



NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504

Name of Candidate: Gaganendra Gupta Mobile No. XXXXXXXXXX
Roll No. : GC2501847037 Start Time End Time.....
Date of Examination: 29-6-25 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:

FOR OFFICE USE ONLY

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

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

* Subject to change without prior notice.

<u>IMPORTANT QR CODES</u>	
 Topper's Copy	 Common mistake and Correct Filled QCAB
 Copy Scanner App	 Next IAS Test Centre Location

MACRO COMMENTS

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

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

Q12.

Introduction	Body	Conclusion



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 हैं, इसमें समावेशी, सहभागी और मूल्य-संचालित शासन शामिल हैं? भारत में नैतिक शासन को संस्थागत बनाने के लिए कार्यान्वयन योग्य उपायों का सुझाव दीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Do you agree that ethical governance encompasses more than just clean administration, it involves inclusive, participatory, and value-driven governance? Suggest implementable measures to institutionalise ethical governance in India. (Answer in 150 words) 10 Marks

Ethical governance refers to following of proper ethical and moral guidelines in delivery of public services. It is much more than mere administration and drives citizens to inclusive growth.

ETHICAL GOVERNANCE

- ① Refers to upholding the rule of law along with moral conscience and principles of natural justice
- ② It aims towards citizen centric, humane and egalitarian approach of welfare for all.
- ③ While clean and honest administration is the first step, ethical governance requires not only low road but high road to integrity.

⑦ ~~the~~ Officials need to imbibe model of governance that upholds moral values and ensures the principle of veil of ignorance (equitable policies for all) is followed

⑧ Eg IAS officer Anil Bordia - known for dedicating entire service to inclusive education for all

MEASURES FOR ETHICAL GOVERNANCE

① Mission Karmayagi - The Government mission to imbibe civil servants with values of integrity

② Ethical workshops - Senior and junior officers should be engaged in such workshops with citizens.

③ Carrot-stick model - Incentives and appreciation like hull affame to ethical governance measures will help to inculcate culture.

Ethical governance ensures Antyodaya (welfare of last person) with Samodaya (welfare for all)



- (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

Public officials often face perplexing situations where laws and morals may contradict. It is important to balance and eventually follow the right calling.

LEGALITY	v/s	MORALITY
----------	-----	----------

- | | |
|--|---|
| ① Implies law abiding and rule following | ① Following the call of humane <u>morals</u> and values |
| ② <u>Kantian</u> principle of going by duty | ② <u>Aristotelian</u> value of goodness of character. |
| ③ Has <u>legal, punitive</u> force behind it | ③ Has <u>voluntary, conscience</u> driving it |
| ④ Method of <u>low road</u> integrity | ④ <u>High road</u> to integrity |

Eg A situation where an officer might encounter an old lady - seeking pension fund - but without any documents

Follow rules

↓
Say her No.

Follow morals

↓
allow her pension

HANDLING SITUATION

① Handling such situation requires

↓
Deep understanding
of law, policy

↓
Analysis of its effect
on governing party

② Does it abide by the conscience and constitutional principles of equitable justice?

③ Calling of morality should be above any arbitrary law Eg Here officer should allow on empathetic grounds / pension access to old lady

At same time, he should expedite process of documentation for her.

Martin Luther King Jr. said - "It is our legal duty to abide by laws but our moral duty to disobey unjust laws."



- 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 Analysis of moral principles, duty based laws and humanitarian sensitiveness before taking any action. In administration, it checks whether actions of officials are arbitrary or welfare oriented.

DEONTOLOGY

v/s

CONSEQUENTIALISM

① Kantian principle of following duty as ultimate law.

② Actions shouldn't be according to outcome but according to prescribed law.

③ In administration, it refers to following code of conduct and constitutional

① Utilitarianism was given by John Mill who highlighted happiness of all being ultimate motive.

② Actions, by any means should ensure, end is welfare and forwelfare.

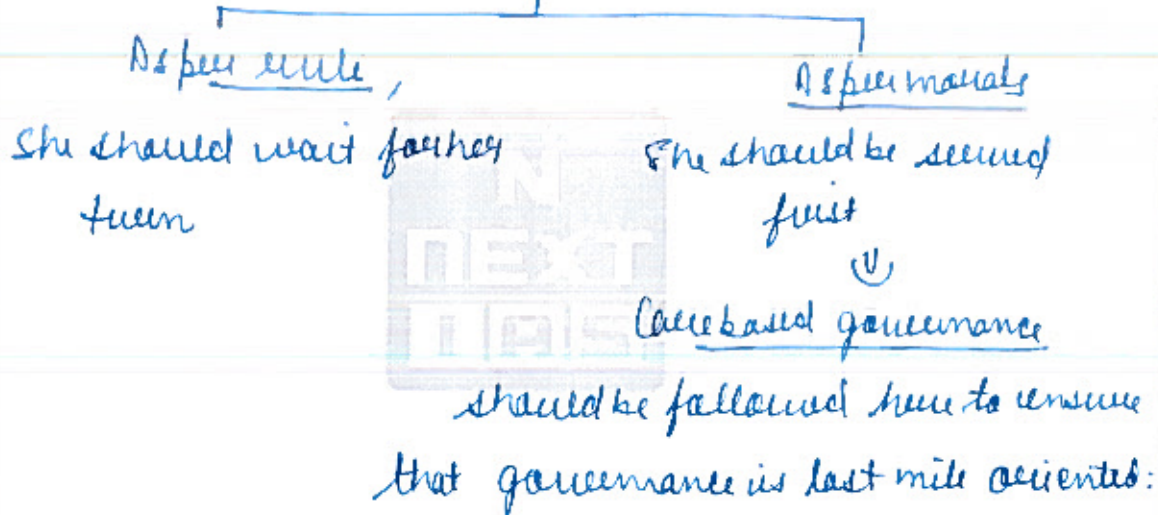
③ It is followed in policy making to ensure ultimate welfare.

- (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

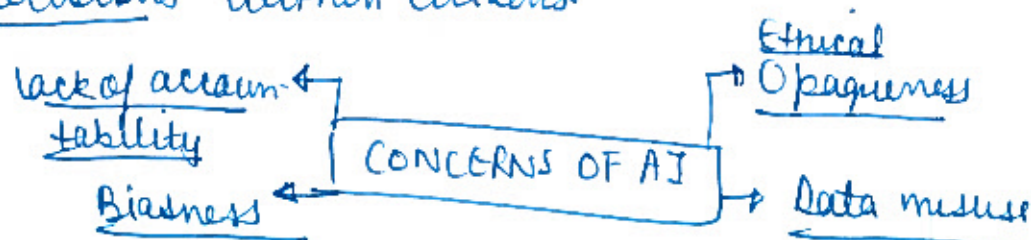
MORAL DILEMMA IN GOVERNANCE

Eg ~~in~~ In a case of Aadhaar verification, officer finds a frailting lady at back who is without proper documents -



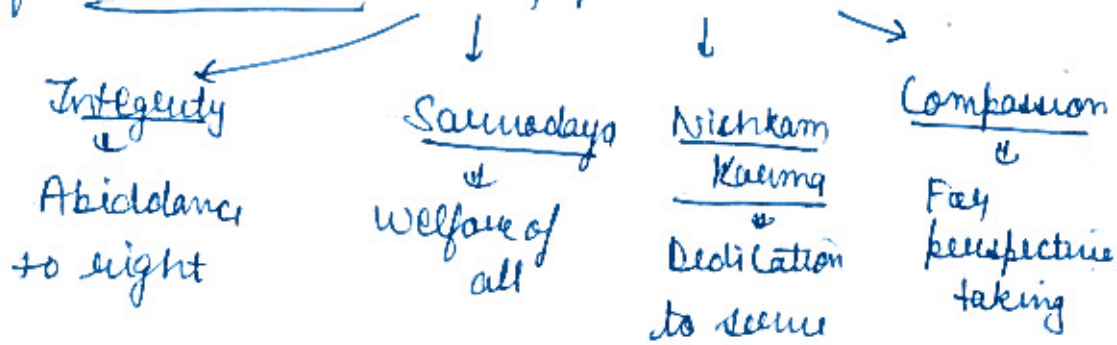
Thus, governance involves a balance of both duty-based ethics and rule based ethics as per situation.

- (b) E-governance and AI have risen tremendously with World Bank calling it an innovative and new way of distributing resources, implementing decisions within citizens.

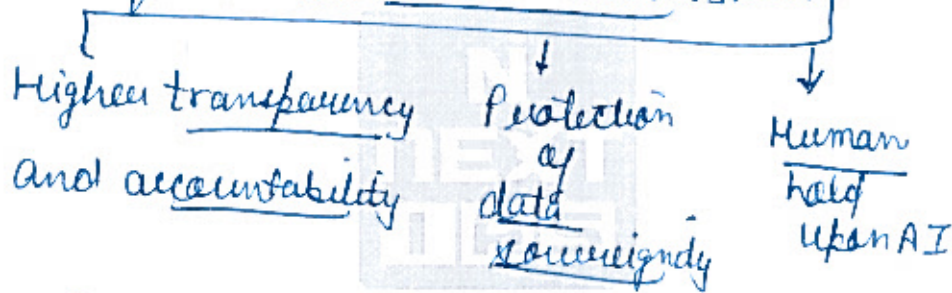


MEASURES TO ADDRESS

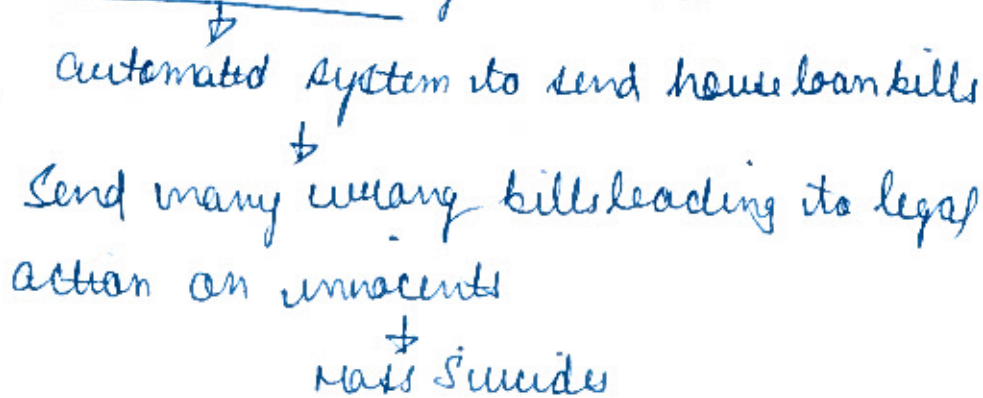
① The new age of AI requires that we abide by our foundational values of public service like



② At same time, to harness smart governance, we require new ethical measures like



Eg Robodebt scheme of Australia



Thus, human action and compassion is required to ensure governance with touch of morality.



Q.3

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

(उत्तर 150 शब्दों में दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Emotional intelligence refers to much more than

IQ - it refers to the capability of individuals to harness and control self emotions as well as understand emotive patterns of others

EI in PUBLIC SERVICE

- ① Emotional intelligence in an officer ensures gentle mind and character of person.
- ② It ensures that individual is able to perceive outcomes (mental, physical, psychological) of his actions and thus ensures efficient decision making
- ③ In high pressure sectors, most of laws and Codes are not practically applicable. It involves EI and Intuitive thinking of officer to respond.

④ EI ensures the officer is not emotionally overwhelmed by the pressurising forces and makes wise choices impacting all.

⑤ EXAMPLE ⇒ A lady IPS dealing with maoists in dense forests of Chhattisgarh.

She may either use hardpower to eliminate them or apply EI to analyse where they are coming from and try to engage in vigilant yet empathetic talks with them.

⑥ EXAMPLE ⇒ During a political rally, if the public pressure is increasing, an officer may turn to lathicharge to relieve the pressure. But understanding their local feelings he may try to dissipate the gatherings non-violently.

Thus, EI ensures that public trust is maintained on service providers and equitable service delivery takes place.



- (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 guidance in public administration, as reflected by Simon Blackburn, is practice of practical approach of fairness, righteousness, justice and efficiency. There are many sources of ethical guidance.

SOURCES OF ETHICAL GUIDANCE

- ① CODE OF CONDUCT - The primary force governing officer's actions and telling ~~what~~ right and wrong.
- ② PERSONAL CONSCIENCE - Virtues/character drive the moral actions.
- ③ SOCIETY AND SITUATION - As per the conditions of environment, action may vary contextually.
- ④ CONSTITUTIONAL PRINCIPLES - Above all, the final allegiance of officer should be to constitution.

APPROACH IN CONFLICTS

- ① Various sources of ethical leadership may vary in everyday situation.
- ② Before any action a civil servant should analyse
 - a) legal and moral obligations of law
 - b) Impact of law on others
 - c) Methods to counter mitigation
 - d) Reform or implementation

Eg WA Rana, an IAS officer, in his career busted many silver and gold scandals despite getting many life threats. The Whistle Blower Act was inadequate to protect ~~them~~^{him} but he didn't stop his moral conscience.

Eg Ratan Tata - once received death threats to meet labour demands or face factory closure. But he kept on walking on light of ethics and didn't give in to arbitrary means.

Thus, ultimate motto of ethical guidance should be able to guide the right action irrespective of source.



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

MK Gandhi said - Politics without Ethics is the
one of the 7 greatest sins. It is important for
public servants to emerge out of political and moral
clashes.

POLITICAL AND MORAL ATTITUDES IN DECISION MAKING

POLITICAL

- ① Encompass decisions that are accepted by public
- ② Seek populist measures and avoid going against narrative
- ③ Party loyalty and personal aspirations are decisive
- ④ May not be ethically right
Eg Unnecessary subsidies

MORAL

- ① Decisions that are acceptable as per principles of right and wrong.
- ② Seek what is just and don't fear standing against majority.
- ③ Loyalty to service and public welfare is decisive.
- ④ Important for equitable welfare
Eg Welfare schemes based on outcome.

INDEPENDENCE OF PUBLIC SERVANTS

- ① Civil servants have to balance political pressure with citizen considerations.
- ② They must ensure their primary allegiance is to constitution and not to any political party.
- ③ Following Kantian ethics, they should stand up against any political policy using humane as means to an end.
- ④ Following virtue ethics, they should not tolerate any moral danger to public welfare by any unjust law. Gandhi said - we must disobey unlawful laws by ~~peace~~ nonviolence.
- ⑤ They should report to senior administration of any malefic political intervention and have moral courage to face consequences.

Thus, civil servants should be attached only to moral, legal ^{principles} ~~principles~~ and avoid any personal gain.

- (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 holistic service

delivered by all sections of stakeholders -
government, private entities, civil societies
to engage moral upbringing

PPPS AND CHALLENGES

- ① Public-private partnerships refer to joint actions, investments, projects or initiatives of state and private parties to co-ordinatingly provide for any infrastructure, service provision or capability building ~~in which~~ for the citizens.
- ② It ensures agreement based funding, maintenance, revenue generation and genuine financial for any project of highways, any intendant service etc.

- ⑧ Challenges may include : → lack of legal support
- Private
 - patently seeking
 - personal gains
 - misalignment
 - of funds
 - in corruption
 - lack of
 - approachability
 - and transparency
 - for citizens.

MEASURES FOR ETHICAL ACCOUNTABILITY

- ① Transparency in partnership and prior public opinion / engagement is necessary to establish trust.
- ② Use of funds, public resources should be monitored.
- ③ Agreements may contain specific legal provisions against breach of ethics.
- ④ Grievance Redressal facility for the citizens.

Thus, foundation of any PPP lies not only in state and entrepreneur but also in hands of participatory citizenry.



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 refers to provisioning of service delivery and institutionalised welfare mechanisms for citizens. Righteousness and probity are essential for ethical administration.

FOUNDATIONS OF ETHICAL GOVERNANCE

- ① The basic foundation is integrity and dedication to service (Nishkama Karma) of the officials.
- ② Accountability, responsiveness and transparency ensure ethical conduct and services reaching last mile.
- ③ This is further supported by institutions like RTI, Social audit, PIL etc.
- ④ Ethical governance is based on philosophy of duty based ethics and rule of law.
- ⑤ At same time, it involves utilitarianism to achieve end goal of welfare.

⑥ Ethical governance also involves compassionate bureaucracy which doesn't break but bend the rules in situations of higher morality.

CONTRIBUTION TO PROBITY

- ① Probity refers to righteous conduct and upholding of accountability and law in public service.
 - ② Probity of an official is ensured when he looks over any governance action with a balance of law and morals.
 - ③ The public feels institutions to be trustworthy as the leadership ensures to bring out any discrepancies in public delivery.
 - ④ Eg An officer refusing to take bribe not just because it's illegal but also immoral and even taking steps to reform corruption in his office.
- Probity of service men is a mark of their diligence and compassion to serve public interest.



- (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

Foreign policy refuses to attainment of national interest, territoriality and sovereignty amidst internationalism. It is essential to ensure One Family, One Earth if followed ethically

ETHICAL FOREIGN POLICY

- ① Refuses to upholding higher principles of humandity and universal moral rights while its global conduct.
- ② It aims to align equal welfare of global citizens alongside upholding interests of own nationals.

IDEALISM	OR	REALISM
① Foreign policy with ethics maybe a bit too ideal too exist in <u>multipolar world</u> where <u>every nation</u> seeks <u>hegemony</u>		① Ethical foreign policy ensures that any decisions by nation involve application of <u>conscience</u> and <u>Universal Declaration of Human Rights</u>

- ② Trying to be ethical in foreign conduct may ~~lead to~~ be seen as putting away of national sovereignty above all.
- ③ Eg China using a pretty girl to mimic voice of an ugly girl singing national anthem for own national interest.
- ② It may help in facing emergencies and healing divergences to take unified action.
- ③ Eg India's initiative of Vaccine Maitri to provide COVID-19 vaccine to more than 100 nations amidst global protectionism.

ETHICAL RESPONSIBILITIES OF NATION

- ① To ensure that its actions for self-sovereignty don't encroach others national interests.
- ② Solving disputes through dialogue and diplomacy rather than wars.
- ③ Equitable resource sharing for human good.
- ④ Contributing to alleviate problems of developing and least developed nations.

Thus, I partially agree with the statement that foreign policy measures should be guided by morality. But at times of securing national interest, it may get important to follow 'INDIA 1st' focus to maintain sovereignty.

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

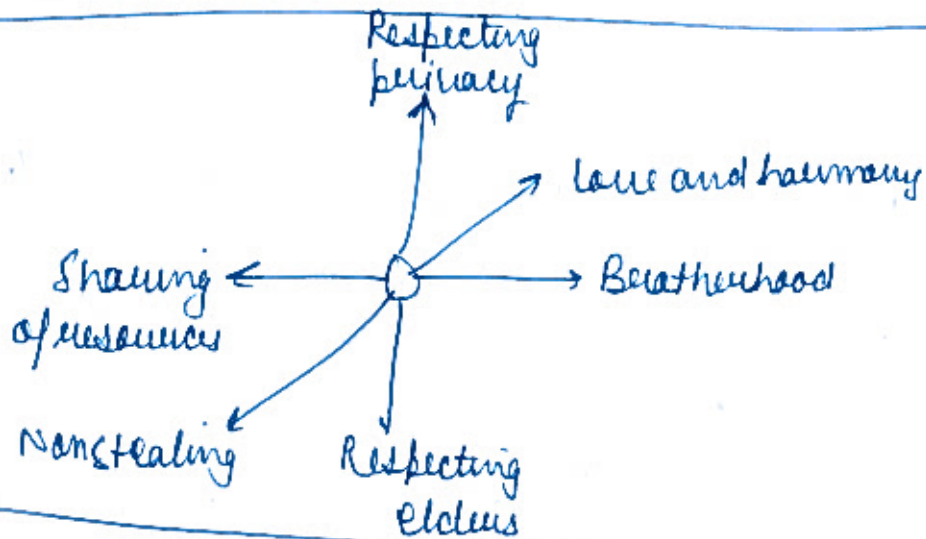
"How selfish soever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others." Adam Smith (Answer in 150 words) 10 Marks

In the above mentioned statement, Adam Smith highlights the innate goodness of any individual irrespective of who malefide he may seem of on face of it.

Smith believes that ethics of humanity are not guided by rigid laws and duties but rather by inner feelings and consciousness. Thus, being social animal, no matter how selfish an individual is, he may directly or indirectly put other's interests at front too.

Humanity is governed by moral sentimentalism and seeks to act as our feelings drive us. Irrespective of any culture, universal upbringing values ~~are~~ are imbibed to an individual so that he can secure greater good of society.

A study of Oxford found 6 values central to all 52 cultures across the world



Even a thief may act for own interest but he'll be loyal to his gang members. Thus selfishness may clash with moral integrity but principles of personal integrity tend to be more eternal.

Basic values of love, compassion, fraternity and peace govern our actions by intuition much before any learned malefic practice may be applied.

This also highlights how criminals, addicts and social deviants should be seen in human light and given support to reform.

(b) "सत्ता को सत्ता पर अंकुश के रूप में काम करना चाहिए।" मोंटेस्क्यू,
"Power ought to serve as a check to power." Montesquieu,

(उत्तर 150 शब्दों में दीजिए) 10 अंक
(Answer in 150 words) 10 Marks



It is well said that "Power corrupts and
Absolutely unchecked power, corrupts
absolutely."

Montesquieu here highlights that the powerful
stakeholders of a society need to be in control
and put citizen welfare over all to ensure
ambiguity is prevented.

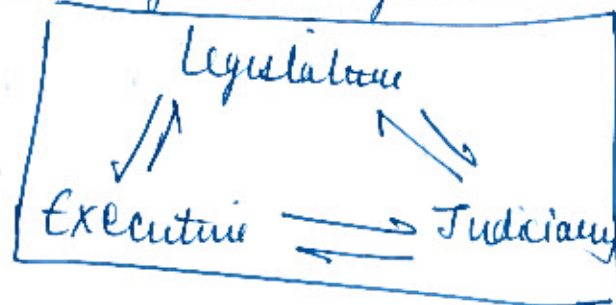
Power is a tool which can be used for
emancipation subordination and it
simply depends on how it is applied - few men
flourish are checked by adam of equal right.

This also implies, that minority groups in
a society may get ethnocentric as it may be
necessary for their survival but if majority
holding power exercises self superiority, it
can lead to toppling of balance of society.

In public administration, it implies more clearly that power given by citizens to public servants is utilized as a servant only and not as a master over and above.

Effective measures to check arbitrariness like RTI, PIL, social audit, etc whistleblowers protection etc should be strong enough to check any misuse of power.

Even constitution provides for checks and balances among the 3 organs -



Power ~~is~~ guided by morality and checked by internal conscience and external social actors. Can ensure that it is utilized to maintain social stability and not build hierarchy of tyranny.

- (c) "विनम्रता के बिना सेवा, स्वार्थ और अहंकार है।" डॉ. बी.आर. अंबेडकर (उत्तर 150 शब्दों में दीजिए) 10 अंक
 "Service without humility is selfishness and egotism." Dr. B.R. Ambedkar
 (Answer in 150 words) 10 Marks



Dr. B.R. Ambedkar highlighted that even the
"central foundation of our constitution is
welfare for all and service to citizens."

Ambedkar, moreover, highlights that any attempt
 to secure the citizen welfare should be free of
 any pre-conceived notions of self superiority
 and delivered with groundedness to
 principles of ethical morality.

It ~~also~~ highlights that any service ~~without~~
 provisioned without it being from perspective
 of veil of ignorance i.e. equitable impact on
 all sections especially disadvantaged, won't
 be able to secure the public good.

Any such use of power and institutional
 authority would fulfill own self interests and
 bolster self ego. Thus, it is important that
Seva, Nishkam Karma and Satyameva Jayate are
 (service) (dedication) (integrity)
 practised in governance.

Eg -

No education measure will be able to uplift untouchables if they are not supported by society and there is obliteration of superiority among higher Caste.

Even, in bureaucracy, if stakeholders consider themselves over and above the system, then it would rather lead to corruption and misuse of authority for personal gain.

Thus, service should be entrenched in Samodaya and Antayodaya.

Welfare of
all

Service to last
person standing

In the modern world of rising disparities, inclusive growth is possible only when contribution to mankind and service follows egalitarian approach of "SABKA SAATH, SABKA VIKAS".



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 चिंतित व्यक्त करते हैं: "हमें कंपनी को 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 विगड़ने 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

Ans 1 - Reena faces precarious situation of whether fulfilling her role as an ethics officer or rather keep the company image at top.

ETHICAL ISSUES

- ① violation of human dignity
- ② Subordination of and gender inequality
- ③ Unacceptable conduct which breaches professional ethics

ADMINISTRATIVE ISSUES

- ① lack of support from co-officials to take any concrete action.
- ② Managing an asset for the company with his internal discrepancies.
- ③ Application of inappropriate means to quieten the complainant.

Ans 2 - Possible options to Reena are -

- ① Staying quiet about the issue and allow internal fixing and practical compromise of the complainant.
- ② Try to resolve the issue by direct talks to the senior officer and complainant.
- ③ Reprimanding the senior officer for his behaviour and issuing warning.
- ④ Removing the senior if violation continues and reaching out to police to file a formal action.

MOST APPROPRIATE ACTION

- ① Reena should take the complaint into formal cognisance and take action against senior officer by first warning him of his attitude and inappropriate behaviour (Option iii).
- ② She should also allow for direct talks and apology between senior officer to grievor female.

- ③ Also she should make preliminary inquiry before any substantial action and immediately reprimand the female for defaming the senior
IF COMPLAINT IS FALSE.
- ④ But if the complaint is true and the senior officer refuses to mend his actions, his position should be seized and police complaint should be allowed (if complainant wishes)
- ⑤ Awareness of anti-harassment practices and strengthening of provisions under POSH guidelines to ensure transparency

REASON → Though image of company is important, but it is not above human dignity and conscience.

A compassionate corporate would ensure strengthened workforce trust and ultimate efficiency for company itself.

Ans3- There are many constitutional and legal safeguards to address workplace harassment

- ① POSH guidelines which are must to be established by any company with maximal strict diligence.
- ② Provisions like SHE-Box for anonymous complaint filling and protection from harassment.
- ③ Gender sensitisation workshops for promoting gender neutral workplace.
- ④ Strict actions and NO TOLERANCE TO HARASSMENT policy.

It is important that ethics of human dignity are held over and above any material gain or image to build a more inclusive growth.



Q.8 आप राज्य शहरी विकास विभाग में सहायक लेखा अधिकारी हैं। आपकी टीम स्मार्ट सिटी इन्फ्रास्ट्रक्चर 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 रुपये 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 महत्वपूर्ण 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

Ans:- The officer has to uphold his professional and ethical obligations in situation of dilemma.

ETHICAL ISSUES

- ① Potential misuse of public resources
- ② Open corruption and detriment of code of professional conduct and culture of integrity
- ③ Violation of public trust and constitutional provisions of citizen centred governance

ETHICAL DILEMMAS

- ① whether to uphold moral integrity or personal integrity to service?
- ② whether to allow misinformation or breach of workplace ethics?
- ③ whether to protect self interest or public interest?

Ans 2 - Available options to the officer are -

1. Staying quiet and abiding by senior's orders as per duty based ethics
2. Flagging the financial breach to concerned higher authorities
3. Going out to media with the sensitive data
4. Reaching out to any institutionalised authority like CVC, ED etc.

BEST OPTION

- ① The officer should decline to file the Utilisation Certificate as it is and highlight the discrepancies to audit team. (Option II)
- ② If even ~~that~~ convincing the senior to take the matter seriously doesn't work, he should be ready with moral courage to face circumstances.
- ③ In case even the higher authorities try to slump the matter, eventually reaching out to media is the only option.

① This is important as public service values align with keeping public interest in mind and not any personal gain.

② The officer may risk transfer but if he let goes of the financial error, he will risk a much larger value - Public trust.

Ans 3 - Institutional checks to prevent financial misuse are -

1. Internal departmental audits on regular basis
2. Institutional annual audits like by CAG or other legislative mechanism.
3. Outcome review of the policy before laying financial outlay for the next budget
4. Reaching out to ED, CBI, CVC, Lokpal etc during audit, can also help (with substantial evidence)

⑤ Reaching out to seniors of other departments
in case of lack of support from own department
to initiate inter-departmental inquiry

⑥ Digital solutions such as reaching out to
CPGRAMS, CERT-Fin etc

It is important that professional integrity is
not foregone in such situations demanding
moral courage to uplift public interest.



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 मैच 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, फ़ील्ड 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 फँस गए हैं।

1. इस मामले में नैतिक मुद्दे और प्रशासनिक जटिलता क्या हैं?
2. अधिकारी के पास उपलब्ध विकल्पों की आलोचनात्मक परीक्षा 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 disbursement 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

Ans1- Ethical issues and administrative risks
associated to District Social Welfare Officer are-

ETHICAL ISSUES

- ① Violation of public trust and principles of Saturdays in service delivery
- ② Violation of human dignity and right to gain welfare support from state as mentioned in Constitution
- ③ Breach of professional ethics of public welfare

ADMINISTRATIVE RISKS

- ① Crisis of trust from own department if the "reform is slowed"
- ② Risks of corruption if system is shifted back to manual
- ③ Handling the media pressure and preventing any disinformation

Ans2- Options Available to officer -

1. Staying quiet about the glitch and internally dissipating the quizzical people and multifold data from media
2. Reforming the system By including hybrid AI-manual review
3. Completely shifting back to manual review of scheme
4. Cancel the private vendor's license and initiate a new contract ~~but~~ for a better equipped system

ANALYSIS

- ① Following I option would be safe for administrative hassle prevention but rather gross violation of Citizen welfare
- ② In Option II, vendor's confidentiality may be breached but public accountability will be strengthened
- ③ In option III, risks of discretionary rejection and corruption exist.

Ans 3 - The best course of action would be -

- ① Opting for option II and pausing the current rollout and adding manual review.
- ② Simultaneously, immediate monetary and mental counselling for those who are aggrieved especially the family of deceased person.
- ③ Coming out with official transparent statement of accepting the breach.
- ④ Revoking contract with current vendor for new system (Option IV)

JUSTIFICATION

- ① The above measures will ensure that public trust and accountability are maintained.
- ② Hybrid review system would promote both efficiency and effectiveness in service delivery.

Ans 4- The present age of AI may be leading to faster solutions but decline of humane values

SAFEGUARDS CAN BE:

- ① Hybrid eligibility systems with both AI and manual interface to ensure easy and correct distribution.
- ② Transmission of grievance redressal in the software and allowing citizens to monitor date and response for openness.
- ③ Regular auditing of system to prevent any arbitrary rise or fall in beneficiaries.
- ④ Ensuring unbiased data foundation for the system to ensure sovereign AI.

Thus, while adapting to modern technologies,

it is important to balance public ethics

and traditional values that make us humane.



Q.11 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 जाएंगे। 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 बरिष्ठ 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

Ans1 - ADM is caught between his professional loyalty to
seniors and moral integrity to public. He faces -

ETHICAL RISKS

- ① loss of human life and infrastructural capabilities at risk.
- ② Violation of his ultimate goal of allegiance to public welfare
- ③ Risk of putting self interest first or losing professional fecundity

ADMINISTRATIVE RISKS

- ① Inciting lack of trust among people on the district management
- ② Withholding duty as a Public Information Officer (PIO)
- ③ Falling inconsistent with own administrative seniors

Ans2- A wise decision by the ADM to balance duty, protocol and public interest would be-

① PUBLIC INTEREST - The ADM should update the public advisory and flood zone mapping

along side measures of preparedness taken by district to prevent panic.

② DUTY - Follow Kantian Ethics of not allowing humans as means to end and ensuring the key departments are prepared, stocks have been provisioned, alternative support to local disrupted by evacuation and timely warnings to public and ensuring damage creation.

③ BALANCING PROTOCOL - The reply to RTI should be given clearly of potentially areas of getting affected alongside state's measures to deal with the same.

Dealing with the sensations should be conscious of engaging them in your actions and staying manually prepared for any backlash.

JUSTIFICATION

- ① Such dealing by the ADM would ensure timely preventive action rather than any curative response after the loss.
- ② Further, supports given additionally would ensure that public also cooperates and retains trust in stakeholders.
- ③ Public benefit should be put over any commercial interest.

Ans 3 - Disaster management requires timely action and transparent instructions to public and stakeholders to ensure minimal loss.

3 INSTITUTIONAL PRACTICES

- ① Regular review of encroachment and drainage in low lying or potentially flooding areas and ensuring removal of encroachments by proper housing at safer locations.

② Awareness drives and help of civil volunteers,
NCC cadets, NSS helpers etc to provide
timely relief and updates in case of any mishap

③ Planning better disaster management plans to
avoid ~~the~~ disaster effects like by special building codes,
green practices, controlled residence and
mobility facilities etc as per previous experiences

Thus it's important that proactive approach to
disaster management is taken to save lives and
infrastructure and prepare better for any
disaster impact.



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 आखं मुँदकर 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 टीमों 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

Ans1- Chief Development Officer has to ensure that public grievances are met without any obstacle in development oriented initiatives.

ETHICAL CHALLENGES

- ① Loss of farmers' autonomy, resources and trust on administration
- ② Potential of disinformation campaign against scheme
- ③ Obstructed implementation without proper awareness

ADMINISTRATIVE CHALLENGES

- ① Underutilization of a truly potent scheme
- ② Lack of support from senior bureaucracy
- ③ Hindrance in public centred e-governance as per directives

Ans2 - Any approach for implementation has to be balancing directives and stakeholders by bringing them on same page -

- ① The CDO should temporarily halt the implementation and meet officially to the state secretariat and district collector of on ground situation.
- ② Immediate handing of grievances of farmers by Jai A Dalat and educating them how the government is actually trying for inclusive development and citizen welfare.
- ③ Engage with political representatives and Gram Panchayats to dispense their queries and promote them to increase awareness by dissuading misinformation.

④ Stopping any arbitrary token registration and slowly progressing with digitisation by home to home drives by local authorities to ensure inclusion and transparent documentation.

~~⑤ Reporting~~

⑤ This would ensure that the scheme slowly and gradually is able to meet its intended purpose.

Ans 3 - Implementation of large scale digital reforms requires both governance structures and citizens to be systematically ready for it.

① Awareness and digital inclusion should be promoted in every corner to take public into confidence.

② Local stakeholders like gram panchayats, elected representatives, forum leaders etc should be taken into consideration before launch.

- ③ Gradual and hybrid implementation with regular audits to ensure that there is no arbitrariness and for
- ④ Proper record maintenance and sharing should be done with local stakeholders.
- ⑤ Further, not all provisions of a ^{digital reform} ~~scheme~~ need to be applied altogether in an area. Certain exclusions should be made based on their situational condition.

Progress of reform in one area will itself promote other areas to take it up. This will ensure that the reformation is bottom to top.



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 पड़घंठ 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. डोआईओ को इस स्थिति पर किस तरह से प्रतिक्रिया देनी चाहिए जिससे सार्वजनिक मूल्यों को बनाए रखा जा सके और संस्थागत विश्वसनीयता को रक्षा हो सके?
3. डिजिटल संचार प्रोटोकॉल का सुझाव दीजिए जो सरकारी अधिकारियों को आधिकारिक प्लेटफॉर्मों पर अमर 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

Ans1- Information handling in present modern era especially in governance has many ethical and administrative challenges -

ETHICAL ISSUES

- ① To prevent disinformation and rise of Communal disintegration
- ② To protect minority interests and humane attitude in society
- ③ To rightfully bring the malicious initiators to stop for harming social interests

ADMINISTRATIVE RESPONSIBILITIES

- ① Ensuring public trust in administration
- ② Ensure safe space for interaction on digital platforms
- ③ To show accountability for the damage
Control

Ans 2 - DIO needs to wisely uphold public interest and institutional interest while responding -

- ① The administration should officially come forward with document on communal harmony and digital awareness.
- ② It should also entertain concerns of media, civil societies and minority stakeholders and highlight the preventive and punitive actions being taken.
- ③ Trying to make the administration page more inclusive and holistic by allowing frequent citizen engagement and check on disruption creators.
- ④ Preparing the civil and police authorities for any potential communal violence and engaging in influencer driven awareness to counter any tension.

③ Proactive measures to ~~not~~ prevent any digital communalism and hate campaigns by on ground engagements in Jan Sunai, awareness drives etc, censoring campaigns etc

This would ensure that human dignity is not violated and at same time public retains trust in governance.

Ans 3 - In age of using digital ~~era~~ communication, balance between Freedom of Speech and Expression and Public Order has to be maintained wisely -

① Digital awareness and ~~also~~ enforcement of protocols under IT Act, BNS etc to counter any hate speech by stringent punitive and proactive preventive actions.

② Campaigns to engage with local communities regarding digital-inclusion and Education by PM-DISHA, PM-G DISHA etc to make a safe digital space.

③ Public Information Stakeholders must ensure that coordination with press, civil societies and internet providers is maintained in taking down any potentially inciting comment, symbol etc

④ Frequent engagement with all social communities at physical (~~open~~ schools, gram panchayats etc) level as well as digital levels to promote social cohesion (influencers, youtubers etc)

It is important that all communities face freedom and safety to express in digital spaces and public officials and awareness creators have major role in it.

NEXT IAS

Space for Rough Work

NEXT IAS

Space for Rough Work

NEXT IAS

IMPORTANT INSTRUCTIONS

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

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any pages from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

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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.
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2. Please scan the QCA booklet in ample light. Copies scanned under moderate light can hamper evaluation quality.
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5. Candidates not using the QCA booklet must follow the sequence of the answer as per the question paper.
6. Please check the sequence of the answer and total number of pages in the scanned version. Make sure it is in consonance with the physical version of the same.

महत्वपूर्ण निर्देश

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

क्या न करें-

1. इस प्रश्न-सह-उत्तर पुस्तिका के भीतर कहीं भी अपना नाम या पंजीकरण संख्या न लिखें।
2. अपनी QCA पुस्तिका में कहीं भी प्रश्नों के वास्तविक उत्तरों के अलावा कुछ भी न लिखें।
3. अपनी QCA पुस्तिका से कोई भी पृष्ठ न फाड़ें, यदि आपको कोई पृष्ठ गायब लगे, तो पर्यवेक्षक/निरीक्षक को सूचित करना न भूलें।
4. अपनी QCA पुस्तिका को अपनी टेबल पर न छोड़ें, परीक्षा समाप्त होने के पश्चात इसे निरीक्षक को सौंप देना चाहिए।

क्या करें-

1. कवर पृष्ठ पर दिए गए निर्देशों को ध्यान पूर्वक पढ़ें और उनका सख्ती से पालन करें।
2. QCA पुस्तिका के कवर पृष्ठ पर दिए गए स्थान पर अपना पंजीकरण नंबर और अन्य विवरण लिखें।
3. स्पष्ट और पठनीय तरीके से लिखें। खराब/अपठनीय लिखावट में न लिखें।
4. रफ नोट्स या गणना के लिए, इस पुस्तिका के अंतिम दो खाली पृष्ठों का उपयोग किया जाना चाहिए। रफ नोट्स को बाद में ब्रांस 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 SCANNER) 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।