

TEST CODE : 5 1 4 2 4

FIAS - MGP 2022 (C-9) - Sectional Test

#8

ForumIAS**GENERAL STUDIES**

Name Of Candidate

B. Akshaya

Roll No.

Date:

9/8/22

Time Allowed: Three Hours

Maximum Marks: 250

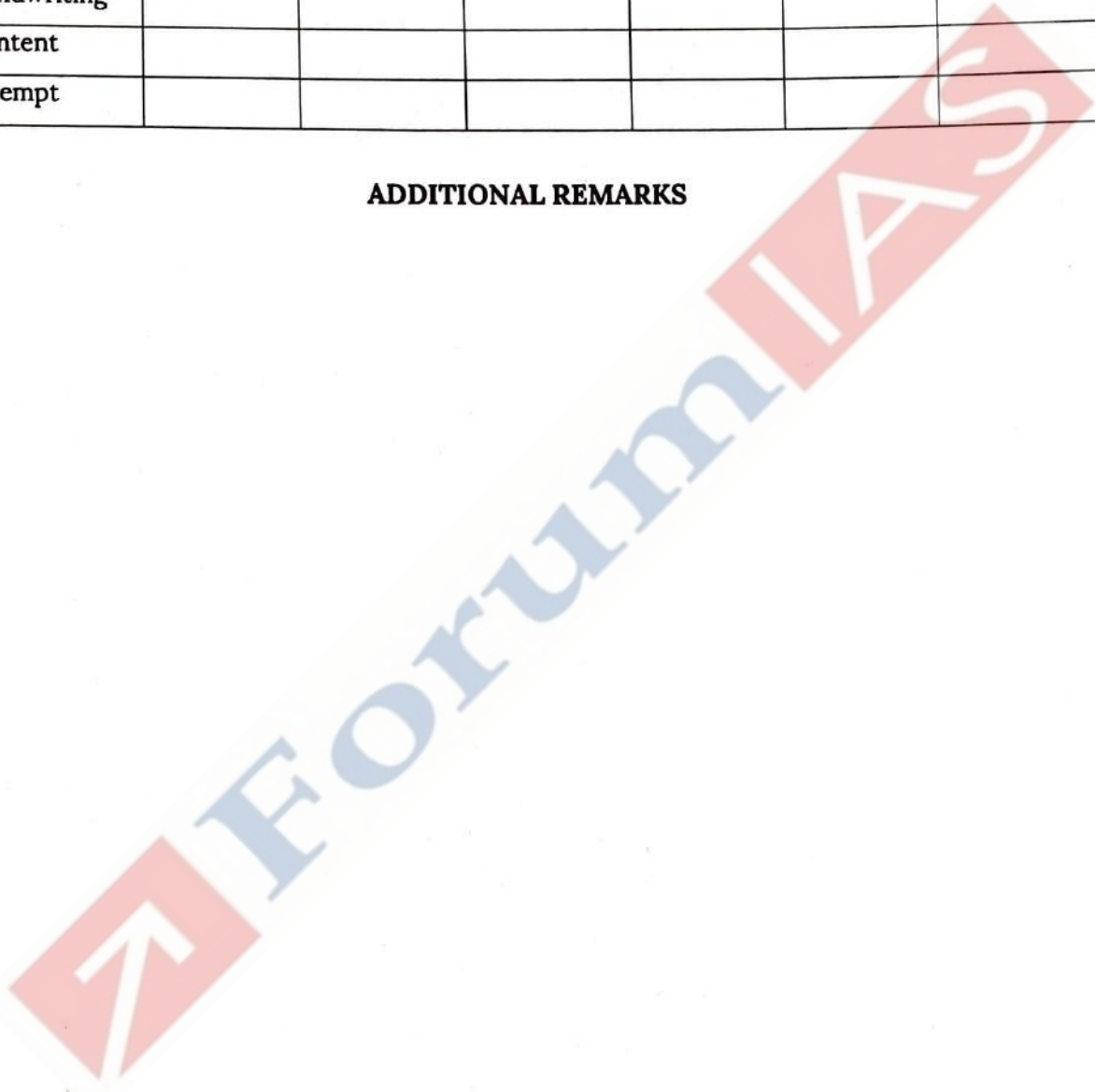
INDEX TABLE			INSTRUCTION	
Q. No.	Max. Marks	Marks Obtained	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.	
1			2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory.	
2			3. The number of marks carried by a question/part is indicated against it.	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off.	
5			Any specific messages for ForumIAS Mentors/Evaluators with respect to your copy? Write it here.	
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Total:	250			
Evaluator's Discretion:			For Student Only	
			Start Time 9:39 pm	End Time 1:15 pm
Total Marks:			Mode Of Examination:	Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>
Evaluator's Discretion: This is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy.			For Office Use Only	
			ECN CODE:	EG:
			Evaluation Date:	

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Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings - 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL REMARKS



Section - A

Q.1) a) Ethical governance is the foundation of a welfare state. Identify essential ethical traits of a welfare state. Discuss ways and means to promote ethics in governance. (10 marks, 150 words)

नैतिक शासन एक कल्याणकारी राज्य की नींव है। एक कल्याणकारी राज्य के आवश्यक नैतिक लक्षणों की पहचान करें। शासन में नैतिकता को बढ़ावा देने के तरीकों और साधनों पर चर्चा करें। (10 अंक, 150 शब्द)

A) Ethical governance refers to using country's resources to development in a manner that promotes public good and reduces harm to public interest.

Foundation of welfare state

Ethical governance → Code of ethics → Sustainable development
↓
Welfare state (DPSP)

eg: In a project development in tribal areas, providing adequate compensation & rehabilitation is both ethical and based on core principles.

Essential ethical traits of welfare state

① Following & implementing directive principles of state policy (Art 34-51) as a duty.
eg - cooperatives organised in backward areas.

- ② Principles of compassion & empathy towards public. (eg: operation Sulaimani to tackle hunger)
- ② Code of conduct & Code of ethics be followed.
- ④ Corruption is minimal, else welfare state cannot be realised (eg: PDS leakages).
- ⑤ Public interest is paramount (eg: Yasir Kalyan Yojana).

Promoting ethics in governance

- ① Ethical value training using persuasion techniques and role models (v. Sagayam).
- ② Ability to follow → efficiency, effective service delivery (eg: SBM).
- ③ Leadership to be ethical role models (eg: Parameshwaran Iyer).
- ④ Rewards & punishments - eg: strong CBI, Lokpal, CVC.
- ⑤ Training on emotional intelligence (Goleman model).
- ⑥ Implement code of ethics (2nd ARC).

Ethical governance is necessary as administration is an ethical act & administrator is as moral agent.

Feedback

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Structure/ Presentation
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Value Addition
Total

b) Effective public service delivery requires a citizen centric system. Citizen's Charter is seen as an important tool to ensure such a system, but it is not achieving its objectives. Why? Discuss measures to make it more effective? (10 marks, 150 words)

प्रभावी सार्वजनिक सेवा वितरण के लिए नागरिक केंद्रित प्रणाली की आवश्यकता होती है। इस तरह की व्यवस्था को सुनिश्चित करने के लिए सिटीजन चार्टर को एक महत्वपूर्ण उपकरण के रूप में देखा जाता है, लेकिन यह अपने उद्देश्यों को प्राप्त नहीं कर पा रहा है। क्यों? इसे और अधिक प्रभावी बनाने के उपायों पर चर्चा करें? (10 अंक, 150 शब्द)

Effective public service delivery is a mandate of the government - where quality, reliable, transparent service is needed for a welfare state.

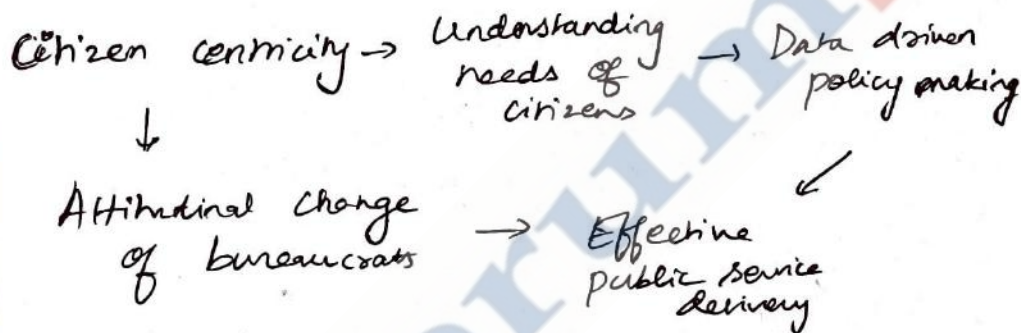


Fig: Citizen centricity.

Citizens charter → Is a document that details quality, time frame of service delivery along with grievance redressal mechanism.

Important tools for effective service delivery:

① Public:

- provided with choices of services
- quality of service ensured along with quantity.
(eg: quality food grains needed).

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→ Grievance redressal (eg: Pragati portal).

② Government:

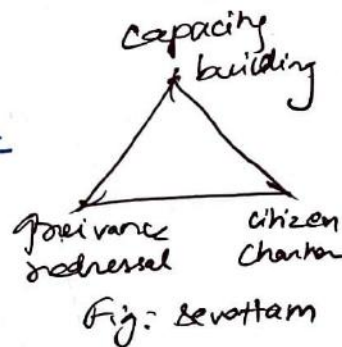
- Transparent, accountable functioning
- Attitudinal change ("duty" towards public).
- Monitoring internal progress & change.

Not achieving its objectives

- ① Lack of legal backing - not justiciable.
- ② Critical information left out - eg: grievance officer.
- ③ Vague charters, rarely updated.
- ④ provided in English, excludes regional languages.
- ⑤ Lack of consultation with NGOs, SHGs.
(eg: old age, transgenders are excluded)

Measures needed

- ① Sevottam model of 2nd ARC
- ② Right to public service Bill, 2011 can be passed
- ③ Maharashtra model - where citizen charter is made compulsory for every department.
- ④ Capacity building using technology.
- ⑤ Don't follow one size fits all approach.



Citizen charter is needed to realise good governance and participative democracy.

Feedback

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Structure/ Presentation
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Content
Value Addition
Total

Q.2) a) Conscience keeps ethics from fading when faced with a tough decision. Discuss in context of civil servants. (10 marks, 150 words)

जब किसी कठिन निर्णय का सामना करना पड़ता है तो अंतरात्मा की आवाज़ नैतिकता को लुप्त होने से बचाती है। सिविल सेवकों के संदर्भ में चर्चा कीजिए। (10 अंक, 150 शब्द)

Conscience refers to inner voice of a person.

eg: Edward Snowden exposed CIA surveillance as he experienced crisis post knowing ^{the} truth.

Conscience keeps ethics from fading when faced with tough decisions

① Creates a crisis of conscience when convictions, values / ethical principles are ^{violated}.

Voice of Conscience → Followed

YES	→	peace of mind
No	→	knower-doer-split → dissonance → guilt.

Fig: Following voice of conscience.

eg - Ashok Khemka exposed malpractices in transport department, despite being transferred nearly 50 times.

② Conscience provides direction during tough decisions. (eg: TN Seshan followed Constitutional principles)

② Gives courage and fortitude to deal with consequences of tough decision.
(eg: V. Sagarani exposed granite mafia).

④ Reminds civil servant of ethical principles → deontology, Kantian categorical imperatives, etc.

⑤ Follows duty: (eg: TSR Subramaniam)

Conscience + ethics = Kastavyabhava/ duty bound

⑥ Guides ethical decisions when laws, rules are not present to direct tough decision.

(eg: Data protection even when law not introduced)

For a civil servant, sources of conscience is from family, school, peers, values, virtues, laws, rules and such ultimately to guide ethical behaviour.

"Conscience is the highest court" -
MK Gandhi

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Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) What are the various conflicts of values that civil servants face while performing their duty? How can such conflicts be resolved? Discuss with illustrations. (10 marks, 150 words)

सिविल सेवकों को अपने कर्तव्य का पालन करते समय मूल्यों के विभिन्न संघर्षों का सामना करना पड़ता है? ऐसे संघर्षों को कैसे सुलझाया जा सकता है? दृष्टान्तों के साथ चर्चा करें। (10 अंक, 150 शब्द)

A) Values refers to strong beliefs and preferences of any person. eg - M.K. Gandhi's value of non-violence.

For a civil servant, conflicts of values occurs as ethical dilemmas where:

- ① Choosing one will violate the other.
- ② Choose between equally desirable / undesirable alternatives.
- ③ Choice cannot be avoided.

eg: Mr. X is a civil servant when a destitute couple asks for benefits, but are not enrolled in scheme.

Conflicts of values

- ① ~~the~~ letter of law [vs] spirit of law.
- ② Rule based [vs] flexibility
- ③ Compassion, empathy [vs] probity, efficiency.
- ④ Superior's directive [vs] → own convictions
→ public good
↳ If Mr. X's superior denies benefit.

- ⑤ Policy dilemmas (eg: lockdown vs economic growth).
- ⑥ Secrecy vs transparency (usually with RTI)

Resolving such conflicts in values

- ① Using values/virtues that are central to civil servant.
eg - Mr. X providing temporary benefits via Novo.
- ② Following conscience (eg: X resolves to help)
- ③ Laws, rules and regulations
(eg: Mr. X follows rules and gets them enrolled)
Similarly, POCA & code of civil services denounce Corruption
- ④ Constitutional principles of justice (social, economic, political), equality, etc.
- ⑤ Duty / Kastanyabhavna - to provide services
(eg: Mr. X succeeds in enrollment).

In such way, value conflicts can be resolved.

"Yoga karmasu kaushtanam" / perform duty in an excellent manner - Bhagavad Gita.

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Feedback


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Structure/ Presentation
Question Interpretation
Content
Value Addition
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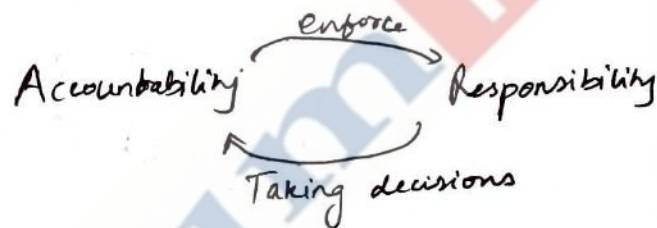
Q.3) a) Differentiate between accountability and responsibility. Do you think responsibility without accountability is meaningful? (10 marks, 150 words)

जवाबदेही और जिम्मेदारी के बीच अंतर कीजिए। क्या आपको लगता है कि जवाबदेही के बिना जिम्मेदारी सार्थक है? (10 अंक, 150 शब्द)

Accountability refers to answerability for acts of commission & omission.  - every 5 years, elections.

Responsibility refers to obligations towards duty and to enforce accountability.  - grievance redressal.

Difference



Accountability

Responsibility

① Can be internal & external.

(eg: not accepting bribe as code of conduct prohibits)

② Reflected by responsibility
(eg: Lal Bahadur Shastri resigned post railway accident)

③ Letter of law

① Internal value based phenomena.

(eg: not accepting bribe due to duty towards public).

② Enforced accountability
(eg: He enforced accountability to legislature & public)

③ Spirit of law / Spirit of service.

Responsibility without accountability / Is not meaningful:

- ① Responsibility wanes with time without enforcement (eg: no elections will beget authoritarianism).
- ② No direction for responsibility (eg: Person is responsible to private life but not public life).
- ③ Can easily be overpowered if value is not strong enough. (eg: V. Jagayam had strong values).
- ④ Subjective interpretation of duty.

Accountability cannot exist without responsibility (eg: 2G scam despite laws against corruption as no internal responsibility was present).

Hence, both accountability & responsibility will leads to good & ethical governance.

Feedback

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Structure/
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Interpretation

Content

Value
Addition

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b) Many examples of 'living the values' can be drawn from Swami Vivekananda's life, which are important for any civil servant. Highlight such values and illustrate how they can help in achieving civil services' objectives. (10 marks, 150 words)

स्वामी विवेकानंद के जीवन से 'मूल्यों को जीने' के कई उदाहरण लिए जा सकते हैं, जो किसी भी सिविल सेवक के लिए महत्वपूर्ण हैं। ऐसे मूल्यों पर प्रकाश डालें और बताएं कि वे सिविल सेवाओं के उद्देश्यों को प्राप्त करने में कैसे मदद कर सकते हैं। (10 अंक, 150 शब्द)

Swami Vivekananda was a social reformer, religious leader and arguably the first to ignite passion for freedom in Indian minds. He lived around end of 19th century.

Examples of 'living the values'

- ① He travelled to Chicago to world parliament of religions to propound Indian spirituality to the world.
- ② Lived as an example of selflessness & renunciation.
- ③ Instituted Ramakrishna Math - for service.
- ④ Courage - story when he faced his fear when chased by monkeys.

Values important for civil servant objectives

- ① Kartavyabhava / duty bound - will remind ~~to~~ civil servant about obligation to public (eg: implement schemes).

- ① Leadership - by doing & demonstrating
 eg - Parameshwaran Iyer IAS cleaned a toilet himself during SBM.
- ② Courage - to face difficult situations, provide service under crisis times. (eg: war, pandemic).
- ③ Values of empathy, compassion -
 eg - Divya Devrajani IAS learnt tribal language to resolve grievances.
- ④ Patriotism as a duty & value - (eg: Sam Pitroda).
- ⑤ Achieving objectives not just targets of a scheme - eg - Mitali Sethi IAS used plays, dramas to achieve 100% vaccination in backward areas.
- ⑥ Ambassador for India's culture - eg: IAS officer propogating Yoga.

Swami Vivekananda continues to inspire all humanity even today. He is a role model for the youth and children.

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Feedback

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Q.4) a) Civil servants should work for a cause and not for applause. In light of this statement, examine why bureaucratic anonymity is considered a foundational value for a civil servant. How far do you agree that the principle of bureaucratic anonymity has been diluted in the age of social media?
(10 marks, 150 words)

नौकरशाहों को सराहना के लिए नहीं बल्कि मकसद के लिए काम करना चाहिए। इस कथन के आलोक में, परीक्षण करें कि नौकरशाही अनामिता को एक सिविल सेवक के लिए एक मूलभूत मूल्य क्यों माना जाता है। आप कहाँ तक सहमत हैं कि सोशल मीडिया के युग में नौकरशाही अनामिता के सिद्धांत को कमजोर कर दिया गया है? (10 अंक, 150 शब्द)

Civil servants are recruited to provide public service by adhering to the confines of the law and constitutional principles.

Work for cause, not applause

As it is their duty to work for public good. The very nature of the job puts them in the center of public eye, and hence civil servant tends to transfer motivation of work for applause, not cause.

eg - initiating project in a well known area.

Anonymity is a foundational value - as agreed by 2nd ARC:

① Effective performance of duty, shifting to obligatory mindset.

② Deter corruption, nepotism, favoritism. (eg: faceless tax assessment).



Fig: Foundational Value

③ Safeguards foundational values of integrity, honesty, probity, dedication.
(eg: TN seshan never professed media glow)

④ maintains neutrality by preventing politicisation of service (Votara committee)
eg - Mumbai police case.

Anonymity diluted by social media

① Personal publicity of powers and privileges
(eg: Twitter, Instagram accounts).

② Actions to please / gain social media followers.

③ Violates confidentiality that comes from anonymity (eg: Odisha election case).

④ 'Celebrity status' mindset replaces 'duty towards public / servant of public'.

⑤ Blurring lines between personal & professional interests (eg: conviction of civil servant for social media comments)

Social media dilutes anonymity, must be used judiciously.

"In doing his/her duty, one deserves no praise" - Bhagavat Gita.

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b) The recent Covid 19 pandemic has reinvigorated the debate about 'compassionate capitalism'. Define the concept and explain its importance in the present times. (10 marks, 150 words)

हाल ही में कोविड-19 महामारी ने 'दयालु पूंजीवाद' के बारे में बहस को फिर से मजबूत कर दिया है। इस अवधारणा को परिभाषित करें और वर्तमान समय में इसके महत्व की व्याख्या करें। (10 अंक, 150 शब्द)

A) Recent COVID-19 pandemic has led to economic slowdowns, poverty, health hazards and soon. Nearly 33 million people in India fell into poverty (NITI Aayog).

Compassionate Capitalism

Definition: Focus on care based principles towards employees, not just treating them as tools for money. Concept was popularised by Tatas founder N.R. Narayana Murthy.

Importance in present times

- ① Aid in buffering effects of the pandemic.
eg - TATA group did not lay off any employee despite economic losses.
- ② Welfare of employee becomes important part of managerial policies (eg: insurance,

Work from home for women, etc). Will also boost motivation and productivity.

③ Corporate will aid in creation of welfare state (DPSP). \rightarrow Piramal - Gandhi fellowship, Mahindra Nandhi Kalni schemes under CSR.

④ Compassion will guide corporate principles -
 eg: Company providing rehabilitation packages for displaced tribals

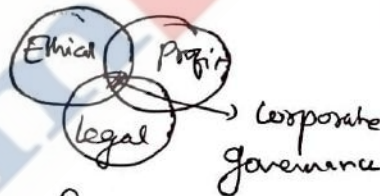


Fig: principles of Compassionate Capitalism.

⑤ Guide ethical values in corporate governance (eg: NSE \rightarrow Chitra Ramakrishna arrested).

⑥ Compassion towards all stakeholders will ensure long term sustainability otherwise will face losses (eg: sterile cases).

Compassionate Capitalism will provide the missing piece to exploitative nature and balance

3P - "Principles - people, planet, profit" -

Rogee Elkind.

Feedback

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Q.5) What does each of the following quotation mean to you?

a) "Individuals should cultivate noble traits so that socio-political organizations are free from highly despicable men." - Thirukkural (10 marks, 150 words)

निम्नलिखित में से प्रत्येक उद्धरण आपके लिए क्या मायने रखता है?

a) "व्यक्तियों को महान गुणों का विकास करना चाहिए ताकि सामाजिक-राजनीतिक संगठन अत्यधिक निंदनीय पुरुषों से मुक्त हो सकें।" - तिरुक्कुरल (10 अंक, 150 शब्द)

The quote draws the crucial link between individual's character and the quality of organisations that they ultimately become part of.  - Kisan Bedi transformed Tihar Jail.

Individuals → noble traits → ethical governance of organisations



Unethical → Spoilt work culture → Despicable men in organisations

Noble traits of individual leading to good organisation

① Ability to transform organisations on the path of ethical behaviour.

(eg: TN Sushan reformed EC to free & fair elections)

② provided transparency and accountability in organisation, becoming free of despicable people.

(eg: Vinod Rai CAG exposed 2G scam,
elevated status of CAG office).

③ Courage to clean organisations of its
negative values & replace them with positive ones

(eg: Frances Haughen whistleblower
changed Facebook's working culture).

Other hand, negative traits of individuals will
lead to despicable men in organisations

① Causing loss to brand value & profits

eg - YES Bank CEO Rana Kapoor took bribes

② Loss to public exchequer (eg: A. Raja of 2G
& scam).

③ Harm to society & organisation (eg: Hitler).

④ Loss of public faith in organisation,
spoiling reputation (eg: NSE CEO).

Hence, values of individuals must be ethical for
organisations to be ethical.

"Shreeem Param Bhushanam" / Character is
the ultimate virtue - Bhagavad Gita.

Feedback

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b) "Integrity is the choice between what is convenient and what is right." (10 marks, 150 words)

b) "सत्यनिष्ठा क्या सुविधाजनक है और क्या सही है, के बीच का चुनाव है।" (10 अंक, 150 शब्द)

Integrity refers to adhering to honesty and truth. It is congruence between what we say, do and think. eg: Lal Bahadur Shastri criticised USA actions in Vietnam, despite India benefitting from PL480.

Integrity is a choice

Choice $\left\{ \begin{array}{l} \rightarrow \text{convenience} \rightarrow \text{self interest} \rightarrow \text{may/may not be integrity} \\ \rightarrow \text{right} \rightarrow \text{true integrity} \end{array} \right.$

① Choosing convenience is acting in own interest, putting public interest as subordinate.
eg: CBI employee Sumesh Kumar leaked files.

② Choice of honesty despite its consequences is integrity. (eg: Mahatma Gandhi stopped non-cooperation movement post Chauri Chaura).

③ In choosing self interest, discretion is misused - leading to corruption, nepotism & favoritism. (eg: Kerala minister)

④ In choosing right, individual displays fortitude & courage. (eg: Nisheshwaraya during Mysore communal clashes).

⑤ Convenient choice will lead to half-truth and hence is not honest / integrity (eg: Yudishthira Camouflaged death of Ashwatthama in Mahabharata).

⑥ Choosing right requires analysis of ethical principles such as common goods approach, virtue ethics, etc.

eg - Edward Snowden could have been silent about malpractices, would have saved his personal & professional life, yet understood that integrity is in truth.

"Integrity is the cornerstone of all ethical values" - Dr. A.P.J. Abdul Kalam.

Feedback

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Q.6) a) Ethics in international relations is a myth, only national interest determines the foreign policy. How far do you agree with this statement? Discuss with suitable illustrations.

(10 marks, 150 words)

a) अंतरराष्ट्रीय संबंधों में नैतिकता एक मिथक है, केवल राष्ट्रीय हित ही विदेश नीति को निर्धारित करता है। आप इस कथन से कितना सहमत हैं? उपयुक्त दृष्टांतों के साथ चर्चा करें।

(10 अंक, 150 शब्द)

Ethics in international relations refers to ethical principles being followed when nations interact with one another in this globalised world.

It is said, "In international arena, there are no permanent friends, or permanent enemies only permanent interests".

Only national interest determines foreign policy

① Hegemony drives actions and double standards, violence, etc (eg: China in south china sea)

② Ideological interest drives myopic actions without consideration to consequences (eg: USA war in Afghanistan to instil democracy).

③ Justify violence leading to

instability & threatening world peace
(eg: Russia war against Ukraine).

- ④ Exploitation of global commons without responsibility (eg: Arctic oil spills).
- ⑤ Debt trap diplomacy of China entices nations towards profits but threatens sovereignty later (eg: Sri Lanka).

Yet, this is not always the case

- ① Decisions are taken based on humanity and altruism (eg: Bangladesh & Rohingyas).
- ② Disputes solved by peaceful means is Art 51 - eg: UN courts.
- ③ Common goods approach displayed in climate negotiations (at least willingness seen).
- ④ Defensive war (eg: Bangladesh resisting Pakistan in 1971).
- ⑤ Vasudeva Kudumbakam principles also guide (eg: India's vaccine diplomacy).

International relations should be based on UN charter - dignity, humanity, equality (UN chiefs).

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
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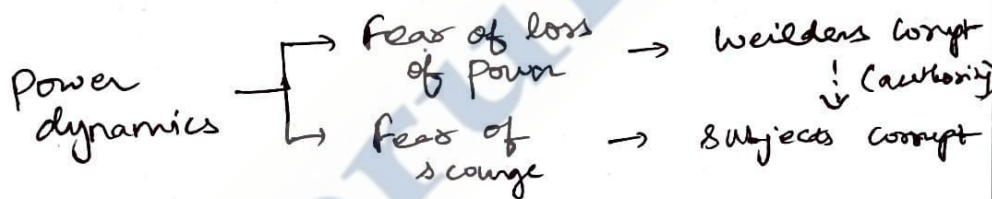


b) It is not power, but fear that corrupts. Fear of losing power corrupts those who wield it and fear of the scourge of power corrupts those who are subject to it. Examine the statement in context of political corruption. (10 marks, 150 words)

यह सत्ता नहीं है, बल्कि भय है जो भ्रष्ट करता है। सत्ता खोने का डर उन्हें भ्रष्ट कर देता है जो इसे इस्तेमाल करते हैं और सत्ता के संकट का डर उन्हें भ्रष्ट कर देता है जो इसके अधीन हैं। राजनीतिक भ्रष्टाचार के संदर्भ में इस कथन का परीक्षण करें। (10 अंक, 150 शब्द)

Corruption is the misuse of position for personal gain. India ranks 86 in global Corruption perception Index 2020.

Not power, but fear that corrupts



Fear of losing power corrupts wielders:

① It is said power is blind -

"Power corrupts, but absolute power corrupts absolutely" - Sir John Acton.

② Speed for power is never ending, hence dire desires sets in.

(eg: Hitler wanted to conquer Russia).

- ② Fear of loss of hegemony, social status lead to corruption.
- ④ Fear creates strong emotions and hence consequences of corruption are not seen.

Fear of scourge of power corrupts subjects

- ① Use power as shield against corrupt (eg: Purne taking bribes).
- ② Use corruption to secure self interest (eg: bureaucrats accept bribes to become financially sound) as they are
- ③ Politicisation creates link for corruption, protecting dishonest (eg: Mumbai Porters Bio Singh case).
- ④ Subjects fear loss of employment, position, status (eg: officials charged when regime changes).

The solution to corruption has to come both from people and the government. "We have to collectively clean the society from stench of corruption" -

Pm Modi

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	



c) Ethical work culture increases employee job satisfaction and ensures organizational success. Elaborate. In what ways can ethical culture be incorporated in an organization?

(10 marks, 150 words)

नैतिक कार्य संस्कृति कर्मचारी की नौकरी की संतुष्टि को बढ़ाती है और संगठनात्मक सफलता सुनिश्चित करती है। सविस्तार वर्णन करें। एक संगठन में नैतिक संस्कृति को किन तरीकों से शामिल किया जा सकता है?

(10 अंक, 150 शब्द)

Work culture refers to shared understanding of values, traditions and practices of the organisation by its employees. (eg: Amazon motto of customer centricity is imbibed by even customer care agents).

Ethical work culture

Work culture → Ethical → Employee Satisfaction ⇒ Organisation Success

↓
Unethical → Employee Disatisfaction ⇒ Loss to Organisation.

eg - In TATA group, employees are provided with money & benefits hence work productively

① Employees identify with organisational goals and hence work harder.
(eg: Startups today rely on this).

- ② Fulfills emotional needs of employees.
(eg: CSR).
- ③ Allows innovation to thrive as merit is recognised (eg: Sunder Pichai in Google).
- ④ Teams show cohesion and coordination, improving organisation's profits.

In case of a spilt work culture, corruption, nepotism, red tapism, etc exist ultimately destroying the organisation itself (eg: Theranos Case).

Imbibing ethical work culture

- ① Participatory management practices.
- ② Performance management along with appraisals - will provide feedback.
- ③ Employee cohesion - eg: Team outings.
- ④ Stingent action against wrongdoers (eg: PoSH).
- ⑤ Strong whistleblower protection.
- ⑥ Ethical training using role models (eg: Indira Nooyi).
- ⑦ Leadership factors (eg: Sheryl Sandberg).

Ethical work culture will lead to strong organisations that lead to welfare in society.

- x -

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Section - B

Q.7) Mayank, a young government servant, joined the office with great enthusiasm and desire to serve the public. Soon after getting a government job, Mayank got married with Sunita. Sunita is also a government servant who works as a junior engineer in electricity department. But both of them have different postings and work from two different cities, living separately. Mayank has applied for his transfer at times, but, in vain.

Mayank, with his work, is making a great image of himself and is getting appreciation from his peers and seniors. Because of his great performance, he got an important task of auditing the performance of "Housing for all" scheme. The scheme aims to provide affordable housing to the urban poor population. However, his study and research led to some shocking results. He found out that most of the houses are being acquired by relatives of local politicians and government servants.

The deserving urban poor population is still deprived of shelter and this has been the case from past few years. With further investigation, he realized that there is a massive scam involved in it and the poor are being lured and looted. The government is not allotting the completed houses to the beneficiaries. Mayank prepared a file of all the required documents and evidence and went to discuss it with the SDM.

The SDM, a relative of the central government minister, was fully involved in the corruption. Now, to save himself, SDM offers Mayank a deal that if he does not reveal the details of study, Mayank will get a job at the same location as his wife. He is also offered a house from the scheme itself. On the other hand, he was warned that refusal to accept this proposal may entail retaliatory action by SDM against him.

As you are a very good friend of Mayank. He discusses the matter with you, as he is trying for transfer from a long time. In this case answer the following:"

- a) Why such instance of corruption in government programmes are common across the country? How can they be prevented?
- b) Enumerate various interests involved in this case from the perspective of different stakeholders. What advice will you give to Mayank? (20 marks, 250 words)

एक युवा सरकारी कर्मचारी मयंक बड़े उत्साह और जनता की सेवा करने की इच्छा के साथ कार्यालय में नियुक्त होते हैं। सरकारी नौकरी मिलने के तुरंत बाद मयंक ने सुनीता से शादी कर ली। सुनीता भी एक सरकारी कर्मचारी हैं जो बिजली विभाग में जूनियर इंजीनियर के पद पर कार्यरत हैं। लेकिन दोनों की अलग-अलग पोस्टिंग है और दो अलग-अलग शहरों से अलग-अलग रहकर काम करते हैं। मयंक ने कई बार अपने स्थानांतरण के लिए आवेदन किया, लेकिन सारी कवायद व्यर्थ ही रही।

मयंक अपने काम से अपनी एक अच्छी छवि बना रहे हैं और अपने साथियों और वरिष्ठों से सराहना प्राप्त कर रहे हैं। उनके शानदार प्रदर्शन के कारण, उन्हें "सभी के लिए आवास" योजना के प्रदर्शन के ऑडिट का एक महत्वपूर्ण कार्य मिला। इस योजना का उद्देश्य शहरी गरीब आबादी को किफायती आवास प्रदान करना है। हालांकि, उनके अध्ययन और शोध से कुछ चौंकाने वाले परिणाम सामने आए। उन्होंने पाया कि अधिकांश घरों को स्थानीय राजनेताओं और सरकारी कर्मचारियों के रिश्तेदारों द्वारा अधिग्रहित किया जा रहा है।

पात्र शहरी गरीब आबादी अभी भी आश्रय से वंचित है और पिछले कुछ वर्षों से ऐसा ही हो रहा है। आगे की जांच के साथ, उन्होंने महसूस किया कि इसमें बहुत बड़ा घोटाला शामिल है और गरीबों को बहकाया और लूटा जा रहा है।

सरकार लाभार्थियों को पूर्ण मकान आवंटित नहीं कर रही है। मयंक ने सभी जरूरी दस्तावेजों और सबूतों की एक फाइल तैयार की और SDM से इस पर चर्चा करने गए।

केंद्र सरकार के मंत्री के रिश्तेदार SDM पूरी तरह से भ्रष्टाचार में लिप्त थे। अब, खुद को बचाने के लिए, SDM ने मयंक के सामने एक डील पेश की कि यदि वह अध्ययन के विवरण का खुलासा नहीं करते हैं, तो मयंक का स्थानांतरण उसी शहर में कर दिया जायेगा जहाँ उसकी पत्नी कार्यरत है। उन्हें योजना से ही एक घर भी ऑफर किया जाता है। दूसरी ओर, उन्हें चेतावनी भी दी गई है कि इस प्रस्ताव को स्वीकार करने से इनकार करने पर उनके खिलाफ SDM द्वारा जवाबी कार्रवाई की जा सकती है।

क्योंकि आप मयंक के बहुत अच्छे दोस्त हैं। वह आपसे इस मामले पर चर्चा करता है, क्योंकि वह लंबे समय से स्थानांतरण की कोशिश कर रहा है। इस मामले में निम्नलिखित का उत्तर दें :

- सरकारी कार्यक्रमों में भ्रष्टाचार के ऐसे उदाहरण पूरे देश में आम क्यों हैं? उन्हें कैसे रोका जा सकता है?
- विभिन्न हितधारकों के दृष्टिकोण से इस मामले में शामिल विभिन्न हितों की गणना कीजिये। साथ ही, आप मयंक को क्या सलाह देंगे?

(20 अंक, 250 शब्द)

The housing scam

The case presents a scenario where Mayank finds malpractices in a government scheme and while discussing with SDM, is warned not to reveal details. Further, his appeal for transfer is jeopardised.

Ethical Dilemmas & issues

- ① Personal interest vs Public interest
- ② Means vs ends
↳ misutilisation of public funds.
- ③ Nepotism, corruption ⇒ misuse of discretions.
- ④ Directive principles of welfare state violated.
- ⑤ Secrecy vs transparency
- ⑥ Superior's directive vs public good / own conviction

My approach

"Even if in minority of one, truth is the truth"
- Pt. K. Gandhi

A) Reasons for such instances to become common:

- ① Corruption arises from misuse of discretionary powers, protected by ratna with politicians.
 - ② Protecting the dishonest civil servant → perpetuation of corruption.
 - ③ Ethical erosion among bureaucracy & politics.
 - ④ greed, materialism is valued → acts as a motive.
 - ⑤ Accommodative, "Chalta hai" attitude of public.
 - ⑥ Weak vigilance institutions - eg: CBI is a "caged parrot speaking its master's voice".
 - ⑦ Unaware citizens - no mechanism for effective social accountability.
 - ⑧ Lack of transparency in functioning.
"Corruption avoids open spaces,
Thrives in closed places" - Woodrow Wilson.
- (Hence, India's ranking is 96 in corruption perception Index.)

Prevention :

- ① Ethical training of civil servants using persuasion techniques
- ② Hota committee recommendations for de-politicisation.
- ③ Strong vigilance institutions - Lokpal.
- ④ e-governance - eg e-auction of coal blocks.

8) Interests of different stakeholders :

① Mayank:

- ①.1 Transfer to desired place, pending approval.
- ①.2 Follow values of transparency, accountability, paternity.

② SDM:

- ①.1 Protect his reputation and prevent corruption status.
- ①.2 Prevent Mayank from revealing details.

③ Administration

- ①.1 Responsibility towards public for welfare schemes.
- ①.2 Bound by constitutional principles.

④ Public

- ①.1 Right to transparent information - about exam.
- ①.2 Accountability & public development violated.

Advice to Mayank:

- ① Advice mayank to politely explain the consequences of SDM's action to himself.
 - ↳ Possible unearthing in future will lead to loss of reputation & prosecution.
 - ↳ Use jainism asteya and Buddhism moderation principles to persuade him.
- ② If he refuses, I will submit report with documentary evidence to his senior.
- ③ Further, if no action is taken, whistleblowing can be considered, but with care, only as last resort.
- ④ Consider approaching vigilance commissions - CBI, CVC, IB.
- ⑤ Transfer status might be jeopardised. Can be discussed with wife. Even explore options for her to get transferred to Mayank's area.

These steps will be advised to follow integrity, probity and duty.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.8) You are an IFS officer who heads a diplomatic mission in a European country. You live there with your wife and children. Your parents and few of your relatives are also visiting you for vacation. The country is known for its scenic mountains and it is a popular destination for tourists. In an unexpected turn of events, the country in which you are posted has been attacked by its neighbour due to some unresolved bilateral issues. All the major transportation channels have been adversely impacted by the attack. Flights have been cancelled and airspace above the country has been declared unsafe for commercial aircrafts. You have received an urgent communication from New Delhi asking you to prepare a plan for evacuation of Indians from the besieged country. You have been informed that a friendly neighbouring country of India has sought India's help to evacuate its citizens. Due to war, only a limited number of people can be evacuated in one go and multiple rounds would be required for evacuating everyone. You have identified following groups of people who are to be evacuated:

- You, your wife, children, parents and relatives.
- Diplomatic staff at the mission.
- Indian tourists visiting the country.
- Indian students studying in the country
- A film crew and actors who were shooting a film in the country. These include some of the biggest names of Bollywood.
- Citizens of the friendly neighbouring country that has requested India's help.

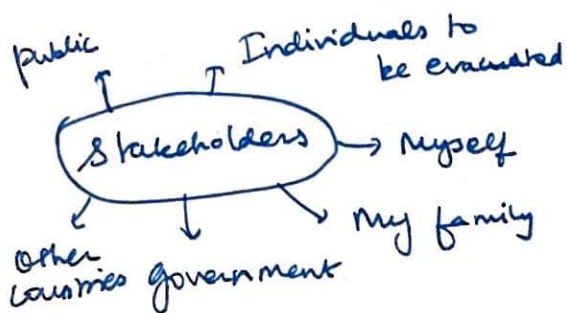
As a civil services officer of the state, what would be the order in which you would evacuate these people and why? Give Justifications. (20 marks, 250 words)

आप एक IFS अधिकारी हैं जो किसी यूरोपीय देश में एक राजनयिक मिशन के प्रमुख हैं। आप वहां अपनी पत्नी और बच्चों के साथ रहते हैं। आपके माता-पिता और आपके कुछ रिश्तेदार भी छुट्टी पर आपसे मिलने आ रहे हैं। देश अपने सुंदर पहाड़ों के लिए जाना जाता है और यह पर्यटकों के लिए एक लोकप्रिय गंतव्य है। घटनाओं के एक अप्रत्याशित मोड़ में, जिस देश में आप तैनात हैं, उस पर उसके पड़ोसी देश द्वारा कुछ अनसुलझे द्विपक्षीय मुद्दों के कारण हमला कर दिया गया है। हमले से सभी प्रमुख परिवहन चैनलों पर प्रतिकूल प्रभाव पड़ा है। उड़ानें रद्द कर दी गई हैं और देश के ऊपर के हवाई क्षेत्र को वाणिज्यिक विमानों के लिए असुरक्षित घोषित कर दिया गया है। आपको नई दिल्ली से एक तत्काल संदेश प्राप्त हुआ है जिसमें आपसे धिरे हुए देश से भारतीयों को निकालने की योजना तैयार करने के लिए कहा गया है। आपको बताया गया है कि भारत के एक मित्र पड़ोसी देश ने अपने नागरिकों को निकालने के लिए भारत की मदद मांगी है। युद्ध के कारण, एक बार में सीमित संख्या में ही लोगों को निकाला जा सकता है और सभी को निकालने के लिए कई चक्कर लगाने होंगे। आपने लोगों के निम्नलिखित समूहों की पहचान की है जिन्हें निकाला जाना है :

- आप, आपकी पत्नी, बच्चे, माता-पिता और रिश्तेदार।
- मिशन में राजनयिक कर्मचारी।
- देश का दौरा करने वाले भारतीय पर्यटक।
- देश में पढ़ रहे भारतीय छात्र
- एक फिल्म क्रा और अभिनेता जो देश में एक फिल्म की शूटिंग कर रहे थे। इनमें बॉलीवुड के कुछ बड़े नाम शामिल हैं।
- मित्र पड़ोसी देश के नागरिक जिन्होंने भारत से मदद का अनुरोध किया है।

देश के एक सिविल सेवा अधिकारी के रूप में आप किस क्रम में इन लोगों को निकालेंगे और क्यों? औचित्य दीजिए। (20 अंक, 250 शब्द)

The case presents a scenario where a sudden war-like situation & ensuing attack has given rise to grave security concerns and requires immediate evacuation of Indian citizens.



My approach
"Crisis reveals character" -
Denis Leary

Ethical issues & Dilemmas

- ① Preferential treatment Vs non-discrimination.
- ② Choosing between lives - difficult ethical dilemmas.
- ③ Attack by another country - sovereignty affected.
- ④ Safety of Indian citizens jeopardised.
- ⑤ Public interest Vs private interest
↳ own family also present.

Order of evacuation

- ① First, I would try to mobilise as much transportation infrastructure & routes as

Possible, to avoid prioritisation. If not possible, then order is determined. Since all life is equal.

② Indian Students

- As they have least means to safeguard themselves (eg: Student death during Ukraine war).
- Vulnerable due to age and lack of financial means.
- Plus, likely to be largest number.

③ Indian tourists visiting country

- safety would become major concern as they are likely to visit famous places (targetted first).
- mix of all age groups and hence can be evacuated fast.

④ Bollywood film crew

- Although are rich individuals, yet their safety concern is likely to be heavily publicised.
- Their evacuation can create goodwill & additional help for others.

⑤ Dip Citizens of friendly neighbouring country

- Since majority of Indian citizens are evacuated, this lot can be considered.
- Save more lives as the country is unable to do so.

⑥ Diplomatic staff & own family

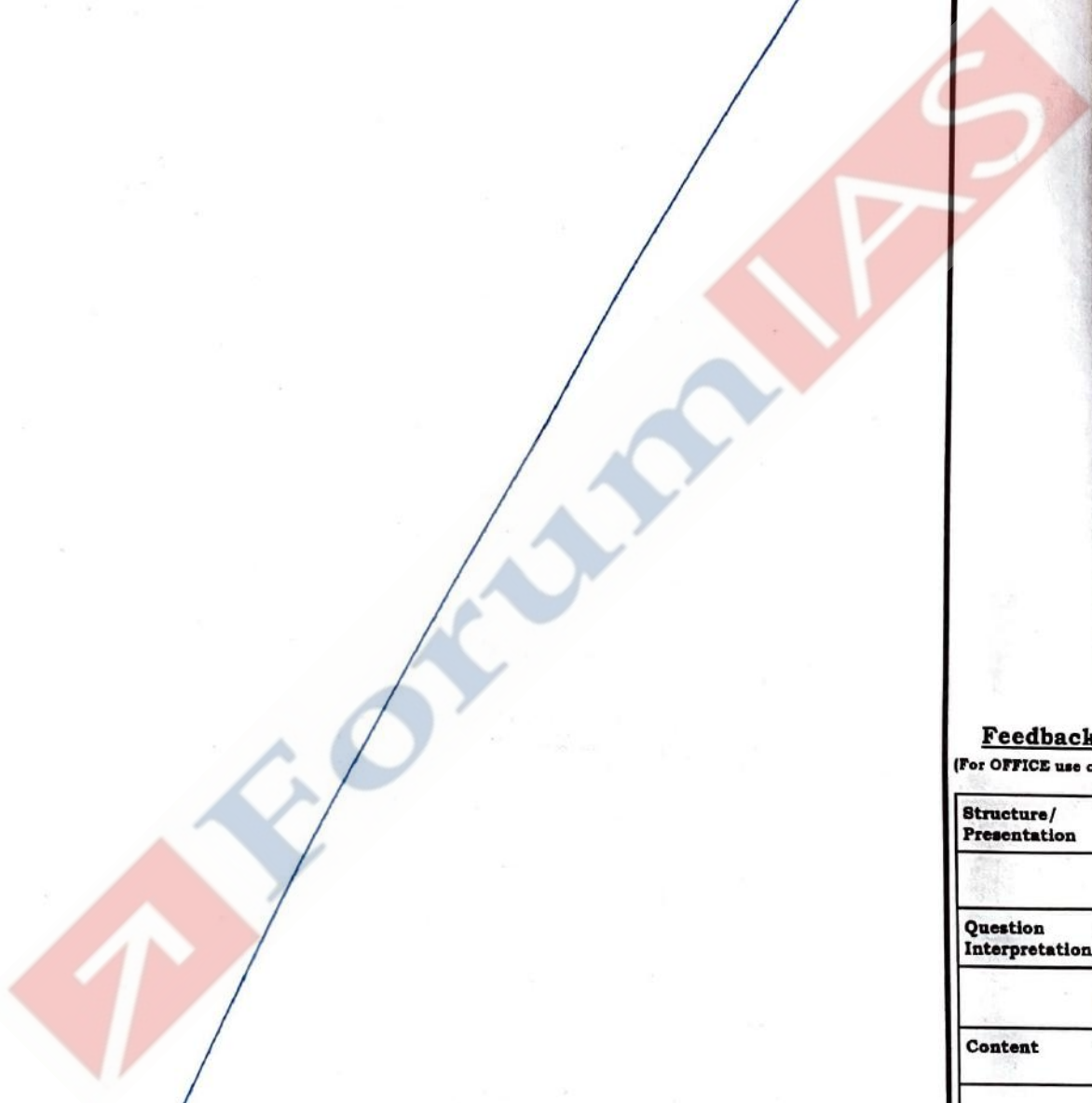
- Last on the list due to diplomatic immunity.
- Country will not attack diplomatic areas (Act of war) and hence they will be relatively safer than others.

⑦ While evacuation is on the way, following can be done:

- Negotiate with both countries for a safe passageway.
- Liaison with neighbouring countries to create nearest routes.
- Use social media effectively to coordinate between mission & rescuers.
- Provide first aid, food to the rescuers immediately.

This model is based on operation Ganga mission by India to evacuate Ukraine students from India.

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Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.9) Rashmi is a young IPS officer who is posted as the SP law and order in a district that has a history of communal clashes. During a cultural event, a political leader made certain controversial comments regarding the religion of another community that can potentially harm communal harmony in the district. The representatives of the aggrieved community met Rashmi with their complaint. An FIR was registered in the matter and the police department promptly started an investigation. During questioning, the accused political leader denied the charges. He claimed that he was exercising his right to freedom of expression and had no intention of hurting anyone's feelings. He even offered to tender an apology if his statement had hurt someone's religious feelings. However, the aggrieved community was not satisfied with this apology and demanded strict action against the accused.

The next day, a video went viral on social media in which the accused political leader can be seen making derogatory statements against another religious faith. However, Rashmi suspects that the video going viral on the internet is a doctored video and someone has mischievously edited it to make it more vitriolic and inflammatory. The video has ignited communal tensions in the district. The accused political leader belongs to an influential community and his community has put their support behind him. Local intelligence has warned that some anti-social elements are trying to use this opportunity to create communal riot in the district. The entire matter has been politicized and is being covered by the national media. In this situation answer the following:

- What differentiates a hate speech from a free speech?
- Why does social media have a very strong influence over the actions and thoughts of its users?
- What is the most suitable course of action for Rashmi in this situation? Justify.

(20 marks, 250 words)

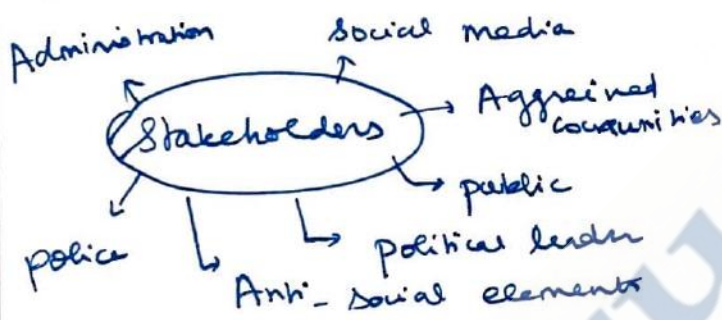
रश्मि एक युवा आईपीएस अधिकारी हैं, जो एक ऐसे जिले में एसपी कानून-व्यवस्था के रूप में तैनात हैं, जहां सांप्रदायिक झड़पों का इतिहास रहा है। एक सांस्कृतिक कार्यक्रम के दौरान, एक राजनीतिक नेता ने दूसरे समुदाय के धर्म के बारे में कुछ विवादास्पद टिप्पणियां कीं जो जिले में सांप्रदायिक सद्भाव को संभावित रूप से नुकसान पहुंचा सकती हैं। पीड़ित समुदाय के प्रतिनिधियों ने अपनी शिकायत लेकर रश्मि से मुलाकात की। इस मामले में प्राथमिकी दर्ज कर पुलिस विभाग ने तत्काल जांच शुरू कर दी है। पूछताछ के दौरान आरोपी राजनीतिक नेता ने आरोपों से इनकार किया। उन्होंने दावा किया कि वह अभिव्यक्ति की स्वतंत्रता के अपने अधिकार का प्रयोग कर रहे थे और किसी की भावनाओं को ठेस पहुंचाने का उनका कोई इरादा नहीं था। अगर उनके बयान से किसी की धार्मिक भावनाओं को ठेस पहुंची हो तो उन्होंने माफी मांगने की भी पेशकश की। हालांकि, पीड़ित समुदाय इस माफी से संतुष्ट नहीं था और आरोपी के खिलाफ सख्त कार्रवाई की मांग की।

अगले दिन, सोशल मीडिया पर एक वीडियो वायरल हुआ जिसमें आरोपी राजनीतिक नेता को एक और धार्मिक आस्था के खिलाफ अपमानजनक बयान देते देखा जा सकता है। हालांकि, रश्मि को संदेह है कि इंटरनेट पर वायरल हो रहा वीडियो एक छेड़छाड़ वाला वीडियो है और इसे और अधिक कटु और भड़काऊ बनाने के लिए किसी ने इसे शरारतपूर्ण तरीके से संपादित किया है। वीडियो ने जिले में सांप्रदायिक तनाव को हवा दे दी है। आरोपी राजनीतिक नेता एक प्रभावशाली समुदाय से ताल्लुक रखता है और उसके समुदाय ने उसे अपना समर्थन दिया है। स्थानीय खुफिया विभाग ने चेतावनी दी है कि कुछ असामाजिक तत्व इस अवसर का उपयोग जिले में सांप्रदायिक दंगा भड़काने के लिए कर रहे हैं। पूरे मामले का राजनीतिकरण किया गया और राष्ट्रीय मीडिया द्वारा इसे कवर किया जा रहा है। इस स्थिति में निम्नलिखित का उत्तर दें :

- एक स्वतंत्र भाषण से घृणास्पद भाषण/हेट स्पीच को क्या अलग करता है?
- अपने उपयोगकर्ताओं के कार्यों और विचारों पर सोशल मीडिया का बहुत मजबूत प्रभाव क्यों है?
- इस स्थिति में रश्मि के लिए सबसे उपयुक्त कार्यवाही का तरीका क्या होगा \ औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

Communal situation

The case presents a scenario where certain comments by a politician led to aggrieved community seeking investigation and punishment. Further, a suspected doctored video ignited further tensions and clashes. Our constitution provides for Secularism (Fundamental right) to avoid these scenarios.



My approach

"India is a land of unity in diversity."

Ethical issues :

- ① Mobilisation / Communalisation by political leaders
- ② Secular fabric under threat.
- ③ Lack of trust between societal members → peace, harmony affected.
- ④ Art 19 vs reasonable restrictions.
- ⑤ Fake news / misinformation → influencing opinions.

A) Differentiating hate speech & free speech

<u>FREE SPEECH</u>	<u>HATE SPEECH</u>
<p>① Provided as ^{fundamental} right (Art 19). ↳ Protected by Constitution & courts (Art 32).</p> <p>② Non-malicious in character.</p> <p>③ Should be exercised as per reasonable restrictions.</p> <p>④ Values of courage, liberty will guide.</p>	<p>① Not a right. Is illegal as per <u>Section 124</u> of IPC (sedition, defamation, incitement to violence).</p> <p>② Malicious, harmful and sows hatred feelings.</p> <p>③ Should not be exercised. Intent is to destroy secular fabric.</p> <p>④ Values of empathy, Compassion will reduce hate speech.</p>

B) Reasons for social media to have strong influence :

- ① Very usage of platform is very high -

India has 2nd largest internet users (TRAI).

- ② Misinterpretation of views for 'news' by the public.
 - ③ Affinity on personal level exists as one's friends, community members use the media → easy attitudinal change.
 - ④ "Dunning Kruger effect" where individuals with least knowledge express most on social media.
 - ⑤ Inherent nature to popularise information - through likes, shares, became a social motive.
 - ⑥ Lack of regulation allows algorithms to create an echo chamber of information (eg: further radicalisation every time).
 - ⑦ Opaque / selective functioning by social media companies → refused to provide information to government.
- c) Suitable course of action for Rashmi
- ① Conduct an impartial, quick investigation based on FIR to hold the politician responsible.

- ② To assuage communal clash:
- Request politician to issue apology meanwhile investigation is pending.
 - Rope in religious and community leaders to appeal for peace. Even local MP, MLA can be effective.
 - Liason with Collector / DM to impose curfew (Section of IPC).
 - Request nearby states / districts for additional police force.
 - social media countercampaigns by celebrities (eg: #peaceisimportant).

③ Immediately identify & bring to punish individual behind doctoring of video ⇒ publicise that information to media.

④ Community festivals can be revived ⇒ improve interaction, reduce hostility.

⑤ Meanwhile, stringent action & detain anti-social elements, can be identified with IB help.

This way, communal situation can be assuaged.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.10) You are the district magistrate of Kasigunj. The state government is pushing for digital solutions to improve health care delivery in remote areas. Government has introduced a digital patient registration and management system that can record disease history, prescribed treatment regimen, lab reports etc. The system can be accessed and operated through smart phones connected with the internet.

ASHA workers form the backbone of health and nutrition interventions in rural areas. To ensure that they can buy smart phones and assess the patient registration and monitoring system, the state government has provided a one-time grant of six thousand to them. Government is also providing 1 GB/day high speed data to ASHA workers. However, the new phone and internet is used more for streaming videos or browsing social network sites and after the lockdown, for attending online classes by their children.

To ensure that the phone and internet is being used for its intended purpose, the government has made it mandatory for every ASHA worker to download a new mobile application. The new mobile application allows officials to directly manage devices of ground-level public health workers. The application tracks daily work and provides insights on how a person uses the handset. The ASHA workers have gone on strike against this directive. They allege that the application violates the privacy of women and can monitor their personal conversations, access photographs, and record audio or video through remote access.

The new dispute and strike threaten to derail not only the digitization drive in public health services but also the recruitment of women as ASHA due to misgivings about invasion of privacy and misuse of technology. In this situation, following choices are available to you for resolving the crisis:

- Abandon the requirement for mandatory downloading of the new application on smartphones.
- Stop providing free data to ASHA workers to avoid misuse of government resources.
- Take strict action against ASHA workers who are on strike. Suggest any other possible option(s). Evaluate all of them and suggest the best course of action, giving your reasons for it.

(20 marks, 250 words)

आप काशीगंज के जिलाधिकारी हैं। राज्य सरकार दूर-दराज के इलाकों में स्वास्थ्य सेवाओं को बेहतर बनाने के लिए डिजिटल समाधानों पर जोर दे रही है। सरकार ने एक डिजिटल रोगी पंजीकरण और प्रबंधन प्रणाली शुरू की है जो बीमारी के इतिहास, निर्धारित उपचार व्यवहार, प्रयोगशाला रिपोर्ट आदि को रिकॉर्ड कर सके। प्रणाली को इंटरनेट से जुड़े स्मार्ट फोन के माध्यम से एक्सेस और संचालित किया जा सकता है।

आशा कार्यकर्ता ग्रामीण क्षेत्रों में स्वास्थ्य और पोषण प्रयासों की रीढ़ हैं। यह सुनिश्चित करने के लिए कि वे स्मार्ट फोन खरीद सकें और रोगी पंजीकरण और निगरानी प्रणाली का आकलन कर सकें, राज्य सरकार ने उन्हें छह हजार का एकमुश्त अनुदान प्रदान किया है। सरकार आशा कार्यकर्ताओं को 1 जीबी/दिन हाई स्पीड डेटा भी उपलब्ध करा रही है। हालाँकि, नए फोन और इंटरनेट का उपयोग वीडियो स्ट्रीमिंग या सोशल नेटवर्क साइटों को ब्राउज़ करने और लॉकडाउन के बाद, अपने बच्चों द्वारा ऑनलाइन कक्षाओं में भाग लेने के लिए अधिक किया जा रहा है।

यह सुनिश्चित करने के लिए कि फोन और इंटरनेट का उपयोग अपने इच्छित उद्देश्य के लिए किया जा रहा है, सरकार ने प्रत्येक आशा कार्यकर्ता के लिए एक नया मोबाइल एप्लिकेशन डाउनलोड करना अनिवार्य कर दिया है। नया मोबाइल एप्लिकेशन अधिकारियों को जमीनी स्तर के सार्वजनिक स्वास्थ्य कार्यकर्ताओं के उपकरणों को सीधे प्रबंधित करने की अनुमति देता है। एप्लिकेशन दैनिक कार्य को ट्रैक करता है और इस बारे में अंतर्दृष्टि प्रदान करता है कि कोई व्यक्ति हैंडसेट का उपयोग कैसे करता है। इस निर्देश के विरोध में आशा कार्यकर्ता हड़ताल पर चली गई हैं।

उनका आरोप है कि एप्लिकेशन महिलाओं की गोपनीयता का उल्लंघन करता है और उनकी व्यक्तिगत बातचीत की निगरानी कर सकता है, तस्वीरों तक पहुंच सकता है, और रिमोट एक्सेस के माध्यम से ऑडियो या वीडियो रिकॉर्ड कर सकता है।

नए विवाद और हड़ताल से न केवल सार्वजनिक स्वास्थ्य सेवाओं में डिजिटलीकरण अभियान के पटरी से उतरने का खतरा है, बल्कि निजता के हनन और प्रौद्योगिकी के दुरुपयोग के बारे में गलतफहमी के कारण आशा के रूप में महिलाओं की भर्ती भी रुक सकती है।

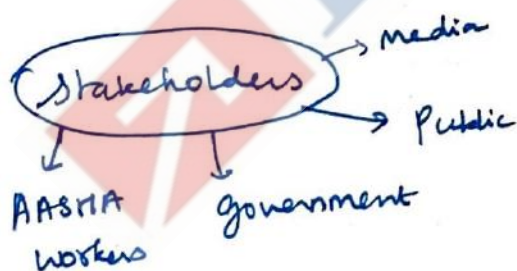
इस स्थिति में, संकट के समाधान के लिए आपके पास निम्नलिखित विकल्प उपलब्ध हैं :

- स्मार्टफोन पर नए एप्लिकेशन को अनिवार्य रूप से डाउनलोड करने की आवश्यकता को छोड़ दें।
- सरकारी संसाधनों के दुरुपयोग से बचने के लिए आशा कार्यकर्ताओं को मुफ्त डेटा देना बंद करें।
- हड़ताल पर रहने वाली आशा कार्यकर्ताओं के खिलाफ सख्त कार्रवाई करें।

कोई अन्य संभावित विकल्प सुझाएं। इन सभी विकल्पों का मूल्यांकन करें और अपने कारण बताते हुए सर्वोत्तम कार्रवाई का सुझाव दें। (20 अंक, 250 शब्द)

AASHA workers strike

The case presents a scenario where strikes by AASHA workers due to excessive government monitoring of their devices has led to loss of trust and apprehensions among the workers. AASHA provide last mile connectivity to ensure Right to Health (Art 21) and Art 47 (DPSP).



My approach

"Government must act with industry, impartiality and non-partisanship"
CBI motto

Ethical issues & dilemmas

- ① Violation of Art 19 - Right to privacy is a fundamental right (K. S. Puttaswamy case).
- ② Technology means VA ends
- ③ Lack of transparency in use of technology.
- ④ Distrust between employer & employees.
- ⑤ Disruption to public health (Art 21).

Options available

- ① Abandon requirement for mandatory app.

Merit

- ① Assuage protests and resume work
- ② Trust established

De-merit

- ① Difficult to ensure accountability
- ② Possible loss to public exchequer (indiscriminate use of resources)

This option is rejected, as it is a knee-jerk reaction to the problem.

② stop free data to avoid misuse

Merits

- ① saving money & preventing loss to exchequer

De-merits

- ① Affect quality of service delivery.
 ② scheme implementation hence health of public affected.
 ③ Does not ensure packages will stop.

Option is rejected as it causes problems to all stakeholders.

③ Take strict action against strike

merit

- ① Might dissuage others and protests will stop.

De-merit

- ① Double-edged sword as repression won't work.
 ② possible flaring up of issue - does not solve root cause.

This option too is rejected.

④ following course of action can be followed:

- ① Government can form a Panel consisting of technology experts, women, ministers, AASHA workers to conduct talks.
- ② Assuage concerns by understanding them.
- ③ Technological solutions → new app with similar features but not surveillance, only monitors data usage can be introduced.
- ④ Talks with AASHA representatives -
 - agree to ~~roll~~ back current app
 - Introduce new one with their consent (protects privacy).
 - Condition to withdraw strike immediately.
- ⑤ Long term measure - Common service centers, Bharatnet can act as technology bridges.
- ⑥ e-RUPI, UPI 123 based applications where internet use is reduced.

Justification

- ① win-win for both government & worker.
- ② Protect right to privacy of users.
- ③ Accountability of government to public.
- ④ Persuasion works when force fails.

Feedback (For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.11) The farmer unions in one of the states has called for mass protest owing to large number of arrears/their dues not being paid by the private sugar factories for the last two years. On the day of mass protest, farmers turned up in huge numbers and at several places the protest turned violent. There were instances of stone pelting, vehicle burning etc. The police were not able to control the violent protesters at some places and had to resort to lathi charge. But at one of the places, police resorted to firing in which four farmers were killed. This further aggravated the situation as farmers at other places also resorted to violence to protest against police action.

Looking at the intensity of the situation, under opposition pressure, one of the Minister of the state gave the statement that farmers did not die due to police firing but there were some anti-social elements amongst the protesters who fired in order to create unrest in the state.

This statement of the Minister instead of calming the protesters further angered them as some eyewitness testified to news channels about the deaths being the result of police firing. All this further projected government in bad light and the police action has come under severe criticism by various sections of intelligentsia. The public sentiment has started to sway in favour of the protesting farmers.

There is huge pressure on the government to diffuse the tension, address farmers' grievances and take action against the police personnel involved in firing at the protesters since the protesters have started blocking all the major state highways which has crippled the day-to-day routine of the people of the state. Further, there is danger that the situation may get out of control anytime.

Suppose you are the district magistrate where the incident has taken place:

- You have to address the press conference. What will be your statement to the media if it seeks clarification on whether people died in the police firing as stated by the state minister?
- What are the ethical issues involved in the case?
- What steps will you take to tackle the post-firing situation effectively? (20 marks, 250 words)

पिछले दो वर्षों से निजी चीनी कारखानों द्वारा बड़ी संख्या में बकाया का भुगतान नहीं किए जाने के कारण एक राज्य में किसान संघों ने बड़े पैमाने पर विरोध का आह्वान किया है। बड़े पैमाने पर विरोध के दिन किसान भारी संख्या में पहुंचे और कई जगहों पर विरोध हिंसक हो गया। पथराव, वाहन जलाने आदि की घटनाएं हुईं। पुलिस कुछ स्थानों पर हिंसक प्रदर्शनकारियों को नियंत्रित करने में सक्षम नहीं थी और उन्हें लाठीचार्ज का सहारा लेना पड़ा। लेकिन एक जगह पुलिस ने फायरिंग की जिसमें चार किसान मारे गए। इससे स्थिति और भी विकट हो गई क्योंकि अन्य स्थानों पर भी किसानों ने पुलिस कार्रवाई के विरोध में हिंसा का सहारा लिया।

स्थिति की गंभीरता को देखते हुए विपक्ष के दबाव में राज्य के एक मंत्री ने बयान दिया कि पुलिस की गोलीबारी से किसानों की मौत नहीं हुई है बल्कि प्रदर्शनकारियों में कुछ असामाजिक तत्व हैं जिन्होंने राज्य में अशांति पैदा करने के लिए गोलीबारी की थी।

मंत्री के इस बयान ने प्रदर्शनकारियों को शांत करने के बजाय उन्हें और नाराज कर दिया क्योंकि कुछ चश्मदीनों ने समाचार चैनलों को बताया कि ये मौतें पुलिस फायरिंग का परिणाम हैं। यह सब सरकार को खराब छवि पेश करता है और बुद्धिजीवियों के विभिन्न वर्गों द्वारा पुलिस कार्रवाई की कड़ी आलोचना की गई है। प्रदर्शन कर रहे किसानों के पक्ष में जनता की भावना आनी शुरू हो गई है।

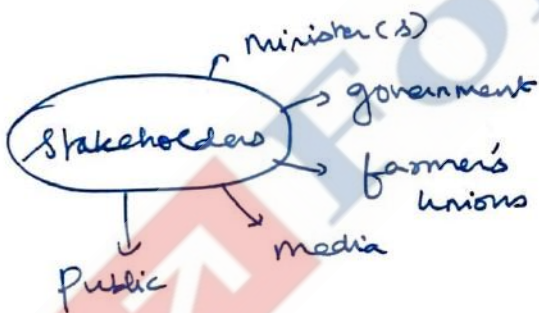
सरकार पर तनाव को दूर करने, किसानों की शिकायतों को दूर करने और प्रदर्शनकारियों पर गोलीबारी में शामिल पुलिस कर्मियों के खिलाफ कार्रवाई करने के लिए भारी दबाव है क्योंकि प्रदर्शनकारियों ने सभी प्रमुख राज्य राजमार्गों को अवरुद्ध करना शुरू कर दिया है, जिसने राज्य के लोगों की दिन-प्रतिदिन की दिनचर्या को पंगु बना दिया है। इसके अलावा, यह खतरा है कि स्थिति कभी भी नियंत्रण से बाहर हो सकती है।

मान लीजिए कि आप जहां घटना हुई है, वहां के जिला मजिस्ट्रेट हैं:

- a) आपको प्रेस कॉन्फ्रेंस को संबोधित करना है। मीडिया के लिए आपका क्या बयान होगा यदि वह इस बारे में स्पष्टीकरण मांगती है कि क्या पुलिस फायरिंग में लोग मारे गए थे; जैसा कि राज्य के मंत्री ने कहा था?
- b) मामले में शामिल नैतिक मुद्दे क्या हैं?
- c) फायरिंग के बाद की स्थिति से प्रभावी ढंग से निपटने के लिए आप क्या कदम उठाएंगे? (20 अंक, 250 शब्द)

Farmers' protest

This case presents a scenario where farmers' grievances turned into violent protests, and ensuing firing by police led to farmers' deaths. Further statements by minister created more distrust, anger and negative public sentiments. Moreover, day to day activities of public is disrupted by blocking of roads & highways.



My approach

"Duty / Duty /
Duty is my
mantra" - PM
Modi

A) Statement to media:

- ① I will pacify their concerns, as communication in such tense situation will lead to diffusing the fire to some extent.

- ② Assume media that police investigation is on way by a team of competent officials.
- ③ Request media to provide their share of information as well (of testimonies).
- ④ Appeal to media to maintain peace by taking efforts to spread verified government information only.
- ⑤ To create trust, ~~even~~ a committee is formed at highest levels with ministers, opposition members to liason with farmers.
- ⑥ Assure media all possible action will be taken - even against police officers if found guilty of killing.

B) ETHICAL ISSUES :

- ① Right to protest (fundamental right) vs Damage to public property & violence.

- ① violation of due process of law by fixing on farmers, killing life (ART 21 violated)
 - ② Distrust between government and farmer's unions.
 - ③ Police caught in cross-hairs of politics, ministers' statements and media.
 - ④ Disruption to public life.
 - ⑤ Secrecy transparency
 ↳ about police actions
- c) Steps to take: Post-fixing:
- ① Conduct impartial investigation by forming an internal, representative, independent committee.
 - ② Once cause is established, guilty can be punished by court as well as department - by suspension, calling ~~of~~ reports, etc.
 - ③ Police should cope in community leaders

such as panchayat heads to appeal for peace.

- ④ Request government to conduct talks as soon as possible.
- ⑤ Manage law & order situation by:
 - Creating effective barricades at major places.
 - Curfew imposition by collectors & SP.
 - Additional force from nearby district
 - Punish violent wrongdoers / anti-social elements if any.
- ⑥ Collect videographic & photographic evidences for all actions I take → provide to media along with giving regular appearances calling for peace.
- ⑦ Farmer's union issues addressed expeditiously- immediate payments by sugar factories in presence of DM (in her office).

In this way, the situation can be controlled and public harmony, grievance redressal ensured.

Feedback

(For OFFICE use only)

Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

Q.12) Lithium is emerging as the new gold in the modern world. It is used extensively in making rechargeable batteries that are used across phones, laptops, electric vehicles etc. As the world is transitioning towards clean energy, demand for lithium is rising exponentially. India is dependent on imports for her lithium needs. Recently, a large lithium deposit has been found during a geological survey in Central India. According to initial estimates, the reserve is large enough to not only fulfill domestic requirements but also leave enough surplus for India to export lithium to other countries. The news of this discovery is covered by national media. This reserve can provide much needed impetus to adoption and development of green energy technologies in the country. Many prominent union ministers have expressed their desire for timely development of lithium mines and claimed that this discovery to be an outcome of their far-sighted governance and development model.

Amit is a senior government official who has been appointed as project development officer for this mining project. During initial assessment of the project, Amit found that the discovered reserve lies inside a forest inhabited by tribals. This is a pristine forest, hitherto untouched by humans, other than indigenous tribal communities. This forest hosts a wide variety of flora and fauna, many of which are endemic. Further, the lithium reserve lies at the foothill of a hillock. This hillock has a small shrine where the deity worshipped by the tribals is located. Lithium mining in this area would mean destruction of forest, blasting of the mountain where shrine of the tribal deity is located and displacement of tribals. The tribal population is against this mining project. They consider this project as an assault on their way of life and culture. Intelligence report suggests that if these tribals are forcefully displaced and their shrine destroyed, they can become easy targets for the Naxal indoctrination and create a security nightmare for the state. On the other hand, Amit is facing political pressure for execution of this project and has been repeatedly reminded that not only this project is of national importance but also can be a stepping stone for his career.

Amit is your colleague and a close friend. He asks you for your advice in this matter. Based on the described situation, help Amit identify various ethical dilemmas in this case. In your opinion, what is the most suitable course of action for Amit? Justify your choice. (20 marks, 250 words)

आधुनिक दुनिया में लिथियम नए सोने के रूप में उभर रहा है। फोन, लैपटॉप, इलेक्ट्रिक वाहनों आदि में उपयोग की जाने वाली रिचार्जबल बैटरी बनाने में इसका बड़े पैमाने पर उपयोग किया जाता है। जैसे-जैसे दुनिया स्वच्छ ऊर्जा की ओर बढ़ रही है, लिथियम की मांग तेजी से बढ़ रही है। भारत अपनी लिथियम जरूरतों के लिए आयात पर निर्भर है। हाल ही में मध्य भारत में एक भूवैज्ञानिक सर्वेक्षण के दौरान बड़ी मात्रा में लिथियम निक्षेप पाया गया है। प्रारंभिक अनुमानों के अनुसार, भंडार न केवल घरेलू आवश्यकताओं को पूरा करने के लिए काफी बड़ा है बल्कि भारत के लिए अन्य देशों को लिथियम निर्यात करने के लिए पर्याप्त अधिशेष भी छोड़ता है। इस खोज की खबर राष्ट्रीय मीडिया द्वारा कवर की गई है। यह भंडार देश में हरित ऊर्जा प्रौद्योगिकियों को अपनाने और विकास के लिए बहुत आवश्यक प्रोत्साहन प्रदान कर सकता है। कई प्रमुख केंद्रीय मंत्रियों ने लिथियम खानों के समय पर विकास की इच्छा व्यक्त की है और दावा किया है कि यह खोज उनके दूरदर्शी शासन और विकास मॉडल का परिणाम है।

अमित एक वरिष्ठ सरकारी अधिकारी हैं जिन्हें इस खनन परियोजना के लिए परियोजना विकास अधिकारी नियुक्त किया गया है। परियोजना के प्रारंभिक मूल्यांकन के दौरान, अमित ने पाया कि खोजा गया भंडार आदिवासियों के निवास वाले जंगल के अंदर है। यह एक प्राचीन जंगल है, जो अब तक स्वदेशी जनजातीय समुदायों के अलावा मनुष्यों से अछूता है। यह जंगल विभिन्न प्रकार के वनस्पतियों और जीवों को होस्ट करता है, जिनमें से कई स्थानिक हैं। इसके अलावा, लिथियम रिजर्व एक पहाड़ी की तलहटी में स्थित है। इस पहाड़ी में एक छोटा मंदिर है जहां आदिवासियों द्वारा पूजे जाने वाले देवता स्थित हैं। इस क्षेत्र में लिथियम खनन का मतलब होगा जंगल का विनाश, पहाड़ को नष्ट करना जहां आदिवासी देवता का मंदिर स्थित है और आदिवासियों का विस्थापन। आदिवासी आबादी इस खनन परियोजना के खिलाफ है।

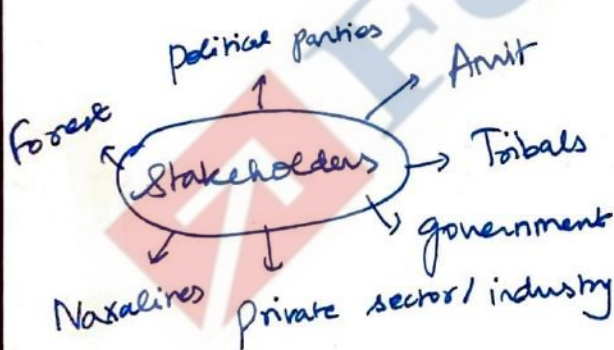
वे इस परियोजना को अपने जीवन और संस्कृति के तरीके पर हमला मानते हैं। खुफिया रिपोर्ट बताती है कि अगर इन आदिवासियों को जबरन विस्थापित किया जाता है और उनके धर्मस्थल को नष्ट कर दिया जाता है, तो वे नक्सलियों के लिए आसान लक्ष्य बन सकते हैं और राज्य के लिए एक सुरक्षा खतरा पैदा कर सकते हैं। दूसरी ओर, अमित इस परियोजना के क्रियान्वयन के लिए राजनीतिक दबाव का सामना कर रहे हैं और उन्हें बार-बार याद दिलाया गया है कि यह परियोजना न केवल राष्ट्रीय महत्व की है, बल्कि उनके करियर के लिए एक कदम भी हो सकती है।

अमित आपके सहयोगी और करीबी दोस्त हैं। वह आपसे इस मामले में आपकी सलाह मांगते हैं। वर्णित स्थिति के आधार पर, अमित को इस मामले में विभिन्न नैतिक दुविधाओं की पहचान करने में मदद करें। आपकी राय में, अमित के लिए कार्रवाई का सबसे उपयुक्त तरीका क्या है? अपने विकल्प का औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

The Lithium project

The case presents a scenario where rare lithium deposits are found in India, which can potentially free the nation from import dependence, lead to green technology development and also exports.

But, the reserve lies in a pristine forest, under a tribal shrine and the local populace opposes the project. ~~But~~ In India, nearly 40% of tribals are displaced due to developmental projects. (eg: Niyangiri hills).



My approach

"Every life is precious. Work for every life."

- MK Gandhi

ETHICAL DILEMMAS :

- ① Development vs environment
↳ Art 46 ↳ DPSP
- ② Profits vs } societal good
 ↳ livelihood of tribals
- ③ Value conflicts - compassion, empathy, poverty vs flexibility in development, ease of doing business, economic growth.
- ④ Tribal rights vs Development & rising taxation.
(Forest rights Act)
- ⑤ Health of environment & biodiversity vs Profits in green technology.
- ⑥ means vs ends
↳ electric vehicles
↳ destroying forests
- ⑦ Faith & religion vs Apathy towards indigenous people.

ETHICAL ISSUES:

- ① Sustainable development, trusteeship models (Gandhi) are affected.
- ② Uncertain future of tribals.
- ③ Loss of life - of tribals and environment

COURSE OF ACTION:

- ① Conduct comprehensive environment impact assessment and social impact assessments mandated under Environment protection Act & Land Acquisition Act.
- ② Representation of local communities and Panchayat in the above process.
- ③ Collect the evidences and make a detailed report of possible repercussions of project.
- ④ Find a mid-way:
 - Least land acquisition
 - Exploitation without blasting foothill, even if technology is costlier (e.g. horizontal drilling).
 - Rehabilitation packages (comprehensive) for displaced tribals.
 - setting up of district mine fund.
 - LAMP compulsory.

If the above proposals are accepted by government, tribals and industry, then a go ahead can be given.

⑤ If not, then recommend shelving the project ~~or~~ ~~prop~~ and submit detailed report to superiors.

↳ Allow them to overrule me on paper.

Justification :

- ① Sustainable development.
- ② Amicable compromises.
- ③ Resolving in a consultative manner.
- ④ Preventing possibility of anarchism.
- ⑤ Win-win for both sides.
- ⑥ ⑥ possibility followed

Nevertheless, these may take some time, otherwise best course can be followed.

3P principle - "People, Planet, Profit" by Roger Elkand should be followed.

Feedback

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Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	



Mentor Feedback Questions

- 1
- 2
- 3
- 4
- 5

Test Goal

- 1
- 2
- 3

Outcomes

-
-
-
-

Marking Scheme

Mark	Good	Average	Below average
10 Marker	3.75 – 5.0	3.0 – 3.5	< 3.0
15 Marker	5.75 – 7.0	4.0 – 5.5	< 4.0
✓✓	Key / Relevant Point		
✗	Vague / Irrelevant		

* Subject to change without prior notice.

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