

NEXT IAS

Ethics Enhancer Test 2024

(To be filled by candidate)

TEST CODE: EE2403Name of Candidate: Sanchit Sharma Mobile NoRoll No. : PTP220200/GS MA/CT24/150 Start Time 6:00 PM End Time 10:35 AMDate of Examination: 10/09/2024 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**

- 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.
- Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
- Candidate is expected to attempt all 12 questions within the given timeline.
- Answers must be written in the medium authorized at the time of admission.
- 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.
- Please write neatly. Avoid illegible writing.
- Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

- 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।
- अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा।
- अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 12 प्रश्नों के उत्तर-लेखन का प्रयास करें।
- प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
- 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।
- कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
- QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS:

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MACRO COMMENTS

The Purpose of evaluation@nextias.com is to provide constructive suggestions on 'How to improve Answer Writing and thereby score better marks.'

STRENGTHS OF THE CANDIDATE

AREAS OF IMPROVEMENT



IMPROVEMENT SUGGESTIONS

खण्ड-A / Section-A

1. (a) क्या आपको लगता है कि राजनीतिक नेताओं के लिए महान लाभ प्राप्त करने या अपने समुदायों को आपदाओं से बचाने के लिए नैतिकता (सद्गुणों) की सबसे गहरी बाधाओं का उल्लंघन करना नैतिक रूप से उचित है? उपयुक्त उदाहरणों द्वारा अपने दृष्टिकोण की पुष्टि कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- Do you think it is ethically justified for political leaders to violate the deepest constraints of morality in order to achieve great goods or avoid disasters for their communities? Justify your position with suitable examples (Answer in 150 words) 10 Marks

Ethics is a set of standards to determine the rightfulness or wrongfulness of an action. Political leaders are often accused of disregarding moral/ethical constraints to achieve ambitious political ends.
 eg: accept illegal funds to contest election and implement tough policy

Justification for violating constraints of morality

- ① Achieving ambitious goals in practical life requires tough decisions. Otherwise obstacles are too many and too big.

eg: S.C Bose collaborated with Hitler to gain freedom for India

- ② Power asymmetry is too high to be bridged ~~by~~ within the limits of morality
 eg: without manipulation Americans could've never allowed nuclear test.

- ③ Sometimes unethical actions are necessary to evoke courage among general public
eg: Bhagat Singh's violence inspired pride and fearlessness
- ④ Suppressing information may help avert a big disaster
eg: Hiding news of riots from public to ensure communal harmony.

Counter arguments

- ① Ends can never justify immoral means
eg: even 'peace achieved through violence will have to be protected through violence'
- ② sets up bad example before the public, who may look up to politicians
- ③ Risk of slippery slope, how much violation is too much is difficult to determine
- ④ violates the social contract that holds the society together
- ⑤ consistent violation might lower the standards of core human values of justice, peace and fairness.

1. (b) इस बात के प्रमाण बढ़ रहे हैं कि जब नैतिक निर्णय की बात आती है, तो मनुष्य को सहज ज्ञान युक्त धर्मविज्ञानी या परिणामवादी के रूप में नहीं, बल्कि सहज गुण सिद्धांतकारों के रूप में जाना जाता है। इस कथन का आलोचनात्मक विश्लेषण कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"There is growing evidence that when it comes to moral judgment, human beings appear to be best characterised not as intuitive Deontologists or Consequentialists but as intuitive virtue theorists." Critically analyse the statement. (Answer in 150 words) 10 Marks

Intuitive virtue theorists refer to the practice of using virtue or its absence as the basis for judging actions as right or wrong.

Humans appear as intuitive virtue theorists than intuitive consequentialists because

- ① Justifications for human actions often refer to why it was "good" to act in a way rather than the consequences
eg: a thief justifies robbery as necessary being a 'good father' for his family
- ② Consequentialist appear as transactional and therefore inherently immoral
- ③ Subconsciously people prefer to see themselves as protector of some "virtues" rather than driven purely towards ends

④ moral judgements ~~are~~ purely based on deontologists appear as 'not-so-practical'

eg: Gandhiji's withdrawal of movement in 1922 was heavily criticised

Counterview

① Commitment to good means (Deontologists) are highly prevalent in politics and public life

eg: Corruption is immoral
cheating in sports is wrong

② Sometimes noble ends justify even unvirtuous actions

eg: Violence by a soldier is necessary

③ Consequences can make even vices a moral actions

eg: S. C. Bose considered collaborating with Hitler is good because it brings freedom to India

Human beings are capable of showing all kinds of moral judgement. It is the context and culture that ultimately motivates them towards one of the paradigms

2.

- (a) जहाँ औपचारिक आचार (आचारण) संहिता कभी-कभी एक उपयोगी मार्गदर्शक होती है वहीं चरित्र के उन लक्षणों को विकसित करना जो प्रशासक की भूमिका के लिए विशेष रूप से उपयुक्त हैं, पेशेवर नैतिकता के मूल में है। एक प्रशासक के लिए उपयुक्त पाँच नैतिक गुणों की पहचान कीजिए और बताइए कि उन्हें कैसे विकसित किया जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

While formal codes of conduct can sometimes be a useful guide, developing those traits of character that are particularly suited to the administrator's role is at the core of professional ethics. Identify five ethical attributes suitable for an administrator and explain how they can be developed.

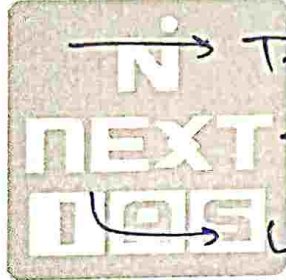
(Answer in 150 words) 10 Marks

Professional ethics refer to a 'set of ethical standards' that are used to judge the rightfulness or wrongfulness of actions within a professional domain.
eg: war ethics → about actions in a war
medical ethics

Five ethical attributes suitable for an administrator

- | Attributes | ways to develop |
|--------------------------|---|
| ① Integrity | → Study the lives of <u>great personalities</u>
↳ Through <u>work culture</u> |
| ② Emotional intelligence | → <u>wide exposure to problems of society</u>
eg: Bhatat Dahanu
↳ Contemplation / introspection |

AttributesWays to develop

- ③ Service attitude → Engage in volunteer service (eg. during disasters)
 ↳ Emulating successful administrators, who served despite hardships
 eg. IAS Armstrong Ponne
- ④ Leadership
 → Training for problem solving in workshop
 ↳ Learning attention-to-detail to come up with solution
- ⑤ Financial efficiency
 ↳ Zero-tolerance attitude towards corruption
 ↳ Understanding the gains achieved through efficiency will motivate

These ethical attributes are interlinked to each other. Adopting one will motivate towards others. Therefore they are also called foundational values.

2.

- (b) राजनीतिक उत्तरदायित्व, व्यावसायिक उत्तरदायित्व और व्यक्तिगत उत्तरदायित्व से आप क्या समझते हैं? इन तीनों के बीच संघर्ष की स्थिति में, लोक सेवक को किस उत्तरदायित्व को प्राथमिकता देनी चाहिए और क्यों? उपयुक्त उदाहरणों द्वारा स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by political responsibility, professional responsibility and personal responsibility? In situations of conflict among the three, what responsibility must the public servant prioritise and why? Illustrate with suitable examples. (Answer in 150 words) 10 Marks

A public servant is one ~~is~~ tasked to uphold public interest in various contexts. They are entrusted with public confidence and administrative power to fulfil their duties.

As an individual of society they have multiple responsibilities

- ① political responsibilities: It is a set of duties towards political executive. This ensures political accountability of administration

- to be honest in communication towards political executive
- to be independent minded, and immune to political pressure
- to be credible in conduct

- ② Professional responsibilities: duties towards own office. It includes set of duties that every public office brings. Professional ethics, code of conduct etc. constitute the duties
- to be transparent
 - quick and efficient decision making

- ③ Personal responsibilities: duties one has towards family and parents
- taking care of elderly parents
 - ensuring good education of children

During conflict of responsibilities, following should be the way:

- ① clearly think of options and analyse the consequences for all
- ② Think of innovative way to fulfil all responsibilities
- ③ If not available, then follow the professional responsibility and minimize the harm on other fronts

A public servant is committed to professional duties irrespective of personal hardships. So he should be always willing to make sacrifice.

3.

- (a) सिविल सेवा के संदर्भ में, "विवेक के कार्य" से आप क्या समझते हैं? एक उदाहरण देकर स्पष्ट कीजिए। आपकी राय में, विवेक के कार्यों का आधार क्या हो सकता है? वर्णन कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक
- In the context of civil service, what do you understand by "acts of conscience"? Illustrate with an example. In your opinion, what can be the basis of acts of conscience? Explain
- (Answer in 150 words) 10 Marks

Acts of conscience refer
to those actions which are
driven by voice of conscience.

eg: Kailash Satyarthi leaving his
career for child labour
rehabilitation.

In civil services it means

- ① Sincere actions that reflects devotion,
and dedication to go beyond the
call of duty

eg: IAS Ashok Khemka exposing
hidden scandals despite threats
and political pressure

- ② It can also follow a resolution of
crisis of conscience situation

eg: V Sugaryam actions against
sand mafia / land mafia in TN

Basis of acts of conscience can be:

① Deeply hurt by ~~a~~ the same event that is demanding some action to bring sense of normalcy

② Where public interest is strongly undermined

eg: IAS Anand Singh Pame used crowdfunding to build road to remote village

③ Where existing practice are contrary to the spirit of law

eg: T.N. Seshan was adamant to introduce EPIC cards for voting

④ Strong intuition with courage of conviction can also be a basis for acts of conscience

eg: IAS Anil Kumar digitised PMO in 2012-13 to overcome policy paralysis

A Clean Conscience is

necessary for sincere acts of Conscience. Sticking to the values of civil service will help in maintaining it.

3. (b) भावी सिविल सेवकों में नैतिक निर्णय लेने के कौशल को आकार देने में शैक्षणिक संस्थानों की भूमिका का आलोचनात्मक परीक्षण कीजिए। युवाओं में नैतिक व्यवहार स्थापित करने में वर्तमान शैक्षिक प्रतिमान कितने प्रभावी हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically examine the role of educational institutions in shaping ethical decision-making skills in future civil servants. How effective are current educational paradigms in instilling ethical behaviour among the youth?

(Answer in 150 words) 10 Marks

Schools are like the second home for children where they spend maximum amount of time, therefore shaping the ethical character of youth.

Role of educational institutions in shaping ethical-decision making skills in civil servants & future!

① Schools provide foundational values that shape later forming of "Children"

eg: Discipline & punctuality in school → disciplined civil servant

② Discourages cheating and fraud

eg! can enable a zero-corruption society

- ③ Provides training against plagiarism, malpractices and laziness

eg: civil servants will avoid short-cuts and dereliction of duty

- ④ Train people into positive attitude towards academic and life problems
- ⑤ Gives lessons in cooperation, team-building and empathy

Though educational paradigm are contributing these are several challenges

- ① Declining quality of education
eg: mass cheating, plagiarisms are common
- ② Discrimination against Dalits, minorities
Goes against egalitarianism & democracy
- ③ Poor enrollment rates at higher education
- ④ Focus on rote $\rightarrow$ learning hampers independent questioning among students

New education policy 2020
aims to bring reforms and - Change the paradigm that better serves the ethical training of youth

4. (a) ग्रामीण भारत में सामाजिक और स्वास्थ्य सम्बन्धी हस्तक्षेप को बढ़ावा देने के लिए अनुनय एवं सामाजिक प्रभाव तकनीकों को नियोजित करते समय प्रशासकों के समक्ष आने वाली नैतिक चुनौतियों की जाँच कीजिए। उपर्युक्त उदाहरणों द्वारा स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Examine the ethical challenges administrators face while employing persuasion and social influence techniques to promote social and health interventions in rural India. Illustrate with suitable examples. (Answer in 150 words) 10 Marks

persuasion is the art of convincing others to act in ways they originally disagreed, without using force.

Ethical challenges faced while using persuasion by administrators

- ① Ensuring purity of intent while ~~persuading~~ persuading others

eg: Not persuading farmers to give up land at unfair prices

- ② Maintaining transparency of future course of actions, stakeholders involved and continuous consultations

eg: persuading people to donate for a road construction

③ Practising what is being preached

eg: Campaign against domestic violence → should be by those who don't engage in it.

④ Material capability of people being persuaded to follow

eg: Swachh Bharat Campaign without toilet won't make sense

⑤ Ease of compliance/following persuasion

eg: 'Jago Grahak Jago' relevant only when consumer courts are accessible by all

⑥ Keeping all stakeholders equally committed to the idea

eg: Govt builds school, houses to ensure RTE and housing for all to be realised.

Persuasion ~~is~~ is a powerful capability, however, persuader is also responsible for being true to his words.

4.

- (b) लोक प्रशासन में नैतिक जवाबदेही बढ़ाने में 'सूचना का अधिकार (RTI)' के प्रभाव का आलोचनात्मक परीक्षण कीजिए। नौकरशाही में भ्रष्टाचार को रोकने और सेवा प्रदायगी में सुधार लाने में सूचना का अधिकार कितना प्रभावी रहा है? (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically examine the impact of the Right to Information (RTI) on enhancing ethical accountability in public administration. How effective has RTI been in preventing bureaucratic corruption and improving service delivery? (Answer in 150 words) 10 Marks

RTI was brought in 2005 as a law to promote transparency in working of the government at all levels.

RTI has enhanced ethical accountability in administration in following way

- ① Making the access to information easy for common citizens
- ② Civil society activism in exposing accountability corruption has increased rapidly
eg: RTI activist exposed IAS Pooa Khedkar scandal

③ Encouraged voluntary disclosure of useful information

eg: Rajasthan's Jan Sachcha Portal has info on all govt schemes implementation

④ Transformed work culture in public offices towards openness

Challenges to the effectiveness of RTI

① Pendency before CIC (> 2 lakh pending cases)

② Denial of information on trivial causes
(on grounds of privacy, against public interest are very common)

③ Poor safety of RTI activists (many get killed for exposing corruption)

④ Regressive amendments to RTI Act (on terms of information commissioners)

⑤ Online facility for filing RTI is absent in most of the states (only Delhi & TN)
Nevertheless, RTI has brought ^{left.} a change in attitude towards openness.

5. (a) लोक प्रशासन में उच्च-गुणवत्ता वाली सेवा प्रदायगी (वितरण) को बनाए रखने के नैतिक निहितार्थों पर चर्चा कीजिए। शासन में ईमानदारी लोक सेवाओं की दक्षता और जवाबदेही को किस प्रकार प्रभावित करती है, विशेष रूप से हाशिए पर पड़े समुदायों की जरूरतों को पूरा करने में? (150 शब्दों में उत्तर दीजिए) 10 अंक

Discuss the ethical implications of maintaining high-quality service delivery in public administration. How does probity in governance influence the efficiency and responsiveness of public services, particularly in addressing the needs of marginalised communities?

(Answer in 150 words) 10 Marks

Probity refers to the quality of ~~being~~ adherence to highest principles of public service. It includes not just being ~~non~~ not corrupt, but being incorruptible.

Probity ~~ensures~~ influences the efficiency & inclusiveness of public services in following ways

- ① Acts as moral pillar of entire administration
eg: IAS Ashoka Khemka ~~ensures~~ inspires others to arise better ethical standards
- ② Plays the role of conscience keeper of public administration

- ③ Inspires public trust in good intent of administration about inclusiveness
eg: DP with probity → can bring marginalised sections within govt schemes

Worst needs of marginalised community:

- ④ Bring compassion in the implementation of govt schemes (eg: listens to the grievances)
- ⑤ Provides level playing field for all for various govt contracts / tenders
- ⑥ Financial efficiency in day-to-day administration allows coverage of marginalised at larger level.
- ⑦ Upholds the rights of marginalised through rule of law (eg: stops child trafficking)
- ⑧ Reduces the influence of vested interests (eg: strict action against land & edu education mafia)

Thus probity is a great tool of improving service delivery. It can be inculcated through work culture training, speedy trial of corruption cases, integrity workshops etc.

5. (b) कॉर्पोरेट प्रशासन में नैतिक मानकों को लागू करने में विनियामक ढाँचों की भूमिका का आलोचनात्मक मूल्यांकन कीजिए। इन ढाँचों को नवाचार को बाधित किए बिना नैतिक व्यवहार को प्रोत्साहित करने के लिए किस प्रकार डिजाइन किया जा सकता है? (150 शब्दों में उत्तर दीजिए) 10 अंक

Critically assess the role of regulatory frameworks in enforcing ethical standards in corporate governance. How can these frameworks be designed to encourage ethical behaviour without stifling innovation?

(Answer in 150 words) 10 Marks

Corporate governance refers to 'principles and policies' that govern the stakeholders in corporate domain - customers, employees, investors, public and govt.

Regulatory frameworks play following role in enforcing ethical standards

- ① Set minimum threshold that must be followed by all (eg: 50% independent directors are must)
- ② Provides penalty norms in case of violation, which deters unethical actions
- ③ Inspires public scrutiny about non-compliance with the regulations (eg: Hindenburg allegations on Adani)

- ④ Establishes a social contract that binds all stakeholders in a chain of trust. (eg: more investments when stable regulations)
- ⑤ Encourages public credibility on private sector, which had stigma in past (eg: CSR norms)

Encouraging ethical behaviour without stifling innovation:

- ① Providing level playing field for all to compete (eg: competition commission)
- ② Trust in market (as free, open and merit based space) encourages merit based practices
- ③ Sticking to light touch regulations than micro management
- ④ Frameworks should be based on mutual consultations
- ⑤ Constant feedback mechanism to remove any painpoints that comes

In the emerging age of innovation, corporate governance is critical to ensure stability

6. निम्नलिखित उद्धरणों से आप क्या समझते हैं। चर्चा कीजिए।

Discuss what the following quotes mean to you.

- (a) "ऐसा नहीं है कि मनुष्यों की इच्छाएँ प्रबल हैं, इसलिए वे बुरे कार्य करते हैं बल्कि ऐसा इसलिए है क्योंकि उनका विवेक कमजोर है।" - जे. एस. मिल

(150 शब्दों में उत्तर दीजिए) 10 अंक

"It is not because men's desires are strong that they act ill; it is because their consciences are weak."

JS Mill

(Answer in 150 words) 10 Marks

JS Mill is emphasizing the importance of strong conscience in promoting ethical pursuit of desires.

Weak conscience can make people act unethically

- ① Because they lack faith in sticking to sound values & virtues
- ② When faced with 'compelling desires' they become deaf to 'voice of conscience' (eg: politicians become corrupt for power)
- ③ They are driven by external pulls and pressures without a internal moral compass (Corporate frauds for more profit)

- ④ Such people are driven by impulses than rationality (unable to see consequences of their actions)

Sometimes even strong consciences act ill because:

- ① They lack moral courage to follow their voice of conscience
(eg: honest man in community - Modi)
- ② Society has degraded so much that deserves subt. the minds (dark ages in Europe youth was punished brutally)
- ③ People lack power to assert their true voice (eg: soldiers in British Indian army had to fire on own people)

However even in these instances people's ~~last~~ ^a consciences become weak, as they succumb to the situation. Men like Bhagat Singh, Gandhiji, Nelson Mandela, are able to act ethically because they could "keep alive the voice of conscience" despite hardships.

6.

- (b) "एक न्यायपूर्ण समाज वह समाज है जिसमें आदर की बढ़ती भावना और अवमानना की घटती भावना एक दयालुतापूर्ण (करुणामय) समाज के निर्माण में विलीन हो जाती है" - बी. आर. अंबेडकर
(150 शब्दों में उत्तर दीजिए) 10 अंक

"A just society is that society in which an ascending sense of reverence and descending sense of contempt is dissolved into the creation of a compassionate society." B R Ambedkar
(Answer in 150 words) 10 Marks

Compassion is the ability to feel the suffering of weaker sections and act to relieve that as per the capacity one has.

Dr B.R Ambedkar is ~~emphasising~~ role of compassion instead of reverence and contempt :

- ① Both a sense of reverence and sense of contempt reinforces hierarchy, which is unjust.
- ② creation of compassionate society 'status towards betterment', whereas reverence and contempt encourages status-quo.

- ③ Core human values gets strengthened in such society
- ④ Reverence and contempt justify & normalises discrimination, which is unjust (eg: Caste system)
- ⑤ Unjust laws / social contract can be replaced with just laws with if Compassion is alive (separation for weaker sections)

Wherever reverence and contempt is not dissolved:

- ① Society perpetuates inequality and historical injustice (Apartheid in S. Africa, and racism in America)
- ② Implementation and of affirmative actions are slow and ineffective (politicisation of reservation in India)

Steps like inter-mingling, inter-group dining, egalitarian universities help in dissolving reverence and contempt into compassion.

6

- (c) "अपनी बुद्धि पर बहुत अधिक भरोसा करना मूर्खता है। यह याद दिलाना हितकर है कि सबसे अधिक मजबूत व्यक्ति भी कमजोर पड़ सकता है और सबसे अधिक बुद्धिमान व्यक्ति भी गलती कर सकता है"- महात्मा गांधी।
(150 शब्दों में उत्तर दीजिए) 10 अंक

"It is unwise to be too sure of one's own wisdom. It is healthy to be reminded that the strongest might weaken and the wisest might err." Mahatma Gandhi. (Answer in 150 words) 10 Marks

Mahatma Gandhi is highlighting the importance of openness, critical enquiry and tolerance in being true to rationality

Why one shouldn't be too sure of own wisdom?

- ① Because it shuts down mind to any new idea or perspectives
- ② As it forms the 'permeant of truth' (may stick to wrong notion for long)
- ③ One could commit heinous crimes if he is too sure of own wisdom (eg: Hitler's Holocaust)
- ④ Exposure to other perspectives help cultivate critical thinking

- ⑤ It makes one complacent about
what gaining knowledge
(eg: medieval India was overconfident,
while Britishers conquered India)
- ⑥ It stops growth and evolution, which
is integral to nature's all creation
(eg: outdated idea of import substitution
stopped India's early liberalisation)

What can be done to ensure one
remains open!

- ① Keep-in-touch with schools of
thought contradicting to one's own
- ② Less participate in debates and
discussions with diverse numbers
of people
- ③ Adopt spirit of tolerance in day-
to-day life.

Thus this way one would
avoid being too sure of own's idea/
wisdom, and remain a fertile ground for creative ideas.

खण्ड-B / Section-B

7.

एक बड़े सार्वजनिक क्षेत्र की विनिर्माण इकाई वाले जिले के नगर आयुक्त के रूप में आप खुद को एक महत्वपूर्ण नैतिक और प्रशासनिक चुनौती के केंद्र में पाते हैं। क्षेत्र के सबसे बड़े नियोक्ताओं में से एक विनिर्माण इकाई का औद्योगिक सुरक्षा उल्लंघनों का एक चिंताजनक इतिहास रहा है। इस इकाई से गैस रिसाव और हानिकारक प्रदूषकों के निकलने की खबरें लगातार आती रही हैं, जिससे स्थानीय आबादी में चिंताएँ बढ़ रही हैं। पिछले कुछ वर्षों में, इस प्लांट (संयंत्र) के आस-पास रहने वाले निवासियों को गंभीर श्वसन और अन्य स्वास्थ्य संबंधी समस्याएँ हुई हैं। निवासियों द्वारा बताई गई स्वास्थ्य समस्याओं की गंभीरता को समझते हुए, आप एक व्यापक स्वास्थ्य ऑडिट शुरू करते हैं, जिसके परिणाम सबसे खराब आशंकाओं की पुष्टि करते हैं: संयंत्र के आस-पास रहने वाली आबादी का एक महत्वपूर्ण हिस्सा गंभीर श्वसन समस्याओं, क्रॉनिक ऑब्सट्रक्टिव पल्मोनरी डिजीज (सी.ओ.पी.डी.) और अन्य स्वास्थ्य जटिलताओं से पीड़ित है, जो सीधे औद्योगिक प्रदूषकों के साथ दीर्घकालिक संपर्क से जुड़ी हैं। स्वास्थ्य ऑडिट के निष्कर्ष संयंत्र के संचालन और समुदाय के गिरते स्वास्थ्य के बीच एक स्पष्ट संबंध दर्शाते हैं। इस डेटा के साथ, आप कार्रवाई करने के लिए बाध्य हैं।

आप स्वास्थ्य ऑडिट निष्कर्षों पर चर्चा करने और उसका समाधान तलाशने के लिए सार्वजनिक क्षेत्र की उस इकाई (PSU) के सी.एम.डी. के साथ बैठक करते हैं। सी.एम.डी. खराब औद्योगिक सुरक्षा रिकॉर्ड को स्वीकार करता है, लेकिन तुरंत ही उस संयंत्र के सामने आने वाली वित्तीय बाधाओं को भी इंगित करता है। संयंत्र का बजट सीमित है, और आवश्यक सुरक्षा उन्नयन के लिए कोई निधि आवंटित नहीं किया गया है। हालाँकि, बहुत विचार-विमर्श के बाद, आप दोनों सहमत हैं कि सबसे अच्छा उपाय यह होगा कि उस संयंत्र को वर्तमान स्थान से 30 किलोमीटर दूर किसी साइट पर स्थानांतरित किया जाए। यह समाधान स्थानीय आबादी के लिए स्वास्थ्य जोखिमों को कम करेगा, साथ ही संयंत्र को संचालन जारी रखने की अनुमति भी देगा, भले ही वह नए स्थान पर हो।

जैसे ही स्थानांतरण की योजना शुरू होती है, खबरें लीक हो जाती हैं, जिससे संयंत्र के श्रमिकों में तत्काल अशांति फैल जाती है। श्रमिक, जिनमें से कई संयंत्र के पास रहते हैं, स्थानांतरण का पुरजोर विरोध करते हैं। उनका तर्क है कि 30 किलोमीटर दूर स्थित नई साइट पर संयंत्र के विस्थापित होने से उनका जीवन अस्त-व्यस्त हो जाएगा, उनके आने-जाने का समय बढ़ जाएगा और उनके खर्चे बढ़ जाएंगे। नौकरी छूटने या नई साइट पर जाने में कठिनाइयों का सामना करने की संभावना से असंतोष की लहर फैलती है। श्रमिकों ने विरोध प्रदर्शन आयोजित किया और हड़ताल पर चले गए, जिससे उत्पादन रुक गया। और असंतोष सड़कों पर फैल गया। अनजाने में, आपने एक तैयारी का छत्ता फोड़ दिया था।

- उपर्युक्त मामले में कौन से मुद्दे शामिल हैं?
- आपके और सी.एम.डी. के लिए कौन से विकल्प उपलब्ध हैं?
- संयंत्र के स्थानांतरण के कारण होने वाले संभावित आर्थिक व्यवधानों के विरुद्ध आपको किस प्रकार सार्वजनिक स्वास्थ्य चिंताओं को प्राथमिकता देनी चाहिए? इस निर्णय को किन नैतिक सिद्धांतों द्वारा निर्देशित किया जाना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As the Municipal Commissioner of a district with a large public sector manufacturing unit, you find yourself at the centre of a significant ethical and administrative challenge. The manufacturing unit, one of the area's largest employers, has a troubling history of industrial safety violations. Reports of gas leaks and the release of harmful pollutants have been frequent, leading to growing concerns among the local population. Over the years, residents living near the plant have developed severe respiratory and other health-related issues.

Recognising the severity of the health problems reported by residents, you initiate a comprehensive health audit. The results confirm the worst fears: a significant portion of the population living near the plant suffers from severe respiratory issues, chronic obstructive pulmonary disease (COPD), and other health complications directly linked to long-term exposure to industrial pollutants. The findings of the health audit indicate a clear correlation between the plant's operations and the community's declining health.

Armed with this data, you are compelled to take action.

You arrange a meeting with the CMD of the public sector unit (PSU) to discuss the health audit findings and explore solutions. The CMD acknowledges the poor industrial safety record but is quick to point out the financial constraints faced by the unit. The plant's budget is limited, and no funds are allocated for the necessary safety upgrades. However, after much deliberation, both of you agree that the best course of action would be to relocate the plant to a site 30 kilometres away from the current location. This solution would mitigate the health risks for the local population while allowing the plant to continue operations, albeit at a new location.

As plans for the relocation begin, the news leaks out, causing immediate unrest among the plant's workers. The workers, many of whom live near the plant, strongly oppose the relocation. They argue that the new site, 30 kilometres away, would disrupt their lives, increase their commuting time, and add to their expenses. The prospect of losing their jobs or facing hardships travelling to the new site sparks a wave of discontent. The workers organised protests and went on strike, halting production. And the discontent spilled onto the streets. Unknowingly, you had stirred a hornet's nest.

- What are the issues involved in the above case?
- What are the options available to you and the CMD?
- How should you prioritise public health concerns against the potential economic disruptions caused by the relocation of the plant? What ethical principles should guide this decision?

(Answer in 250 words) 20 marks

The given case is highlighting challenges of poor industrial safety combined with poverty and deprivations of local people.

a) Issues involved in the above cases are

Ethical issues

- ① Non-compliance with laws on safe disposal of wastes
- ② Poor governance mechanism on safety audit of PSUs.

③ Non-fulfillment of ~~ex~~ responsibilities of CMD towards local population

④ violation of environmental ethics

⑤ Rights of future generation to clean environment is also violated

Administrative issues

① Peer check and balance
~~absent~~ Industrial safety

② Absence of stakeholders consultation before decision

③ DPSP on protecting the interest of weaker sections are not followed.

Other issues

① media not following the issue closely

② No compensation for health issues of people

③ monetary & health facilities not offered ~~at~~ to the people affected

*
b) Options available

1st option: To relocate the plant

2nd option: To not relocate the plant
and continue as it is

3rd option: To relocate with measures
that address the workers'
apprehensions and complaints

① Public health concerns can be
prioritised in following way:

① Arrange for rehabilitation of
workers affected by relocation

② Provide offer to relocate workers
(those who want) with the
plant to new site

- ③ For ~~rest~~ (who don't want to ~~relocate~~)
Provide ~~retraining~~ opportunities for
different employment
- ④ Bring Investment at the original
site for a non-polluting factory
(like sugar, or ice melt, leather factory)
- ⑤ Set up health camps to identify
the exact illness profile.
- provide free treatment to the residents
 - Ask factory to pay for health compensation for the loss (as right to health is a fundamental right)

Ethical principles that should guide
the decisions:

- ① Fundamental rights of citizens must
be upheld.

- ② Following the DPSPs relevant for the context (like economic needs of weaker sections)
- ③ Humans are not a means but an end in themselves
- ④ Respecting the social contract between state and the citizen
- ⑤ Setting right precedent to avoid any future repeat of the incident
- ⑥ Principle of ecosystem integrity human society and economy is a part of overall ecosystem
- ⑦ Animals of the locality also have right to good life

Development and
Environment can be balanced if proper
precautions are undertaken based on
sound ethical principles.

8

एक सरकारी विभाग में क्रय निदेशक के कार्यकारी सहायक के रूप में, आप क्रय प्रक्रिया के प्रबंधन और देखरेख में महत्वपूर्ण भूमिका निभाते हैं। हाल ही में, विभाग ने एक सार्वजनिक कार्य निविदा जारी की; जैसे ही बोलियाँ आनी शुरू होती हैं, आपका सामना एक ऐसे मुद्दे से होता है जो आपकी व्यावसायिक उत्तरदायित्वों और नैतिक निर्णय का परीक्षण करता है। बोली खुलने के निर्धारित समय से दो दिन पहले, आपको एक विश्वसनीय स्रोत से बोली में हेराफेरी का आरोप लगाते हुए चौंकाने वाली जानकारी मिलती है। बोली में हेराफेरी एक गंभीर अपराध है जिसमें बोली प्रक्रिया में हेराफेरी करने के लिए संभावित ठेकेदारों के बीच मिलीभगत शामिल होती है, जिसके परिणामस्वरूप प्रायः लागत उच्च और काम की गुणवत्ता निम्न हो जाती है। इससे क्रय (खरीद) प्रक्रिया की सत्यनिष्ठा कमजोर होती है साथ ही जनता को महत्वपूर्ण वित्तीय क्षति होती है।

स्थिति की गंभीरता को समझते हुए, आप मामले को सीधे क्रय निदेशक के पास ले जाने का निर्णय लेते हैं। निदेशक, जो वर्षों के अनुभवी हैं, आपकी चिंताओं को सुनता है, लेकिन आपको इस जानकारी को अनदेखा करने की सलाह देता है। उसका तर्क यह है कि आरोप मौखिक संचार पर आधारित है और इसमें ठोस सबूतों का अभाव है। इसके अतिरिक्त, वह चिंता व्यक्त करता है कि बोली प्रक्रिया को बदनाम करने या किसी प्रतियोगी को नुकसान पहुँचाने के लिए प्रतिद्वंद्वी आपूर्तिकर्ता द्वारा यह जानकारी दी गई हो सकती है।

अपनी आपत्तियों के बावजूद, आप निदेशक के निर्देशों का पालन करते हैं और आगे कोई कार्रवाई नहीं करते हैं। बोलियाँ निर्धारित समय पर खोली जाती हैं, और आधिकारिक मानदंडों के आधार पर अनुबंध दे दिए जाते हैं। एक सप्ताह बाद, एक राष्ट्रीय दैनिक ने एक खोजी रिपोर्ट प्रकाशित की जिसमें बोली-धाँधली घोटाले का विवरण दिया गया। उस रिपोर्ट में पर्याप्त सबूत शामिल हैं, जैसे रिकॉर्ड की गई बातचीत, ईमेल एक्सचेंज और आंतरिक दस्तावेज, जो यह दर्शाते हैं कि कई बोलीदाताओं ने निविदा प्रक्रिया में हेराफेरी करने के लिए मिलीभगत की है। इस रिपोर्ट के प्रकाशन से व्यापक जन आक्रोश फैल गया, जिसके कारण क्रय प्रक्रिया की जाँच और आवांछित अनुबंधों को तत्काल निलंबित करने की माँग की गई।

क्रय निदेशक सहित पूरा विभाग गहन जाँच के दायरे में आ गया है। क्रय प्रक्रिया की सत्यनिष्ठा और संभावित कदाचार की पूर्व जानकारी के बावजूद बोली में धाँधली को रोकने में विफलता के बारे में सवाल उठाए गए हैं।

आपके निदेशक को निलंबित कर दिया गया है और जाँच शुरू हो गई है। आप भी संदेह के घेरे में हैं क्योंकि आप निदेशक के साथ मिलकर कार्य कर रहे थे। इसी बीच, आपके निदेशक ने अनुरोध किया कि आप बोली में हेराफेरी के बारे में प्राप्त जानकारी के बारे में जाँच समिति को सूचित न करें।

- इस मामले में नैतिक मुद्दे क्या हैं?
- बोली-धाँधली के बारे में जानकारी छिपाने के निदेशक के अनुरोध का अनुपालन करने के संभावित नैतिक और व्यावसायिक परिणाम क्या हैं? वर्णन कीजिए।
- जाँच समिति से जानकारी छिपाने के निदेशक के अनुरोध के आलोक में, आपको अपने वरिष्ठ के प्रति अपनी वफादारी के साथ अनैतिक प्रथाओं की रिपोर्ट करने के अपने कर्तव्य को कैसे संतुलित करना चाहिए? इस स्थिति में आपको किन नैतिक सिद्धांतों के आधार पर निर्णय लेना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

As an Executive Assistant to the Director of Purchase in a governmental department, you play a critical role in managing and overseeing the procurement process. Recently, the department issued a public works tender; as the bids begin to come in, you are confronted with an issue that tests your professional responsibilities and moral judgment.

Two days before the scheduled opening of the bids, you receive alarming information from a reliable source alleging bid rigging. Bid rigging is a serious offence involving collusion among potential contractors to manipulate the bidding process, often resulting in higher costs and reduced quality of work. This undermines the procurement process's integrity and results in significant financial losses to the public.

Understanding the gravity of the situation, you decide to take the matter directly to the Director of Purchase. The Director, a professional with years of experience, listens to your concerns but advises you to ignore the information. He argues that the allegation is based on verbal communication and lacks concrete evidence. Additionally, he expresses concern that the information might have been planted by a rival supplier to discredit the bidding process or to sabotage a competitor.

Despite your reservations, you follow the Director's instructions and take no further action. The bids are opened as scheduled, and contracts are awarded based on official norms.

A week later, a national daily published an investigative report detailing the bid-rigging scandal. The report includes substantial evidence, such as recorded conversations, email exchanges, and internal documents, all indicating that several bidders colluded to manipulate the tender process. The publication of this report triggered widespread public outrage, leading to calls for an investigation into the procurement process and the immediate suspension of the contracts awarded.

The department, including the Director of Purchase, comes under intense scrutiny. Questions are raised about the integrity of the procurement process and the failure to prevent bid rigging despite prior knowledge of potential misconduct. Your Director is placed under suspension, and the enquiry begins. You are also under scanner as you were working closely with the Director. Meanwhile, your Director requests that you refrain from informing the enquiry committee of the information you received about bid-rigging.

- What are the ethical issues involved in the case?
- What are the potential ethical and professional consequences of complying with the Director's request to conceal the information about the bid-rigging? Explain
- In light of the Director's request to withhold information from the enquiry committee, how should you balance your duty to report unethical practices with your loyalty to your superior? What ethical principles should guide your decision in this situation?

(Answer in 250 words) 20 marks

The given case involves
issues of collusive corruption and
attempt to evade accountability at
enquiry stage

a) Ethical issues involved are

- ① Non-adherence to ethical principle
of bidding by two bidders

- ② Not respecting the sanctity of bidding process
- ③ Lack of professionalism and urgency on the part of Director of Purchase
- ④ Absence of courage to act based on reliable information by executive assistant
- ⑤ Disrespecting the social contract established between state and citizens
- ⑥ No intimation by remedial prior to completion of bidding process
- ⑦ Non-submission to enquiry process by the Director

⑧

potential consequences of complying with Director are :

Ethical Consequences

- ① Sets a bad precedent of lack of adequate accountability.
- ② Encourage such digging in future
- ③ Dilutes the internal accountability of the system
- ④ Undermines the moral standards that department should adhere to
- ⑤ Hurts the employees who show high sincerity and moral commitment to the department
- ⑥ People/stakeholders with vices (like dishonesty, ill intent) gets emboldened
- ⑦ Weakens a culture of credibility around bidding

Professional consequences

- ① lowers the bar of professional excellence

NEXT IAS

- ② A cause a decline in work culture of the organisation
- ③ Harms the quality of works completed by the contractors
- ④ Affects the people's rights of high quality ~~life~~ equal opportunity to the bidding
- ⑤ Transparency in public administration is violated
- ⑥ Duty as executive assistant will be balanced in following ways:
- ① Tell the truth to the enquiry Commission
 - ② persuade the senior to be honest and courageously face the consequences.

↳ bonafide mistakes will not be punished

↳ other mistakes will be useful to improve the workings of the office

③ Help the enquiry to furnish the collusive corruption happening

Reasons → loyalty to superior never means supporting his wrong doings.
Loyalty towards public service is more than towards any person

Ethical principles that guide conduct

- ① Principle of accountability
- ② Principle of integrity and honesty, even when mistakes are own
- ③ Courage of conviction, not bothering ~~our~~ about the outcomes
- ④ Rules and laws around bidding must be followed.

9.

एक ऑडिट (लेखा परीक्षण) अधिकारी के रूप में, आपका प्राथमिक कर्तव्य यह सुनिश्चित करना है कि सार्वजनिक निधियों का उपयोग बजटीय आवंटन और शासी निकायों द्वारा निर्धारित कानूनी आदेशों के अनुसार किया जाए। इस भूमिका के लिए उच्च स्तर की सत्यनिष्ठा, नियमों का सख्ती से पालन और पारदर्शी वित्तीय प्रबंधन के प्रति प्रतिबद्धता की आवश्यकता होती है। किसी जिले के व्यय की नियमित ऑडिट के दौरान, आपको एक महत्वपूर्ण अनियमितता का सामना करना पड़ता है जो आपके नैतिक सिद्धांतों और व्यावसायिक उत्तरदायित्वों को चुनौती देती है। जिले के व्यय की समीक्षा करते समय, आपको पता चलता है कि जिला मजिस्ट्रेट ने सड़क निर्माण और गाँव की कनेक्टिविटी को बेहतर बनाने के लिए आवंटित धन को एक नए स्कूल के निर्माण में लगा दिया है। यह निधि स्पष्ट रूप से ग्रामीण क्षेत्रों में परिवहन को बढ़ाने के उद्देश्य से बुनियादी ढाँचा परियोजनाओं के लिए निर्धारित की गई थी। इन निधियों को एक अलग परियोजना में पुनर्निर्देशित करना, चाहे वह स्कूल जैसी महत्वपूर्ण परियोजना ही क्यों न हो, स्वीकृत बजटीय आवंटन का उल्लंघन है और इसे संसाधनों के गलत आवंटन के रूप में भी देखा जा सकता है।

जिला मजिस्ट्रेट ने फंड के डायवर्जन को स्वीकार किया, लेकिन जिले में शैक्षणिक बुनियादी ढाँचे की अत्यधिक आवश्यकता पर बल देकर अपने निर्णय को उचित ठहराया। उसने बताया कि क्षेत्र में स्कूलों की भारी कमी है, कक्षाएँ खचाखच भरी होती हैं साथ ही स्कूल जाने योग्य बच्चों की आबादी बढ़ रही है। जिला मजिस्ट्रेट के अनुसार, हालाँकि सड़क संपर्क महत्वपूर्ण है, लेकिन एक नए स्कूल की तत्काल आवश्यकता अधिक दबावपूर्ण थी, और शिक्षा में निवेश के दीर्घकालिक लाभ सड़क बुनियादी ढाँचे की अस्थायी बाधा से कहीं अधिक हैं।

यह स्थिति आपको मुश्किल परिस्थिति में डाल देती है। एक ऑडिट अधिकारी के रूप में, आपको यह तय करना होगा कि नियमों के सख्त पालन को प्राथमिकता दी जाए या जिला मजिस्ट्रेट की कार्यवाहियों के व्यापक संदर्भ और संभावित लाभों पर विचार किया जाए।

- उपर्युक्त मामले में कौन से मुद्दे शामिल हैं?
- ऑडिट अधिकारी को बजटीय आवंटन के सख्त पालन की आवश्यकता को जिला मजिस्ट्रेट के इस तर्क के साथ कैसे संतुलित करना चाहिए कि स्कूल का निर्माण समुदाय के सर्वोत्तम हित में था? क्या अधिकारी को कथित सार्वजनिक लाभों की तुलना में कानूनी और प्रक्रियात्मक शुद्धता को प्राथमिकता देनी चाहिए?
- निधियों के गलत आवंटन की रिपोर्ट करने के संभावित परिणाम क्या हैं? क्या ऑडिट अधिकारी को निर्णय लेते समय जिला मजिस्ट्रेट, जिले और भविष्य के वित्तीय आवंटन पर ऐसी रिपोर्ट के प्रभाव पर विचार करना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

As an Audit Officer, your primary duty is to ensure that public funds are utilized according to the budgetary allocations and legal mandates set by governing bodies. This role demands a high level of integrity, strict adherence to rules, and a commitment to transparent financial management. During a routine audit of a district's expenditures, you encounter a significant irregularity that challenges your ethical principles and professional responsibilities.

While reviewing the district's spending, you discover that the District Magistrate (DM) has diverted funds allocated for road construction and improving village connectivity to construct a new school. The funds were explicitly earmarked for infrastructure projects aimed at enhancing transportation in rural areas. Redirecting these funds to a different project, even one as important as a school, constitutes a violation of the approved budgetary allocations and could be seen as a misallocation of resources.

The DM acknowledges the diversion of funds but justifies the decision by emphasizing the critical need for educational infrastructure in the district. He explains that the area is severely lacking in schools, with overcrowded classrooms and a growing population of school-age children. According to the DM, while road connectivity is important, the immediate need for a new school was more pressing, and the long-term benefits of investing in education far outweigh the temporary setback in road infrastructure.

This situation places you in a difficult position. As an Audit Officer, you must decide whether to prioritise strict adherence to rules or to consider the broader context and the potential benefits of the DM's actions.

- What are the issues involved in the above case?
- How should the Audit Officer balance the need for strict adherence to budgetary allocations with the DM's argument that the school's construction was in the community's best interest? Should the officer prioritise legal and procedural correctness over perceived public benefits?
- What are the potential consequences of reporting the misallocation of funds? Should the Audit Officer consider the impact of such a report on the DM, the district, and future funding allocations when making the decision?

(Answer in 250 words) 20 marks

Given case involves challenges of over centralisation in governance and ethical, administrative issues emerging out of it.

① Issues involved in above case

Ethical issues are

- ① Non-respecting the sanctity of procedures set for financial propriety
- ② violation of budgetary provisions regarding financial allocation
- ③ violation of spirit and letter of budget both.

- ④ Ethical dilemma over which project to prioritise (for DM)
- ⑤ violating the hierarchy of decision making (by DM)
- ⑥ Not respecting the authority of legislature, which approved the budget

Other issues

- ⑦ Principle of subsidiarity not followed while allocating budgetary funds
- ⑧ Attempt to impose one-size-fits-all approach
- ⑨ Absence of internal feedback loop within govt
- ⑩ Lack of smooth communicating mechanism between ground officials & highest level, for reallocating funds in emergency.

⑥ Audit officer can balance between budgetary allocations and perceived public interest in following ways:

① Follow the principles of good audit → by reporting the diversion and noting reasons for it

② He should adhere to his sole description which are

- strict adherence to rules
- commitment to transparent financial management
- ensure that public funds are utilised as per legal mandates & rules

③ He should report the diversion transparently

④ Provide suggestion to avoid such diversion in future

⑤ He should prioritise legal and
procedural correctness (audit officer is supposed to do that)

② potential consequences of reporting misallocation

- ① to DM could be penalised for such a misallocation
- ② Enquiry could be set on all officials who overlooked the misallocation
- ③ positively however, it could help in future lessons for more consultation before allocation
- ④ need based allocations should be made (if schools are more needed than roads then include in budget)
- a updated list could be asked before allocation

Audit officer should consider impact on donor not?

Answer → He shouldn't consider such impacts

Reasons!

- As audit officer duty is to give check adherence to legal mandate
- consequences are in hands of others
- who use the report for decision making
- should expect division of work in treasury.

10.

एक बड़े वन क्षेत्र वाले जिले में पुलिस अधीक्षक के रूप में, आपको एक जटिल स्थिति का सामना करना पड़ता है जिसमें संरक्षण प्रयासों और स्थानीय जनजातीय (आदिवासी) समुदायों के अधिकारों के बीच नाजुक संतुलन शामिल है। यह जिला एक महत्वपूर्ण जनजातीय आबादी का घर है जो ऐतिहासिक रूप से वन के निकटवर्ती क्षेत्रों में रहता है तथा अपनी आजीविका के लिए कृषि, बकरी पालन और वन उपज एकत्र करने पर निर्भर है। हालाँकि, जैसे-जैसे जनजातीय आबादी बढ़ी है, वैसे-वैसे वन में उनका अतिक्रमण भी बढ़ा है जिससे मानव पशु संघर्ष और संरक्षित वन्यजीवों की अवैध हत्या में वृद्धि हुई है। जिला वन अधिकारी (डी.एफ.ओ.), जिसे वन और वन्यजीवों की सुरक्षा का कार्य सौंपा गया है, ने वन क्षेत्रों की बाड़ लगाकर और जनजातीय निवासियों को अतिक्रमणित भूमि से हटाकर पूरा किया है। इस कार्रवाई से जिले में तनाव और कानून-व्यवस्था की समस्याएँ बढ़ गई हैं, जिससे जिले के वरिष्ठ कानून प्रवर्तन अधिकारी के रूप में आप चुनौतीपूर्ण स्थिति में आ गए हैं।

जिले के वन क्षेत्र जैव विविधता से समृद्ध हैं और संरक्षित जानवरों की कई प्रजातियों का घर हैं, जिनमें कुछ लुप्तप्राय प्रजातियाँ भी शामिल हैं। वन के भीतर मानव बस्तियों व कृषि संबंधी गतिविधियों में वृद्धि के परिणामस्वरूप वन्यजीवों के पर्यावास को उल्लेखनीय क्षति हुई है, जिससे मनुष्यों व जानवरों के बीच अधिक लगातार और खतरनाक टकराव हो रहा है। संरक्षित जानवरों की अवैध हत्याओं की बढ़ती संख्या की प्रतिक्रिया में, जिला वन अधिकारी ने बाड़ लगाकर और अवैध रूप से कब्जा की गई भूमि से लोगों को हटाकर वन की रक्षा के लिए कदम उठाया है।

हालाँकि इसका उद्देश्य वन पारिस्थितिकी तंत्र को संरक्षित करना था, लेकिन इन कार्यों ने जनजातीय समुदायों के बीच काफी अशांति उत्पन्न कर दी है। आदिवासियों का तर्क है कि वन उनकी पैतृक भूमि है और उन्हें इस पर रहने व आजीविका चलाने का अधिकार है। वे बाड़बंदी और जबरन हटाने को अपने पारंपरिक अधिकारों व आजीविका के उल्लंघन के रूप में देखते हैं।

यह तनाव विरोध प्रदर्शनों, नाकेबंदी और यहाँ तक कि वन अधिकारियों के साथ हिंसक टकराव में बदल गया है, जिससे कानून-व्यवस्था के लिए गंभीर चुनौती उत्पन्न हो गई है। इसके अलावा, स्थानीय राजनेताओं ने भी अशांत जल में मछली पकड़ने जैसा कार्य किया तथा मामले को जटिल बनाने के लिए, आपको अनौपचारिक रूप से आपके वरिष्ठ अधिकारियों द्वारा प्रदर्शनकारियों पर नरम रुख अपनाने के लिए कहा गया है क्योंकि वे राज्य के एक मंत्री के बड़े समर्थक हैं।

- क्या पुलिस अधीक्षक को व्यवस्था बहाल करने के लिए तत्काल कानून प्रवर्तन को प्राथमिकता देनी चाहिए या अशांति के मूल कारणों को संबोधित करने वाले दीर्घकालिक संघर्ष समाधान पर ध्यान केंद्रित करना चाहिए? पुलिस अधीक्षक यह किस प्रकार सुनिश्चित कर सकता है कि अल्पकालिक और दीर्घकालिक दोनों लक्ष्य पूरे हो जाएँ?
- पुलिस अधीक्षक के समक्ष कौन से नैतिक मुद्दे और दुविधाएँ हैं?
- तनावपूर्ण और अस्थिर स्थिति को देखते हुए, पुलिस अधीक्षक की कार्रवाई क्या होनी चाहिए? चर्चा कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

As the Superintendent of Police (SP) in a district with a sizable forested area, you face a complex situation that involves the delicate balance between conservation efforts and the rights of indigenous tribal communities. The district is home to a significant tribal population that has historically lived on the edges of the forest, relying on agriculture, goat rearing, and collecting forest produce for their livelihood. However, as the tribal population has grown, so too has their encroachment into the forest, leading to an increase in human-animal conflicts and the illegal killing of protected wildlife. The District Forest Officer (DFO), tasked with protecting the forest and its wildlife, has responded by fencing off forest zones and removing tribal inhabitants from encroached lands. This action has led to rising tensions and law-and-order issues in the district, placing you in a challenging position as the district's senior law enforcement officer.

The district's forested areas are rich in biodiversity and home to several species of protected animals, including some that are endangered. The increase in human settlements and agricultural activities within the forest has resulted in significant habitat loss for wildlife, leading to more frequent and dangerous

encounters between humans and animals. In response to the growing number of illegal killings of protected animals, the DFO has taken measures to protect the forest by erecting fences and initiating the removal of people from illegally occupied lands.

Though intended to preserve the forest ecosystem, these actions have sparked significant unrest among the tribal communities. The tribals argue that the forest is their ancestral land, and they have a right to live and make a living from it. They view the fencing and forced removal as an infringement on their traditional rights and livelihoods. This tension has escalated into protests, blockades, and even violent confrontations with forest officials, posing a serious law-and-order challenge. Further, the local politicians have also started fishing in troubled waters, and to complicate matters, you have been informally told by your superiors to go soft on the protestors as they happen to be big supporters of a state minister.

- (a) Should the SP prioritise immediate law enforcement to restore order or focus on long-term conflict resolution that addresses the root causes of the unrest? How can the SP ensure that both short-term and long-term goals are met?
- (b) What are the ethical issues and dilemmas that confront the SP?
- (c) Given the tense and volatile situation, what must the SP's course of action be? Discuss.

(Answer in 250 words) 20 marks

The given case involves
human-animal conflict and broader
issues of tribal people's rights
and environmental conservation

- ② SP should prioritise immediate law enforcement and restoring order. But also address long term goals which are protected

Short-term goals (of restoring order)

- ① Should talk to tribals and
protesters about their concerns

- ② Meet the DFO to listen to his concerns over environmental conservation
- ③ As SP, community policing model should be used in this situation

Long term measures

- ④ Rehabilitate forests, within forest with compensation for land, properly under Forest rights Act (2006)
- ⑤ Encourage forest conservation measures from villages, as it is their home too
- ⑥ Avoid human-animal conflict by demarcation of boundaries
- ⑦ Train villagers in handling animals without violence

Long term measures

- ④ Ethical issues of SP are
 - ① Professionalism v/s Villagers right to protest
(requires restoring law)

NEXT IAS

- ② Law and order v/s political pressure
- ③ Forest conservation v/s law & order of district
- ④ villagers as an end v/s villagers as means to ensure forest conservation

⑥ SP's course of action are

- ① Talk to villagers to know their concerns
- ② Talk to DFO and local politicians
- ③ Try to set up a Open Public meet between DFO and villagers
- ④ Persuade DFO to use less disrupting methods
 - rehabilitating villagers
 - training villagers in handling animals

→ encouraging participative conservation

- ⑤ Send a report to environment ministry/dept to suggest building wildlife corridors to enable move of animals

More innovative measures in forest conservation can be used to overcome the adverse impacts on villagers. It will ensure balance between villagers' rights and biodiversity conservation also.

11.

आप एक वरिष्ठ सिविल सेवक हैं जो एक ऐसे जिले में मुख्य विकास अधिकारी (सी.डी.ओ.) के रूप में कार्यरत हैं जहाँ एक प्रमुख ग्रामीण विकास पहल चल रही है। यह परियोजना, जिसका उद्देश्य बुनियादी ढाँचे में सुधार करना और हाशिए पर रहने वाले समुदायों को आवश्यक सेवाएँ प्रदान करना है, यह राज्य और केंद्र सरकारों के लिए एक उच्च प्राथमिकता वाला कार्यक्रम है। आपकी भूमिका में परियोजना के कार्यान्वयन की देखरेख करना, सार्वजनिक संसाधनों का कुशल उपयोग सुनिश्चित करना तथा कानूनी एवं प्रक्रियात्मक मानकों का पालन सुनिश्चित करना है।

जैसे-जैसे परियोजना आगे बढ़ती है, दो वरिष्ठ अधिकारी दो परस्पर विरोधी निर्देश जारी करते हैं, जिससे आप मुश्किल स्थिति में पड़ जाते हैं।

राज्य सरकार का मुख्य सचिव, जो आपका तत्काल वरिष्ठ अधिकारी है, आपको आगामी चुनावों से पहले परियोजना को पूरा करने के लिए इसे तेज करने का निर्देशात्मक अनुदेश जारी करता है। इस अनुदेश में आपसे परियोजना को समय-सीमा पर पूरा करने के लिए आवश्यक सभी उपाय करने का आग्रह किया गया है, जिसमें यदि आवश्यक हो तो मानक क्रय प्रक्रियाओं को दरकिनार करना भी शामिल है।

अंतर्निहित संदेश स्पष्ट है: परियोजना की सफलता (पूर्णता) महत्वपूर्ण है तथा इसमें देरी अस्वीकार्य है।

इसके साथ ही, आपको केंद्र सरकार की भ्रष्टाचार निरोधक इकाई से भी एक अनुदेश प्राप्त होता है, जिसमें परियोजना की क्रय प्रक्रिया में संभावित अनियमितताओं के बारे में सचेत किया गया है।

यह अनुदेश आपको परियोजना को रोकने और प्रक्रियागत शुद्धता हेतु आवंटित सभी अनुबंधों के गहन ऑडिट करने का निर्देश देता है। यह अनुदेश सार्वजनिक व्यय में पारदर्शिता और जवाबदेहिता बनाए रखने के महत्व पर बल देता है तथा किसी भी शॉर्टकट, जिसमें परियोजना की सत्यानिष्ठा से समझौता हो, के विरुद्ध चेतावनी देता है।

सी.डी.ओ. के रूप में, अब आप दो परस्पर विरोधी अनुदेशों के बीच फँस गए हैं, जिनमें से प्रत्येक के अपने नैतिक और व्यावसायिक निहितार्थ हैं।

- उपर्युक्त मामले में कौन से नैतिक मुद्दे और दुविधाएँ शामिल हैं?
- सी.डी.ओ. के पास कौन से विकल्प उपलब्ध हैं? सी.डी.ओ. द्वारा चुनी हुई कार्यवाही क्या होनी चाहिए?
- एक सिविल सेवक को विभिन्न वरिष्ठ प्राधिकारियों के विरोधाभासी निर्देशों के बीच प्राथमिकता किस प्रकार तय करनी चाहिए? इस निर्णयन-प्रक्रिया में कौन से नैतिक सिद्धांतों का मार्गदर्शन होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a senior civil servant working as the Chief Development Officer (CDO) in a district where a major rural development initiative is underway. The project, aimed at improving infrastructure and providing essential services to marginalised communities, is a high-priority program for state and central governments. Your role involves overseeing the project's implementation, ensuring efficient use of public resources, and maintaining adherence to legal and procedural standards.

As the project progresses, two senior authorities issue two conflicting directives, placing you in a tough situation.

The Chief Secretary of the state government, who is your immediate superior, issues a directive instructing you to expedite the project to ensure its completion before the upcoming elections. The directive urges you to take all necessary measures to meet the deadline, including bypassing standard procurement procedures if needed. The underlying message is clear: the project's success is critical, and delays are unacceptable. Simultaneously, you receive a directive from the Central Government's Anti-Corruption Unit, which has been alerted to potential irregularities in the project's procurement process. This directive instructs you to halt the project and thoroughly audit all contracts awarded for procedural correctness. The directive emphasises the importance of maintaining transparency and accountability in public spending and warns against any shortcuts that could compromise the project's integrity.

As the CDO, you are now caught between two conflicting directives, each with its own ethical and professional implications.

- What ethical issues and dilemmas are involved in the above case?
- What are the options available to the CDO? What must be the CDO's chosen course of action?
- How should a civil servant prioritise between conflicting directives from different senior authorities? What ethical principles should guide this decision-making process?

(Answer in 250 words) 20 marks

The given case reflects
for various pulls and pressures on a
social development project.

- (a) Ethical issues are
- ① Follow Chief Secretary v/s Anti-corruption directive
 - ② Prioritising means (good path) v/s pursuing ends (or conflicting projects)
 - ③ Follow rules & procedures v/s meet the deadlines (before elections)
 - ④ ~~time~~ Time efficiency v/s financial efficiency (early project completion) (by removing corruption)

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⑥ Options available

① To investigate contracts & procurements as per Anti-corruption directive

② To go ahead with Chief Secretary order

CEO's course of action

① Intimate Chief Secretary about anti-corruption directive

↳ persuade him to clear the confusion with central govt

② Do a preliminary, quick internal investigation about potential irregularities

③ Establish a transparency portal for all procurements for the projects (on the lines of govt e-marketplace)

if irregularities
present

↓
Stop the project

if no apparent
irregularities

↓
go ahead
with project

Justification

- ① While transparently a zero tolerance
corruption is good, too much
cautiousness slows the efficiency
(eg: Policy Paralysis)
- ② Disputes/conflicts between state &
central govt is for Chief Secretary
& political executive to solve
- ③ As CDO, my task is to ensure
transparent and early completion
with procedural safeguards.

~~Thus~~

① Civil servants should prioritise
in following way

① Follow the direction issued by
senior authority

② In conflict situation → follow
the one looks more reasonable.
and inform the same to seniors

③ Rules of law should be upheld

④ Follow the past precedents, if any.

Ethical principles of decision making

① Purity of intent in action must be
visible to all stakeholders

② Transparency in all financial transactions

③ Allow public scrutiny through RTI and
voluntary disclosure

④ Follow the rules / laws and then
refer the code of ethics.

12

एक प्रमुख FMCG कंपनी, जो खुद को संधारणीयता में अग्रणी के रूप में स्थापित कर रही है, ने हाल ही में बच्चों के लिए जैविक खाद्य पदार्थों सहित पर्यावरण के अनुकूल उत्पादों की एक नई श्रृंखला शुरू की है। स्वास्थ्य और पर्यावरण संयंत्रों में जागरूकता में उपभोक्ताओं की बढ़ती रुचि के कारण इन उत्पादों ने तेजी से लोकप्रियता प्राप्त की।

हालाँकि, कंपनी की पर्यावरणीय साख़ तब जाँच के दायरे में आ गई जब किसी तृतीय-पक्ष गैर-लाभकारी संगठन ने इन उत्पादों पर प्रयोगशाला परीक्षण किया। इस परीक्षण से कंपनी के दावों और उसकी उत्पादन प्रक्रियाओं के वास्तविक पर्यावरणीय प्रभाव के बीच महत्वपूर्ण विसंगतियाँ सामने आईं। गैर-लाभकारी संगठन ने ग्रीनवॉशिंग के आरोप का समर्थन करने के लिए पर्याप्त डेटा प्रस्तुत करते हुए अपने निष्कर्ष प्रकाशित किए।

इस पर कंपनी की त्वरित और आक्रामक प्रतिक्रिया हुई: इसने गैर-लाभकारी संगठन के निष्कर्षों को बदनाम करने के लिए एक जनसंपर्क (PR) अभियान शुरू किया। इस अभियान में गैर-लाभकारी संस्था को एक प्रचार स्टंट में संलग्न होने और अपनी पर्यावरण-अनुकूल छवि को मजबूत करने के लिए अपना स्वयं का डेटा जारी करने के रूप में दर्शाया गया। कंपनी का दावा है कि उसके उत्पाद पर्यावरण की दृष्टि से धारणीय हैं और गैर-लाभकारी संस्था पर गलत सूचना फैलाने का आरोप लगाया है।

बढ़ते विवाद के जवाब में, कई उपभोक्ता संघों ने कंपनी के पर्यावरण संबंधी दावों को स्वतंत्र रूप से सत्यापित करने के लिए राष्ट्रीय मानक निकाय, भारतीय मानक ब्यूरो (BSI) से संपर्क किया। निष्पक्षता के लिए BSI की प्रतिष्ठा और उत्पाद मानकों को सुनिश्चित करने के लिए इसके अधिदेश को देखते हुए, उपभोक्ता संघों को पूरी तरह से निष्पक्ष जाँच की उम्मीद है।

भारतीय मानक ब्यूरो अपना सत्यापन करता है और अंततः कंपनी को यह पुष्टि करते हुए क्लीन चिट प्रदान करता है कि उसके उत्पाद आवश्यक पर्यावरण मानकों को पूरा करते हैं। इस फैसले ने शुरू में उपभोक्ता विश्वास को पुनर्स्थापित करने और गैर-लाभकारी रिपोर्ट द्वारा उत्पन्न कुछ नकारात्मक प्रचार को कम करने में मदद की।

हालाँकि, कुछ सप्ताह बाद एक नए खुलासे ने पूरी जाँच की नींव हिला दी। यह खुलासा हुआ कि सत्यापन प्रक्रिया को देखरेख करने वाला BSI का मुख्य वैज्ञानिक, कंपनी के CEO का साला है। आगे की जाँच से पता चलता है कि मुख्य वैज्ञानिक के पास कंपनी में एक बड़ी हिस्सेदारी भी है, जिससे हितों का स्पष्ट टकराव उत्पन्न हो जाता है।

इस रहस्योद्घाटन से व्यापक आक्रोश उत्पन्न हुआ और भारतीय मानक ब्यूरो की जाँच की सत्यनिष्ठा पर सवाल उठे। यह घोटाला निगम के पर्यावरण अनुकूल दावों और नियामक निकाय के रूप में BSI की विश्वसनीयता दोनों में जनता के विश्वास को कम करता है।

- उपर्युक्त मामले में व्यावसायिक नैतिकता के मुद्दे क्या हैं?
- नियामक निकायों को अपने अधिकारियों के बीच हितों के टकराव को रोकने के लिए क्या कदम उठाने चाहिए? निर्णय लेने के बाद हितों के टकराव का पता चलने पर उसका प्रबंधन किस प्रकार किया जाना चाहिए?
- ऐसी स्थितियों में जहाँ लाभप्रदता और नैतिक उत्तरदायित्व में टकराव दिखाई देता हो वहाँ कंपनियों को इन चुनौतियों से किस प्रकार निपटना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

A prominent FMCG company recently launched a new line of eco-friendly products, including organic food items for children, positioning itself as a leader in sustainability. The products quickly gained popularity due to rising consumer interest in health and environmental consciousness.

However, the company's environmental credentials come under scrutiny when a third-party non-profit organisation conducts laboratory tests on the products. The tests reveal significant discrepancies between the company's claims and the actual environmental impact of their production processes. The non-profit organisation publishes its findings, presenting substantial data to support the accusation of greenwashing.

The company's response is swift and aggressive: it launched a public relations (PR) campaign to discredit the non-profit's findings. The campaign portrays the non-profit as engaging in a publicity stunt and releasing its own data to bolster its eco-friendly image. The company asserts that its products are environmentally sustainable and accuses the non-profit of spreading misinformation.

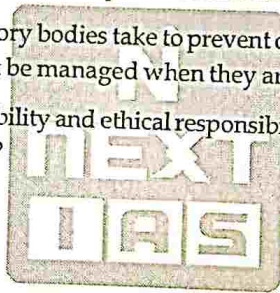
In response to the growing controversy, several consumer associations approach the Bureau of Indian Standards (BSI), the national standards body, to independently verify the company's environmental claims. Given BSI's reputation for impartiality and its mandate to ensure product standards, the consumer associations expect a thorough and unbiased investigation.

The BSI conducts its verification and ultimately provides the company with a clean chit, affirming that its products meet the required environmental standards. This ruling initially helped to restore consumer confidence and alleviate some of the negative publicity generated by the non-profit's report.

A few weeks later, however, a new revelation shakes the foundation of the entire investigation. It is disclosed that the Chief Scientist at BSI, who oversaw the verification process, is the brother-in-law of the company's CEO. Further investigation reveals that the Chief Scientist holds a sizable share in the company, creating an apparent conflict of interest.

This revelation leads to widespread outrage and questions about the integrity of the BSI's investigation. The scandal undermines public trust in both the corporation's eco-friendly claims and the credibility of BSI as a regulatory body.

- (a) What are the business ethics issues present in the above case?
 - (b) What steps should regulatory bodies take to prevent conflicts of interest among their officials? How should conflicts of interest be managed when they are discovered after a decision has been made?
 - (c) In situations where profitability and ethical responsibility appear to conflict, how should companies navigate these challenges?
- (Answer in 250 words) 20 marks



Q Business ethics issues are

① Breaking the consumer's trust over company

② violating the consumers' right to health

③ Conflict of interest of regulators
Chief

- ④ Not respecting the Principle of business without ethics (as a sin)
- ⑤ Prioritising short-term profit over long term credibility
- ⑥ Steps to avoid conflict of interest among officials
 - ① Do prior background check before appointment
 - ② voluntary disclosure of private interests (ownership of all officials)
 - ③ Specialised code of conduct regarding conflict of interest
 - ④ Transparency in its reports and investigations
 - ⑤ appointing only those with impeccable integrity and sound character

Managing conflict of interest when
discussed in following ways:

- ① Reuse oneself from the investigation / decision making
- ② Prioritise interest (at individual level)
- ③ Order fresh investigation
- ④ Provide punishment for violation of ethical and legal procedures
- ⑤ Demanding resignation of concerned officials
- ⑥ Set up checks and balances to avoid future conflicts
- ⑦ Companies should navigate in following ways, when profitability & ethical responsibility is conflicting
 - ① Balance ethics with profitability

- ② Come out with innovative way to remain ethical at the same time ensure profitability
- ③ When required, sacrificing short term profitability is ~~a~~ better than compromising ethics
- ④ Ethics builds long term reputation which drive profitability
- ⑤ ~~most~~ people's (investors & consumers) confidence in market shouldn't shake, if profitability is to continue
- ⑥ ~~when needed~~ ~~to~~ sustainable profit comes not only from sound business but also sound ethics.

Business ethics doesn't just serve consumers & employees, but also the businesses. Therefore ethics and profitability align them diverging.

NEXT IAS

