparation strategy.

(6) Regularly issue guidelines to people to maintain calm and act in responsible manner.

(7) Deployment of SDRF and NDRF by asking from higher authorities.

(3) 3 institutional practices that can improve transparency and responsiveness in disaster prone districts:

- (1) Proactive approach rather than reactive one - Regular mock drills among stakeholders to create disaster ready society + adequate infrastructure - safe centres
- (2) During disaster - Adequate deployment of resources (food disbursement, water, medical aid) and forces (SDRF & NDRF). with frequent messaging to people - to ensure trust in governance.
- (3) After disaster - Rehabilitation and reconstruction of facilities at faster pace. Ensuring adequate compensation to those in need.

These 3 approaches based on Sendai Framework of Disaster Risk Reduction will help mitigate the after effects of disaster.



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."

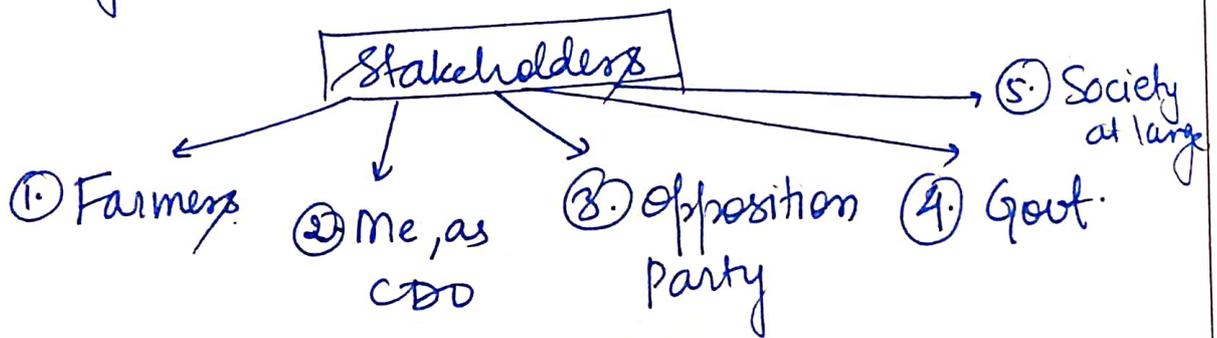
Your own field teams report widespread confusion and poor turnout in enrollment camps. Some staff suggest quietly (fast-tracking token registrations to "show progress.") A few revenue officers feel the scheme is useful, but the communication has failed.

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

This situation presents a similar case as with presently undergoing Special Intensive Revision (SIR) of Electoral rolls in Bihar. While well intentioned, the given digitisation scheme needs compassionate implementation along with grievance redressal.



(1) Ethical and administrative challenges

Ethical	Administrative
<p>① <u>loss of livelihood</u> for <u>farmers</u> who are excluded by error.</p>	<p>① <u>Duty to implement</u> policy of the <u>government</u></p>
<p>② <u>Discrimination</u> against less digitally literate, share-croppers</p>	<p>② <u>Low turnout</u> in <u>enrollment camps</u></p>
<p>③ <u>Public trust</u> in <u>governance</u></p>	<p>shows great <u>exclusion errors</u></p>

(4) Violation of 'Jan Bhagidasi' in implementation of scheme.

(5) Substantive progress as against tokenisation of progress

(3) Could lead to law and order challenge outside my office

(4) Failure of communication transfer

(2) Approach to balance directive compliance and stakeholder confidence:

(1) Immediately addressing the crowd gathered outside the office, deploying adequate force to prevent any untoward incident:

(2) Assuring them about their concerns being taken into account to earn public trust.

(3) Talking to their leader representative separately about the preparation

- and strategy to implement the scheme.
- (4) Clear dissemination of information about the scheme to address communication failure.
 - (5) Appointing 'Kisan Mitras' - volunteers to help farmers enrol their land at enrollment camps.
 - (6) Ensure door to door campaign so that no eligible beneficiary is left out.
 - (7) Providing for 'appeal mechanism' to address grievances.
 - (8) Sending 'adequate data' to higher authorities about records digitized - upholds integrity.
 - (9) Personally, monitoring the database to keep deterrence for any manipulation.

(3) → (1) Consultation with stakeholders is an essential pre-requisite

→ (2) Widespread guidelines and clear communication is key to persuasion

→ (3) Strengthening community with

lessons drawn for future implementation of large scale digital initiatives

digital literacy complements the trust in process.

→ (4) Adequate use of voluntary organisations like NGO enhances efficacy.

→ (5) 'Jan Bhagidaari' is an essential component for any successful intervention.

'Sabka Saath and Sabka Prayaas' will ultimately lead to 'Sabka Vikas' in implementation of public welfare schemes

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 की 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 फीकी 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 प्लेटफॉर्मों 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:

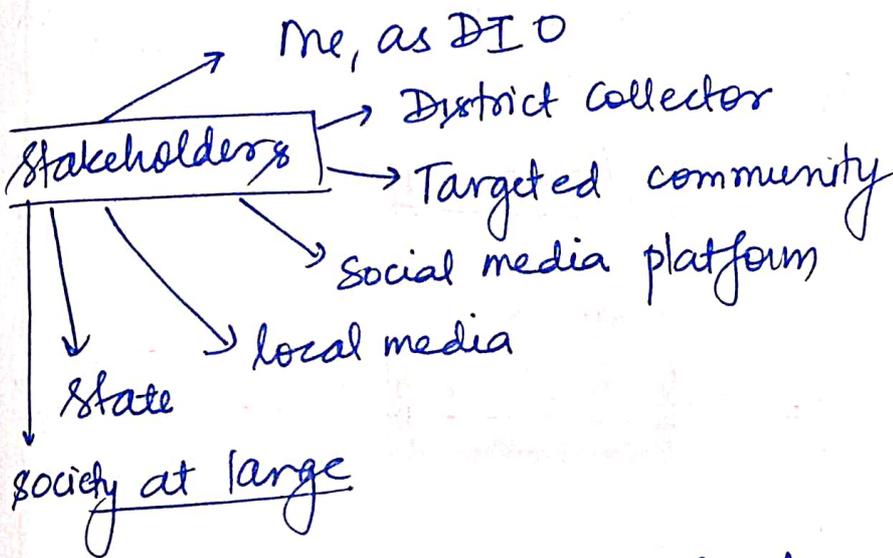
“Don't escalate. The post will fade by tomorrow [Don't engage directly, we've seen worse.]”

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.

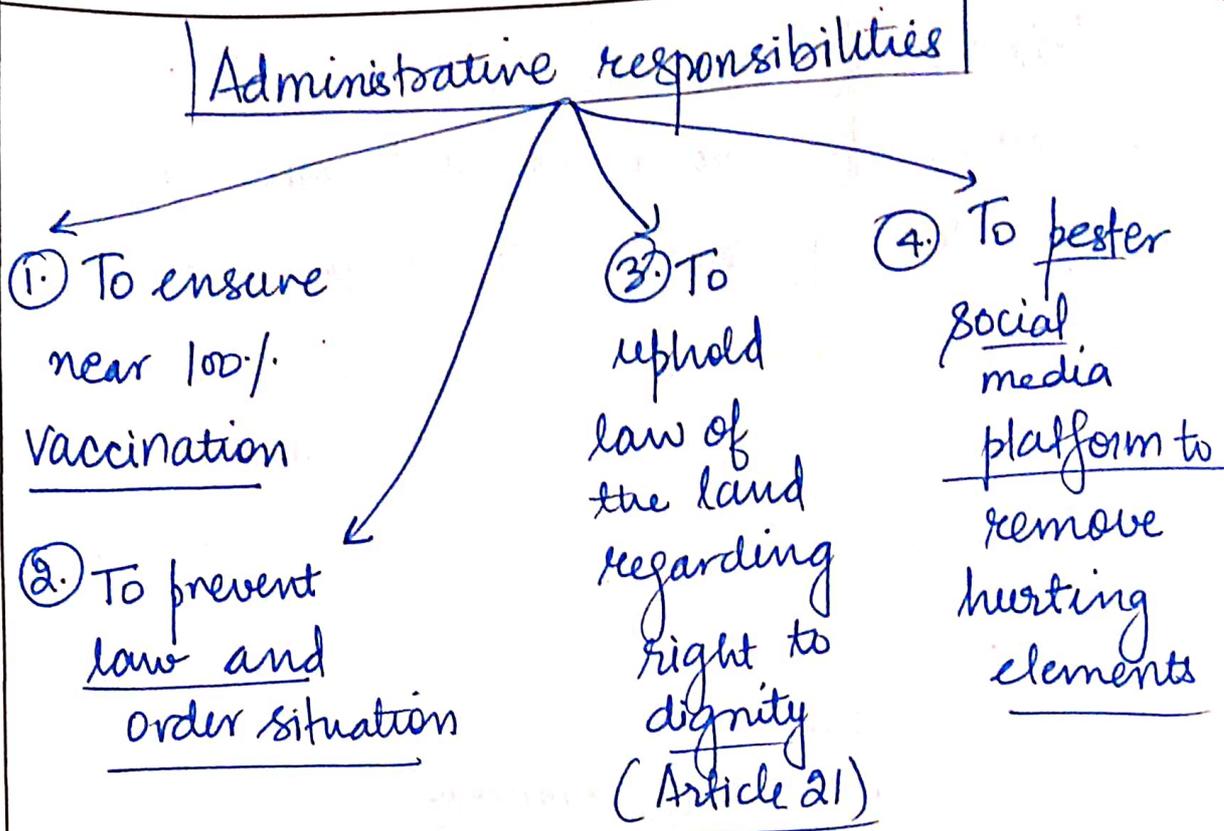
(Answer in 250 words) 15 Marks

This case pertains to issue of rising cases of social media polarizations especially during sensitive times @ operation Sndoor. The solution lies in effective management of cyber platforms along with personal communication approach.



① Ethical issues involved :

- ① Protection of all communities against targeted attacks - physical or digital
- ② Prevention of polarization in the society
- ③ Issue of disengagement of targeted community with administration - lack of public trust -
- ④ Prevention of spread of COVID.



(2.) Response of DIO that upholds

(1) public values

① Immediate blocking orders to social media platforms

② Social media monitoring of platforms and accounts spreading discriminatory material.

③ Issuing public advisory against such acts.

④ Engaging with leaders of minority community and regain public trust.

⑤ (i) protects institutional credibility

① Taking stringent action against social media intermediaries under IT Act if content is not removed even after notifying.

② Blocking of accounts spreading hurtful messages.

③ Winning confidence of public by displaying 'action taken report'

④ Persuasion of community via credible sources to take up COVID booster doses.

(3) Digital communication protocols to prevent hate speech or handle.

(1) 24x7 monitoring of potential social media accounts.

(2) Immediate notice to social media platforms to block malicious accounts

(3) Internet shutdown - when absolutely necessary

(4) Regular advisory from administration against spread of rumours

(5) Carrying out flag marches to ensure public trust. (by police).

Hate speech management on social media requires advanced AI bots that can autonomously detect hurtful comments along with human monitoring.