Next IAS ID: MT25FLTON050, FLT2504, 22-07-2025 12:08 AM

NEXT IAS

MAINS TEST SERIES 2.0 - 2025 (FLT)

(To be filled by candidate)

TEST CODE : FLT2504 **Test No. : 04**

Name of Candidate: Pankaj Soni **Mobile No.** [redacted]

Roll No. : ..... **Start Time** 5:00 **End Time** 8:00

Date of Examination: 15/7/2025 **Medium : English** ☑ **Hindi** ☐

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

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

GRAND TOTAL - ...../ 250 **EVAL CODE:** ..... **EVAL DATE:** .....

GENERAL INSTRUCTIONS

1. Immediately on receipt of the QCA booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.
2. Candidates must mention all relevant details like Name, Email, Roll No, Mobile, etc. in the space allocated.
3. Candidate is expected to attempt all 20 questions within the given timeline.
4. Answers must be written in the medium authorized at the time of admission.
5. Candidates must write answers for the specific question under the respective question itself. Any answer written outside the space allotted may not be given credit.
6. Please write neatly. Avoid illegible writing.
7. Do not write/mark irrelevant matters in the QCAB.

सामान्य निर्देश

1. QCA पुस्तिका प्राप्त होने पर कृपया तुरंत जांच लें कि इस QCA पुस्तिका में कोई पृष्ठ या सामग्री आदि गलत छपी हुई या फटी हुई या गायब तो नहीं है। यदि ऐसा है, तो इसे एक नई QCA पुस्तिका से बदल लें।
2. अभ्यर्थियों को सभी प्रासंगिक विवरण जैसे नाम, ईमेल, रोल नंबर, मोबाइल नंबर आदि का आवंटित स्थान पर उल्लेख करना होगा ।
3. अभ्यर्थियों से अपेक्षा की जाती है कि वह आवंटित समय-सीमा के भीतर ही सभी 20 प्रश्नों के उत्तर-लेखन का प्रयास करें।
4. प्रत्येक उत्तर, प्रवेश के समय चुनी गयी भाषा के माध्यम में ही लिखे जाने चाहिए।
5. अभ्यर्थियों को विशिष्ट प्रश्न के उत्तर संबंधित प्रश्न के नीचे ही लिखने होंगे। आवंटित स्थान के बाहर लिखे गए किसी भी उत्तर को क्रेडिट नहीं दिया जाएगा।
6. कृपया साफ-सुथरा लिखें। अपठनीय लेखन से बचें।
7. QCAB में अप्रासंगिक तथ्यों को न लिखें / न ही चिह्नित करें।

REMARKS: .....

.....

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Student Concerns / Query	Evaluator's Feedback / Response
1	1 .....
.....	.....
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2	2 .....
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3	3 .....
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MARKING SCHEME *

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

* Subject to change without prior notice.

IMPORTANT QR CODES

Topper's Copy

Common mistake and Correct Filled QCAB

Copy Scanner App

Next IAS Test Centre Location

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MACRO COMMENTS

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

Q1.(a).

Introduction	Body	Conclusion

Q1.(b).

Introduction	Body	Conclusion

Q2.(a).

Introduction	Body	Conclusion

Q2.(b).

Introduction	Body	Conclusion

Q3.(a).

Introduction	Body	Conclusion

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Q3.(b).

Introduction	Body	Conclusion

Q4.(a).

Introduction	Body	Conclusion

Q4.(b).

Introduction	Body	Conclusion

Q5.(a).

Introduction	Body	Conclusion

Q5.(b).

Introduction	Body	Conclusion

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Q6.(a).

Introduction	Body	Conclusion

Q6.(b).

Introduction	Body	Conclusion

Q6.(c).

Introduction	Body	Conclusion

Q7.

Introduction	Body	Conclusion

Q8.

Introduction	Body	Conclusion

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Q9.

Introduction	Body	Conclusion

Q10.

Introduction	Body	Conclusion

Q11.

Introduction	Body	Conclusion

Q12.

Introduction	Body	Conclusion

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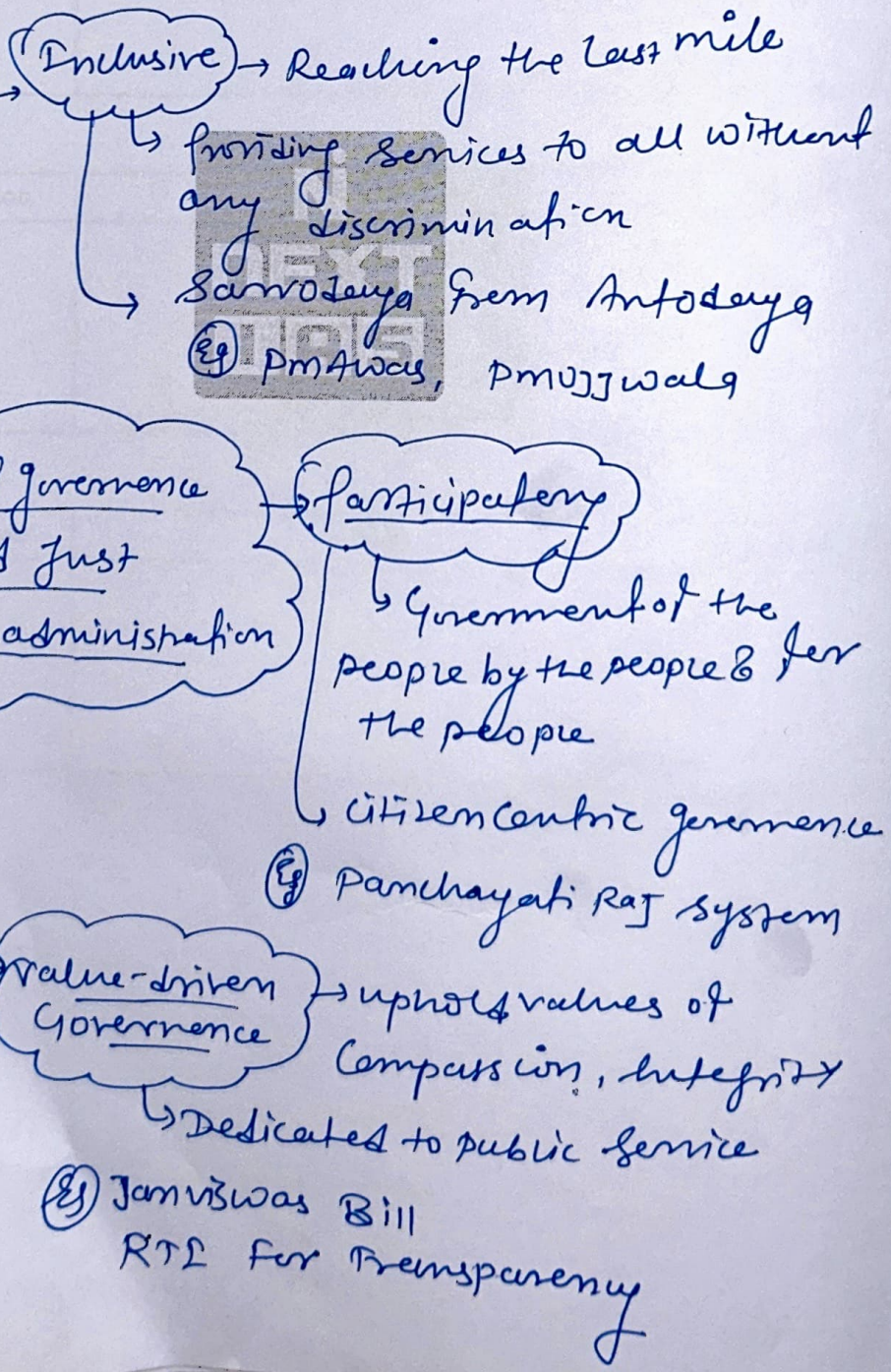
Candidates write on thi

खण्ड–A / Section–A

Q.1 (a) क्या आप इस बात से सहमत हैं कि नैतिक शासन में स्वच्छ प्रशासन से कहीं अधिक चीजें शामिल है, इसमें समावेशी, सहभागी और मूल्य-संचालित शासन शामिल है? भारत में नैतिक शासन को संस्थागत बनाने के लिए कार्यान्वयन योग्य उपायों का सुझाव दीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

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

Ethical governance is a form of gererrnance in which citizens are not just creation of it but become co-creater of it.



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Implementable measure to institutionalise ethical governance in india

① Grass root democracy by effective panchayati Raj & urban local body administration

② vertical & Horizontal Accountability by Active citizen participation, effective Lokpal and Whistel blowing mechanism

③ upholding foundational values of civil Servant as prosed by 2nd ARC.

④ culture of Transparency and Accountability by suomoto information Sharing under Section 4 of RTI.

⑤ Cooperation from private players, NGO

(Eg) TATA Trust in SBM Programme.

Chanakya in this regards rightly said Ethical governance is the root of nations wealth, comfort & happiness.

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

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

Administrative Ethics refers to following professional code of conducts like Rules, Laws & procedure. And in some case we have Dilemma between Legality & morality

Examples of tension Between Legality & morality
- Euthinesia can be moral but it should follow Strict Legal Compliance
- marital Rape though immoral but not illegal
- Home sexual marriage not Legal but moral

As a public Administrater following principles help in handling such Situation
- upholding the constitutional morality like equality, liberty, non discrimination
- foundational value of civil Servents (eg Integrity, Compassion, Dedication to Public Service
- Rule of Law with due process of Law

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Eg A old ~~Lonely~~ woman, who donot have requisite Document for PDS but she is in urgent need of it.

HOW I handle the situation

→ Although it is legally not mandated as per rules to provide the services to such person.

→ I will navigate a path by allowing alternative document with maintaining transparency in my action.

→ Intimating the same to Seniors and simultaneously initiate process of ration card for such woman.

→ With i will resolve the tension between legal compliance and moral responsibility.

In this context Gandhiji's Talisman help civil servent to understand the concerns of other.

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Q.2 (a) लोक प्रशासन में, नैतिक निर्णय-प्रक्रिया को कई रूपरेखाओं द्वारा आकार दिया जाता है। प्रशासनिक व्यवहार में उपयोगितावाद जैसे परिणामवादी सिद्धांतों से कर्तव्य-आधारित नैतिक दृष्टिकोण किस प्रकार भिन्न है? शासन में नैतिक दुविधा का एक उदाहरण देते हुए अपने उत्तर को स्पष्ट कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

In public administration, ethical decision-making is shaped by multiple frameworks. How does a deontological or duty-based ethical approach differ from consequentialist theories such as utilitarianism in administrative practice? Illustrate your answer with an example of a moral dilemma in governance. (Answer in 150 words) 10 Marks

Ethical decision-making is a outcome of valuesystem of a person and it is shaped by many factors.

Shaped by multiple Framework
- Constitutional values like Equality, Liberty, fraternity
- Ideals of gandhi, vivekananda
- Religious Belief such as Tolerance, Truth
- Duty Ethics / Utilitarianism

Two key aspect is Deontological & Utilitarianism

Deontogical Approach	Utilitarianism Approach
Basic Rule human life is Sacrosent can't go against a Sigle human	Basic rule is greatest goods for greatest number It can go against a Small group for benefit of large section

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Kt follows principle of universality

Eg. In Japan a train is running to a Station Even if there is only one student who boards.

Dt follows principle of utility.

Eg A Dam can be made for Economic & social progress of region by displacing a small no. of people.

Example of moral dilemma

Implementation of AFSPA in a region

→ Deontological Ethics go against to because it can't be universal

→ Whereas utilitarianism go in support for benefit of greatest number.

Therefore both ethics has some difference but ultimate objective should be in benefit of humanity.

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(b) डिजिटल गवर्नेंस और एआई सिस्टम पर बढ़ती निर्भरता के साथ, निष्पक्षता, पारदर्शिता और जवाबदेहिता के बारे में चिंताएँ बढ़ गई हैं। क्या सार्वजनिक सेवा के आधारभूत मूल्य इन चुनौतियों से निपटने के लिए पर्याप्त हैं, या हमें डिजिटल युग के लिए नए नैतिक ढाँचे की आवश्यकता है? एक उदाहरण के साथ समझाइए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

With the growing reliance on digital governance and AI systems, concerns about fairness, transparency, and accountability have intensified. Are the foundational values of public service sufficient to address these challenges, or do we require new ethical frameworks for the digital era? Explain with an example. (Answer in 150 words) 10 Marks

In todays technological era, digital space and technology become new arena of governence like Aadhaar, National Digital mission, National Health mission etc.

Issues of these new Arena
- Issue of ~~fairness~~ Fairness like data privacy, cyber frauds
- Issue of transparency due to anonymity
- Issue of Accountability due to lack proper regulation.

Sufficiency of foundational values of Public Service :-

→ core of values will remain same like honesty, integrity, Transparency, Accountability, Dedication to public service, Objectivity, Neutrality etc.

→ They become the base for Administration.

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But these values need some other modern ~~nor~~ values :-

→ Digital Equity and accountability

→ Responsible use of digital tech like AI, Social media platform etc.

→ maintaining cyber Hygeine ~~for~~

→ Separation of personal aspect from professional aspect.

→ Due deligence & fact checking

→ upholding the apolitical behavior

So the current foundational value should become base for new frame-work with ultimate objective of Data for development and data of the people by the people & for the people.

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Q.3 (a) भावनात्मक बुद्धिमत्ता (EI) को प्रभावी लोकसेवा के लिए आवश्यक माना जाता है। क्या आप इस बात से सहमत हैं कि भावनात्मक बुद्धिमत्ता, नैतिक निर्णय प्रक्रिया और प्रशासनिक प्रदर्शन को बढ़ाता है, खासकर पुलिसिंग या आपदा प्रतिक्रिया जैसे उच्च दबाव वाले क्षेत्रों में? अपने उत्तर को एक प्रासंगिक उदाहरण के साथ समर्थित कीजिए।

(उत्तर 150 शब्दों में दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

According to Denial Goleman, emotional intelligence refers to ability to recognise, understand and manage one's own emotion as well as emotion of others

EI Enhance Ethical decision making & Administrative Performance :-

→ help in effective policy making by understanding needs of the people (Eg) Swach-Bharat mission

→ Balancing multiple Stakeholder

(Eg) Digital personal Data Protection act

→ Managing the political Pressure

(Eg) election commission of India implementing model code of conduct

In Disaster Response

→ EI Help in Prioritising the resources

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in case of limited availability

(Eg) managing covid-19 situation

→ EI help in crisis management like evacuation programe handled by IFS in war torn country

Other aspect of EI

- managing personal & professional life
- Effective people to people relation
- Self motivation and improvement

Example → A SP needs to manage situation after communal Riot :-

→ In such circumstance SP need to work with high EI because any wrong action can lead to further trust deficit

→ He should use measures like inter faith communication and strict action against the culprit.

→ with EI he can win the trust of people and laid a good governance.

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

(उत्तर 150 शब्दों में दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Ethical guidence in pubic administration is singua-non for good governance and upholding the ideas of Sabka Sath Sabka Vikash.

multiple Source of Ethics
- Legal :- Constitutional ideals, code of conduct, Rules etc
- personal belief, values and visions
- Religious & Societal values
- Universal values of Love, Compassion etc.

Conflict is inevitable
- limitation of laws due to no flexibility
- personal belief leads to conflict of interest
- going against rule leads to misuse of authority.

Ethical approach used by public Servant

→ first, follows the rules and regulation as it is mandated by System and

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Promote Rule of Law

→ public interest over personal interest

(Eg) In a implementation of scheme follow the rules

→ Ultimate respect for Constitutional values of equality, justice & liberty. Humanity should be core of it.

(Eg) Inclusion of people at bottom of hierarchy if not included due to technical reasons

→ Consultation with seniors and peers and Learn through their Experiences

→ Following ideals like T.N. seshan, Parmeshwaran iyer and Learn from their practicle Experiences

Incase action is deviated from Law, rules & Regulation →
- Proper Documentation & justification needs to be provided
- Upholding values of Transparency & Accountability

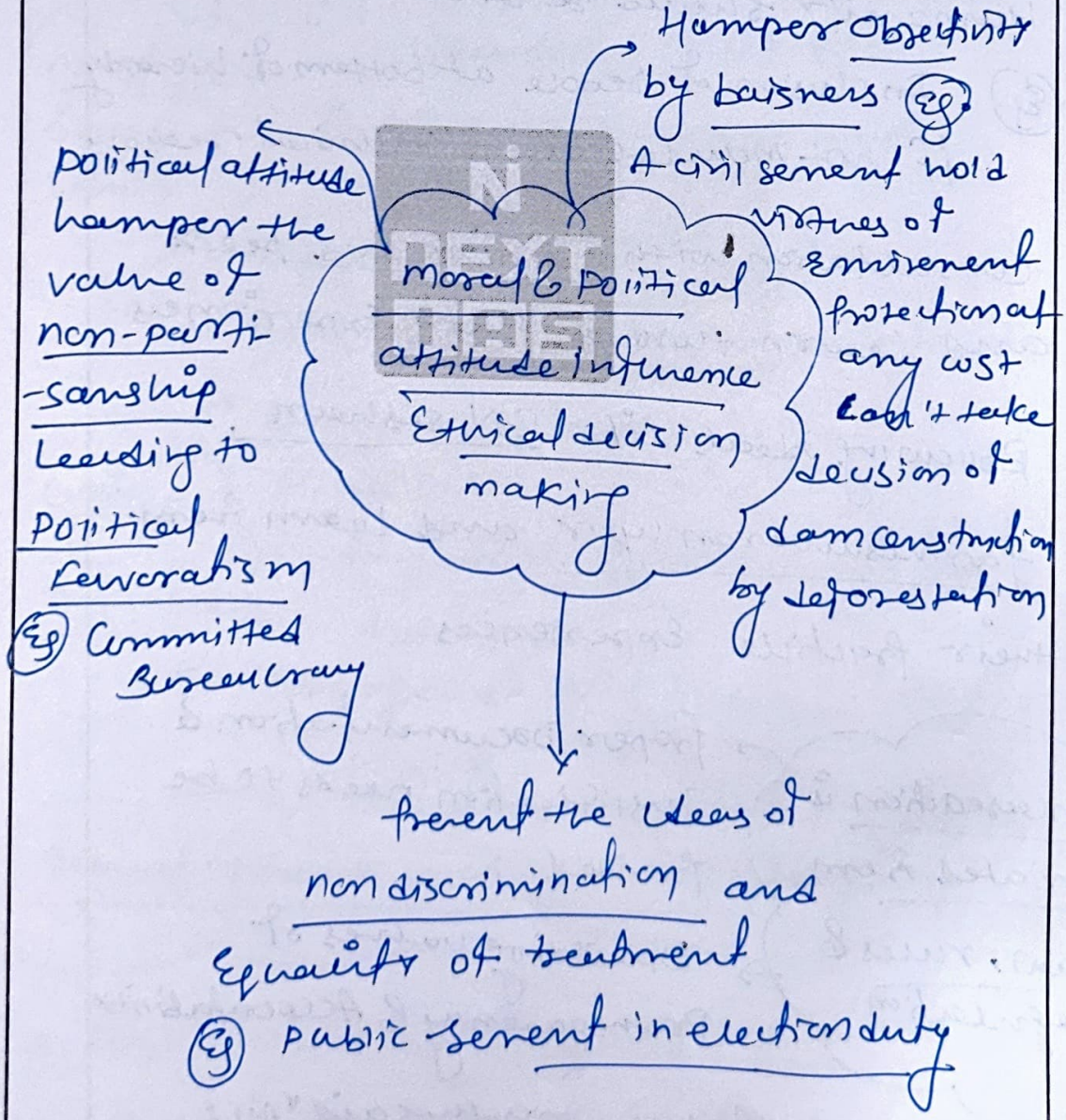
In this context Aristole rightly said "All human endevors to do what is right and not what is established"

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Q.4 (a) लोक सेवक अक्सर राजनीतिक अपेक्षाओं, सहकर्मी मानदंडों और जनमत द्वारा आकार दिए गए वातावरण में काम करते हैं। नैतिक और राजनीतिक दृष्टिकोण नीतिशास्त्रीय निर्णय प्रक्रिया कैसे प्रभावित करते हैं? सिविल सेवक सामाजिक या राजनीतिक रूप से अलग हुए बिना स्वतंत्रता कैसे बनाए रख सकते हैं? (उत्तर 150 शब्दों में दीजिए) 10 अंक

Public servants often operate within environments shaped by political expectations, peer norms, and public opinion. How do moral and political attitudes influence ethical decision-making? How can civil servants maintain independence without becoming socially or politically detached?
(Answer in 150 words) 10 Marks

According to 2nd ARC Objectivity, Impartiality and Anonymity are foundational values of civil servant.



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ways to maintain independence

→ Separation of personal interest from professional interest (Eg) Sukumar sen held independence in first general election

→ Upholding values of constitution like Equality, non discrimination, Justice and fraternity

→ follow Rule of Law and foundation values of civil servent.

→ Compliance to code of Conduct, RTI Act and other Laws.

→ In case of Conflict of Interest, Disclosure and Recusal can be made

In this regards Code of Ethics can provide a Ethical regulation on Public Servant for Independence.

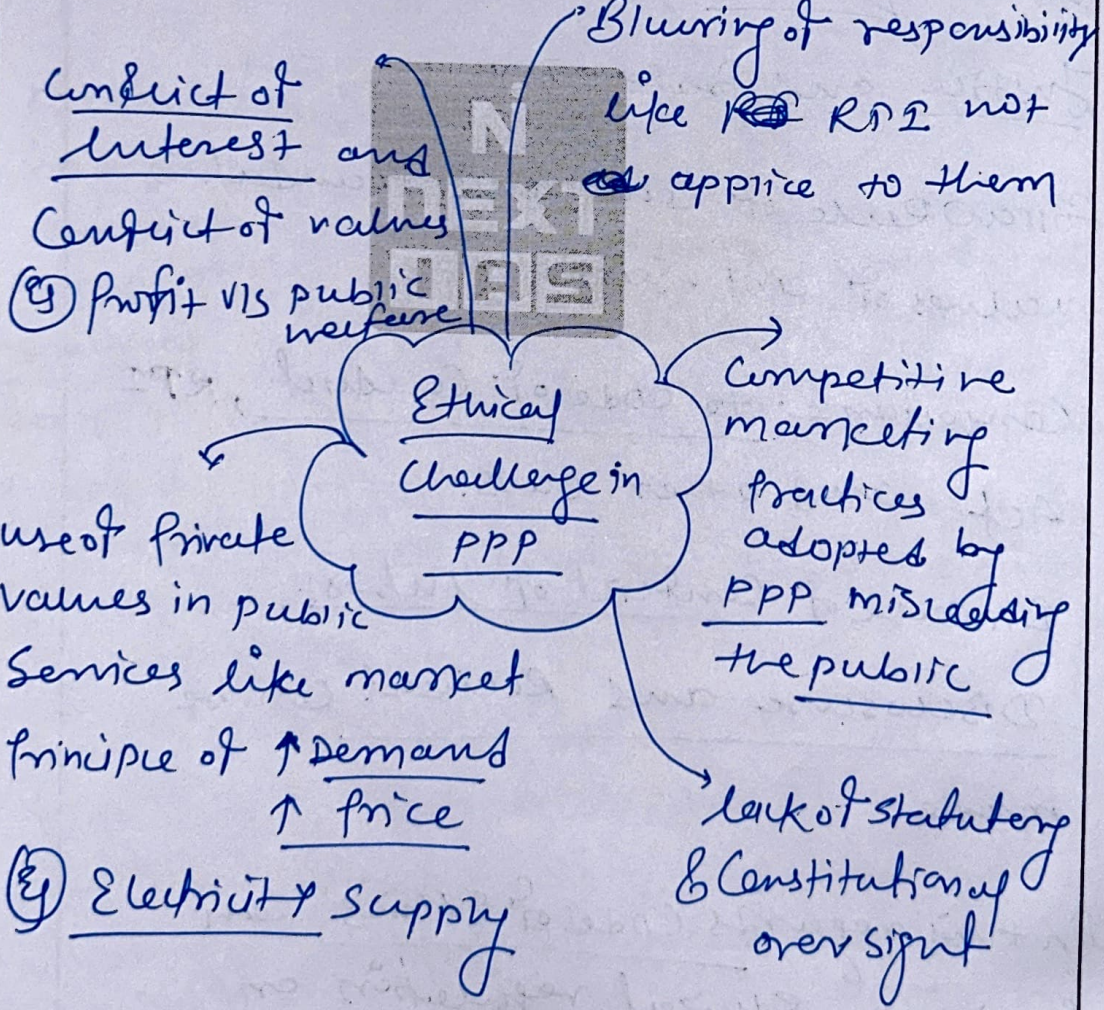
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(b) नैतिक शासन केवल राज्य की जिम्मेदारी नहीं है, बल्कि सार्वजनिक कार्यों में लगे निजी संस्थाओं की भी जिम्मेदारी है। सार्वजनिक-निजी भागीदारी (PPPs) द्वारा उत्पन्न नैतिक चुनौतियों पर चर्चा कीजिए, और ऐसी व्यवस्थाओं में पारदर्शिता एवं जवाबदेहिता सुनिश्चित करने के तरीके सुझाइए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

Ethical governance is not solely the responsibility of the state, but also of private entities engaged in public functions. Discuss the ethical challenges posed by public-private partnerships (PPPs), and suggest ways to ensure transparency and accountability in such arrangements.

(Answer in 150 words) 10 Marks

According to Henry ford "a Entity that make noting but money is a poor business" shows Etuical dimension in private Entity.



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Candidates must not write on this margin

Ways to Ensure transparency & Accountability In PPP's

→ Applicability of RTI, Lokpal and Vigillance on these bodies

→ Social Audit for Vertical Accountability

→ Strengthening the Regulatory bodies like Central electricity Authority, PNGRB etc.

→ Whistel blower laws to be made more Strong

→ upholding ESG guidelines of SEBI

→ Fostering trusteeship model of business.

In this regards Narayan murty's idea of Stakeholder Capitalism & Compassionate Capitalism bring growth and trust in India.

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Q.5 (a) "शासन केवल संस्थाओं पर ही नहीं, बल्कि विचारों पर भी आधारित होना चाहिए।" इस संदर्भ में, उन दार्शनिक आधारों पर चर्चा कीजिए, जो नैतिक शासन को आधार प्रदान करते हैं। ये विचार सार्वजनिक जीवन में ईमानदारी (probity) सुनिश्चित करने में किस प्रकार योगदान करते हैं?
(उत्तर 150 शब्दों में दीजिए) 10 अंक

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

Probity of governance refers to adherence to highest level of ethical principles in functioning, process and decision making in an institution.

on Institution → ESG Norms
→ RTI, Lokpal, CVC
→ Citizen charter

on ideas → moral integrity in action
→ comparision in ~~eth~~ decision making
→ upholding humanity

Philosophical Foundation to Ethical governance

→ Idea of Talisman of Gandhiji
protect the citizen at last of line

→ Consequentialism help in Evaluating any action for greatest benefit of greatest number.

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→ Deontological / Duty based upheld the categorical imperative in Ethical governance

→ Idea of Sarve Bhavantu Sukhinah lead to welfare of all.

Ideas contribute to ensuring probity in Public Life

- → Protect the Social contract between by citizen & State bringing trust
- → Accountability and Transparency in functioning of Institution
- → Bring Inclusion and Diversity of idea by free flow of views.
- → Reaching the last mile in Service delivery.
- → Reduce & prevent ~~corruption~~ corruption in organisation.

In this regards Justice B.V. Nagarathna rightly said "citizen should become co-creator in good governance and not merely a creation of it".

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(b) "गहन रूप से असमान दुनिया में, नैतिक विदेश नीति आदर्शवाद नहीं है, यह विवेक के साथ यथार्थवाद है।" क्या आप सहमत हैं? अन्य राज्यों और अंतर्राष्ट्रीय निकायों के साथ अपने आचरण में एक राष्ट्र-राज्य की नैतिक जिम्मेदारियों पर चर्चा कीजिए। वैश्विक प्रथाओं (Global Practices) से उदाहरणों का उपयोग कीजिए। (उत्तर 150 शब्दों में दीजिए) 10 अंक

"In a deeply unequal world, ethical foreign policy is not idealism, it is realism with conscience." Do you agree? Discuss the ethical responsibilities of a nation-state in its conduct with other states and international bodies. Use examples from global practice. (Answer in 150 words) 10 Marks

In todays G-zero world, it is often refered that Realism with national interest is the only virtue. But it lead to deeply unequal word.

Realism with Conscience over idealism due to

- protecting national interest
  - (Eg) India buying Russian oil
- Safety of a nation & its citizen through deterrence
  - (Eg) India's Nuclear Programme
- Having a Just and orderly world trade
  - (Eg) WTO Rules of fair Trade
- protecting minority interest through Strategic cooperation
  - (Eg) BRICS
- Reforming global Institution as per the changing time
  - (Eg) G4 for UNSC Reform

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But still idealism is core to foreign policy
→ voice against discrimination and colonialism
(Eg) India support mauritius in Diego garcia issue
→ Climate change and principle for CBDR for just and Respocity in international governence.

Ethical Responsibilities of Nation state

→ uphold principle of global order and peaceful settlement of dispute
(Eg) India - Bangladesh Land Boundary settlement

→ protecting humanity by allowing humantarian aids.
(Eg) operation DOST in turkey's earthquake

→ Cooperation in issued global commons like High Sea Treaty, UNFCCC etc.

→ upholding principles of Just war, Humanitarian treatment in tension area etc.

In this reference martin luther king rightly Saids we all come on different ships but now on same boat" so cooperation is the need of hour

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

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

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

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

In words of Aristotle "all the human beings ought to follow what is right" signifies righteousness in human beings.

Selfish Soever man due to
- → prioritising personal benefit.
- → greed and violent in action
- → Compulsive Culture of Consumption.
- → Self centered view of world

Some principles in nature which interest him in fortune of other
- → universal values of kindness, love and compassion
- → Acknowledgement that "A good of individual depends on good of all"

Self Actualising need of Social belongingness and realisation of worth of life

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How it govern in todays time

→ Corporate Social Responsibility and Living pledge initiative shows welfare of public is above wealth.

→ people forgone the subsidy for LPG in development of nation.

→ We all follow the ~~the~~ divine Principles of humanity & non violence that provide stability in society.

But still humanity needs these principles for problems of modern time

→ Caste & Gender Discrimination

→ Radicalisation & militancy

→ Reducing wealth inequality

further India's constitution also provide some principles which can transform our societies and build a Joint fortune.

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(b) "सत्ता को सत्ता पर अंकुश के रूप में काम करना चाहिए।" मोंटेस्क्यू, (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Power ought to serve as a check to power." Montesquieu, (Answer in 150 words) 10 Marks

According to weber "power refers to ability to influence others as per the needs of the power holder.

Role of Power in Society

- Bring governance and order through Formal Authority
- change behavior of other
  - Eg SBM.
- Drastic change in society
  - Eg MK Gandhi's power of nonviolence Leads to Independence

But absolute power corrupts

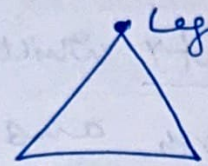
- using power for personal & political gain
  - Eg 2g scam, Adarsh Scam
- Leads to Authoritarian Regiem Eg Hitler
- ~~Losing~~ Curbing rights of the individuals Eg Nyaya

Therefore power ought to serve as a check to power through following means:-

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→ Separation of power in government



Check & Balance the other organ of the goverment

→ Ultimate power in the hands of people through voting and peaceful transfer of power

→ Horizontal and vertical Accountability through Entities like CBI, Lokpal etc.

→ Transparency & Accountability by RTI Act and citizen charter.

→ Responsible use of power as voltaire said "great power comes with great responsibilities"

Lord Acton rightly sais nature of power as "power corrupts and absolute power corrupts absolutely, so it needs to be checked.

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(c) "विनम्रता के बिना सेवा, स्वार्थ और अहंकार है।" डॉ. बी.आर. अंबेडकर (उत्तर 150 शब्दों में दीजिए) 10 अंक

"Service without humility is selfishness and egotism." Dr. B.R. Ambedkar

(Answer in 150 words) 10 Marks

Humility is a virtue of humanity which make him humble, down to earth and empathetic to otheres.

Service without humility Selfishness

- Seen as charity and not justice leading to limited impact on Others
- without humility we consider oreself superior to others. Leading to Self glorification.
- In that case it is not considered as service but merely a Self-Satisfying action.

Service without humility Egotism

- Inwards looking approach made a person self obsessed.
- It Leads to arrogance in attitude and behavior.
- Regression of personality.

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Importance of humility in personal & professional life

→ ① Help in understanding others's views and emotion leading to emotional intelligence

→ ② provide us ability to withstand adversity (Eg) Nelson mandela

→ ③ In professional life it help in growth and development by Experience and self awareness.

Ways to Inculcate values of Humility

- Role models like mahatma gandhi, Dr APJ Abdul Kalam, Sudha murthy who do sanitation work themself.
- values of dedication to public service
- Humanity at core.

Ramkrishna paramhansh rightly said "A tree laden with fruits always remain low. If you wish to be great, be lowly & meek"

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खण्ड–B / Section–B

Q.7 रीना एक सरकारी स्वामित्व वाली आईटी फर्म में नैतिकता और अनुपालन अधिकारी हैं, जो समयबद्ध तकनीकी समाधान देने के लिए एक मजबूत छवि रखती है। एक सुबह, उन्हें एक महिला सॉफ्टवेयर इंजीनियर से एक औपचारिक शिकायत मिलती है, जिसमें क्षेत्रीय परिचालन प्रमुख द्वारा बार-बार मौखिक उत्पीड़न और डराने-धमकाने वाले व्यवहार का आरोप लगाया गया है। क्षेत्रीय परिचालन प्रमुख एक वरिष्ठ अधिकारी हैं, जिन्हें दो असफल राष्ट्रीय ई-गवर्नेंस परियोजनाओं को बचाने के लिए व्यापक रूप से जाना जाता है।

शिकायत में देर रात भेजे गए अनुचित संदेशों के स्क्रीनशॉट तथा दो प्रशिक्षुओं के बयान शामिल हैं, जो घटना के गवाह थे। अपनी प्रारंभिक जाँच के दौरान, रीना को पता चला कि टीम के कुछ सदस्य वरिष्ठ अधिकारी को बहुत अधिक माँग करने वाला व्यक्ति (demanding person) मानते हैं, लेकिन प्रत्यक्ष उत्पीड़न से इनकार करते हैं। अन्य लोग खुलकर बोलने में अनिच्छुक लगते हैं।

आरोपी का पुराना सहकर्मी एच.आर. हेड, रीना से निजी तौर पर कहता है, "इस मामले को तूल मत दो। हम चुपचाप इसे ठीक कर देंगे। वह बहुत कीमती है, उसे खोना ठीक नहीं है।"

प्रबंध निदेशक भी चिंता व्यक्त करते हैं: "हमें कंपनी की छवि की रक्षा करनी चाहिए, हमारा अब तक का रिकॉर्ड साफ रहा है।"

"व्यावहारिक समझौते" के रूप में शिकायतकर्ता को किसी अन्य टीम में स्थानांतरित करने का भी दबाव है। नैतिकता एवं अनुपालन अधिकारी के रूप में, रीना को स्थिति बिगड़ने से पहले तत्काल निर्णय लेना था।

1. रीना के सामने आने वाले नैतिक और प्रशासनिक मुद्दों की पहचान कीजिए।
2. उसके संभावित विकल्प क्या हैं? कौन-सा विकल्प सबसे उपयुक्त है और क्यों?
3. सार्वजनिक संस्थानों में कार्यस्थल पर उत्पीड़न को संबोधित करने के लिए प्रणालीगत सुरक्षा उपाय सुझाइए।

(उत्तर 250 शब्दों में दीजिए) 15 अंक

Reena is the Ethics and Compliance Officer at a government-owned IT firm with a strong reputation for delivering time-bound tech solutions. One morning, she receives a formal complaint from a female software engineer alleging repeated verbal harassment and intimidating behaviour by the Regional Operations Head, a senior officer widely regarded for saving two failing national e-governance projects.

The complaint includes screenshots of inappropriate late-night messages and statements from two interns who were witnesses to an incident. During her initial inquiry, Reena finds that some team members view the senior officer as demanding but deny seeing direct harassment. Others seem reluctant to speak openly.

The HR Head, a long-time colleague of the accused, privately tells Reena, "Don't escalate this. We'll fix it quietly. He's too valuable to lose." The Managing Director also expresses concern: "Let's protect the company's image, we've had a clean record so far."

There's also pressure to shift the complainant to another team as a "practical compromise."

As the Ethics & Compliance Officer, Reena had to take an immediate call before the situation escalated.

1. Identify the ethical and administrative issues confronting Reena.
2. What are her possible options? Which is the most appropriate and why?
3. Suggest systemic safeguards to address workplace harassment in public institutions.

(Answer in 250 words) 15 Marks

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Brief :- The case study shows a ethical issue involving harassment & intimidating behavior with female employee and crisis in organisation for decision making.

① Ethical & Administrative issue

Ⓘ Ethical issue

↳ verbal harassment & intimidating behavior by regional operation head

↳ Divided management on the issue of action against Regional head

↳ Lack of organisational commitment w.r.t to female employee's concern

↳ questionable inquiry

Ⅱ Administrative issue

↳ Conflict in values of

↳ Employee welfare v/s organisational Reputation

↳ Efficient & valuable Regional head misusing power

↳ Lack of any sound policy for action against such action

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(2) Possible option

(I) NOT taking any action against the Regional head and shifting the Complainant to other team

merit

→ Protect image of the organisation
→ NOT taking action against Regional Head secure organisational Efficiency

Demerit

→ Against the Legal mandate under POSH Act.
→ moral blindness to the issue
→ Slippery slope as it further lead to such incidents

(II) Take action as per POSH Act and follow rule of law

merit

→ Comply with Legal mandate
→ protect the dignity of women Employee & Image of organisation in long run
→ Ethically right

Demerit

→ Temporary Impact on reputation of organisation
→ may lead to Removal of Regional Head

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II Have a compromise by warning to Regional Heads and apology

demerit	merit
→ temporary solution	→ promote Harmony in organisation
→ Against the rule of law and Ethical rationality	→ Protect image of organi-sation

most Appropriate option is (II) as it has following Ethical reasons:-

→ following the Rule of law that protect rights & Dignity of women

→ set a strong Example in the organisation and improve the image of organisation

→ morally & Ethically Supporting the action

→ make organisation a inclusive and diverse place to work.

→ Kant's Categorical imperative also Support it.

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(3) Systematic safeguards to address the workplace harassment in public institution

→ Implementing legal mandate under POSH Act, Internal Complaint Committee. &

→ fair and transparent Enquiry with help of women employees in majority

→ Increasing women representation at higher level, to protect concerns of the female employees (Power with & within)

→ ESG Norms of SEBI needs to be complied for inclusive workplace.

→ Statutory bodies like National women commission oversight issue of harrasment by frequent audits

→ Promoting probity of governance in public institution by highest level of ethical standards.

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Q.8 आप राज्य शहरी विकास विभाग में सहायक लेखा अधिकारी हैं। आपकी टीम स्मार्ट सिटी इंफ्रास्ट्रक्चर पर 12 करोड़ रुपये की परियोजना के लिए उपयोगिता प्रमाणपत्र (UC) को अंतिम रूप दे रही है, जिसका अगले महीने राज्य ऑडिट होना है।

मिलान के दौरान, आपको पता चलता है कि अभिलेखों में 2 करोड़ रुपए को "पूरी तरह उपयोग किया गया" दिखाया गया है, लेकिन वास्तविक कार्यान्वयन लंबित है। आप अपने अनुभाग प्रमुख के साथ विसंगति को उठाते हैं, जो जवाब देता है:

"उस राशि को आपातकालीन जल निकासी परियोजना के लिए अस्थायी रूप से पुनः आवंटित किया गया था। इसे अगली तिमाही में कवर किया जाएगा। बस नोट को समायोजित कीजिए, आपका ध्यान रखा जाएगा।"

आप आंतरिक ईमेल की जाँच करते हैं: पुनः आवंटन के लिए कोई आधिकारिक आदेश नहीं है। वरिष्ठ व्यक्ति का अच्छा संपर्क है और वह उन कनिष्ठों को दरकिनार करने के लिए जाना जाता है जो "सहयोग नहीं करते हैं।" एक सहकर्मी आपको चेतावनी देता है: "यदि आप इस मुद्दे को उठाएंगे, तो स्थानांतरण की उम्मीद कीजिए।"

अब आपको एक महत्त्वपूर्ण निर्णय का सामना करना पड़ता है। उपयोगिता प्रमाणपत्र (UC) ऑडिट टीम के पास जाएगा और संभवतः विधानमंडल के पास भी जाएगा। इसे ज्यों का त्यों दाखिल करना तकनीकी रूप से गलत सूचना होगी; इस पर ध्यान देने से आपके वरिष्ठ के खिलाफ आंतरिक जाँच शुरू हो सकती है और आप पेशेवर रूप से अलग-थलग पड़ सकते हैं। आप खुद को मुश्किल में पाते हैं।

1. अधिकारी को किन नैतिक मुद्दों और नैतिक दुविधाओं का सामना करना पड़ रहा है?
2. उपलब्ध विकल्पों की जाँच कीजिए और पहचान कीजिए कि कौन-सा विकल्प लोक सेवा मूल्यों के साथ सर्वोत्तम संरेखित है।
3. सरकारी विभागों में वित्तीय रिपोर्टिंग के ऐसे दुरुपयोग को रोकने के लिए कौन-सी आंतरिक संस्थागत जाँच की जा सकती है?

(उत्तर 250 शब्दों में दीजिए) 15 अंक

You are an Assistant Accounts Officer in the State Urban Development Department. Your team is finalizing the Utilisation Certificate (UC) for a ₹12 crore project on Smart City Infrastructure, which is due for a state audit next month.

During reconciliation, you discover that ₹2 crore was shown as "fully utilised" in records, but the actual implementation is pending. You raise the discrepancy with your Section Head, who responds:

"That amount was reallocated temporarily for an emergency drainage project. It'll be covered next quarter. Just adjust the note, you will be taken care of."

You check internal emails: there's no official order for reallocation. The senior is well-connected and known to side-line juniors who "don't cooperate." A colleague warns you: "If you raise this, expect a transfer."

You now face a critical decision. The UC will go to the audit team and potentially to the legislature. Filing it as-is would technically be misinformation; flagging it may trigger an internal inquiry against your superior and land you in professional isolation. You find yourself in a bind.

1. What are the ethical issues and ethical dilemmas the officer is facing?
2. Examine the available options and identify which one aligns best with public service values.
3. What internal institutional checks can prevent such misuse of financial reporting in government departments?

(Answer in 250 words) 15 Marks

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① Ethical issue

→ Reallocation of funds without proper documentation and authority leading to Corrupt practice.

→ misuse of Authority (power) for personal gain.

→ Section Head trying to misguide the Statutory and Constitutional bodies (Audit) leading to mistrust and misgovernance

→ Section Head indirectly threatning the Assistant Accounts officer.

Ethical dilemmas

→ Follow Instruction of Section Head (VIS) following the Rule of law

→ Personal benefit & Protection (VIS) public service duty & Responsibility

→ Protecting image of the organisation and Section Head (VIS) Fulfilling the Legal & Constitutional mandate

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(2) Available option

(I) Follow the advise of section Head and show fully utilised

merit	Demerit
→ Protect personal interest	→ Against the Legal & Constitutional mandate
→ maintain cordial Relation with superior	→ misguiding the Audit & Legislature
	→ Against values of Honesty & integrity

(II) Not to follow the Advise of section Head & show under utilisation

merit	Demerit
→ Following Kant's Categorical imperative	→ Against personal interest Leading to transfer & Isolation
→ Legally mandated action	
→ Bring trust of people in government	→ Tension in relation with section Head
→ Action against the corrupt practice	

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I will follow the option (II) as it aligns with following public service values

→ Following what is right and integrity & honesty in action.

→ It is also comply the voice of conscience

→ It shows ultimate dedication to public service

→ Following Legal Duty and Constitutional morality

→ Gandhiji idea of following rightpath even in adverse situation.

(3) Institutional checks that can prevent such misuse of financial reporting

→ Separation of duties and power so that power to allocate funds should not be concentrated in one authority

→ mechanism of internal audit and verification of each entries by

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audit team.

→ Real time manitering of utilisation and reconciliation with the use of Information Communication technologies.

→ Frequent oversight of Anti corruption bodies like CVC, CBI & Lokpal.

→ Social Audit for people lead Accountability mechanism.

→ Impcementation of ERP system in accounting which control the end to end activities and ~~protect~~ disclose the any wrongdoing.

In the governance ultimate control lies in the people that use the authority therefore Constitutional values of civil servent is key to Ethical governance.

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Q.9 आप जिला समाज कल्याण अधिकारी हैं और राज्य पेंशन योजना के लिए नई AI-संचालित पात्रता प्रणाली के रोलआउट (शुरुआत) की देखरेख कर रहे हैं। इसका लक्ष्य मैन्युअल त्रुटियों को समाप्त करना तथा धनराशि का समय पर वितरण सुनिश्चित करना है। पहले दो महीनों के भीतर, आप लाभार्थी अस्वीकृतियों में अचानक वृद्धि देखते हैं, ज्यादातर ग्रामीण और आदिवासी क्षेत्रों से। कई बुजुर्ग नागरिक अस्वीकृति पत्र लेकर आपके कार्यालय आते हैं। उनमें से कुछ लोग वर्षों से पेंशन प्राप्त कर रहे थे। उनका कहना है कि उनके नाम गायब हैं या "डेटा मेल नहीं खा रहा है।"

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

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

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

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 15 Marks

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① Ethical issue

↳ Beneficiary rejections based on system verification leading to disproportionate harm to rural & tribal people

↳ No appeal in system against the Natural justice

↳ Going against the values of constitutional morality

↳ Confidentiality in sharing rejection data hamper transparency.

Administrative Risk

↳ Rollout of manual review go against the efficiency & Increase the burden

↳ Instead of making system ~~~~ more efficient we are going to past System

↳ The issue shows the lack of testing of system before implementation

↳ Distrust in people (suicide) further reduce technology adaptation.

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(2) Option available

① Keep the Existing System without any Change

merit	Demerit
→ Efficiency in working	→ Distrust in people
→ Objectivity in working	→ seen as Lack of Empathy

Pausing

② Rollout ~~the~~ and asking manual review

merit	Demerit
→ people trust + Improve	→ Against + Efficiency
→ Justice to people by availing the pension.	→ A back step not help in future endeavors.

③ Asking option of appeal in system and Resolving discrepancy in name & other

merit	Demerit
→ Gradual Resolution of cases	→ Slow process
→ Improve overall Efficiency & governance	→ Rural & tribal people not able to understand the System

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(3) Best Course of action

Option (3) is best due to following reasons

↳ Balance the technological aspect with justice to people.

↳ In long run improve the service delivery & Efficiency of Administration.

↳ Comply with the broader vision of Digital India and e-governance

↳ In future improve transparency and lower rejection by adaptation.

(4) Safeguards while using AI based System in public welfare scheme

↳ Prevent the AI/System biasness by deep training of model on different data.

↳ Implementation of AI based System should be gradual and Complement the Existing system in Initial phase.

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↳ Training and awareness to user and beneficiary before implementation

↳ Independent Regulator, which oversight the functioning of AI based systems.

↳ Balancing privacy / confidentiality with transparency. As transparency is sine qua non for accountability.

↳ Social Audit of systems for fair & participative programme implementation.

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

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

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

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

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

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

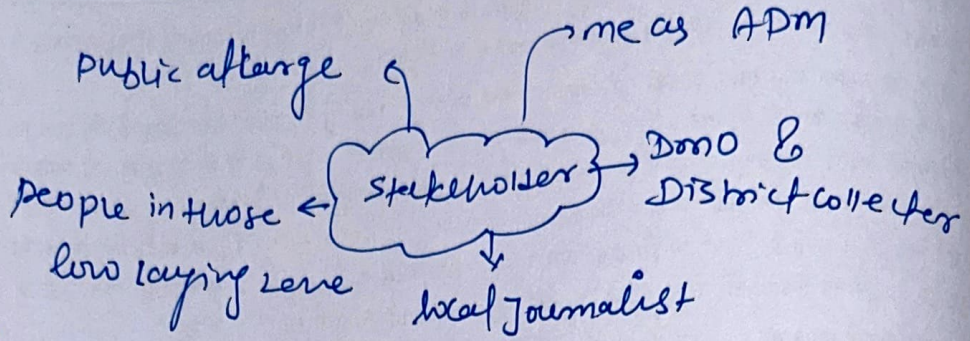
That evening, a local journalist sends you a Right to Information (RTI) query asking whether flood zone mapping has been updated. The DMO suggests you say "study still under review."

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

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

(Answer in 250 words) 15 Marks

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(1)

Competing ethical principles

↳ Following instructions/advise of Seniors

(VIS)

Adhering to integrity & honest in disclosing details of report

↳ Secrecy in working as it is a confidential Data

(VIS)

Transparency by following RTI act as Duty. impacts public at large

↳ Short terms interest by safeguarding Economic interest and maintaing peace in region

(VIS)

Long term consequences of loss of life & property

Administrative Risk

↳ Not providing Reply to RTI may lead to

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Legal consequences for Department as well as as Individual

↳ moral blindness & moral muteness to IIT study leading to loss of life & property and Disciplinary action against officials

↳ Top official showing lack of integrity and probity in governance leading to Bad culture.

(2) Response of me as DM

Principles in mind

↳ Top most respect to legal & constitutional mandate

↳ Transparency > secrecy

↳ foundational values of Dedication to public service, Integrity, Honesty & objectivity

↳ I would formally write to higher ups in department w.r.to issue involved.

↳ following my duties under RTI Act as public Information officer

↳ As monsoon season is Active, I would take speedy action.

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Action → Provide information to Journalist as per RTI Act sections with Public interest as reason to disclose Confidential details

→ write to seniors for updating flood Zone as per IIT Study

→ Priority to clear information so that there is no Panic in Public.

(3) Suggestions to improve transparency and responsiveness in disaster prone district

(I) Full implementation of RTI Act with proper Appeal procedure. And strict action against officers in case of non Compliance.

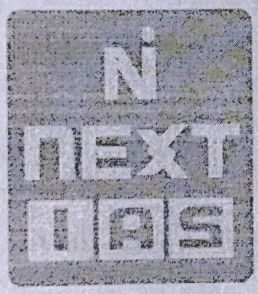
(II) Reports and Survey should be laid in public for transparency and governance leading to proactive preventive disaster management

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(11) Social Audit and civil ~~Services~~ society in disaster management activities, which promote citizen centric Disaster mangement.

As per Sendai framework on disaster management "prevention is key in disaster protection"



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

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

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

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

"यह अब नीति है। इसे लागू कीजिए।"

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

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

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

(उत्तर 250 शब्दों में दीजिए) 15 अंक

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

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

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

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

"This is policy now. Get it done."

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

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

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

(Answer in 250 words) 15 Marks

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The case study shows a classic example of speedy implementation of goverment scheme and trust deficit among beneficiary.

(1) Ethical & Administrative challenge

↳ Rushed implementation of scheme (VS) Distrust in public over scheme.

↳ Scheme is useful but lack of proper communication

↳ Prey domesyndrome as State Secretariat directing without ground knowing realities

↳ Goverment scheme seen as "anti-poor"

↳ Unethical option can be used for showing progress shows lack of probity in governance.

↳ Confusion in people for scheme and its objectives.

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(2) Implementation of scheme

(I) First I would write to District Collector regarding the ground situation and distrust among people. I would seek a extention for proper implementation

(II) mean while, I would setup a team that will communicate the objectives of scheme such as "transparency and ease of ownership"

(III) meeting with Union leaders and MLA for transparency in implementation.

(IV) Trying to start process ~~the process~~ from key leaders of Union that boost the confidence of people.

(V) change in narrative from anti-poor to pro-poor by community engagement.

(VI) Total support to farmers for any issue in entire process

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(VII) Education to people to use the new system and vernecular / local language in entire Process for greater adaptation & Confidence.

(3) Lesson can be drawn for future implementation of large scale digital reform.

(4) Proper Commenication and Engagement at early stage is key to implementation of scheme.

(5) participation of grass root level like Panchayat would ensure bottom up approach in governance

(Eg) PM Swamitva scheme use this style

(6) When their is confusion and distrust among people, gradual and incremental implementation help in better Confidence in people

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(iv) Engagement with local leaders and representative help in mass acceptance among people.

(v) Help of civil society needs to be taken for grass root implementation.

In this context 2nd ARC rightly said civil services should move from Rule based to role based valued approach in schemes implementation.

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Q.12 आप जिला सूचना अधिकारी (DIO) हैं, जो जिला प्रशासन के आधिकारिक सोशल मीडिया हैंडल को प्रबंधित करने के लिए जिम्मेदार हैं। इन खातों का उपयोग अद्यतन जानकारी प्रसारित करने, नागरिकों से जुड़ने तथा आपातकालीन अलर्ट प्रदान करने के लिए किया जाता है।

अल्पसंख्यक बहुल वार्ड में कोविड बूस्टर अभियान पर नियमित अपडेट के दौरान, इस पोस्ट पर कई टिप्पणियाँ आईं, जिनमें से कुछ प्रतिकूल थीं, तो कुछ घोर सांप्रदायिक थीं। कई उपयोगकर्ता प्रशासन पर ष्एक समुदाय को बढ़ावा देनेष् का आरोप लगाते हैं। अन्य लोग घृणास्पद प्रतीक, अपशब्द और षड्यंत्र के सिद्धांत पोस्ट करते हैं।

आप तुरंत सबसे खराब टिप्पणियों की रिपोर्ट प्लेटफॉर्म पर करते हैं, लेकिन वे घंटों तक दिखाई देती हैं। आपकी जूनियर टीम टिप्पणियों को बंद करने का सुझाव देती है, लेकिन एक वरिष्ठ सहयोगी चेतावनी देता है:

"हम ऐसा नहीं दिखाना चाहते कि हम नागरिकों को चुप करा रहे हैं, इसे अपने तरीके से चलने दें।"

जिला कलेक्टर सलाह देते हैं:

"इस मामले को आगे न बढ़ाएँ। कल तक पोस्ट फीकी पड़ जाएगी। सीधे तौर पर न जुड़ें, हमने इससे भी बदतर हालात देखे हैं।"

स्थानीय प्रेस ने ऑनलाइन घृणा को "बढ़ती डिजिटल सांप्रदायिकता" के हिस्से के रूप में रिपोर्ट करना शुरू कर दिया। नागरिक समाज के कार्यकर्ताओं ने जिला हैंडल को टैग करते हुए कार्रवाई की माँग की। इस बीच, जनता का विश्वास कम होता जा रहा है, और अधिकतर नागरिकों ने, विशेषकर लक्षित समुदाय ने, प्रशासन के पेज से जुड़ना बंद कर दिया है। आप गंभीरता से नुकसान को नियंत्रित करने का तरीका खोज रहे हैं।

1. इस मामले में नैतिक मुद्दे और प्रशासनिक जिम्मेदारियाँ क्या हैं?
2. डीआईओ को इस स्थिति पर किस तरह से प्रतिक्रिया देनी चाहिए जिससे सार्वजनिक मूल्यों को बनाए रखा जा सके और संस्थागत विश्वसनीयता की रक्षा हो सके?
3. डिजिटल संचार प्रोटोकॉल का सुझाव दीजिए जो सरकारी अधिकारियों को आधिकारिक प्लेटफार्मों पर अभद्र भाषा से निपटने में मार्गदर्शन कर सकें। (उत्तर 250 शब्दों में दीजिए) 15 अंक

You are the District Information Officer (DIO) responsible for managing the official social media handles of the district administration. These accounts are used to disseminate updates, engage with citizens, and provide emergency alerts.

During a routine update on a COVID booster drive in a minority-dominated ward, the post attracts a barrage of comments, some hostile, some blatantly communal. Several users accuse the administration of "pampering one community." Others post hate symbols, slurs, and conspiracy theories.

You immediately report the worst comments to the platform, but they remain visible for hours. Your junior team suggests turning off comments, but a senior colleague warns:

"We don't want to appear like we're silencing citizens, let it run its course."

The District Collector advises:

"Don't escalate. The post will fade by tomorrow. Don't engage directly, we've seen worse."

The local press begins reporting the online hate as part of "growing digital communalism." Civil society activists tag the district handle, demanding action. Meanwhile, public trust is eroding, and more citizens, especially from the targeted community, have stopped engaging with the administration's page. You are seriously looking for a way to do damage control.

1. What are the ethical issues and administrative responsibilities involved in this case?
2. How should the DIO respond to this situation in a way that upholds public values and protects institutional credibility?
3. Suggest digital communication protocols that can guide public officials in handling hate speech on official platforms. (Answer in 250 words) 15 Marks

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① Ethical issue and Administrative responsibility

Ethical issue

→ Communal & hostile comments to post of Covid booster drive.

→ Accusation on Administration for 'pampering one community'

→ Hate speech on social media post show misuse of social media.

→ Conflict / Dilemma

a) Stoping the comments in post (VS) Seen as silencing citizen

b) protecting minority from hate comment (VS) Neutral & Public open social media Handle.

Administrative Responsibilities

→ Fulfilling commitment of Boosters drive

→ Equality in treatment and upholding rule of law

→ Protecting people right to dissent and maintaining public order.

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→ Citizen centric governance

(2) PIO response in this situation uphold public values & Institutional credibility

(I) Countering the fake claims and information by counter information like Schedule of booster drive per other wards.

(II) Following Rules for flagging the hate crime / speech incidents for removal from page.

(III) Cooperation of local press for awareness and trust building

(IV) Legal action against people who communalising the post by hatespeech.

(V) Social media posts from local key figures in support of Administration.

(3) Digital communication protocal that can guide public official in handling hate speech on official Platform :-

(I) Open & transparent social media handle of office. used only for

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official work.

(II) Clear guideline for people who engage in Social media handle of office like prohibition on communal comments

(III) Active report of comments for removal and legal action for inciting violence as per IT Rules.

(IV) Collaboration with influencer for greater awareness & Acceptence

(V) Setting right example by showing action against wrongdoers.

In today social media led governance digital hygeine is key to maintain trust and confidence among people.