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1(a)

Ethical governance is method of public service based in values of transparency, honesty, equitable opportunities, accountability etc.

Yes, I do agree that ethical governance encompasses more than just clean administration because:-

(1) It ensures the applicability of Gandhian 'Antyodaya' principle in governance.

(2) Promote responsive and objective decision making alongwith compassionate reforms.

(3) Enhances citizen—administration coherence, coordination and cohabitation in governance.

(4) Paves way for civil servants who actions are not just guided in rules and laws but motivated by values and

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morality.

Measures to implement ethical governance in India:—

(1) Ensure proper and effective codes of conduct in departments.

(2) Policy making to be based in values of empathy, compassion, inclusivity etc. to promote larger public well-being.

(3) Training of government employees in ethical-rule based governance.

(4) Regular awareness campaigns through seminars, digital platforms regarding ethical governance.

(5) Ensuring presence of responsive grievance redressal mechanism.

Ethical governance is the key to the dream of good governance in "the India of the future".

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1(b)

Administrative ethics are key instruments that enable public administrators to navigate ethical dilemmas while discharging duty.

Administrative ethics often contradicts between legality and morality. For instance allowing access to pension fund scheme to an old vulnerable person without proper documentation would be illegal but ethical.

Navigating legal compliance and moral responsibility as a public administrator :—

(1) Decision-making to be based in utilitarian principle.

(2) Empathy based administration when confronted by needs of vulnerables like women, SC, ST etc.

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(3) Upholding rule of law and morality be being fair, just and transparent while service is delivered.

(4) Case to case analysis of situations conflicting legal and moral obligations.

For instance ~~MNG~~ MGNREGA labourers face issues of exclusion from attendance due to glitch in technology. Here rules comply for the administrator to mark it as absent, however, it is the moral responsibility of the administrator to be just to the labourers. Thus, provide them with monetary compensation and ensure that the technical glitch is taken care off.

As a balance is necessary between Ethics and Laws in public administration

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2(a) Deontological ethics is concerned with 'duty is ethics' approach while consequentialist theories suggest basis of ethical actions on the outcome of those actions.

Deontological ethics is based on the process of duty. It upholds the importance of measures carried out while discharging one's duty.

On the other hand utilitarianism or other consequentialist area concerned with the result of a campaign, a policy or an scheme.

For instance a government is in moral dilemma of using digital data to curb down cyber crimes and financial fraud, but by doing so it

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may encroach upon the privacy of millions of internet users.

The deontologists would argue the approach as it might promote actions such as surveillance, hacking etc. which is not ethically justified as a right process.

However, consequentialists may appeal on the larger public good of curbing down digital crimes, preventing frauds, cyber attacks etc.

Hence, government often needs to be pragmatic while navigating between duty-driven or outcome-based policy making in governance.

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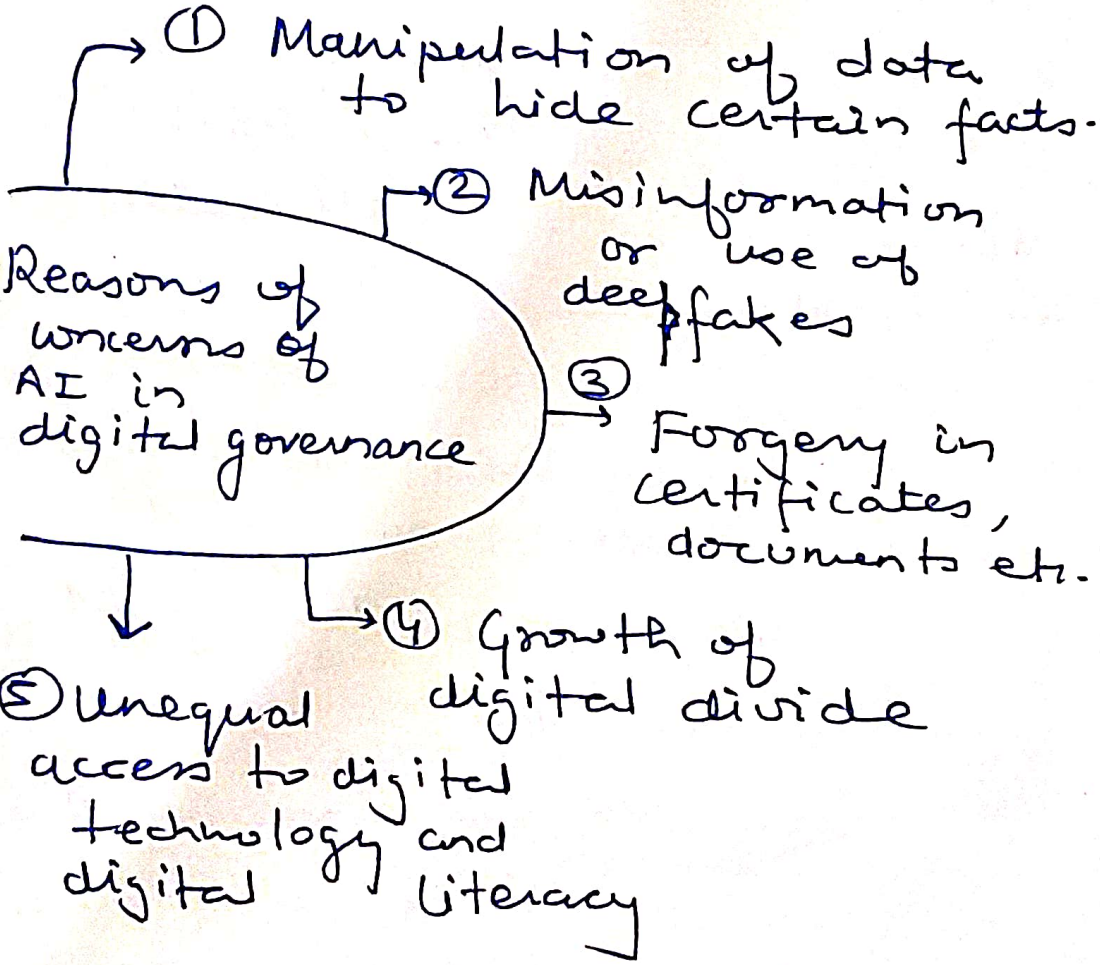
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2 (b)

Rise of Artificial Intelligence (AI) is challenging core values of public service, i.e., fairness, transparency etc.



Foundational values of public service such as objectivity, impartiality, accountability etc. can prevent challenges arising from the use of AI systems

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to a certain extent. For instance fact-check units can be institutionalised to curb fake information.

However, ethical framework suiting new digital era is the need of the hour to ensure effective digital governance.

For instance use of health data ~~of~~ by private insurance companies can lead to denial of services to the beneficiaries.

Hence, ethical framework for digital governance such as prevention of leakage of data, right of data principle to be respected.

DPDP Act 2023 is a crucial step to prevent misuse of data and promote ethical governance in digital India.

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3 (a)

Emotional Intelligence (EI) is the capability of identifying and analysing someone's emotions and then acting accordingly.

EI enhances decision making in administration by:—

(1) Infusing administrators with care based attitude filled with compassion while formulating policies for women, SC, STs etc.

(2) Focuses on vulnerable sections like old age people, children etc. and prioritises them in cases of recovery from disaster.

(3) Ensures equitable and fair service delivery in order to reach the last mile in governance.

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(4) Shifts goal from growth to development and welfare for all sections of the society.

For instance PMJAY launched in 2014-15 was not only meant for improving health of citizens, thus, improving data in IMR, MMR, U5MR etc.

Rather it was based in compassion, empathy and a rigorous zeal to uplift the poor and the destitute from the vicious cycle of poverty once and for all.

The scheme gives insurance cover for tertiary and secondary medical treatment for the vulnerables, impacting their livelihood and wellbeing.

Thus, EI is crucial and central to policy making in administration.

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3 (b)

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Laws, Rules, Guidelines etc. are sources to motivate ethical approach of decision making in public administration.

Sometimes these frameworks may not suit the ethical needs in a particular situation, and, maybe antithetical to each other. For instance Law prohibits someone from breaking a signal but conscience allows to do so in case of an emergency.

If a conflict arises for a public servant, he could follow the following ethical approach :—

(1) Identify the stakeholders

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and risks of non-ethical decision making.

(2) Assess the impact of the decision.

(3) Coordinate with superiors on the department regarding your actions.

(4) If rules, laws, guidelines fail to deliver then act as per own's moral reasoning and conscience for larger good.

For instance the decision of IAS Ultima Bordia to proliferate food grains from closed FCI godown during 1971 war in the district of Bikaner, served larger public interest not bounded by rules or regulations. Because it was carried out in one of the most challenging times.

Thus, a balance between rules, laws, guidelines, conscience etc. is the paving stone for ethical decision making in administration.

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4(a)

Moral attitude refers to the predispositions, beliefs, values of an individual facing morally challenging situations while political attitude refers to the alignment, adherence and adoration of political beliefs, ideologies and political parties by an individual.

Moral & Political Attitude influencing ethical decision making by:-

1. Shaping moral conscience of the administrator.
2. Helping the doer to identify consequences and stakeholders of the actions or decisions.
3. Distinguishing ethical dilemma vis-a-vis political mandate and pressure.
4. Navigating different ideologies by being committed to

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rule of law, constitution, nation and not political regimes.

Civil Servants can balance integration of their duty and socio-political life by:—

① Being impartial and non-partisan in decision making.

② Taking decisions on merit and effectiveness rather than satisfying political class' needs.

③ Maintaing clear and transparent communication with social as well as political leaders ensuring socio-political and duty based accountability.

④ Adhering to moral principles which are just, fair and based in empathy and compassion while delivering service.

In a democracy which is majority ruled by majority, civil servants by being impartial and fair can ensure justice, equity and opportunity to every section of society.

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4(b)

Ethical governance is the root that supports fair and equitable opportunities for every individual be it in public or private institution.

Ethical challenges faced by P-P-P based governance

(1) Profit v/s Welfare :- PPP models may be based in sole motto of profit maximisation which may hurt interest of vulnerables.

(2) Accountability issues :-

While government is held answerable, private entities may deny questions regarding employee safety or working conditions. (eg) discrimination faced by contractual labours.

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(3) Sustainability v/s Efficiency :-

To enhance efficiency PPP projects may take certain steps like dumping debris in river channels while constructing roads. It undermines environmental sustainability.

Ways to ensure transparency & accountability in PPP arrangements

(1) Clear guidelines regarding project details such as starting date, investment etc.

(2) Digitisation of worker's enrollment and e-payment to ensure non-discrimination against workers

(3) Platform for grievance redressal to minimise environmental and human resource damage.

PPP, are engine of growth of our country, hence, they should be greased with proper accountability, transparency etc.

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5(a)

Numerous philosophical foundations support ethical governance such as utilitarianism, consequentialism, Gandhian principles etc.

Utilitarianism principle :- Ensures approaches and methods to ensure welfare for maximum number of people.

(eg) PMGKAY

Consequentialism :- To ensure predetermined outcome out of a policy, programme or scheme.

(eg) Providing reservation to vulnerable groups to uplift them socio-economically.

Deontological :- Gives primary to duty.

(eg) Carrying of voting even in the remotest or the least populated villages in the country.

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Gandhian principles :— Focus of governance to uplift all (Sarvodaya) and to not leave anyone behind (Antyodaya).

(eg) PMGSY, JJM etc are based in Gandhian ideology

These principles ensure probity by :—

(1) Citizen centric governance such as 'antyodaya' schemes.

(2) Focus on process and outcome both as propounded deontologists and consequentialists.

(3) Applying maximum welfare approach during crisis situations such as disaster management, terror attacks etc.

(4) Flexibility to administrators to approach ethical decision making on case-to-case basis.

Probity in public life is not a mere idea on paper, rather a necessity in each aspect of governance.

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5(b)

Ethical global practices among nation states and global institutions are cornerstones for global peace and cooperation.

Ethical foreign policy should be based in pragmatic possibilism. It should be reasoned with moral consciousness and not mere gains and losses.

To ensure an equitable world where everyone gets their due share, foreign policy of nations should be reciprocative, responsive and respectful to other nation in nature.

Ethical responsibilities of a nation state vis-a-vis other state & international bodies :-

(1) Mutual respect and peaceful

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coexistence :- As envisioned in panchsheel doctrine of India.

(2) Common but differentiated responsibility in fight against common adversary such as climate change.

(eg) Climate financing under Paris Agreement

(3) Voice for vulnerable states at global stage.

(eg) India's constant support to SIDS (small Island developing States) at UN and other institutions.

(4) Fair trade policies to prevent large economies hunting smaller ones.

(eg) Anti dumping policy at WTO

It is high time that nations realise that world is a one global community, failure to do so might blur the existence of peaceful coexistence in the long run.

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6 (a)

The quote reflects upon certain actions of individuals that shape the destinies of others either voluntarily or involuntarily.

The quote by Adam Smith focuses on the importance of some innate values in humans, i.e., empathy, compassion, care that drives their actions, irrespective of the selfish nature of the person.

It highlights that the actions of human beings are not only based on self interest but also grounded in moral sentiment.

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Present Context Relevance :-

(1) Aid during conflicts :-

In the ongoing conflict in Gaza, Ukraine etc, civil society organisations, individuals etc., have reached to aid and help the war trodden population transcending their nation's geopolitical interests. These acts are purely based in compassion and motivation to help others in need.

(2) 'Vaccine Maitri' by India

during covid pandemic was also such incidence when government decided to share vaccines to needy countries even when the stakes of doing so was high.

Thus, this quote reminds us of inherent goodness that lies in human beings.

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6 (b)

The famous quote by Montesquieu imparts upon the duality in the nature of 'power', 'force' or 'influence'.

It reflects upon the idea that the best way to use your strength is to always weigh it with the consequences.

It highlights the importance of self-restraint and self-control in order to avoid maximum damage.

The rich and the powerful must ensure the impact of their decisions on the less fortunate and the ~~weakly~~ ~~weekly~~ weakly abled.

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Present context :-

In today's world growth of AI and industrial revolution 4.0, has led to massive power concentration in handful software giants like Meta, Amazon, Google etc.

Hence, their actions ~~can~~ if unchecked can have indelible consequences on the face of the earth.

Therefore it is crucial to base their research and development of tools with strong moral and ethical codes, so that larger public interest goes unhurt.

If unrestricted by themselves then it might result into their moral decay as observed by Lord Acton that absolute power corrupts absolutely.

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6(c)

Dr B.R. Ambedkar tries to emphasise the importance of humility, politeness and humbleness while serving others.

The quote cements the idea of Mahatma Gandhi that 'service to mankind is service to God.'

It shows us that if any act is carried out with lack of emotions like empathy, compassion and happiness then the act may loses its relevance, irrespective of it being good.

'Service is not only meant to be delivery of goods but also the way we treat our fellow

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people. It bars us from having predispositions and prejudices while treating others.

Present Context Relevance

In today's world when social schemes have become crucial for welfare measures. The quality of service delivery also becomes equally important to ensure maximum benefits.

Therefore, any kind of charity or CSR that becomes a publicity tool on the internet, loses its moral value. If intent of helping others is self-glorification, then the essence of service is lost.

True service uplifts others silently; without humility, it becomes a mere performance driven by ego.

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(7)

The given case revolves around issues of sexual harassment at workplace.

(1) **Ethical issues confronting Reema :-**

(a) Dignity of female employees and interns being outraged by lewd behaviour of a senior employee at the firm.

(b) Unsafe environment and issues of anti female work culture.

(c) Compromising attitude of senior management and staffs to protect the image and reputation of the firm, ignoring sexual allegations of interns.

Administrative issues for Reema to handle are :-

(a) Maintaining firm's efficiency by protecting the accused and thus, neglecting duty as Ethics and Compliance Officer.

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(b) Sustaining work place pressure from seniors while discharging duty.

(c) Balancing the role of preventing misconduct while assuring minimum damage of firm's profitability and image.

(2) Options available for Reema would be :-

(a) Follow the diktat of senior management and employees and prevent the matter from escalating.

(b) Issue a formal warning to the accused and pacify the situation by allowing mutual conciliation between the interns and the Regional Operations Head.

(c) Investigate the matter thoroughly by following ethical rules and guidelines of the firm's

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policy and take strict ~~action~~ actions against the accused if allegation are found true.

(d) Put out the information in public domain of the firm to publicly present the inappropriate work culture at the IT firm.

The most appropriate option for Reema would be to thoroughly investigate the matter by keeping the complainants and the senior management in confidence.

This would not only align with the duty obligations of Reema, but also would protect the image and firm's reputation in the long run - avoiding immediate jerks in the firm's atmosphere.

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(3) Systemic safeguards to address workplace harassment in public institutions could be:—

(a) Having a proper institutional framework for registering, investigating and monitoring work culture issues at the institution, such as Workplace and Work Culture Cells.

(b) Awareness among employees regarding rules, regulations, guidelines and laws to prevent harassment at workplace.

(eg) POSH Act, 2013

(c) Use of e-technologies like online reporting portals dedicated for workplace complaints to promote registration of complaints.

Harassment of employees at workplace is both a systemic as well as socio-economic issues which requires dedicated and strict efforts to be curbed down.

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(8) The case revolves around misuse of public funds.

(1) Ethical issues involved here are:-

(a) Misutilisation of public funds by the State Urban Development Department.

(b) Coercion at workplace, fear of adverse actions upon the officer if he does not comply with the senior.

(c) Corruption at the department which seems to be a practical acception reflected in the employees.

Ethical Dilemmas faced by the officer are:-

(a) Duty v/s Job :- The officer is cornered to either do his duty as Assistant Accounts officer with repurcussions from senior or to file misinformation to save himself from trouble.

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(b) Corruption and coercive compliance v/s ethical uprightness :- Officer has to be morally and ethically resilient to thwart compromising pressure from the senior.

(c) Public welfare v/s Departmental image :- By flagging the misutilisation of funds, Officer may act in interests of the larger public by putting his department into suspicion.

(2) Available options for the officer are :-

(a) Comply with the senior and save his job, department's image etc by filing misinformation.

(b) Resist the pressure and file the actual figures acting as per the duty's guidelines.

(c) Take the matter to senior executives such as District

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Administration before filing the actual correct report to make them aware of the ongoing corruption in the department.

(d) Put the information in public domain and have a legal counsel for himself.

Option (c) aligns the best as it could contribute to proper filing of the report aligning with public service values. Also, it would prevent any kind of externalities of senior's actions on the officer.

(3) To prevent misuse of financial reporting several internal institutional checks can be taken like:-

(a) Digitalisation of financial information using IOT, e-governance tools etc.

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(a) Data of Panchayat's financing on My Gov.in.

(b) Training of employees in RTI related information disbursement.

(c) Setting ups of corruption cell in departments to report misconduct of duty or instances of corruption.

Both internal as well as external audit and institutional setup is key to efficient public finance management.

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(9) The case involves quality of service delivery in public departments.

(a) **Ethical issues involved here are:-**

(a) Efficiency coupled with effective delivery of pension to the vulnerables.

(b) Denying of pension support to the vulnerables on grounds of technological mismatch could further deepen the digital divide in the society.

(c) Maintenance of trust of the poor and vulnerable groups in public institutions.

Administrative risks involved:-

(a) Compromise on efficient and fast paced social reforms scheme if manual review is carried out.

(b) Challenging the role of AI and technology in administration.

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(c) Non-compliance with seniors and secretary level officer could hamper the officer's career aspirations.

(2) Options available to the officer are :-

(a) Continue with the process by maintaining status-quo. This would enable efficiency in service delivery, however, it could lead to rise in rejections and public outrage.

(b) Stop the AI driven mechanism and continue with manual review. It would ensure more registrations but at a slower pace involving scrutiny from the department's head.

(c) Allow for AI driven solution but also maintain a window for rejected applications to be manually review. This

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would require manpower and resources, but it would serve the larger good and avoid the excluded beneficiaries from taking extreme steps.

(3) The officer could take the following course of action:-

(a) Take up cognisance of the rejected complaints.

(b) Allow for partial manual review for rejected registrations.

(c) Take up the matter to the senior executives regarding systemic issues in the technology.

(d) Push for immediate software upgradation and changes required by analysing the criteria, nature of forms rejected.

This would not only ensure trust in public

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department but would also make sure that the vulnerable groups are not left behind, i.e., following the idea of 'Antyodaya' in public administration.

(4) Safeguards while using AI-based systems in public welfare schemes are:-

(a) Constant monitoring of the system.

(b) Regular updates and provision for bug fixation.

(c) Providing extension support like chatbots to ensure effective grievance redressal.

As the dream and vision of 'Viksit Bharat 2047' lies in the way our institution adopt and apply technological instruments like AI, ML etc.

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(10) The case in concerned with information sharing and transparency in government departments.

(1) Ethical principles for the ADM :-

(a) Human life and dignity :- ADM must ensure that lives are not lost due to departmental negligence.

(b) Right to Know :- People have fundamental right to correct information from the government.

(c) Prevention of biasness :- ADM should ensure that common people do not suffer for real estate interests.

(2) Administrative risks involved

(a) Challenging DMO may put the ADM against the department's odds.

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(b) Lack of institutional preparedness to handle the panic and outmigration, post the information gets in public domain.

(c) Transparency v/s Confidentiality as both are part of public service, allowing the flow of 'confidential' report into public domain would jeopardise the inherent nature of the report, i.e., confidential.

(2) The ADM should ensure ethical actions balancing duty and public service obligations. He should allow :—

(a) Partial flow of information in the RTI to prepare public for preparedness against flood. This could be done by replying by mentioning an assess—ed

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rather than quoting the actual report.

(b) Ensure coordination among different departments and agencies like municipal corporation, urban development department etc.

(c) Written letter to DMO, citing reasons for the actions and requesting actions necessary to address the issue.

(3) Practices that can ensure transparency & responsiveness in disaster management are :-

(a) Inter-departmental coordination with adequate and complete data sharing with respect to disaster risk susceptibility.

(b) Disclosure of information on DDMA website regarding types of disaster prone region.

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(c) Effective SOPs mandating efficient actions and procedures during crisis and disaster to be developed and coordinated among departments such as Fire Department, NDRF, SDRF etc.

Disaster risk reduction is a sustainable development goal which requires transparent, proactive and preventive measures from government, civil society and general population at large.

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11) The given case deals with issues of policy implementation and changes to be introduced in an status quoist society.

(1) Ethical challenges involved in the situation are:-

(a) Welfare scheme challenging traditional methods of land ownership.

(b) Fear of alienation from the property of farmers due to digitisation.

(c) Issues of privacy and inequitable access due to digital divide in the local farmers.

(d) Malpractice of reporting misinformation of token registrations by the staff to indicate progress of the scheme.

(e) Short term implementation in contrast with long term viability of the project.

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Administrative challenges involved:-

(a) Communication gap to be filled between administration and other stakeholders (especially farmers).

(b) Implementation of the scheme amidst strong opposition and protest.

(c) Pressure from the secretariat to roll out the scheme.

(d) Infrastructure challenges to bridge digital divide.

(e) Poor turnout in enrollment camps.

(2) Approach of the CDO should maintain a delicate balance between scheme implementation by ensuring confidence of stakeholders involved.

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He should :-

(a) Hold effective dialogue with local political leaders (MLAs), farmer organisation heads etal, and should ensure that the real motive of scheme to be delivered clearly.

(b) Partnering with Krishi Vigyan Kendras (KVKs) to enhance dissemination of digital technology knowledge to farmers w.r.t linking adhaar to land records.

(c) Building confidence of stakeholders by presenting the benefits of the scheme with a pilot village example.

(d) Encourage public participation through social media campaigns in order to mobilise youth of the village

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regarding potential benefit of the scheme.

(c) Maintaing a grievance redressal desk, in case a farmer struggles with documentation etc. to ensure that no one is left behind.

(3) Lessons to be learnt from this case before implementing large scale digital reforms are:-

(a) Ensure clear communication and vision of the reform.

(b) Bridge digital divide.

(c) Begin with a few districts to capitalise on the success of pilot projects.

(d) Ensure community participation

(e) Have a strong grievance redressal mechanism.

Failure to do so might leave good schemes draped in ink rather than presence on ground.

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(12) The situation arises out of conflict between transparency, accountability and hate speech on digital platforms.

(1) Ethical issues involved :-

(a) Promoting transparency by giving routine update of COVID booster in resistance with hateful comments.

(b) Larger public health drive in contrast with minority appeasement appearance of the campaign.

(c) Freedom of speech breaking or having the potential to harm communal harmony.

(d) Stringent actions to ensure public trust and prevent alienation of minority community.

Administrative responsibilities for DIO would be :-

(a) To uphold fair dissemination of information.

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(b) Fact check misinformation and report extremely abusive comments by users.

(c) Flag potentially disturbing comments that could erode public trust and communal harmony.

(d) Balance freedom of expression as well as digital secularism.

(2) Response of the DIO to maintain institutional and public service values would be as follows :—

(a) Providing a check on misinformation by countering fake comments with real data backed information on the web page.

(b) Regular update on the vaccination drive regarding its targetted areas, ensuring transparency in service delivery.

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(c) Restricting harmful comments by reporting and blocking certain users.

(d) Preparing for hostile communal situation by flagging incidents of hate speech to concerned departments like the cyber-cell of police department.

(3) Digital communication protocols that can guide public officials in handling hate speech could be as :-

(a) Ensure transparency in information dissemination completely and not just half truths.

(b) Fact check unit backed by proper institutional support.

(c) Flagging decoy accounts that could be harmful and promoting hate mongering.

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(d) Ensure professionalism in the use of language on digital platforms.

Rising use of AI in internet space, demands proactive measures from the stakeholders in the government to ensure safe, secure and credible digital source of information.