

NEXT IAS

ETHICS ENHANCER 2025

(To be filled by candidate)

TEST CODE : EEF2504

Name of Candidate: Rahul Mobile No. [REDACTED]Roll No. : PTTP220826 Start Time 4:50pm End Time 8:00pmDate of Examination: 27 July 2025 Medium : English ☒ Hindi ☐

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

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

GRAND TOTAL -/ 250

EVAL CODE: EVAL DATE:

GENERAL INSTRUCTIONS

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

सामान्य निर्देश

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

REMARKS:

FOR OFFICE USE ONLY

Student Concerns / Query

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Evaluator's Feedback / Response

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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy



Common mistake and Correct Filled QCAB



Copy Scanner App



Next IAS Test Centre Location

MACRO COMMENTS

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

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

Q12.

Introduction	Body	Conclusion



NEXT IAS

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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 is maximalist, where integrity, fairness and principles of good governance like participation and equity are ensured.

[features of Ethical governance]

- ① Doing No harm to anyone.
- 2) Respecting Rights of all stakeholders.
- 3) like → Tribals are not denied livelihood because of development led displacement.
- 3) More than just not doing Corruption.
- like ensuring fairness, no bias / prejudices in service delivery.

→ Ensuring → Responsiveness.
 ↳ Respect to citizens
 & their dignity.

Measures to institutionalise Ethical Governance

1) Individual focused measures

a) Reward the honest, & swiftly,
 punish the wrongdoers in department.

b) Whistle Blower protection.

c) Promote initiatives

2) Society level

a) Build capacity → awareness
 about entitlement & that they
demand better services.

b) Stigma about corruption.

3) Right training & Recruitment

→ focus on Karam yagi: doing service
 as duty to public

Ethical governance is must
 for ensuring good governance.



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- (b) प्रशासनिक नीतिशास्त्र (ethics) में अक्सर वैधता (legality) और नैतिकता (morality) के बीच तनाव शामिल होता है। एक लोक प्रशासक के रूप में, आप ऐसी स्थिति को कैसे संभालेंगे जहाँ विधिक अनुपालन नैतिक जिम्मेदारी के विपरीत हो? एक उदाहरण के साथ स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Administrative ethics often involve tension between legality and morality. As a public administrator, how would you handle a situation where legal compliance contradicts moral responsibility? Illustrate with an example. (Answer in 150 words) 10 Marks

legality and morality came forward with case of Savita Halappanavar who suffered a miscarriage, requiring immediate abortion but Ireland's ~~laws~~ laws didn't allow it. She died.

Tension between Law & Morality.

Reasons

- 1) Laws → are limited & not exhaustive
→ are static whereas morality is dynamic.

- 2) Morality is subjective & can vary from community to community

- 3) Laws → needs to be enforced & hence can violate some ethical principles like rights.

Handling Morality vs Laws.

- ① Innovate :- see if laws can be interpreted progressively

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Pg 4

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write on this marginCandidates must not
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eg SC interpreted ^{maintenance} ~~that~~ to be
given be given ~~within~~ ^{for} iddat period
only as → has to initiate main-
tenance within iddat.

② See if there is scope to make
exceptions to prevent miscarriage
of justice.

eg. giving ration to elderly not
having full documents.

③ Sometimes urgency has to be
prioritised over procedure

eg Curgan hospital doctor -
insisted on a girl's father to follow
queue - she died waiting in line.

④ Procedures & fairness are means
to ends of a dignified life.
in governance

⑤ Arrange alternatives (private
/ community funding) when state's
is limited by law.

Therefore end has to
be always welfare of public. Laws
are a means to reach that end.
Ensure public beneficience.

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 decisions making can be based on teleology (right ends), virtue based (following good character qualities), duty based, conscience driven and emotions based.

Duty based approach

↳ the public servant has to identify what are his duties

Duties → towards Citizens
→ towards department
→ towards Constitution etc.

He is supposed to follow the duties irrespective of:—

i) Emotions — whether he fears or feels disgusting while doing so

eg Parameshwar Syer himself cleaned pit. = duty.

ii) Consequences → whether - harm to career, ~~transfer~~ or conflict with politician & over illegal orders.

★ Telgi Scam - SM Mushref rejected any attempts at collusion despite getting good financial benefits in return.

iii) Utilitarian → benefits to society

like - overlooking a minor inconsistency ~~is~~ and quality issue with road ~~built~~ → duty requires to stop clearance to road, network & make corrections.

but utilitarian → says - will harm public, cause inconvenience (road closed).

In duty based decision, civil servant identifies why following duty ultimately results in better results for everyone. The source / drive of action is not consequences but inherent duty.

- (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

With AI systems, concerns have emerged over bias in data & training of AI model; possible exclusion of digital divide and access to these solutions.

① Black box design of AI ⇒ accountability difficult

Other concerns

② benefits those that are educated work. (equity)

③ dehumanisation of administration & dilution of compassion, care & sensitivity

④ AI: cant make necessary exceptions in emergencies.

To address these new ethical frameworks need to be devised as:-

- 1) Technology is dynamic = concerns dynamic too ⇒ new framework will address these issues.

2) Help civil servants make complex decisions

eg Addressing answerability & pinning accountability in case of accident due to autonomous driven vehicles

3) Learn from best Global practices & adapt them for local needs.

eg EU's GDPR — on regulating AI as per risks.

But the present ethical codes also provides sufficient value guidance to civil servants as:-

1) Values & principles — limited in number & descriptive (not prescriptive)

→ gives flexibility to officer to use his conscience & reason.

2) Ideas of fairness, equity, inclusive applies to AI equally like to any other technology or practice.

So while governance need to adapt in form of new SOPs, the guiding foundational values are adequate for civil servant to handle AI disruption.

Q.3

- (a) भावनात्मक बुद्धिमत्ता (EI) को प्रभावी लोकसेवा के लिए आवश्यक माना जाता है। क्या आप इस बात से सहमत हैं कि भावनात्मक बुद्धिमत्ता, नैतिक निर्णय प्रक्रिया और प्रशासनिक प्रदर्शन को बढ़ाता है, खासकर पुलिसिंग या आपदा प्रतिक्रिया जैसे उच्च दबाव वाले क्षेत्रों में? अपने उत्तर को एक प्रासंगिक उदाहरण के साथ समर्थित कीजिए।
(उत्तर 150 शब्दों में दीजिए) 10 अंक

Emotional intelligence (EI) is increasingly regarded as essential for effective public service. Do you agree that EI enhances ethical decision-making and administrative performance, especially in high-pressure sectors such as policing or disaster response? Support your answer with a relevant example.
(Answer in 150 words) 10 Marks

EI is the ability to identify one's own emotions & those of others to better understand them and respond as per the situation.

EI & decision making

- 1) EI helps regulate negative emotions, therefore prevents unethical actions in policing.

eg. frustration can trigger officer to order lethal charge on protestors but EI stops this.

- 2) Establishing priorities and core requirement

eg. In disaster hit area, first save children, pregnant women, elderly etc.

3) Motivate → In hostile & difficult situation.

eg Police officer operating in LWF regions of Bastar or North East insurgency areas.

↓
Threat of losing Life.

BE → helps regulate fear & motivate towards seeing public good.

4) Devise options that are beyond call of duty = maximalist.

eg Shahida Parveen (Inspector in Rishikesh) delayed her wedding to help Covid migrants.

5) Develop Courage — by regulating fear of death.

eg SDM Arvind Kumar of Balia, UP — himself picked sacks to prevent dam failure ⇒ allows team spirit & leadership.

Therefore BE is central to leading people and teams towards welfare of all stakeholders.

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

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

(Answer in 150 words) 10 Marks

laws, rules, regulations, conscience etc. are guides to actions & help in choosing one path over the other.

Conflict in guides of Action

- ① Requires Wisdom → to resolve the conflict
→ understanding the complexity of the issue.

eg Tallitatu ban — law but society against such ban.

- ② Apply reason → while a civil servant is duty bound to abide by laws, however, it can't ~~lead to~~ allow injustice to happen.

eg 2002 mecca girls (15) burnt alive because they were not

considered "appropriately dressed."

- ③ Follow conscience if law is against constitution or Natural Justice

eg Segregation laws in 20th century USA (Rosa Parks struggle)

Apartheid, ^{or} Salt tax.

- ④ Martin Luther King → "It is one duty to follow just laws. Conversely one also has a moral responsibility to disobey unjust laws".

↓
Civil disobedience.

- ⑤ However, Civil Disobedience in a democracy is not suggested.

→ Approach Supreme Court & organise protest

→ Resign → to show one's conflict with an unjust law/order.

Resolving such conflicts require use of reason, evidence, emotions & conscience to reach to desirable option.

Q.4

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

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

(Answer in 150 words) 10 Marks

Public Servants are required to maintain neutrality, non-partisanship, objectivity and integrity while fulfilling their duties towards the public

Role of Moral & Political attitudes

① Civil servants are responsible to politician because they represents the voice of the people.

→ Also they need to stay neutral, despite having opposite personal attitudes towards policies adopted by politician.

2) Political attitudes → influence a civil servant's alignments towards a particular ideology

i) But they are expected to offer unbiased advice

opinions on clarifications sought by political masters.

- ii) are expected to treat every citizen equal despite belonging to a particular political party.

③ Moral attitudes → like on temple entry (Sabarimala), towards non-violence when required to plan surgical strike on a neighbouring country etc.

→ Such situations requires one to place public interest & National interest above one's personal inclinations

Further they stay independent by following:—

- Clearly state any political leanings to politician (Disclosure)
- Understand duty to people, Nation & constitution before personal attitudes.
- Also disclose any possible conflict of interest in any situation
- Practise integrity → principles over private gain.
Independence by public servant will ensure ethical decision making.

- (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

Post LPG reforms, the private sector has entered more closely in sector dealing with public service delivery like airports, roads, defence manufacturing etc.

Ethical challenges by PPP

① Divergent Goals → Private seek to maximise profit while state wants inclusiveness & equity.

② Different Structure → State functions are law driven, public responsible whereas private have flexible structure & accountable to shareholders.

③ Private operate in a competition setting — need to outperform other to win bid
more focused on timelines,

timely execution of projects

whereas State $\equiv$ monopoly — no
replacement fear $\Rightarrow$ delays &
red tape

Therefore — there can —

- be $\rightarrow$ lapses by state
to adjust to
timelines of
private
- be $\rightarrow$ shift in priorities
(collusion to
gain bribes)

[Ways to Ensure Transparency & accountability]

- ① Declare each other's roles & responsibilities in a contract.
- ② Disclose any conflict of interest in the relationship.
- ③ Ensure due process is followed & all clearances as per law.

$\rightarrow$ No by-pass

- ④ Public scrutiny $\rightarrow$ allow CAG to audit private party
 $\rightarrow$ Social audit.

- ⑤ Being PPP executing agency under RTI's public authority,

. This way PPP's goals & values can be aligned with public interest.

Q.5

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

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

Ethical governance requires strong adherence to public service values like integrity, beneficence and inclusivity.

[Philosophical foundations of ethical governance]

① Plato :- ethical governance is ensured when each entity of governance functions well & have 4 cardinal virtues

② [Kautilya] → By ensuring welfare of masses, King can ensure ethical governance.

③ Bentham — talked about ensuring maximum pleasure for maximum number of people

⇒ Carol Gilligan → by caring for the citizen

⇒ Hobbes → by following social contract.

⇒ Aristotle → follow Golden Mean & ensure Justice for the citizens.

⇒ Mansu:- follow rule of law to ensure ethical governance.

④ Gandhi → when antyodaya are taken care of.

↓ by following - truth & non-violence in dealing with public

⑤ Kant → by following one's duty diligently, ethical governance is ensured.

They contribute to probity in public as follows.

- 1) Set clear priorities (public welfare)
 - 2) Define one's duties
 - 3) Resist from corruption (integrity)
 - 4) Care for citizens' welfare
 - 5) Ensuring equality = rule of law.
- Probity in public life leads to enhanced trust among various stakeholders.

- (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

The world is unequal in terms of access to resources (GPR, natural, human), military might and control over institutions (IMF, WB) level of development
 other inequalities → different priorities & challenges
 ↓
 Climate crisis (Small island nations on verge of submergence) Conflicts going on (Gaza, Ukraine)

And add to this different economic power - (GDP)

This demands nations to come together & help the weaker nations because:-

① Solidarity - Idea emerged post WW-2 & UDHR

→ all are humans - needs to be supported irrespective of national boundaries.

- ② Vasudhaiva Kutumbakam → world is one family
→ we are inter dependent on each other.
- ③ Kofi-Annan: → "Problems without Borders"
→ challenges have no borders & affect everyone.
eg- Terrorism
 sea level rise etc
- Some are affected more than others
But no one is spared.
- ④ [Kantian idea] → help out of duty as you also might need their help.
- eg - USA's needed hydroxychloroquine in Covid starting.
- ⑤ # Ethical responsibilities of a Nation-State
- ① Deal fairly — respect each other's sovereignty & right to develop. (CBDR)
 - ② Do no harm → like war & unprovoked violence (genocides)
 - ③ Contribute more if one has gained more (climate finance)
 - ④ Share best practices & technology
 - ⑤ Ensure a Just, Rule based international order (not like USA's walking out of WTO)
These will develop mutual trust to enable long term partnerships.

Q.6

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

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

- (a) "चाहे मनुष्य कितना भी स्वार्थी क्यों न माना जाए, उसके स्वभाव में स्पष्टतः कुछ ऐसे सिद्धांत होते हैं, जो उसे दूसरों के भाग्य में रुचि लेने पर मजबूर करते हैं।" एडम स्मिथ (उत्तर 150 शब्दों में दीजिए) 10 अंक

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

Adam Smith tries to convey that despite human's selfishness, they have some good qualities that help them to do good for others.

Similarly Anne Frank said:

"Despite everything, men are good at heart."

Socrates
~~Text~~ :- No one knowingly does bad to others.

Principles of Humans that encourage them to do good to others.

① Compassion → a desire to help those in need.

→ driven by emotions = relate to their pain

By Global campaign in support of Gaza's misery.

② Conscience → shows right path
+ prevents from going on
path that can harm others.

③ Solidarity → because of being
human.

eg Germany allowed refugees in
from North Africa, Syria etc.

④ Courage → to speak out against
powerful, despite fearing some
harm to themselves.

eg Dharasa Salt works Satyagrah
- Protestors faced steel tipped lathis
but didn't commit violence.

⑤ Benevolence → an urge to do
good for others

eg Louis Braille — developed tool for
millions other to see.

However there are concerns today

1) Rising materialism → consumerism
+ greed → Self centredness &
inhumanity.

2) Omission bias & Bystander effect
& Prejudices.

3) Ingroup bias

Therefore although humans
are good, some traits push them
towards being more selfish.

(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

Here Montesquieu is trying to reflect on how one institution/person should not be given absolute power and therefore divide power into various bodies/people to ensure limited power.

Because "Power corrupts,
Absolute power corrupts absolutely".

Division of power → for ensuring Rights means 1 ends.

① In Society/Family

- women needs to be empowered as equal citizen/member as men

- They will check men's authority inside house.

② Economy → ensuring free competition & prevent monopoly

∴ we have Competition Commission of India.

→ prevent Concentration of wealth by
State sponsored quality education
+ healthcare, skilling.

③ Affirmative action → for section
left behind in a society
eg A-15, 16 — reservation for SC
ST
OBC
EWS.

④ Polity → separation of power
between Judiciary, Executive
→ legislature.

⑤ Global order → ensuring multipolar
→ Non-alignment / Strategic
autonomy → to counter
any one hegemon.

⑥ Technology → Compulsory licensing
for public welfare (SPR)

→ This way each member
or institution at each level can
perform adequate check on the
powers of the other. If
one is suppressed, the powerful
one will suppress all other.

- (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

In India's culture, service ("sewa") is considered to be unconditional love towards others, for no regard to any material reward.

-Also, service has to be with humility, where the person serving attains liberation out of the process.

eg Seva in Chandwara

(Service without Humility)

① It is not service $\Rightarrow$ arrogance is self-centred

$\rightarrow$ purpose of service changes to benefit of one.

eg People making reels while helping others to gain popularity, subscribers / likes.

$\Downarrow$
 Demonstrative Morality.

② Boost ego → as person start to feel hubris, powerful & see other people as weak, dependable and degenerate.

✗ Helicopter Bureaucracy: instead of going amongst masses, surveys from above.



As per Gandhi ji → ~~serve others~~
discover oneself by losing yourself in the service of others.

Discovery → possible only when person is humble enough to accept shortcomings.

③ International aid → to pressurise countries in following a particular policy

✗ Debt trap diplomacy of China

To develop ~~service~~ spirit of service, therefore a person requires humility like APJ Kalam or M. Visvesvaraya who despite on high positions served their duties with utmost humility.

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 भौखिक 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

The case deals with ~~sexual~~ verbal harassment at workplace by an important and influential senior officer.

1.) [Reena confronts following issues]

[A] | Ethical issues |

- 1) fulfilling her professional and moral duty as Ethics officer.
- 2) Ensuring justice to female software engineer.
- 3) Managing attempts to suppress the issues - requires courage and integrity → to remain impartial & objective in handling the case.
- 4) Lack of conviction in other employees to directly come out & speak.
- 5) Means vs ends (company's image)

[B] | administrative issues |

- 1) Poor work culture → lack of sensitivity and respect towards fellow female employees.
- 2) Abuse of power - by senior.
- 3) So Reena has to incur difficulties in addressing these issues.

2) Options available

- a) Succumb to pressure, shift complainant to another team to save company's image.

Pros:

- i) "asset" is saved.
- ii) Reputation of Company secured.
- iii) female employee won't feel intimidation in new team.

Cons:

- i) Bad precedent
- ii) Develops poor work culture
→ people will not speak out.
- iii) Injustice

- b) Begin an inquiry into the complaints impartially.

Pros:

- i) Trust restored in the institution
- ii) Dignity of female employee protected.

Cons:

- i) Against managing director and other heads.
- ii) Can harm's Reena's Career.
- iii) Media attention possible - leak.

Reena should go for

conducting an impartial, objective
inquiry

→ She should encourage everyone
to come out & record their
statements; any abuse they
faced.

→ Ensure that witnesses
identity is protected

→ Gather evidences to present
the case to managing director.

Reasoning

- 1) Needed for long term good
performance of the company.
- 2) Morale booster for all
the employees.
- 3) Prevent any such advances
in future against any
female employee.
- 4) In line with cautious
ethics
→ follow principles that
can be universally applied.
(It not as per person's
reputation/need)

Humans as ends, not means $\Rightarrow$ Dignity of female has to be restored.

5) Justice: idea of Aristotle demands inquiry.

3) Systemic Safeguards

- a) open channels of communication to report any abuse.
- b) Whistleblower protection.
- c) Appropriate performance appraisal
 $\rightarrow$ include such behaviour as "negative" while appraising.
- d) Encourage speaking out
 $\rightarrow$ accommodate & celebrate such employees.
 $\rightarrow$ They help others who could not speak.

#MeToo movement was a powerful statement of how action by one can lead to a chain reaction where others too start coming out.



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 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

The case deals with mis-
appropriation of funds from
an important project and
subsequent attempt to divert
the attention from any scrutiny

1. Ethical Issues

- a) Breach of fiduciary responsibility
→ by misusing funds.
- b) Poor sense of professional duties and integrity.
- c) Private interest over public welfare.
- d) Requires courage, integrity for Assistant Accounts officer to pursue the case.
- e) Poor work culture - intimidation for following professional duty (transfer threat)
- f) possible systemic corruption and collusion.

Ethical dilemmas

- a) follow one's conscience vs safeguard one's posting, career interest.
- b) Stand for values and principles

against loss of good will from senior

c) Protect public interest against sidelining by the department

d) Acting vs omission

→ omission:- unethical and poor display of conviction

will impact how I look at myself

2) Options available

a) Accept advice to overlook the inconsistency

(+ve)

(+ve)

→ in good books of senior.

→ protect my career

→ save department from media scrutiny

↓
Just 1 month before inauguration

→ Crisis of conscience

→ against my values & virtues.

↓
harms integrity

→ Damko effect & poor precedent

b) Dig deeper into the spending
I try establishing facts of
the case

(+ve)

i) following professional
duty.

ii) In line with
morality,

iii) long term benefit
to department

(-ve)

i) possible being
sidelined.

ii) transfer &
counter inquiry
threat.

I will go ahead with digging
deeper into the accounts &
establish expenditures real
destination.

Reasoning

i) It will save ~~any~~ department
from any adverse remarks
by audit team.

ii) long term → healthy practise
established.

iii) Duty = highest dharma
(Krishna in mahabharat)

iv) It ensures benefits reach to the public (utilitarian & common good)

v) helps develop virtues of Courage, prudence & beneficence

3) (Institutional checks)

a) Use AI tools in appropriating money

→ & also in accounting to flag any anomaly.

b) Pro-active disclosures and strengthening RTI → deters such misadventures.

c) Social Audit of projects

d) Whistle blower protection to uncover any lapses.

e) Rewarding the honest & swift exemplary action against the perpetrator.

Financial mismanagement is the biggest threat to good governance, without which India's dream of Viksit Bharat is difficult.

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 मैनुअल 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 मैनुअल 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 मैनुअल 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, सुधेद्य नागरिकों (vulnerable citizens) और सफलता दिखाने के संस्थागत दबाव के बीच फँस 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 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

The case deals with confluence of technology like AI and denial of essential public service to the needy.

1) Ethical issues in the case

- a) failure of ^{Natural} Justice principle — no option for appeal &
- b) rights of beneficiaries denied.
- c) Dehumanising administration
→ Procedure over sensitivity, care and compassion for citizens (old, some suicides) who are vulnerable.
- d) Bypassing fiduciary responsibility
→ duty to provide support to all eligible.
- e) Means sacrificed over ends of efficiency.
- f) Output over outcomes; efficiency over effectiveness.

g) Questionable values of secretaries

h) $\Rightarrow$ Confidentiality when it can promote injustice (to citizens)

Administrative risks :-

a) If stopped, can slow down future integration of technology.

b) Responsiveness will become slow without A.I.

c) A.I. is inherently impartial and hence better than humans who can be biased, corrupt etc.

d) But question on A.I.'s code and its quality.

2. options available to officer.

Ⓐ Let the A.I. process applications

Pros i) $\rightarrow$ in goods books of secretary & no career stress.

ii) Higher efficiency

iii) Will promote further rollout of A.I. in other areas - that can hinder corruption.

Cons → i) Injustice to people.

ii) future inquiry against me if this lapse come out in open.

iii) insensitive to plight

ⓑ Stop AI and launch inquiry into Vendor.

(+ve)

(-ve)

i) Protect citizens.

i) Increase work load.

ii) Prevent further denial of service.

ii) going against secretary's directive

iii) Message to vendor to keep concerns in mind.

Ⓒ Keep AI and allow appeals for those rejected.

(+ve)

(+ve)

1) Maintains technology use

1) Increase work load

2) Not against secretary,

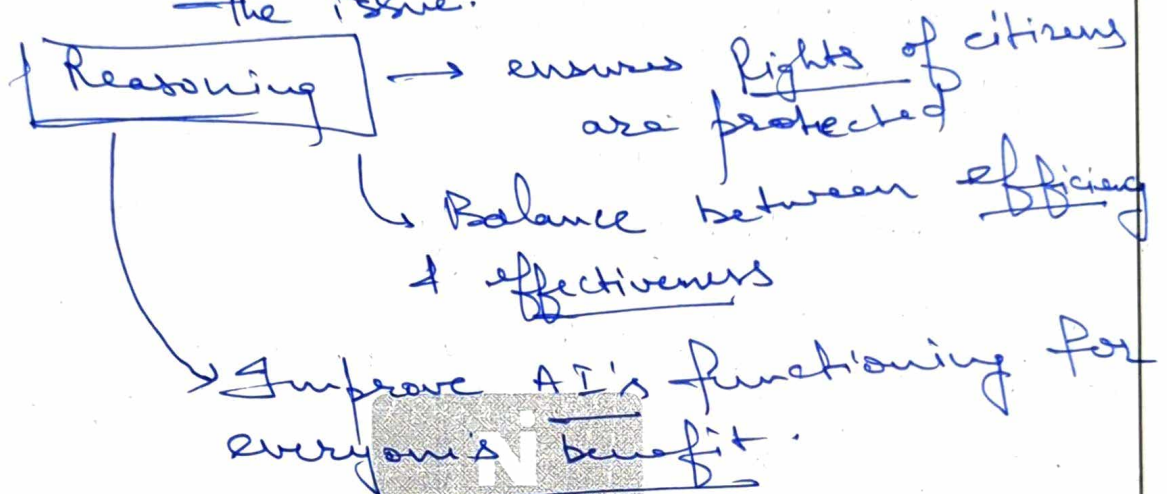
2) Duplication of effort.

3) I will choose to keep AI in the system & ensure appeals are allowed

→ further I will contact vendor & ask to look into the

training issue of AI, collaborate with vendor to improve the processing AI

→ further - will seek expert opinion & consultation to better address the issue.



4) **Safeguards** with AI systems.

- i) Ensure Data used for training is free from biases.
- ii) Understand complex issues that AI can face in future & accommodate those in training.
- iii) Training team:- from varied background - to ensure prejudice free training
- iv) Build accountability from design phase itself into the AI for its decision -

AI can be a great support to humans. It depends on how well it is integrated into the System.



2.10

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 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 वरिष्ठ अधिकारियों के साथ आपके मतभेद पैदा हो सकते हैं। देरी करने से जान का नुकसान हो सकता है, जिसके लिए बाद में आपको दोषी ठहराया जा सकता है।

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 15 Marks

The core deals with ensuring safety in flood prone zone and choosing whether public warning or status quo is better.

1) Ethical principles

- a) Right of people to know (A-19) & decide for themselves.
- b) Withholding information if larger public interest demands it.
- c) Determining what is "Public interest".
- d) Profit over lives (Real estate interests concerned)
- e) Courage of conviction, prudence and awareness about people's reactions, expectation.
- f) Falsehood — ethical if it establishes common good (journalist's query)
- g) Dealing with utilitarian idea and rights.

(Administrative risks)

- a) Possible panic — that can create more trouble than flood.
- b) Limited capacity → as public warning system: already stretched.
- c) Possible inquiry in future: withholding information against RTI.

2.) [ADM's Response]

- i) Consult experts and hold discussion with stakeholders on: — exposure, vulnerability and intensity of flood hazard possible
- ii) Gauge present preparedness to response in case of flooding in the area.
- iii) Check medical facilities, drainage systems and electrical system's fitness.
- iv) If the preparedness and capacity to handle flood is not adequate, urgently issue public warning for evacuation
→ more over try taking DMO in confidence, explaining the

Reasons for need of such action.

✓) Even if the capacity is found to be adequate, ensure that
→ possibility of flood is duly communicated to low lying areas

→ Take confidence building measures → directly go amongst people, hear out grievances and explain complex situation.

✓) Take help from media, civil society and volunteer groups in preparedness of the low lying communities and any evacuation that is must.

Overall, I will not take chances, and wait for disaster to happen. Evacuation is better than lives lost. Economy can bounce back if there is minimal lives loss.

3) Practices to improve transparency and responsiveness in disaster-prone districts.

a) Proactive disclosure by administration about intensity of hazard, vulnerabilities and possibility of damage

→ These disclosures need to have wide reach

→ use all famous social media and conventional media platforms.

b) Ensure internal Sops - that clearly outline roles and responsibilities of each stakeholder during disaster.

c) Ensure adequate capacity building and training of community and department both.

→ focus on risk reduction by increasing coping capacity.

Disasters will become more frequent with climate change. Community and administration need to develop capacities outlined in Sendai framework.



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 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

The case Deals with local farmers fearing loss of land rights over technology they don't understand.

① Ethical challenges

- i) following questionable means (~~take~~ registration) to achieve ends (~~to~~ to "show progress")
- ii) Justice must be seen to be done. Therefore need of confidence building.
- iii) Framing benefit of farmers when they themselves oppose such step.
- iv) Ensuring rights of vulnerable farmers are not violated.

② Administrative challenges

- i) Pressure from seniors to ensure roll out while handling protests & building trust.
- ii) Communication gap → Trust deficit & opposition MLAs fanning the misunderstanding for personal gain.

ii) Poor participation on ground in the scheme.

2) Approach to implement.

i) Ensuring trust worthy, reliable channels are built with the protesting farmer's unions.

ii) Hear out their concerns.

→ Request them to prevent politicisation of their cause.

→ assure them that their welfare is priority of government

iii) Try getting in touch with like minded, educated youth from farmer's localities & villages who can understand technical details.

→ explain them the benefits.

→ Rope in local teachers, Sarpanches etc to build more support.

iv) Reach out to Union again with all the facts and

& everyone who they can trust.

Trust → requires - complete honesty
 & a quest to show sensitivity
 to their cause, concerns and
 an eagerness to establish
 bonds of trust.

v) Cite examples of places where
 the practice has already been
 completed.

vi) Guarantee that there will not
 be any loss to their rights

vii) finally give benefits like

- reduced disputes.
- easier institutional credit
- easier transfer of land.
- & land leasing.
- prevent encroachment by
 powerful farmer.

3) | Lessons for future |

i) Have discussion on the
 issue from the starting.

- ii) Take suggestions from stakeholders during design & roll out phase.
- iii) Community development - where they themselves demand such a change
- iv) Hasty implementation will face resistance & fail to successfully deliver required outcomes.
- v) Decentralised decisions are more trusted than those made in ivory towers.

Therefore I will ensure that farmer's welfare is given top priority and that such implementation is demanded by farmers themselves.

Candidates must not
write on this marginCandidates must not
write on this margin

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 प्लेटफॉर्मों 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

The case involves balancing citizens' freedom of expression and hate speech online along side ensuring that few miscreants can't hijack the agenda of public welfare.

1) Ethical issues

- a) Raising hate speech online and people resistance to vaccines driven by fake news, rumours.
- b) Public welfare balancing with freedom of expression.
- c) Duty of citizens to maintain decorum online also.
- d) Anonymity as a shield to abuse.
- e) Deciding the best action among conflicting ethical principles.
- f) Intolerance and violence in form of online intimidation,

cancel culture etc.

Administrative responsibilities

- a) Ensuring booster drive information reaches everyone.
- b) True to secular credentials of constitution, preventing any prejudice to set in while dealing with such comments.
- c) Avoid over-generalising few comments as the whole community.
- d) Ensuring public trust & participation in the drive

2) Response of DIO

- a) Ensure any offensive comments are taken down by the platform
→ use powers under IT rules 2021

- b) Engage public through

Respected leaders of all communities
and influential voices.

→ Information dissemination on
all popular media channels.

c) Use voices from medical
fraternity to create trust
in the drive.

d) Confidence building measures
about secular spirit of
the administration &
its duty to safeguard each
citizen irrespective of their
religion.

2) Address all genuine concerns.

3). Protocols to handle hate
speech

i) flag hate speech and ensure
it is taken down.

→ This has to be done by
due process of law

ii) Counter fact check → publish correct information to counter any mispland & claims.

iii) Appropriate penalties to those indulging in hate speech.

→ Take down their profiles.

→ If offences are serious and regular — criminal action by tracing IP address.

iv) Work with social media platforms to ensure healthy online presence for everyone.

Social media is a place for people to voice their concern and deepen democracy. However like public places, it needs to be regulated to maintain decorum and respect for each other.