NEXT IAS

anubhav-2025

(To be filled by candidate)

TEST CODE : ANV2504 **Test Date : 03/08/2025**

Name of Candidate: MOHIT GUPTA Mobile No ....

Roll No. : A1T24GCRA017 Start Time ..... End Time.....

Date of Examination: 03/08/25 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: .....

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FOR OFFICE USE ONLY

Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
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2	2 .....
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3	3 .....
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MARKING SCHEME *

Marks Per Ques	Below Average	Average	Above Average
10 Marks	Below 3.00	3.00 - 3.75	4.00 and above
15 Marks	Below 4.50	4.50 - 5.75	6.00 and above

* Subject to change without prior notice.

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

Candidates must not write on this margin

खण्ड–A / Section–A

Q.1 (a) "कर्त्तव्य, 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 कर्त्तव्य, 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

Ans) Duty, Virtue, Principles & Consequences are four major ethical determinants of actions & policies of administration.

Duty guiding Decisions
- → Uphold public interest
- → Duty to govern fairly.

Ex) Upholding rule of law.

Virtues guiding decisions
- → Balancing Objectivity with compassion
- → Wholeness of virtues & integrity based conduct

Ex) Upholding constitutional morality

Principles
- → Social Justice & Equity
- → Principle of No Harm.

Ex) Ethical Health Policies like Jan Aarogya Yojna

Consequence → Determining impact & utility to public.

Ex) Ethical use of public funds.

Interplay of Four Factors

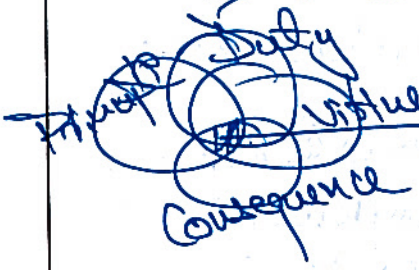
① Values ensures duty & principle are followed. Ex) Honesty leading to proactive transparent disclosures.

② Understanding consequences will help resolve moralty dilemma of competing duty.

Ex) Duty towards Public > Duty for own family.

③ Principles of governance drive virtuous & duty bound action.

Ex) Social Justice → Duty to serve the vulnerable



→ Ethical governance lie at intersection of these 4 pillars of decision making.

Candidates must not write on this margin

Q.1 (b) "एक पेशेवर लोक सेवा की ताक़त, 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

Ans (b) Non Partisanship is Fundamental Civil service Value & form core of bureaucratic neutrality.

Partisanship undermine ethics in administration

(1) Favour & bias of public servant.
Ex> Bureaucratic rigidity if opposition demands work

(2) Erodes public trust in officials.

(3) Politician - Bureaucratic Nexus :
Self Interest over Public Interest.
Ex> 2G Scam, Adarsh Society Scam.

(4) will lead to loss of objective decision making.
Ex> Political Bias of officials

Risks posed by Political Bias of Civil Servants

(1) Use of state resources for political ends.
Ex) Using public grounds for rallies without payments.

(2) Corruption Culture & lack of scrutiny.

(3) Non-fulfilment of official responsibilities.
Ex) Police acting partially towards different parties

(4) Loss of politician trust in bureaucratic advice
Ex) Double edged sword of political bias

Safeguards to ensure political neutrality

(1) Individual Restraint & integrity based behaviour.

(2) Moral Fortitude to decline political offers.

(3) Institutional Training through neutrality modules.

(4) Open Communication: Reporting about political bias & departmental action.

A political biased bureaucracy risks losing public faith & credibility.

Candidates must not write on this margin

Q.2 (a) नैतिक अस्पष्टता की स्थितियों में, जहाँ औपचारिक नियम अपर्याप्त होते हैं, भावनात्मक बुद्धिमत्ता और अंतःकरण (Conscience) महत्त्वपूर्ण 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

Ans 2(a) Emotional Intelligence (EI) implies awareness & management of emotional inputs of self & others (Goleman)

Conscience is inner moral compass that precludes us from doing unethical actions.

Emotional Intelligence aiding in ethical grey zones

1. Compassionate & ethical care giving state : Ex) Supporting tribal development.
2. Using emotions for workplace management. Ex) stress level among workers.
3. Following not just letter but spirit of law.

Emotional Intelligence example	: Compassionate Kozhikode

was started by administration over & above their legal responsibilities by understanding deprivation & disabilities of vulnerable sections (No law but EI helped!!)

Conscience acting in ethical grey zone

1. Maintain absolute honesty despite legal loopholes.
2. Giving 100% to public welfare & not being 9-5 guy.
3. Resolving conflict of interest between personal & professional responsibilities.

Conscience Example: E Sreedharan had to hire an expert for project & faced pressure from Railway Minister for German Expert. However, he hired Japanese Expert following conscience based directive of best use of resources. (Hiring German Expert was also legally safe)

EI & Conscience comes in where "laws ends & discretion begins".

Candidates must not write on this margin

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

Ans 2) Mill argues, "There is seldom right or wrong explicit in governance rather there are competing duties which require ethical preponderance".

Ethical Dilemmas from Clash of legitimate obligations rather than moral ambiguity

1. Upholding Personal responsibilities v/s Professional Duties.
   Ex) Whistleblowing can have personal consequences.
2. Competing demands for use of scarce public resources.
   Ex) Urban Beautification v/s Rural Healthcare Development.
3. Dilemma of growth v/s sustainable development

Ex> Determining optimum level of Deficit

(4) Developmental Programmes V/s Ecological Conservation.

Ex> Kevadia tribes protest against Sardar Sarovar Dam.

(5) Equitable Distribution of Public Resources. Ex> North-South Divide over fiscal federalism.

(6) Upholding human rights V/s duties to citizens

Ex> Refugee Crisis

However there can be moral ambiguity too:

(1) Using legal loopholes for personal gains.

(2) Caste, religion etc. impacting decisions of administrators.

(3) Demand for negative equality.

Ex> Jat Reservation issue

Using utilitarian calculus one can resolve ethical dilemma & maximize public well-being.

Candidates must not write on this margin

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

Ans 3a) Excessive accountability refers to unjustified scrutiny via public & media leading to extra-constitutional pressures on civil servants.

Excessive Accountability Hinder Ethical Judgement

1. Some interests can be overmagnified
   Ex) Political/Capitalist interest
2. Appeasing conduct & not following law. Ex) Violating regulations to please public & media.
3. Can compromise interests of particular.
   Ex) Tribals can't scrutinise → Interests neglected

(4) Excessive pressure can hinder efficiency of official. Ex> Constant fear of scrutiny

Excess Accountability hinder innovation

(1) Policy paralysis & inaction.

Ex> Post 2G scam telecom ministry did not process files.

(2) Excessive Conformity to norms.

(3) Compassion & innovation sacrificed for procedural fairness.

Ex> Following only minimum policy deliverables without community outreach for inclusivity.

Preventing excess ~~access~~ accountability fo

(1) Separating public & private life (no privacy intrusion)

(2) Media Guidelines to prevent hindrance.

(3) Proactive transparent disclosures

"Excess of any good quality can also become vice" (Aristotle)

Candidates must not write on this margin

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 महत्त्वपूर्ण 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

Ans (b) Family, society & education are site of primary value socialization of civil servants.

Family shaping values
- → Pro-Social Values - Eg Seva, Daya
- → Mother & father as moral role models. Eg Punctuality since childhood
- → Operant Conditioning Rewarding good & punishing bad behaviours

Role of society in value inculcation
- → (1) Pro-Community Values Eg Inclusivity
- → (2) Socially Responsible
- → (3) Peer & Social Networks

Role of Education

1. Value Education in curriculum.
   Ex) Japanese school's Responsibility ~~sharing~~
2. Law abiding & ethically upright students
3. NEP 2020 Value Education as central

Role in strengthening active governance

1. Communitarian Ethics & Cooperation make good policies (Inclusive policies)
2. Social Proofing of ethical behaviours
   Ex) Commending good work of public servants
3. Strong ethical infrastructure of bureaucracy.

"Teachers, Parents & Society" are three most important factors for shaping social & ethical governance

Candidates must not write on this margin

Q.4 (a) "गाँधीवादी 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

Ans (a) Gandhi's ethical absolutism demands adherance to means & values irrespective of their objective consequences.

Positive effect of absolutist ethics

(1) Adherance to moral means.
Eg) Avoid slippery slope (Kant)

(2) Certain uncompromisable human rights & human values
Non violence, Truth, Seva for Mankind (Service)

(3) Prevent ethical nihilism as unethical means are never allowed.
Eg) war is not means of global peace.

However, there are challenges to it

① Ethical Grey Zones.

Ex> Abortion : Killing Vs Maternal well Being

② Evolving challenges to governance.

Ex> Hate Content on social media > Need for state control over expression.

③ Inflexible ethics can be misused

Ex> RULE BY LAW ≠ not rule of law

④ Morality itself evolves over time.

Ex> Navtej Johar Case → Recognition of third gender.

Golden Mean lies in balancing absolute with relative as certain human values are absolute but flexibility for local contextual application.

Candidates must not write on this margin

Q.4 (b) "ख़रीद (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 ख़रीद में नैतिक आचरण को कैसे मज़बूत 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

Ans(b) Public Procurement involves use of public resources & hence must conform to highest ethical standards

Transparency in Procurement
- Digital Methods Ex> GeM Portal
- Recording & Resolving Conflict of Interest Ex> No Relative in tendering
- Follow GFR Rules
- Competition & Least Cost Principles (Ex> L1 Tendering)

Fairness in Public Procurement
- Fair Evaluation of bids.
- Supporting Small Businesses Ex> Jute Procurement

→ Procedural Fairness from tendering to accepting order.

→ No discrimination & No collusion

Accountability in Public Procurement

→ GFR Rules 2017 to Answering all queries of bidders

→ Recording the entire process on paper.

→ Fixing responsibility for faulty procurement

→ Answerability via RTI, Social Audit

→ Penalty to enforce accountability if lapses occur.

Ensuring transparency fair & accountable procurement is first step to quality service delivery.

Candidates must not write on this margin

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

Ans (a) Attitudes are mental dispositions to either act morally or immorally or politically or apolitically

Moral Attitude in Governance

(1) Upholding Values & character.
Ex) Honesty & Trustworthy.

(2) Non Discrimination

(3) Adherance to duties as moral responsibility

(4) Avoiding crisis of conscience.
Ex) No illegal & immoral act

(5) Moral input for neutral & rational decisions –
Ex) Amstrong Pam's Public Road

Political Attitude in administration

1. Political Neutrality.
   Ex> Durga Nagpal (Exposing corruption)
2. Upholding duty facing political pressure.
3. Shielding public interest from political dominance
4. Political Correctness in Communication
5. Political Impartiality in private & public Conduct

Affective

Cognitive — Behavioural → Attitude Systems

reflected in action systems of neutral & integrity based behaviour.

Candidates must not write on this margin

Q.5 (b) "विदेशी सहायता को प्रायः उदारता (Generosity) के रूप में प्रस्तुत किया जाता है, किन्तु इसकी नैतिक वैधता निष्पक्षता, 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

Ans) Ethical Conditions with conditional Foreign Aid :

1. Adverse objectives (Nixon Doctrine)
2. Violate receiver sovereignty.
3. Transparency & Biased Funding.
4. Diversion of funds for unintended purposes
   Ex) Fuelling war & Corruption
5. Negates autonomy of recipient.
6. Violate Kantian dictum of Treating others as Means & Not Ends.

Balancing Autonomy & Funding

Untied Nature of Aid	Complete Choice of Developmental Agenda of aid
Upholding recipient dignity & sovereignty	Seeing aid as Reformative Justice & Not Charity.

India's African Aid, Vaccine Maitri etc. → Model Approach for Foreign Aid as Development Oriented & Enabling.

Candidates must not write on this margin

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

Ans) Good government is dependent on [legislators & executives] who make & execute laws & policies for social welfare, however [moral & social ~~Good go~~ composition] of society is the invisible hand driving it.

Good government depends on qualities of public

① Laws are codification of social morality
Ex) Demand for Gender Justice → POSH, Dowry Prevention Act etc

② Participative citizenry makes policies inclusive & just
Ex) V^th schedule areas → Tribal Advisory Council

③ Politically aware citizens demand

executive accountability.

Ex) SSAAT: Social audit of MGNREGA funds.

(4) Decentralised & responsive governance.

Ex) Filing RTI to gain information

(5) Aware & responsible voting pattern.

Ex) Rejecting communal politics for tolerance.

(6) Major policy shifts if public demand.

Ex) Costa Rica: No military expenditure but social expenditure

However other factors also matter:

(1) Ethicality of public representatives.

(2) Value infrastructure of masses.

Ex) Sustainability over consumption.

(3) Inclusivity in society.

Ex) Demands of weaker section.

"A just society can result in just state but not vice versa" reflects that good governance rests on citizenry.

Candidates must not write on this margin

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

Ans) This quote by locke emphasize the Convergence of law & ethics where moral decisions are both ethically & legally permissible.

Moral Actions at Jurisdiction of outward Court's legal

1. Following Constitutional dictums.
2. Following law of the land.
   Ex) Not engaging in baseless violence.
3. Following organizational regulations.
   Ex) General Financial Rules.
4. legal actions are mostly ethical.
   Ex) Gender Justice ⟷ Equal Pay for Employee.

Moral Actions at jurisdiction of inward Court's Conscence

1. Following value driven actions.
   Ex) Satya & Ahimsa as human values.

(2) Avoiding crisis of conscience.
Ex> Not engaging in bribery & kickbacks.

(3) Minimizing cognitive dissonance.
Ex> Not engaging in hate politics in secular society.

Both laws as minimum standards of morality & ethics as maximum standards of morality orient our actions & guides us to valid legal-ethical actions.

Counter Argument: Actions can be:

(1) Moral But not legal. Ex> Rawlsian idea of civil disobedience.

(2) Law & Ethics in conflict with each other. Ex> Roe vs Wade: Abortion is illegalized

(3) Difficult to judge both legality & ethicality. → Moral Intuitionism.

However, moral actions seldom lie outside intersection of law & conscience.

Candidates must not write on this margin

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

Ans 6(c) David Hume was empathy advocating philosopher - who emphasized on centrality of emotions & sentiments as source of moral actions.

Reasons as essential for moral decision

(1) upholding our duty -
Ex) Never treating humans as ends.

(2) Evaluating consequences of action using ethical reasoning.
Ex) Development not at cost of environmental degradation

(3) Reason is legally & procedurally upright.
Ex) Minimizing discretion in public service.

However sentiment is source of morality

(1) Emotions drive our actions.
Ex) We feel sad for victim of accident

(2) Empathetic liason help us understand issues with others.

Ex) IAS Rodlakrishnan's adopted orphan girl post 2004 tsunami.

(3) Compassion for democratic attitude & not bureaucratic attitude.

Ex) Making exceptions for old, disabled etc.

(4) Sentiments allow replicability of moral actions.

Ex) Swachh Bharat Mission's using emotions of love & disgust for appeal to build toilets.

However, sentiments have challenges

(1) Can result in empathy bias (Paul Bloom)

(2) Sentiments v/s Duty.

Ex) Bending laws is slippery slope.

(3) Sentiments are subjective.

Combination of reasons as well as sentiments will help us make ~~[illegible]~~ legally valid but compassion oriented decisions.

खण्ड–B / Section–B

Q.7 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 सौंदर्यीकरण 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 "मंज़ूरी 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 ताक़तवर 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

Public Expenditure Dilemma

Ans) This case highlight public v/s political consideration of expenditure of public funds

1) Ethical Considerations in Budget Allocation

① Fiduciary Responsibility : Efficient & Effective Utilisation of Funds.

② Compassion towards vulnerable section (School & Health centre)

③ Self Interest of self preservation or following public interest.

④ Responsible Disobedience of Unethical directive of senior.

⑤ Objectivity and conflict of interest.

⑥ Social Media : Upholding trust of rural citizens in government

⑦ Blackmailing by local MLAs.

2) Options available as District Planning officer :

① Follow Political Diktum & spend funds on urban areas -

Merit	Demerit
a) Urban area upliftment	a) Injustice towards weaker section
b) Self Preservation	b) Misutilisation of funds
	c) Politician - Bureaucracy Nexus

② Disregarding political blackmail & spend on school, water & healthcentre :
upholds personal conscience & trust of weaker section but can also have grave ~~political~~ personal consequences -

③ Discussion with local MLAs & making them understand how rural projects will be politically prudent too
(Ethical Egoism)

3) My final recommendation would be:

① Spend funds in priority order: Rural Health Centre > Water Access > Schools.

② Preparing report & submitting about serious directives & political blackmail.

③ Transparent Public Disclosure about project funds & social audit.

④ Ethical reasoning with MLAs can convince them that Rural Development will have multifold socio-political benefits.

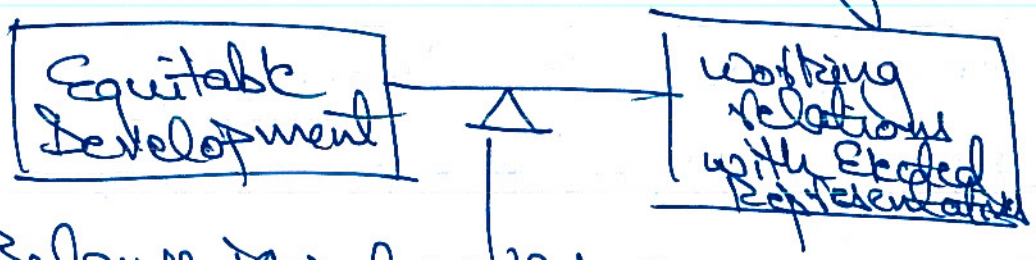
Justification: ① Social Justice as Constitutional imperative.

② Compassion & Care towards weaker section.

③ Objectivity in decisions & declining unethical orders.

④ Prioritising public interest

Ans 4) Administrators have twin Duty:



Balance Maintained by:

1. Non Partisanship: Always follow duty despite ruling regime change.
2. Clear Communication to about your impartiality & incorruptibility.
3. Build Bipartisan Confidence by always acting ethically.
4. Support Constitutional & Public Service Values in face of any threats.
5. Ethical Competency: Reason with MP/MLA on how "public welfare is political lottery"

Sardar Patel said, "Public servant has first & last duty only towards citizens".

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 सिद्धांतों 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 अनुशंसा 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 पूर्णत: 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 अनुशंसित 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?

Candidates must not write on this margin

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

Administrative Activism

Ans) This case highlights issues due to "political activism" of un-trained probationers

1) Key Ethical Issues :- (a) Erosion of trust in government if officials criticise.

(b) Poor vision & awareness about consequences of action. (Ignorance)

(c) Freedom of Expression (Right) v/s Reasonable Restriction (State)

(d) Own image polishing & misuse of Public office (Higher social media following)

Key Professional Concerns :- (a) Violation of Civil Service Rules (Cannot criticise government)

(b) Poor values displayed :- Anonymity as foundational values.

(c) Wrong idea of civil resistance (Rawls: Resistance should not threaten state)

(d) Weakening of institutional legitimacy of training academy.

(iii) As a mentor my options available are:

① Follow law and order a summary enquiry: Procedural Propriety as well as setting example (deterrence) for others. However, it may lead to social media outcry & goes against reformative justice.

② Mentorship Duty Following: Ethically reason with him about grave consequences of action + Recommend Training in Legal & Values Module for civil servant. (However, this goes against procedural propriety)

③ Do Nothing & let him exercise his right: Unethical as it shows moral abdication of duties.

(3) My recommended course of action:

(a) Mentorship sessions with Probationers

Assess whether it was ignorance of rules or wilful breach.

(b) If it is wilful breach → Recommend enquiry & lawful action

(c) If ignorance then stepwise action:

Ethical Training: Neutrality Module

↓

Professional Training: Civil Service Conduct Rules

↓

Emotional & Ethical outreach to delete his posts

↓

Value Inculcation: Restraint use of social media

↓

Role Playing & Hands on Training: How government schemes are not to be misuse

↓

Building accountable, competent & responsible public servant.

4) Civil servants balancing personal expression with demands of neutrality & public accountability as :

(1) Developing awareness about all governance measures & not ignorant criticism.

(2) Value Imbibing : Civil servants are part of 'state itself'.

(3) Following laws & regulations → Social Media Guidelines → Civil Services Conduct Rules.

(4) Following absolute neutrality in public conduct.

(5) Using social media for positive effect : Outreach & Awareness of Government Actions.

(6) Probity & Ethical Literacy : Balance personal & professional responsibility. As a probationer his attitude can be changed & this reformatory approach should guide training modules.

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 फ़र्ज़ी लाभार्थी सूचियों के साक्ष्य
- प्राप्तकर्ता के रूप में सूचीबद्ध फर्जी परिवार
- फ़र्ज़ी 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 कर्त्तव्य 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 महत्त्वपूर्ण है।"

कानून के अनुसार, आपको मामला तब तक आगे नहीं बढ़ाना चाहिए, जब तक आप आपराधिक 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 ख़तरा 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

Departmental Corruption

(1) Key ethical issues in this case are :-

(a) Misutilisation of Public Funds & Money Laundering as illegal activity.

(b) Wrong notion of workculture efficiency.

(c) Target Achievement compromising Accountability & transparency.

(d) Corruption via ghost beneficiaries.

(e) Poor Workplace Culture

→ Punishing auditor

→ Pressure to comply with senior

→ Institutional Deficit of upholding procedures.

(f) Crisis of Conscience ~~to~~ if not acted on this issue.

(g) Misuse of public office & power.

(2) Options available as Additional Commissioner:

(A) Comply with senior's demands & not escalate matter: will ensure scheme implementation but patently unethical as I become party to corruption.

(B) Whistle blowing about systemic rot: will uphold public duty to expose wrongful corruption & illegal laundering but will also come at personal risks & reduced public legitimacy of Department.

(C) Preparing report & escalating internally: Using institutional mechanisms like Ministry, Courts & CVC will ensure corruption is reported but will ~~tar~~ tarnish my

professional relations with seniors & team.

(3) Chosen course of action should be governed by Socratic ideal man:

(1) Prepare detailed report including audit details.

(2) Escalate the report to ministry & institutions like ED & CVC.

(3) Coordinate & Cooperate in enquiry.

(4) Last Resort: Whistle blowing if there is no action.

Justification: (1) Accountability towards use of public funds cannot be compromised.

(2) Using character strength (Courage) to expose corruption.

(3) Prioritize public duties over personal interests.

(4) Not being ethically complicit in any wrong act of seniors.

(5) Uphold Kantian Duty of serving the constitution & not rulers.

(4) Civil Servants can uphold integrity as:

(a) Avoiding slippery slope: Never giving in to first temptation.

(b) Rawlsian Veil of Ignorance: Act by not considering own rewards or consequences.

(c) Promoting integrity by acting as moral exemplar.

(d) Maintaining probity: Not only self righteousness but influence others to act ethically.

(e) Always following law & not worrying about cost of unethical action.

"True test of character lies in supporting justice in unjust society".

Q.10 आप खनन क्षेत्र के एक बड़े सार्वजनिक उपक्रम (PSU) में महाप्रबंधक के पद पर कार्यरत हैं। आपको कंपनी के कॉरपोरेट 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 मंज़ूरी 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 काफ़ी अलग-अलग हैं। आपका निर्णय जमीनी प्रभाव और संगठनात्मक राजनीति, दोनों को प्रभावित करेगा और भविष्य के CSR आवंटन के लिए एक मिसाल क़ायम 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

CSR → Allocative Dilemma

Ans b) This case highlights intersection of private CSR, duties as public servant (ASO Manager) & competing interest of various stakeholders (NGOs, seniors, tribals etc)

1) Ethical concerns in this case are:

① Narrow view of CSR as procedural formality (Not social service orientation)

② Interest of Tribals as mining affected vulnerable & powerless sections.

③ Disguised unethical signalling by seniors.

④ Poor character & attitudinal qualities of seniors.

⑤ Lack of professional competence by Urban NGOs.

⑥ Department Compartmentalisation V/s

Procedural Fairness -

(7) Self Interests V/s Moral Courage to take right decision

(8) Poor organizational politics.

(9) Use of CSR funds to favour own relatives & knowers.

(10) Justice for two small but tested NGO's.

(2) My assessment of organizational politics & public interest :

(A) Organizational Politics
- → Misuse of public authority
- → Poor & Mismanaged workplace culture
- → Unethical & Ignorant order of seniors -
- → Pressure for Complying via soft signalling -
- → Poor professional Competence : As senior could not resolve conflict of interest. Suggestions to divide fund equally are manifestly

wrong & unethical.

(B) Public Interest : (a) Broad view of CSR : Rights of Communities & not Charity.

(b) Responsibility for efficient & effective use of funds.

(c) Moral foresight to separate public & personal interest.

(d) Dividing funds fairly such that small but experienced NGOs are not discriminated against.

(3) My Decision in this case :

(a) Allocate Maximum funds (~90%) to small but verified NGOs.

(b) 10% funding to urban NGO so it can gain work experience in tribal areas.

(c) Proactive Public Disclosure of

Fund Division : NGO as well as public trust upheld.

Ethical Justification : ① Kantian Duty to use funds for tribal welfare.

② Nishkama Karma : Detatched allocation of funds.

③ CSR Funds should be used in prudent & most efficient way.

④ Not succumbing to soft signals ensure ~~Depart~~ Personal & Institutional Integrity

Professional : ① Fairness to small NGOs as they have prior experience.

② Objective parameters used & not personal discretion.

③ ~~Small fun~~ Small fund share to urban NGO too : No discrimination merely because of soft signals.

Q.11 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 संभागीय 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

Ans 12 ⇒ This is Answer (12) ⇒ Answer (11)

is In Answer (12) is spam

SLUM CHALLENGE

Ans 1) Core Ethical Challenges in this case are as follows:

1) (a) Protection of vulnerable sections as informal workers occupy slum.

(b) Law V/s Compassionate Governance: Following law violates rights of people.

(c) Court compliance can violate fundamental right to livelihood (Olga Tellis Case)

(d) Inconsideration & Judicial Apathy: Following letter & not spirit of law.

(e) Absence of rehabilitation policy shows governance deficit

(f) Institutional Impropriety: Water bills for illegally occupied land was issued.

(g) Political influence over bureaucratic decisions

(h) Media Sensationalism: Influence of media on offical decisions.

(i) Potential violation of humanitarian rights.

(ii) Individual crisis of conscience & moral dilemma : to follow court order or not.

2) Public servant can reconcile legal mandate with humanitarian obligation as :

(a) Surveying slums & determining total impact of demolition/eviction drive.

(b) Objective reporting of facts : Submitting report to ministry & court about humanitarian fallouts.

(c) Balancing [reason & compassion] : Giving advance notice & eviction.

(d) [Holistic competence at work] : Develop rehabilitation policy before eviction.

(e) Carrying out eviction & temporary rehabilitation simultaneously.

(f) Outreach to public & NGOs : Community action towards weaker sections.

(g) Institutional Checks & Balances : Preventing such instances by stopping illegal encroachment of land.

However, empathy cannot totally blind our legal duty & time bound eviction drive is necessary. (Duty as public servant)

4) Course of Action that uphold court orders as well as values to :

(a) Requesting court to give time of 2-3 months on humanitarian grounds.

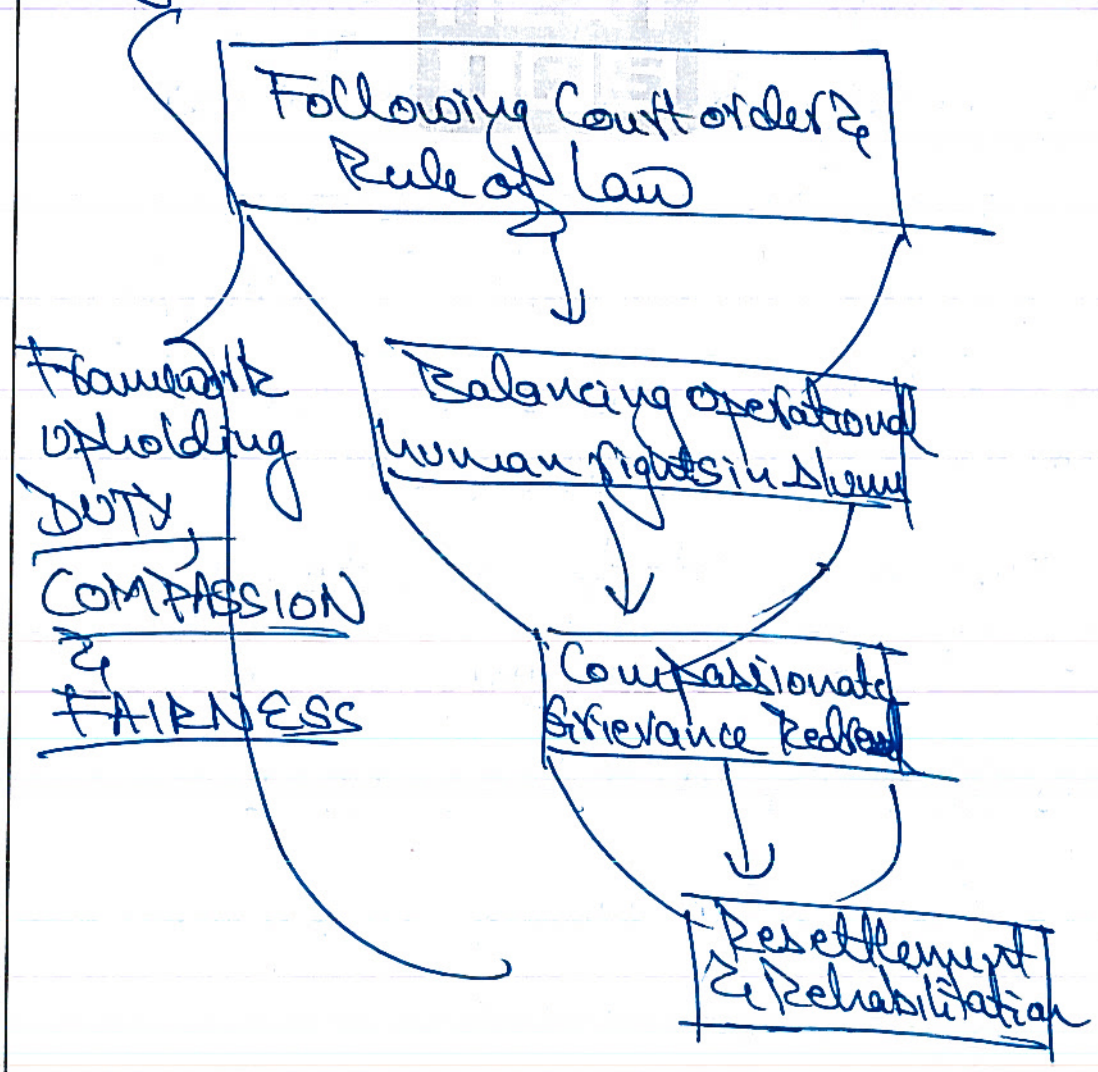
(b) Prepare a report & forward to ministry for granting temporary rehabilitation land.

(c) Partnering with public & NGO: Alternate rehabilitation plan.

(d) Phase wise eviction with prior notice.

(e) Developing departmental mechanisms to resolve grievances & help in rehabilitation.

(f) Carry out eviction drive within given time.



Q.12 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 बफ़र 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, सफ़ाई-कर्मी, 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 महत्त्वपूर्ण 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 कीजिए, 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 is Answer (H) → Costs of legal Actions

~~Ans~~ Answer (R) This case highlights how following answer blindly word of law & acting ethically in Answer can result in negative personal consequences.

(A) → Administrative issues in this case are:

(a) Literal Application of law: going against compassionate understanding

(b) Displaying competence in duty v/s Proposal for punishment posting.

(c) Political Interests affecting bureaucratic actions.

space

(d) Ethics at workplace : Efficiency at workplace being punished (Demoralised)

(e) Issue of transfer as tool to punish competent & upright official.

(f) Violation of Departmental Guidelines regarding frequent transfer.

→ Ethical issues of this case are :

(a) Lawful Procedure Vs Religious sentiments

(b) Cost of professional competence.

(c) Punishing competency can set wrong precedent.

(d) Application of law against Community interest.

(e) My integrity at stake : Protecting RTO while catering to public & political demands.

2) My response in official note :

(a) Transparent Disclosure : Actions of RDO + Secret Note + Political Pressure

(b) Recommending against transfer of RDO : Protecting Competency

(c) Suggesting institutional methods to take public feedback before official action.

Justification : ① Leadership responsibility to protect honest & competent employee.

② Punishing efficiency at workplace can result in institutional lethargy.

③ Succumbing to political pressure is against Non-Partisanship.

④ Prudence & Vision : Develop departmental mechanisms to prevent such issues.

1) Senior civil servants can uphold neutrality & fairness by:

(a) Personal Conduct: Impartial & duty oriented actions.

(b) Using ethical reasoning & public service values to ensure neutrality.

(c) Transparent Actions to avoid perception of political bias.

(d) Clear Communication with political representatives.

(e) Following rules & regulations: Procedural Propriety will help avoid vacillations.

(f) Ethical Infrastructure at Workplace

→ Train employees for neutrality.

Departmental Unity against political pressures → Clear Vertical & Horizontal Communication channels

Senior Civil Servant through own Value neutrality inspire & set example for juniors as well.

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

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