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NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504 Test No. : 04

Name of Candidate: Vinay D Mobile No. [redacted]

Roll No. : PTP22024 Start Time 12:00 End Time 3:00 pm

Date of Examination: 13/07/2025 Medium : English ☑ Hindi ☐

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

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

GRAND TOTAL - ...../ 250 EVAL CODE: ..... EVAL DATE: .....

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 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: .....

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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

NEXT
IAS

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खण्ड–A / Section–A

Q.1 (a) क्या आप इस बात से सहमत हैं कि नैतिक शासन में स्वच्छ प्रशासन से कहीं अधिक चीजें शामिल है, 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

Ethical governance refers to upholding ethical values in dealing with governance aspects like utilisation of resources for well being of citizens.

Ethical governance is more than clean administration,

(1) Inclusiveness. → a) Respect for diverse view points.

Eg: ISRO's inclusive work culture.

b) Respect for women without resorting to harassment and Glair ceiling

Eg: 'Kudumbshree model' widely renowned in India.

(2) Participatory → a) Even the smallest

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Contribution to decision making might help.

(Eg): E. Sreedharan approach in DMRC to include all stakeholders.

b) leads to "citizen participation."

(Eg): In framing citizen Charter

(3) value driven. → a) upholds values like Probity & Integrity (Eg): Governance in Election Commission under T. Nisecham.

Implementable Measures for ethical governance

(1) Ethical education. → according to socratic method of "if one knows what is Right, he will do what is Right"

(2) Strong Checks & Balances. → like social Audits by citizens.

(3) Role models → such as Ratan Tata, E. Sreedhan can be highlighted

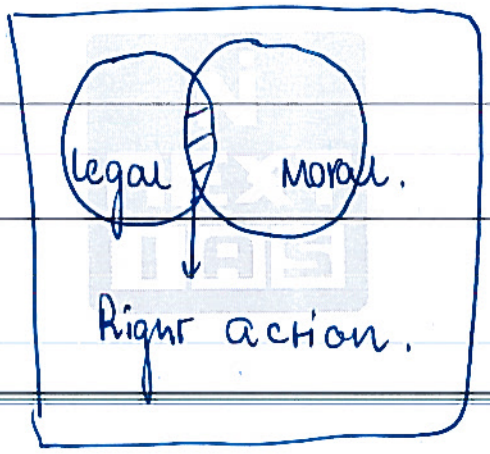
By above measures, Good governance can be ensured as "Righteousness is the basis of Ethical governance & [illegible]

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(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

The tension between legality and morality leads to Ethical dilemma in civil servants and there is a need for values like **prudence** in deciding what is right.



Handling situations where legal Compliance Contradicts moral responsibility :-

① ~~Following functions of~~ **democratic administration**. → Rules not becoming ends if higher good will be achieved (J.S Mill qualitative Utilitarianism).

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(2) By upholding the spirit side of law, which mostly confines with moral responsibility

Eg: provisioning of PDS rations even when there is no proper card for poor family. This ensures basic right to food will be ensured.

(3) Bringing in the Emotional Intelligence to decide course of Action.

Eg: Arif Sheikh IPS used moral conviction to bring in 'Chuppi todo' campaign against domestic violence although legally not required to do so.

(4) In case of violating legal complaint → submitting an "explanation" to uphold Rule of law by giving necessary need.

By above way, The balance between legality and morality will be upheld as "laws float in the sea of ethics in a civilised society"

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

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

Deontology and Consequentialist theories differ in the importance of means and ends each allocate

Deontology	Consequentialism
(1) following right means for right ends	(1) following the means which leads to maximum happiness
(Eg): Gandhiji's nonviolence even in face of police oppression	(Eg): Taxing a few for welfare of people.
(2) respecting the dignity of each individual	(2) Wrong means can be followed for greater values like Justice
(Eg): Giving criminal rights to be represented (Article 22)	(Eg): Yudhisthir's lie in order to kill Kauravas

Hence, application of framework depends on the situation as shown by Anekantavada

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(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

The Industrial Revolution 4.0 has brough in need for new digital values. apart from foundational values.

Foundational values - addressing challenges

(1) **Selflessness.** → can ensure avoiding 'weaponisation of technology', supply chains

Eg: Chinese restrictions on rare earth magnets.

(2) **Integrity.** → helps avoid new age evils like cyber harassment, Deep fakes.

Eg:- pornography due to voyeurism in Social media.

(3) **Objectivity** → avoiding biasness by focussing on facts rather than emotions

Eg: Non discrimination against LGBTQ by upholding Article 21

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④ Leadership → To show the way by example (Eg): Inspiration to citizens by 'Mann ki Baat' of prime minister

Also, there is a need for new ethical framework for digital era:-

① Measuring deprivation by lack of access to technology, mobiles rather than financial wealth

② Taking in digital illiteracy in educational mechanism.

(Eg): e-Pathshala platform for digital education

③ As social media gives anonymity, the ethical values of citizens will be tested.

↳ So new mechanism of ethical education needed.

④ Digital vulnerability as new form of vulnerable sections.

Through above measures, we can ensure "Technology to be a useful servant rather than dangerous master"

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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

"Emotional Intelligence refers to observing the emotions of oursely and those of others and channelising their powers in decision making". as held by Daniel Goleman.

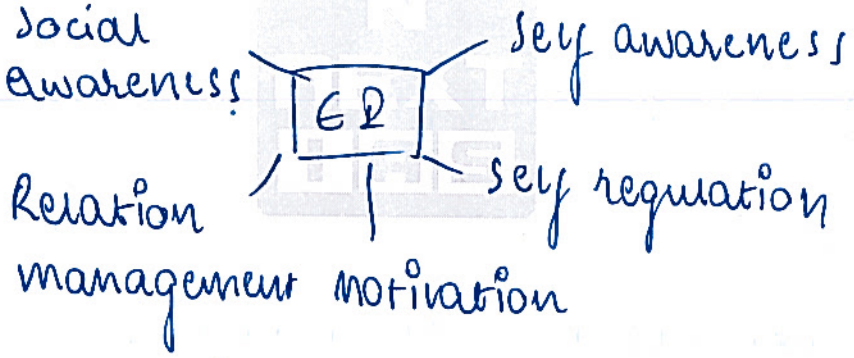


fig: Componenet of EI

EI enhances ethical decision making & performance in high pressure sectors

① shows Stitapragnata in violent situations

Eg: Chetan singh Rathore IPS used National Anthem to keep the violent Crowd in order.

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(2) Helps calm down the nerves and bring rationality in decisions.

Eg: Doctors working tirelessly in covid-19 with proper gear.

(3) Helps in looking at positives even in case of failures.

Eg: ISRO under APJ Abdul Kalam learning from Mistakes; Chandrayaan-3 success.

(4) pacifying the public by Continuous Communication

Eg: DCP Delhi appealing to students in case of Rajinder nagar drowning incident

(5) Bring in "Innovation" to deal with, Unexpected Challenges.

Eg: Awanish Saran IAS deploying Bike ambulances to help tribals.

Hence. "It takes more than Intelligence to act Intelligently" as EQ plays 80% role in one's success.

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

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

(Answer in 150 words) 10 Marks

Conflict of interests emerge due to influence of sources, laws, rules, conscience in ethical decision making. This can lead to moral confusion and value crisis

various Ethical dilemmas

→ ① Adherence to rules (VS) Adherence to spirit side of law

→ ② preferring environmental conservation (VS) Economic development

→ ③ Efficiency (VS) Inclusion of all stakeholders

Ethical approach that should adopt by public servant

① Deontological principle of 'Right means'

Eg: Avoiding taking bribe even if it leads to faster service.

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② Vivekananda's approach of "society first"

↳ prefer that option which aims at greater social happiness.

Eg: Livelihoods of citizens should be secured first by Reskilling to suite technological advancements.

③ Constitutional morality and values of Preamble should be guiding light.

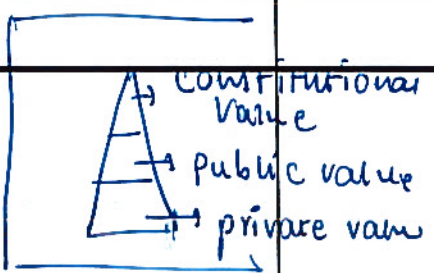
Eg: upholding [Justice] → as mentioned in Article 38 and preamble

④ preference to disadvantaged → as shown in 'Rawls' theory of Justice'

Eg: Reservation provision in (vs) Merit debate

Hence, ethical approach depends on the situation and Civil servant has to be flexible with [Righteousness in health]

[Value chart → for civil servants.



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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

Ethical decision making by public servants face varios expectations from Politicians, public and organisation. So vallabhai Patel gave a mantra of 'adhering to welfare of citizens as highest duty' of a civil servant

Moral & political attitude Influencing decision making. :-

(1) Pressure from people representatives → can demand for illegitimate actions.

Eg:- Bulldozer justice which goes against Rule of law. → Rule by laws

(2) political apathy can lead to misgovernance and travesty of truth.

Eg:- JBT scam as Uncasthened by IAS Rajni sekri Sibal.

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③ Moral values may conflict with what is right (Eg): public backlash against live-in relations and KO LGBTQ rights

Civil servants maintaining independence :-

① Taking refuge in [constitutional morality]
↳ uphold fundamental rights & DPSPs.

② Following Gandhian virtue of 'Antyodaya' for welfare of weaker sections.

③ Adherence to 'code of ethics' and code of conduct (Eg): "Civil services code, 1968"

④ Avoidance of evils like [Corruption.] which violates "prevention of Corruption act, 1988"

⑤ Bring in [Conscience.] → Higher court than Court of Justice" (Gandhiji)

Hence, A civil servant being a leader has to "know the way, Go the way and show the way" to society at large

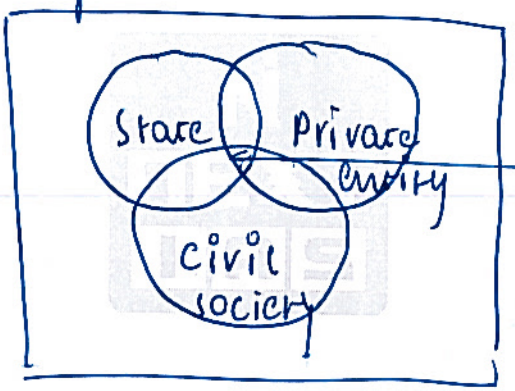
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(b) नैतिक शासन केवल राज्य की जिम्मेदारी नहीं है, बल्कि सार्वजनिक कार्यों में लगे निजी संस्थाओं की भी जिम्मेदारी है। सार्वजनिक-निजी भागीदारी (PPPs) द्वारा उत्पन्न नैतिक चुनौतियों पर चर्चा कीजिए, और ऐसी व्यवस्थाओं में पारदर्शिता एवं जवाबदेहिता सुनिश्चित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

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

(Answer in 150 words) 10 Marks

'public-private partnerships' aims at collaborative engagement for citizen welfare by better utilisation of resources and talents through ethical and moral means.



→ Ethical governance.

Ethical Challenges posed by PPPs :

(1) **Corruption.** → by collusive nexus as highlighted by **Vohra Committee.**

Eg: 2G spectrum scam in allocating the telecom spectrum.

(2) preference to **private interest** over public welfare → violates J.S Mill Utilitarianism

Candidates must not write on this margin

(Eg): usage of cheap quality material in road construction.

③ lack of "Transparency" in operations

(Eg): Resorting to [RTI-section 8] to avoid disclosures.

Steps to ensure Transparency & accountability

① Auditing by [3rd party regulators.]

② citizens as eyes and ears (Eg): social Audit of ppp projects.

③ Encouraging Digital governance & ICT

(Eg): pragati portal of [PMO]

④ [2nd ARC] → Include private players in "Prevention of Corruption Act"

⑤ Integrity pledge, should be taken.

Hence, "Transparency is not a favour but a basic necessity in a democracy."

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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

Philosophical foundations acts as solid base to ensure the ethical governance by preference to citizen welfare.

Philosophical foundations that should underpin ethical governance :-

(1) Gandhian principle of "Sarvodaya" → for ensuring equity in decision making
(Eg) : Sabka Saath, Sabka Vikas principle of PM Modi ji.

(2) principle of "Antyodaya" → Reaching the last mile for welfare of SC/ST, PwD, LGBTQ sections.

(3) Gurunanak's [Vand chhako] → distributing the wealth to avoid 'Concentration' as DPSP 39(b),(c) calls for.

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④ Rawls' Theory of Justice' → By ensuring welfare of weakest link.

⑤ Krishna's 'Nishkama Karma' → To avoid Misfeasance in administration.

These contributing to probity:

↳ ① preference to social cause rather than narrow gains.

Eg: U. Sagayam disclosure of asset. (IAS)

↳ ② 'Compassion' towards the vulnerable sections Eg: Divya Devarajan IAS learning Gondi for communicating with tribals

↳ ③ Ensures the proper utilisation of Public funds Eg: IAS Dhiman Chakma tracing it led to harassment of businessman

So the philosophical foundations can act as 'guiding lights' in ensuring "Dharmo Rakshati Rakshitah"

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

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

'Ethical foreign policy' is the usage of ethics as tool to ensure Global welfare. rather than narrow national interests. This is visible in India's approach of 'Vishwabandhu'

Importance of realism with Conscience :-

(1) Shows the practicality of aims and Procedures rather than preaching

Eg :- India providing aid to Gaza rather than voting against Israel in UNHRC.

(2) Ensures support of nations rather than criticism as fence sitter.

Eg :- India's strategic Autonomy of multiple alliances (vi) NAM in Cold war.

However Idealism is Important → (1) Certain principles like sovereignty,

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Territorial Integrity Unviolable.

Eg: fight for Kashmir in UN

(2) In order to bring in equity in unequal world

Eg: Demand for UNSC reforms even though very difficult

Ethical responsibilities of Nation States:

(1) Panchsheel principles → non interference, Sovereign equality. Eg: India's Conduct with small neighbours vs Us threats to Greenland.

(2) Support for Global development → adherence (Eg) to $100 billion Paris pledge for climate action

(3) Reforming Institutions to avoid anachronism

Eg: G4 demand and global south inclusion.

(4) Collaboration to fight Global threats like Terrorism, climate change.

Hence, more than ever in human history, there is a need for cooperation which can ensure collective success"

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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 स्पष्टत: 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

The above quote of Adam Smith highlights the inherent nature of man to prefer common good which can ensure peace in the society.

This is even highlighted by Gandhi's 'Trusteeship model' where he calls corporate calls to donate wealth inorder to prevent social instability and disorder.

Also, Human beings are said to be Social Animals by Aristotle where he/she taken enlightened interest of self. for example, our Compassion towards Vulnerables teaches us to donate for wellbeing of Others.

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In the administration, this is greately visible in welfare schemes of state like PM KISAN ; PDS scheme where Economic redistribution helps ensure rights for all.

The life stories of Ratan Tata, Azim premji highlights this inherent nature to help other as it leads to higher order happiness as held by J.S Mill.

Abrahaam Maslow's order of needs. also keep spiritual wellbeing above all to achieve peace in life. However the growing instances of wealth concentration as shown by [Oxfam report] → 1% wealthy holding 40% wealth is leading to more Crimes, Cristis of Conscience etc..

So there is a need to ensure Satisfaction by limiting the needs rather than running to satisfy them.

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(b) "सत्ता को सत्ता पर अंकुश के रूप में काम करना चाहिए।" मोंटेस्क्यू, (उत्तर 150 शब्दों में दीजिए) 10 अंक
"Power ought to serve as a check to power." Montesquieu, (Answer in 150 words) 10 Marks

Montesquieu, being a father of "Seperation of powers" principle is highlighting the ways to prevent misuse of powers.

Power can both be Coercive or Constructive. It depends on the virtues of individual using/ weilding this (Agent-Action theory of ethics). Hence without checks & Balances, there will be a possibility of Power becoming tyranny as seen in Mussolini's Italy.

Hence, the other organs of government in a democracy acts as eyes & ears. for example, the judicial intervention in (minerva mills case,) to limit the parliamentary power to amend Constitution.

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Also, checking power will ensure the betterment of citizen lives. for example, Collective power of Social Audits is being used to ensure the accountability of civic servants.

The absence of power to serve as check to power has led to serious violations. In pakistan, the dominance of Army on civilian administration has led to state sponsored terrorism, administrative neglect and crippling economy

So, the values like Temperance, Prudence (platonic virtues) can ensure usage of power for social good.

It is rightly said that intentions decide the ethicality of actions'. So Judicious use of power is essential.

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(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

Humility refers to the ability and attitude of being humble and treating other human beings as equal without ego and hatred. It form the foundations of ethical administration.

Importance of service with Humility :

↳ ① ensures working for broader **public welfare** (Eg) :- S. Somvanshi IAS donated officials to children hospital in Umaria district

↳ ② Helps in public servant being grounded to reality and avoid **Ivory-tower syndrome**

(Eg) : S.R Sankaran IAS working to avoid Bonded labour.

Absence leading to selfishness & egotism.

↳ ① leads to **Corruption**. and misuse of

Candidates must not write on this margin

public resources (Eg): Ramu sahu (AS involvement in Coal levy scam

(2) Service becoming way of oppression

(Eg): NGOs providing aid for religious conversion.

(3) leads to Individual moral myopia

(Eg): Ravana's defeat due to egoism although he is highly educated.

(4) leads to Concentration of happiness and wealth. (Eg): prosperity in north (vs) poverty in South.

Ways to ensure Humility → (1) Moral education. like NEP 2020 recommendations.

→ (2) persuasion by media → what eye don't see, Heart don't grieve about.

Hence it is necessary to ensure Humility which is the basis of humanness in humanity.

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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 above case highlights the instances of harassment faced by women in work environment. This goes against the

Candidates must not write on this margin

fundamental duty of respecting the dignity of Women (Article 51A)

① Ethical Issues Confronting Reena.

(i) Complaint by female engineer about intimidation of operation head → Engineer in overwhelming pain.

(ii) Duty of Reena to uphold right action, rather than making Compromises.

(iii) HR head advising Reena to not escalate
↳ shows lack of Courage on his/her part.

(iv) Regional Head, although efficient, is lagging ethical behaviour of Temperence.

(v) Managing director → asking to protect Company's Image shows lack of leadership. which harms in long run.

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Administrative Issues :

↳ ① Action of Regional Head may lead to his resignation → loss to Company.

↳ ② Reluctance to speak by team shows the lack of **Transparency** in work culture.

↳ ③ Saving the Image of Company as held by manging director.

② **possible options** :-

① Agree for Compromise and ask female engineer to shift

merits

① Regional Head will stay in the firm.

② No impact on Reena's profession.

Demerits

① crisis of Justice
↓
female engineer could resign in protest.

② **Moral muteness** on part of Reena.

Candidates must not write on this margin

(ii) Take action based on the complaint without adhering to advices of seniors.

Merits.

1. will be upholding Rights of software engineer.
2. Conscience of Reena will be saved.

Demerits

1. Loss of talented Head → may suffer inefficiencies.
2. Initial enquiry may not be right.

(iii) Form a committee with Reena as its head to analyse the complaint by detailed inquiry. → **Best option**

Merits. : (1) upholding **Rule of law.** → as inquiry will highlight the scale of harassment

(2) Strict deterrence effect in the firm.

(3) Gradually improves **work culture.**

Demerits : (1) Higher officials may interfere

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② Can lead to delays in inquiry - Moral crisis for female Engineer.

This option is the best as "someone is presumed innocent until found guilty".

- As far as interference is concerned, Reena has to show platonic virtue of "Courage" to fight for Justice.

③ **Systemic safeguards**:-

① Independent Compliant Committee with Independent directors in place

② **Awareness on rights** of women/employees to just not be silent in face of harassment.

③ Ethical education. → by highlighting the knowledge without character is a **deadly sin.**

④ following laws & regulations like **POSH**, 2013 etc..

By above measures, The ideal of "Yatra naryastu pujyante Ramante Tatra devatha" will be upheld

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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 रुपए 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 महत्त्वपूर्ण 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

Candidates must not write on this margin

The above case highlights the misutilisation of funds in a public enterprise which goes against Deontological ethics of Right and well intended means (Kant).

Guiding Principle in this case → Yatho Dharma thatho Jaiah (where the law is upheld, there the victory will be there)

① Ethical Issues the officer facing.

↳ (i) Misappropriation without official order showcases grave violation of rules.

↳ (ii) Goes against the Gandhian virtue of Doing Duty without doubt.

↳ (iii) Advice by section Head shows the easy going attitude. in face of vocations

↳ (iv) potential corruption might be involved.

Candidates must not write on this margin

Ethical dilemmas :-

① Duty of officer to uphold rules (VS) Respect for section Head and following his words.

② Morality of mine to stop misallocation (VS) loyalty as given by Max weber.

③ Means of following proper procedure (VS) Ends of immediate drainage project.

② Available options :

(i) Listen to the section Head and Stay Silent in matter.

Merits.

(1) No professional Isolation for me.

(2) will be in good books of section head

Demerits-

(1) Misallocation will go unnoticed.

(2) There might be Corruption

(3) Moral muteness on my part

Candidates must not write on this margin

(ii) File a formal complaint on section head to give light on misappropriation.

Merits.	Demerits
① Might uphold Justice if there is Corroption.	① Professional Isolation in the Career.
② Conscience will be Upheld in me	② Might lead to Rules becoming ends.

(iii) **Best option.** ⇒ To ask the section Head for official order for reallocation and if he denies it, then go for formal Complaint

Merits of the option. :-

(i) This will be inline with **value of impartiality** and following right course.

(ii) **Probity** in the work culture will be Upheld as there will be acknowledgement of reallocation

Candidates must not write on this margin

(iii) UC to legislature → 'will of the people' will be upheld by potential accountability

(iv) Will be in line with principle of 'Doing the right thing even when no one is watching'

(3) Internal Institutional checks to prevent misuse :-

↳(i) Regular Audits on utilisation of funds

↳(ii) Inclusion of Diverse interests and upholding Independence in Audit mechanism

↳(iii) strong rules for "protecting whistle blowers" who act as eyes and ears.

↳(iv) strong SOPs in case of meeting emergency work demands.

By above way, propriety in spending can be upheld and "eliminate Corruption which is a termite to citadel of democracy"

Candidates must not write on this margin



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 मैन्युअल त्रुटियों को समाप्त करना तथा धनराशि का समय पर वितरण सुनिश्चित करना है।

पहले दो महीनों के भीतर, आप लाभार्थी अस्वीकृतियों में अचानक वृद्धि देखते हैं, ज्यादातर ग्रामीण और आदिवासी क्षेत्रों से। कई बुजुर्ग नागरिक अस्वीकृति पत्र लेकर आपके कार्यालय आते हैं। उनमें से कुछ लोग वर्षों से पेंशन प्राप्त कर रहे थे। उनका कहना है कि उनके नाम गायब हैं या "डेटा मेल नहीं खा रहा है।"

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

आपके तकनीकी सलाहकार कहते हैं, "यह डिजाइन के अनुसार काम कर रहा है।गलत सकारात्मक परिणाम (False positives) अपरिहार्य हैं, लेकिन कुल मिलाकर, यह मैन्युअल 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 मैन्युअल 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 फंस 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 disbursal 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

Candidates must not write on this margin

The case here highlights about pitfalls of over reliance of Technology like AI which is impacting the basic tenets of

Article 41 → DPSP of public support to vulnerable.

Guiding Principles in this case
→ 'Technology cannot be a panacea of all the problems
→ Gandhian 'Antyodaya' of looking at the eyes of weakest.

Ethical issues in the case:

↳ ① The so called progressive step led to more inconvenience to the public
↳ Goes against social contract of John locke.

↳ ② Article 21 Right to life violated with alleged death by suicide of beneficiary.

Candidates must not write on this margin

③ Rules becoming ends rather than welfare as primary motive.

④ Apathy in work environment → Technical advisor not concerned about false positives/ exclusion errors.

Administrative risks involved:

① Impact on Efficiency with manual review.

② Disclosure to media leads to public outrage on organisation.

③ Orders of secretary to avoid 'slowing down reforms'

② **Options available:**

(i) Listen to secretary and keep quiet

Merits	Demerits
① Professional wellbeing	① Violation of basic rights (Article 41)
② Long term efficiency although short term concerns	① Moral muteness of me in face of injustice.

Candidates must not write on this margin

(ii) Blow up the instance to Media Outlet and ensure external accountability

Merits.

1) Will lead to manual review and avoid exclusion errors
2) Avoidance of crisis of Conscience

Demerits.

(1) Slow down the technological adoption
(2) Ire of secretary and higher officials
(3) public unrest

(iii) Reason with secretary and private vendor on the need for manual review in the light of increasing distress.

↳ **Best option.**

(3) **Reasons for option (iii) :**

↳ (1) **Persuasion** is used to achieve desirable outcome by appealing to conscience of secretary.

↳ (2) Involvement of data on distress

Candidates must not write on this margin

led to avoidance of wrong means (Deontology)

③ private vendor is involved to correct the exclusion errors. and improve the software

④ Justice to [suffering elders] and improvement in public trust → forms basis of social contract

⑤ Ways to safeguards in adopting AI systems

↳(i) proper programming with checks and balances to avoid inclusion/exclusion wrongs

↳(ii) Data of AI training should be strictly absent of any biases/errors.

↳(iii) In case of 'missing names' - mandatory human intervention in needed as machines can't have Conscience.

↳(iv) Rights Can't Come on lower order to efficiency } principle of 'Dharma' should be upheld

ABove measures can ensure the

By Quote 'service to jiva is service to Shiva' by "Vivekanand"

Candidates must not write on this margin

Q.10 आप बाढ़ प्रवण तटीय जिले में अतिरिक्त जिला मजिस्ट्रेट (एडीएम) के पद पर तैनात हैं। मानसून के मौसम में नदियों का जलस्तर बढ़ने के कारण आपदा प्रबंधन इकाई को पहले ही चेतावनी जारी करनी पड़ती है।

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

Candidates must not write on this margin

The case highlight the Ethical dilemma of "Duty vs transparency" and the need for importance of Emotional Intelligence in the instances of impeding disaster.

Ethical Principle that can help → Guru Nanak's advice of 'Do your action as if the gods is watching'

① Competing ethical principles & administrative risks to consider.

↳ ① Duty to protect every citizens (vs) Adherence to Senior order.

↳ ② Balancing the threat of flooding (vs) Running the local economy for livelihoods.

↳ ③ maintaining law & order (vs) disclosing truth

Candidates must not write on this margin

④ Adherence of [Honesty] by disclosing Information (VS) Lying to avoid [panic]

⑤ personal Wellbeing (VS) professional Excellence.

⑥ Threat to life of citizen (Article 21) (VS) Avoiding panic por citizens

⑦ prevention (VS) Rescue after flooding.

② AOM response to balance duty, protocol and public interest

① Understand the [report] with the help of IIT professor.

② In case of surity of threat, Reason with District Collector to issue public advisory

③ Highlight that threats to public order

Candidates must not write on this margin

and lack of capacity can't justify threats to Right to life which is a fundamental right

④ In case of manpower shortages, Ask of additional deployments from other districts.

⑤ Law & order issue → mobilise the police forces in conflict prone areas.

⑥ After public advisory → RTI request can be met as 'administration has to follow disclosure as a norm and secrecy as exception'

long term measures →
① Improve drainage and remove all encroachments
② Develop local volunteers such as 'Aapda Mitras' to address manpower shortages

Candidates must not write on this margin

③ **Three institutional practices**:

↳ (i) public Advisory in the form of Community warnings through civil society mobilisation to prepare citizens for impending disaster

↳ (ii) usage of Government machinery through active Communication by loudspeakers, telephone directives in order to evacuate the people from low lying areas

↳ (iii) usage of social media to highlight Safe places; Construction of all weather roads to remote villages in order to mobilise "Disaster response forces".

Through above measures and adhering to Sendai framework, we can avoid loss of life as "it is not the disaster but lack of preparedness of it that kills".

Candidates must not write on this margin

Q.11 आप एक जिले में मुख्य विकास अधिकारी (सीडीओ) के पद पर तैनात हैं, जिसे हाल ही में केंद्र प्रायोजित योजना के कार्यान्वयन के लिए चुना गया है, जिसका उद्देश्य भूमि अभिलेखों का डिजिटलीकरण करना और उन्हें आधार से जोड़ना है।

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

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

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

"यह अब नीति है। इसे लागू कीजिए।"

आपकी अपनी फील्ड टीमें 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

Candidates must not write on this margin

The Case here highlights the need to 'take' public in confidence', the lack of which has resulted in withdrawal of farm laws, although with well intended aims.

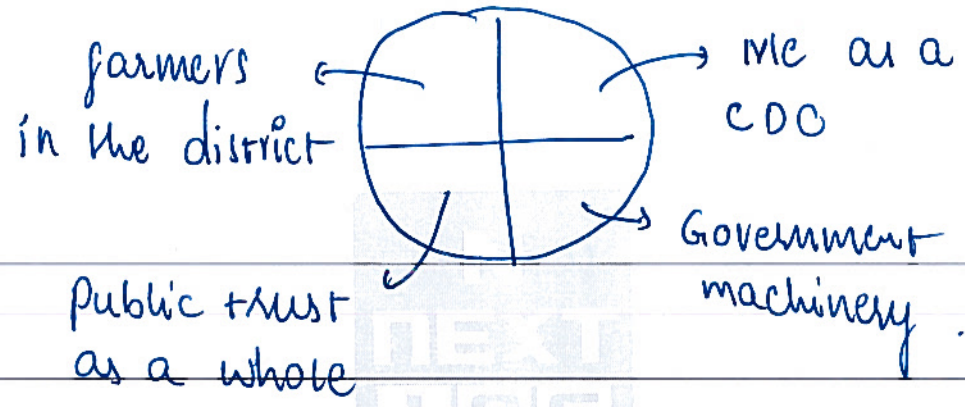


fig: Stake holders in the Case.

(1) **Ethical Challenges.** :

(i) protests of farmers & opposition MLAs.

↳ shows lack of effective Communication

(ii) Hurried nature of Guidelines → showcases lack of sensitivity in approach,

(iii) policy becoming a **political issue** →

Candidates must not write on this margin

with civic servants becoming pawns in politics.

(iv) Wrong means like 'token registrations' as shown by some staff.

Administrative challenge :-

(i) Exclusion errors with widespread confusion.
↳ kills the well intented motive.

(ii) Lack of 'digital education' → Impact the rights of farmers → Right to know.

(2) **Approach of COC to balance interests**

(1) As the scheme is centrally sponsored, It has to be implemented as it leads to greater transparency & benefits.

(2) With ~~string~~ strict guidelines by Secretariat → The need is to mobilise government machinery for its success.

Candidates must not write on this margin

③ There is a need for "Countering the Propaganda" by highlighting the facts

④ Mobilise civic society and public debates highigiting the benefits of digitalisation

⑤ Take farmers into confidence by Persuading the leaders of union and Assuring them of no exclusion errors.

⑥ Strick ground verification and Grievance Redressal mechanisms to avoid any errors

Long term measures

→ ① Digital education of farmers which helps in crop efficiency too (Eg: Kisan TV etc.,

↳ ② Working with farmer unions in smooth rollout and redressal

Candidates must not write on this margin

③ Lessons for large-scale digital reforms.

(i) Building Consensus between Ruling and opposition parties is essential to remove Politics.

(ii) Awareness generation on a 'massive scale' to avoid Trust deficits between administration and citizens.

(iii) Avoidance of any manipulation in reports as "Transparency is key to Progress".

(iv) Efforts for Digital literacy so that Knowledge Gaps can't become a source of feeling alienated.

(v) Roping in civil society as bridges.

This way, consensus can be build up and adhere to principle of "Jai-Jawan, Jai-Kisan and Jai-Anusandhan" (Modi)

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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 षड्यंत्र 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 प्लेटफार्मों 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

■■■■

Candidates must not write on this margin

The case highlights the growing instances of online hate based on the fault lines of caste, religion or gender. This has a chance of perpetuating to the society and threats to law & order situation.

Guiding Principle → 'Silence in the face of cruelty is a deadly sin'.

Ethical issues involved in the case

↳ ① Hateful comments on the official account leading to propaganda war.

↳ ② communal elements taking advantage of situation and weakening fraternity as guaranteed by preamble

↳ ③ platform not taking immediate measures to remove comments → lack of swiftness in action.

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↳ (4) Orders of District Collector → To be Silent and neglect the comments (VS) My conscience to punish the violators of law.

Administrative responsibilities :

↳ (1) Ensuring law & order in the society.

↳ (2) Engaging with civil society activities. to ensure Justice.

↳ (3) Upholding social contract. → by taking targeted community in confidence.

(2) **Response of DIO in this case :**

(i) Immediately take the platform in action → Removal of hateful comments to prevent emotional turmoil in targeted communities.

Candidates must not write on this margin

(ii) usage of powers under IT Rules, 2021 → To show the 'diution of Safe harbour' principle in case of inaction.

(iii) posts to debunk the propaganda of fringe elements in the "lines of PIB fact checks".

(iv) Working with civic society to ensure cyber hygiene and peace.

(v) Ensure deterrence by disclosing violators of "Article 19(1)(a) freedom of speech." which can act as coercive mechanism.

(vi) Reaching out to civi' targeted community' through help of district administration. and peace committees. between leaders in society

Candidates must not write on this margin

③ **Digital Communication protocols** :-

(i) Awareness about rights and duties of citizen → usage of panchayats as means of generating conscience.

(ii) highlighting the punishable offences along with violators to avoid misusing 'anonymity' provided by social media

(iii) usage of IT Rules, 2021 and IT Act to curb the inaction of social media intermediaries.

(iv) Need for AI integration and cyber bots. } → To delete or mark the comment as hateful.

✓ By above measures, solidarity among the communities can be ensured which helps our strive to become Viksit Bharat by 2047.

Space for Rough Work

Space for Rough Work

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

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1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
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4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
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4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
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6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

महत्वपूर्ण निर्देश

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

क्या न करें-	क्या करें-
1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।	1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।	2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।	3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।	4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में क्रॉस कर देना चाहिए।
	5. यदि आप किसी कार्य को रद्द करना चाहते हैं, तो उस पर अपना पेन चलाएं या उस पर "रद्द" लिखें, अन्यथा उसका मूल्यांकन किया जा सकता है।
	6. परीक्षा हॉल छोड़ने से पहले अपनी QCA पुस्तिका व्यक्तिगत रूप से निरीक्षक को सौंप दें।

ऑनलाइन सुविधा का लाभ उठाने वाले अभ्यर्थियों के लिए विशेष अनुरोध

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