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Prelims Qualified
0848698

NEXT IAS

ETHICS ENHANCER 2025

(To be filled by candidate)

TEST CODE : EEF2504 **Test No. : 04**

Name of Candidate: Aman Dhanwar Mobile No [redacted]

Roll No. : GS25D1B39001 Start Time ..... End Time.....

Date of Examination: 20/7/25 Medium : English ☑ Hindi ☐

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

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

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

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, 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, 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 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

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FOR OFFICE USE ONLY

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

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

MACRO COMMENTS

The Purpose of MTS 2.0 Score Improvement Program (SIP) is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

NEXT IAS

Q12.

Introduction	Body	Conclusion

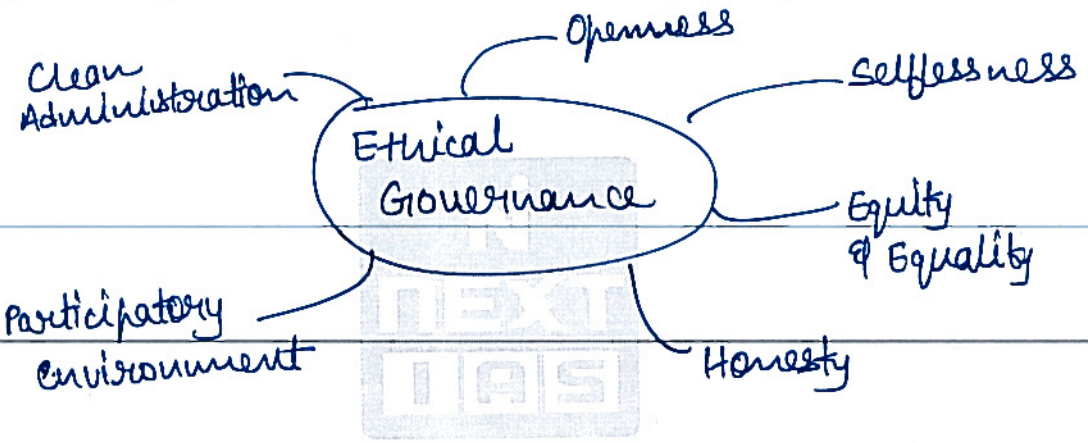
Candidates must not write on this margin

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

Ethical governance is an administrative system which focus on rule compliance for efficient public delivery system.



Ethical governance is a complex system but encompasses more than just clean administration:

① Inclusiveness : considers marginalised section of society

② Participatory : Open to public opinion
Eg : MyGov App

③ Value driven : based on moral universal values like justice, fairness, impartiality

Candidates must not write on this margin

Implementable measures to 'institutionalise' ethical governance in India

(1) Revamping citizen charter plan by making it legally binding

(2) Training of Public officials – not only text based but reality-oriented

(3) Strengthening regulatory ~~&~~ mechanism
Eg: defining sec 8 of RTI properly to eliminate ambiguity

(4) Filling up vacancy – to reduce burden on officials while building capacity of the system

(5) Active steps to ~~prevent~~ encourage public participation Eg: Social Audits

(6) Recognising & rewarding ethical governance & leadership Eg: Nepal conducts "Integrity Idol" for ~~its~~ recognising its public officials

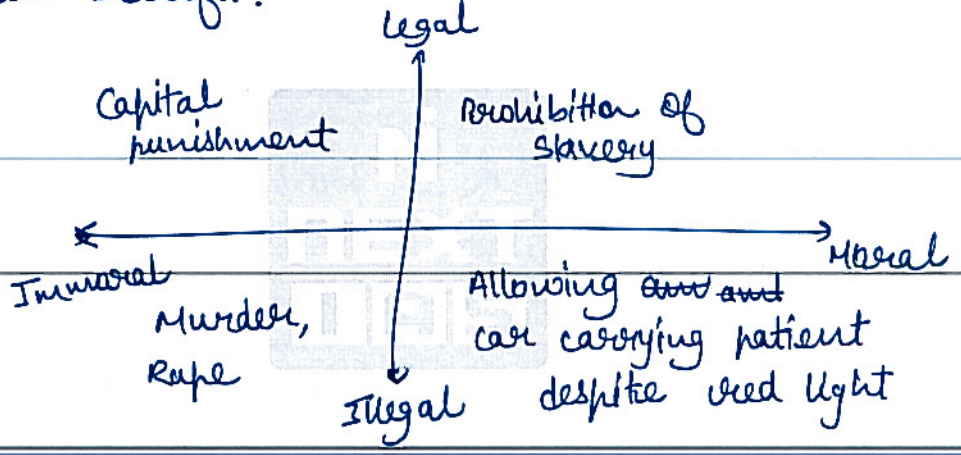
Ethical governance is more than just rule following – it incorporates compassion in governance

Candidates must not write on this margin

(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

A public administrator often face issues where legality & morality directly competes. However an ethical & ~~of~~ competent official should ~~not~~ balance both to maximise public benefit.



How would I handle such situation

① Checking policy direction

→ Is order legal

→ ~~Doc~~ Is order moral

② Refer to ethical frameworks like code of Ethics & code of conduct

③ Check if such actions allign with universal moral values & laws or not

Candidates must not write on this margin

④ Strategic ~~steps~~ Action not silent

→ Raising issue internally in the department

→ Documenting objections for legal protection

→ If ~~not~~ no action is taken, may need to use legally protected channels like whistle blowing

→ In case of pressure & inaction, refuse to act as last resort

⑤ Be prepared for consequences as it may lead to political pressure, transfers, moral isolation.

The Robodebt scheme of Australia - remains a classic example.

An automated debt notice issuing machine became flawed. - sending wrong notices.

~~Poli~~ officials were directed to implement policy despite knowing the system is flawed. This led to psychological & financial loss at mass level.

History has proven — silence enables harm while ethical resistance prevents abuse of power.

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

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

Ethical decision making refers to conscious reasoned choice between competing values in a given context. It is often shaped by multiple determinants. Two such are Kantian Deontology & Mill's ~~Ut~~ Utilitarianism.

Deontology	Utilitarianism
• focus on duty ~~based decision~~	• Focus on consequences ~~irrespective of intent~~
• Actions must be based on universal moral laws	• Actions must aim ~~for~~ to maximise public utility.
• ~~Act~~ Unpopular action may be taken as integrity matters	• ~~Cost-benefit analysis~~ Happiness of all matters, no one's happiness is more important

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"Actions based on duty has moral worth, not in the purpose it was aimed for"

~ Kant

"Action is moral in proportion to which it tend to promote happiness and immoral to which it tends to promotes reverse of happiness"

~ J. S. Mill

A public servant may face an ethical dilemma when he/she founds out that a poor old man is unable to receive free ration as ~~he does not possess aadhar cod card~~ his fingerprints are blurred due to age & do not validate his ~~pass~~ aadhar card.

~~Deontology will~~ Utilitarian approach may apply discretion and allow ration to ~~for~~ old man conditionally while deontological approach may refuse to bend.

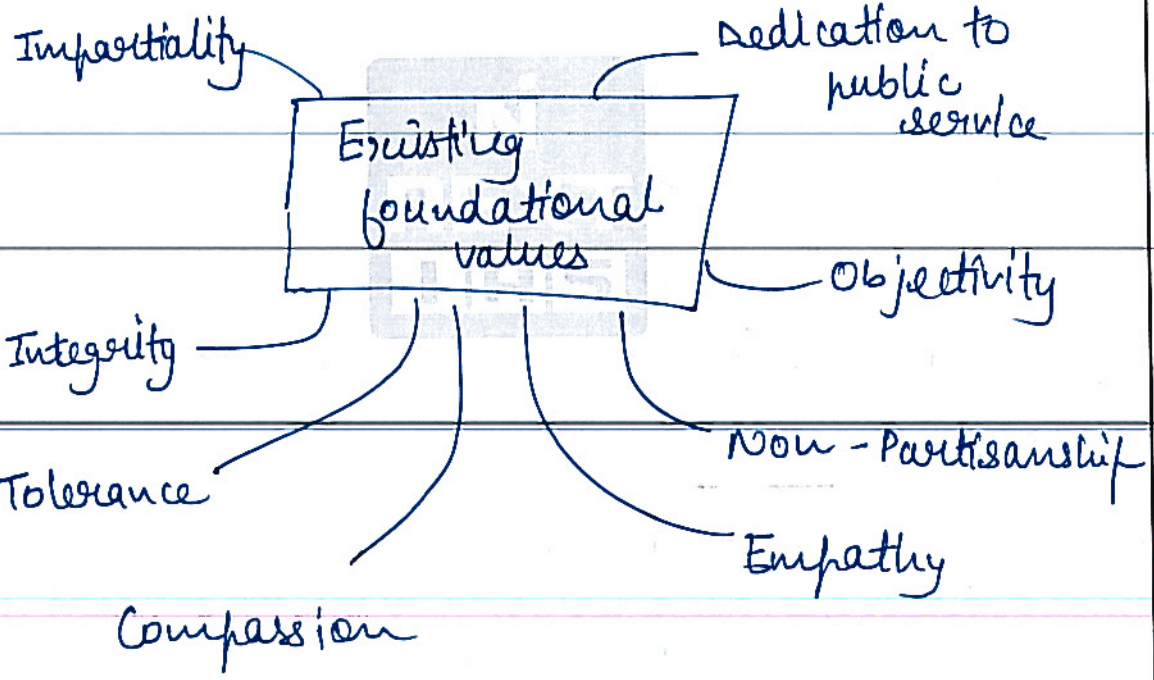
However, the solution of approach to dilemma is never solely relied on one type. The solution lies in combination of multiple approaches in context based.

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(b) डिजिटल गवर्नेंस और एआई सिस्टम पर बढ़ती निर्भरता के साथ, निष्पक्षता, पारदर्शिता और जवाबदेहिता के बारे में चिंताएँ बढ़ गई हैं। क्या सार्वजनिक सेवा के आधारभूत मूल्य इन चुनौतियों से निपटने के लिए पर्याप्त हैं, या हमें डिजिटल युग के लिए नए नैतिक ढाँचे की आवश्यकता है? एक उदाहरण के साथ समझाइए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

With the growing reliance on digital governance and AI systems, concerns about fairness, transparency, and accountability have intensified. Are the foundational values of public service sufficient to address these challenges, or do we require new ethical frameworks for the digital era? Explain with an example. (Answer in 150 words) 10 Marks

The new age governance is rapidly being integrated with AI systems & digital networks however ethical concerns prevail. in such transformations.



Foundational values helps in:

① Ethical decision making
→ Prioritising based on values

② Promotes Public trust & legitimacy
→ non-partisanship, impartiality make

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~~gover~~ administration ~~took~~ as trustable

② Uphold fairness & justice

Compassion & objectivity balance rule following with ethical values

④ Dedication helps in attaining the ultimate purpose of governance → Public service

However the rise of AI systems & Digital governance needs reforms in ~~fo~~ ~~foundational values.~~ ethical frameworks too :

① Technical competency

→ Know how about usage of AI
Eg : Mission Karmayogi

② Digital capacity building — Digital lenses to filter information not alligned with societal norms. Eg: ~~mission Karmayogi~~ ^ & Fact check units

③ Code of Digital conduct — a formal framework guiding public official in situations of Dilemma.

Public service and administration is not static — it is ever-evolving dynamic reality. It must adopt new ethical frameworks for ~~the~~ tackling emerging technology.

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Q.3 (a) भावनात्मक बुद्धिमत्ता (EI) को प्रभावी लोकसेवा के लिए आवश्यक माना जाता है। क्या आप इस बात से सहमत हैं कि भावनात्मक बुद्धिमत्ता, नैतिक निर्णय प्रक्रिया और प्रशासनिक प्रदर्शन को बढ़ाता है, खासकर पुलिसिंग या आपदा प्रतिक्रिया जैसे उच्च दबाव वाले क्षेत्रों में? अपने उत्तर को एक प्रासंगिक उदाहरण के साथ समर्थित कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

Emotional intelligence (EI) is increasingly regarded as essential for effective public service. Do you agree that EI enhances ethical decision-making and administrative performance, especially in high-pressure sectors such as policing or disaster response? Support your answer with a relevant example.

(Answer in 150 words) 10 Marks

Salovey explain EI as "the ability to monitor one's own & others emotions, to discriminate among them and to use this info to guide one's thinking & action"

EI enhances ethical decision making & administrative performance in Policing or Disaster Response

① Understanding public emotions

Disaster response often involves coping with emotionally vulnerable public, EI helps in comprehending such situations

② Discern the emotions & use them

EI helps in ~~disc~~ distinguishing emotions & use emotions to solve the problem

Eg: Policing may not need use of force,

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if it empathises with crowd or gathering and adopt non-confrontational way to de-escalate.

③ Stress ~~Mag~~ Management

Bar-on Model highlights that EI helps in managing stress by monitoring one's own emotions as well as others

Eg: A Public servant with high EI will sense the vulnerability of people in a disaster hit area & will act responsibly in response to their concerns.

④ Interpersonal connection

EI helps in ~~empo~~ displaying compassion — creating interpersonal connection between the beneficiaries & administration, thus lowering down the high pressure situations.

EI is not peripheral - it is central to ethical decision making especially in high pressure situations.

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

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

(Answer in 150 words) 10 Marks

Ethical behaviour is often characterised & shaped by interplay of various factors, however Kantian moral test may at pave the way in case of conflict between such sources.

Sources of Ethical Guidance
- → laws, rules, regulations
- → Family, education & society
- → Personal conscience – nature moral agent
- → Domain knowledge & wisdom (personal experience)

Ethical approach to resolve the conflict

- Kantian ethics, which focus on duty and actions based on universal moral laws may come to escape.

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- One may ask question while taking decision

"what I am doing, is it applicable universally, without controversy"

Eg: One may get confused between political pressure or public interest, Kantian moral test will help by stating political pressure as unethical despite ~~political pre~~ chances of political preference and enhanced career opportunities in future. as one would not want it to be universally apply

Eg- Another example — where a civil servant may fear public backlash if a wasteful welfare scheme may be rationalised for better alternative. However kantian moral ethic may help civil servant in taking action.

Kantian Moral test help officials to fulfil their duty for the sake of duty, upholding integrity of public trust.

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

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

Public administration encompass both elected servants & selected servants.

A selected servant (Public servant) often have to work ~~within~~ along with political leaders. — ~~creating~~ shaping ethical decision making.

Moral attitudes shaping decision making

① Actions based on moral principles & conscience

② Focus on what is right

③ Prioritise public interest over personal gains

④ ~~&~~ Loyalty to constitutional morality

Political Attitude shaping decision making

① Actions based on public opinion, political agenda

② Focus on what is pragmatic, attainable & publicly acceptable

Candidates must not write on this margin

③ ~~Do~~ May prefer ~~polit~~ policy compromise for political gains

④ Loyalty towards political party of political capital.

How civil servant can maintain independence

① Checking policy direction

If order is legal, follow political leadership

② Guided by ethical frameworks

→ using code of ethics & code of conduct as moral guide

③ Loyality to constitution

→ Recognising authority is given by public for welfare of public

④ Remain non-partisan

→ Preventing personal political bias or allegiance towards certain social groups

⑤ Speak up when lines are ~~co~~ crossed

using ~~legal~~, legal mechanisms to report overbreaching orders

Public servants can not separate political influence completely — but must ~~be~~ learn to balance it

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

To attain economic growth and achieve "Viksit Bharat @ 2047", PPP are the ~~key~~ crucial mechanisms however they are not ~~ethically~~ immune to ethical scrutiny & involve complex ethical factors.

Ethical challenges posed by PPP

→ Financial accountability

If contracts are not properly framed, PPP often become blame game

→ Public safety

The recent 90° degree bridge in M.P. raises concerns over public safety responsibility in PPP projects

→ Duty of state, delegated to Private

Scholars often argue that development is duty of state however PPP has become mechanism to divert such duty to private sector

Candidates must not write on this margin

→ Political bias & favouritism

Often PPP are allocated based on political biasness

→ Prevalence of corruption

~~State high~~ ~~Roads under~~ PM Gram Sadak yojana ~~are~~ is alleged to be subject to corruption

Ways to Ensure transparency & accountability

① Making allocation process transparent

Ambiguity in such allocation mechanisms erode public trust

② Bringing PPP under ambit of RTI

To empower citizens & to scrutinise PPP.

③ Systematic framework for allocation & nationally uniform standards

to maintain objectivity in governance

④ Social audit where such projects aim to provide public service at grassroot level

PPP are key to India's growth & development however this must not become excuse for instransparency & obliqueness.

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Q.5 (a) "शासन केवल संस्थाओं पर ही नहीं, बल्कि विचारों पर भी आधारित होना चाहिए।" इस संदर्भ में, उन दार्शनिक आधारों पर चर्चा कीजिए, जो नैतिक शासन को आधार प्रदान करते हैं। ये विचार सार्वजनिक जीवन में ईमानदारी (probity) सुनिश्चित करने में किस प्रकार योगदान करते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Governance must be built not only on institutions, but also on ideas." In this context, discuss the philosophical foundations that should underpin ethical governance. How do these ideas contribute to ensuring probity in public life? (Answer in 150 words) 10 Marks

"Governance is not about economic growth but public service delivery"
~ A. B. Vajpayee

~~The quote highlights that institutions alone are not enough~~

The Quote emphasises on Public service delivery which can not only be achieved by institutions solely without values.

Philosophical Foundations that should underpin ethical governance

UN has listed certain characteristics which make governance into ethical governance.

① Rule of law : Governance must see everyone equal in front of law

Eg: ~~Rohit A M.~~ A law must be applied in same manner to a M.P. or a poor man

Candidates must not write on this margin

② Consern oriented : Fuforcing social contract

③ Responsiveness towards public's concern

④ Transparency : Openness to public opinion & disclosure of info

⑤ Efficiency along with effectiveness

Contributions in ensuring probity

→ Philosphical foundation like 'Nishkama Karma' ~~&~~ inculcates detached fulfillment of ~~the~~ duty

→ The social contract philosphy holds governance accountable to people

→ Transparency based governance enforce Kantian Ethics of ~~the~~ duty focussed ~~conn~~ actions without thinking of consequences.

Philosphical foundations ensures probity in ~~pers~~ public life which ensures idea based governance in society.

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

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

International relations & Foreign policy often are contested on ethical grounds.

Idealism believes that humans are inherently peaceful and prefer just & equal world. while **Realism** argues that Global peace is a by product of Power dynamics. Morality & war/power dynamics are two different ~~no~~ realities.

In my opinion, **Principled realism** is the solution for ethical foreign policy in real world. It emphasises on balanced approach — responsible use of power. Drawing from Aristotle's Golden Mean → excess of courage may lead to recklessness while deficiency may lead to cowardice. On the similar lines principled realism aims for a balanced use of power to maintain peace.

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Ethical responsibility of nation-state in international conduct

① Solving issues through diplomacy

Eg: India – US upcoming trade deal to resolve ~~the~~ tariff issues between the two

② Humanitarian aid

Operation Dost by India to Turkey ~~for~~ hit by earthquake

③ Political tools to bring reforms

India's stance over WTO reforms & demand for UNSC permanent membership

④ De-Escalating & Peaceful co-existence

Recent India-China succesful border de-escalation

⑤ Nehru's Panchsheel
- Mutual respect
- Non-interference
- Peaceful co-existence
- Mutual non-aggression
- Equality & Mutual benefits

In a polarised world like ours, it becomes ~~to~~ necessary to have a clear ethical value based foreign policy.

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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 स्पष्टतः कुछ ऐसे सिद्धांत होते हैं, जो उसे दूसरों के भाग्य में रुचि लेने पर मजबूर करते हैं।" एडम स्मिथ (उत्तर 150 शब्दों में दीजिए) 10 अंक

"How selfish soever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others." Adam Smith (Answer in 150 words) 10 Marks

Adam's quote highlights that despite being a selfish being — every person have some degree of sympathy & compassion for others. He emphasise that compassion is a universal virtue while degree of it may vary.

In present context of polarisation & politicisation of every issues, political leaders may put political agenda over public interest but they still will be involved in some charity acts in personal life. Capitalism often believed to be fruit of greed is believed to based driven by notion of selfishness. However, if one may observe the most capitalist people are running the biggest NGO's and Public welfare organisations,

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be it Bill & Minda foundation funded by no other than Bill gates or ~~bet~~ be it ESA initiative (Education & sports for all) funded by the Ambanis of India

Adani's idea emphasise on how this compassionate nature is in-built ~~#~~ in human nature. It might be understood as the reason why British, a colonial foreign power, brought socio-religious reforms like Abolition of Sati despite their main aim to exploit Indian resources.

In this context, Adani's lines gives a ~~hope of ray~~ ray of hope in today's polarised world. His lines highlights the invisible bond between two beings called compassion

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(b) "सत्ता को सत्ता पर अंकुश के रूप में काम करना चाहिए।" मोंटेस्क्यू, (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Power ought to serve as a check to power." Montesquieu, (Answer in 150 words) 10 Marks

Montesquieu has ~~emphasised~~ highlighted the importance of legal remedies to keep a check on legal power. The quote emphasise on need for authentic legal mechanisms to monitor use of legal authentic power.

In contemporary world, where authoritarianism is on rise, it becomes important to have legal checks & balances. In absence of such mechanisms, legal rational ~~powers becomes susceptible to author become~~ authoritarian and may lead to abuse of power. The power which was aimed for public welfare may become antithetical to public interest. While adopting & institutionalising legally available checks & monitoring mechanism will not only hold the legal authentic power accountable but will also put restrictions

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on it, ~~constraint~~ containing it to legal boundaries.

The country celebrated 50th anniversary of "National Emergency" recently, which ~~it~~ proved how an uncontrolled power may ~~become~~ ~~as~~ stand up against the very people who are the source of this power. The country saw a little remark ~~light~~ of authoritarianism when legal remedial mechanisms were curtailed.

Thus, it becomes important to put a check on power irrespective of its authenticity. The Montesquieu's concept of "separation of power" provides a solution to control power by dividing it into different institutions acting as a check on each other. India's polity system of constitutional provisions have adopted the same — the reason behind it being the largest democracy in world.

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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. Baba Rao's Quote highlights the importance of humility while serving the society. He argues that without humility, there is not service (seva) – it becomes an ~~act of~~ expressing egotism fuelled with selfishness.

Contemporary world is now often characterised by rise of social media, while it was ~~formed~~ made to make people aware about each other & humble ~~towards each other, it has become a~~ platform to show power & ego masked by acts of kindness, charity (dana) & service (seva). ~~that~~ One may have watched many clips showing people serving others, however recording such acts often do the reverse of the motive. Capturing such acts makes the beneficiary feel humiliated, erodes

Candidates must not write on this margin

their dignity as these ~~act~~ charity acts are more than often aimed to attain likes of comments rather than the feeling of service along with Humility.

Humility is the means to attain the ultimate goal of service that is to encourage humanism, institutionalise global brotherhood of fraternity. Humility makes services not a act of Charity rather an act of help from one ~~human~~ being to other being ~~more~~ irrespective of caste, class or Gender. Humility with service aligns with Gandhian idea of trusteeship — "If you have wealth, learn to share it".

In this content Dr. Ambedkar rightly said that service must ~~give~~ be ~~for~~ felt as an act of help rather than act of humiliating or showing someone as inferior. This comes by not doing seva alone but aligning humility with it.

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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

Candidates must not write on this margin

The above case highlights the prevalence of women harassment at workplace. It also involves dilemma between efficiency & ethical values.

① Ethical issues involved

→ ~~Administrat~~ Work efficiency v/s Moral competency

→ Safety of employees & women harassment at workplace v/s Company's image

→ Compromised between personal ethical values & professional efficiency

→ Ethically compromised workspace

→ lack of moral courage among employees

Administrative issues

→ Lack of Grievance redressal mechanism protecting ~~for~~ identity of complainant

→ Authenticity of the proofs.

→ Over-dependence on few human resources.

Candidates must not write on this margin

(2) Possible courses of Actions

(1) Ignoring & inaction toward the issue

→ Practical compromise may provide safety to complainant

→ But does not guarantee future courses & lead to erosion of moral responsibility

(2) Confronting senior officer & punishing him

→ Take legal actions against to set an example

→ Company's reputation might be affected

→ Company may lose valuable resource

(3) Providing counselling to both

→ Acting as mediator to remove grievances

Most appropriates course of action

Reena must go for (3) option.

→ She must sympathise with the female & software engineer — consoling her & understanding her experience

Candidates must not write on this margin

→ Reena must counsel the Regional Operations head about his behaviour with not only female ~~colleg~~ colleagues but others members too (as he has been demanding)

→ She must act as a mediator between the regional head & his team to resolve grievances.

→ ~~How actions must be based on~~

→ This will protect company's image, a valuable resources as well as dialogues between the parties will promote positive work culture

She must take avoid doing practical compromise & it do not guarantee ~~futu~~ future safeguards against other ~~colleg~~ colleagues. While taking legal actions will humiliate senior head & may harm his ~~re~~ earned reputation.

Maintain human dignity (kantian ethics) and giving everyone a second chance shows exemplary behaviour & inculcate positive attitude at work place.

Candidates must not write on this margin

However, if such actions of allegations continue — legal actions must be taken.

③ Systematic safeguards

(i) Establishing an effective grievance redressal mechanism — protecting complainants identity

Eg : SHE Box — where female employees can express their concerns without revealing identity

(ii) ~~(iii)~~

(ii) Workplace behaviour workshops

Regular workshops can be organised to inculcate workplace values & adopt positive attitude towards each other.

(iii) Establishing stringent norms & rules to internally deal such lapses

(iv) Installing CCTV cameras — surveillance accountability.

(v) Fixing ~~working~~ hours — ~~that~~ out of which managers can not order their juniors

Eg : From 8 p.m to 8 a.m.

Safeguarding women safety is a legal as well as moral responsibility.

Candidates must not write on this margin

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 above cases highlights the illegal reallocation of public funds & not reporting it to authorities. to prevent legal consequences.

Candidates must not write on this margin

① Ethical Issues & Dilemmas

→ Rule compliance v/s coming into senior's good books

→ Personal & moral values v/s career opportunities

→ Professional duty to public funds v/s loyalty to senior

→ Showing exemplary behaviour v/s chances of professional isolation

→ No official mail for reallocation v/s trusting senior's reply regarding reallocation

→ If found by audit team, it may hamper your my reputations as well career chances.

Candidates must not write on this margin

② Available options with me

(i) Ignoring the issue & finalise the VC — coming in good books of senior

(ii) ~~To~~ Documenting objections & reporting it to the audit team

(iii) whistle blowing the concerns using legal protected values

(iv) Strategic inaction for future leverage i.e. documenting evidences but not taking immediate actions.

The best option which allign with Public service values

I should take ⇒(ii) course of action that is to document the administrative error & report it to the concerned authority. This uphold public service values like

→ Professional integrity

Candidates must not write on this margin

→ Rule compliance objectively

→ Dedication to public service — putting public welfare on top in priority list

→ Upholding Accountability & thus public trust.

Though it may lead to adverse consequences towards me like moral isolation however being an ethical officer, I must possess moral courage. A public officer must not fear repercussions over public welfare and must follow his moral duty. It will also save me in case it would've been identified by audit team if I would have complied by senior's orders.

Institutional Checks that can prevent such misuse

① Formulating stringent mechanisms like ~~dob~~ double approval in case of reallocation

Candidates must not write on this margin

(2) Strengthening whistleblower's protection so that such ~~e~~ mishaps can be prevented

(3) Strict implementation of existing rules ~~of regn~~ regulations

(4) Creating an emergency pool for ~~such~~ repairing of such emergency issues to present officials to reallocate money

(5) Training, Awareness of counselling to let officials know about the legal consequences & extent of adverse impact on their career in case of mishaps.

India has been ranked 96 out of 180 in Corruption Perception Index. This highlights the importance to strengthen institutional checks to prevent leakages & misuse of power

Candidates must not write on this margin



Q.9 आप जिला समाज कल्याण अधिकारी हैं और राज्य पेंशन योजना के लिए नई AI-संचालित पात्रता प्रणाली के रोलआउट (शुरुआत) की देखरेख कर रहे हैं। इसका लक्ष्य मैन्युअल त्रुटियों को समाप्त करना तथा धनराशि का समय पर वितरण सुनिश्चित करना है।

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

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

आपके तकनीकी सलाहकार कहते हैं, "यह डिजाइन के अनुसार काम कर रहा है।गलत सकारात्मक परिणाम (False positives) अपरिहार्य हैं, लेकिन कुल मिलाकर, यह मैन्युअल समीक्षा की तुलना में अधिक कुशल है।" हालाँकि, फील्ड रिपोर्ट बढ़ती परेशानी को दर्शाती हैं। कथित तौर पर एक अस्वीकृत लाभार्थी की आत्महत्या से मृत्यु हो गई।

आप रोलआउट को रोकने और मैन्युअल समीक्षा चरण जोड़ने का प्रस्ताव करते हैं, लेकिन विभाग के सचिव द्वारा आपको "सुधार को धीमा करने" से बचने के लिए कहा जाता है। एक मीडिया आउटलेट ने अस्वीकृतियों पर डेटा माँगा है, लेकिन विक्रेता गोपनीयता पर जोर दे रहा है। अब आप तकनीकी दक्षता, सुभेद्य नागरिकों (vulnerable citizens) और सफलता दिखाने के संस्थागत दबाव के बीच फंस गए हैं।

1. इस मामले में नैतिक मुद्दे और प्रशासनिक जोखिम क्या हैं?
2. अधिकारी के पास उपलब्ध विकल्पों की आलोचनात्मक परीक्षण कीजिए।
3. इस संबंध में सबसे अच्छा कदम क्या होगा? औचित्य सिद्ध कीजिए।
4. लोक कल्याण योजनाओं में एआई-आधारित प्रणालियों का उपयोग करते समय अपनाए जाने वाले सुरक्षा उपायों का सुझाव दीजिए। (उत्तर 250 शब्दों में दीजिए) 15 अंक

You are the District Social Welfare Officer overseeing the rollout of a new AI-driven eligibility system for a state pension scheme. The goal is to eliminate manual errors and ensure the timely disbursal of funds.

Within the first two months, you notice a sudden spike in beneficiary rejections, mostly from rural and tribal areas. Several elderly citizens arrive at your office with rejection letters. Some of them had been receiving pensions for years. They say their names are missing or "data not matching."

You ask your team to review the backend. The system was developed by a private vendor and uses automated Aadhaar-matching and income estimation algorithms to verify claims. There's no option for appeal within the software interface, and rejections are auto-processed.

Your technical advisor says, "It's working as designed. False positives are unavoidable, but overall, it's more efficient than manual review." However, field reports show rising distress. One rejected beneficiary allegedly died by suicide.

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

You are now caught between technological efficiency, vulnerable citizens, and institutional pressure to show success.

1. What are the ethical issues and administrative risks involved in this case?
2. Critically examine the options available to the officer.
3. What would be the best course of action to take? Justify
4. Suggest safeguards that should be adopted when using AI-based systems in public welfare schemes.

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

The above case highlight issue of technological efficiency but cases of flaws, while admn has asked to implement scheme – it is creating distress among people

① **Ethical issues**

→ Blind rule following v/s Compassionate Bureaucracy

→ Transparency v/s confidentiality of info.

→ Public distress v/s Institutional pressure

→ Administrative efficiency v/s ~~Effectiv~~ Inclusive Public service delivery

Administrative risks

→ loopholes within the new AI based system

→ Ignorance by Department

→ No option for appeal

→ Chances of Public backlash against department

Candidates must not write on this margin

Critical examination of the options

① Follow secretary's order

Pros	Cons
→ Efficient system will lessen burden ~~of~~ on officials	→ Increasing public distress
→ Eliminate errors & timely disbursals	→ Ineffective public service as ~~many~~ people remain excluded

② ~~Stop~~ Pause the implementation of scheme & resume manual review

Pros	Cons
→ Inclusive policy	→ Pausing progressive reforms in the syst
→ Upholds moral accountability of department towards people	→ May lead to errors & delay in disbursal
→ Legitimisation of authority be people	→ ~~Departmental~~ Inquiry

③ Whistleblowing the critical issue

Candidates must not write on this margin

Pros	Cons
→ Media attention will pause the flawed scheme → Upholding moral accountability towards people	→ Fear of identity disclosure → Unnecessary entry of external parties → Disloyality to dept.

Best course of Action

I would pause the scheme as it is creating dissent among people ~~I will also let the data be disclo~~ and will document the objections & grievances & report it to the department. Upholding public interest is my prime responsibility. Also this encourage public trust in system in the long run.

Even if an enquiry will be opened on my conduct — I can justify my actions based on documented flaws of the new scheme.

Candidates must not write on this margin

However I will not disclose the info - as it may lead to public backlash and status quoist mindset against use of technology — this will be detrimental in long run. Thus not disclosing such critical info is the best for public welfare & system's future.

Safeguards that can be adopted

① Creating an alternative community based certification for such exclusion errors

② Opening a window for appeal & having some degree of manual control & autonomy to prevent such mishaps

③ Conducting pilot projects before implementing scheme at full scale

It must be remembered that improper adoption of technology & imposition of such reforms may lead to distractions from ultimate goal of governance — to serve people.

Candidates must not write on this margin

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

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

आप जिला कलेक्टर के सामने यह मुद्दा उठाते हैं, जो जवाब देते हैं, "हमने प्रमुख विभागों को सतर्क कर दिया है। सार्वजनिक चेतावनी प्रणाली पहले से ही तनावपूर्ण है। अगर जरूरत पड़ी तो हम खाली कर देंगे।"

उसी शाम, एक स्थानीय पत्रकार आपको सूचना का अधिकार (आरटीआई) के तहत एक प्रश्न भेजता है, जिसमें पूछा जाता है कि क्या बाढ़ क्षेत्र मानचित्रण को अद्यतन किया गया है। डीएमओ आपको सुझाव देता है कि आप कहें कि "अध्ययन अभी भी समीक्षाधीन है।"

आप दुविधा में हैं। रिपोर्ट साझा करने से लोगों की जान बच सकती है और निवारक कार्रवाई को बढ़ावा मिल सकता है, लेकिन इससे घबराहट फैल सकती है, स्थानीय अर्थव्यवस्था बाधित हो सकती है, तथा वरिष्ठ अधिकारियों के साथ आपके मतभेद पैदा हो सकते हैं। देरी करने से जान का नुकसान हो सकता है, जिसके लिए बाद में आपको दोषी ठहराया जा सकता है।

1. इस मामले में एडीएम को किन प्रतिस्पर्धी नैतिक सिद्धांतों और प्रशासनिक जोखिमों पर विचार करना चाहिए?
2. एडीएम को कर्तव्य, प्रोटोकॉल और सार्वजनिक हित में संतुलन बनाते हुए स्थिति पर कैसे प्रतिक्रिया देनी चाहिए?
3. तीन संस्थागत प्रथाओं का सुझाव दीजिए जो आपदा-प्रवण जिलों में पारदर्शिता और प्रतिक्रियाशीलता में सुधार कर सकती हैं।

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are posted as the Additional District Magistrate (ADM) in a coastal district prone to flooding. During the monsoon season, rising river levels have led to early warnings from the disaster management unit.

While reviewing preparedness files, you come across an internal report marked "confidential", generated by a recent IIT study. It identifies five low-lying zones that could face severe flash floods due to poor drainage and encroachment, including two residential clusters never marked as high-risk before. You ask the Disaster Management Officer (DMO) why this wasn't part of the public advisory. He says, "If we release this now, people will panic. Plus, there are real estate interests in those areas. Let's wait till there's a visible threat."

You raise the issue with the District Collector, who replies,

"We've alerted key departments. The public warning system is already stretched. We'll evacuate if needed."

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

You're conflicted. Sharing the report could save lives and push preventive action, but may trigger panic, disrupt the local economy, and place you at odds with senior officers. Delaying could lead to loss of life, for which you may later be blamed.

1. What are the competing ethical principles and administrative risks the ADM must consider in this case?
2. How should the ADM respond to the situation, balancing duty, protocol, and public interest?
3. Suggest three institutional practices that can improve transparency and responsiveness in disaster-prone districts.

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

① **Competing ethical principles**

→ loyalty to seniors v/s loyalty to public interest

→ Loss of life v/s Public Panic due to Hazard

→ Transparency v/s Confidentiality in disclosing information

→ Moral isolation v/s Moral Obligation

Administrative risks

→ Managing ~~exact~~ evacuation in case of Flooding

→ Handling people panic in case report is made public

→ Rehabilitating the two residential cluster will be a challenge

→ Balancing media scrutiny, public dissent of effective implementation

Candidates must not write on this margin

Best course of Action for ADM

→ ADM should not disclose the info regarding low lying zones as it may trigger public panic & create hurdles for effective evacuation.
Confidentiality is ~~obtained~~ in public interest only

→ Second thing ADM must do is to document such objections and should report to higher authorities like state.
This will keep the matter inside the system — preventing panic in public.

→ This will uphold the ADM's moral responsibility towards public interest as competent authorities are informed

→ ADM must also propose a structured phase wise evacuation & rehabilitation plan along with report as an alternative.

Candidates must not write on this margin

→ This will show exemplare behaviour of ADM as well as showing him not only a red flag waiver but also a problem solver.

→ However this might create tensions between him, DM, & DMO as he breached their orders.

→ However short sighted fear must not be prioritised over long-term character building of public interest

Three practices to improve transparency & responsiveness

① ~~Includi~~ Encouraging participation of NGO & CSOs

→ This will enforce transparency in the system while will also improve responsiveness in state actions

→ it will also reduce burden of

Candidates must not write on this margin

state agencies

(2) Proper role allocation & responsibility explicitly held

→ ~~creating proper~~ or Explicitly ~~creating~~ allocating roles to particular posts will improve transparency & accountability

(3) Improving co-ordination & cooperation between departments

→ to ensure smooth implementation & rehabilitation of affected public.

→ This will also improve efficiency & responsiveness of administration in dealing with disaster related issues.

Other practices like following international standards & adopting emerging technology can help in improving responsiveness ~~to~~ in such cases.

Candidates must not write on this margin

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

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

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

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

"यह अब नीति है। इसे लागू कीजिए।"

आपकी अपनी फील्ड टीमें नामांकन शिविरों में व्यापक भ्रम और कम उपस्थिति की रिपोर्ट देती हैं। कुछ कर्मचारी "प्रगति दिखाने" के लिए चुपचाप टोकन पंजीकरण में तेजी लाने का सुझाव देते हैं। कुछ राजस्व अधिकारियों का मानना है कि यह योजना उपयोगी है, लेकिन संवाद विफल रहा है।

आप योजना की दीर्घकालिक क्षमता में विश्वास करते हैं, लेकिन चिंतित हैं कि जल्दबाजी में क्रियान्वयन से जनता का विश्वास खत्म हो जाएगा।

1. इस स्थिति में कौन-सी नैतिक और प्रशासनिक चुनौतियाँ शामिल हैं?
2. आपको निर्देश अनुपालन और हितधारक विश्वास के बीच संतुलन बनाने के लिए कार्यान्वयन के लिए किस तरह से संपर्क करना चाहिए?
3. भविष्य में बड़े पैमाने पर डिजिटल सुधारों के कार्यान्वयन के लिए इस मामले से क्या सबक लिया जा सकता है?

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are posted as the Chief Development Officer (CDO) in a district recently selected for implementation of a centrally-sponsored scheme aimed at digitising land records and linking them to Aadhaar.

While the central government promotes the initiative as a tool for transparency and ease of ownership, several local farmers' unions have raised objections. They fear the scheme will lead to loss of land rights, exclusion of sharecroppers, and increased dependency on digital systems they don't understand.

Protests begin in front of your office. Local elected representatives - including MLAs from opposition parties publicly call the scheme "anti-poor" and accuse the administration of blindly following orders.

At the same time, you receive a strongly worded letter from the state secretariat directing immediate rollout with weekly progress reports. The district collector reminds you:

"This is policy now. Get it done."

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

You believe in the long-term potential of the scheme but are concerned that rushed implementation will damage public trust.

1. What ethical and administrative challenges are involved in this situation?
2. How should you approach implementation to balance directive compliance with stakeholder confidence?
3. What lessons can be drawn from this case for future implementation of large-scale digital reforms?

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

Above case showcase the issues ~~of to~~ faced while implementing digital reforms due to lack of clarity, improper communication and opposition creating ~~misunder~~ hurdles.

① **Ethical Challenges**

→ Political pressure v/s Professional efficiency

→ Public dissent v/s Administrative orders

→ Rule following v/s Compassion towards public

→ Protecting constitution right to protest v/s suppressing protest

Administrative challenges

→ lack of communication

→ lack of clarity & inability of admn to clarify public's grievances & confusion

Candidates must not write on this margin

→ ~~lack of~~ Confusion among the team members

→ Bureaucratic orders v/s Ground reality

② Approach to be followed

→ Firstly being a public servant, it is my moral responsibility as well as constitutional responsibility to provide safety to protestors

→ Try to build a ~~dialo~~ communication channel for engaging protestors in dialogue discussion

→ ~~Through~~ using dialogue discussions as well as local influential people (like influential) ~~way~~ ~~be~~ religious head or social workers to calm down the protestors & engage ~~to~~ ~~nego~~ them in talk

→ Clarifying the policy provisions, assuring

Candidates must not write on this margin

them of no loss of land rights — by being personally accountable can make people's trust in policy & system.

→ Listening to their grievances, and promising them to ~~report the~~ so raise their concerns

→ Telling them benefits of digitalisation — by telling them some examples of nearby region can change their mind.

Following a non-confrontational & non-coercive approach rather making people feel valued in policy implementation & encouraging their participation in progressive reforms will be the best approach.

Along with it, proper communication & clarity to team members is also imp. Providing them proper training & required equipments to avoid any such

Candidates must not write on this margin

incident which may provoke public dissent.

Lessons that can be learned

① Taking people or beneficiaries into confidence is must.

② Encouraging public participation of inclusive policy implementation

③ not only encouraging but also displaying it in front of people is necessary.

④ Paradigm reforms may see protests of restraint, however sustained non-confrantational approach towards the issue is the solution.

Often, lack of awareness among people make them resistive towards modern technology. However using core as well peripheral methods of influence can make the task easy.

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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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The case highlights the increasing digital communalism in the society and related challenges faced by administration.

Ethical issues involved

1. ~~Transparency~~ Freedom of Speech v/s Reasonable restrictions
2. Open flow of info v/s Public order
3. Biases towards certain communities, targetting them
4. Erosion of constitutional equality & protection of minority.

Administrative Responsibility

1. Taking down such responses immediately
2. ~~Managing~~ Protecting Minority rights while letting citizen's opinion flow

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③ Maintaing social order

~~Re~~

The best course of Action

Short-term

→ fastening the removal process of ~~the~~ reported engagements by media platforms

→ As advised by SC – not to escalate the issue as online engagements often are short-lived ~~has~~ and have no real world impact.

Long term course of Action

The problem is not posting certain posts or certain groups but the problem lies with the ~~biased per~~ perceived biased nature of administratio

→ Community Dialogue

Encouraging religious heads & lingual heads in active dialogue participation

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to restrict such communal tendencies

→ Awareness campaigns & workshops displaying social cohesion between the communities through digital as well as local market channels

→ Involving CSOs & media houses in campaigning projects to ensure ~~no~~ that the concern raisers also participate in problem solving.

Taking a holistic approach, considering strategic inaction in short-term and using channels to bring long term changes in social perspective will be the best possible solution.

Digital Communication protocols that can guide public officials

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~~→ How to use state~~

→ Explicitly informing available laws like IPC provisions & IT act ~~through~~ which can be used to handle online engagements.

→ Content Moderation by collaborating with platforms.

→ Assigning SOPs proper time limits in bringing down posts

→ ~~Great~~ Providing a list of course of actions & for reference to handle different digital media issues

→ Also providing guidelines on restraining to amplify or escalate unnecessary engagements.

→ Tone Management in putting up online posts to not sound biased or ignorant

Rise of social media has been a tool of surveillance as well as a hurdle in maintaining social order. Administration must ~~take~~ involve community participation in handling such

Space for Rough Work

Space for Rough Work

NEXT IAS

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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.

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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.
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6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

महत्वपूर्ण निर्देश

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

क्या न करें-

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।

compromised work space

Authenticity of proof