

Ans 1) The conflict between means v/s end
is faced by politicians to achieve
the principle of greatest good of greatest
number (utilitarianism).

Violating the deepest constraints of
morality by political leaders

- ① Yes it is ethically justified
- ④ To serve the maximum possible people
(Ex - pro poor policies might be against
equality principle).
- ③ Handling with emergency situations
(Ex - applying emergency to curb fundamental
rights).
- ⑤ favouring his own community over
others (Ex - leaders from specific
castes asking for caste based reservation).
- ⑥ Practicality over Ideology - Politics is
to win elections to gain power.
- ⑦ Vote Bank Politics - Ex: Shah Bano Case

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- ⑦ No, it is not ethically Justifiable
- ⑧ Duty of politician to serve all communities equally, irrespective of voting structure.
- ⑨ Wrong to favour any religion over other. (Against Secularism).
- ⑩ Following constitutional morality in any case.
- ⑪ Preferring means over ends (Gandhian method).
- ⑫ Following the principles of Tolstoman, Ahimsa and Sarvodaya.

Politics without social ethics and personal morality marks the death of democracy.

1(b) Virtue ethics refers to the set of ethical principles which are based upon the best virtues of an individual.
(Ex - Integrity, probity, honesty etc.)

Virtue ethics over Deontology & Consequentialism

- ① Values of kindness and compassion preferred over laws and rules by some civil servants.
(Ex - IAS Prasant Nair - Quadrant Sulaimani).
- ② Dedication to public service without thinking of consequences in private life.
(Ex - IAS Surya Pandey working during pregnancy).
- ③ Virtues of honesty and integrity shown by PM Lal Bahadur Shastri during his tenure.
- ④ The non-dignified movement under PM Nehru reflected virtuous values of independence & self-determination.

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However virtue ethics are sometimes
overaken by deontological & consequentialist
actions -

- ① National interest shown by India by
signing Treaty of Peace & Friendship with
USSR
 - ② Shri Krishna advised Arjun to
continue the battle without thinking
about consequences.
 - ③ Greatest happiness of greatest number
leads to harm to minorities but
it is correct as per deontology.
 - ④ Not going with torture to take
out information is correct as
per consequentialism.
- Thus it is individual's morality
upon which the aspect of
ethics depends.

2(a) Code of conduct refers to a basic
set of rules, values and principles to
which a public servant must adhere
to best serve the public. Ex:
Code of conduct for civil servants in
India.

Important ethical attributes for an
administrator

① Dedication to service - Utmost dedication
is required by keeping public duty
always on top priority.

Ex - IAS Parneshwar Singh returned
from USA to lead Swachh Bharat
Mission.

② Honesty, Integrity and Probity - Reflect
the value of upright moral character
and strengthened morality in any
condition.

Ex - Schindra Dubey died by
whistleblowing corruption in Golden Jubilee

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- ③ Transparency and Accountability - To keep public aware about the methods and practices being adopted by administration and check its efficiency.

Ex - IAS S Jayaram did proactive disclosure of his personal assets.

- ④ Kindness and Compassion - Going ahead of the minimumist approach of public service, and serving the last person with full efforts.

Ex - IAS Potluri Venkatesh made Cuckoo district friendly.

- ⑤ Flexible to change - To adopt the latest possible methods and technologies to ensure best efficiency.

Ex - use of IOT to serve agricultural districts.

Civil Servants must work on role based rather than rule based principles.

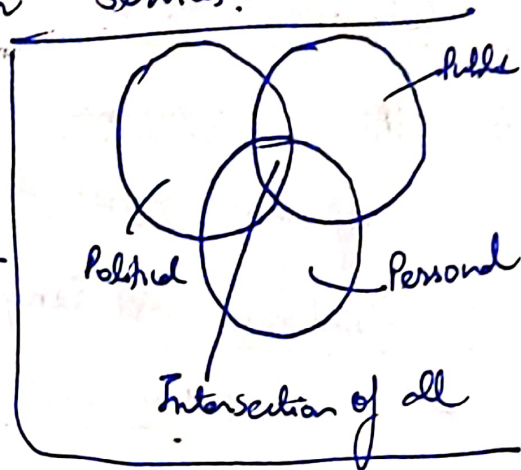
2(b) Public servants have to balance between their personal and public responsibilities together with maintaining non partisanship in services.

Political responsibility of Public servant

1) Means their duty towards the politicians.

2) Include the role as executives.

3) Must be with neutrality and non partisanship



Personal responsibility of Public servant

1) Duty towards family.

2) Balancing out the demands of service with family.

3) Taking care of children and parents.

Public responsibility of Public servant

1) Duty and dedication towards profession.

2) Serving the people with full honesty.

3) Following a non-indulgent approach.

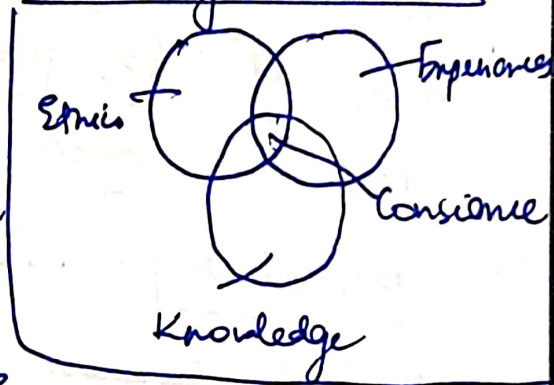
During conflict situation

- ① Prioritize the professional responsibility of
Serving the people — Motto of civil servant
(Ex IAS Divyadevarajan in tribal areas).
- ② Personal life of civil servant must
come at last priority as his family is
now the area of his work.
- ③ Political responsibility towards the
political leaders is to be ignored
if conflicting with his personal values
Ex - Pressure from political leader for
giving contract to his known.
- ④ Virtue ethics can easily help the
civil servant to control such

Situations.

The principle of Shitraprajna as
taught by Bhagwat Gita must be
used by civil servants in conflict
Situations.

Qo) Acts of conscience refers to the actions being done upon the voice of conscience. Conscience refers to the instinctive voice coming from within, formed out of individual's knowledge, values and experiences.



There emerges several situations when acts of conscience are to be performed by civil servants, such as -

① When laws, rules and regulations are not enough to determine the basis of action.

Ex: Investigation done in case of national security threats.

② During the situations of ethical dilemmas -

Ex: Bribing a local man to get out information of Terror boxes.

③ During situations that has less time
to take decisions with dire consequences
possibility.

Ex - Bomb diffusion during complex
situation.

④ Helping out someone going against
the set procedures

Ex - Allowing or Sanctioning ^{poor} to take action
without proper documents.

⑤ Maintaining the virtues - Not
taking orders from seniors if against
public service values

Ex: Ashok Khemka accepting transfers
to maintain integrity.

2nd ARL says - When everything
depends upon ethics, ethics depends
upon conscience.

3(b) Swami Vivekanand has said that education should be character building, man making and value enhancing in nature.

Role of educational institutions in shaping future civil servants

- ① Teachers helps in value and moral education to understand importance of honesty integrity and kindness.
- ② Teachers discipline importance in actions.
- ③ Importance of industriousness through interdining.
- ④ Uniform clothes and accessories - teaches importance of equality and dignity.
- ⑤ Respecting seniors in life (through teachers).
- ⑥ Form educational base for getting knowledge to serve the nation.

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However there are beliefs in current educational paradigms due to -

- ① Commercialization of education → promotes a sense of superiority among those who can afford.
- ② Cases of caste based discrimination in schools against lower castes.
- ③ Lack of moral education classes and curriculum.
- ④ Disrespect of girls and female teachers (Lack of WhatsApp groups).
- ⑤ Lack of vocational education based on Gandhian ideas.
- ⑥ Merit principle → disadvantage to backward classes.

Thus we need an education model which prioritizes morality and ethics, inclusivity and unity and skills and dedication for training the future civil servants.

4(a) Persuasion and social influence are important tools of administration to ensure smooth delivery of services, especially in rural areas that have less awareness and belief in superstitions.

However ethical challenges are faced by administrators during its use -

- ① Have to give incentives to lower workers for fulfilling targets
(Ex - Polio drops targets)
- ② Using Emotional Intelligence by making the public fear about the ill impacts of a disease.
(Ex - Death due to pneumonia).
- ③ Going against the social practices of a community.
(Ex - Child marriage in Islam).
- ④ Playing against the myths of rural public.
(Ex - considering menstruation as a disease and taboo).

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⑤ Changing the community belief about eating practices.

Ex - Not accepting eggs in mid day meal scheme.

However they can be used efficiently in following manner -

① Volunteering by the public servant on first basis - Ex taking COVID vaccine to remove vaccine hesitancy.

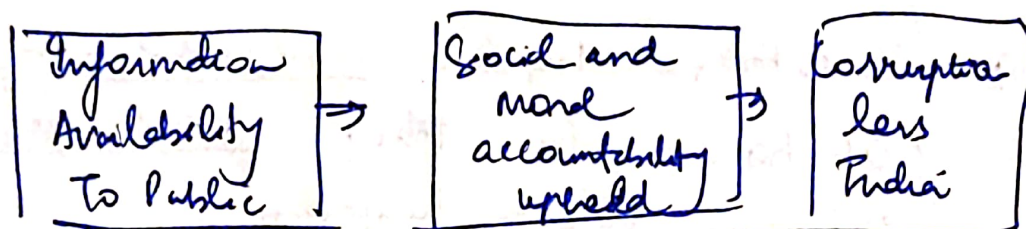
② Conducting awareness programmes with female members around reproductive health and institutionalized delivery.

③ Male member sensitization through using examples of successful women like Chau Rajawat, Hina Das.

④ Using deterrence as a technique by telling about repercussions of child marriage, domestic violence.

Winning Hearts and Minds (WHAM) must be used to persuade the public by administrators.

4(b) Right To Information was brought
as a revolutionary step to promote
transparency and accountability in
Indian governance.



Impact of RTI in enhancing accountability

- ① Pro active disclosure of information
promoted by public servants.
- ② Responsibility of government officials
upheld in a public project
(Ex - I filed RTI to know about the
budget and use of money in metro
project in my city).
- ③ Bursting of scams in case of
Commonwealth, 2G scam, Satyam
Scandal etc.

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- ④ knowing about the status of a government policy and associated delays.
- ⑤ Faster service delivery due to fear of RTI in offices.

However the impact has been restricted because of -

- ① Section (6) of RTI prevents the disclosure of information in certain cases.
 - ② Frivolous filing of RTIs for personal agendas.
 - ③ Use of Official Secrets Act to gain immunity against RTI.
 - ④ obstruction of Central Information Commission.
 - ⑤ Delays in information disclosure.
- Thus RTI needs to be made more widespread through pro active disclosure and least restrictions as the norm.

Q(a) Public administration must work upon the model of servotam to ensure fast, timely and quality service delivery to the citizens - 2nd ARE ...

Strical implications of maintaining high quality service delivery

- ① Service of the Public comes to a priority & ensuring dedication of the public servants.
- ② Ensures Antyodaya and sarvodaya (Article 39).
- ③ Ensures inclusive, just and equitable development for all.
- ④ Ensures transparency, accountability in service delivery - preventing corruption (Ex - DBT saved Rs 2Lk crore from leakages.)
- ⑤ Solidarity in community due to

best service availability.

- ⑥ Equitable social development of all regions (Ex - North East India focused under UNNATI scheme).

Probability in Governance

- ① Equal responsibility towards all communities.
- ② Extra efforts for marginalized community development (Ex IAS Hiranshu Negal started Operation Smile).
- ③ Home delivery of services in regions facing lower accessibility (Ex - in rough terrains of Kargil).
- ④ Ensures corruption free administration to deliver the maximum possible to the beneficiaries.

Probability + Dedication = Human centric administration

Way to Ek Bharat,
Shreshtha Bharat

5(b) Corporate Governance refers to the set of laws, principles and values that ensure the Overall development of all concerning stakeholders and shareholders.

Role of Regulatory Frameworks in enforcing ethical standards

① Companies Act (2013) —

④ Ensures board members constitution with women participation and independent members.

③ To ensure free fair and transparent functioning of company's management.

⑤ Rule of corporate social responsibility for avg 2% profit in last 3 years (for profit over 5 crore) — To ensure trusteeship.

② Orissa Environmental sustainability

④ Environmental Impact Assessment to ensure sustainability and community role in development.

- ③ Renewable Purchase Obligations and Perform Achieve and Trade ensures responsibility towards environment.
- ③ Preventing Corruption
- ④ Through regulations of SEBI, CCI and ERL.
- ④ legislation of PMLA, Fugitive Economic offenders act etc.

Designing the Frameworks

- ① Ensuring reviews from all stakeholders including community stakeholders and employees.
 - ② Allowing representation of employees in board members.
 - ③ Incentives to innovative ideas & Better work culture.
 - ④ Performance based salary bonuses.
- Corporate governance must work upon the Triple Bottom line of People, Planet and Profit.

G(a) The above quote by JS Mill tells us about the importance of conscience in determining the human actions in different situations.

Desires of individual for power, money and resources can be responsible for his all actions. For Ex: Roja Khedkar faking certificates to get job.

However the even bigger weapon of humanity is lack of use of conscience in our decision making. Conscience is determined by the combination of our experiences, values and prior knowledge.

It can help us to control our desires in the first case.

Gandhi Ji used his conscience to always follow the rule of non-violence.

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life and following objections.

And lack of conscience was
by Ashoka in Kalinga war made
him suffer in last. Similarly Hitler
went with extreme objectivity to
kill millions of Jews as he lacked
conscience etc.

Secondly even if desires are
to be fulfilled, conscience helps helps
an individual to follow the
path of morality to achieve them.
Ex - IPS Manoj Sharma left cheating
in exams in 12th standard.

Gandhi Ji has rightly
said that there is a bigger court
than the law court and it is
the court of conscience

6(b) Dr B.R. Ambedkar through his above saying stresses upon the importance of solidarity, equality and fraternity to create a just and peaceful country.
Respect towards fellow beings must be maintained in order to ensure dignified life for every individual (Kant's Categorical imperative). He stressed upon it to regain the dignity among the people of Behajan Samaj.

The elites had faced social, political and economic discrimination in the hands of elites and higher classes. And then a descendancy sense of contempt against them was the need of the hour.

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Similarly community fraternity between castes, religions and ethnic groups is a hinc qua non for a just society.

Recent Hindu-Muslim clashes during CAA-NRC protests and Kashmir's Muslims clashes were because of lack of solidarity.

Reverence towards women is highly required at top priority. Cases of domestic violence, rapes of Hindus, Hyderabad and Kolkata are disgrace to a society.

Thus as Dr Ambedkar has said that until we achieve social democracy, political democracy will remain just a top soil in India.

6CC) Through the above quote, Gandhi Ji stresses upon the importance of community based decision making by listening to everyone and not being overconfident on one's knowledge.

Socrates has said that the best thing to know is to know that you know nothing. This is because no knowledge is ultimate knowledge and knowledge must always be updated through debates, discussions and deliberations.

Overconfidence on self knowledge often leads to disasters. This is what happened when Sri Lanka did the blunder of Overnight implementing the organic farming across the country, leading to economic devastation.

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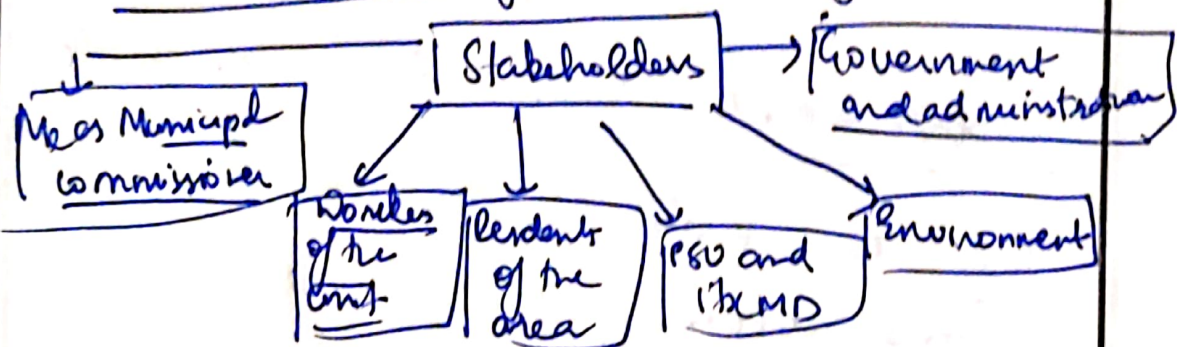
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The strongest minds have also failed many times when we witness the development of Periodic Table and distribution of elements.

On the other hand, the weaker minds have also been excellent. This is visible in the case of Thomas Edison, who failed 1000's times to make bulbs.

The Indian tradition of community decision making in Panchayat while debates and discussions in Parliament shows the ~~the~~ importance of collective wisdom.

⑦ The given case study represents a situation of ethical dilemma for me as municipal commissioner to balance between the livelihood of workers and environmental safety, health of people.



(a) Ethical issues involved

- ① Violation of industrial safety violations by the unit.
- ② Environmental harm due to harmful pollutants.
- ③ Worsening health of the residents with respiratory diseases.
- ④ Lack of infrastructure upgrades against principle of public responsibility.
- ⑤ Livelihood of the workers.

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⑥ Use of strikes and halt of production.

⑦ Public anger against the
decision of relocation.

⑧ Options available

① Go with the relocation ignoring
the strikes -

Merits	Demerits
① <u>Industrial safety guidelines</u> followed. ② <u>Improvement of</u> <u>health condition</u> and <u>environmental safety</u>. ③ <u>My professional integrity</u> upheld.	① <u>Right To livelihood</u> impacted. ② <u>Production halted</u>. ③ People may go <u>violent</u>.

② Order the continuation of plants
with required reforms and upgrades -

Merits	Demerits
① <u>Strike under control</u>. ② <u>Right To livelihood</u> upheld.	① <u>Disadvantages</u> might <u>continue</u> ② Decision under <u>pressure</u>.

③ Talk to the leader of workers and
arrange for commutation facility for
the new plant

Merits	Demerits
① <u>Immediate anger</u> of workers will be controlled. ② <u>Production</u> will continue. ③ <u>Health</u> and <u>environment</u> benefited.	① Workers might not agree. ② Extra fiscal <u>burden</u> for <u>commutation</u> of workers

④ Prioritizing public health concerns
over economic disruptions

① I will continue with the 3rd option
due to its long term benefits.

② Public health (right To life under
Article 21) and right To Clean
Environment (Article 21) are upheld.

③ This relocation decision is correct and talk with workers to convince them.

④ Until the relocation is completed, workers can be provided with alternative work under MGNREGS or unemployment allowance by the PSU.

Guided principles guiding the decision

- ① Means over ends
- ② Long Term Benefits over short term
- ③ Right To Life at priority.
- ④ Concern for sustainable development

This balance between economic life, health and environment will be upheld in this way.

③ In the given case study, I am at the situation of ethical dilemma of speaking truth during enquiry or following the orders of Director to save him and myself.

④ Ethical Issues in the case

① Not following my conscience to continue with an enquiry on bid rigging.

② Lack of proactive measures taken by the department to ensure fair bidding.

③ Director of Purchase's negligence towards the situation and asking me to continue with the process.

④ Corruption in bidding → unfair to other bidders.

⑤ Lack of coordinated working between

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the workers of the department.

⑥ Businesses involved in unfair means to win the bidding.

⑦ Director asking me to not tell the truth to the enquiry committee.

⑧ Dilemma for me in decision making.

③ Consequences of conceding the information

④ Professional consequences

① Me and director will be saved from losing our positions.

② The enquiry would get delayed due to lack of witnesses.

③ The delaying of contract → Inefficient working.

④ Promotion of corruption in biddings of future.

⑤ Ethical consequences

- ① I will face guilt for not being honest and maintaining integrity.
- ② Moral corruption on the part of director for his personal interests.
- ③ Lack of responsibility and accountability will be reflected in my and director's action.
- ④ Promotion of unethical work culture in the department.
- ⑤ Further chances of corruption in future.
- ⑥ Me balancing in the situation
- ① I will inform the enquiry committee about the previous information.
- ② But the case of rivals following the bidders would also be true, needs to be informed.
- ③ Will explain the pressure of deadlines upon the department for project execution.

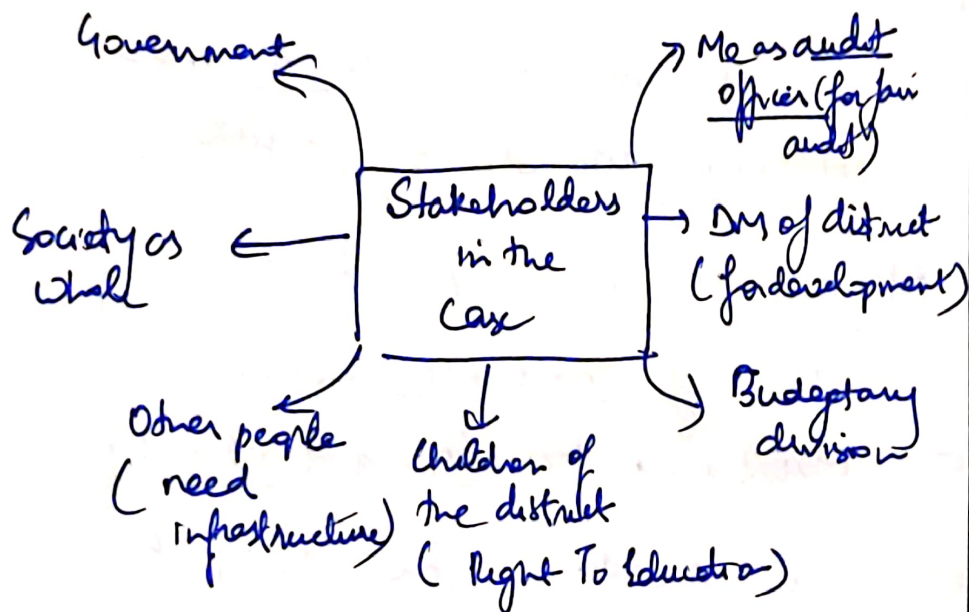
- ④ Further I would request the committee to do fair enquiry of all officials and find the ultimate culprit in the department.
- ⑤ In this way, the honest officials would not be punished and rehabilitating would be possible.

Ethical principles upheld

- ① Voice of conscience heard.
- ② Maintaining honesty and integrity.
- ③ Fair procedures for complete justice.
- ④ Transparency & Accountability.

Thus the most ethical decision is to cooperate with the enquiry committee to know about the corruption.

- ⑨ The given case study presents a situation of conflict between objective, rule based decision making v/s subjective and conscience based decision making.



④ Issues involved in the case

- ① DM going against the procedures to reallocate budget for school building.
- ② Lack of road infrastructure in the district.
- ③ violation of budgetary allocation violated
- ④ Right To Education of children compromised due to lack of

Quality education infrastructure

⑤ Short Term Benefits v/s Long Term
(loads) Priorities
(Education)

⑥ Dilemma for me to choose between
procedures of auditing or education
based decision making.

⑦ Lack of following of hierarchy by the
DM in using discretion to
reallocate the budget.

⑧ Conflicting interests of children
and other sections needing infrastructure

⑨ Decision of audit officer

I would take the side of the DM
in my personal opinion as requirement
of school for children is more
important. however emotions needs
to be balanced with administrative

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procedures in following manner -

- ① Informing my seniors about the case and the respective departments of education and infrastructure.
- ② Requesting the concerned departments to allow for reallocation.
- ③ Maintaining a fair audit mechanism through ensuring outcome based auditing.
- ④ Giving a warning to the DM for a future enquiry if this gets repeated.

⑤ Consequences of reporting the misallocation of funds

⑥ On the DM

- ① Will face audit enquiries and punishment for misallocation.
- ② Will lead to lack of motivation in the DM in future situations of

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similar kind.

③ On district

① allocation to roads neglecting the needs of education

② Will lead to lack of literacy and unemployment in future.

④ On future allocations

① Continuity of similar imbalance between various requirements of the district.

Thus my decision making in the case should be influenced by above mentioned consequences. Hence

following the procedure mentioned in previous part is the upholding of principle of Madhyam Mary in the case.

Ans) In the given case, I as SP, facing a complex situation to choose between environmental conservation, rights of tribals and orders of the political leader.

(A) Course of action by the SP needs to balance between the short term and long term goals through following course of action -

① Short term Action

(a) Talking to the leaders of the tribal mob to bring the situation in control.

(b) Using mild force if situation goes out of control.

(c) Preventing the loss of public property and disruption of public life (S. in. Shreev Bagn Judgment).

(d) Arranging a meeting between tribal representatives, district administration and the local political leaders to find an all acceptable solution.

② Long term Action

(a) Asking the rehabilitation of tribal communities by the district administration away from the core sensitive region of the forest.

(b) Ensuring the rights provided to the tribals under Forest Rights Act to get control on minor forest produce.

(c) Compensation from the administration for the loss incurred to the tribal communities.

(d) Alternative source of employment under MGNREGS, Skill India etc.

(e) Promoting better income through export of tribal products.

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(b) Ethical issues and dilemmas for the SP -

- ① balancing between environmental conservation
v/s Tribal rights.
- ② Use of violent methods to bring the
tribals into control.
- ③ Livelihood of people v/s environmental
health.
- ④ Tribal way of living v/s Modern
Environmental Protection Laws.
- ⑤ Following conscience v/s orders
of the political leader in
decision making.
- ⑥ Maintaining my probity and
integrity in the case.
- ⑦ Use of violence and forceful
means by the tribals - Against
public order.

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- (C) SP is course of action as mentioned before must be to -
- (i) Restoring public order through use of soft and coercive means.
 - (ii) Tribal leaders can be called for discussion and deliberations with the administration.
 - (iii) Must not be influenced by the orders of the polited leader who wants to secure his vote bank.

~~The~~ The Tribal Panchayat principles will help in balancing out the interests of tribals with environmental protection.

① In the given case, I as the Coo of the project am stuck between the conflicting orders of state and central government and short term benefits v/s long term benefits.

② Ethical issues in the case

- ① Lack of proper checks on procurement procedures,
- ② Corruption involved in the project.
- ③ Delays in project possible due to audit orders.
- ④ Lack of transparency and accountability in spending if audit is not done,
- ⑤ Orders by chief secretary based on political grounds of the state government & lack of non-partisanship.

Ethical Dilemmas in the case

- ① Short term gain (elections) v/s long term quality assurance.
- ② Political benefits v/s Transparency and accountability
- ③ Following orders of state government v/s orders of central government
- ④ Timely delivery of services v/s Quality delivery of service

Options available to CDO

- ④ Following the orders of chief Secretary to ensure timely delivery

Merits	Demerits
① <u>Timely completion</u> <u>of project</u> .	① <u>Lack of transparency</u> <u>and accountability</u> .
② <u>Political benefits</u> <u>to the state party</u> .	② <u>Quality compromised</u> .
	③ <u>will face actions</u> <u>from anti corruption</u> <u>unit</u>

(B) Following orders of central
Anti corruption unit

Memo	Demerits
① Corruption in project will be clear ② Ensuring transparency and accountability - ③ Creation of <u>public infrastructure</u> ensuring quality	① Against the hierarchy of <u>civil services</u> ② Loss to <u>state party</u> in elections ③ I may face <u>arguing</u> at <u>state level</u>.

(C) Balancing conflicting orders from
different authorities

① In this case I will go with
2nd option because -

↳ Ensures my integrity and moral responsibility -

↳ Fairness, transparency and accountability

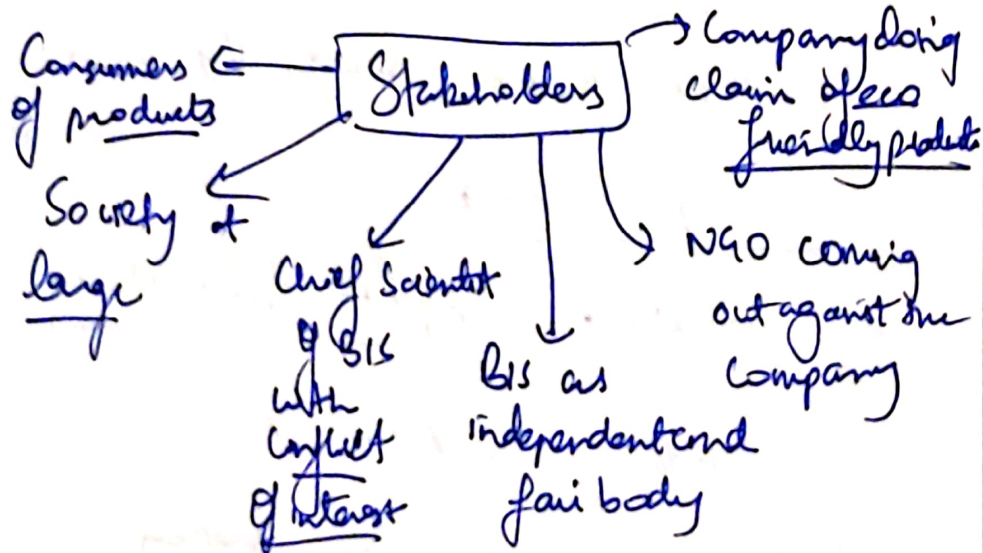
↳ Prevention of corruption

⑦ Civil Servants should use following to solve the situation -

- (a) Means over ends
- (b) Gandhi's Tolisonam and Sarvodaya
- (c) Utmost preference to public Service.
- (d) Maintaining neutrality and non partisanship.
- (e) Ensuring complete transparency.
- (f) Prudence, honesty and Fortitude in decision making.

As Edmund Burke says - All that is needed for triumph of evil is for good men to do nothing.

⑫ The given case study highlights the issue of greenwashing by companies for commercial interests. Further the conflict of interest situation of the Chief scientist of BIS is represented in the situation.



① Business ethics issue

① Claim of eco friendly and healthy nature of products is greenwashing.

② Profit based motives based on false advertisements.

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- ③ Involved in improper research on the quality of the products.
- ④ Against the right to health of the children.
- ⑤ Getting a clean cut from BIS who chief scientist being shareholder and relax → Conflict of Interest.
- ⑥ Corrupt means by company to win against the NGO.
- ⑦ Steps required to manage conflict of interest
- ① Strict procedures for adequate background check of people involved in enquiry.
- ② promoting voluntary backing off in a conflict situation.
- ③ Permitting the officials who don't

inform about the conflict situation

- ④ Ensuring representatives of all stakeholders in such situation during enquiry.

After conduct of enquiry

- ① Following another enquiry with complete fairness.
- ② Punishing the involved officials who had hidden the information.
- ③ Proactive disclosure in such cases to the public and media for gaining trust.

⑤ Balancing between profitability and ethical responsibility

- ① Maintaining correct balance between profit and people/planet by priority to latter (Ex - TATA group's MANSI project).

U.P.S.C.

- ① Not making false claims about product's nutrition and eco friendly nature. & Maintaining accountability.
- ② ~~Ensuring~~ Ensuring principle of trusteeship → Giving back to the community (Gandhi).
- ③ Involving the representatives from community and NGO's in board meetings for transparency.

As said by Gandhi Ji - Commerce without morality is a sin that degrades a society and hence must not be followed.