

NEXT IAS

NEXT IAS (Head Office) : 27-B, Pusa Road, Metro Pillar no. 118, Near Karol Bagh Metro, New Delhi-110060

Bhopal Centre: Plot No. 46, ZONE-2, M.P. Nagar, Bhopal 462011

Ph: 8081300200, 8827664612 | E-mail: mts@nextias.com | Web: www.nextias.com

(To be filled by candidate)

Name of Candidate : Shoham Teberrawal

Roll No. : MTS23MACE N029

Registration Number : N/AS 22000 18245 Date of Examination : 5/9/23

Exam Centre : Old Rajinder Nagar Bhopal Online

Test - 8

Code : TC078

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

Question paper will be provided separately and can be taken by the candidates after conclusion of the exam.

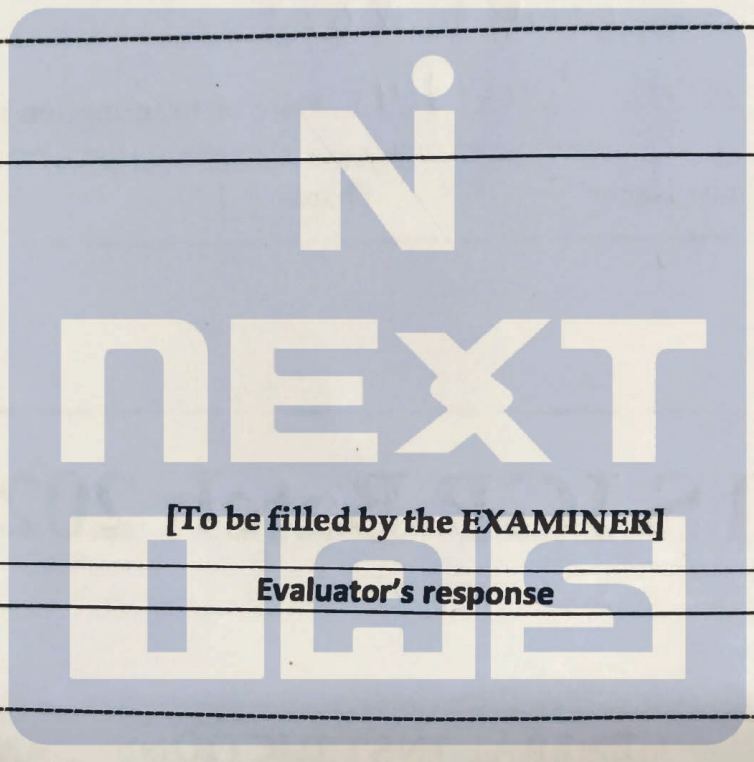
SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign :

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)

Blank lined area for student queries.



[To be filled by the EXAMINER]

Evaluator's response

Blank lined area for evaluator's response.

16/09/2023

(For filling by Examiners only)

Evaluator Code :

Q.No	PgNo.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
Grand Total				

Signature

MACRO COMMENTS



खण्ड-A / Section-A

1. (a) "राज्य लोगों से केवल उनकी समृद्धि सुनिश्चित करने के लिए 'कर' लेता है, जैसे सूर्य पृथ्वी से नमी लेता है और उसे हजार गुना मात्रा में वापस कर देता है।" कालिदास

"वापस लौटाने" की भारतीय अवधारणा और सिविल सेवकों के लिए मार्गदर्शक मूल्य के रूप में इसकी प्रासंगिकता की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"The State took taxes from the people only to ensure their prosperity in return like the sun takes moisture from the earth only to give it back in thousandfold measure." Kalidasa.

Explain the Indian concept of "giving it back" and its relevance as a guiding value for civil servants. (Answer in 150 words) 10 Marks

Good governance or Sushan is something that we have inherited from our ancient governance mechanism - be it of Kautilya's Arthashastra or Gupta's decentralization

Giving it back

↳ It means that whatever we have we owe it back

Eg: son owes to father & mother and must procreate to take family ahead (Piter debt or "Ridd")

Eg: student owes it to teacher and must give back 'Draudakshanda'

Eg: we owe the resources back to mother Earth and must protect it

Eg: A state must ensure welfare of citizens as it rules them & collect taxes

Relevance for civil servants

- ↳ Indicate dedication to public service as citizens pay for their work (Eg: IAS officer SP Sankaran)
- ↳ Ensure efficiency and effectiveness in governance mechanism
- ↳ Provide transparency and accountability of government finances (Eg: off-budget borrowings of FCI declared by finance ministry)
- ↳ Work with both objectivity and compassion
- ↳ Eliminate corruption in civil service delivery as it erodes the confidence of citizens most
- ↳ Take feedback & ensure grievance redressal (Sudhakar)
This principle is incorporated in Mission Karmayogi that calls for rules based instead of rules based governance by keeping citizens and their right at forefront

- (b) लोक सेवा, एक नौकरशाही संरचना में निहित होती है जिसमें प्राधिकार की स्पष्ट सीमा, मूल्य मानकीकरण और जवाबदेही तंत्र होते हैं। ऐसी संरचना के भीतर काम करते हुए, आपके अनुसार वे कौन से प्रभाव हैं जो लोक सेवा के नैतिक निर्णय लेने को प्रभावित करते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service takes place in a bureaucratic structure with clear lines of authority, value standardization, and accountability mechanisms. Working within such a structure, what do you think are the influences that impact the public servant's ethical decision-making?

(Answer in 150 words) 10 Marks

A bureaucratic structure is driven by code of conduct, ethical values (like Nolan Committee) and clear responsibility and accountability matrices.

Influences that impact decision making

- ① Emphasis on objectivity due to rules based procedure following
- ② Delay in decision making and risk aversion due to over procedural compliance
- ③ Risk transfer by sending files from one department to another
(Eg: Nuh security force office could not be cleared due to inability to decide who will pay land use charge)

- ④ social accountability and hierarchical structure may lead to file passing from junior officer to senior officers
- ⑤ Role model in form of seniors and political pressure influence decision making
- ⑥ However, lack of clearly defined code of conduct can lead to different interpretations & misuse of power
- ⑦ Values of civil services like integrity, objectivity, openness influence ethical decision making (Eg: TN Seshan, Kiran Bedi)

Thus, on one hand it leads to negative impact of delay but also promote effective ethical decisions. To counter delay, we can implement technology (Eg: GATI SHAKTI) to ensure this can be rectified

2. (a) 'नैतिकता' और 'सत्यनिष्ठा' शब्दों से आप क्या समझते हैं? क्या आपको लगता है कि वे एक दूसरे से संबंधित हैं? लोक प्रशासन के संदर्भ में नैतिकता और सत्यनिष्ठा के बीच संबंध को उदाहरण सहित स्पष्ट कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by the terms 'ethics' and 'integrity'? Do you think they are interrelated? Explain with examples the relationship between ethics and integrity in the context of public administration.
(Answer in 150 words) 10 Marks

Ethics refers to a code of conduct with respect to right or wrong of action. Eg: Digital Media Ethics Rule

Integrity is a virtue of steadfast adherence to right values and morals across space & time. It is doing right thing when when no one is watching.
For eg: returning extra order delivered by Amazon worker

In ancient text, ethics is described as 'Dharma' and integrity is 'Trikarna Shuddhi' (manas, vachana, karma)

Ethics ⇒ Integrity

It means a societal code that promotes honesty, probity and doing the right thing.

Integrity \Rightarrow Ethics

When one acts with integrity he/she upholds the ethical values.

Relationship in public administration

- 1) There is a code of conduct (Civil services Conduct Rules) that ask officers to show highest levels of professionalism & probity
- 2) Nolan Committee has values like honesty, openness and selflessness
- 3) Officers with integrity like Nripendra Mishra, PK Mishra, Ashok Khemka uphold ethical values
- 4) Integrity leads to ethical governance which is beyond good governance (Eg: Tanuboli Ayyaj creating hospital in Bijapur)

Hence, both reinforce each other creating positive feedback loop.

- (b) नैतिक व्यवहार और भावनात्मक बुद्धिमत्तापूर्ण व्यवहार शब्दों से आप क्या समझते हैं? प्रासंगिक भावनात्मक बुद्धिमत्ता घटकों की पहचान कीजिए जो नैतिक व्यवहार के लिए एक विश्वसनीय मार्गदर्शक के रूप में कार्य करते हैं।
(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by the terms 'ethical behavior' and 'emotionally intelligent behavior'? Identify the relevant emotional intelligence components that act as a reliable guide to ethical behavior.
(Answer in 150 words) 10 Marks

Behaviour refers to how to respond to a situation with actions

1) Ethical behaviour → behaviour that has right values & virtues

Eg: not crossing red light

2) Emotionally intelligent behaviour → being aware of one's emotions and others and analysing them to take decisions

Eg: helping road accident victim even if there is urgent personal task (good samaritan)

Thus, emotional intelligence can help (EI) to ensure ethical behaviour —

→ EI helps to understand others feelings & develop empathy (which is ethical behaviour)

- Developing Sensitivity to other's culture and conditions can prevent stereotypes (& reduce hate speech)
- Leading others in a team will help to ensure that their voices are heard & ensure inclusivity
- Monitoring & self-regulation of one's behaviours will prevent arbitrary actions that are unethical (for personal benefits only)
- EI helps to create balance between one's interest & other's interest
- Self-motivation can help in ensuring a duty spirit (Nishkaam Karma)

Thus EI helps to ensure ethical behaviour

3.

- (a) "अच्छा जीवन प्राप्त करने के लिए, कर्तव्य पर्याप्त नहीं है। किसी को दूसरों के प्रति सहानुभूतिपूर्ण भावनाओं को विकसित करने की आवश्यकता होती है, और नैतिक होने के लिए न तो अकेले कर्तव्य और न ही इच्छाशक्ति पर्याप्त है। क्या आप उपरोक्त कथन से सहमत हैं? अपनी स्थिति का औचित्य सिद्ध कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"To achieve a good life, duty is not sufficient; one needs to develop one's sympathetic feelings for others, and neither duty alone nor good will alone are sufficient to be moral." Do you agree with the above statement? Justify your position. (Answer in 150 words) 10 Marks

Humans have also struggled to find purpose and happiness in life. We analyse role of duty & sympathy

Duty

It ensures that one follows the guidelines & task given to them. Eg: civil servant mandate to implement a welfare state

Sympathy

It means to be able to understand other unique situation. without sympathy, we would be as good as Chat GPT

Similarly, without duty spirit, having sympathy will not convert to action. (Empathy vs compassion)

Fine balance is needed

Eg: IAS Keerthi Thalli, during Assam flood recognized her role as head of disaster management committee and also the pain of locals, thus walked barefoot

Eg: IAS Anshong Pame used crowdfunding to ^{build a} bridge so that people concerns be addressed

Eg: IFS Ruchisa Kamboj is acting as voice of Global South at UN and leading depenis in UNSC

Thus, I agree that both are necessary. As aspiring civil servant it means that I should develop a fine balance of Compassion and objectivity and adherence to rule of law.

This was also highlighted recently by CJI who said judiciary should be careful of people's concerns that rule implementation will be similar to colonial.

- (b) वैज्ञानिक दृष्टिकोण, नवोन्मेशी मानसिकता और प्रबुद्ध नागरिकों का विकास करना उच्च शिक्षण संस्थानों का प्रमुख उद्देश्य है। क्या उच्च शिक्षण संस्थान सत्यनिष्ठा की लोक संस्कृति और भ्रष्टाचार मुक्त राजनीतिक संस्कृति स्थापित करने के लिए युवाओं के मध्य सत्यनिष्ठा की शिक्षा को बढ़ावा देने में सहायक सिद्ध हो सकते हैं? यदि हाँ, तो कैसे? (150 शब्दों में उत्तर दीजिए) 10 अंक

Developing a Scientific temper, innovative mindset, and civic-conscious citizens are major objectives of higher educational institutions. Can higher educational institutions be instrumental in promoting integrity education among youth to establish a public culture of integrity and a corruption-free political culture? If yes, how? (Answer in 150 words) 10 Marks

One of my professors at college remarked that this place is not only to teach you maths and science but also give important life lessons. It is true as educational institutions are important for socialization

Promoting integrity

- ↳ It can be done directly through humanities courses (eg: HS 101 on moral & political philosophy)
- ↳ It can be a hidden theme in supporting right leaders (eg: Albert Einstein dedication and no quick fixes)
- ↳ It can be done through teachers who promote these values

↳ Institutions rules like "no proxy attendance" and strict punishment for plagiarism are important punitive measures.

Corruption free culture

Colleges today have elections (for student representatives), they host cultural fests (Eg: Model Indigo at IIT Bombay). They became important springboards for students to learn about ethics in politics. They learn about

- ↳ transparency in financials and accounts making
- ↳ accountability towards professor in charge
- ↳ responsiveness to other students

Thus, education institutions can act as important pillars to impart value education.

4. निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए और उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।
 Explain the meaning of the following quotations and discuss their contemporary relevance.

(a) इंद्रियों समय-समय पर धोखा देती हैं, और जिन लोगों ने हमें एक बार भी धोखा दिया है, उन पर कभी भी पूरा भरोसा न करना बुद्धिमानी है।
 (150 शब्दों में उत्तर दीजिए) 10 अंक

The senses deceive from time to time, and it is prudent never to trust wholly those who have deceived us even once.
 (Answer in 150 words) 10 Marks

In Bhagwad Gita, Lord Krishna gives the message to Arjuna to not be slave of one's desires, senses and lust.

Meaning

Senses are mere provocations to do a certain thing or respond to certain situation (Eg: sexual desire) for instant gratification.

They don't have the capacity of intellect and mind to distinguish between right & wrong. Hence, there is tendency to be slave of our desires.

But it is very important to not give-in to these urges and develop emotional intelligence.

Relevance

- 1) It means to prevent irresponsible and unsustainable consumption patterns
- 2) It asks us to be sensitive of others and take care of others' needs (eg. senses want only self-fulfillment which is neither desirable nor possible)
- 3) When we see rising crimes against women, it means there should be more control & values based decision making
- 4) Rising intolerance in society means that we should avoid the urge to respond to others and react if they indulge in hate speech

Thus, one should rather develop a strong intellect & have clear understanding of how senses are deceiving us

(b) "सार्वजनिक मामलों के प्रति उदासीनता के लिए अच्छे लोगों को जो कीमत चुकानी पड़ती है, वह है बुरे लोगों द्वारा शासित होना।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"The price good men pay for indifference to public affairs is to be ruled by evil men."
(Answer in 150 words) 10 Marks

This quote brings out difference in attitude of good and bad people. Good men are guided by strong virtues like honesty, doing non-discrimination, no harm to others. Evil men are the opposite

Inaction of good men

When good people chose to not act, then they are perpetuating evil actions. For example Guru Bronacharya and Bhishma Pitamah did not act against Draupadi Vastra Haran by Duryodhan

It also leads to appeasement politics. For eg: during interwar years, inaction of allied powers against Hitler led to him invading Poland.

Thus, when evil people get indirect patronage then there is no one to stop them it leads to evil rule as good people chose inaction.

Relevance

- 1) Today India is advocating concerns of global south guided by Article 51 and concerns are highlighted (debt trap, climate justice, energy transition) against western ruled institutions
- 2) In civil services, officers like Satyendra Dubey, Chandrakala, Durgashakti Nagpal chose to raise voice against corrupt officers
- 3) In market when customers don't raise voice against fraudulent action of companies it could lead to misgovernance (eg: Ponzi schemes)

As it's said that those who don't act against evil do more harm. Thus we should develop courage & integrity to act.

Next IAS ID: PTP220127, TC078, 07-09-2023 12:22 AM

- (c) "मनुष्यों ने स्वभाव को थोड़ा भ्रष्ट किया होगा, क्योंकि वे जन्मजात भेड़िये नहीं थे, और वे भेड़िये बन गये हैं।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"Men must have corrupted nature a little, for they were not born wolves, and they have become wolves."
(Answer in 150 words) 10 Marks

This shows the rising greed of humanity. Mahatma Gandhi once said that there is enough for everyone's need but not for their greed (as of a wolf)

Not born wolves

A child is innocent and there cannot be any counter to that. He is innocent and wants to help others, he is honest, empathetic without any bias or stereotype

Socialization is corrupted

However, the institutions of socialization which impart values have

corrupted. Eg:

- schools — Maraffanagar, Kathua incident
- family — domestic violence against mother
- Media — objectification of women & hate speeches
- friends — peer pressure
- overall society & nature — loss of moral values

more cases of hatred with
noted 50,000 cases of violence against
dalits in 2021 Eg: NCRB

Way Ahead

It calls for holistic reforms in society and need for value based education.

We should impart constitutional values like liberty, equality and justice, instead, and spirit of fundamental duties (Article 51A)

5. (a) पेशेवर रूप में, सिविल सेवक कैरियर केंद्रित और स्वार्थ-निष्ठ भी होते हैं। साथ ही, उनका सेवा लोकाचार उन पर निस्वार्थ भाव से सार्वजनिक हित की सेवा करने का दायित्व भी थोपता है। क्या एक सिविल सेवक के लिए करियर और सेवा दायित्व में सामंजस्य बिठाना संभव है? अपनी स्थिति स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

As professionals, civil servants are career focused and are also self-interested. At the same time, their service ethos imposes an obligation to serve the public interest selflessly. Is it possible for a civil servant to reconcile career and service obligation? Explain your position.

(Answer in 150 words) 10 Marks

Civil servants face dilemma of conflict of interests. There is spirit of duty but also personal responsibility

This may lead to corruption and misuse of office. Even Public Policy

Review in November 2021 issue noted that Public Information Prevents officers from taking decisions and it causes risk aversion. Resources Power Public life fear of loss of reputation

Reconcile the two

1. Develop spirit of Karmayoga and Nishkaam Karma (ultimately fruits of labour & career trajectory not in our hands)

2. Put emphasis on public service delivery at top as it is service of God

3. Career trajectory is already secured by constitutional safeguards (Article 312) and there should be a spirit of accepting transfers with open heart.
4. Inculcate spirit of integrity and promote good officers (like Abhinav Tanel, Indian Express Excellence in Governance Awards)
5. Strict punitive action against corrupt officers
6. Implement Civil Services Board (TSR Subramaniam case) for ensuring political independence
7. Promote role models like Sheela Nair, Aruna Sundarajan, Smita Sabharwal
- "Mukhtasar-e-Zindagi ke Aag Pasane Hain
Yaha Ter Bhi Chalene Hai,
Aur Panchi Bhi Bachane Hain"
— Anil Swarup
- (This chosen life has its own fables,
we must fire shots but also save birds)

- (b) "जिस तरह करुणा के बिना सक्षमता निष्ठुर और अमानवीय हो सकती है उसी तरह, सक्षमता के बिना करुणा मदद माँगने वाले व्यक्तियों के लिए अर्थहीन हो सकती है।" उपयुक्त दृष्टांत की सहायता से सार्वजनिक सेवाओं के संदर्भ में उपरोक्त की व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"While competence without compassion can be brutal and inhumane; similarly, compassion without competence can be meaningless for persons seeking help." Explain the above with the help of a suitable illustration in the context of public services. (Answer in 150 words) 10 Marks

Competence ^{means} "being able to complete a given task with efficacy and effectiveness."

Compassion means to be considerate of others and take actions to alleviate their sufferings.

Consider, a young IAS officer who has to issue cards for a new scheme (say healthcare), he is very proficient and effective. He follows all the procedures and even searches out to other departments in case any collaboration needed.

But if a ~~an~~ an old lady (widow) who doesnot have any documents come if he doesnot help her in getting them, then true purpose of scheme is lost

On contrary, if an officer wants to work for others and thinks that a scheme like doorstep delivery of cards will be helpful for person with disability.

But if he is not competent and he is unable to identify the beneficiaries and lead the effort, then it will be in vain.

Therefore, balance is needed:

Eg: Project Nidaan by Rohit Singh

Eg: vidyut Apke Dwar (VADA) by
IAS Tina Dhabi

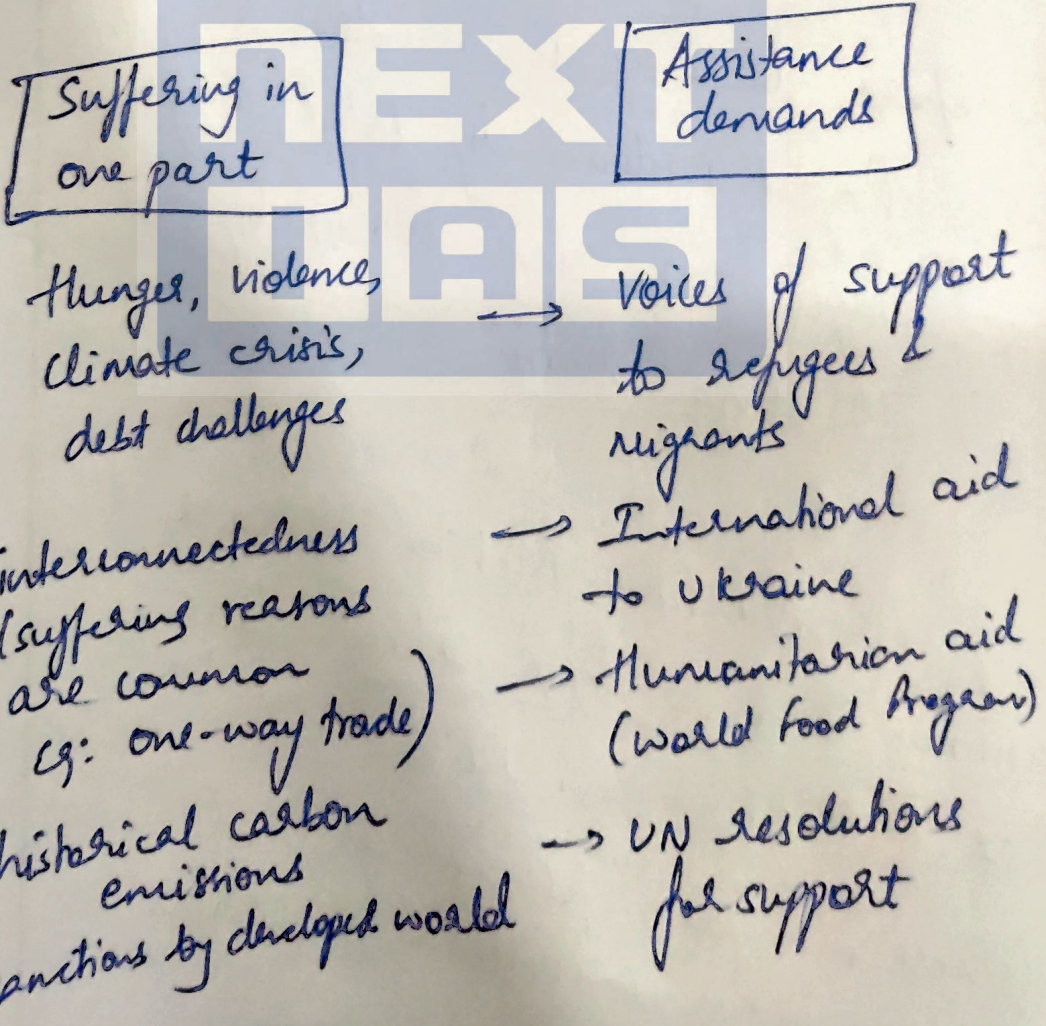
As Narsimh Mehta remarked,
" Vaishnav Jan To Tene Kahiyee Ji,
Peer Parayi Jaani Re"

(Those who are followers of God should understand concerns of others & work without ego for them).

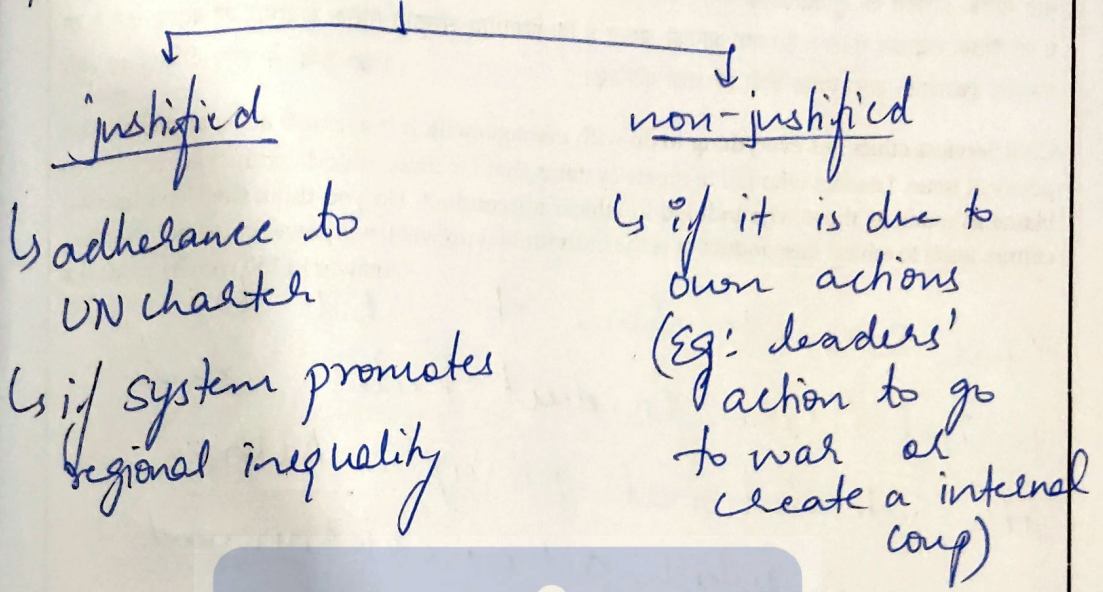
6. (a) क्या दुनिया के एक हिस्से में व्यक्तियों का कष्ट उन विदेशियों पर सहायता की नैतिक माँग उत्पन्न करती है जो उनसे दूर रहते हैं? क्या सहायता की ये नैतिक माँगें न्यायसंगत हैं? क्या अभाव के समय अंतर्राष्ट्रीय समुदाय की मदद करने में विफल रहने के लिए सरकारों को नैतिक रूप से जिम्मेदार ठहराया जा सकता है? चर्चा कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

Does the suffering of individuals in one part of the world generate moral demands of assistance on those foreigners who live far away from them? Are these moral demands of assistance justified? Can governments be held morally responsible for failing to help the international community in times of deprivation? Discuss.
(Answer in 150 words) 10 Marks

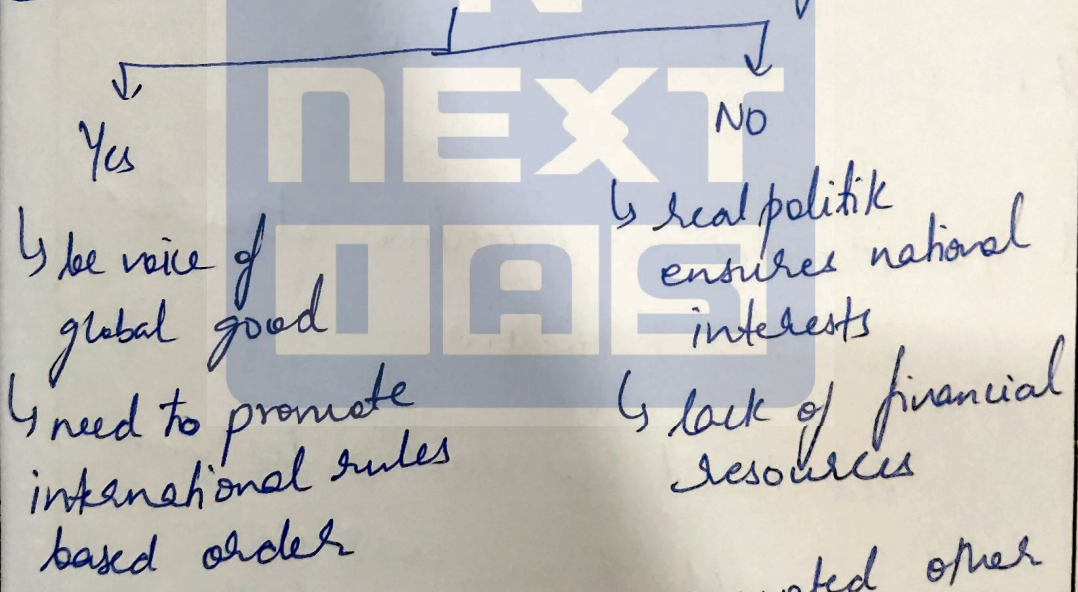
Ancient Indian texts say that the world is one family (Vasudev Kutumbakam). This is more relevant for globalized world with interconnectness and interdependence on societies & economies.



These demands are



Government's moral responsibility



India has always promoted other interests (Eg: food aid in Afghanistan, HADR response in Turkey).

Dr. S. Jaishankar has thus called for regulation in recent Business 20 Summit for inclusive growth of world

- (b) सिविल सेवा नैतिकता का संबंध प्रबंधन से है। यह जितना विभागीय मामला है उतना ही व्यक्तिगत मामला भी है। जो नेता नैतिक आचरण को सुविधाजनक बनाने वाली प्रणालियाँ बनाने में विफल रहते हैं, वे भी उतने ही दोषी हैं जितने वे जो नैतिक कदाचार में लिप्त हैं। क्या आपको लगता है कि विभागीय संस्कृति नैतिक कदाचार को बढ़ावा देती है या कमजोर इच्छाशक्ति वाला व्यक्ति दोषी है? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Civil Services ethics has everything to do with management. It is as much a Departmental as a personal issue. Leaders who fail to create systems that facilitate ethical conduct are equally to blame as much as those who indulge in ethical misconduct. Do you think the Departmental culture leads to ethical misconduct or is the individual with weak willpower culpable? Discuss.

(Answer in 150 words) 10 Marks

Civil servants have to abide by Central Service Conduct Rules and also international principles (Nolan Committee) which act as determinants of ethical conduct

Role of department culture

- ↳ It creates an incentive structure for everyone to follow
- ↳ If department has strict rules and right leaders then corrupt officers will have to tow the line
(Eg: Mr Pathak in Education department in Bihar leading reforms)
- ↳ But if department is lax and does not act then it not only promotes

Those who are corrupt but may also lead to change in attitude of honest officers

Role of individual

An individual's conscience and adherence to right values will ultimately pay in long run despite external pressure.

Steadfast adherence to probity (like TN Seshan, KPS Gill, Sanjivta Parashar) ensures that ethical conduct is there. Further, they also promote others. (Eg: when V Sugayam declared assets others too did).

But those with weak will power will ultimately become pliant.

Hence, both are equally responsible. Thus we should have right department culture and also cultivate right values of integrity & perseverance

खण्ड-B / Section-B

7. आप कम साक्षरता दर और खराब स्वास्थ्य संकेतक वाले जिले में जिला विकास अधिकारी के रूप में तैनात हैं। जैसे ही आपने कार्यभार संभाला, आपके स्वास्थ्य सचिव ने स्पष्ट निर्देश दिए कि आपकी प्राथमिकता स्वास्थ्य सेवाओं की आपूर्ति में वृद्धि करके स्वास्थ्य संकेतकों में सुधार करना है।

कार्यभार संभालने के बाद, आपने स्वास्थ्य सेवाओं में सुधार के तरीकों का अध्ययन करने और उनकी पहचान करने के लिए जिले का दौरा किया। अपनी क्षेत्रीय यात्रा के दौरान, आपको पता चला कि मुद्दा सेवाओं की पहुँच का नहीं है यह कुछ और ही है। आपने पाया कि समस्या मिथकों, भ्रांतियों और कुप्रथाओं का है जो स्वास्थ्य देखभाल सेवाओं को अपनाने में बाधा बन रही हैं। उदाहरण के लिए, लोगों का मानना है कि टीके नपुंसकता का कारण बनते हैं, टीकाकरण जन्म नियंत्रण के लिए किया जाता है, प्रसवपूर्व देखभाल का उपयोग माँ और बच्चे के स्वास्थ्य के लिए प्रतिकूल है, इत्यादि।

आपने महसूस किया कि ये मान्यताएँ व्यवहार संबंधी बाधाएँ हैं जो स्वास्थ्य और पोषण सेवाओं के रास्ते में बाधक हैं। और इन व्यवहार संबंधी बाधाओं के कारण अग्रिम पंक्ति के कार्यकर्ताओं का पहुँचना मुश्किल हो गया है।

आपने स्वास्थ्य सचिव के साथ अपने अवलोकन पर चर्चा की, और उन्होंने आपको पड़ोसी जिले के डीडीओ से सीख लेने की सलाह दी, जो कुछ अच्छा काम कर रहे हैं। जब आप पड़ोसी डीडीओ से मिले, तो आपको पता चला कि वह लोगों को मनाने के लिए आस्थावान नेता के प्रभाव और पहुँच का उपयोग कर रहा है। आप व्यवहार संबंधी बाधाओं को दूर करने में मदद के लिए आस्थावान नेताओं को शामिल करने के बारे में आशंकित हैं। एक सिविल सेवक के रूप में, आपको लगा कि स्वास्थ्य सेवा योजनाओं में आस्थावान नेताओं को शामिल करना एक गलती होगी। जब आपने सचिव के साथ अपनी आशंकाएँ साझा कीं, तो उन्होंने दृढ़तापूर्वक आपको प्रयास करने और कुछ नया करने का निर्देश दिया।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आस्थावान नेताओं को प्रभावशाली और प्रेरक के रूप में उपयोग करने के क्या फायदे और नुकसान हैं?
- यदि आस्थावान नेता नहीं हैं, तो व्यवहार संबंधी बाधाओं को तोड़ने के लिए आपके पास अन्य विकल्प क्या हैं?
- क्या आपको लगता है कि एक सिविल सेवक के लिए सरकारी योजनाओं को बढ़ावा देने में आस्थावान नेताओं को शामिल करना नैतिक रूप से सही है? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted as a District Development officer in a district with a low literacy rate and poor health indicators. As you took charge, your Health Secretary had given express instructions that your priority is to improve health indicators by enhancing the delivery of healthcare services.

After taking over, you traveled around the district to study and identify ways of improving healthcare services. During your field trip, you discovered that the issue was not the accessibility of services; it was something else. You found the problem was the myths, misconceptions, and malpractices that hindered the uptake of health care services. For instance, people believed that vaccines caused impotence, immunization was equivalent to birth control, using antenatal care was counterproductive to the health of the mother and baby, and so on.

You realize that these beliefs were the behavioral barriers that stood in the way of health and nutrition services. And these behavioral barriers made it difficult for front-line workers to reach out.

You discussed your observations with the Health Secretary, and he advised you to seek inputs from the neighboring district DDO who was doing some good work. When you met with the neighboring DDO, you learned he was experimenting with using the Faith leader's influence and reach to persuade people. You were unsure about roping in faith leaders to help you overcome the behavioral barriers. As a civil servant, you felt it would be a mistake to involve faith leaders in health service schemes. When you shared your apprehensions with the Secretary, he firmly instructed you to try and innovate.

- What are the issues involved in the above case?
- What are the advantages and disadvantages of using Faith leaders as influencers and persuaders?

- (c) If not faith leaders, what are your other options for breaking the behavioral barriers?
 (d) Do you think it is ethically right for a civil servant to involve faith leaders in promoting government schemes?
 (Answer in 250 words) 20 Marks

This case shows the challenge of a culture that is antithetical to science and modern development and rooted in myths. Further it shows role of community leaders in grass root level change

a) Issues

<u>Stakeholder</u>	<u>Issue</u>
(i) State's health department	<ul style="list-style-type: none"> → Not able to deliver services → Vaccine hesitancy in society → Need to develop scientific temper
(ii) Society	→ beliefs rooted in hearsay and myths
(iii) Myself	<ul style="list-style-type: none"> → need to ensure effective persuasion → show non-state elements (religious leaders) be involved

b) Use of faith leaders

Advantages

- (i) Ensure wider reach as India is deeply religious society
 - (ii) Help to counter any myth rooted in religion
 - (iii) It will lead to more credibility as people trust religious leaders
- Thus, it ensures ethos, pathos as well as logos for persuasion

Challenges

- (i) Religious leaders may themselves be biased against modern technique
- (ii) It would be a precedent of involving religion in state matters

(iii) If communication not handled carefully, it could even lead to communal hatred & violence (if targeted against one member)

c) Other options:

- (i) Rope in doctors (both from AIIMS and local doctors)
- (ii) Provide evidence of effectiveness (Eg: case studies & stories)
- (iii) Use of popular mass media like Nukkad Natak
- (iv) Reach to NGOs and other civil society organisations in the area
- (v) Rope in AASHA, Anganwadi workers
- (vi) Involve Panchayati Raj leaders
- (vii) Float a survey on exact concerns and address them point by point

d) Involving faith leaders:

(i) Constitution allows a positive model of secularism and hence state can legally interfere in religious matters

(ii) There have been precedents of involving religious leaders (Eg: in Ahmedabad SP coordinates with everyone to prevent riots)

(iii) International experience (Eg: Religion 2.0) provides religious leaders as active stake holders

(iv) Means & Ends Theory — both means & ends are in favour (there is nothing morally wrong)

(v) from utilitarian perspective, it is in benefit for all

Thus, I should be open to suggestions and there is no harm.
Eg: Julio Ribeiro created Mohalla Committees in Mumbai to stop riots.

आप एक एजेंसी 'विशेष प्रयोजन साधन' के प्रमुख हैं, जो आवश्यक सेवाओं की अंतिम-मील वितरण की निगरानी करने और आपके अधिकार क्षेत्र के भीतर नागरिकों की बाधाओं और शिकायतों को सुलझाने के लिए जिम्मेदार है। आवश्यक सेवाओं में मातृ एवं शिशु स्वास्थ्य देखभाल, बीपीएल परिवारों को पोषण संबंधी सहायता, पेयजल उपलब्धता आदि शामिल है।

आपकी एजेंसी ने नियमित आधिकारिक संचालन और शिकायतों को संभालने के लिए 15 कर्मचारियों को नियुक्त किया है। चूंकि एजेंसी शिकायतों का निपटारा करती है, इसलिए प्रतिदिन भारी मात्रा में सार्वजनिक व्यवहार होता है। कभी-कभी एजेंसी के अधिकारियों को नियमित कार्यालय का काम पूरा करने के लिए कार्यालय समय से परे काम करना पड़ता है, क्योंकि सार्वजनिक व्यवहार में कार्यालय के अधिकांश घंटे लग जाते हैं। कर्मचारी अतिरिक्त काम करने से नाखुश थे क्योंकि उन्हें कोई ओवरटाइम भुगतान नहीं किया जाता है। उनमें से कुछ ने अनौपचारिक रूप से आपके साथ इस मुद्दे को उठाया, लेकिन आप असहाय हैं क्योंकि एजेंसी के नियम किसी भी यात्रा या ओवरटाइम भत्ते की अनुमति नहीं देते हैं। आपने इस मामले को मुख्यालय के समक्ष उठाने का प्रयास किया लेकिन कोई फायदा नहीं हुआ।

काम का तनाव धीरे-धीरे कर्मचारियों के बीच दिखने लगा, वे शिकायतकर्ताओं से चिड़चिड़े हो गए और कभी-कभी उन पर चिल्लाने लगते हैं। अशिष्टता के अलावा, कर्मचारियों की भाषा दुर्व्यवहारपूर्ण, अपमानजनक और कभी-कभी जातिवादी होती जा रही है। आपने पाया कि उनमें से विशेष रूप से 4 ऐसे हैं जो शिकायतों से निपटने के दौरान बहुत अपमानजनक और भेदभावपूर्ण व्यवहार कर रहे हैं। मुखिया के रूप में आपने उन्हें चेतावनी दी, परंतु उनके कार्यकारी दृष्टिकोण में कोई उल्लेखनीय परिवर्तन नहीं आया। आपकी समस्या को और बढ़ाने के लिए, कुछ ग्रामीणों ने, अपने सरपंच के माध्यम से, आपके मुख्यालय में अशिष्ट, अपमानजनक और भेदभावपूर्ण व्यवहार का मुद्दा उठाया। मुख्यालय ने तुरंत आपको कार्रवाई करने और एक सम्मानजनक और गरिमापूर्ण कार्यस्थल बनाने का निर्देश दिया।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपके लिए कार्रवाई के कौन से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प की जाँच कीजिए और अपनी चुनी हुई कार्यवाही की पुष्टि कीजिए।
- मर्यादा से आप क्या समझते हैं? मानवीय और सामाजिक मर्यादा के बीच अंतर बताइए? सरकारी विभागों में देखे जाने वाले सामान्य मर्यादा उल्लंघनों की पहचान कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

You are the Head of an Agency, a special purpose vehicle, responsible for overseeing the last-mile delivery of essential services and sorting out bottlenecks and grievances of the citizens within your jurisdiction. The essential services included Maternal and infant health care, nutritional support to BPL families, drinking water availability, etc.

Your agency employed a staff of 15 to carry out regular official operations and handle grievances. Since the agency dealt with complaints, there was an enormous amount of public dealing daily. Sometimes the agency officials had to work beyond office hours to finish the regular office work as public dealings took away most of the office hours. The employees were unhappy doing the extra bit as they were not paid any overtime. A few of them informally raised the issue with you, but you were helpless as the agency rules didn't allow any travel or overtime allowances. You tried taking up the matter with HQ but to no avail.

The work stress gradually started showing up among the staff, they became irritable with the complainants, and at times they shouted at them. Besides rudeness, the staff's language became abusive, derogatory, and sometimes casteist. You could notice that there were 4 of them in particular who were getting very abusive and discriminatory while handling grievances. As the Head, you warned them, but there was no marked change in their work attitude. To compound your problem, some of the villagers, through their Sarpanch, raised the issue of rude, disrespectful, and discriminatory behavior with your HQ. The HQ immediately instructed you to take action and create a respectful and dignified workspace.

- What are the issues involved in the above case?
- What are the action options available to you?

This case shows the importance of both healthy work culture and

NextIAS ID: PTF220127/TC976, 07-09-2023 12:22 AM
Sensitization of workers involved in public service delivery.

a) Issues involved in case :-

(i) Unproductive work culture - extra hours will in longer run affect mental health and welfare of workers

(ii) Lack of fair pay - Code on wages call for extra payment beyond working hours (eg: ASHA workers protested in Andhra Pradesh due to extra work in COVID but no fair remuneration)

(iii) Insensitivity towards public - this should not be tolerated as ultimately we are public servants

(iv) Erosion of trust among the citizens - eg. panchayat leaders are complaining

(v) Harm the department reputation

(vi) Dilemma of taking action against errant officers who are already overburdened

b, c) options available & their merits

Option I: Understand concern of workers & legitimate demands & issue ^{strict} warning

Merits → ensure work is not stopped

→ In good faith, ensure abusive behaviours will stop

Demerit → slippery slope & act as precedent

→ not solving actual issue of poor wages

Option - I : Suspend the officers and create an ^{independent} enquiry committee (for both abusive behaviour & wages concern)

Merit : → objective decision making
 → address all concerns
 → ensure healthy work environment
 → stop abusive behaviour

Demerit : → May take time to submit report

Option - II : Remove errant officers from position

Merit → Act against complaint of abusive behaviour

Demerit → Other officers may be disheartened as their colleagues are removed despite tough working environment

Chosen course of action - Based on principles of leadership, legality,

accountability; it's important to create an independent committee

To address concerns of extra hours, I should join the workers and lead them beyond my working hours.

d) Dignity means respect of an individual. It's intrinsic in Article 21 which provides right to life and protection against defamation (Article 19(2))

Human dignity

↳ unalienable human rights which are universal

↳ like sanitation condition is must for human dignity

Social dignity

↳ social respect, it is usually associated with caste, class, religion issue

Common dignity violations

↳ mistreatment of common citizens and denying right to service

↳ casteist and religious slurs

↳ gender stereotypes (recently SC published guidelines to combat them)

9.

मुंबई में मुख्यालय वाली एक प्रमुख फार्मास्युटिकल कंपनी का परिचालन दुनिया भर में है। यह जेनेरिक दवाओं का एक बड़ा उत्पादक और निर्यातक है। इसकी उत्पादन सुविधाएँ देश भर में फैली हुई हैं। महामारी के बाद, कंपनी ने अपनी जेनेरिक दवाओं की माँग में तेजी से वृद्धि देखी और माँग को पूरा करने के लिए, कंपनी ने छोटे निर्माताओं को उत्पादन का अनुबंध दिया। सौदा यह है कि अनुबंधित आपूर्तिकर्ता पूर्व निर्धारित कार्यक्रम के भीतर एक निर्दिष्ट मात्रा में दवाओं की आपूर्ति करेगा, और डिलीवरी पर भुगतान जारी किया जाएगा। कंपनी ने आपूर्तिकर्ता की सुविधाओं, नीतियों या सुरक्षा मानकों की परवाह नहीं की। यह देनदारियों के बिना आपूर्ति श्रृंखला को चालू रखने का एक सरल व्यापारिक सौदा है।

कुछ आपूर्तिकर्ताओं ने इसे शीघ्र पैसा कमाने के अवसर के रूप में देखा। उन्होंने अपनी उत्पादन सुविधा की सीमाएँ बढ़ानी शुरू कर दीं और सुरक्षा और श्रम कानूनों की कोई परवाह नहीं की। दुर्भाग्य से, एक आपूर्तिकर्ता की भंडारण सुविधा में आग लग गई और इस त्रासदी में 22 श्रमिकों की मृत्यु हो गई। उत्पादन सुविधा बंद कर दी गई, और मृत श्रमिकों के परिवारों ने आपूर्तिकर्ता और दवा कंपनी पर क्षतिपूर्ति के लिए मुकदमा दायर किया। आपूर्तिकर्ता नुकसान का भुगतान करने के लिए सहमत हो गया, लेकिन कंपनी ने किसी भी देनदारी से इनकार कर दिया क्योंकि वे सीधे तौर पर शामिल नहीं थी। इस बीच, परिवार का प्रतिनिधित्व करने वाले वकीलों ने दावा किया कि कंपनी इस त्रासदी के लिए नैतिक रूप से जिम्मेदार है क्योंकि उन्होंने सुरक्षा के लिए उत्पादन सुविधा का निरीक्षण नहीं किया और हर चीज के प्रति उदासीन थे। परिवारों का मानना है कि कंपनी पूरी तरह से परिणामवादी है, जो अपनी आपूर्ति लाइनों को चालू रखने के बारे में चिंतित है, चाहे लागत कुछ भी हो।

- (a) उपरोक्त मामले में कौन से नैतिक मुद्दे शामिल हैं? (50 शब्दों में) 5 अंक
- (b) नुकसान का भुगतान करने पर कंपनी की स्थिति का नैतिक रूप से विश्लेषण कीजिए और बताइए कि क्यों-क्यों नहीं कंपनी को नुकसान के लिए उत्तरदायी होना चाहिए। (120 शब्द) 10 अंक
- (c) नैतिक उत्तरदायित्व शब्द से आप क्या समझते हैं? आप कब सोचते हैं कि कोई व्यक्ति या इकाई किए गए कार्यों के लिए नैतिक रूप से जिम्मेदार होता है? (80 शब्दों में) 5 अंक

A major pharmaceutical company headquartered in Mumbai had worldwide operations. It was a big producer and exporter of generic drugs. It has production facilities spread around the country. After the pandemic, the company saw an exponential growth in demand for its generic drugs, and to meet the demand, the company contracted out production to small manufacturers. The deal was that the contracted supplier would supply a specified quantity of drugs within the prearranged schedule, and on delivery, the payments were released. The company didn't bother about the supplier's facilities, policies, or safety standards. It was a simple business deal of keeping the supply chain running without liabilities.

Some suppliers saw this as an opportunity to make some quick money. They started stretching the limits of their production facility and didn't mind compromising with safety and labor laws. Unfortunately, a supplier's storage facility caught fire, and 22 workers died in the tragedy. The production facility was closed, and the dead workers' families sued the supplier and pharmaceutical company for damages. The supplier agreed to pay the damages, but the company denied any liabilities as they were not directly involved. Meanwhile, the lawyers representing the family claimed that the company was morally responsible for the tragedy because they didn't inspect the production facility for safety and were indifferent to everything. The families considered the company to be outright consequentialists worried about keeping their supply lines running, whatever the cost.

- (a) What are the ethical issues involved in the above case? (50 words) 5 marks
- (b) Ethically analyze the company's position on paying damages and justify why/ why not the company should be liable for damages. (120 words) 10 marks.
- (c) What do you understand by the term moral responsibility? When do you think a person or an entity becomes morally responsible for actions committed or omitted? (80 words) 5 marks

This case shows conflict within people and profit agenda of companies

and blatant disregard to legislations (Factories Act) and good governance (Corporate governance) practices (Eg: Mundak fire)

a) Issues involved →

- Ethical and moral responsibility of companies towards employees and their family welfare
- Need to abide with fire safety guidelines
- Lack of culture that promote fire proof training & emergency drills
- Immense pressure on small manufactures & suppliers working on poor margins
- Poor prioritization of costs over quality
- State failure to regulate fire safety norms
- responsibility of all stakeholders in the value chain

b) Company's position:

Ethical issues are accountability, responsibility, responsiveness towards suppliers & their employees.

Justified position

- ↳ They are not responsible for all suppliers (there can be many suppliers even those abroad in complex value chain)
- ↳ Market forces determine demand & supply and hence supplier should not have agreed to contract

Not justified

- ↳ ESG guidelines incorporate checking conditions of suppliers before taking them on board
- ↳ Suppliers are not mere stakeholders but an active contributor to company's revenue

↳ Accountability should be felt all as company was aware of low & thin margins

↳ Moral responsibility to compensate families

Moral responsibility is one arising beyond ethical considerations (outside of legal framework). It emphasizes on virtues of humanity which encompasses rightness and wrongness of an action.

Conditions of moral responsibility

- ↳ when they are a key stakeholder in the decision
- ↳ when they are the leader of the organization
- ↳ when their negligence caused the issue

It can be seen when hal Bahadur Shastri resigned after railway accident. Recently Ashwini Ji took moral accountability & responsibility & looked until railways was restored in Balasore train accident.

N
NEXT
DAS

आज और अजय एक साथ कॉलेज में थे, सिविल सेवा परीक्षा के लिए उत्तीर्ण हुए, प्रशिक्षित हुए और एक ही राज्य में काम किया। इन वर्षों में आप और अजय अच्छे दोस्त और सहकर्मी बन गये। यहाँ तक कि पारिवारिक रूप से भी आप दोनों काफी करीब आ गए और छुट्टियों और त्योहारों को एक साथ मनाने लगे।

व्यवसायिक तौर पर पिछले 15 सालों में दोनों आगे बढ़े, लेकिन आपके और अजय के रास्ते अलग-अलग थे। आपने राजनीतिक जलजलों से दूरी बनाए रखा, तटस्थ रहना पसंद किया और किसी भी समूह, लॉबी या विचारधारा से जुड़े रहने से परहेज किया। लेकिन अजय अपने झुकाव को लेकर विवेकशील नहीं थे और वह अच्छे नेटवर्क और पहुँच वालों से जुड़े हुए थे। अपनी नेटवर्किंग के कारण, अजय की पोस्टिंग को हमेशा 'प्लम पोस्टिंग' माना जाता था। अजय को 'शहरी अवसंरचना परियोजनाओं' के सीएमडी के रूप में तैनात किया गया, जो एक भारी लागत वाली हाई-प्रोफाइल परियोजना है। साथ ही आप तीन वर्षों से राज्य योजना आयोग में कार्यरत हैं और अपनी पदोन्नति एवं नवीन पदस्थापना की प्रतीक्षा कर रहे हैं।

जब नई पोस्टिंग की घोषणा हुई तो आप सतर्कता विभाग में अपना स्थानांतरण देखकर आश्चर्यचकित रह गये। कार्यभार संभालने के एक महीने के भीतर ही आपके विभागीय सचिव ने आपको एक मंत्री और उनके परिवार से जुड़े भूमि सौदों की विवेकपूर्ण जाँच करने का आदेश दिया। आपको सख्ती से कहा गया कि इसे गुप्त रखें और जाँच के बारे में सचिव के अलावा किसी और के साथ कोई भी जानकारी साझा न करें।

जैसे ही आपने पूछताछ शुरू की, आपको एहसास हुआ कि अजय, मंत्री और उनके सौदों के साथ घनिष्ठ रूप से जुड़ा हुआ है। जैसे-जैसे सबूत इकट्ठा होने लगे, आप मंत्री और दोस्तों के पक्ष में अजय के संदिग्ध फैसलों को देखकर चकित रह गए। इसके अलावा, आपके अजय के पास उत्तरी घोषित आय के स्रोतों से कहीं अधिक संपत्ति होने के सबूत भी मिले। जब आपने सचिव के साथ विवरण साझा किया, तो उन्होंने तुरंत आपको अजय के कार्यालय और घर की तलाशी लेने का आदेश दिया क्योंकि उनका मानना है कि अजय ही वह माध्यम है जिसके माध्यम से वे मंत्री को संदिग्ध भूमि सौदों के लिए पकड़ सकते हैं।

आप असमंजस में हैं क्योंकि आप जानते हैं कि तलाशी अभियान से अजय की प्रतिष्ठा घूमिल होगी और परिवार के लिए यह दुःखद

- उपरोक्त मामले में कौन से नैतिक मुद्दे और दुविधाएँ शामिल हैं?
- आपके पास कौन से विकल्प उपलब्ध हैं?
- विकल्पों का विश्लेषण करने के बाद अपनी चुनी हुई कार्रवाई का चयन करें।
- उपरोक्त मामले में आपकी नैतिक प्रेरणा क्या होनी चाहिए? क्या यह कर्तव्य, दायित्व या परिणाम होना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

You and Ajay were in college together, qualified for the civil services examination, trained, and worked in the same State. Over the years, you and Ajay became good friends and colleagues. Even the families became close to the extent of taking vacations and celebrating festivals together.

Professionally, in the last 15 years, both grew, but the paths you and Ajay took differed. You kept your distance from political masters, preferred to be neutral, and refrained from being identified with any group, lobby, or ideology. But Ajay was not discreet about his leanings, and he was well-networked and connected. Because of his networking, Ajay always had postings considered "plum postings." Ajay was posted as CMD of Urban Infrastructure Projects, a high-profile Project with a huge outlay. At the same time, you were working in State Planning Commission for three years and were awaiting your promotion and new posting.

When new postings were announced, you were surprised to see your transfer to Vigilance Department. Within a month of taking charge, you were ordered by your Departmental Secretary to conduct an inquiry discreetly into land dealings involving a Minister and his family. You were strictly told to keep it discreet and not to share any information about the investigation with anybody besides the Secretary.

As you started the inquiry, you realized Ajay was closely involved with the Minister and his deals. As evidence started piling up, you were shocked to notice Ajay's questionable decisions favoring the Minister and friends. Further, you found evidence of Ajay having assets disproportionately much higher than his declared sources of income. When you shared the details with the Secretary, he immediately ordered you to search Ajay's office and home as he believed Ajay was the medium through which they could catch the Minister for shady land deals.

You were in a bind as you knew a search operation would tarnish Ajay's reputation and be traumatic for the family.

- What are the ethical issues and dilemmas involved in the above case?
- What are the options available to you?
- Select your chosen course of action after analyzing the options.
- What must be your moral motivation in the above case? Should it be duty, care, or consequences?

(Answer in 250 words) 20 Marks

This case shows politicization of bureaucracy and quid-pro-quo of corrupt officers and their relations with ministers (collusive bribery)

a) Ethical issues

- Pliant & corrupt bureaucracy
- Interference in promotions
- challenges in fair & independent enquiry

Ethical dilemmas

- Personal relationship with friend or professional duty as vigilance officer

(ii) Should an officer conduct enquiry on a friend (conflict of interest)

b) options : —

(i) Recuse myself from the case

Merit → ensure fair, independent enquiry

→ don't let my relationship cloud investigation process

→ save friendship & family relations

Demerit → prima facie there is evidence of corruption, thus my relation would support my evil

(ii) Conduct proceedings without any influence & search Ajay office.

Merit → Act as per call of duty

Demerit → Nothing as such but later there can be allegation of protecting a friend

(iii) Declare my relationship with Senior and let them decide

Merit → Ensure future charges of collusion are prevented

Demerit → nothing as such

c) Chosen option :

Framework to decide :

- (i) accountability to department
- (ii) long-term and short-term viewpoint of case (as it will go to courts)
- (iii) ensure duty call over friendship

☺ My chosen path will be

① Declare my connect to seniors

If they say	If they resign
↓	↓
Go ahead	The case

- (i) Conduct enquiry as per regulations
- (ii) Bring minister to accountability
- (i) Act independently & not support Ajay.
- (ii) Rethink friendship

d) Moral motivation

Care → it's a subjective concept
 further care for corrupt officer
 who may be friend is misplaced
care

Consequences → No one can preempt
 consequences, we can only
 make objective decision in the present
 based on facts and our commitments.
 No one can predict future, we should
 focus on our duty (chapter 2 of bita)

Duty → This is something in our
 control and we should be only
 dedicated to our job.

Even other moral motivations like
exposing corrupt officials can be there but
 they are ultimately below duty motivation.

Hence, my course of action showcases
avoiding conflict of interest, declaring conflict
 and putting duty/responsibility over friendship.

11.

आप एक युवा पुलिस अधिकारी हैं जो अपने कुछ बैचमेट्स के साथ फील्ड ट्रेनिंग ले रहे हैं। आप और विकास एक पुलिस स्टेशन में दो सप्ताह बिता रहे हैं और फील्ड-स्तरीय पुलिसिंग की बारीकियों को सीख रहे हैं। हर दिन कुछ नया सीखने को मिलता है।

एक दोपहर स्टेशन को थोक बाजार बीट में काम करने वाले एक बीट कांस्टेबल से एक संकटपूर्ण कॉल प्राप्त हुई। व्यापारियों के दो समूहों के बीच झगड़ा शुरू हो गया और जो जल्द ही हिंसक हो गया। उन्होंने अपने सहकर्मी के साथ हस्तक्षेप करने की कोशिश की, लेकिन वे चीजों को नियंत्रण में रखने में असफल रहे। कुछ व्यापारी सिपाहियों के खिलाफ हो गये और उन्हें लोहे की छड़ों से पीटना शुरू कर दिया। कॉल तब आई जब एक कांस्टेबल के सिर पर गंभीर चोटें आईं और उसे आपातकालीन देखभाल की आवश्यकता थी।

मदद के लिए एक टीम मौके पर पहुँची और स्थिति को संभाला। जब तक टीम पहुँची, बदमाश मौके से भाग चुके थे। घायल कांस्टेबल को बेहद नाजुक हालत में अस्पताल ले जाया गया। अपने सहकर्मी को गंभीर रूप से घायल और जीवन के लिए संघर्ष करते देख, थाना क्रोधित हो गया और अपराधियों को पकड़ने के लिए दृढ़ संकल्पित हो गया।

देर शाम तक थाने की टीम ने कुछ बदमाशों को हिरासत में ले लिया, लेकिन कुछ अभी भी लापता थे। पकड़े गए बदमाशों को रात भर हिरासत में रखा गया और अगले दिन अदालत में पेश किया जाना था। उस रात आपने और विकास ने देखा कि कुछ वरिष्ठ पुलिसकर्मी अधिक जानकारी के लिए और पुलिसकर्मियों से दूर रहने का सबक सिखाने के लिए बदमाशों की जमकर पिटाई कर रहे थे। यह सब कुछ घंटों तक जारी रहा, और जब तक यह रुका, बदमाशों में से एक बुरी तरह से कांप रहा था जो कि उसे हृदय रोग के पूर्व इतिहास के कारण मामूली स्ट्रोक आया था। उसे अस्पताल ले जाया गयाय सौभाग्य से, वह बच गया। रात का घटनाक्रम मुख्यालय तक पहुँचा तो जाँच बैठाई गई।

पूछताछ के दौरान थाने में मौजूद सभी लोगों को पूछताछ के लिए बुलाया गया। उपस्थित सभी लोगों ने पिटाई को कुछ थपड़ों के अलावा और कुछ नहीं कहकर कम महत्त्व दिया। आपसे और विकास से भी अनौपचारिक रूप से इस घटना को कमतर करने का अनुरोध किया गया था। विकास आराम से इसे कमतर आँक रहा था, लेकिन आप असहज थे और आपको लगा कि सच्चाई से हटकर कुछ भी बोलना आपकी ईमानदारी के खिलाफ है। आप सोच रहे हैं कि क्या पुलिस सुरक्षा के लिए है, हिरासत सुरक्षा के लिए है, और जो हुआ वह दुर्व्यवहार है, सेवा मूल्यों के विरुद्ध है। आप तनाव में हैं और विकल्पों पर विचार कर रहे हैं।

- उपरोक्त मामले में कौन से नैतिक मुद्दे शामिल हैं?
- आपके अनुसार उपरोक्त मामले में सिद्धांत-उन्मुख और नियम-पालन करने वाले पुलिस कर्मियों को क्या करना चाहिए और क्यों? तर्क दीजिए।
- आपके अनुसार सिविल सेवा में किसे प्राथमिकता दी जानी चाहिए, विभाग के प्रति निष्ठा, या अपने निर्णयों और सेवा मूल्यों में निष्पक्ष और गैर-पक्षपातपूर्ण होना? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young police officer undergoing field training along with some of your batchmates. You and Vikas are spending two weeks in a police station learning the nitty gritty and nuances of field-level policing. Every day there was something new to learn.

One afternoon the Station received a distress call from a beat constable working the wholesale market beat. A quarrel had broken out between two groups of traders and which soon turned violent. He tried intervening with his colleague, but they failed to keep things in control. Some traders turned against the constables and started beating them with iron rods. The call came in when one of the constables had taken severe blows to the head, and he needed emergency attention.

A team rushed to the spot to help and take charge of the situation. By the time the team reached, the miscreants had fled the scene. The injured constable was rushed to the hospital in a very precarious

condition. Seeing their colleague severely hurt and struggling for life, the station was enraged and determined to apprehend the culprits.

By late evening the station team had rounded up a few miscreants, but some were still missing. The rounded-up miscreants were kept in custody for the night and were to be presented in court the following day. That night you and Vikas noticed that a few senior policemen were seriously beating up the miscreants for more information and to teach them a lesson to keep off from policemen. The "treatment" continued for a few hours, and by the time it stopped, one of the miscreants was severely shaken that he had a minor stroke because of a prior history of a heart condition. He was rushed to the hospital; fortunately, he survived. When the events of the night reached HQ, an inquiry was instituted.

During the inquiry, everyone in the Station was called in for questioning. All of them present played down the beatings as few slaps and nothing more. You and Vikas were also informally requested to play down the incident. Vikas was comfortably underplaying it, but you were uncomfortable and felt it was against your integrity to speak something far from the truth. You were wondering if police are for safety, custody is for protection, and what happened was abuse which was against the service values. You were tensed and weighed the options.

- What are the ethical issues involved in the above case?
- What do you think principle-oriented and rule-abiding police personnel must do in the above case? Why? Justify
- What do you think must assume priority in civil service, loyalty to the department, or being impartial and non-partisan in your decisions and service values?

(Answer in 250 words) 20 Marks

This case shows police brutality and rising deaths under police custody (extra judicial killings). Further, there is a social sanction to use third degree torture method against criminals & miscreants.

Recent case of Tamil Nadu IPS using torture methods bring home the point

a) Ethical issues -

(i) Denial of fundamental rights
(under Article 22)

- (ii) Misuse of police power
- (iii) Sanction of brutal treatment against those prima-facie involved in crime (eg: Disha case in Hyderabad)
- (iv) Protection of fellow police officers (group solidarity against illegal action)
- (v) Use of force to get statements (Against right to self incrimination)
- (vi) Role of police should be complement welfare state and not establish Goonda Raj
- (vii) Poor respect towards constables in society and lack of proper weapons to self-defence
- (viii) lack of cameras during investigation process
- (ix) eye-for-eye approach

b) Actions of police:

- (i) Conduct fair investigation respecting fundamental rights (Article 20, 21, 22)
- (ii) Torture methods should not be followed
- (iii) Prevent any officer adopting such measures (to speak up against him)
- (iv) Follow NHRC guidelines and Supreme court guidelines in PULL v/s state of Maharashtra
- (v) Promote restorative & rehabilitative justice

c) Loyalty vs Impartiality

Loyalty is an ancient ethos (to be loyal to the state is ancient practise). But blind loyalty and being mere spectator does more harm to ethics and ethical conduct.

On contrary Bhishm chose the side of good (Lord Rama) against his

own brother, who was epitome of evil.

Thus, Impartiality should always trump loyalty to the department

One should be loyal to the
country and their constitution. As

by upholding constitutional morality
all such dilemmas would resolve.

Candidates
write on this

12.

आप विदेश सेवा के एक अधिकारी हैं जो विदेश में किसी दूतावास में कार्यरत हैं। आपका एक कर्तव्य स्थानीय भारतीय समुदाय, जो देश के सबसे बड़े अप्रवासी समूहों में से एक है, के साथ संपर्क स्थापित करना है।

धनी भारतीय अप्रवासियों का एक समूह अपनी भाषा और संस्कृति को बढ़ावा देने के लिए एक पूजा स्थल और एक स्कूल बनाना चाहता है। स्कूल का उद्देश्य अप्रवासियों के बीच भारतीय संस्कृति को बढ़ावा देने और संरक्षित करने के लिए एक केंद्र के रूप में कार्य करना है। भारतीय समुदाय के नेताओं ने भूमि अधिग्रहण के लिए सभी कानूनी प्रक्रियाओं को पूरा किया, भवन योजनाओं को नगर परिषद से मंजूरी दिलाई और सभी स्वीकृतियों के साथ, निर्माण कार्य शुरू हुआ।

निर्माण के कुछ महीनों बाद, स्थानीय लोगों ने शोर के बारे में शिकायत करना शुरू कर दिया और धीरे-धीरे एक धार्मिक संरचना के निर्माण के खिलाफ एक अभियान शुरू हो गया। स्थानीय नगर पार्षदों ने इसमें भाग लिया और यह मुद्दा उठाया कि कैसे भारतीय प्रवासियों के पास अपना सांस्कृतिक स्थान होने से अन्य अप्रवासी समुदायों की ओर से भी इसी तरह की माँग की जाएगी। और इससे विभिन्न जातीय समूहों के बीच असहिष्णुता बढ़ सकती है। स्थानीय राजनेताओं ने निर्माण को रोकने और जो कुछ भी बनाया गया था उसे ध्वस्त करने के लिए एक सार्वजनिक मुकदमा दायर किया। भारतीय समुदाय ने उनके मुकदमे का जवाब दिया और मदद के लिए दूतावास से संपर्क किया। वे चाहते थे कि राजदूत इस मुद्दे को सरकार के सामने उठाएँ।

इस बीच, राजदूत ने आपको इस मुद्दे को समझने और एक रिपोर्ट तैयार करने के लिए भारतीय समुदाय के नेताओं से मिलने के लिए नियुक्त किया। आपने समुदाय के नेताओं से मुलाकात की और पाया कि भारतीय समुदाय के प्रति स्थानीय नापसंदगी का कारण केवल अव्यक्त नस्लवाद और असहिष्णुता की अभिव्यक्ति थी। आपने राजदूत के समक्ष अपना अवलोकन प्रस्तुत किया और उनसे कुछ करने का अनुरोध किया क्योंकि भारतीय सही थे और नस्लवादी व्यवहार के शिकार हो रहे थे। बदले में, राजदूत ने उत्तर दिया कि वह स्थानीय राजनीति में नहीं पड़ना चाहते। भारतीय उस देश के नागरिक हैं जो जातीयता के अलावा उनका भारत से कोई लेना-देना नहीं है। इसके अलावा, आने वाले हफ्तों में दोनों देशों के बीच एक महत्वपूर्ण आर्थिक समझौते पर हस्ताक्षर होने वाले हैं, और वह कुछ स्थानीय राजनीति को लेकर दोनों देशों के बीच बढ़ते संबंधों को खतरे में नहीं डालना चाहते हैं। आप यह देखकर आश्चर्यचकित रह गए कि अर्थनीति को प्रवासी भारतीयों पर प्राथमिकता मिल रही है।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं ?
- क्या आप प्रवासी भारतीयों की मदद के बजाय अर्थनीति को प्राथमिकता देने के राजदूत के रुख से सहमत हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं ?
- दायित्व, परिणामवाद और कर्तव्य के बीच, आपके अनुसार भारतीय विदेश नीति का मार्गदर्शन करने के लिए उपयुक्त परिप्रेक्ष्य क्या है? तर्क दीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

You are a Foreign Service official working in an embassy overseas. One of your duties was to liaise with the local Indian community, one of the country's largest immigrant groups.

A group of wealthy Indian immigrants wanted to build a place of worship and a school to promote their language and culture. The school was intended to act as a center for promoting and preserving Indian culture among the immigrants. The Indian community leaders went through all the legal procedures to acquire the land, got the building plans approved by the city council, and with all the approvals in place, the construction work began.

A few months into the construction, the locals started complaining about noise, and slowly a campaign began against the construction of a religious structure. The local city councilors joined in and raised the issue of how Indian immigrants having their own cultural space will lead to a similar demand from other immigrant communities. And this may escalate intolerance among different ethnic groups. The local politicians filed a public lawsuit to halt the construction and demolish whatever was built. Indian community responded with their lawsuit and approached the embassy for help. They wanted the Ambassador to take up the issue with the government.

Meanwhile, the Ambassador deputed you to meet the Indian community leaders to understand the issue and prepare a report. You met with the community leaders and found that the reason for local antipathy towards the Indian community was just an expression of latent racism and intolerance. You presented

your observations to the Ambassador and requested him to do something as the Indians were on the right and were being victims of racist behavior. The Ambassador, in turn, replied that he would not like to get involved in local politics. The Indians were citizens of that country; they had nothing to do with India besides ethnicity. Further, a crucial Economic agreement was about to be signed between the two countries in the coming weeks, and he did not want to jeopardize the growing relations between the two countries over some local politics. You were shocked to see economics getting priority over the diaspora.

- (a) What are the issues involved in the above case?
- (b) Do you agree with the Ambassador's position of prioritizing economics over helping the diaspora? Why/why not?
- (c) Among Care, Consequentialism, and Duty, what do you think is the appropriate perspective to guide Indian Foreign policy? Justify. (Answer in 250 words) 20 Marks

This case shows challenges faced our diaspora abroad and are often subject to racism and ridicule. It also brings to fore responsibility of IFS officers, as balancing countries economic needs and those living abroad.

a) Issues involved:

- (i) Prioritization of economic or cultural interests
- (ii) Colonial mindset and racial discrimination
- (iii) Responsibility towards persons of Indian origin (3) million strong diaspora who may be not our citizens

- (iv) effectively addressing diaspora concerns
- (v) entire diaspora, ^{and culture} become a tool of soft power diplomacy
- (vi) use of loudspeaker in religious place

b) Ambassador's position

- (i) Article 51 calls for India to promote peace & international justice
- (ii) our foreign policy is mandated for welfare of our diaspora first (who also contribute to remittances, FDI, soft power)
- (iii) trade should be done with partners who treat nation with equality
- (iv) if PIOs agree to comply with foreign laws & remove loudspeaker then there is no issue

Thus, based on all four principles, Ambassador's position is wrong

c)

Role of care → it is a benevolent approach
Civil servants should be compassionate
and cater to demands of those they
are serving.

Consequentialism → it means to maximise
benefits and utility. But
challenge is to define the benefits.
Further it could promote wrong
means and may use humanity
as means rather than ends in itself
(against deontological & rights based
framework)

Duty → It should always trump
everything as it is all
encompassing. Right duty approach
will ensure that nations' interests

are holistically covered. Further duty would also mean that duty for those diaspora who may not be citizens.

It would also ensure a partner led approach in dealing with foreign states (as against welf-warrior diplomacy)

Duty theory will promote inclusive, transparent and rights based framework for foreign service officers. Thus, it should guide our foreign policy.