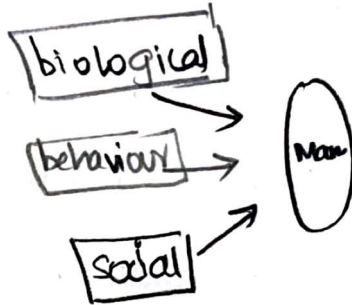


SECTION - A.

Ans 1. (a) Man can be considered as a sum total of various influences as presented as →



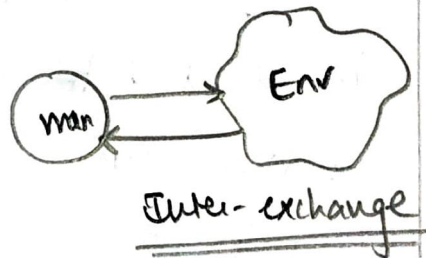
A major share of influence into making

of a person's personality, even perceptions, abilities, traits (as put by calling

being ↗ psychological type
↘ traits & abilities) is the

Environment.

Man product of Environment



1. The Environment influences his beliefs, value systems → through socialisation process by both ← family school.

Eg: A person raised in Japan vs America holds different value systems ← collectivism individualism.

2. The opportunities offered by the Env: also shape the person. Eg: Education,

liberties. For instance a child in Afghanistan is deprived of right to full life due to violence. Sundar Pichai was able to make use of his potential by appropriate study environment in US or a terrorist is ^{born} ~~born~~ in a deprived environment.

Man modifies Environment

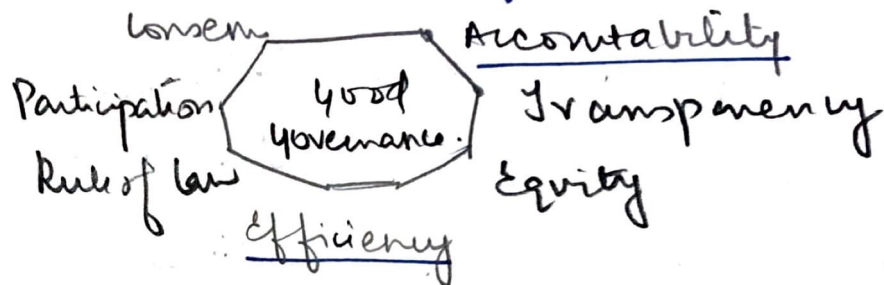
The exchange process is both ways

1. Man influences Environment through contribution - like technology advancement. Steve Jobs created touchscreen in 14 years and changed the way world works. Gandhiji changed India's path towards Independence
2. Man can bring total transformation like Ishwar Chandra Vidyasagar, Raja Ram Mohan Roy brought change in Environment.
3. Man also brings Environment conservation & degradation
Eg. Chipko Movement & Climate Change.

Thus, it is rightly said man is not only a product of his environment but can also modify. (2)

(b)

Good Governance, especially in a democratic context implies notions of:



It may seem that Accountability is antithetical to Efficiency:

① Efficiency commands use of minimum resources to get work done \Rightarrow this implies use of or even exploitation of labour or cheap material to gain productivity.

This goes against Accountability which demands \leftarrow answerability for all actions. sanction

One may not have discretion to minimize costs.

② Efficiency demands even or rationalized even fast track approval, not following

③

due process → to get work done fast.
this goes against Accountability to
give full importance to all STEPS and
correct utilisation of funds + compliance
with Rules & Regulation.

However, Accountability is
sine qua non for good governance. It stands
as basis of other principle ← Transparency
Responsiveness
Equity etc.

- ⇒ It ensures appropriate Checks & Balance
both Internal and External.
- ⇒ It mandates OBJECTIVITY in view of
decision making & utilisation of resource
- ⇒ It promotes transparency & thus power-
sharing - ultimate form of democratic govt

Complementary

Both Accountability & Efficiency can
complement and a good ethical framework
and values demand demonstration of both
from a civil servant.

Ans 2 (a)

Gandhiji said his life itself is his philosophy, he was a true leader who led by example. Many of his ideals that he lived by are still relevant in contemporary times, especially during Covid-19 pandemic.

→ Truth → In today's times of fake news, misinformation, fear & rumour spread about disease: each person's adherence to truth can change perspectives.

→ Jatismar of remembering the face of most deprived: can guide the system of healthcare, even vaccine distribution. The essential workers today are not the richest investment banker or bank but the sanitary worker, the nurse, anganwadi, Aasha, doctor, teacher.

(b) It is said that where legality ends, morality begins.

Civil servants embody in themselves not just their own self but values & expectations of society & state.

Their action even post retirement speaks a lot of their perspectives and can shake overall trust.

Ethical Issues

1. Impartiality & Nonpartisanship

is questioned if certain actions while in service are guided by considerations of any post retirement job.

2. Competence & Efficiency: If they

worked for best interest of society utilizing public funds in right direction & for right cause.

3. Conflict of Interest in all their
commission & omission. eg.
appointment of civil servant in
political parties or as certain post in bodies
like private trusts / Industries.

A civil servant must demonstrate
all foundational values during and even
after retirement, therefore its called a
vocation and not a job. Though they
may have legal right, that's where
morality begins and must be
legitimate of maintaining public
trust, confidence.

Ans 3.

(a) Success like beauty can be interpreted as that seen or perceived in eyes of beholder.

Usually success and a relentless race to success - that is commonly defined in society - perceived as:

- * money power
- * social status
- * ends justify means

can create an inherent conflict with a persons value system - which is so often compromised (in line with teleological: where success viewed as essential to fulfillment of life)

How success compromises values:

1) Economic gain over environmental values and sustainability: eg. different dams like pointed out by Narmada Bachao Andolan

(10) The above quote can amplify the quality of truthfulness, responsibility and integrity to act when one becomes aware of an unethical act else it may have continuous unintended consequences.

Former IAS officer Durga Shakti when became aware of illegal coal chains spoke out and prevented

- * continuation of corruption
- * further degradation of environment
- * health of children & society;

even at the cost of her life.

Several industries have Reports and even knowledge of harmful effects of their activities

Industry → Pollution → Agricultural → Health
(River Quality, Air Quality, Productivity) human ^ animals

and yet fail to take action allowing one act to continue.

This usually happens on account of Rationalization in minds of people to reduce cognitive dissonance, fear of societal repercussions, lack of protection to whistleblowers.

However through moral based education and providing the right environment \Rightarrow people can be emboldened to check any unethical activity at its bud.

~~A corollary can also be made~~

Ans 4

(a) A common resource can be understood as one that does not exclude anyone from using it nor does it have any exorbitant cost to make use of it / access it.

For instance, there being only 1 well in a village made accessible to all can soon result in it drying up if a proper mechanism is not set up to allow rational distribution \Rightarrow tragedy of commons.

In this context, utilization of global commons - like Space, Arctic, Antarctic also demand coordinated plan.

Ethical Challenges :

1. Equitable sharing : no domination of one country by way of ^{higher} resources or power/influence - to the detriment of poorer nations
2. Sustainable Utilization
to maintain inter-generational

equity.

3. Competition : can be enhanced for larger share. eg. US & Russia/Iran or China & India.
4. Lack of Democratic approach : both within & between countries.

Global institutions play a key role here to enable participation bring views of all stakeholders (even tribals eg. Hwawei island for telescope) ~~or sea~~ and ensure a coordinated, equitable plan to ensure fair utilization.

(b) A code of conduct sets forth a behavioural framework, a set of compliances to be followed, a check on actions of individuals.

For eg: Code of conduct of All India Service, sec 4: not have close relative in employment with whom one interact in line of duty.

This merely establishes minimal standards of conduct - sort of an outer approach. It does not guarantee ethical change in mindset or real adoption of values. It often results in

- ↳ circumventing of such rules
- ↳ playing with the jargon of the text.
- ↳ to actual non implementation of spirit of the code

Internalization of values

where all members UNDERSTAND and APPRECIATE why a code

dictates certain form of behaviour,
rightful IMPLEMENTATION of the
same can go a longer way.

Eg: RTI Act mandates that if a
request is submitted to AP10 → additional
5 days are given to respond. Just to get those
additional 5 days → public authority appoint
an AP10. Whereas the spirit of such a measure
is defeated. A person with right values will
~~thus not~~ fulfill obligations diligently.

Eg. a teacher going beyond to help
students comparatively weak.

Eg. the recent traffic cop in Hyderabad
who ran for 2 km to make way for Ambulance

This is a result of internalization
of values — promoting ethical work culture.

However a code of conduct
also plays an important role in
delineating & expressing in
writing expected standard.
Both should be complementary.

Ans 5 (a)

The Lokpal Bill on recommendation of 1st ARC was first tabled in 1968. It finally was enacted in 2013, enforced in 2014 and set up in 2019.

The above case demonstrates the lack of political will and discipline to enforce one aspect of probity in governance, i.e. prevention of corruption.

How this results in prolonged corruption?

1. Leadership by example is probably the best way to inculcate values in any organisation. Lack of political will & discipline at highest level ^{promotes} ~~inhibits~~ the same elsewhere.
2. Protection of corrupt officials on lack of enforcement perpetuates the cycle of corruption and it becomes entrenched.

3. Much of Administrative Machinery is dependent on the political support. Eg: establishment of Lokpal office, appointment of chairman in commissions. Lack of political will here inhibits such mechanism to work.

This results in prolonged corruption at all levels. Finally, corruption is not just a legal issue but a moral issue with socio-cultural, historical background. To deal with such: not just laws & machinery but WILL & DISCIPLINE & VALUES is necessary to remove it at its level.

(b) The bureaucratic work culture in India is one of that aims to promote efficiency & impersonal order but one that results in Red Tapes & Corruption.

To march into the 21st century, there is seen to be a dichotomy of present culture with what is needed.

Bureaucratic	21 st century work culture
1. Rules & Regulations are of primacy	Innovative work culture
2. Static in nature Defined positions, authority	Dynamic, new roles, changing environment.
3. Fixed Responsibility	De-jobbing: broadening of job. "Role" focus not job.
4. Centralized Power	Decentralised, to cater to all unique challenge, immediately

The administrative system as propounded by Max Weber still holds ground for its legal rational authority, continuity & efficiency. However what needs to change within this structure is the Culture.

The bureaucracy should be the noblest responsibility of ~~asp~~ millions of citizen and to make India reach its full potential should adapt to needs of Environment of 21st century to cater to in these aspirations

Ans 6.

Different Corporates have had different impacts on Indian society. One can even say American society was made by some of the organisation. This is reflected through leaders who take charge.

Ratan Tata is one such corporate leader who has inspired me the most and continues to do so.

→ Even before the WEF came out with concept of stakeholder Capitalism, this was demonstrated and practiced under Ratan Tata's leadership

→ There is always focus on Environment which is personally very inspiring for me as the Environment does not have any vote bank or voice of its own - ^{one} who cares to it show moral values beyond self recognition.

→ Ratan Tata has made efforts to ensure no corruption in any of Tata's dealings

→ Ratan Tata exemplifies HUMILITY

and has his feet on the ground.

He does not display any extravagance even with his wealth.

→ Tata has a unique program where children of even lowly workers are given education and provided employment in same firm. Having seen a personal friend rise up from such background further inspire admiration.

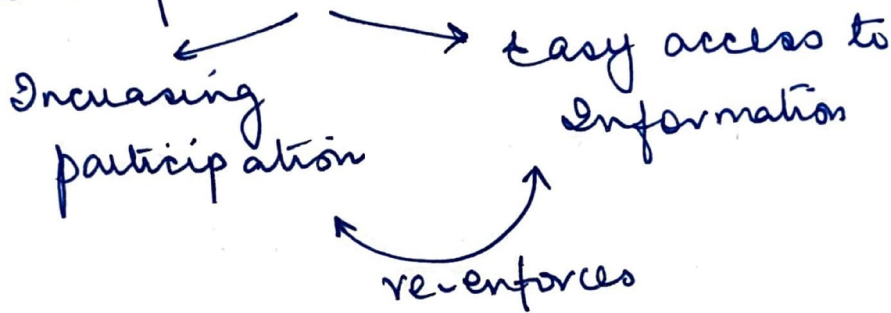
→ Late Tata's appreciation and concern for family of two wheelers and coming out with a car especially for them cannot be lost out from any Indian's memory soon.

He thus continues to walk the talk and carry himself with dignity, making lives of millions in the country.

Ans 7.

Tao Te Shing remarked that to rule and ensure stability - ignorance of the masses is the key.

In a democratic government, the irony cannot be missed to place emphasis on two essential features



How this translates to Good Governance?

1. With Increasing participation & Information share, public aspirations are identified which are then translated to public policies. There is $\left\{ \begin{array}{l} \text{OBJECTIVITY} \\ \text{TRANSPARENCY} \\ \text{ACCOUNTABILITY} \end{array} \right.$
2. Success of public policy again depends on $\left\{ \begin{array}{l} \text{Quality of Information} \\ \text{Timely Information} \end{array} \right.$
3. Public Trust and Confidence is built through sharing

4. Both parties are able to better understand & appreciate Mutual Obligations (w.r.t \leftarrow Rights)
Duties

5. With continuous feedback:
Reforms & Innovative measures can be tried out

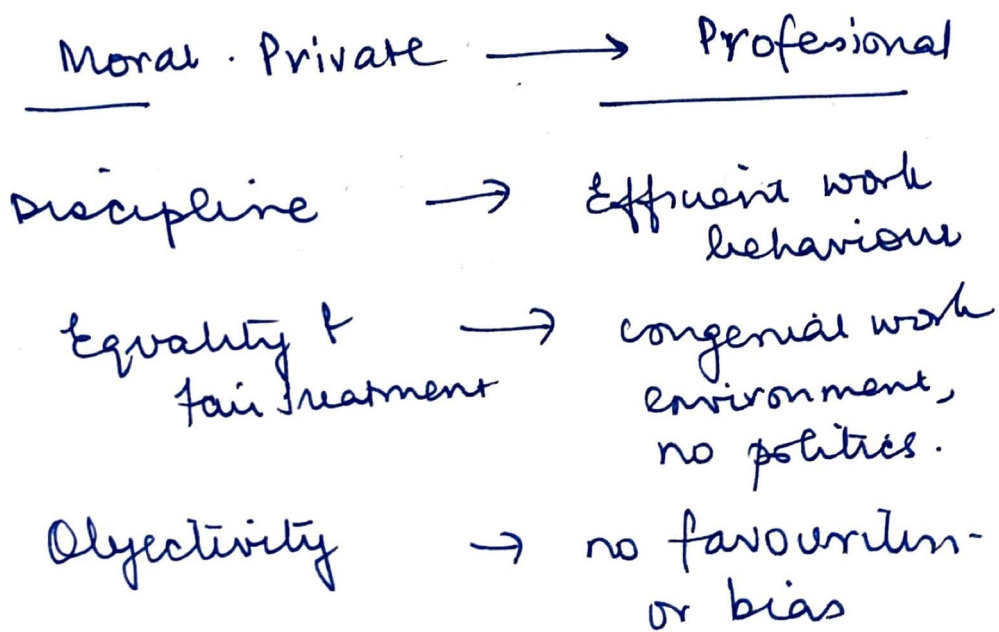
6. There is continuous engagement, broad based democracy and real aspirations for whom the State is set up & Governance carried out is met.

In essence, both fulfill the demands of good governance.
As is said,
Information is power and sharing information & inviting participation is therefore sharing power.

Ans 8.

Azim Premji, founder of one of the biggest conglomerates used to walk to office or take his Ambassador. Narayan Murthy ^{built up} oriented Infosys through his own morals & beliefs of "middle class orientation" and no "social statures" ^{and} by eating along with all employees.

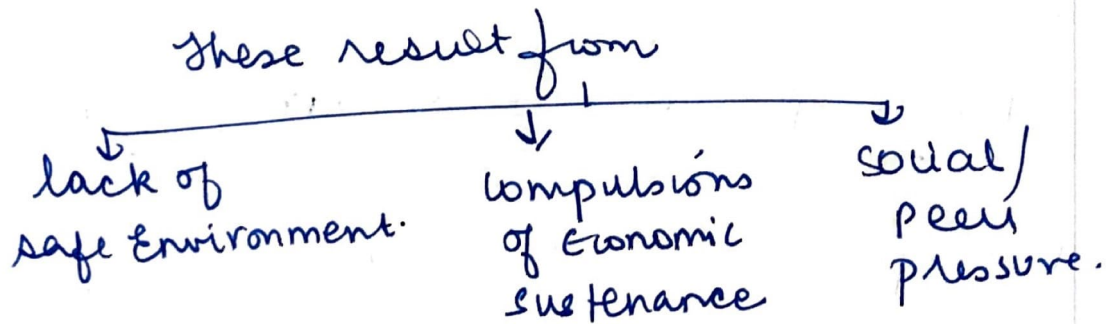
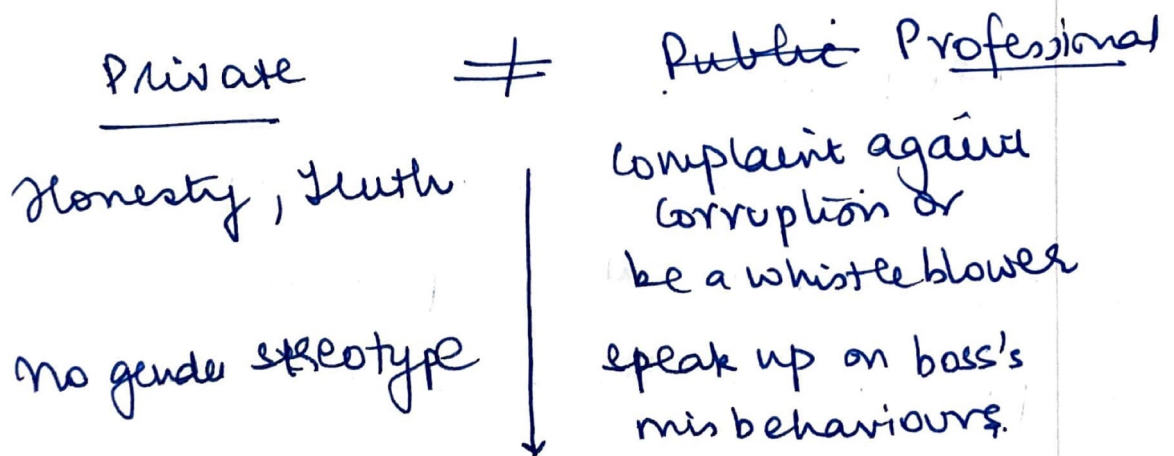
The above examples show how personal moral scrupulousness helps and re-enforce one's moral stature & position in professional life.



However there is no guarantee that such is reflected.

Many a times, one is guided by different motives, environment and there is Dissonance in Attitude-Behaviour

as what one believes personally but what one follows professionally.



Ans 9.

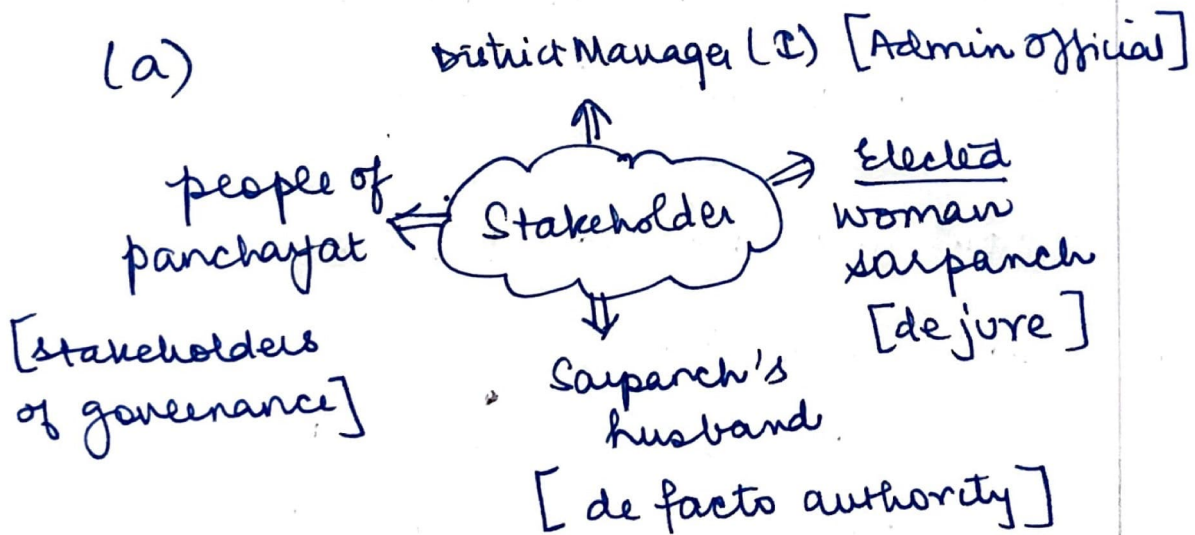
The above case highlights the challenge faced by a District Magistrate

→ Aspirational district → sex ratio low
women literacy

⇒ Elected woman sarpanch but guided by "sarpanch pati" who

⇒ even performs most of duties

⇒ local support to the sarpanch pati as well as his good performance on development parameters.



Issues in this case

1. lack of regard to constitutional mandate of 73rd Amendment reserving seats for women

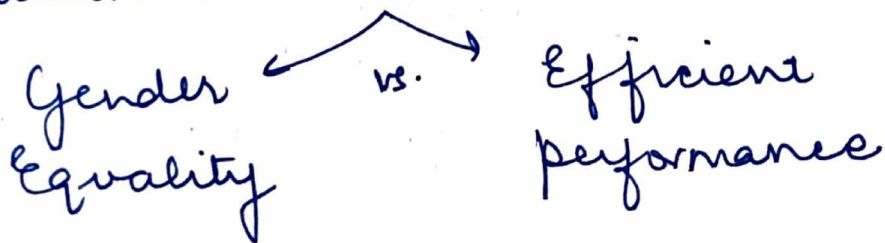
thus lack of constitutional
morality (word > spirit)

2. Gender Discrimination ⇒ perceived
lack of trust & confidence in
Sarpanch to let her handle
the responsibilities of Sarpanch

3. Circumvention of Governmental
duties : by letting another person
(husband) gain ^{informal} authority over
resources and decisions.

4. Ethical dilemma for District

Magistrate to consider



(b) Options available

① Let the status quo remain as it is

Merits

- ↳ Efficient performance on development parameters continues. Being an aspirational district, this is important.

- ↳ As long as people are happy & support the mechanism, no need to change.

Demerits

- ↳ Dereliction of duty
 - ↳ Constitutional values
 - ↳ moral (gender equality)

- ↳ Escapist tendency to not resolve issues that come forth.

② Change the setup → Enforce the provision by appointing officials to check if actual functions carried by elected leader.

merits

- ⇒ Correcting the anomaly.
- ⇒ ensuring gender justice.

demerits

- ⇒ half hearted implementation
- ⇒ no change in attitude
- ⇒ creates resistance and lack of cooperation

③ Engage in Education Campaign in all schools, communities about importance of Women Empowerment and purpose of 73rd Amendment. Also take up skilling programmes to allow training of Sarpanches, especially women. Along with this, ensure strong legal vigil to warn any informal takeover of authority.

merit

- long term change
- women Empowerment
↓
societal Empowerment
- broad based inclusive development.
- performance of duty, allowing no circumvention.

demerit

- long process time consuming
- may encounter resistance

I would thus follow option 3 and ensure the resistance is continuously engaged with for their own development.

Ans 10.

Contrary to the 'pale blue dot' perspective of Carl Sagan of that of the Earth and its ~~small~~ infinitely small position in Universe \Rightarrow the problems that confront humanity today have only enlarged.

where collective action is key to issues of

```
graph TD; A[issues of] --> B[political conflicts]; A --> C[pandemic]; A --> D[climate change]; B --- E[human right abuses]
```

this has not materialised.

(a) Factor

1. Nationalistic approach of most governments: looking inward and not meeting

mind $\rightarrow \leftarrow$

2. Attitude of Competition

and perceived lack of
mutuality, eg. US & China
two of biggest economies see
each other as threats.

3. Perception of there being
sole superpower : constant
notion of power

4. Rise of populist governments

where ~~to~~ such issues are not
communicated rightly to people
who then don't hold governments
responsible

5. Lack of global institutions that
powerful to enforce mandate
eg. WHO seemed ineffective
in handling COVID.

(b) A collective approach

can ensure:

* sharing of resources,
technology

* greater innovation and
intelligence

* greater ability to influence
environment (eg. collective action
to climate change)

Moral obligation

1. If there is a tight compartmentalization
of approach: rich will become
rich & poor will become poorer

as nations disproportionately affected
are usually most vulnerable

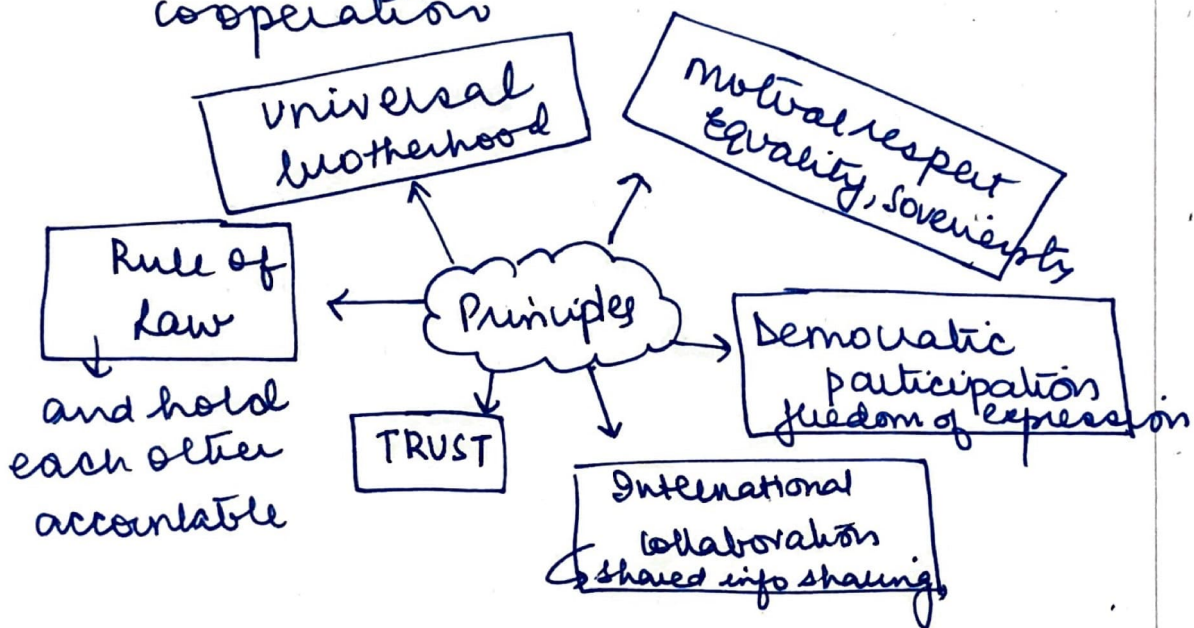
2. Survival of all at stake

certain issues cannot be restricted
to any territory: water, air recycle,
culture travels, viruses transmit all across

3. Inter Generational Equity: also

calls for ensuring that human mankind continues to live -

(c) the principles guiding such cooperation



These principles should help guide a COORDINATED global response to enable COLLECTIVE ACTION with Responsibility & Accountability and appropriate transmission of information.

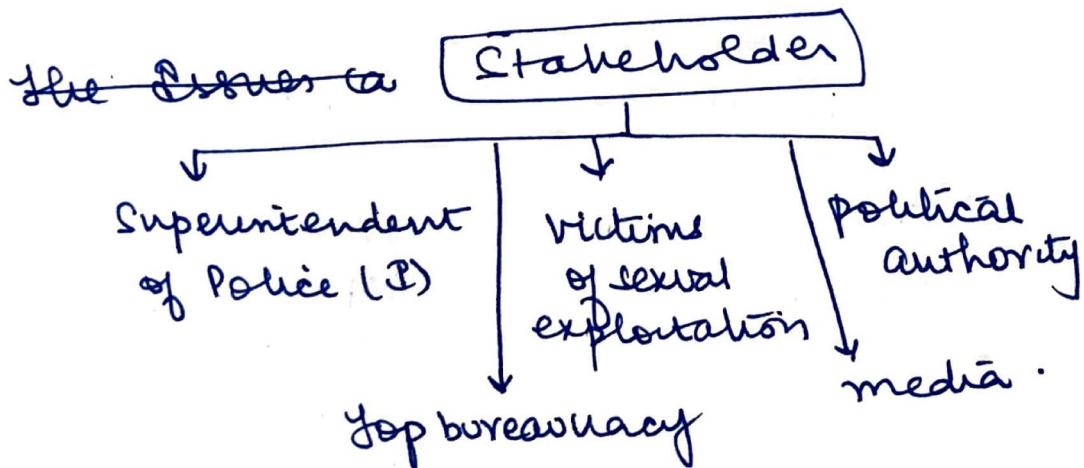
While we may belong to different nations, ethnics, we all together constitute the 'pale blue dot' i.e earth.

Ans 11.

The case pertains to one of outright human rights abuses and of ethical dilemma in duties of a SP \rightarrow commitment to authority
accountability to people.

Its details :-

- ① Sexual exploitation of > 30 girls in shelter home
- ② Nexus of police politicians administration and criminals
- ③ Protests in the city, involvement of media
- ④ Political pressure from top officers as well as sensitivity due to Elections.



Issues

1. Compromise on professional values of Integrity, Transparency, Efficiency & larger Accountability

2. Compromise on personal values of gender justice & equality
3. Ethical dilemma → obedience to orders
→ acting in our right
4. Law & Order in the state
with protests, media, elections
as well as SAFETY of citizens esp. gilt-victimised.
5. Exposition of Corruption & nexus between officials & criminals

Options Available

1. Obeys instructions of hierarchy

merits	Demerits
<ul style="list-style-type: none"> → maintain obedience & good relations → avoid the issue becoming election sensitive → not complete abandonment but slow process 	<ul style="list-style-type: none"> → moral corruption ↓ first step to further many compromises → lack of redressal of situations of gits exploited. → letting corruption continue → dereliction of duty & Rule of law.

option 2 continue investigation in
rightful speed and ensure
administration of justice

meets demands

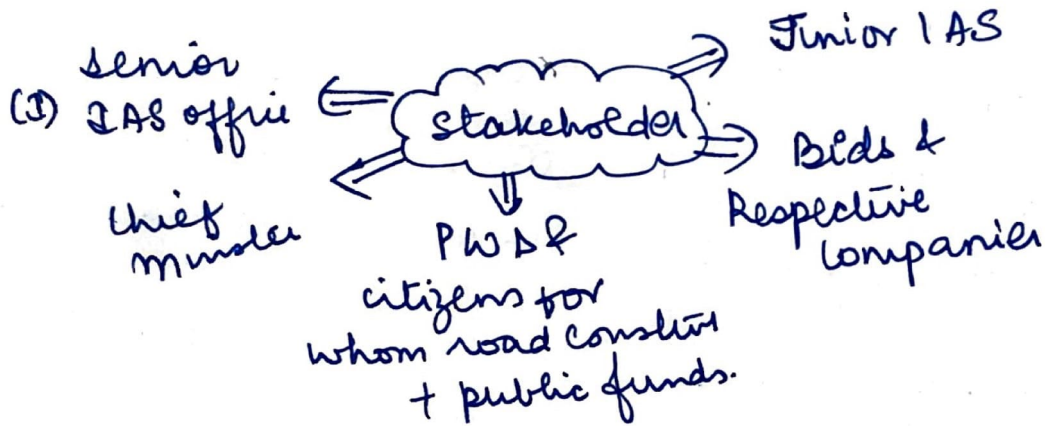
1. Performance of duty, ensuring
& Accountability
to larger public
 2. Proper trial of
those involved
- " Justice delayed is
Justice Denied "
3. Expose news &
prevent such
happenings
larger law & order
served.

1. Further law & order
problem if media
frenzy continues to
make it electoral issue
2. Disobey authority
3. Political confrontation

As a Superintendent of Police,
there may come many such cases where
I compromise could call for more. My prime
responsibility is to enforce law & order, there
is no compromise when such blatant human rights
exploitation continues and this should be my
firm fair principle.

Ans 12.

The above case presents a dilemma of personal vs professional ethics as well as setting a leadership example for next generation.



(a) The Ethical issues faced are :-

① Personal vs Professional

↓
for getting promoted
→ social status
→ highest rank

↓
for following proper due process
→ awarding best bid on objective grounds.
→ setting right leadership.

② Impartiality & Non partisanship
vs favouring a known company
due to political connections
vs another.

③ misutilization of public funds for road construction project that is worth crores.

④ Compromise & creating a culture of "giving in & acceding" to political authority w/o public accountability & objectivity.

⑤ Jeopardising the future career of young IAS officer who will likely be transferred

(b) Options available

1) Award the construction bid to company X

meets → ensure my promotion
→ not let junior IAS officer get transferred
→ good & cordial relations with political authority

demerits

- lack of objectivity & then transparency
- Impartiality
- public funds not put to most efficient use

breeds nexus in decision making

Option 2. Reject immediately the political pressure to favour Co. X

merits

- integrity → not compromising even for own promotion
- setting good example

demerits

- transfer & no promotion
- political backlash.

Option 3. Make detailed analysis of all proposals, favour the one that is most efficient, convey to Chief Minister ^{my} your stand & responsibility of maintaining trust in such offices else Right to Information or media scrutiny may eventually put him on backfoot, also convey to young IAS how such political pressure need to be tackled in his long journey ahead.