Prelims Qualified
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NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504

Name of Candidate: PRATEEK YADAV ..... Mobile No. [redacted]

Roll No. : MT25FLTRA038 ..... Start Time ..... End Time.....

Date of Examination: 20/7/2025 ..... 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

Candidates must not write on this margin

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

Certainly, ethical governance goes beyond mere clean & corruption-free administration.

It involves:

① Inclusivity in decision-making
Eg involving all departments & stakeholders

② Participation of citizens to ensure need-based policies on public interest Eg GPDP, (Planning) MGNREGA audits

③ Value-driven → administrators must show empathy, compassion & innovativeness. They must have role clarity that their duty's summum bonum is

Candidates must not write on this margin

public welfare.

Implementable measures to institutionalise ethical governance

(1) Ethical training ⇨ Teach empathetic governance at LBSNAA

(2) Role modelling → learn from case studies & best practices

(3) Index of ethical governance to incentivise & showcase best practices

(4) Grassroots exposure through NGO attachments of all administrators

(5) Participatory instruments like Social audit, Citizen's Charter, RTI must be strengthened

(6) Code of ethics be formulated.

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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

Legality & morality can go into conflict in real-life administrative problems

Example → A poor old age person may not have suffivient document to become eligible for welfare scheme like PM-Awas. But based on his conditions, I know that he truly needs shelter & PM-Awas can help him.

How to handle situation?

① Study the conditions of scheme - there is often a discretion clause to allow administrators to tackle grassroot dynamics

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(2) Understand the spirit behind the law / policy (eg) PM - Awas' spirit is to give house to house - less

(3) Have innovativeness in interpreting the law (eg) PM-Awas can be interpreted in this spirit of give home to homeless

(4) Creatively apply the law / scheme (eg) PM - Awas allocation be done to old man & simultaneously help him get documents

(5) Have role clarity ⇒ my duty is to serve the public & still remain legally compliant

(6) Check for precedence with seniors - how did they tackle such situation in past

(7) Conscience be the ultimate guide

Candidates must not write on this margin

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

Ethical decision-making is shaped by several ethical frameworks like - deontology, consequentialism, virtue ethics, rights-approach, Sarvodaya

Deontology Vs Consequentialism in practice

Deontology	Consequentialism
→ Decisions based on duty obligation	→ Decision based on assessment whether its consequences will be right/wrong
→ Duty is the end in itself	→ Duty is just means to the end of larger good
→ It is more rigid	→ It is flexible but risks relativism

In administrative practice ⇒ Example:
⇒ I am IPS officer & I know that implicating an innocent as riot-instigator will prevent further flare-up & loss of lives. (so, consequences are good overall)
But, it goes against my duty as a just, objective, impartial officer. In such cases I must look at my virtues, follow duty & then control consequences

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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

Extensive usage of AI & e-governance has led to new concerns regarding transparency of algorithmic decisions, fairness & bias-free prediction, accountability of decisions etc

Foundational Values as Moral Compass to address these concerns

① **Empathy** ensures AI decisions are within human oversight ⇒ AI can be biased against a Dalit, but empathy can check this biasness

② **Impartiality** in decisions & using AI / data just as assistive tools can give accountability clarity ⇒ final accountability will lie with administrator.

Candidates must not write on this margin

But, these foundational values are vague & broad: Not specific to new digital ethics challenges

So, We require these be supported by New Ethical frameworks -

① Privacy of citizens be secured Eg Digilocker data must not be made public

② Explainability of AI algorithms decision-making is necessary for transparency

③ Human Oversight over all systems is necessary for accountability

④ Special efforts for Bias Mitigation in both data & algorithm is needed Eg AI must not be biased against digitally excluded groups like tribals

⑤ Digital literacy & bridging digital divide must now be viewed as goals for public welfare Eg Kerala's KFON program views digital access as a right

Candidates must not write on this margin

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

EI ensures that an administrator channelizes his/her emotions & the emotions of others for constructive purposes.

EI enhances ethical-decision-making:-

① It allows space for moral reasoning even in emotionally turbulent times eg If large-scale floods in district ⇒ I need to think rationally as problem-solver

② It ensures inner calm

③ This gives clarity in decision-making

④ Ensures empathetic decisions as EI enables feeling the emotions of others eg Rescue children first in disasters.

Candidates must not write on this margin

(5) It helps integrity & moral intactness by limiting passionate urges Eg It prevents taking bribes despite political pressure

EI enhances Administrative Performance -:

(1) It helps keep my team motivated
Eg Keep my Jawans motivated even after Naxal attack

(2) It helps in stress-management in tough times Eg When a fire broke out in my district's hospital

(3) It allows for adaptability
↳ crucial for quick decisions
Eg Dynamic situations like riot outburst

(4) It gives resilience, essential for a leader Eg Resilient police force despite death of several in Terrorist attack

Candidates must not write on this margin

(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

Laws, rules, regulations provide objective frameworks for decision-making. While they are based on public ethics, they may not align with conscience in some dynamic situations (eg Lathicharging peaceful protesters against Conscience, but laws do not prevent it.

Ethical approach to resolve conflict -:

① First look at your duty & role clarity ⇒ (eg Duty of IPS officer is to maintain law & order

② Reflect on your Virtues (eg Honest IPS officer will never take

Candidates must not write on this margin

be like despite departmental & peer pressure

③ Think about Consequences of decisions ⇒ Will it serve larger public interest in long-term?

④ Try to creatively interpret laws to align with your Conscience ⇒ TN Sheshan's creative interpretation of Article 324 empowered ECI & ensures free/fair elections

⑤ Clarity of the Rights of stakeholders ⇒ Right to life, equality, freedom of speech, religious rights must not be breached by your decisions

⑥ Search for precedence based on institutional memory

⑦ Consult ethics Committee & trusted seniors / colleagues on most ethical decisions

⑧ Suggest legal reforms if Conscience & laws are irreconcilable

Candidates must not write on this margin

Q.4 (a) लोक सेवक अक्सर राजनीतिक अपेक्षाओं, सहकर्मी मानदंडों और जनमत द्वारा आकार दिए गए वातावरण में काम करते हैं। नैतिक और राजनीतिक दृष्टिकोण नीतिशास्त्रीय निर्णय प्रक्रिया कैसे प्रभावित करते हैं? सिविल सेवक सामाजिक या राजनीतिक रूप से अलग हुए बिना स्वतंत्रता कैसे बनाए रख सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Public servants often operate within environments shaped by political expectations, peer norms, and public opinion. How do moral and political attitudes influence ethical decision-making? How can civil servants maintain independence without becoming socially or politically detached?
(Answer in 150 words) 10 Marks

Public Servants ← Public Opinion → Trust of people on DM

↑ Political Expectations (eg Favour someone)

↖ Peer Pressure (eg Take Bribe)

In such a surrounding, the moral & political attitudes guide actual behaviour & ethical decisions

Moral Attitude influencing Decisions

1. Integrity helps resist peer pressure for moral corruption
2. Courage ensures public servants to speak truth to power despite political threats
3. Confidence & Erudition gives clarity to decide what is truely good for larger public, Instead of falling to public pressure

Candidates must not write on this margin

Ex IAS Durga Shakti Nagpal did not fall for public pressure & went ahead with arresting mafia

Political attitudes influence decisions -

1. Respect for democracy ensures harmony between bureaucrats & democrats
2. Political non-partisanship installed during training ensures public trust on bureaucracy

How to maintain independence without Detachment ?

1. Deontological approach to decision-making ensures impartiality.
2. Sense of responsibility as a civil servant to uphold public welfare as supreme.
3. Emotional intelligence allows empathetic but rational decisions
4. Ethical Work culture prevents moral degradation due to peer pressures

Candidates must not write on this margin

(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

Private entities in PPP now provide public functions & thus are obligated to follow public service ethics - integrity, objectivity, impartiality, empathy, responsible & accountable etc.

Ethical Challenges posed by PPPs

1. Corruption ⇒ Contractors use poor quality materials against cheap tenders
2. Lack of Accountability fixation ⇒ Who is accountable for Morbi Bridge Collapse? O&M company or government?
3. Favouritism & Nepotism in contract allocation under PPP
4. Cartelisation of bidders to game the L1 Tendering system.

Candidates must not write on this margin

⑤ Profits over People → Private players place profit over larger public good despite public funding

Ways to ensure Transparency & Accountability in PPP Arrangements

① Clear responsibilities fixation to prevent confusion over accountabilities

② Standardised procedure in bidding to ensure objective PPP processes

③ Legally bring PPP private parties under public scrutiny through social audits, RTI

④ Private players be mandated for periodic public disclosures on PPP projects

⑤ Integrity Pacts between PPP partners

⑥ Innovative models like Swiss Challenge for a dedicated

Candidates must not write on this margin

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

Ethical governance has following philosophical foundations:

① John Locke's Social Contract → that government is just a trustee & people's power are delegated to it

② Gandhi's Sarvodaya → mandates that governance must ensure public welfare of all, especially marginalised

③ Kant's Democratic Peace → the government actions must reflect public will or else it will be illegitimate & risks instability

④ Kautilya's Yogakshem ⇒ ethical governance must secure ⓐ Security ⓑ Prosperity of subjects

⑤ Constitutional Morality & Preamble ⇒

Candidates must not write on this margin

⇒ justice, liberty, equality, fraternity, dignity ~~be~~ be the goals of ethical governance.

These ideas contribute to probity :-

(1) Social contract ensures Transparency in decision-making

(2) Sarvodaya ensures Empathetic decisions & policies (Eg MGNREGA)

(3) Integrity of officers is ensured by the need for public trust on the system

(4) Accountability is ensured by democratic processes like elections

(5) Participative & responsive governance based on need for a democratically legitimate governance system

(6) Dedication & Spirit of service is needed if public trust has to be maintained (Eg 24×7 in Disaster response)

(7) Public Welfare - based decisions demanded by "Yogakshem"

Candidates must not write on this margin

(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

A foreign policy that is idealistic will follow all international laws without recognising the possibility of inequality being perpetuated by laws themselves ⇒ UN Partition Plan of Palestine was unequal by its nature.

Hence, I do agree that in an unequal world, a foreign policy must acknowledge the existence of inequality & great power politics (realism) but always strive for making the world more equal, just & humane (conscience) ⇒ India's inclusion of AU in G20 Presidency

~~This needs~~

Candidates must not write on this margin

Ethical Responsibilities of a Nation-State in Conduct with Other States & Bodies

(1) Ensure Honourable & Respectful relations eg India maintains respectful ties with Russia

(2) Foster Peace globally through international laws eg South Africa suing Israel for genocide & demanding ceasefire

(3) Adhere to international laws but without breaching larger international ethics eg Advocate human rights but not interference

(4) Call for regular reforms to ensure international bodies recalibrate to changing circumstances. eg India demands UNSC reforms.

(5) Offer Mediation wherever possible to secure ~~for~~ peace eg Riyadh mediating Russia - USA

(6) Peaceful Settlement of Disputes through Dialogue

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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

This quote suggests that there exists an ~~inter~~ innate human connection & shared humanity despite the selfish nature of humans.

Man is considered selfish by nature - securing self-survival first before helping others. Self-interest has led to nations going to war & killing populations ▷ USA atomic bombing

But, the inner conscience within all of us connects us together. Ubuntu philosophy of Africa believes "I am because we are". Our existence depends on

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the existence of others. Our well-being depends on well-being of others. For Eg If there is a nuclear bombing in any part of the world, the radiation threat would loom even on most isolated peoples of earth.

Hence, even out of selfishness to secure one's own interest, man is compelled to secure other's interest also. - Eg To prevent labour strikes, a factory owner has to cut from profits for employee welfare & CSR

Also, the Pratitya-Samutpada (dependence of all on all) philosophy of Buddhism teaches the same thing. We all are interested in fortune of everyone else because of inherent interconnectedness. And this - Should has push human race to progress

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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

This statement reflects a pragmatic view that power must be decentralised to ensure check on power itself.

Power is the counter to power - be it moral power or physical power or economic power etc. When there is over-centralisation of power on any one entity, it risks abuse, misuse & unabated use of power ⇒ Adolf Hitler.

Thus, to counterbalance it, other entities must also be powerful - ⇒ Mahatma Gandhi countered the British administrative power through his moral

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power of Satyagraha.

Systemic checks on power abuse are other route to counter power. - Eg Separation of Powers ensures Judiciary has a systemic check on abuse of power by Parliament & Vice Versa

What is necessary is that the power must be used for constructive purposes. This neutralises destructive power in this world. This needs ethics. Only ethical & virtuous people & institutions can wield power constructively Eg Mother Teresa's spiritual power was for constructive use unlike other missionaries

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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

Dr. B R Ambedkar states that service must be inherently driven by humility & as a duty to serve. Any other driver of ~~SOD~~ service reflects selfishness & inclination to garner public attention.

Many politicians do social work today. But, their motive is not ~~the~~ service, rather it is just a means to the ends of electoral victory. This reflects selfishness motives.

Also, Service must be done without an expectation for anything in return. This

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reflects humility towards people. Any expectation of return from service shows egotism. eg If Trump is enforcing peace worldwide not for the 'ends' of peace but as a 'means' of Nobel prize, it is egotism & selfishness.

Such ulterior motives of service never lead to the true purpose of service. Swami Vivekanand said: "Service to Jiva is Service to Siva".

Hence, one must serve others to rise closer to the divine power, instead of narrow-minded, myopic motives.

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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

This case revolves around workplace ethics - how workplace ethics balances out with delivering results, company's image. It compels to think which is to be

Candidates must not write on this margin

prioritised - ethical workplace or goals like - targets / image of company etc.

(I) Ethical & Administrative issues confronting Reena

(1) Rights of female employee - dignity, self-respect, privacy

(2) Pressure from Seniors

(3) Ensuring Respect for Hierarchy - Reena must heed to suggestions of senior or not?

(4) Work culture of company must remain ethical

(5) Organisational commitment towards ethics

(6) Delivery of results by Company

(7) How to manage human resource in conflictual positions

(8) Image of Company in minds of public

(9) Commitment to larger society
↳ dignity of women as sister and non-

Candidates must not write on this margin

(10) Fear in people to speak truth about Regional Operations Head

(11) Can such allegations be trusted?

(12) **Reena's Possible Options** :-

(1) Adverse Report against Regional Operations Head

(2) Conduct impartial & formal inquiry into complaint

(3) Suppress the complaint to save company's image & its efficiency

(4) Transfer female software engineer to other department as a "practical compromise"

Most Appropriate option & Why?

Institute a formal impartial inquiry against the Regional Operations Head based upon the complaint. Privacy of proceedings must be ensured to

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secure safety & dignity of all
- the Regional Head, the Female engineer, the Witnesses etc.

Why is it most appropriate?

① Because it is in line with deontology - ~~lead~~ ethics ⇒ Reena's duty is to ensure ethical compliance in company

② It also strengthens Reena's Virtue as an upright, ethical officer & ensures no one is above law

③ Consequences in long-term are good ⇒ ethical work culture
⇒ public image may improve based on appreciation of taking ethical actions

④ The employees' trust & rights are secured

⑤ Justice will prevail once findings of

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committee are out.

③ **Systemic Safeguards to address Workplace Harassment :-**

(1) A permanent independent oversight body for ethical compliance

(2) Periodic ethics audits of organisations

(3) Blockchain-based complaints mechanism to ensure privacy & confidentiality of complainant

(4) Institute reform mechanisms based on learnings of past incidents

(5) Legal awareness of employees on implications of unethical conduct

(6) ~~Rather~~ Regular ethical training workshops

(7) Measures to identify/penalise potential retaliatory actions against complainant by seniors.

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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

The case revolves on potential misutilization of funds & pressure to comply with seniors or else face personal loss (transfer)

Candidates must not write on this margin

① **Ethical issues faced** -:

1. Misutilization of Fund
2. Lack of Accountability of seniors
3. Legislative oversight weakens if false information
4. Loyalty towards seniors
5. Peer pressure from Colleagues
6. My own virtues of integrity, dutifulness
7. Breach of fiduciary responsibility as it is public money
8. Illegality is being imposed
9. Work culture becoming unethical

Ethical Dilemmas faced

1. Loyalty towards seniors Vs Dutifulness
2. Public interest Vs Personal interest of Prevenating transfer
3. Legislative accountability Vs Pressure from seniors.

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④ Virtues of Integrity, Truthfulness Vs Falsehood pressure

(II) Available Options :-

① Comply with seniors & become complicit to illegality

② Do nothing & sit on VC unless the ₹ 2 crore is tracked down

③ Report to Internal committee & flag potential misutilization

④ Highlight Discrepancy in Audit Report

Option best aligning with Public Service Value

I will flag the preliminary findings of unaccountability of ₹ 2 crore to the internal audits committee hoping for resolution.

If discrepancy still remains based on Committee's findings, I will

Candidates must not write on this margin

straightaway flag it as "Discrepancy" in my Utilization Certificate irrespective of seniors' pressure or whatsoever.

It will align with my integrity as an Assistant Accounts Officer. Also, my duty to audit & report truth will be upheld. My virtue of truthfulness & courage will also be reinforced, strengthened. It can set right precedent for future. Instils impartiality & objectivity in the Accounts section & in long-term, it ensures public trust remains well-kept.

Candidates must not write on this margin

(III) Internal institutional Checks

1. Regular audits
2. Social audits
3. Transparency mechanisms like Public disclosures, RTI
4. Independent Oversight Committee
5. Whistleblower's Protection within organisation & independence
6. Strengthening powers of Audit departments
7. Blockchain - based transactions to prevent embezzlement of funds at first place
8. Digitalisation of all processes (end - to - end digitalisation)

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

The case highlights how technology integration can be counter-productive to public welfare

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of its design & implementation is flawed.

(1) **Ethical Issues & Administrative Risks**

① Algorithmic Bias excludes marginalised

② Data Bias can increase rejection & false positives

③ Utilitarian view of greater good may need sacrifice of few eligible beneficiaries

④ Rising public discontent if rejections rates high

⑤ Data integrity on which AI system works itself may be questionable

⑥ Transparency & Accountability of Private Vendor for algorithms

⑦ ~~Human~~ Dehumanisation of tension

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disbursal systems

(8) Institutional pressure for timely delivery

(9) Transparency towards ~~media~~ media on rejection data

(10) Options Available to Officers :-

(1) Reject Media demands for data on rejection ⇒ preserves privacy & confidentiality but risks suspicion & public trust

(2) Have a manual review layer over & above AI system ⇒ Humanizes but slows down process leading to institutional pressure to deliver in time-bound manner

(3) Ignore rejection complaints & let AI system work as it is
↳ Decisive & Clarity but unfair & unjust & reminds of technological slavery of vulnerable sections.

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(iii) **Best Course Of Action** :-

1. Review the rejection data at my end
2. Identify false positives, false negatives to judge efficiency & accuracy of AI system
3. Institutionalise a Grievance redressal & Appeal mechanism for rejected pensioners
4. Provide for Manual Review system over & above layer
5. This Manual Review must immediately address the appeals - removing false negatives is more important to ensure no one suffers. False positives can be tackled later on
6. Create a mechanism for

Candidates must not write on this margin

algorithmic updation based on learnings from rollout before full implementation

(7) Publicise the appeal mechanism to ensure fairness & justice to all.

(IV) Safeguards when using AI systems for public welfare schemes

(1) Data audits to eliminate data bias

(2) Algorithmic audits to address coder's bias

(3) Human Oversight mechanism

(4) Appeal option must be provided

(5) Auto-rejection, Auto-processing must be replaced by manual approvals at final stage ⇒ this fixes accountability

(6) Legal mandate for explainability of AI algorithmic decisions.

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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

The case highlights the need to remain transparent on disaster issues while also maintaining

Candidates must not write on this margin

organisational hierarchy, institutional protocol.

(I) ~~Competitive~~ Competing Ethical Principles

(1) Duty as Public Information Officer Vs Loyalty to Seniors

(2) Public interest Vs Organisational interest to keep data in Allegiance

(3) Personal virtue of sense of service Vs risk of professional misdeature

(4) Public safety through transparency Vs Public order & preventing frauds

Administrative Risks as ADM -

(1) Lack of transparency

(2) Dereliction of duty by hiding correct information under RTI

(3) Potential future blame if situation is out of control

(4) Loss of public trust if this data hiding is found later

Candidates must not write on this margin

(Q1) How should ADM respond?

As ADM, I understand that unity of command & timely disclosure is very necessary for a cohesive action on ground. Late disclosure can certainly lead to panic. Yet, transparency under RTI is a legal obligation:

① I will consult with DM, DMo as to best possible reply to RTI

② I will suggest transparent disclosure under RTI but before that creating an IEC & sensitisation campaign to avert public panic

③ I will not go against DM's suggestions, especially in

Candidates must not write on this margin

disaster situation as cohesion is of utmost importance

④ If DM rejects my proposal, I will write my notings on file & forward RTI to DM to ensure responsible & cohesive behaviour

⑤ Once disaster response is completed successfully, I will institutionalise a mechanism in consultation with DMO that future flood zone mapping should be regularly updated & reviewed.

III 3 institutional practices to improve Transparency & Responsiveness in disaster-prone district

① Regular Community engagement

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- Hotline with Community leaders of vulnerable areas
- Community training
- Community alert system through apps like Sachet

(2) Regular updates to Hazard Zonation & Vulnerability Mapping to ensure disaster preparedness is aligned with evolving risks

(3) Institutionalise an internal Committee dedicated to studying new technologies & best practices in disaster response ⇒ periodically integrate suggestions of this committee in disaster preparedness framework of district

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

This case highlights the need for public trust in success

Candidates must not write on this margin

of rollout of any scheme & how to build this trust

(I) Ethical & Administrative Challenges :-

(1) Lack of public trust

(2) Risk of law & order issue

(3) Compliance with orders of State Secretariat

(4) Persuading people on its benefits

(5) Further risks if Rushed implementation

(6) Public trust, Public cooperation Community engagement is of ultimate importance

(7) Pressure from seniors to "show progress"

(8) Data fudging threat from

Candidates must not write on this margin

colleagues to alleviate pressure of seniors

(II) Approach to Balance Directions & Stakeholder Confidence

(1) Chalk out a time-plan in persuasion & implementation

(2) Request extra-time from State Secretariat for its complete rollout

(3) In meantime, ~~start~~ start an awareness & persuasion drive

(4) Target "logos" by showing benefits of digitalisation like less land disputes

(5) Target "ethos" by showing your commitment to interests

Candidates must not write on this margin

of farmers ⇒ camping out at night, massive rollout of digital literacy campaigns, use of local champions (like school children who know & trust digital technologies)

(6) Target "pathos" by showing the possibility of better incomes from digital land records & alleviation of poverty (like Access to Credit)

(7) Encourage Digitalisation cooperation through incentives from District / Gram Panchayat Funds

(II) Lessons to be drawn -;

(1) Public confidence & trust

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as first & foremost

(2) Before massive rollout, go for pilot projects & showcase the success to convince others

(3) Rigid implementation timelines never help - Allow flexibility to grassroots officers otherwise they may fudge data to "show progress"

(4) Need to concerns of people because they are its beneficiaries

(5) Institutional Governance Redressal to alleviate distresses due to this transformation at the end of public

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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

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This case revolves around the evolving digital public behaviour, highlighting need for a clear digital communication protocol

(I) Ethical Issues :-

1. Declining Public Trust
2. Communal hatred
3. Threat to fraternity
4. Free speech or Hate speech?
5. ~~Post~~ Importance of Public Administration

Administrative Responsibilities :-

1. Clear Communication
2. Proactive addressing of issues
3. Sustain Public trust through Community engagement
4. Transparency & Media Reporting must be responsible
5. Understanding the social media

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dynamics for effective governance in modern world.

(II) **How to respond?** :-

(1) Acknowledge the nature of comments ⇒ shows responsiveness

(2) Have a team to enforce digital ethics at the administration end ⇒ Digital posts audit to ensure responsible social media posts by Administration

(3) Have a Digital Ethics Awareness Campaign in district in collaboration with Media, NGOs to prevent such instances in future

(4) Engage with the Minorities

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- dominated World directly if the public trust seems declining through digital communication

(5) Digital Transparency by compiling & highlighting the impartial nature of posts of administration in the past

(IMP) Digital Communication Protocols

(1) Train officers on Digital media dynamics - likes / engagement / follower / algorithmic bias

(2) Direct Communication of government institutions with social media platforms for responsive & proactive digital media ethics enforcement

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③ Clear timelines on when to post.

④ Use of infographs etc for better understandability

⑤ Digital space is informal space, so, informal posts (like Delhi Police uses Memes) must be institutionalised as part of protocol

⑥ Personal accounts of public officials must be Governed by same digital communication protocol.

Space for Rough Work

Space for Rough Work

IMPORTANT INSTRUCTIONS

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

DONT'S

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.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
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.

DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
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.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

SPECIAL REQUEST FOR CANDIDATE AVAILING ONLINE FACILITY

1. Scan the QCA booklet properly. We suggest the uses of the app CAM scanner (Scan QR code in page 2) based on our previous experiences.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
3. Any page/pdf having shadow needs to be rescanned. Please make sure that the pdf that you upload is as clean as possible.
4. **Candidates not using the QCA booklet** must mention their details on the front page. And leave the next page blank for the macro comments. It must be understood that the answer should start from Page no. 3 in of the scanned pdf.
5. Candidates not using the QCA booklet must follow the sequence of the answer as per the question paper.
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-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न 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।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
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।