Next IAS ID: GSMACT24A1250, ANV2504, 03-08-2025 11:06 PM

NEXT IAS

anubhav-2025

(To be filled by candidate)

TEST CODE : ANV2504

Name of Candidate: TANISHA MISHRA Mobile No [redacted]

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

Date of Examination: 3/8/2025 Medium : English ☐ Hindi ☐

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

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

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

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS: .....

.....

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

MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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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

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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

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Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

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Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

Q12.

Introduction	Body	Conclusion

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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

Administrative duty is the official set of responsibilities that an office entails. It represents the bare minimum functions to be discharged.

Forms cornerstone of administrative ethics

1) First responsibility and accountability of a person eg.> Government doctor's duty to treat patients

2) Guided by ethical service contract and code of conduct

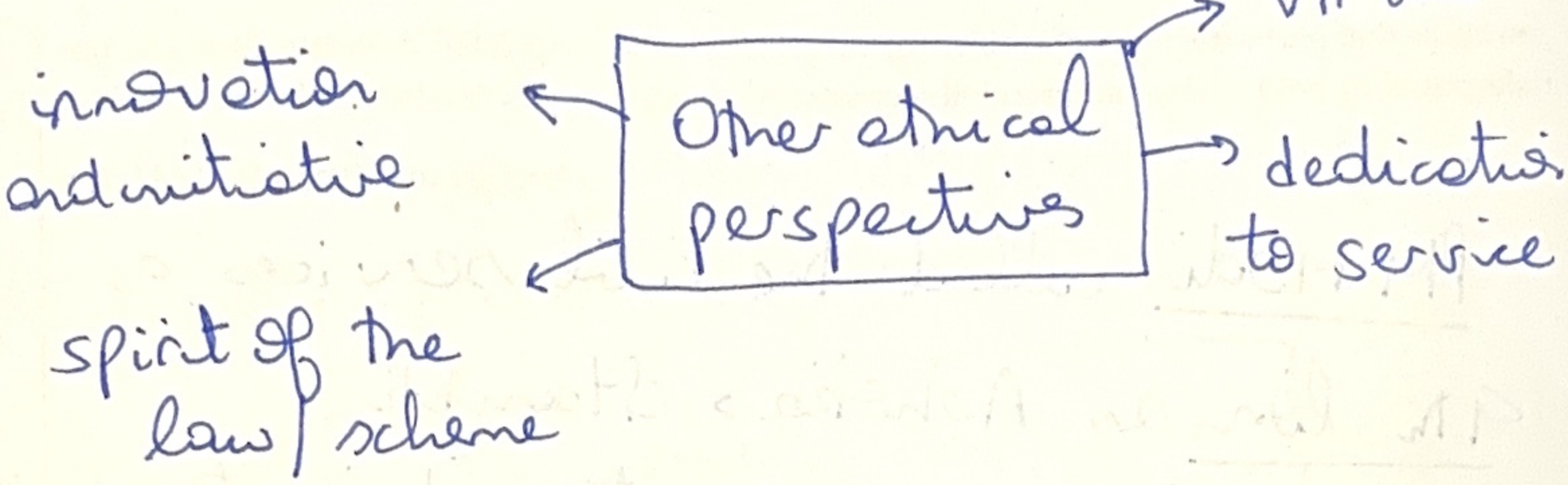
3) Non delegable to others eg.> signing and approving of files

4) Ensures smooth functioning of the system and upholds division of labour (weberian Model)

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However mere duty without other ethical perspectives leads to possibilization of the office.



Combining these with duty ensures:

1) Moving beyond bare minimum to ethical governance eg:> proactive disclosure norms by department apart from RTI
2) Trust building with public
3) empathetic administration eg:> initiatives like Doliya Jalao, Bharosa cells
4) Compliment the laws, rules and regulations in enlarging consequences eg:> nomination relaxation in PDS for elderly

Thus, while duty is the first step and is primary, transformation of duty-to Dharma requires other ethical values as well.

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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 जोख़िमों' 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

PM Modi called the civil services as the 4th lion or Ashoka's Stambh, anonymous and concealed yet making its presence felt. Political non partisanship is an important virtue in maintaining this.

Partisanship and its Risks

1) Leads to bias in policy making and implementation eg.> promoting only a particular ideology

2) Affect stability and predictability of administration eg.> wave of transfers post elections / regime change

3) Yes manship dissuading innovation and efficiency eg.> carrying politically charged measures like loan waivers

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4) Affects trust of the people and social capital of the bureaucracy eg.> urban apathy in initiatives of local administratio

5) Moral rotting of the system due to unholy nexus and corruption eg.> protecting politically powerful goons

Safeguards to uphold neutrality

1) Code of conduct and code of ethics provide a written codified dharma

2) File notings and asking for written records

3) Se Civil Services Board for promotion and transfer

4) Nexus of good within bureaucracy and political executive to promote good work eg.> PM Awards for public administration

5) Training of civil servants to deal with it

Political neutrality is the cornerstone of civil services to serve without fear or favour (Sardar Patel).

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Q.2 (a) नैतिक अस्पष्टता की स्थितियों में, जहाँ औपचारिक नियम अपर्याप्त होते हैं, भावनात्मक बुद्धिमत्ता और अंत:करण (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

Formal rules and laws are codified ordinances of reason based or popular practices and past wisdom. However, give the dynamic nature of public services, these fall short in grey zone situations

Moral Ambiguity → Novel situations → Formal Rules do not address

Emotional intelligence and Conscience Role

1) Help guide public servants in ethical dilemmas eg.> old person not having proper papers

2) Ensures the rules are implemented in Spirit eg.> allowing

3) EI helps in analysing the human elemet / cost of the decisions eg> protecting

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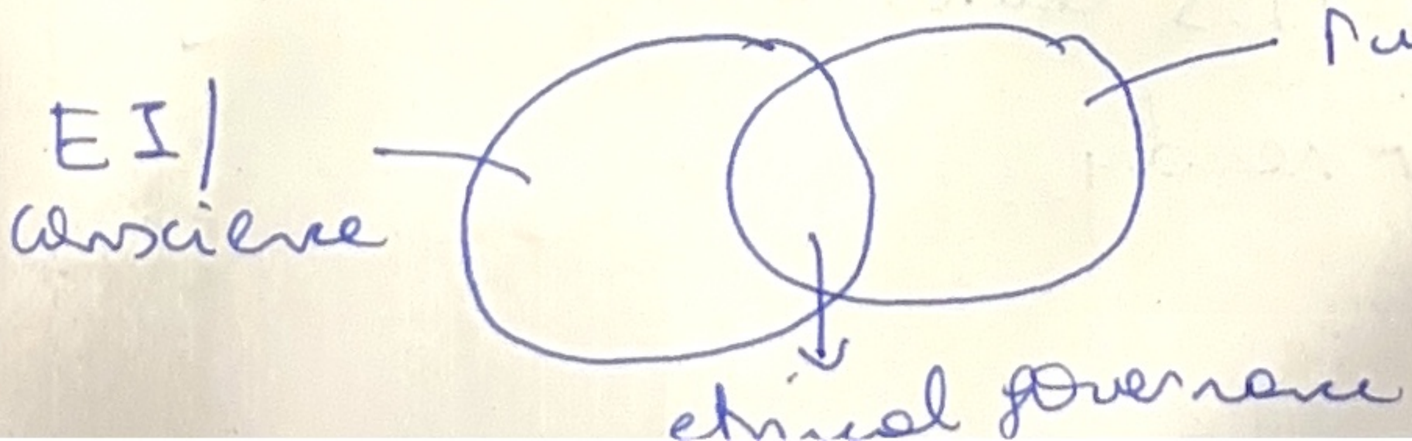
a place of local calipers importance while planning a development work

4) Helps deal with situations not addressed by the law eg:> helping women suffering marital rape abuse (Bharosa cells)

5) Makes administration more ethical and people oriented eg:> Operation Sadbhavna of Indian Army

6) Ensures integrity and honesty when no one is watching strengthening self accountability (the last form of it) eg:> Rejecting "courtesy gifts" in festivals.

However, these faculties must be used only as a supplement to or in absence of formal rules. Since they are personal, they can be manipulated or lead to a Robin hood mentality that harms anonymity and professionalism of service.



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Q.2 (b) "नैतिक दुविधा का केंद्रीय तत्त्व मूल्यों का अभाव नहीं, अपितु प्रतिस्पर्धी उत्तरदायित्वों की उपस्थिति है।" चर्चा कीजिए कि लोक प्रशासन में नैतिक दुविधाएँ प्राय: 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

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Ethical dilemmas is but a natural outcome of the complex work environment of public administration. It is a situation of conflict between competing, equally important objectives.

How ethical dilemmas are clash of legitimate obligations

1) Dilemmas emerge due to resource crunch necessitating prioritization
eg:> development works of roads, railways v. basic needs schemes of food, health

2) Formal application of rules versus spirited application can also lead to dilemmas eg:> PDS leaks versus allowing relaxations for needy

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3) Sometimes objective of public safety and security can clash with rights of citizens eg:> disallowing processions / rally for fear of disorder

4) Regulation to ensure good governance and over regulation suffocating growth is important in context of NGOs, corporates

Ways to deal with it

1) Prioritization of value system of public servants

2) Uniformity and predictability of administration

3) Development of self accountability measures and internal measures

4) Encouragement for novel initiatives and protection for bonafide mistakes eg:> PM Modi hugging K. Swiss

Therefore a value pyramid structure can help public servants to deal with ethical dilemma.

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Q.3 (a) "बढ़ती निगरानी, मीडिया परीक्षण और जन-अपेक्षाओं ने 'जवाबदेही' को लोक सेवकों के लिए दोधारी तलवार बना दिया है।"

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

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

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

(Answer in 150 words) 10 Marks

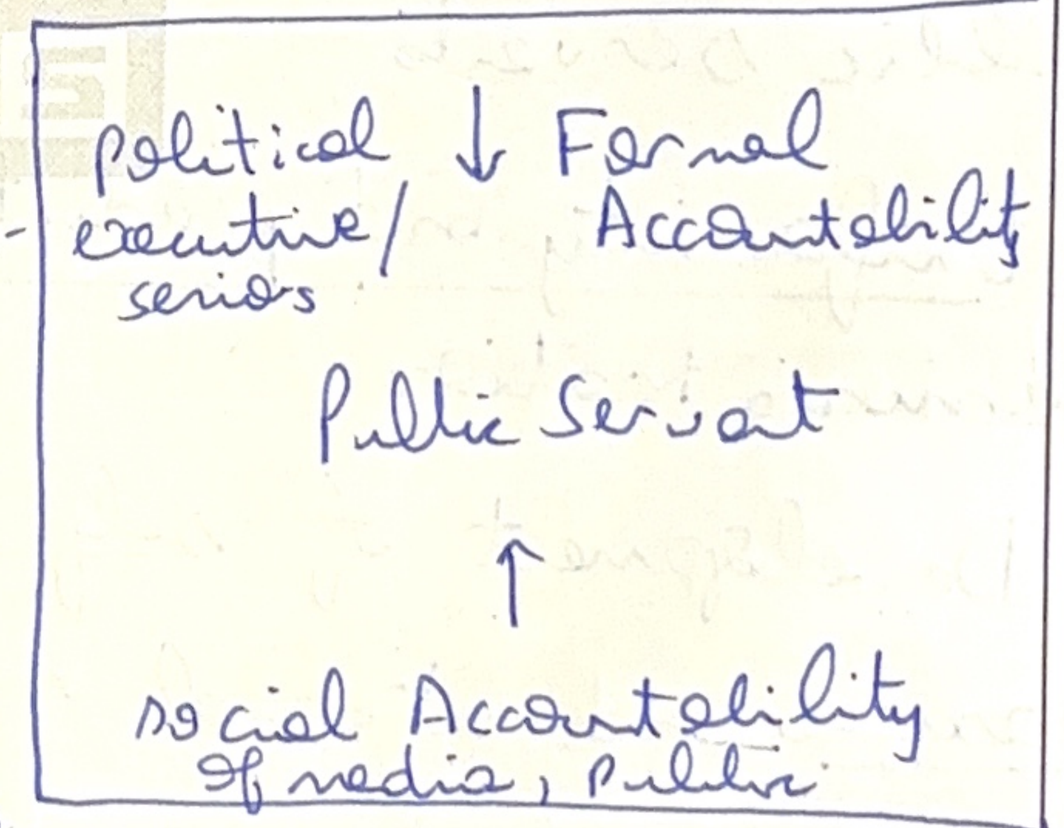
Accountability is the formal answerability for one's actions. It is an important virtue in case of bureaucracy to reduce corruption and promote integrity. However excessive accountability can be counterproductive.

1) Excessive accountability makes honest officers wary of innovating

2) Leads to mechanization of working eg> file passing

3) Fails to uphold the objective of the scheme / plan eg:> too much reliance on procedure

4) Leads to analysis paralysis eg:> multiple



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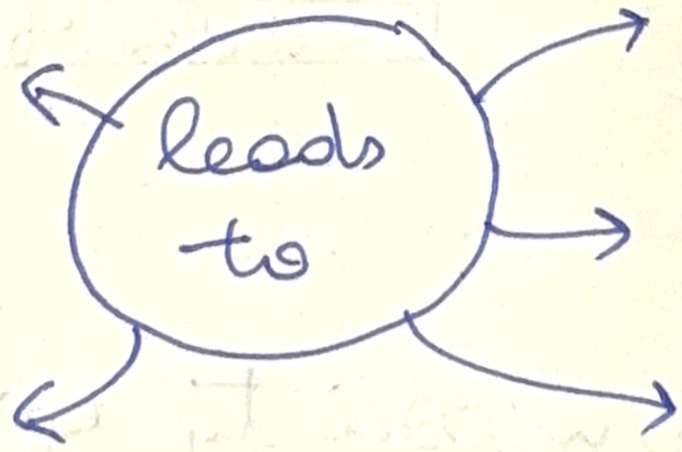
rounds of clearances for fear of allegations of favoritism

5) Makes bureaucracy merely a routine entity loosening people connect

6) Media pressure can lead to theatrics and playing to an audience working hindering ethical judgment eg:> district commissioners lying about ODF+ status

7) May hinder anonymity of administration

However, accountability is must since :



responsiveness in decision

quick/timely redressal due to pressure

integrity

transperency

citizens as core not 'subjects' (Mai Baap culture)

Thus, accountability even social must be balanced by measures like safeguards of scrutinizing complaints before action, media training and guidelines.

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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

Attitude formation is a important component of value formation which is determined by socialization.

How they influence value formation



circles of socialization

1) Observational learning eg> if parents invest, children will follow that

2) Role Modelling in society eg> Leaders like APJ Kalam

3) Society by rejection and acceptance of certain behaviours shapes values eg> a liberal society rejecting caste discrimination will shape liberal values

4) Didactic learning by tales eg> Panchatantra

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5) Education expands horizons of thinking to enhance critical thinking eg:> questioning discrimination of women by learning about women struggles

Role of these critical because:

1) Attitude are usually strong and once shaped value systems hard to change

2) Ensure internal accountability eg:> individual integrity

3) APJ Kalam said to curb corruption, the role of these institutions vital

4) Helps shape emotional intelligence eg:> social sensitivity to vulnerable sections

How to enhance their role

1) Promotion of ethical social practices

2) Family must ensure moral upbringing eg:> praising moral values not merely academics

3) Educational institutions awards like integrity, helpfulness

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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

Gandhian ethics based on the concept of truth, non violence and Antyodaya to Sarvodaya emphasize means over ends (Deontological outlook).

Compatible with demands of modern administration

1) Modern administration characterized by social accountability requires purity of means eg.> Social audits and EIAs

2) Moral courage needed to stand one's ground in face of political pressure

3) Further social media anonymity offers challenges in form of false slander, motivated protests. For this, moral courage required. eg.> defending honest

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actions

4) Increased social accountability in form of RTI also necessitates purity of means and truth eg.> maintaing proper records

5) Helps administration be (~~ext~~) more ethical eg.> PPP projects require utmost purity of means for public trust

However, it can be sometimes difficult to follow these due to



Thus, while absolutism in form of following set SOP and rules is required, it must be balanced with integrity and societal conscience.

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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

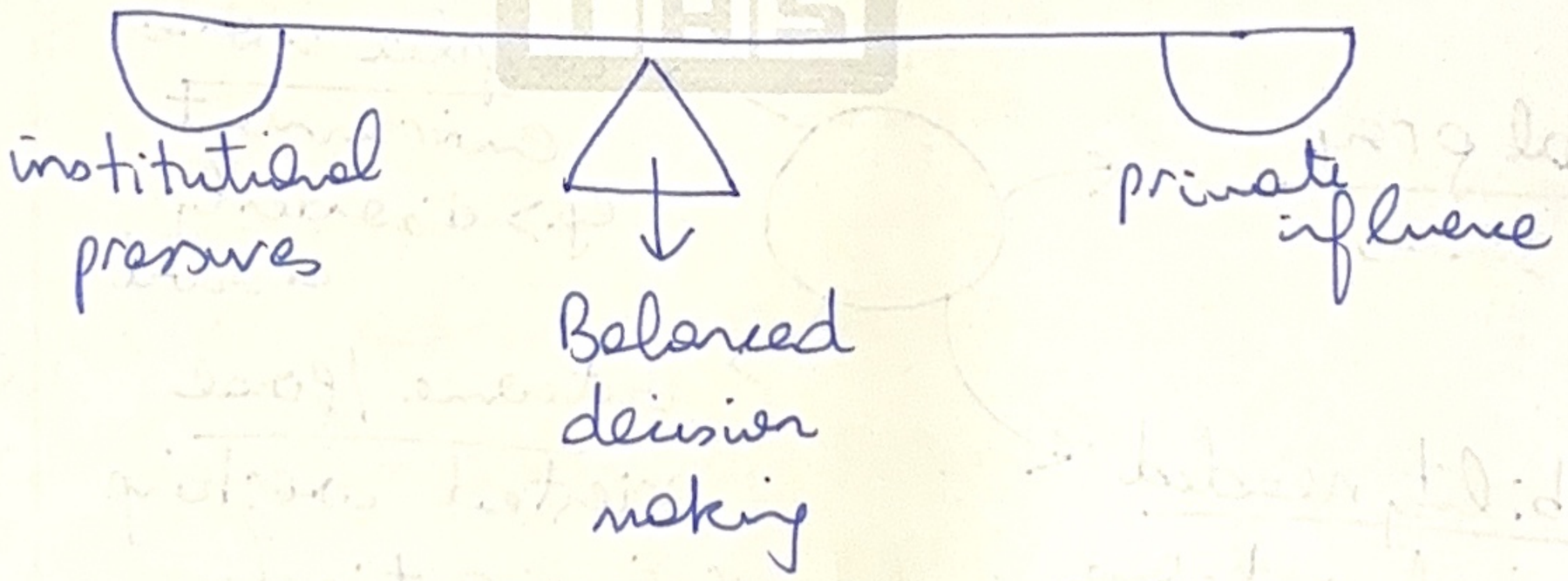
"Procurement decisions are a litmus test of public sector probity, where integrity must resist both institutional pressures and private influence."

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

(Answer in 150 words) 10 Marks

Candidates m write on this

Public procurement refers to the buying by public / government departments of necessary supplies eg.> stationary, in house gadgets (laptop, computers).



Now transparency, fairness and accountability help

TRANSPARENCY

1) Ensures clear guidelines and timelines of procurement eg.> yearly fixed
2) Fair criteria setting for selection eg.> Years of experience

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3) Promotes public trust as justice must do be seen to be done.

4) Upholds integrity in decision making

FAIRNESS

5) Ensures equitable distribution of opportunity. eg:> promotion owned led businesses

6) Keeping in mind differential capabilities of organizations eg:> MSME relaxations

ACCOUNTABILITY

7) Ensure integrity and honesty in decision making eg:> social audit

8) Stewardship and & efficient use of resources maintained eg:> least cost best product model

9) Deters formation of unholy; crony capitalism nexus eg:> RTI or internal vigilance

Therefore, public procurement must be at the intersection of all the above values.

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Candidates write on thi

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

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

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

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

Attitude is the learned predisposition to do or act in a certain way towards certain objects or persons.

Moral and Political Attitude

Moral

Attitude towards objects or practices having moral connotation
eg.> Attitude towards

Political

Concerned with political objects and processes
eg.> liberal, conservative.

How they shape integrity

1) A positive moral attitude regarding honesty and integrity leads to ethical behaviour

2) A liberal political attitude ensures an inclusive and empathetic outlook eg.>

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treating everyone equally irrespective of caste, religion

3) Ensures predictability in decision making due to strong attitude

4) Deterrent against outside influences or pressures eg:> bad work culture

How it shapes neutrality

5) A positive political attitude means treating citizens in a democracy as the power holders ensuring ethical governance

6) Ensures impartiality in working eg:> promoting all festivals equally

7) Promotes value of honesty and integrity thus leading to less corruption and crony capitalism

8) Positive moral and political attitude leads to greater initiative taking eg:> V. Sagayam's disclosure of personal assets.

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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

Foreign aid is the transnational aid / help given by a donor country to a donee in need of it eg> India's Vaccine Maitri

Ethical Concerns associated

1) Conditionality attached eg:> US aid in West Asia to promote trade / oil interests
2) Debt trapping nature of aid eg> China's BRI infamous for this
3) Given for ulterior motives eg:> Iran's help to Syrian Assad regime was for his
4) Disregard to the local needs and environment eg:> aid given to developmental projects that are polluting

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5) Corruption in foreign aid dissemination

6) Undermines the good faith principle of international law

7) often entails unholy quid-pro-quo
eg:> US aid to & Israel

8) May undermine donee's ~~cost~~ consent and sovereignty eg> US aid to Ukraine in exchange for energy resources

How can donor countries ensure ethicality

→ 1) Predictable rollup of aids

→ 2) Intermediaries like world Bank

→ 3) Just Partnerships with integrity pacts for development work

→ 4) Upholding international law principles of sovereignty and territorial integrity

Foreign aid when informed by ethicality leads to promotion of the world as one (Vasudhaiva Kutumbakam)

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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) "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

'Citizen' is the most important office in today's time which the above quote emphasizes. It explains how the nature and quality of the government is dependent on the quality of citizens.

This is because:

1) Social accountability through social audit and RTI enforced by people

2) Elections ensure people expressing their mandate thus impacting quality of government

3) Society as a whole is also responsible for value inculcation in present and future administrators, eg.> Socialization through mass media

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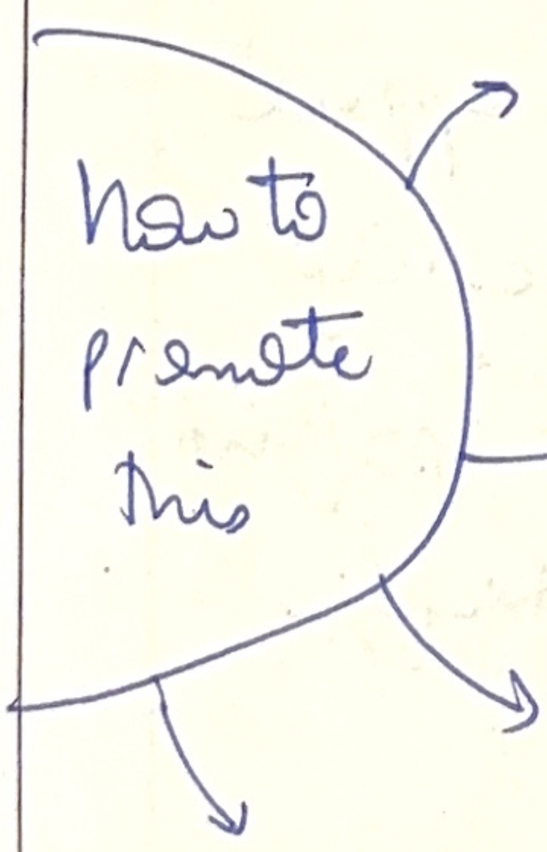
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4) Corruption is not not led by those in power but also by society eg.> sanskritization of corruption

5) Demanding quality of service delivery by society ensures efficiency of administration eg.> MAction Soft App for monitoring public works

6) Check on public administration eg.> RTI ensures transperency

7) An active citizenry also leads to better policy outcomes eg.> Swachh Bharat



This will ensure development to be 'Jan Bhagidari' ensuring good governance

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Q.6 (b) "नैतिक कार्य बाह्य और आंतरिक दोनों न्यायालयों के क्षेत्राधिकार में आते हैं- अर्थात् नागरिक और निजी शासक; मेरा तात्पर्य न्यायाधीश और अंत:करण (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

Conscience is the internal moral compass present in all of us that guides ethical decision making. Moral actions depends on it along with outward courts of law.

Moral Action = Internal court of conscience + outward court of law

This is because:

Internal Court	Outward Court
1) Ensures ethics even when no one is watching eg.> traffic lights at night	Ensures fear appeal (Dilland) leading to compliance eg.> fine for violating traffic light
2) Ensure responsibility	Promote formal accountability
3) Internalization of	Compliance and uniformity

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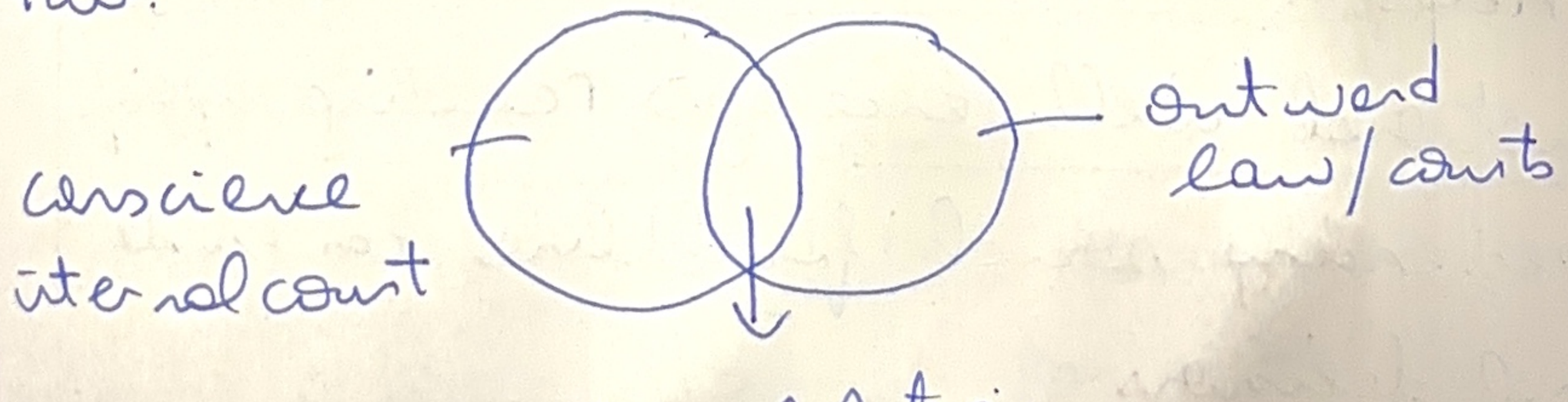
Revolves & leading to long term compliance
eg:> internalization of importance of
<u>cleanliness</u>

4) Violation leads to internal turmoil, guilt.

act as the necessary stepping stone to future internalization
eg:> following Dowry Prohibition Act leads to societal rejection of it in long term

Violation of it leads to formal punishment.

Thus, both conscience and formal rules and laws regulate moral actions and one in its jurisdiction.
Need is for a careful balancing of the two.



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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

In the above statement, Hume talks about the primary motivator of moral decisions, that is, human sentiment.

Reason may be essential

1) Helps maintain intellectual morality eg.> questioning and evaluating self biases rationally

2) Is stable and predictable eg.> Conduct Rules, 1964

3) Less prone to individual prejudices and biases eg.> Fundamental rights as the guide

4) Helps in critical thinking and building emotional intelligence eg.> reading epic/ experiencing social faultlines can guide moral decisions

However, despite this, the source of

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morality is human sentiment :

1) Allows for empathy and compassion in decisions eg.> Charan Paduka campaign

2) Preserves and upholds human values
eg.> helping an adversary in need

3) Allows us to deal with gaps/grey zones in brute reasoning eg.> AFSPA implementation

4) Promotes ethical corporate governance
eg.> planet and people over mere profit
(Compassionate Capitalism)

5) Propagates international ethics eg.>
India's aid to Pakistan during floods;
Operation Dost to Turkey

6) Innovation and initiative to further
help fellow beings eg.> SC's PIL development
for prisoners / undertrials.

Therefore while human reason is the necessary minimum for moral decisions, human sentiment is what makes a moral decision fulfilling.

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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 जोख़िम 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

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The above case study presents the issue of political pressure, yesmanship and conflicting developmental aims in administration.

Ethical Considerations involved

1) Equitable distribution of developmental ~~O~~jectives
2) Fundamental rights of development i.e. water, health and education ~~acc~~ access to rural and tribal areas
3) Political Non partisanship
4) Responsive and objective decision making
5) Transparency in decision making and
6) Public trust and social capital

Options Available

1) Accepting the political demands under pressure
   - +ve reduced work place hostility
   - -ve public Trust shattered, moral dilemma

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2) Rejecting the demands and going ahead with the projects for rural areas

+ve	-ve
1) Supports objective decision making	1) Political executive may take action
2) Public trust	2) Personal career loss
3) Moral / Conscience cleared	

3) Convincing superior officers and colleagues to support the field analysis

+ve	-ve
1) Office camaraderie maintained	1) May not support
2) Taking superiors into confidence (hierarchy)	2) Backlash if not well received

4) Dividing the funds with priority still to rural areas and explore alternative funding options

+ve	-ve
1) Balancing act ensures	1) Might be limited

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both objectives

2) May lead to new streams of funding eg.> municipal bonds development

options...

2) Backlash from political executive

FINAL Recommendation would be option 4, with unique initiatives taking for future. This would entail:

Justification

1) Prioritization of basic need framework i.e. health, education to supersede

Fundamental rights of citizens under A.21, 14

2) Yearly consultations at District Planning commission with local leaders

Transperency in decision making reducing personal discretion

3) Alternative financing options eg> Fund My City from philanthropic organizations for rural / tribal areas

Ensures development objective fulfilment and ensures independent stream of funds

4)

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How can administrators ensure equitable development and elected representatives' demands

1) Institutionalizing the decision making process making it inclusive and transperent

2) Involvement of local leaders and local administration in regular meetings and follow ups (increases cooperation)

3) Digitization and development of district development plans to counter ad-hoc decisions

4) citizen charters and social audit mechanisms to ensure citizen pressure against corruption and partial allocations

5) Lastly, following an objective decision making process by constant noting and research to protect oneself.

This will ensure development to be truly Antyodaya to Sarvodaya.

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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

Civil service neutrality and anonymity is key to maintain objective decision making and impartial, non-partisan working. Social media however has blurred the lines between personal and professional.

1) Key concerns

1) Violation of conduct rules 1964 and 1968.
2) Violation of principle of anonymity and impartiality
3) Professional indiscipline
4) Buck passing by blaming
5) Public distrust may widen affecting efficacy of administration
6) Professional hierarchy not respected

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7) Lack of professional courtesy (in talking to seniors)

2) Options Available

1) Recommend official / formal action against him

+ve	-ve
1) Upholds discipline 2) Sets precedents 3) In line with formal rules	1) May discourage initiative-taking passionate officers 2) Harsh since only an undertrained

2) Ignore the posts and choose inaction

+ve	-ve
1) Officer may understand on his own as training ongoing	1) Does not bode well for professional discipline

3) Informally reach out to him again

+ve	-ve
1) May lead to a constructive dialogue if approached carefully	1) May prove vain as the past experience

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3) Recommended Action | I would opt for the 3rd option of reaching out again to:

1) Make him understand the professional boundations and utility of anonymity
2) Value of <u>non partisanship</u> in maintaining public trust and how his actions <u>maligne</u> <u>the entire administration</u>
3) I will also emphasize how all this social media attention may hamper his official and objective decision making
4) I will inform him of the <u>proper internal</u> hierarchial ~~dialleges~~ channels through which he can approach seniors and express his opinions.
5) <u>Lastly</u>, I will also duly inform him of the <u>consequences</u> that can follow if he does not desist (<u>Fear Appeal Dillard</u>).

This is the recommended course of action because:

1) Balances discipline and accountability

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with good will and mentorship (Elton Mayo's Human Relations theory)

2) Ensure discipline without dissuading or discouraging his passion / initiative

3) Precedent for the future if he insists and formal action is taken at te last.

Civil Servants can balance neutrality with ~~pub~~ personal expression by:

1) Keeping personal expression nuanced, well researched and informed

2) Desist from 'public' social media accounts and share thoughts in private spaces — distinction between personal and professional life must

3) Use proper hierarchial channels eg.> seniors and service associations

4) Can use citizen-led initiatives of Govern -ment eg.> My Gov. Application

5) Lastly, since they are te face of administration, their approach must be reformist and initiative taking instead of critical and hindrance making.

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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."

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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

The above case study presents challenges of political nexus, corruption and leakages and adverse work culture.

1) Key ethical issues

1) Political nexus
2) Leakage of subsidies
3) Moral dilemma and dissonance (Knower doer split)
4) Integrity and moral courage for speaking up for the right cause
5) Legal minimum v. ethical maximalism to investigate if conspiracy exists
6) Work culture dissuading honest work

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Options Available

I) Ignore the matter since it is not prima facie actionable

Merit	Demerits
1) official comraderie maintained - lack of friction	1) ethical compromise
2) Protect personal career aims	2) Dereliction of duty by staying quiet

II) Confront DPD once again with a detailed research of the probationary officer's note

Merit	Demerit
1) May help her see the lapses as being more than clerical	1) May backlash
2) Does not assume nexus only due to her connections	2) The DPD may choose inaction
3) May help in shaping/ review of policy	3) Personal career costs

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III) Conduct a self and independent analysis of the probationary officer's note. After satisfying myself take action accordingly.

Merit	Demerit
1) Objective decision making 4) Ensures due diligence	1) May be taken as going against official lines

COURSE of ACTION

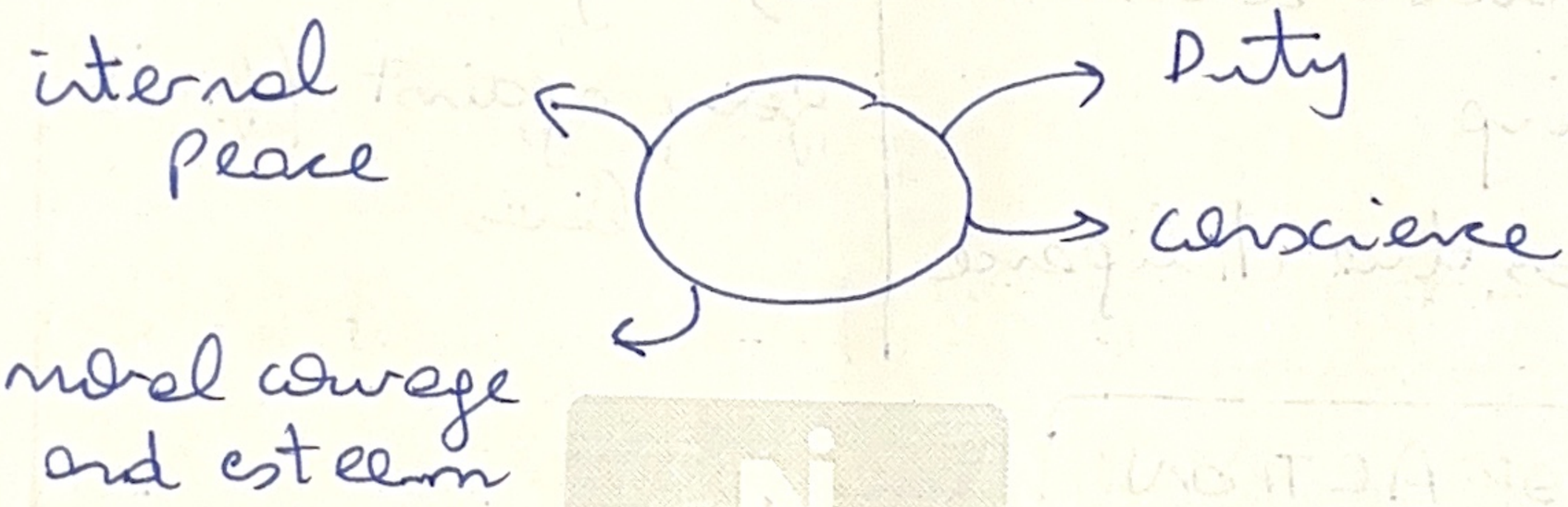
1) I will follow Option III.
2) After conducting such analysis if I find lapses that warrant criminal conspiracy charge, I will collect proper evidence, digitize it and follow through
3) I will also meanwhile reach out to DPO, other seniors and colleagues to convince them of the need for action
4) I will also through service associations raise the matter of the unfair assessment of the probationary officer. This is important to motivate morale of young, honest

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officers.

5) Lastly, if need be I will officially blow the whistle internally against such vices, irrespective of personal cost.

Only this course ensures:



4) How can civil servants uphold integrity?

1) Digitization and noting
2) Developing moral courage and strong integrity and probity
3) Reaching out to like minded, honest officers in creating "nexus of good"
4) Preparing adversity quotient for personal costs eg:> transfers
5) Staying true to internal conscience

This will ensure that civil servants serve as (~~steel~~) steel frame and not a rusted structure.

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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

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Resource curse is an unfortunate reality of regions with mineral resources wherein they suffer from developmental deficit due to mining activities. CSR can help in addressing this.

1) Ethical concerns

1) Polluter Pays and sustainability of mining operations
2) Tribal model of development that prioritizes their way of life
3) Article 21 Right to life and livelihood
4) Transparency and of objective decision making
5) Justice not only be done but seen to be done (Principle of elimination of bias)
6) Long term effectiveness of CSR funding
7) Tokenistic working ("Just CSR

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remark") v. spirited implementation

2) Assessing competing pressures of organizational politics and public interest

1) Institutionalize and regularize CSR activities by planning ahead

2) Preparation of CSR plans → short terms (1 year), medium (3-5 years) and long term (5 years layout) to reduce ad hocism

3) Citizen charters to assess public demands and informed policy making

4) Maintaining objectivity in decision making by ensuring transparency i.e.

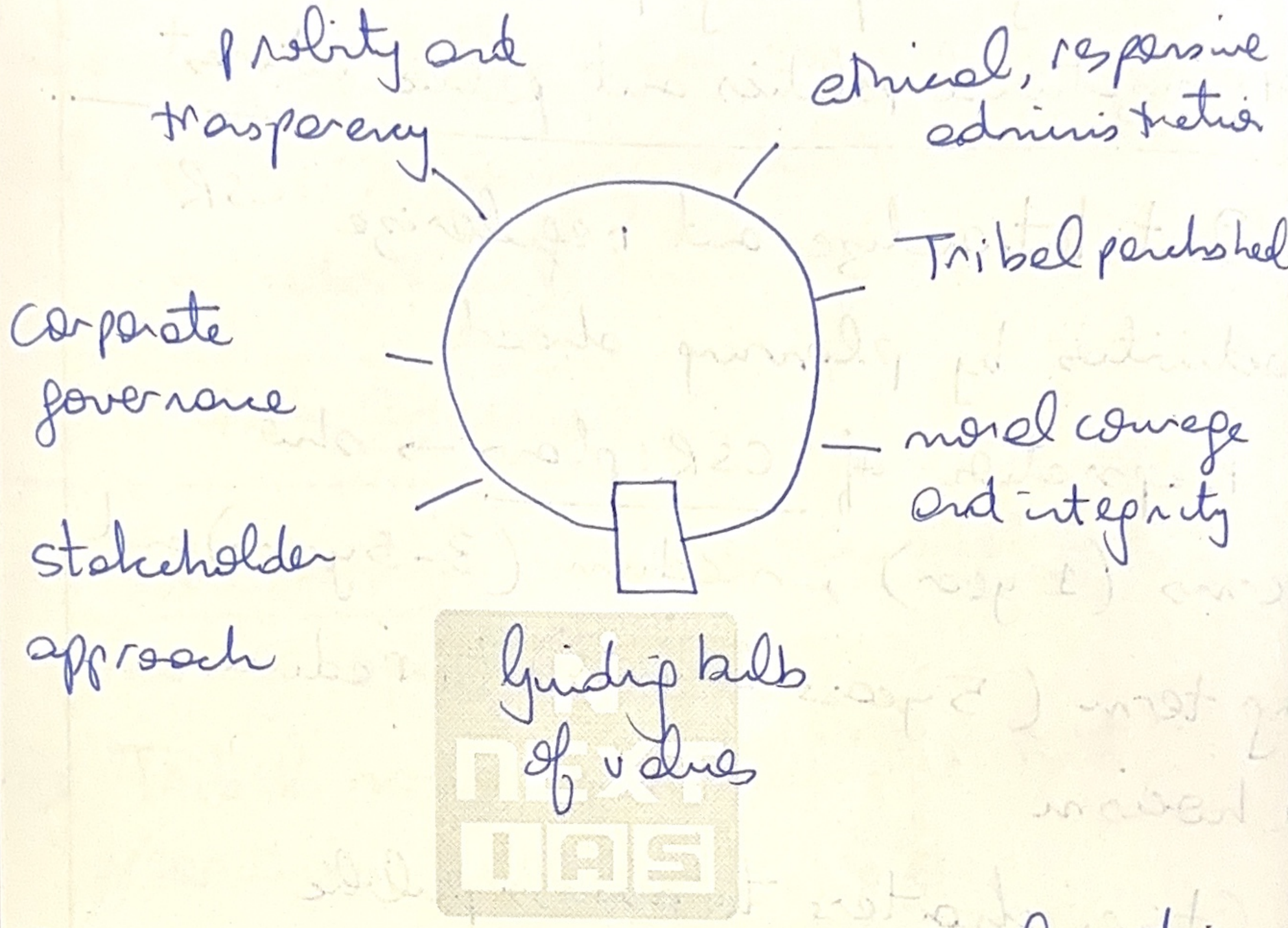
a) clear criteria setting

b) mandatory experience clause

c) especially for tribal areas, NGOs with prior local experience mandatory as per the CSR Plan Document

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Decision to take and justification



Decision to take will be a combination of all above values, that is,:

1) Independent third part analysis and study by experienced accreditation groups

2) Based on this, assessing the need for familiarity of NGOs and new, streamlined best practices of Outside NGOs'

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3) I would then allocate major of the funds to the already experienced NGOs working on ground (predictability and stability of administration).

4) However, to not penalise the NGO merely for being connected, I would pay consideration to their plans

5) I would employ a sui generis hand holding and cooperation based system i.e.

Local NGOs ⟶ (local expertise) Urban NGO

Urban NGO ⟶ (technical advance and best practices) Local NGOs

6) This would involve the 3rd NGO being employed in an assisting, facilitative role till it attains local familiarity.

7) Post this, a long term an equal allocation of funds will be devised. This balances efficiency with equity.

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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

Discouraging work culture due to constant political pressure is a sad reality in some districts of the country.

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1) Administration and Ethical Issues

1) discouraging work culture
2) transfers as means of punishment against honest work
3) Demoralization of 'upright officers
4) Developmental and administrative efficiency
5) Community sentiments as part of social sensitivity (EI)
6) Moral courage and taking stand for the right
7) Political interference in working.

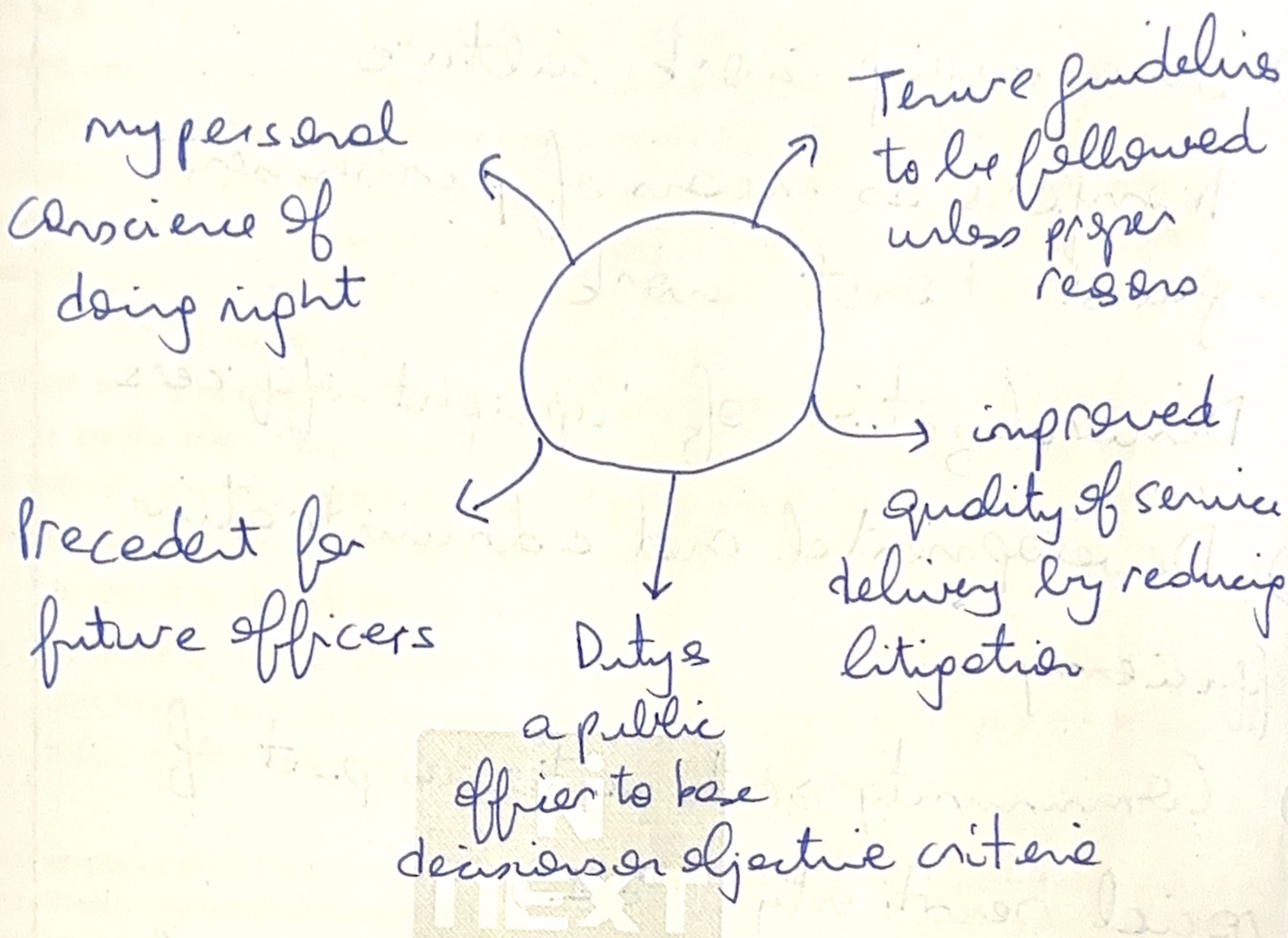
Additionally, administrative issues of:

8) 'Punishment' postings
9) Lack of team support to fellow officers for honest work

2) Response in the official note

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Will be influenced and shaped by :



Guided by above, I will :

1) Not recommend the transfer keeping in light the record work done and reducing local land disputes

2) Ensure that tenure guidelines, in absence of a written official record, be adhered to

3) However in light of 'community sentiments' being hurt, seperately order an independent review into the

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truth of the matter

4) If found to be true, ~~(and against the law)~~ ensure corrective measures, like outreach to community leaders to bring them on board.

How can senior officers uphold neutrality and fairness in such situations

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1) Accepting postings and transfers if done as a regular charge, not perceive as 'punishment'

2) Bringing community on board through social awareness and sensitivity (EI)

3) Following the due process and code of conduct to ensure procedural compliance

4) Ensure objective, well researched decision making.

5) Ensuring outreach and consensus building eg:> Community Mediation under Mediation Act, 2023

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with political executive,

6) Must develop working relationship with local leaders for cooperative development works

7) As people's representatives, political executive can serve as important determinants of public demands and needs
eg.> ensure fairness by incorporating local insights

8) Noting and asking orders in written to promote transparency and later defendability of actions.

Thus, the key is professional conduct with a cooperative attitude to ensure public interest maximization.

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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

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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

With ~37% of urban population living in cities and increased rural to urban migration, slums are an unfortunate truth of city life.

1) Core ethical challeges

1) Right to shelter and home under Article 21

2) Sudden eviction - violation of principle of natural justice

3) Disproportionate impact on women and children making them vulnerable

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4) Role of administration as the protector of vulnerable/poor jeopardized

5) Impact on livelihood due to loss of housing.

6) Administrative negligence in providing electricity and water connections to illegal settlements

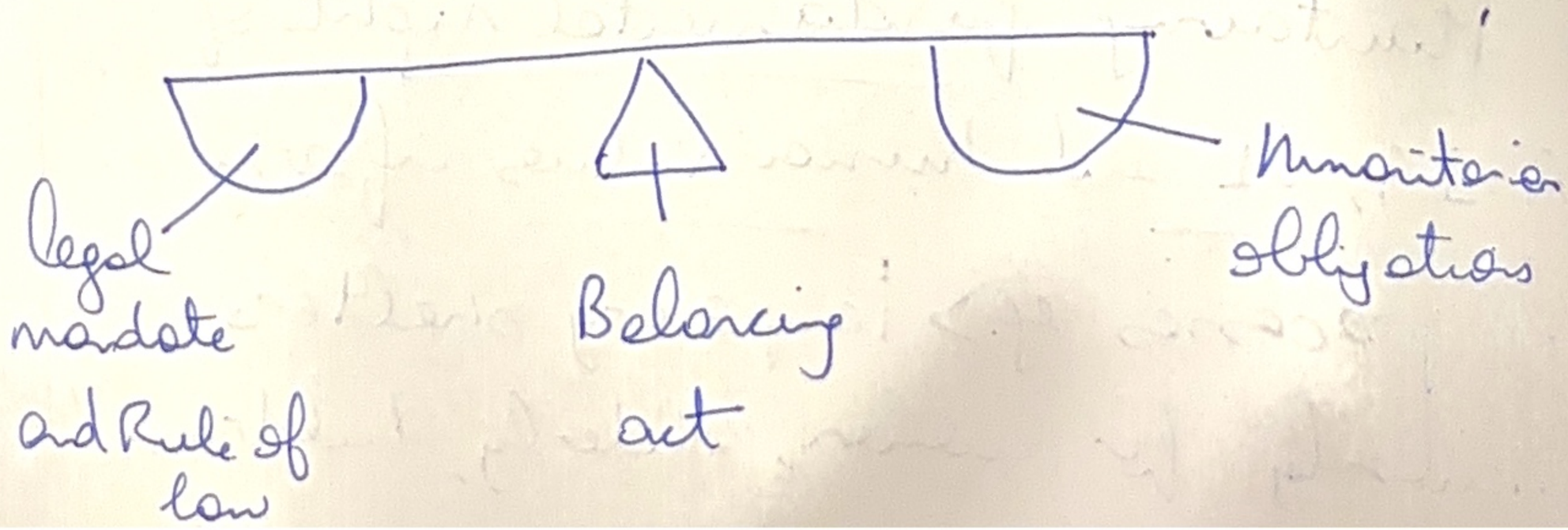
7) Sanitation crisis leading to nutrition and health emergencies

8) Human values of empathy, compassion

9) Respect for law and Hon'ble HC

10) Lack of rehabilitation program

Reconciliation of legal mandate with humanitarian obligations



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This can be achieved through:

1) Ensuring procedural due process even while carrying out substantive orders eg.> due hearing, notice

2) Maintaining a SoP and guide for such cases specific to local conditions

3) Ensure convergence of such populations in schems like P.M Awas Yojana- Urban particularly the slum redevelopment at alternative location i.e. low cost apartments in place of slums

4) Priority must be given to proactive actions of not letting encroachment in the first place

5) Maintaining fundamental rights of A.14, <1 and human values if ever such processes eg.> temporary shelters particularly for women, elderly, children.

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Course of Action

1) File an explanation asking for ~~PADA~~ time for implementation by ifoming court of local conditions

2) In the meantime, temporary shelters for the residents set up at or alternative location

3) Also begin allocation of low cost apartments under PM Awas

4) Give due notice to residents to allow them time to pack belongings

5) Graded method by demolising low density areas first.

6) Ensure food and sanitation security by PDS and mobile toilets

7) Helpline for any grievance / harassment by local officers (Public trust primary).