

TEST CODE : 4 1 0 7 6

FIAS - MGP 2021 - GS paper #4

| <b>ForumIAS</b>        |            |       |        |
|------------------------|------------|-------|--------|
| <b>GENERAL STUDIES</b> |            |       |        |
| Name Of Candidate      | AYAN JAIN  |       |        |
| Roll No.               | 1910074977 | Date: | 6/1/22 |

Time Allowed: Three Hours

Maximum Marks: 250

| INDEX TABLE  |            |                | INSTRUCTION  |
|--|------------|----------------|--|
| Q. No.   | Max. Marks | Marks Obtained |  |
| 1  |            |                | 1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet.  |
| 2  |            |                | 2. There are TWELVE questions printed in ENGLISH & HINDI, all questions are compulsory.  |
| 3  |            |                | 3. The number of marks carried by a question/part is indicated against it.   |
| 4  |            |                | 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. |
| 5  |            |                | 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.                    |
| 6  |            |                |  |
| 7  |            |                |  |
| 8  |            |                |  |
| 9  |            |                |  |
| 10   |            |                |  |
| 11   |            |                |  |
| 12   |            |                | <b>Any specific messages for ForumIAS Mentors/ Evaluators with respect to your copy? Write it here.</b>  |
| 13   |            |                |  |
| 14   |            |                | ① Should I include more examples?  |
| 15   |            |                | It will come at cost of points,  |
| 16   |            |                | so how to balance?   |
| 17   |            |                | ② For case studies, should we have   |
| 18   |            |                | standardize points/approaches  |
| 19   |            |                | for common types?  |
| 20   |            |                |  |
| <b>Total:</b>  | <b>250</b> |                |  |
| <b>Evaluator's Discretion:</b>   |            |                | <b>For Student Only</b>  |
|  |            |                | Start Time   9:40  |
|  |            |                | End Time   12:40   |
| <b>Total Marks:</b>  |            |                | <b>Mode Of Examination:</b>  |
|  |            |                | Online <input checked="" type="checkbox"/> Offline <input type="checkbox"/>  |
| <b>Evaluator's Discretion:</b> 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. |            |                | <b>For Office Use Only</b>   |
|  |            |                | ECN CODE:  |
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|  |            |                | Evaluation Date:   |

**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 |
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**ADDITIONAL REMARKS**



Section - A

Q.1) a) Some people feel that religion is a source of peace and virtue, while others believe that it is the root cause of violence and chaos. Give your perception in this regard with due justification.

(10 marks, 150 words)

कुछ लोगों का मानना है कि धर्म शांति और सद्गुण का स्रोत है, जबकि अन्य मानते हैं कि यह हिंसा और अराजकता का मूल कारण है। इस संबंध में अपनी राय उचित औचित्य के साथ दीजिए।

(10 अंक, 150 शब्द)

Religions around the world ranging from Hinduism, Christianity to Jainism etc were all started by learned people with the intention of spreading peace and connecting to God. However, over time many were misinterpreted/distorted.

→ Religions expect followers to adhere to moral standards.

→ Spirituality reduces materialism hence greed.

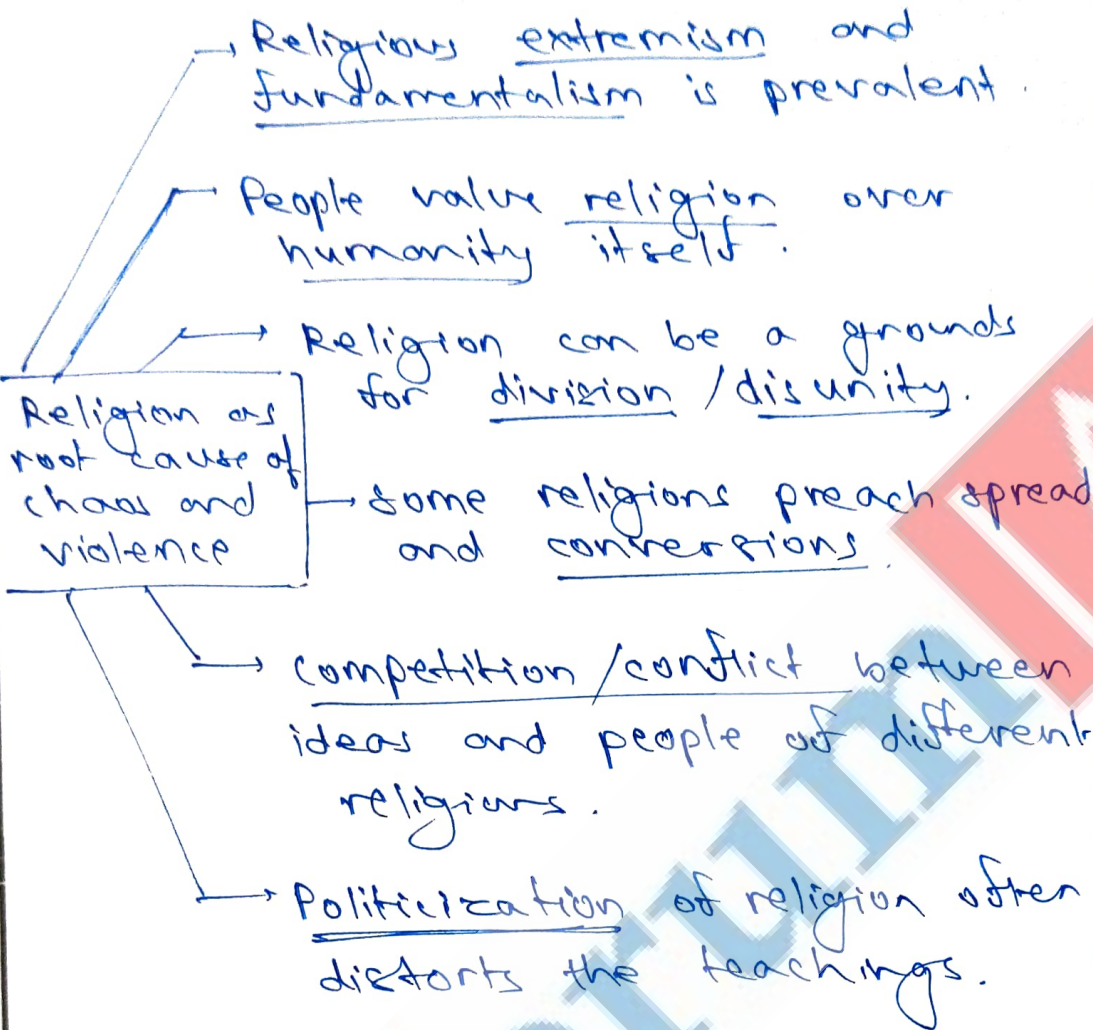
Religion as source of Peace and Virtue

→ Salvation or attaining God requires virtue, goodwill.

→ Religious teachings of elders and saints preach ethical and righteous behaviour.

→ People feel a part of something bigger.

→ All yearn for development of monkhood.



Religion must remain a means of connecting oneself with God. It is a powerful spiritual tool but if misguided, can lead to societal disharmony. Humanity and virtuousness must always remain the priority.

### Feedback

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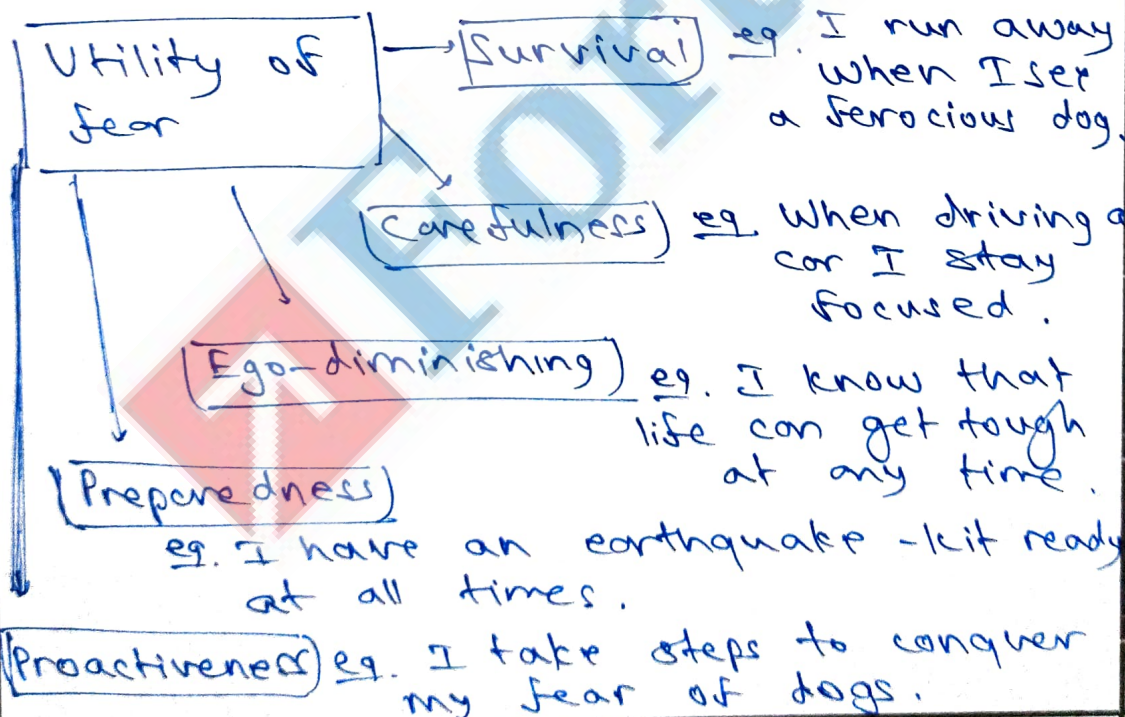
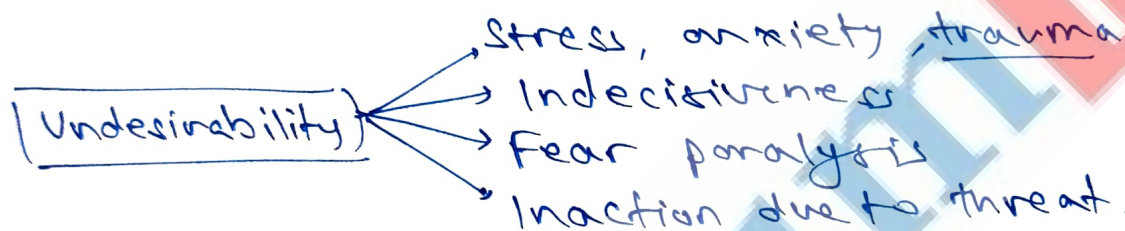
b) Fear is a powerful, primitive, undesirable emotion, but like all other emotions it has its utility. Explain with examples from your life. How can fear be managed and controlled?

(10 marks, 150 words)

भय एक शक्तिशाली, आदिम, अवांछनीय भावना है, लेकिन अन्य सभी भावनाओं की तरह इसकी उपयोगिता भी है। अपने जीवन से उदाहरणों के साथ स्पष्ट कीजिए। भय को कैसे प्रबंधित और नियंत्रित किया जा सकता है? (10 अंक, 150 शब्द)

Fear is an emotion which arises out of anticipation of threat/danger

It can often lead to inaction/ anxiety, but as a primal instinct it aids in survival, carefulness



## How to manage and control fear

- ① Intellectualization : understand that most fears are irrational and imagined, not real.
- ② Avoid victim-mentality : The feeling that bad things will happen.
- ③ Be around positive people
- ④ Face your fears to overcome them one-by-one.
- ⑤ When in fear, pause for a moment before taking impulsive action

Thus, fear is a great inhibitor but also a great motivator.

FEAR can mean 'forget everything and Run' or 'Face Everything And Rise' based on how we approach it

### Feedback

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Q.2) a) Discuss the role of ethics and values in turning India into a 5 trillion-dollar economy.  
(10 marks, 150 words)

भारत को 5 ट्रिलियन डॉलर की अर्थव्यवस्था में बदलने में नैतिकता और मूल्यों की भूमिका पर चर्चा करें।

(10 अंक, 150 शब्द)

Indian culture has always put values and virtue over prosperity and materialism. However, there is also a convergence between them.

### Role of Ethics and values

- ① People who are patriotic will put national growth above own selfish interests.
- ② Punctuality, Efficiency will enhance individual output.
- ③ Ethical governance will ensure each individual can contribute to full potential.
- ④ Corporate governance can hugely increase material growth of a firm.

⑤ Synergy and goodwill in society will reduce competition and have multiplier effects.

⑥ Corporate Social Responsibility will be channeled to create jobs and boost economy.

⑦ Corruption and misappropriation of funds will be reduced.

⑧ Compassionate people will feel a drive to uplift poor, thus enhancing growth.

⑨ Selflessness will ensure people help each other and share best practices etc.

Ethics and values will not only boost journey to \$5 trillion but also ensure a more Inclusive economy.

**Feedback**

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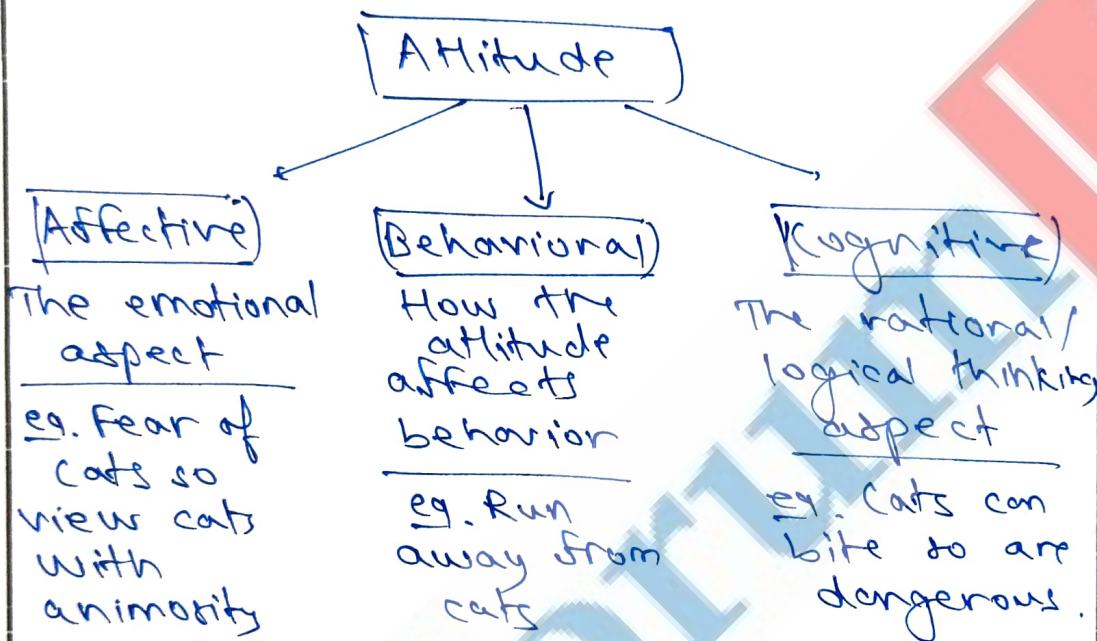
b) Highlighting the three components of attitude, explain what should be the attitude of a civil servant while dealing with the issues related to integrity and probity in public life.

(10 marks, 150 words)

अभिवृत्ति के तीनों घटकों पर प्रकाश डालते हुए स्पष्ट कीजिए कि सार्वजनिक जीवन में सत्यनिष्ठा और ईमानदारी से सं-  
बंधित मुद्दों से निपटने के दौरान एक सिविल सेवक की अभिवृत्ति क्या होनी चाहिए।

(10 अंक, 150 शब्द)

Attitudes refer to enduring,  
pre-conceived notions about  
particular events, people or things.



Right attitude for a Civil servant

① Public-centricity : Any actions should be guided keeping in mind public interest.

② Non-maleficence : No intention to harm anyone.

- ③ Solution-oriented : should try to find solutions to all problems.
- ④ Rules-obedience : Code of conduct, rules are a must for integrity
- ⑤ Dedication to job : Will prevent corruption or unethical behavior.
- ⑥ Moral awareness : should have idea about moral dimensions of every decision.
- ⑦ Non-materialistic : should not be greedy for wealth.

These attitudes ensure that a public servant is not allured towards unethical behavior and ensures integrity and probity at all times.



**Feedback**  
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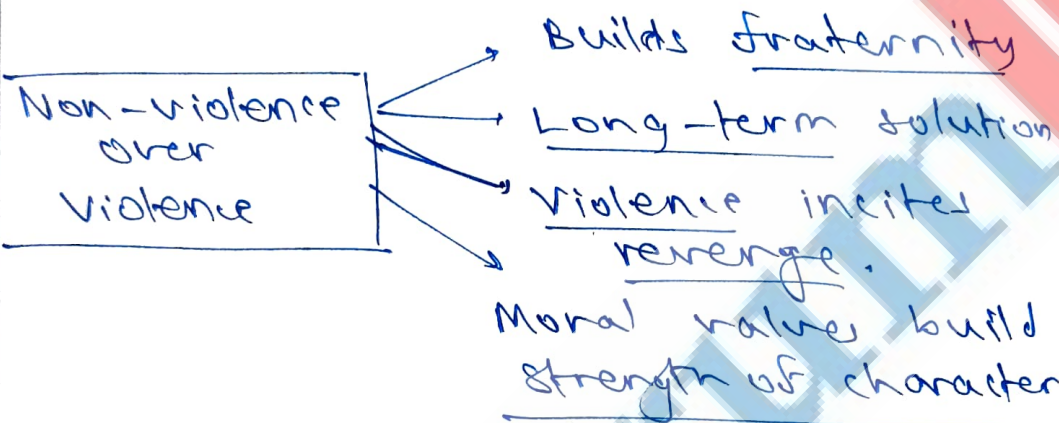
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Q.3) a) "Non-violence is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man" - Mahatma Gandhi. Does this view still hold true in the contemporary world? Discuss. (10 marks, 150 words)

"अहिंसा मानव जाति के समस्या समाधान में सबसे बड़ी शक्ति है। यह मनुष्य की कौशल से तैयार किए गए विनाश के सबसे शक्तिशाली हथियार से अधिक शक्तिशाली है" - महात्मा गांधी। क्या यह विचार आज भी समकालीन दुनिया में सत्य है? चर्चा करें। (10 अंक, 150 शब्द)

Mahatma Gandhi has been the greatest proponent of non-violence, from Satyagraha to "turn the other cheek".



In the contemporary world also, this view holds

- ① Wars cause unnecessary losses to life and property; mutual agreements are a better solution.
- ② Diplomacy is always preferred over aggression/invasion

- ③ It can solve lasting problems.  
eg. India-China Corps commander talks halted incursions.
- ④ Insurgencies (eg. Nagaland) can be dealt with peacefully for a win-win scenario  
(eg. LWE ~~is~~ surrender-cum-rehabilitation policy)
- ⑤ Allows countries to focus on social issues of poverty etc rather than military issues.
- ⑥ creates a peaceful society and world order.
- ⑦ Builds trust and goodwill.
- ⑧ Improves quality of life  
(eg. People are not in fear)

Thus, non-violence remains to be crucial and more important than violence.

**Feedback**  
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b) Differentiate between the following:

निम्नलिखित के बीच अंतर स्पष्ट करें:

1. Organizational ethics and organizational culture

(5 marks, 100 words)

संगठनात्मक नैतिकता और संगठनात्मक संस्कृति

(5 अंक, 100 शब्द)

Organizational  
EthicsOrganizational  
Culture

① The values and principles prioritized by the organization.  
eg. Punctuality, Honesty

① The behavioral norms seen in the day-to-day functioning.

eg. Teamwork there or not; competition

② It is the guiding force for the culture  
eg. If punctuality valued, it'll be followed.

② It is largely a result of the ethics

eg. If teamwork, cooperation valued it will be there.

③ It is non-tangible / non-observable.

③ It is tangible / observable

2. Intellectual integrity vs moral integrity

(5 marks, 100 words)

बौद्धिक सत्यनिष्ठता बनाम नैतिक सत्यनिष्ठता

(5 अंक, 100 शब्द)

Intellectual Integrity

Moral Integrity

① Coherence between thought and action  
eg. I say what I think

① Adherence to the highest moral principles  
eg. Honesty, Love

② May involve unethicahess  
eg. Hitler had intellectual integrity

② Always ethical  
eg. Mahatma Gandhi always followed ethical behavior

③ There is no cognitive dissonance (disharmony between thoughts and actions)

③ Cognitive Dissonance may be there (eg. complying to ethical behavior without fully internalizing it)

**Feedback**

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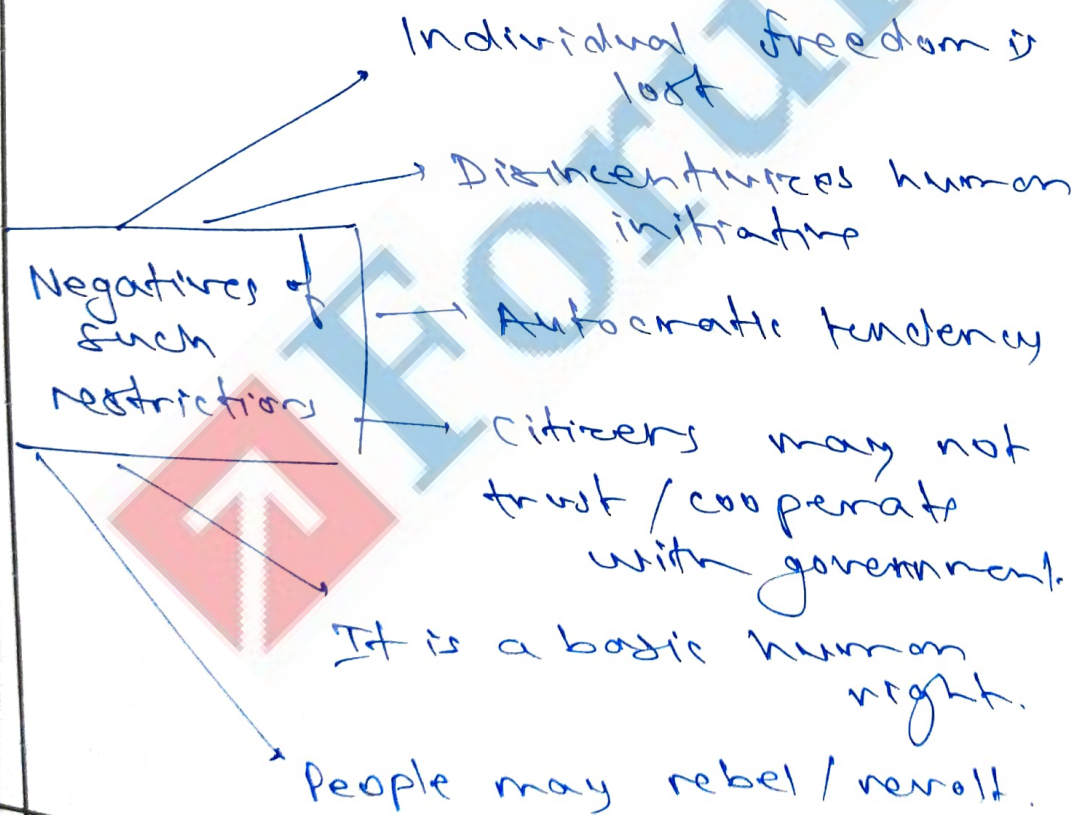


Q.4) a) Individual liberty is an ideal of democracy, yet states frame laws and policies that restrict personal freedoms. Do you think it is ethical for a democratic government to limit individual liberties of their citizen?  
(10 marks, 150 words)

व्यक्तिगत स्वतंत्रता लोकतंत्र का एक आदर्श है, फिर भी राज्य ऐसे कानून और नीतियां बनाते हैं जो व्यक्तिगत स्वतंत्रता को प्रतिबंधित करते हैं। क्या आपको लगता है कि लोकतांत्रिक सरकार के लिए अपने नागरिकों की व्यक्तिगत स्वतंत्रता को सीमित करना नैतिक है?  
(10 अंक, 150 शब्द)

"A fish in a tank is caged, yet it will die if the tank is broken"

Individual liberty is a basic human right, yet for social good and overall harmony, sometimes reasonable restrictions are needed.



Prevent arbitrary/unethical behavior (eg. A person cannot have freedom to steal or murder)

Maintains public order

Positives of such restrictions

Balances between interests of different sections (eg. Minority protection requires curbing freedom of majority)

People may not know what is ethical and what is not.

Prevents hate speeches, dissent.

Thus, limitations on freedom are required and ethical, as long as they are reasonable and imposed in public-interest.

### Feedback

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b) "Beware of false knowledge, it is more dangerous than ignorance". Discuss in context of social media. (10 marks, 150 words)

झूठे ज्ञान से सावधान रहो, यह अज्ञान से भी अधिक खतरनाक है। सोशल मीडिया के संदर्भ में चर्चा कीजिए।

(10 अंक, 150 शब्द)

Due to proliferation of fake news, the pandemic has been dubbed the 'infodemic'.

Role of Social Media in spreading false knowledge

- ① People share unverified news.
- ② No means to verify authenticity.
- ③ Spread of propaganda / to create panic and fear.
- ④ Anonymity of people who spread it.

Consequences of false knowledge

- ① It can drive panic and mass hysteria (eg. During first wave, many people took drastic measures)
- ② People can get radicalized.

- ③ People may take major decisions based on such knowledge (eg. Hoarding Food <sup>false</sup> in news of lockdown)
- ④ Creates law and order problems eg. communal rumours often lead to riots.
- ⑤ Authenticity of media in general deteriorates and even correct knowledge is ignored.
- ⑥ Inundation of knowledge/ rumours creates paranoia and spoils quality of life.
- ⑦ People are indecisive since they get conflicting knowledge

Hence, false knowledge is even more harmful than no knowledge and so must be curbed.

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

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

a) "The only thing necessary for triumph of evil is for good men to do nothing."

(10 marks, 150 words)

दुराई की जीत के लिए केवल एक चीज आवश्यक है कि अच्छे लोग कुछ न करें।"

(10 अंक, 150 शब्द)

In the world, and in every society, there are good as well as bad people. Which direction society takes depends on which group dominates.

① When good people don't speak up, evil men are emboldened

(eg. Inaction of police leads to more crime rates)

② Public at large becomes fearful, and evil men capitalize on it

(eg. Hitler was strengthened by fear of Poles)

③ The evil nature become, 'normalized' / mainstreamed it no one acts (eg. until the #MeToo movement, men were not scared of harassing women).

④ The weak cannot stand up for themselves and need aid of strong (eg. Bangladesh 1971 liberation war due to India's assistance)

⑤ When no one speaks against bad behaviour, even good people turn bad.

⑥ Over time the evil people are strengthened and it becomes impossible to fight them.

⑦ With no opposition, evil people can be authoritarian and do what they want (eg. Exploitative British rule over colonies)

Thus, evil can be stopped only when good men take action and raise their voice.

**Feedback**

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b) "No morality can be founded on authority, even if the authority were divine."

(10 marks, 150 words)

"कोई भी नैतिकता सत्ता पर आधारित नहीं हो सकती, भले ही वह सत्ता दैवीय क्यों न हो।"

(10 अंक, 150 शब्द)

Morality is a system of principles  
values and beliefs which must  
be based on universal principles  
of love, peace, honesty as well  
as by social realities.

However, if morality is founded  
on authority, it leads to  
dominance of the strong over  
the weak; it can lead to  
unchecked, arbitrary behaviour.

The system so-found, will have  
an inherent bias towards  
the authority and will not  
be fair to anyone.

Such a system will not lead to  
fraternity but instead divide

Society and people

Even if such authority is claimed to be divine, societal values have to be factored in. (eg. Indian villages are poor so prosperity has to be valued).

Such a morality will be highly sectarian and not promote tolerance (eg communal harmony).

The authorities will also have the power to change the principles as they see fit, to their own vested interests.

Hence, morality cannot be founded on authority, even if it is divine.

**Feedback**

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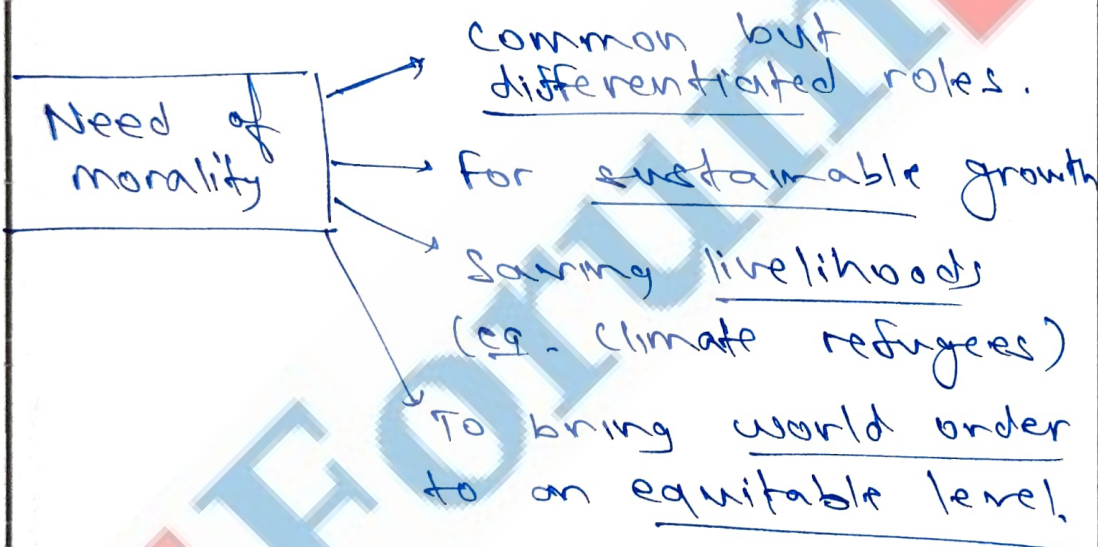
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Q.6) a) Nations must incorporate morality in their climate action for just and equitable distribution of global carbon space. In this light, bring out and discuss ethical dimensions in India's climate action plans and commitments. (10 marks, 150 words)

वैश्विक कार्बन स्पेस के न्यायसंगत और समान वितरण के लिए राष्ट्रों को अपनी जलवायु कार्रवाई में नैतिकता को शामिल करना चाहिए। इस आलोक में, भारत की जलवायु कार्य योजनाओं और प्रतिबद्धताओं में नैतिक आयामों को सामने लाएं और उन पर चर्चा करें। (10 अंक, 150 शब्द)

From 'climate Action', the agenda of the world has shifted to climate justice and climate equity (as also mooted by Sunita Narain)



Ethical Dimensions in India's action plans

① Right to Burn (coal) v/s cutting down fossil fuels.

- ② Economic growth is needed, but should be as sustainable as possible.
- ③ It is not legally binding on India to phase out emissions, but it is a moral duty.
- ④ For equitable society India deserves to prosper in industrialization, but damage to environment is harmful.
- ⑤ India can be long-term oriented and take proactive steps.

India has prescribed PANCHAMRIT rules in Glasgow Pact, and can do even more to reduce emissions (by 2070) and work towards climate Justice and Equity

**Feedback**

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b) Objectivity and compassion both are considered foundational values for a civil servant. Why is it important for a civil servant to balance these values? Explain with help of two examples where (i) objectivity was practiced without compassion (ii) objectivity and compassion were blended together. (10 marks, 150 words)

एक सिविल सेवक के लिए वस्तुनिष्ठता और करुणा दोनों को मूलभूत मूल्य माना जाता है। एक सिविल सेवक के लिए इन मूल्यों को संतुलित करना क्यों महत्वपूर्ण है? दो उदाहरणों की सहायता से स्पष्ट कीजिए जहाँ (i) करुणा के बिना वस्तुनिष्ठता का अभ्यास किया गया हो (ii) वस्तुनिष्ठता और करुणा को एक साथ मिश्रित किया गया हो।

(10 अंक, 150 शब्द)

Objectivity means making decisions in unbiased way based on objective criteria and facts.

Compassion means a ~~strong~~ strong feeling of sympathy along with desire to alleviate suffering.

Societal welfare is the agenda.

Rules can be rigid/obsolete at times

Ethical dilemma when need to help but have constraints.

Important to Balance

Shouldn't make biased decisions.

Number of issues and victims is very large.

Need to help as many vulnerable sections as possible

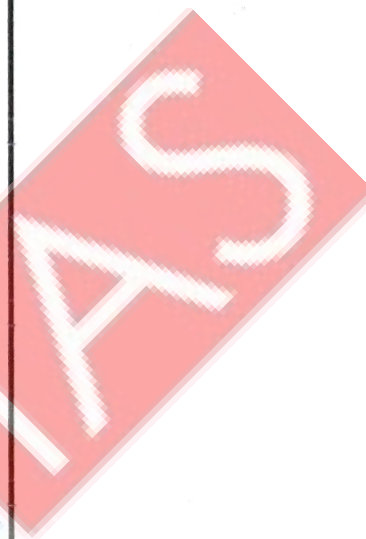
Objectivity without Compassion

→ When migrant labourers were not allowed to return to homes due to COVID protocols.

Compassion without Objectivity

→ If a lot of funds are spent towards SC/ST's issues, it will be a hindrance towards poverty and hunger alleviation.

Thus, a civil servant must be able to balance between the two; it is not always possible to help everyone and often a mature decision requires courage and emotional intelligence.



**Feedback**

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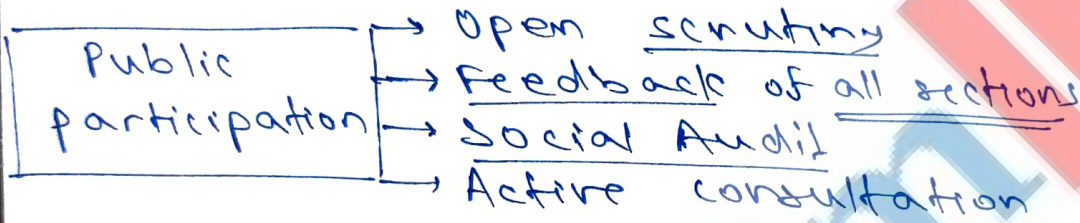
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c) What do you understand by the term "participatory governance"? Based on your understanding of the term, discuss why is it important for ensuring ethical governance. (10 marks, 150 words)

'सहभागीमूलक शासन' शब्द से आप क्या समझते हैं? शब्द की अपनी समझ के आधार पर चर्चा करें कि नैतिक शासन सुनिश्चित करने के लिए यह क्यों महत्वपूर्ण है। (10 अंक, 150 शब्द)

Participatory governance refers to a governance where public actively participates in the governance processes.



Importance of ~~pub~~ participatory governance in Ethical governance

- ① Public are the receptients of government decisions/services so must have a say.
- ② Strengthens democracy ("By the people")
- ③ Brings ground realities to

notice of legislators.

- ④ All sections of society, even the vulnerable sections are able to voice their concerns and seek governance redressal.
- ⑤ Ensures that those in power are not arbitrary / unchecked.
- ⑥ Makes the governance more public-oriented and responsive.
- ⑦ Leads to inclusive governance.
- ⑧ Promotes transparency and accountability.
- ⑨ Reduces corruption, maladministration.

Thus, participatory governance is key for Good, Effective and Ethical governance.

### Feedback

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**SECTION - B**

Q.7) Policing in India is often seen as employing harsh and inhumane methods on citizens while dealing with civic issues. This can be seen in the following three incidents: A State government ordered a ban on selling of firecrackers on Diwali. Raids were carried out across the state to apprehend illegal sale of firecrackers. During one such raid, a roadside vendor was arrested in front of his young daughter who was seen to be pleading the police to let go of her father. The police were seen to upturn the small cache of firecrackers displayed for sale on a cot. In another incident, police were seen to upturn a cart of vegetables while enforcing restrictions against opening of shops in a lock-down imposed to control a pandemic. In another lockdown related incident, police personnel canned a young man roaming outside his house, and when his father intervened, both were arrested. All three incidents were caught on camera and the videos went viral on social media sites.

As Superintendent of Police, you intend to impart a more humane face to the police in your district and bridge the trust deficit that exist between common citizens and police personals. You find out that the police personals are overworked and many vacancies have been lying pending for years. The police personals are forced to work for long hours without breaks, away from families, including on days of festivals. You also have good reasons to believe the existence of an extortion network involving police in your district with apparent political patronage. The government has invited suggestions from the police heads for overhauling the working of the police and making the police the ideal employer attracting best of the talent to fill pending vacancies. Based on these details, answer:

- How could the three instances of apparent high handedness by police as described be dealt differently?
- Analyze the difference between police service and police force.
- What would be your suggestions to the government? How would you strengthen the moral values among the police personals in your district?

(20 marks, 250 words)

भारत में पुलिस को अक्सर नागरिक मुद्दों से निपटने के दौरान नागरिकों पर कठोर और अमानवीय तरीके अपनाने वाले संस्थान के रूप में देखा जाता है। इसे निम्नलिखित तीन घटनाओं में देखा जा सकता है: एक राज्य सरकार ने दीवाली पर पटाखों की बिक्री पर प्रतिबंध लगाने का आदेश दिया। पटाखों की अवैध बिक्री को लेकर पूरे राज्य में छापेमारी की गयी। ऐसी ही एक छापेमारी के दौरान, सड़क किनारे एक विक्रेता को उसकी छोटी बेटी के सामने गिरफ्तार किया गया था, जो अपने पिता को छोड़ने के लिए पुलिस से गुहार लगा रही थी। पुलिस को एक खाट पर बिक्री के लिए प्रदर्शित पटाखों के छोटे जखीरे को पलटते हुए देखा गया। एक अन्य घटना में, पुलिस को किसी महामारी को नियंत्रित करने के लिए लगाए गए लॉक-डाउन में दुकानें खोलने के खिलाफ प्रतिबंधों को लागू करते हुए सज्जियों की एक गाड़ी को पलटते हुए देखा गया। लॉकडाउन से जुड़ी एक अन्य घटना में पुलिस कर्मियों ने घर के बाहर घूम रहे एक युवक को बंद कर दिया और उसके पिता ने बीच-बचाव किया तो दोनों को गिरफ्तार कर लिया गया। तीनों घटनाएं कैमरे में कैद हो गईं और वीडियो सोशल मीडिया साइट्स पर वायरल हो गया।

पुलिस अधीक्षक के रूप में, आप अपने जिले में पुलिस का अधिक मानवीय चेहरा प्रस्तुत करना चाहते हैं और आम नागरिकों और पुलिस कर्मियों के बीच मौजूद विश्वास की कमी को दूर करना चाहते हैं। आप पाते हैं कि पुलिस कर्मियों से अधिक काम लिया जाता है और कई रिक्तियां वर्षों से लंबित पड़ी हैं। त्योहारों के समयों सहित, परिवारों से दूर पुलिस कर्मियों को बिना ब्रेक के लंबे समय तक काम करने के लिए मजबूर किया जाता है। आपके पास आपके जिले में राजनीतिक संरक्षण के साथ पुलिस से जुड़े जबरन वसूली नेटवर्क के अस्तित्व पर विश्वास करने के स्पष्ट कारण भी हैं। सरकार ने पुलिस प्रमुखों से पुलिस के कामकाज में बदलाव और लंबित रिक्तियों को भरने के लिए सर्वश्रेष्ठ प्रतिभागों को आकर्षित करने वाला आदर्श नियुक्ता बनाने के लिए सुझाव आमंत्रित किए हैं। इन विवरणों के आधार पर उत्तर दीजिए :

- उपरोक्त वर्णित स्थितियों में पुलिस की अग्रदृष्टता से संबंधित तीन उदाहरणों को अलग-अलग तरीके से कैसे निपटा जा सकता है?

b) पुलिस सेवा और पुलिस बल के बीच अंतर का विश्लेषण करें।

c) सरकार को आपके क्या सुझाव होंगे? आप अपने जिले में पुलिस कर्मियों के बीच नैतिक मूल्यों को कैसे मजबूत करेंगे?

Police is the critical agency for maintaining law and order in society. However, brutality of police has led to a huge trust-deficit which needs to be addressed. (20 अंक, 250 शब्द)

(a) The 3 incidents could be done differently as

I. The police should not have humiliated the man in front of daughter. The cart shouldn't have been upturned since it was livelihood. Instead, the daughter should've been convinced by female police in a compassionate manner and directed towards NGOs for care.

II. Vegetable cart shouldn't have been upturned. It could've been seized and distributed to poor, or the vegetable seller could've been heavily reprimanded and fined.



III. Before arresting, the police should've verified the reasons for his roaming, since it could've been valid/emergency. The father had no fault so shouldn't have been arrested.

(b) Police service refers to the entire service / cadre of officers who work in the police department, ranging from clerks to assistants.

Police force refers to the constables and inspectors who directly engage in policing and law and order problems.

(c) My suggestions to government

① Working conditions to be improved: cut-down on working hours, and improved facilities

like food, water and a conducive office (well-lit, clean).

- ② Removing redundant jobs to rationalize expenditure.
- ③ Increasing police salaries and perks (eg Metro pass) to attract youth.
- ④ Increasing respect of police by showcasing their efforts and achievements → will boost morale of force and attract youth.
- ⑤ Periodic review/background check of employees to reduce nexus with politicians.
- ⑥ 'Employee of the month' to boost work culture.

To strengthen moral values

- ① Entrance examination for police forces should include Ethics.
- ② Sensitization programme at beginning of training



- ③ Punishing those who treat citizens with disrespect.
- ④ Recognition to virtuous and good police officers.
- ⑤ Work Culture : There should be posters in police stations reminding officers about importance of morals.
- ⑥ Bridging trust - deficit by organizing 'Police Day' in district for interaction of police forces with public.

**Feedback**  
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Q.8) Saraswathi has been recently appointed as a Labor Enforcement Officer (LEO). Saraswathi has always lived with her family in a metropolitan area. Due to her new posting, she has shifted to a sub-urban area and this is the first time that she is living away from her family. Though Saraswathi is enjoying her work, some cultural difference, especially related to gender discrimination, has come as a rude shock to her.

One day, Saraswathi was inspecting a construction site as part of her official duty of protecting the rights of laborer and ensuring a safe work environment. Upon her arrival on the project site, she was greeted by Ajith, the chief contractor of the project. Ajith showed her around the project site and everything appeared sound at first. However, when she was about to leave, she saw an injured woman, Shanti. Saraswathi initially assumed that Shanti was injured in some work-related accident. She asked Shanti about her injury and what Shanti revealed to Saraswathi shook her.

Shanti told Saraswathi that she was a 17-year-old girl belonging to a tribal community and the contractor had brought her to the construction site with a promise of a decent working wage. While the male laborers were paid 25 rupees/day, Ajith paid Shanti just 15 rupees/day for her back-breaking manual labor. Shanti approached Ajith and demanded an increase in her daily wage to 20 rupees/day or she would go back to her village. Shanti was accompanied by some other women laborer. Not only Ajith refused to accept her demand but also thrashed her with a steel rod to set an example for the other laborers. Further, Shanti was forced to work on the construction site and not allowed to go back to her village, so that she can serve as a constant reminder of terrible repercussions for defying the contractor.

Saraswathi, who has never witnessed such barbarism in her sheltered urban life, was overwhelmed by emotions. Saraswathi was furious with the contractor Ajith and demanded an explanation on the incident. Ajith brazenly replied that he pays to his employees what they deserve implying to gender and caste status of the employees. Saraswathi decided to initiate legal action against Ajith. However, her subordinates advised her against taking any action as Ajith is a local strongman and politically well-connected with the ruling dispensation. Ajith also threatened Saraswathi, who lives all by herself in a small town, of dire consequences for her activism. Considering this case, answer the following questions:

- What explains the widespread gender-based pay gap in jobs across sectors?
- Highlighting ethical issues involved in this case, evaluate different courses of actions available to Saraswathi.
- If you were in Saraswathi's position, what would you have done? Justify. (20 marks, 250 words)

सरस्वती को हाल ही में श्रम प्रवर्तन अधिकारी (LEO) के रूप में नियुक्त किया गया है। सरस्वती हमेशा अपने परिवार के साथ महानगरीय इलाके में रही हैं। अपनी नई पोस्टिंग के कारण, वह एक उपनगरीय क्षेत्र में स्थानांतरित हो गई हैं और यह पहली बार है जब वह अपने परिवार से दूर रह रही हैं। हालांकि सरस्वती अपने काम का आनंद ले रही हैं, लेकिन कुछ सांस्कृतिक अंतर, विशेष रूप से लैंगिक भेदभाव से संबंधित, उसके लिए एक कठोर आघात के रूप में आया है।

एक दिन, सरस्वती मजदूरों के अधिकारों की रक्षा करने और सुरक्षित कार्य वातावरण सुनिश्चित करने के अपने आधिकारिक कर्तव्य के तहत एक निर्माण स्थल का निरीक्षण कर रही थीं। परियोजना स्थल पर पहुंचने पर, परियोजना के मुख्य ठेकेदार जगत ने उनका स्वागत किया। जगत ने उसे परियोजना स्थल के आसपास को दिखाया और उसे पहली बार में सब कुछ ठीक लग रहा था। हालांकि, जब वह जाने वाली थी, तभी उसने एक घायल महिला शांति को देखा। सरस्वती ने शुरू में माना कि शांति किसी काम से संबंधित दुर्घटना में घायल हो गई थी। उसने शांति से उसकी चोट के बारे में पूछा और सरस्वती को जो शांति ने बताया उसने उसे झकझोर कर रख दिया।



शांति ने सरस्वती को बताया कि वह एक आदिवासी समुदाय की 17 साल की लड़की है और ठेकेदार उसे अच्छे काम के वादे के साथ निर्माण स्थल पर ले आया था। जबकि पुरुष मजदूरों को 25 रुपये / दिन का भुगतान किया जाता था, वहीं अजीत ने शांति को केवल 15 रुपये / दिन का भुगतान किया, जो कि शारीरिक श्रम को पीछे धकेलने वाला था। शांति ने अजित से संपर्क किया और अपने दैनिक वेतन में 20 रुपये / दिन की वृद्धि की मांग की या वह अपने गांव वापस चली जाएगी। शांति के साथ कुछ अन्य महिला मजदूर भी थीं। अजित ने न केवल उसकी मांग को मानने से इनकार कर दिया बल्कि अन्य मजदूरों के लिए एक उदाहरण स्थापित करने के लिए उसे स्टील रॉड से पीटा। इसके अलावा, शांति को निर्माण स्थल पर काम करने के लिए मजबूर किया गया और उसे अपने गांव वापस जाने की अनुमति नहीं दी गई, ताकि वह ठेकेदार की अवहेलना करने के लिए भयानक नतीजों की लगातार याद दिला सके।

सरस्वती, जिसने अपने आश्रय वाले शहरी जीवन में ऐसी बर्बरता कभी नहीं देखी थी, भावनाओं से अभिभूत थी। सरस्वती ठेकेदार अजीत से नाराज हो गई और उसने घटना पर स्पष्टीकरण की मांग की। अजित ने बेशर्मी से जवाब दिया कि वह अपने कर्मचारियों को लैंगिक और जातीय आधार पर भुगतान करता है। सरस्वती ने अजित के खिलाफ कानूनी कार्रवाई शुरू करने का फैसला किया। हालाँकि, उसके अधीनस्थों ने उसे कोई भी कार्रवाई करने के खिलाफ सलाह दी क्योंकि अजित एक बाहुबली और राजनीतिक पकड़ वाला व्यक्ति है। अजित ने सरस्वती, जो एक छोटे से शहर में अकेले रहती है, को धमकी भी दी और कहा कि उसको उसकी सक्रियता के लिए गंभीर परिणाम भुगताने होंगे। इस मामले पर विचार करते हुए, निम्नलिखित प्रश्नों के उत्तर दें :

- a) सभी क्षेत्रों में नौकरियों में व्यापक लैंगिक-आधारित वेतन अंतराल क्या बताता है?
- b) इस मामले में शामिल नैतिक मुद्दों पर प्रकाश डालते हुए, सरस्वती के लिए उपलब्ध विभिन्न कार्रवाई के साधनों का मूल्यांकन करें।
- c) अगर आप सरस्वती की जगह होते तो क्या करते? उस कार्यवाही का औचित्य सिद्ध कीजिए। (20 अंक, 250 शब्द)

(a)

Causes of gender-based pay gaps

- ① Gender discrimination / patrilarchy and refusal to accept women as equal.
- ② vulnerability of women especially poor ones.
- ③ Threats of physical/sexual attacks
- ④ Lack of education due to parents' not sending girl child to school.
- ⑤ Many jobs require arduous physical labour, while many women are malnourished.
- ⑥ Weak labour laws for equal pay. (Article 42 is only a DPSP).

⑦ The women have limited options and so are forced to accept lower payment.

(b) ~~Options available to her~~

⑧ Ethical Issues involved

- ① Gender equality v/s Patriarchal mindset.
- ② Violence against women and sexual threats / crimes.
- ③ Dignity of poor / tribal women.
- ④ Weak bargaining power of women labourers.
- ⑤ Politician-businessman nexus.
- ⑥ Emotions v/s objectivity (as Saraswati is emotionally biased)
- ⑦ Doing the right thing at own safety risk (As Ajit threatened her)

Options available

① Initiate Legal Action

Advantages

(i) Ajit will be

Disadvantages

(i) May lose the case!



punished for his  
wrongdoing

(i) Saraswathi is  
doing the right  
thing (conscience)

(ii) Tribal women  
will get their  
rights

Political-nexus may  
lead to harsher  
punishments for  
women.

(i) She may get  
attacked by Ajit.

(ii) They may be  
removed from  
job.

## ② Not taking legal action

### Advantages

(i) Saraswathi will  
be safe

(ii) Women will  
at least keep  
their jobs.

(iii) Saved from  
political action.

### Disadvantages

(i) Women's rights  
violated.

(ii) Discrimination  
will continue.

(iii) She did not  
live up to her  
responsibility  
and conscience.

(c) If I were in her position, my  
stance would be to first try  
to convince Ajith to a more

progressive mindset, also pointing out how it'll be good for his firm in the long-run. If he doesn't listen, I will go to Nation Commission for Women (NCW) as well as National Commission for Scheduled Tribes and secretly bring their officers to inspect the firm / work so that they can identify the wrongdoings and punish ~~the~~ Ajith. If even this doesn't work, I will call my parents to live with me for my safety and then raise legal action, since I cannot run away from responsibility as a Labour Enforcement officer.

**Feedback**  
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| Structure/<br>Presentation |  |
| Question<br>Interpretation |  |
| Content                    |  |
| Value<br>Addition          |  |
| Total                      |  |



**Q.9)** India has been trying to develop deeper bonds with its neighbors through its neighborhood first policy. The policy has started bearing fruits. In recent years the relationship with country X, one of the India's neighbors, has been improving. This is visible as the government of X has been supportive of Indian government's efforts to reign in the militant groups that find shelter in the dense forests along the border with X. Successful joint operations of Indian army and X's military have helped reduce militancy in the Indian bordering states.

Last month, the military of X carried out a coup d'etat and took over the democratically elected government. The entire political leadership was put under house arrest and the head of the government was arrested on the charge of electoral frauds. The citizens of the nation protested against the coup. The military responded with violent suppression of the protesters. A section of police officers, sympathetic to the cause of the protesters, refused to follow orders of their superiors to open fire upon unarmed protestors and even sided with the protestors. This act of defiance created a fear of persecution in these officers by the military.

Some of these police officers and their families crossed over to India through porous borders. Inflow of refugees through porous borders has been a continuous source of tension between India and X. In past few years, due to ethnic and religious persecution, a large number of people have come to India illegally. This number is expected to rise in future because of military rule in the country. India is concerned about the inflow of illegal immigrants as well as removal of democratically elected government in X.

India has been invited by X to participate in latter's Armed Forces Day parade. Many countries have refused the invitation in wake of the violence seen during handling of protests by the police and armed forces. The permanent representative of X at United Nations has called on the countries of the world to not engage with the military regime of X. Most western countries have announced sanctions against X's military-related individuals and businesses and have called for restoration of democracy. India has been reluctant to comment on the matter and it is still contemplating about future course of action. As a senior bureaucrat in the Ministry of External Affairs, you have been asked by the government to devise a professional response to the current crisis, answer the following questions:

- What are the available options and what course of action would you suggest?
- List five ethical factors that would influence your suggestion to the government.

(20 marks, 250 words)

भारत अपनी पहले पड़ोस वाली नीति के माध्यम से अपने पड़ोसियों के साथ गहरे संबंध विकसित करने का प्रयास कर रहा है। नीति का असर दिखना शुरू हो गया है। हाल के वर्षों में, भारत के पड़ोसियों में से एक देश X के साथ संबंधों में सुधार हुआ है। यह दिखाई देता है क्योंकि X की सरकार, X के साथ सीमा पर घने जंगलों में आश्रय पाने वाले उग्रवादी समूहों में शासन करने के भारत सरकार के प्रयासों का समर्थन कर रही है। सीमावर्ती राज्य में भारतीय सेना और X की सेना के सफल संयुक्त अभियानों ने भारत में उग्रवाद को कम करने में मदद की है।

पिछले महीने, X की सेना ने तख्तापलट किया और लोकतांत्रिक रूप से चुनी गई सरकार को अपने कब्जे में ले लिया। पूरे राजनीतिक नेतृत्व को नजरबंद कर दिया गया और सरकार के मुखिया को चुनावी धोखाधड़ी के आरोप में गिरफ्तार कर लिया गया। देश के नागरिकों ने तख्तापलट का विरोध किया।



सेना ने प्रदर्शनकारियों को हिंसक दमन के साथ जवाब दिया। प्रदर्शनकारियों के प्रति सहानुभूति रखने वाले पुलिस अधिकारियों के एक वर्ग ने निहत्थे प्रदर्शनकारियों पर गोली चलाने के अपने वरिष्ठ अधिकारियों के आदेशों का पालन करने से इनकार कर दिया और यहां तक कि प्रदर्शनकारियों का पक्ष लिया। अवज्ञा के इस कृत्य ने सेना द्वारा इन अधिकारियों में उत्पीड़न का भय पैदा किया।

इनमें से कुछ पुलिस अधिकारी और उनके परिवार छिद्रित सीमाओं के माध्यम से भारत आए। छिद्रित सीमाओं के माध्यम से शरणार्थियों की आमद भारत और X के बीच तनाव का एक निरंतर स्रोत रहा है। पिछले कुछ वर्षों में, जातीय और धार्मिक उत्पीड़न के कारण, बड़ी संख्या में लोग अवैध रूप से भारत आए हैं। देश में सैन्य शासन के कारण भविष्य में यह संख्या बढ़ने की उम्मीद है। भारत अवैध अप्रवासियों की आमद के साथ-साथ X में लोकतांत्रिक रूप से चुनी गई सरकार को हटाने के बारे में चिंतित है।

भारत को X द्वारा बाद की सशस्त्र सेना दिवस परेड में भाग लेने के लिए आमंत्रित किया गया है। कई देशों ने पुलिस और सशस्त्र बलों द्वारा विरोध प्रदर्शनों से निपटने के दौरान देखी गई हिंसा के मद्देनजर निमंत्रण को अस्वीकार कर दिया है। संयुक्त राष्ट्र में X के स्थायी प्रतिनिधि ने दुनिया के देशों से X के सैन्य शासन में शामिल नहीं होने का आह्वान किया है। अधिकांश पश्चिमी देशों ने X के सैन्य-संबंधित व्यक्तियों और व्यवसायों के खिलाफ प्रतिबंधों की घोषणा की है और लोकतंत्र की बहाली का आह्वान किया है। भारत इस मामले पर टिप्पणी करने से हिचक रहा है और वह अभी भी भविष्य की कार्रवाई के बारे में विचार कर रहा है। विदेश मंत्रालय में एक वरिष्ठ लोकसेवक के रूप में, आपको सरकार द्वारा वर्तमान संकट के लिए एक पेशेवर प्रतिक्रिया देने के लिए कहा गया है, निम्नलिखित प्रश्नों के उत्तर दें

a) उपलब्ध विकल्प क्या हैं और आप किस प्रकार की कार्रवाई का सुझाव देंगे?

b) सरकार को आपके सुझाव को प्रभावित करने वाले पाँच नैतिक कारणों की सूची बनाइए। (20 अंक, 250 शब्द)

The recent military coup in Myanmar has posed dilemmas to India regarding Foreign Policy. This situation reflects the same.

(a) Available Options

① To participate in the Armed Forces Parade

Advantage: Diplomatic relations maintained.

Disadvantage: Neglect of human rights violation.

② To stop engaging with military

Advantage: Pro-democracy and human rights



Disadvantage: Diplomatic relations will take a hit, and people will suffer

③ Holding discussions to restore democracy

Advantage: May restore democracy and human rights while preserving relations

Disadvantage: Might be futile

④ Not letting refugees enter India

Advantage: solve problem of illegal immigration, and good for bordering states.

Disadvantage: The refugees may face persecution in X.

⑤ Taking military action against X

Advantage: Will restore democracy

Disadvantage: Interference may affect relations, and is against Pansheel principles.

I would recommend the 3rd option to try to commence the military

regime to revert to democracy  
for their own long-term good.

I would allow refugees to enter  
and settle temporarily until  
democracy is restored.

If convincing doesn't work, I  
will raise issue at UN for  
UNSC to take action against X.

(b) Ethical factors behind my  
suggestions

① Saving lives of ordinary  
citizens of X, from the  
violent firings; allowing refugee

② Preserving human rights and  
restoring democracy in X.

③ For India's national interest,  
maintaining good relations  
with X is key, so there  
should be no direct opposition.



④ For India's international image and reputation as pro-democracy and human rights, the situation in X cannot be supported.

⑤ Non-interference in sovereignty and internal dynamics in X, since it is a bordering nation to us.

### Feedback

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| Structure/<br>Presentation |
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| Question<br>Interpretation |
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**Q.10)** A deadly pandemic has crippled the health infrastructure of the country. Most of the districts are facing chronic shortage of hospital beds, critical life-support equipment, essential drugs and medical oxygen. Amidst this crisis, Amru, a tribal district, has 200 vacant beds and three oxygen plants that have a combined capacity to produce 3300 litres oxygen per minute. Due to its sufficient resources and robust health infrastructure, people from neighboring districts and states have been admitting themselves in Amru. But even with this added caseload, the district has seen the active cases of pandemic reduced from 1700 to 300. This distinctive feat has been led by the District Collector Dr Surendra Tarun with his team comprising administration staff, doctors and volunteers.

During the initial stage of pandemic, the district had faced a crunch of frontline doctors. Since there are no medical colleges in the region, finding experts was a challenge. Dr Surendra pooled together all the local doctors and health workers and called in some of his batchmates from medical college, who gladly agreed to volunteer. Training was given in procedures such as intubation and monitoring oxygen levels. A website and a control room were created to prevent panic and systematically guide the people. Make-shift centers with 3000 beds were set up in schools and community halls. 1000 beds were equipped with ICU and ventilator facilities. 30 ambulances were purchased to bring patients to the hospitals and health centers. Critical drugs worth Rs 50,00,000 was bought.

At a later stage, when case load was seen to be reducing, many other cities and villages began dismantling the temporary health facilities. However, in Amru, Dr Surendra did not let his guard down. He noticed the surge in cases in America and Brazil. To be prepared to handle something similar, he got installed the first oxygen plant in the district. With resurgence in cases in India, Amru touched an all-time high in active case load of 1700 when a third oxygen plant was being installed. The administration also made sure that vaccination to protect against the pandemic was being carried out smoothly. Vehicles were allocated to every part of the district to ferry patients and administer vaccines. Despite limited awareness about vaccination among the tribal people, vaccination coverage in the district reached 35% against the national figure of 9%.

The robust health infrastructure in the district now includes sufficient supply of ambulances, ventilators, beds, oxygen plants, vaccines, medicines, hospital staff, a website, and control rooms in every block. Dr Surendra used a combination of resources to meet the expenses viz. the district planning and development funds, state disaster relief funds, and CSR. Through collective efforts from the Amru administration, frontline workers and the people, Amru has made itself self-reliant in health facilities.

Based on the given information, answer the following:

a) Examine the relevance of functional specialization in the developmental roles of public administrators.

b) Is Dr Surendra Tarun an example of an ideal administrator? Justify your answer.

(20 marks, 250 words)

एक घातक महामारी ने देश के स्वास्थ्य ढांचे को चरमरा दिया है। अधिकांश जिले अस्पताल के बिस्तरों, महत्वपूर्ण जीवन-रक्षक उपकरणों, आवश्यक दवाओं और चिकित्सा ऑक्सीजन की कमी का सामना कर रहे हैं। इस संकट के बीच आदिवासी जिले अमरु में 200 खाली बिस्तर और तीन ऑक्सीजन प्लांट हैं जिनकी संयुक्त क्षमता 3300 लीटर ऑक्सीजन प्रति मिनट पैदा करने की है। इसके पर्याप्त संसाधन और मजबूत स्वास्थ्य ढांचे के कारण पड़ोसी जिलों और राज्यों के लोग अमरु में प्रवेश कर रहे हैं। लेकिन इस अतिरिक्त केस लोड के साथ भी, जिले में महामारी के सक्रिय मामले 1700 से घटकर 300 हो गए हैं। इस विशिष्ट उपलब्धि का नेतृत्व जिला कलेक्टर डॉ सुरेंद्र तरुण ने अपनी टीम के साथ किया है जिसमें प्रशासन कर्मचारी, डॉक्टर और स्वयंसेवक शामिल हैं।



महामारी के प्रारंभिक चरण के दौरान, जिले को अग्रिम पंक्ति के डॉक्टरों की कमी का सामना करना पड़ा था। चूंकि इस क्षेत्र में कोई मेडिकल कॉलेज नहीं है, इसलिए विशेषज्ञ दूढ़ना एक चुनौती थी। डॉ. सुरेंद्र ने सभी स्थानीय डॉक्टरों और स्वास्थ्य कार्यकर्ताओं को एक साथ रखा और मेडिकल कॉलेज से अपने कुछ बैचमेट्स को बुलाया, जो स्वेच्छा से सहमत हुए। इक्विवेशन और ऑक्सीजन के स्तर की निगरानी जैसी प्रक्रियाओं में प्रशिक्षण दिया गया। दहशत को रोकने और लोगों को व्यवस्थित रूप से मार्गदर्शन करने के लिए एक वेबसाइट और एक नियंत्रण कक्ष बनाया गया था। स्कूलों और सामुदायिक हॉलों में 3000 बिस्तरों वाले अस्थायी केंद्र स्थापित किए गए। 1000 बेड आईसीयू और वेंटिलेटर सुविधाओं से लैस थे। मरीजों को अस्पतालों और स्वास्थ्य केंद्रों तक लाने के लिए 30 एंबुलेंस खरीदी गईं। 50,00,000 रुपये की जीवन रक्षक दवाएं खरीदी गईं।

बाद के चरण में, जब केस लोड कम होता देखा गया, तो कई अन्य शहरों और गांवों ने अस्थायी स्वास्थ्य सुविधाओं को खत्म करना शुरू कर दिया। हालांकि, अमरु में डॉ. सुरेंद्र ने अपने चौकसी को कम नहीं होने दिया। उन्होंने अमेरिका और ब्राजील में मामलों में वृद्धि देखी। ऐसा ही कुछ संभालने के लिए तैयार रहने के लिए उन्होंने जिले में पहला ऑक्सीजन प्लांट लगवाया। भारत में मामलों में पुनरुत्थान के साथ, अमरु ने 1700 के सक्रिय केस लोड में एक सर्वकालिक उच्च स्तर को छुआ जब एक तीसरा ऑक्सीजन संयंत्र स्थापित किया जा रहा था। प्रशासन ने यह भी सुनिश्चित किया कि महामारी से बचाव के लिए टीकाकरण सुचारु रूप से किया जा रहा है। मरीजों को लाने-ले जाने और टीके लगाने के लिए जिले के हर हिस्से में वाहन आवंटित किए गए थे। जनजातीय लोगों के बीच टीकाकरण के बारे में सीमित जागरूकता के बावजूद, जिले में टीकाकरण कवरेज 9 प्रतिशत के राष्ट्रीय आंकड़े के मुकाबले 35 प्रतिशत तक पहुंच गया।

जिले में मजबूत स्वास्थ्य ढांचे में अब हर ब्लॉक में एम्बुलेंस, वेंटिलेटर, बेड, ऑक्सीजन प्लांट, टीके, दवाएं, अस्पताल के कर्मचारी, एक वेबसाइट और नियंत्रण कक्ष की पर्याप्त आपूर्ति शामिल है। डॉ. सुरेंद्र ने खर्चों को पूरा करने के लिए संसाधनों के संयोजन का इस्तेमाल किया, यथा, जिला योजना और विकास कोष, राज्य आपदा राहत कोष और सीएसआर। अमरु प्रशासन, फ्रंटलाइन वर्कर्स और लोगों के सामूहिक प्रयासों से अमरु ने स्वास्थ्य सुविधाओं में खुद को आत्मनिर्भर बनाया है। दी गई जानकारी के आधार पर, निम्नलिखित के उत्तर दें:

- a) लोक प्रशासकों की विकासात्मक भूमिकाओं में कार्यात्मक विशेषज्ञता की प्रासंगिकता का परीक्षण कीजिए।  
b) क्या डॉ. सुरेंद्र तरुण एक आदर्श प्रशासक के उदाहरण हैं? अपने जवाब का औचित्य सिद्ध करें। (20 अंक, 250 शब्द)

This case showed proactiveness and innovative steps by Dr. Surendra to build the health infrastructure of Amru. This was possible due to his medical background.

Role of functional specialization for Administrators

While civil servants are generalists, many of today's

problems require specialized approach.

② Integrated approach of technical specialization and public administration is key.

③ Allows administrators to take quick decisions using own knowledge, rather than waiting for experts.

④ Adds holistic perspective to day-to-day affairs (eg. Dr. Surendra anticipated next wave and took steps which other administrators didn't)

⑤ can be critical in emergency situations (eg. In another case, two engineers administrators fixed oxygen generators)

⑥ Functional specialization allows thorough understanding of the



issues.

① Enables innovative measures to solve problems efficiently (e.g. Here makeshift hospitals and medical training saved the day).

(b) Dr. Tarun is an excellent example of an <sup>ideal</sup> administrator

① He took action immediately rather than waiting for assistance (experts, beds etc).

② He used technical expertise and connections to train others

③ He made the best of what was available (despite all constraints, makeshift centres were arranged).

④ He was proactive → Did not get lax after cases subsided, and instead prepared for the future (had foresight)

- ⑤ He took care of public sentiment and ensured no panic and fear using ICT (websites).
- ⑥ He learned from examples of America and Brazil.
- ⑦ He ensured vaccination despite uneducated people.
- ⑧ He collected funds using CSR and donations and used them well → Thus he was able to overcome financial constraints.
- ⑨ He kept improving the systems and did not stop.

Thus, he is an ideal administrator.

**Feedback**  
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| Structure/<br>Presentation |
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| Question<br>Interpretation |
|                            |
| Content                    |
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| Value<br>Addition          |
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Q.11) Hiten and Bhagwanti are an affluent couple, blessed with all the treasures of life except a child. Their loneliness witnessed a beam of light when they received a message on WhatsApp group regarding adoption of children who lost both their parents due to Covid-19. With a hope and bona fide intention, they contacted the number provided. The person on the phone introduced herself as a representative of an NGO named Bachpan which work for the welfare of orphans. Representative of the NGO claimed that they aim and wish to provide a better future and secure home for covid-19 orphaned kids and they don't charge anything for the service. The couple expressed their willingness to adopt such a child.

Two representatives from the NGO visited Hiten and Bhagwanti. They brought an 8-year-old girl named Sarla with them. They told the couple that Sarla's parents were diagnosed with covid-19 and after a long-fought battle for life both her parents succumbed to the disease, leaving Sarla orphaned and alone. Hiten and Bhagwanti saw Sarla as an angel sent by God and decided to adopt her. Representatives from the NGO also told the couple that there are many more covid orphans like Sarla who were left with little or no support. Hearing the story, the couple who had a big heart donated a sum of 2 lakhs to them.

However, the couple neither visited the NGO themselves nor made any enquiries. Sarla adjusted with her new parents very quickly and was living a happy life. The couple and the girl filled each other's void. Both Sarla and the couple were living with contentment and enjoying the new addition in their lives. Few days past, a child trafficking racket made headlines in the newspaper.

The couple was shocked to see the photos of the same NGO's representatives who brought Sarla with them as accused in the case. The news spread like fire in the town. Police investigation started and an investigation officer soon reached the couple's home. The investigation revealed that the NGO was a fraud and fake one. They were involved in trafficking of children under the disguise of the NGO.

Sarla was actually sold to them without the couple being aware of it. Even though Sarla was not adopted through the legal means it has given her a life and a new home. Hiten and Bhagwanti have provided her with parents' love and guardianship. But, children being put forward for adoption through social media is not legal and violates the Central Adoption Resource Authority (CARA) guidelines, it also aids in rampant child trafficking. In context of this case, answer the following:

a) What are the various ethical issues involved in the case?

b) Consider yourself in position of investigating officer of this case, what would be the best course of action to handle the case? Justify your action. (20 marks, 250 words)

हितेन और भगवती एक संपन्न दंपति हैं, जिन्हें एक बच्चे को छोड़कर जीवन में सब कुछ है। उनके अकेलेपन ने तब प्रकाश की किरण देखी जब उन्हें व्हाट्सएप ग्रुप पर उन बच्चों को गोद लेने के बारे में एक संदेश मिला, जिन्होंने कोविड -19 के कारण अपने माता-पिता दोनों को खो दिया था। एक आशा और सच्चे इरादे से उन्होंने दिए गए नंबर पर संपर्क किया। फोन पर व्यक्ति ने अपना परिचय 'बचपन' नाम के एक एनजीओ के प्रतिनिधि के रूप में दिया जो अनाथों के कल्याण के लिए काम करता है। एनजीओ के प्रतिनिधि ने दावा किया कि वे कोविड -19 अनाथ बच्चों के लिए एक बेहतर भविष्य और सुरक्षित घर प्रदान करना चाहते हैं और वे सेवा के लिए कुछ भी शुल्क नहीं लेते हैं। दंपति ने ऐसे बच्चे को गोद लेने की इच्छा व्यक्त की।

एनजीओ के दो प्रतिनिधि हितेन और भगवती से मिले। वे अपने साथ सरला नाम की एक 8 साल की बच्ची को लेकर आए थे। उन्होंने दंपति को बताया कि सरला के माता-पिता को कोविड -19 के कारण जीवन की लंबी लड़ाई के बाद उसके माता-पिता दोनों ने सरला को अनाथ और अकेला छोड़कर बीमारी के कारण दम तोड़ दिया था।

हितेन और भगवती ने सरला को भगवान द्वारा भेजे गए एक दूत के रूप में देखा और उसे अपना का फैसला किया। एनजीओ के प्रतिनिधियों ने दंपति को यह भी बताया कि सरला की तरह और भी कई कोविड अनाथ हैं, जिनके पास बहुत कम या कोई सहारा नहीं बचा था। कहानी सुनकर बड़े दिल वाले दंपति ने उन्हें 2 लाख की राशि दान में दी।

हालांकि, दंपति ने न तो खुद एनजीओ का दौरा किया और न ही कोई पूछताछ की। सरला अपने नए माता-पिता के साथ बहुत जल्दी समायोजित हो गई और एक खुशहाल जीवन जी रही थी। दंपति और लड़की ने एक दूसरे के खालीपन को भर दिया। सरला और दंपति दोनों ही संतोष के साथ रह रहे थे और अपने जीवन में नए जुड़ाव का आनंद ले रहे थे। कुछ दिनों बाद बाल तस्करी का एक रिकेट अखबार में सुर्खियों में आया।

दंपति उसी एनजीओ के प्रतिनिधियों जो सरला को उसके पास लाए थे, की तस्वीरें देखकर हैरान रह गए, जो मामले में आरोपी थे। यह खबर कस्बे में आग की तरह फैल गई। पुलिस जांच शुरू हुई और एक जांच अधिकारी जल्द ही दंपति के घर पहुंच गया। जांच में पता चला कि एनजीओ फर्जी और अवैध था। वे एनजीओ के वेश में बच्चों की तस्करी में शामिल थे।

सरला को वास्तव में दंपति को बिना बताए बेच दिया गया था। भले ही सरला को कानूनी तरीकों से गोद नहीं लिया गया था, लेकिन इसने उसे एक जीवन और एक नया घर दिया है। हितेन और भगवती ने उसे माता-पिता का प्यार और संरक्षकता प्रदान की है। लेकिन, सोशल मीडिया के माध्यम से बच्चों को गोद लेने के लिए आगे रखा जाना कानूनी नहीं है और केंद्रीय दत्तक ग्रहण संसाधन प्राधिकरण (CARA) के दिशानिर्देशों का उल्लंघन करता है, यह बड़े पैमाने पर बाल तस्करी में भी सहायता करता है। इस मामले के संदर्भ में, निम्नलिखित का उत्तर दें:

a) मामले में शामिल विभिन्न नैतिक मुद्दे क्या हैं?

b) इस मामले के जांच अधिकारी की स्थिति में खुद पर विचार करते हुए, मामले को संभालने के लिए सबसे अच्छा तरीका क्या होगा? अपनी कार्रवाई का औचित्य साबित करें।

(20 अंक, 250 शब्द)

This is a case of fraud where the emotions of the couple were exploited to trick them, but also of the couple not following legal protocol due to impatience.

(a) Ethical issues involved

① Safety and happiness of the girl Sarla ~~is~~ v/s following legal protocol.

② Couple's bonafide intentions and eagerness (Emotions) made them forget legal procedure.



- ③ Social media : authenticity and verification.
- ④ Regulation of social media.
- ⑤ NGOs - trust deficit v/s role in pandemics.
- ⑥ Exploiting human emotions.
- ⑦ Enabling / easing child adoption v/s rigorous procedure.
- ⑧ Good intentions v/s wrong actions

(b) As an investigating officer,

my priorities

Ensuring Sarla gets a home / family.

complying this adoption with CARA rules by consulting / applying for retrospective adoption

Periodic review / monitoring to ensure Sarla is being treated

If Hiten, Bhagwati are proved <sup>well</sup> innocent, then retaining Sarla with them.

## Course of Action

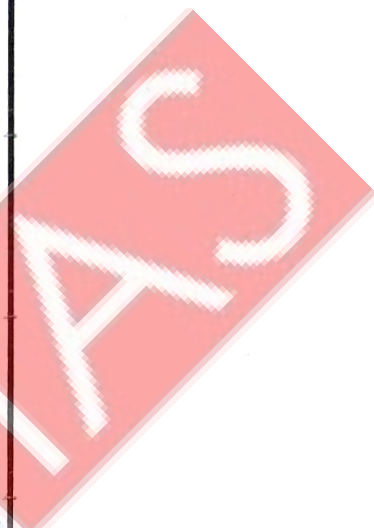
- ① I will trace the whatsapp message and calls (if any) to check Hiten, Bhagwati's unawareness/ participation.
- ② Interrogate them as to why they did not go via CARA. If they were unaware, then I'll try to apply to CARA for retrospective adoption.
- ③ If they deliberately avoided legal route or failed in that route, the case should be taken up by CARA (I will bring to them).
- ④ Ensure Sarla gets a home; if not Hiten, Bhagwati then I'll take Sarla to CARA.
- ⑤ I will connect Hiten and Bhagwati to CARA and to a



verified NGO for adoption.

⑤ Periodically monitor Sorla and her new family.

⑥ Spread awareness about social media frauds and teach them about procedure to verify / complain in such situations.



### Feedback

(For OFFICE use only)

|                            |
|----------------------------|
| Structure/<br>Presentation |
|                            |
| Question<br>Interpretation |
|                            |
| Content                    |
|                            |
| Value<br>Addition          |
|                            |
| Total                      |
|                            |

Q.12) The terrorist attack at the Inland Regional Center in San Bernardino, California, on December 2, 2015 resulted into killing of 14 people and injuring 22 others. Both the perpetrators involved in the attack were killed in a shootout by law enforcement later that same day. The Federal Bureau of Investigation (FBI) conducting the investigation recovered an undamaged iPhone in the shootout from one of the shooters. The phone had a six-digit password and was set to eliminate all its data after five failed password attempts. FBI desired access to the data for which it appealed the Apple, a private company, to create a new software that would enable FBI to unlock the phone. They wanted to extract data like contacts, photos and calls from locked iPhones in order to assist in criminal investigations and prosecutions.

Apple denied the request of the FBI to build a backdoor into the iPhone. Apple argued that building a backdoor would have far reaching consequence beyond the case and would jeopardize the data security of other Apple users as well. They further explained that while selling their devices, apple has entered into a legal contract promising to preserve the privacy of their users. Allowing government to access the iPhone will lead to breach in trust that exist between the customer and the company.

The government suggested utilization of the tool only once for this particular phone. Opposing the suggestion, Apple explained that once created, the technique could be used over and over again, on any number of devices. The company concluded it would be wrong for the government to force them to build a backdoor into their products. The case was widely covered by the print and electronic media. There was a surge in 'for and against' debate on the social media platforms. Tech giants such as Microsoft and Facebook also supported Apple and displayed their opposition to the government's demand for creating a backdoor. The families of victims and survivors of the attack supported the FBI's demand. The National Sheriffs' Association remarked Apple's stance as "putting profit over safety" and "has nothing to do with privacy."

Considering the whole situation, do you agree that Apple's action was justified? Why or why not? Make an argument by weighing the competing values in this case. (20 marks, 250 words)

2 दिसंबर, 2015 को कैलिफोर्निया के सैन बर्नार्डिनो में अंतर्देशीय क्षेत्रीय केंद्र पर आतंकवादी हमले में 14 लोग मारे गए और 22 अन्य घायल हो गए। हमले में शामिल दोनों अपराधी उसी दिन बाद में कानून प्रवर्तन द्वारा गोलीबारी में मारे गए थे। जांच कर रहे संचालित जांच ब्यूरो (एफबीआई) ने निशानेबाजों में से एक के पास से गोलीबारी में एक बिना क्षतिग्रस्त आईफोन बरामद किया। फोन में छह अंकों का पासवर्ड था और पासवर्ड के पांच असफल प्रयासों के बाद इसके सभी डेटा को खत्म करने के लिए सेट किया गया था। एफबीआई उस डेटा तक पहुंच चाहता था जिसके लिए उसने एक निजी कंपनी ऐपल से एक नया सॉफ्टवेयर बनाने की अपील की थी जो एफबीआई को फोन अनलॉक करने में सक्षम बनाएगी। वे अपराधिक जांच और मुकदमों में सहायता के लिए लॉक किए गए आईफोन से संपर्क, फोटो और कॉल जैसे डेटा निकालना चाहते थे।

ऐपल ने iPhone में बैक डोर के निर्माण के लिए FBI के अनुरोध को अस्वीकार कर दिया। ऐपल ने तर्क दिया कि बैक डोर का निर्माण मामले से परे दूरगामी परिणाम होगा और अन्य ऐपल उपयोगकर्ताओं की डेटा सुरक्षा को भी खतरे में डाल देगा। उन्होंने आगे बताया कि अपने उपकरणों को बेचते समय, ऐपल ने अपने उपयोगकर्ताओं की गोपनीयता को बनाए रखने का वादा करते हुए एक कानूनी अनुबंध में प्रवेश किया है। सरकार को iPhone एक्सेस करने की अनुमति देने से ग्राहक और कंपनी के बीच मौजूद विश्वास भंग होगा।

सरकार ने इस विशेष फोन के लिए केवल एक बार टूल का उपयोग करने का सुझाव दिया। सुझाव का विरोध करते हुए, Apple ने बताया कि एक बार बनाने के बाद, इस तकनीक को किसी भी डिवाइस पर बार-बार इस्तेमाल किया जा सकता है। कंपनी ने निष्कर्ष निकाला कि सरकार के लिए उन्हें अपने उत्पादों में बैक डोर का निर्माण करने के लिए मजबूर करना गलत होगा। यह मामला प्रिंट और इलेक्ट्रॉनिक मीडिया द्वारा व्यापक रूप से कवर किया गया था।



सोशल मीडिया प्लेटफॉर्म पर 'पक्ष और विपक्ष' की बहस तेज हो गई थी। माइक्रोसॉफ्ट और फेसबुक जैसे टेक दिग्गजों ने भी एप्पल का समर्थन किया और बैंक डोर के निर्माण की सरकार की मांग का विरोध किया। पीड़ितों के परिवारों और हमले में जीवित बचे लोगों ने FBI की मांग का समर्थन किया। नेशनल शेरिफ्स एसोसिएशन ने एप्पल के रुख को "सुरक्षा पर लागू डालना" और "निजता से कोई लेना-देना नहीं है" के रूप में टिप्पणी की।

पूरी स्थिति को ध्यान में रखते हुए, क्या आप सहमत हैं कि एप्पल की कार्रवाई उचित थी? क्यों या क्यों नहीं? इस मामले में प्रतिस्पर्धी मूल्यों को तोलकर तर्क दें।

(20 अंक, 250 शब्द)

In my opinion, saving and protecting human lives takes utmost precedence even over violation of privacy if there's no other option.

While apple's arguments are also sound, but fighting terrorism should take priority.

Positives of Apple's actions

- ① Protected privacy of millions of iPhone users in world.
- ② The software could have been used by FBI for surveillance further curtailing the liberty and rights of people.
- ③ Allowing the backdoor would be violation of legal contract.
- ④ There are other means possible, to identify the password without

breaking integrity of system.

- ⑤ If personal information was leaked, it could lead to huge damage and consequences to innocent people.
- ⑥ Apple's reputation would fall and sales would dip, which would also cost many their jobs.

### Negatives of Apple's actions

- ① The information in iPhone may prevent future terror attacks, saving lives.
- ② May also lead to catching of entire terror organizations.
- ③ Apple could design the software and only give FBI the extracted data, rather than giving them the software.
- ④ Justice was not brought to the victims and their families.



⑤ By arguing that government cannot force Apple to do so, Apple is not fulfilling moral duty of contributing in saving lives.

⑥ Apple can find alternate solutions but is not willing to experiment, in risk of losing trust/profit.

### Competing values

Saving lives v/s Protecting privacy

Counter-terrorism v/s Integrity of data systems

FBI's role and duty v/s Apple's autonomy and freedom

Taking quick action (to catch terrorists) v/s Debate/legal fight for what is "right"

Justice for victims v/s Private motives of Apple.

few casualties vs Loss of privacy for millions.

Since saving lives and countering terrorism is the most important value, hence I do not support Apple's decision and think they should cooperate proactively.

### Feedback

(For OFFICE use only)

|                            |
|----------------------------|
| Structure/<br>Presentation |
| Question<br>Interpretation |
| Content                    |
| Value<br>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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