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NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504

Name of Candidate: Harish Jodha Mobile No. [redacted]

Roll No. : MT25FLTRA012 Start Time 10.15 End Time.....

Date of Examination: 30/06/25. 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 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

NEXT IAS

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


NEXT
IAS

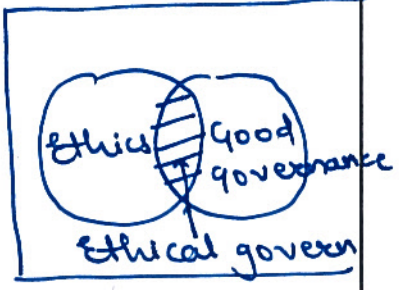
Candidates must not write on this margin

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 combination of application of ethical values with good governance practises. (Gender Budgeting)



Components of ethical governance

① Clean administration : corruption free work culture enforcing 'doctrine of trust'

Ex Manjula Tripathi having moral courage to face corruption.

② Inclusive governance : ensure implementation of Gandhi's talisman to serve to remotest possible.

Ex First time voting right of Shompen Tribe implemented.

③ Participatory governance : ensure that

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'voice' given to every citizen.

Eg 'Mohalla Sabhas' by IAS Smit Lodha in Dahod.

④ Value driven governance: incorporate public service values in governance.

Eg V. Sagayam for his integrity in MGNREGA allocations

Measures to institutionalise ethical gov.

① Value-training programmes included in KARMAYOGI platform.

② Sensitivity training to generate empathy among officers.

③ Regular reviews and performance appraisal (APAR system be made effective)

④ Best practises be disseminated. (Chintan Shivir in Gujarat for same)

⑤ Appreciation of worthy officers to act as reinforcement (PM Excellence Awards).

Ethical Governance will help Bureaucracy maintain its structure as 'steel frame'.

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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

Rule of law v/s Individual conscience is an ethical dilemma that public administrators have to face.

How will I handle such situations?

(1) In cases where law is clear about any action, I will follow rule of law despite contradicting moral conscience.

Ex. Rapists → villagers want him encountered → I also somewhere believe it → follow rule of law and bring him to due justice.

(2) In cases where law is case of 'form over substance', I would use enlightened objectivity. and follow moral duty.

Ex. Old lady → forgot aadhar and

Candidates must not write on this margin

ration card while coming to PDS → I will ask for photo if any even though not specifically valid and give her food.

(3) As public administrator, you have many situations where 'discretion' is to be applied. I will ensure that my personal prejudices don't affect my judgement. I will follow 'Sarvodaya' of Gandhi to uphold my moral responsibility.

Eg: 90 days for appeal over but I have discretion as Chairman of Tribunal to take appeal → If fair mistake than I will allow.

Thus, a public administrator must follow rule of law to maintain a stable governance system and in cases of discretion, moral altruism be followed.

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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

There has been a pervasive debate over 'Means or Ends' which gave life to → Deontologists → Consequentialists.

Deontological approach	Consequentialism.
(1) Means over end i.e. follow ethical means to achieve an end.	(1) Believe that ends justify means.
(2) Equitable distribution of merits is the means.	(2) Achievement of final goal irrespective of nature of distn.
(3) Focus in on 'Nishkama Karma' i.e. following duty.	(3) Focus is on 'Sakama Karma' i.e. on fruits of duty.
(4) Can be slow-paced but sustainable.	(4) Can be rapid but equally deteriorating.

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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 recent launch of ONDC is line with rise of examples which suggest India's march towards 'digital governance'

Digital governance — issue of → Fairness, Transparency, Accountability → solved by foundational values & new ethical framework.

Role of foundational values to tackle digital era challenges

(A) Fairness → Role of objectiveness in Decision with empathy (enlightened objectivity)

Avoid prejudicial discrimination by uphold justice.

(recent US algorithm issue in Face recognition system).

(B) Transperancy → Equity in digital infra accessibility to avoid digital divide

Openness about the nature of algorithm used & possible false positives

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(C) **Accountability** → consensus based decision to uphold rule of law (Liability convention for AI)

→ Grievance redressal mechanism to ensure that human touch remains.

New ethical framework to act as complementary

1. Who should be held accountable for decision of AI?
2. Digital literacy as the name of the game.
3. Data inclusivity with no bias.
4. Digital sovereignty: who owns the data (principal or fiduciary)
5. Data democracy to avoid data colonialism.

The rise of **GAFA**. 4 major data holders and having unscrupulous impact on digi-gov

→ Foundational values like transperancy & accountability upheld through PDP Bill.

→ New ethical framework in form of Bletchley declaration for AI, etc

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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

Daniel Goleman defined Emotional Intelligence as ability recognise, understand and manage your & others emotions.

Ex Emotional Intelligence is cause of 80% success as per Goleman.

EI enhancing ethical decision making

① Empathy-driven decisions due to strong ability to understand emotions of others.

Ex IPS Shubham Jain understanding plight of prostitute workers started 'SWABHIMAN' thane to repress them.

② Reason over passion in decisions as ability to control emotions

Ex IPS in Bhagalpur didnot encounter 'gooda' despite public encouragement and personal leaning.

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(3) Consensus-based decision as open to thoughts of others → shows pluralism and scientific temper.

Ex. Nehru during state reorganisation

EI enhancing administrative performance

(1) Better understand your team so fully capacity utilisation

Ex. Saumya Pandey → 2 days and 1 lakh people ~~rehabilitated~~ during cyclones.

(2) Strong leadership and better relationship management resulting in united action towards one vision

Ex. PI Sreevidya during tsunami of 2004 → zero casualty drive.

(3) Strong work culture leading to efficiency and effectiveness.

Ex. Role clarity leading to desired outcomes for IPS Narendra Kumar against sand mafia.

Thus, management of emotions is thin line dividing success and failure.

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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

Ethics is study of underlying principles which determine what is right and wrong.

Ex. Business ethics, Medical ethics, etc.

Sources of ethical guidance
- Complementary → ease in action ☺
- Contradictory → crisis of conscience ☹

Ethical approach to resolve conflict

(1) As public servant, your duty is to uphold rule of law guided by the vision of freedom fighter and constitution makers.

Ex. No discrimination as per Art 15.

(2) The ethical spectrum of public servant is guided by
- (i) family
- (ii) teachers
- (iii) friends
- (iv) experiences

Candidates must not write on this margin

and thus he may have personal conscience contradictory to rule of law. [Discrimination of gender in family]

(3) To resolve this conflict, there are some options

(A) Rethink your personal conscience in light of laws, rationality, etc.

Ex Prejudice against SC's taught through socialisation.

(B) Keep your personal conscience but follow rule of law wherever clear.

Ex My conscience → give 50kg grains to poor

Rules → 35kg in Annadata Aay Suraksha so follow it.

(C) If personal conscience empowering than rule of law can be changed

Ex Apartheid in S. Africa.

To understand importance of Ethics, it is said, "World without ethics would not exist."

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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

Attitude is positive or negative assertion about any subject matter.

Moral attitude influencing ethical DM

① Morals → Attitude → Behaviour
shows direct relation of morals with behaviour (DM)

② Moral attitude shaped by foundational public service value will ensure ethical governance.
Eg. TN Seshan → moral attitude defined by probity & leadership → electoral reforms despite pressure

③ Moral attitude if shaped by personal goals and egoism leads to corrupt decisions
Eg. IPS Neera Yadav → caught in land grabbing scam.

Political attitude shaping ethical DM

① Age : young civil servants seek

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radical change opposed to stability loving elder ones.

Ex. IAS Kushal Jain starting 'war on nanalism' in Maharashtra.

(2) Creates bias in your mind leading to partisan decisions

Ex. Capitalist mindset → support right-wing

How to maintain independence without detachment

(1) Moral strength to not personal opinion affect professional decision.

(2) Emotional intelligence to better know your emotions and not let them affect decision negatively.

(3) Probity and integrity towards public service without personal aspiration (Nishkama karma).

(4) Yoga, meditation to maintain mental peace which is key to independent and perceived behavioural control.

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

Ethical governance is a combination of ethics and good governance leading to effective discharge of public duty.

Ethical challenges in PPP

1. Blame-game in case of delays or project failure.
   (Responsibility not taken)
2. Efficiency principle violated due to lack of accountability.
   Eg: In EPC framework, private parties overcharge by ~35% (Kelkar Committee)
3. Private entities profit-oriented and thus violate principle of 'trusteeship' and 'sarvodaya'
4. Teleological approach where ends justify means.
   Eg: Land grabbed forcefully and no efforts for rehabilitation.

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Ways to ensure transperency and accountability in PPP

1. Accountability frameworks in contracts to ensure liability & role clarity.
2. Transperant auctioning to ensure that no favouritism or partisan contract allocation.
3. 'Doctrine of trust' be upheld by private entities as well.
4. Openness and real time monitoring of projects using GIS.
   (Avoid red-tapism)
5. Audits to be conducted regularly and escalations to be strictly monitored.
6. Grievance redressal system to report malfesance if any.

Thus, ethical governance is responsibility of all. It will help us achieve fruits of 'Amrit Kaal'.

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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

like plato said, "Reality is the shadow of idea", governance too shall be based on combination of ideas and institutions.

Philosophical foundations underpinning ethical governance

1. Kant's categorical imperative: every policy must see humans as end.
2. Gandhian talisman: governance must be based on inclusive thought about most vulnerable.
3. Ethical altruism of Butler: show benevolence in action.
4. Nishkama Karma in Gita: follow your duty without expectation to its fruits.
5. Seva: always focus on serving with humility.

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How do these ideas ensure probity

1. **Kant's CI** will ensure that you always work for humanistic goals than to see them as means to an end. Eg. Inclusive growth over economic growth

2. **Gandhian talisman** will ensure that every action is taken for most vulnerable → foster **corruption free** system.

3. **Ethical altruism** will ensure **rectitude** in your decision and avoid selfish motive to precede societal goals.

4. **Nishkama Karma** will ensure that you get up everyday and follow your duty with **utmost integrity**.

Thus, ideas have the power to create aspired realities which is the case with our goal of 'Sushashan' through philosophical ideals.

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

With use of kinetic conflicts, international ethics needs rethinking.

Ethical foreign policy

(A) Realism with conscience

(1) Due to polarisation, the notion of idealism has taken back seat.
Eg. India joining strategic alliances like QUAD.

(2) Ensuring 'no first use' or 'no first aggression' but retaliation stronger.
Eg. Recent surgical strikes by India after Pahalgam attack.

(3) Multilateralism on rise after de-globalisation.
Eg. Power capture is the new norm in IR - Harsh V Pant

(4) Values of peace, tolerance shifted to deterrence
Eg. Nuclear proliferation

Candidates must not write on this margin

(B) Idealism still way to go → Needed to avoid World War like situation.

- Globalisation 4.0 also called Alter globalisation
- Seen in environmental fora

Ethical responsibility of nation states

1. Avoid use of violence till last resort.
   - Eg: India's policy of 'No First Use'
2. Refugee ethics: ensure that human rights respected.
   - Eg: UN Refugee convention.
3. 'Cooperate rather than confront' to ensure collaborative solution to issues
   - Eg. UNFCCC 'Paris Protocol'
4. Respect sovereignty of other nation states → equality in approach.
   - Eg: S. Jaishankar → equal importance to USA and Kuwait.

To avoid fatal effects of wars, crimes globally, equitable assertion of nations in global fora pivotal.

Candidates must not write on this margin

Q.6 नीचे महान विचारकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में इनमें से प्रत्येक उद्धरण आपको क्या संदेश देता है?

Given below are three quotations of great thinkers. What do each of these quotations convey to you in the present context?

(a) "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

"Man is an egoistic animal but he has the quality to show benevolence" – Gerald Butler

Meaning of quote

Adam Smith, 'father of capitalism' was largely supporter of ethical egoism. He albiet stated that, ethical altruism is something that is still evident in his character.

Some principles in his nature that may generate compassionate action in humans is that of love, care, empathy towards fellow being, principle of philanthropy.

True happiness for self is also corroborated by many in selfless service (Nishkama Karma) in 'Gita' that highlight this.

Candidates must not write on this margin

Relevance in present context

1. Increased debate about the materialistic and individualistic society.
   Ex. Frequent example of hungry people being denied food on streets.
2. Corporate social responsibility being the talking point of corporate ethics.
   Ex. e-Choupal of ITC benifitting farmers.
3. Increasing general morality in society leading to higher charities.
   Ex. 5th successive upward trajectory in Tirupati donation.
4. Empathy in action despite averse to showing it.
   Ex. giving money to street children despite against that culture.

Learnings for me

1. Fraternal coexistence of humans possible when we evolve from egoistic to social being.

Candidates must not write on this margin

(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

In the mid of 18th century, Montesquieu gave the concept of 'Seperation of Power' based on this thought.

He believed that power should be distributed among stakeholders. The nature of this distribution of power is to enforce 'Checks and Balances' in the society.

Relevance in present content

(1) Political sphere: India as a democracy has adopted 'Seperation of Power' to maintain constitutional sovereignty.

(2) Economic sphere: Rise of cryptocurrency, decentralised finance so as to create checks on centralised financial system.

(3) International sphere: India's bid for multipolar world order to serve as check on Western hegemony.

Candidates must not write on this margin

④ Governance sphere: launch of ONDC by government as check of Oligopoly of delivery & e-com websites.

⑤ Social sphere: rise of civil society organisation was seen as check on the authoritarianism in various govt.

Although, in some cases, highly fragmented power distribution can have limitations:

① Red tapism in decision making

② Consensus building difficult (UN veto)

③ Narrow perspective over larger goals so no dynamic change.

Learnings for me

① Decentralised power structure better than decentralised.

② Collusive acts of corruption like crony capitalism highly unethical.

Candidates must not write on this margin

(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



Ambedkar through this quote highlights importance of 'humility'. He suggests that service can be done with the perspective of showing domination over the others. If you imply that, you are the 'giver' and that the 'taker' being dependent on your service, is beneath you, then such act of service is a 'shot of ego-booster'.

Relevance in present content

1. Charity as pseudo-social tool without any empathy or humility towards vulnerable.
2. Service has become a tool to gain social acceptance.

   Eg. Youtube Vlogger → food distribution video → caught manhandling a hungry person for video.

Candidates must not write on this margin

③ Real purpose of selfless service lost in space and time.
[Number game for corporates to show who is the real deal].

④ Charity seen as tool for self-satisfaction than to empower the vulnerable.
↳ 'self-preserving attitude' (Hobbes)

Alternatively, service with humility signifies real emotion of 'SEVA'.
It is selfless in nature and driven by value of altruism for fellow beings.

Ex. Baba Amte for tribal healthcare

Learnings for me

① Empathy is key to selfless service.

② Quantity over quality → doesn't matter how much you give → what matter how you make them feel.

Candidates must not write on this margin

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 case at hand highlight issue of harassment at workplace which is a major problem impacting labour force rate of women.

(Global is 66% while 41.7% in India)

AIM: To ensure that harassment doesnot take place and accused are rightly punished.

"Injustice anywhere is threat to justice everywhere".

Ethical issue for Reena

① **Empathy**: towards the employee verbally harassed.

② **Responsibility**: towards maintaining company image.

③ **Justice**: be uphold for the violence (through words)

④ **Crisis of Conscience**: whether to help employee or company's reputation

Candidates must not write on this margin

(5) whether to follow **teleology** or or **deontology** in this case (Right means v/s Right ends)

Administrative Issues for Reena

(1) whether to follow direction of HR Head and CEO?

(2) whether to conduct an inquiry as initial one has no conclusive evidence?

(3) Responsibility towards government v/s Responsibility towards employee.

Possible options

(A) Not to escalate matter

Merits	Demerits.
(1) Responsibility towards company upheld.	(1) Justice not served to employee. (2) Poor role modelling. (3) Crisis of conscience

Candidates must not write on this margin

(B) Escalate the matter hastily

Merits	Demerits
(1) Justice to the employee possibly (2) Objective decision as ethics officer	(1) Employer reputation at stake (patriotism) (2) Shows lack of wisdom.

(C) Strategic thinking

Merits	Demerits.
(1) Shows moral courage (2) True leadership shown.	(1) Maynot still solve issue.

Course of Action	Rationale.
(1) Firstly, show empathy towards employee by taking her into confidence that prudent decision will be taken (2) Conduct an indepth inquiry by taking CEO	Shows humility in leader so 'Level 5 leader'

Candidates must not write on this margin

and HR on board.

(14) CEO → avoid repetition of such issues

(8) HR → responsible for good work culture

Fairness in decision to uphold rule of law (POSH Act)

(3) for case enquiry finds and confirms the harassment
↳ If warning and compensation suffices as per govt. regulations, else suspend employee.

Duty ethics followed

(4) Any mental support required to employee be provided

compassionate action.

Safeguards to address harassment

(1) Behavioural conditioning through value education training.

(2) Sensitivity training

(3) Strong work culture like WIPRO

(4) Reinforcement Theory used to punish evil acts.

(5) Collaborative culture by joint celebration to create Affective Attitude.

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

Candidates must not write on this margin

The case highlights issues faced by civil servant due to hierarchial pressure from the top and differing individual conscience.

Ethical issues faced

1. Cognitive dissonance as unethical demand by superior.
2. Violation of transperancy
3. Possible issue of corruption and siphoning of funds.
4. Whether to practise insubordination against direction of superior?
5. Duty as Account Officer threatened.

Ethical dilemma faced

1. Violate professional duty vls insubordination of orders.
2. Moral courage to flag discrepancy vls Professional indulgence.
3. Transparency in accounts vls Secrecy in department

Candidates must not write on this margin

④ Follow individual conscience v/s follow section head's order

Options available

(A) Filing as it is

Merits

① No insubordination

② Professional career not hampered.

Demerits

① Misinformation

② Violate values of good governance like openness

(B) Flagging the information

Merits

① Duty ethics followed.

② Doctrine of trust upheld.

Demerits

① Personal stress due to senior

(C) Order in writing

Merits

① Prudent approach as case doesnot conclusively highlight corruption.

Demerits

① Section Head may deny.

Candidates must not write on this margin

(2) Reasonable opportunity for Section Head to rethink stance.

Best approach

(1) Firstly, I will ask the Section Head to give a written order and related details about 2 crore ₹.

(Highlights public service values of objectivity, economy and transparency)

(2) In case if the written orders are not recieved, it is my duty to flag the issue.

(shows moral courage, apt leadership, wise decision making and following doctrine of appropriateness).

(3) Any issue that I face is consequence of my action. Thus, I am fine with it.

(4) Not flagging it would lead to crisis of conscience and remorse.

Candidates must not write on this margin

Internal checks to prevent misuse

1. Strong Enterprise Resource Planning System to avoid misuse.
2. Digital 'checks and balances' for real time attested financial reporting.
3. Surprise audits to act as operant conditioning.
4. Behavioural training where 'doctrine of trust' instilled.
5. Code of Ethics to guide employees in case of ethical dilemmas.
6. Attitude inoculation training to avoid hasteful persuasion.
7. Strong emotional intelligence through sensitivity analysis to avoid wrongful behaviour like syphoning

Thus, Karma Yoga must be followed to uphold constitutional and moral duty in this case.

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

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

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

The case at hand can be attributed as one of the seven sins of Gandhi i.e. 'Science without humanity'

AIM: Governance must be Accessible, Affordable and Accurate.

Ethical issues in this case

(1) Rural & tribals: (A) Right to public service (Art 21) denied.

(2) Elder citizen: (B) Right to dignified life (Art 21) violated.

(C) Lack of empathy and compassion.

(3) Beneficiaries: (D) No Grievance Redressal Mechanism

(4) Private: Secrecy of information vis vendor transperancy towards people.

(5) Suicide highlights violation of Kant's categorical imperative (Humans as end).

(6) Lack of objectivity highlighted from

Candidates must not write on this margin

exclusion errors.

Administrative Risk involved

(1) Private vendor may back out.

(2) Media may build pressure due to biased exclusion and suicide.

(3) Going back to manual review may highlight poor effectiveness in policy.

(4) False positives can be seen in bad light as against 'doctrine of trust'.

Options available

(1) Pausing the rollout.

Merits	Demerits
(A) come back with effective system (LEARN FROM MISTAKES)	(A) Slows down the process
(B) Exclusion error stopped / reduced (empathy)	(B) Negative perception among citizens.

(2) Avoid pausing the new system.

Merits	Demerits.
(A) Trust in private vendor maintained	(A) Exclusion error shows apathy

Candidates must not write on this margin

(B) Conviction to change.	(B) Against public service value of equity.

(3) Piece-meal approach

Merits	Demerits.
(A) Shows wisdom and prudence.	(A) May not be accepted.
(B) Consensual decision making.	
(C) Empathy towards excluded benificiary.	

Best Course of Action

(1) **Lead** from the front by firstly meeting family of victim and give them confidence that steps being taken. (Compassionate leadership)

(2) Discussions with secretary and vendor with following **suggestions**:

(i) Not entirely roll back the system

(ii) Manual option be kept for those inaccessible (HYBRID)

(iii) Grievance Redressal Mechanism be

Candidates must not write on this margin

immediately incorporated in system.

(iv) Human-check on auto-rejections.

(v) Direction to vendor to make prg. accessible by better platform integration.

(3) These suggestions would satisfy most stakeholders

- Empathy for victim.
- Trust of vendor
- Governance to excluded
- Responsibility towards secretary

Note: Reveal details to media only if necessary.

Safeguards when adopting AI system

(1) Piecemeal approach than radical redesign.

(2) Technology and system audit to detect bias & prejudice in algorithm.

(3) Digital literacy campaigns

(4) common service centres expanded.

(5) Vernacularisation of system.

(6) Strong grievance redressal system.

(7) Consistent review of false positive data and work to better it.

Candidates must not write on this margin



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

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

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

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

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

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

The case at hand highlights inertia in the government departments to accept mistake and take preventive action rather than waiting for curative action.

Competing ethical principles

1. Proactive governance v/s Avoiding panic due to sudden change.
2. Insubordination of senior v/s violate rule of law (RTI Act)
3. Duty towards people in hazard zone v/s Professional ethics.
4. Trust the experience of seniors v/s Trust individual conscience.
5. Transparency by sharing report v/s. ethical egoism by not going at odds
6. Falsehood for utilitarianism v/s. Truth to preserve moral integrity.
7. Crisis of conscience as against Kant's Categorical Imperative.

Candidates must not write on this margin

Administrative risks

1. Sharing report would highlight governance inefficiency.
2. As public information officer, my statutory duty at stake.
3. Panic can create disaster situation of its own.
4. Difficult to achieve 'golden Mean' due to past mistakes.

ADM response

1. Build consensus among DMO and DC by:
   - (i) strategic plan for rehabilitation
   - (ii) Highlight how loss of life if any would lead to 'crisis of conscience' and guilt.
   - (iii) Persuade them by generating empathy towards vulnerables.
   - (iv) Highlight how false reporting would violate rule of law leading to personal and professional consequences.

Candidates must not write on this margin

(2) After the 1st step

They Agree

(i) Ask DMO after DC permission to prepare strategic rehab plan.

(ii) Use social media to create trust and nip misinformation

(iii) Use personnel from SDRF or ask help from other districts if crunch.

(iv) Lead from the front to create confidence among ground workers for better efficiency.

They Disagree

(i) In both the cases my duty as PIO is to share the report
↓
I will uphold that duty

(ii) This will create pressure to take proactive steps

(iii) I am willing to face personal consequences, if any.
(uphold duty.)

Alleppy Case Study

Saumya Pandey due to prudent decision making and collaborative approach was able to rescue 1 lakh people in 2 days.

Candidates must not write on this margin

3 institutional practises for transparency and responsiveness

(A) Village-level disaster management plan for customised approach to disaster risk reduction.

(B) Hazard zonation Studies by NDMA on consistent basis to update new vulnerable regions.
↳ They are openly shared on digital media website.

(C) Disaster Management committee under DC to review disaster preparedness and mitigation efforts regularly for proactive governance.

There are very few instances in life where you get to show CHARACTER in decision making. In those situations, SHOW CHARACTER.

Candidates must not write on this margin

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

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

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

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

"यह अब नीति है। इसे लागू कीजिए।"

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

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

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

"This is policy now. Get it done."

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

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

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

(Answer in 250 words) 15 Marks

Candidates must not write on this margin

The case at hand highlights how 'a good purpose is failed due to poor implementation' of public policy. (similar to farm laws)

Ethical challenges

(A) Local farmers : (1) loss of livelihood against Art. 21
(2) 'Doctrine of trust' hampered.

(B) Opposition MLA : (3) confrontationist, than collaborative approach (poor leadership)

(C) State Secretariat : (4) Duty to implement policy affected.
(5) Lack of empathy towards local farmers.

(D) Field team : (6) Dilemma faced as compassion towards locals but strong direction.
(7) Confusion show lack of good governance.

(E) Crisis of conscience for me.

Candidates must not write on this margin

Administrative Challenges

1. Balance the demand from top and bottom (Squeeze Theory)
2. Handling the protests as they can hamper public life
3. Build consensus among locals to rollout the policy.
4. Enhance turnout at enrollment camps.

Approach towards implementation

1. Meet with relevant stakeholders to identify their issues.
   - (i) Quick rollout for secretariat.
   - (ii) Objection due to inaccessibility perception of farmers.
   - (iii) Confusion among team
   - (iv) Opposition representing local grievances.
2. Ask the leaders of the protest to join at a meeting where:
   - (i) You generate confidence among them about long term potential of scheme.

Candidates must not write on this margin

(ii) Institutional support through common Service Centres for better access.

(iii) Effective land record system would solve property issues, enhance access to formal credit. (Wisdom → Plato Cardinal)

(iv) Flexible implementation but rollout now.

(3) To communicate rationale of flexible rollout, take appointment in secretariat:

(i) True purpose of policy would be served if inclusive approach taken.

(ii) Rollout can be done now to reduce cabinet pressure but need strong institutional network for better implementation.

(4) Thus, I would try to balance my duty to implement public policy and my duty towards stakeholders

Note: In case of miscreant protest, I would take help of police officials to maintain law & order.

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Lesson for future implementation

1. Stakeholder identification to better understand issues they might face.
2. Strong institutional network to back large scale digital reforms.
3. Participatory decision rather than top-down approach.
4. Doctrine of proportionality to ensure more good than bad.
5. Equity in decision to ensure that vulnerable population not left behind.
6. Apply Gandhian Talisman.
7. Training of ground team to avoid confused implementation.

[Effective governance]

To progress towards dream of 'Viksit Bharat', inclusive governance is pivotal.

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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 issue of 'growing digital communalism' which acts as a barrier to implementation of public policy and affects public perception

Ethical Issues

1. Ghettorisation seen from minority-dominated ward.
2. Violence through words.
3. Lack of empathy towards communal sensitivities.
4. Accountability violation by platform as hateful comments not taken down.
5. Reactive leadership by seniors affecting work culture.
6. Ignorant approach by DC than to use it to promote pluralism.
7. Lack of scientific temper and love in community.
8. Governance gap due to trust deficit.

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Administrative responsibilities

1. Handle media and civil society backlash.
2. Consider the orders and advises (multidimensional) of seniors & juniors.
3. Hold platform accountable as information officer.
4. Use 'Positive Reinforcing Information', disseminated through social media to breach trust deficit.

Response of DIO

1. Spreading hate speech is against rule of law (Bhartiya Nyaya Sahita, 2024)
   ⇓
2. Cooperate with police officials to take action against these people.
   ⇓
3. This will lead to negative reinforcement within miscreants to ignite communalism
   ⇓
4. Engage in spreading benefits of booster and create fraternal

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attitude among communities.

⇓

(5) To better persuade community, use role models from within and outside community and launch TWITTER CAMPAIGN

⇓

(6) These steps might influence the cognitive attitude of community and restart community engagement.

⇓

(7) Openness and Transparency about program manifesto might also breach the trust deficit.

⇓

(8) Persuade DC that running away from challenge might show moral apathy, lack of fortitude so facing issue through institutional means better.

Note: I will ensure that my personal views are not affecting or prejudicing my judgement and that I personally do not communicate any protocols but use public handle.

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Digital media protocols to handle hate speech digitally

1. Use social media handles of govt. to nip issue in the bud.
2. Collaborative approach with police officials to create deterrence.
3. Personal accounts should not be used to disseminate personal views in sensitive matters.
4. Objective decision by weighing pros and cons on impartial basis.
5. Use role modelling and constitutional ideals of pluralism and scientific temper (Art 51A) to influence Affective Attitude and thus behaviour.

India is known for its 'Unity in Diversity' and any malfeasant attempt to threaten it shall be nipped in the bud.

Space for Rough Work

Space for Rough Work

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

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.
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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.
2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
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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।