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a) man's attitudes, culture, values are impacted by family, education system and society in which he is living.

e.g. A child born in tribal community living far away from city, will learn to respect nature from his community.

Similarly, materialistic values are adopted by same way.

Family can impact Political attitude of children e.g. a liberal supporting families children will grow with liberal values.

Same is true with socio-religious values too.

Man modifies the environment with culture, attitude & values, that he has learned elsewhere.

He might have learned it from other cultures
e.g. values of Liberty, equality, fraternity in French Revolution came from American Revolution.

It can also come from
his own conscience, e.g.

(2)

Buddha's sermons tried to
change values of that time,
based on Buddha's enlightenment

Similarly, social reforms
by Raja Ram Mohan Roy were
also step in this direction,

1)b) Accountability is answerability to a particular task. e.g. MPs are accountable to their electorate.

Efficiency is an indicator of how well outcome is achieved with minimal input e.g. making large project with less money.

They seem antithetical?
As Accountability requires resources & time, which can impact efficiency.

e.g. After RTI, civil servants have to divert some resources for RTI request handling & answering queries, which some claim, slows down efficiency.

But accountability is sine qua non for good governance as?

- 1) It ensures answerability
- 2) Ensures project is completed without time & cost overruns.
- 3) Ensures That public is apprised of governance process

4) Ensures that all misdeeds which are not bonafide are investigated & penalised

④

5) Increases credibility in administration and reduces social unrest.

So in long term accountability go in line with efficiency.

2) a)

Covid-19 Pandemic is an example of imbalance between man's action & environment.

(5)

Gandhian ideals which can help

1) Non-violence and harmony with nature. Stopping wild life abuse and deforestation

This will reduce man-animal conflict & spread of zoonotic diseases

2) Protecting interest of vulnerable (Gandhi's Talisman) → To provide social security to vulnerable sections e.g. migrants

3) Gaining power from soul to manage one self from distortions created by this pandemic & helping others e.g. Via Yoga & meditation.

4) Decentralisation and village based governance to support decentralised handling of pandemic e.g. Local quarantine responsibility to Panchayat

5) Self accountability & wearing mask always & maintaining social hygiene

(6)

6) Doing service to humanity to free oneself truly.
e.g. mutual help by people. Paying your domestic help in time of need.

7) Vasudha Kutumbakam?
Global collaboration, shunning isolationist & protectionist tendencies

Gandhian values are universal & can be very helpful in contemporary times.

2)b) Art 19 of Indian Constitution provide Rights to all to adopt any profession of their choice, including retired govt. servant (except with cooling off period of 2 years which can be waived off with govt. approval)

Key ethical issues in that

- 1) may use his influence in govt to fulfill private interests of liaisoning officials
- 2) may result into impairment and can cause efficiency/ effectiveness gap due to this.
e.g. Tender may not go to deserving party.
- 3) may use internal secret information for personal gains. This can create national security issues also e.g. nuclear related information.
- 4) May set an example to incumbent employees of govt. whose integrity may reduce, in view of post retirement postings.

5) May impact impartiality and non-partisanship. e.s. if a judge is provided office of an executive post, then his judgements may show simulacrum quo

Way Forward

- 1) Mandatory cooling off period of 4-5 years for critical positions e.s. SC judges etc
- 2) Increasing e-surveillance and social audits in departments, so outside influence is reduced.
- 3) Using supra-motu disclosure under RTI more frequently, so that information related to governance is available widely.
- 4) Increasing competition in govt. services by private sector so multiple players are involved

This can promote better governance possibilities

3/a) This quote represents giving emphasis on values and virtues rather than outcomes of your actions.

(9)

Giving emphasis on values rather than ~~and~~ success can result into

- 1) Promoting virtues in society which is good for long term interests of humanity
- 2) People will not use wrong means to achieve success
e.g. cheating to pass in exam or criminal route to get success politically.
- 3) Violation of rights of vulnerable will not happen
- 4) Struggle of love for power will stop but power of love will spread.
- 5) Corporate governance will improve as companies will focus on all stakeholders rather than just shareholders.

6) Global community will not see geo political struggles

(10)

Nations will face less internal conflicts,
communities will adopt
value of harmony & peace
over domination

e.g. Gandhiji's support
of non-violence is a sure shot
way to peace & harmony.

This will create true Ram
Rajya in local & global
arena.

3) b) This quote represents ~~rep~~ responsibility of an individual to remain virtuous and reject all unethical acts.

It represents how a simple act of appeasement by UK & France towards Hitler led to World War-II.

A civil servant should
↳ Act legally, ethically & responsibly in his official & personal dealings

↳ He should also blow whistle, if he finds other person acting illegally & unethically.
e.g. persuading your colleague not to ~~take~~ ^{do} ~~corruption~~ & complaining against him, if he does not stop e.g. Satyendra Dubey case

This can set example in future and your colleagues/subordinates will not commit same mistake in future.

Also system reforms need to be promoted, so in your absence also, corruption

(11)

is dissuaded Election Commission
e.g. Reforms in ~~CEC~~ by (12)
Sh. T. N. Seshan became
a ~~to~~ benchmark for future
CECs.

4) 9)

Global commons refers to common resources that are available to all without incurring any cost e.g. air, space and now cyber space.

Tragedy of Common refers to a process where

→ All use the resource
↳ But no one takes responsibility for its conservation.

e.g. High use of ground water without any regulation

led to high depletion in Punjab & Haryana.

Similarly Air Pollution in Delhi.

Ethical challenge in using Global Commons

- 1) Proper Pricing of Commons to ensure rational use.
- 2) Identifying exact responsibility for polluting entity.
- 3) Promoting interests of vulnerable e.g. Common But Differentiated Responsibility Paradigm in Climate talks.

13

- 4) Global leadership is unclear and clear anarchy is visible.
- 5) Geopoliticals distorts rational world view.
- 6) Diverse views, consensus building approach creates delay and compromised outcomes e.g. WDS is Paris climate agreement are very low.

Way Forward

- 1) Scientific assessment to measure resource availability & demand to calculate optimum use.
- 2) Allocation of resource based on need and demand
- 3) Technical & Financial support by developed countries
- 4) Ensuring rights of vulnerables e.g. Aboriginals are protected
- 5) Reform in global multilateral institutions to represent Present geopolitical status e.g. VNSC reforms.
This can create ideal global order

4(b)

Code of conduct refers to do's & don't applicable in cases e.g. wear helmet while driving, Donot talk on mobile while driving.

(15)

It represents minimal standards of conduct as

- 1) It does not ensure self accountability
- 2) Requires observance from outside
- 3) Employee may fall back to business as usual, when monitoring is not there.
- 4) Does not get transmitted to personal conduct

Ethical work culture represents value based way of doing work.

This can happen with internalisation of values e.g. If integrity & honesty is internalised, then doctor will always treat their patients with care in hospital irrespective of time at which patient has arrived, even at the cost of doctor's sleep.

Internalisation of values
allows

(16)

- ↳ Better understanding of values by people
- ↳ Belief in those values which gets automatically reflected in their conduct

e.g. a soldier will say Jai Hind even if he is at home talking on phone

This can be done via

- ↳ Proper recruitment policy

- ↳ Regular value based training e.g. case studies

- ↳ Posters, one liners on walls regarding values

- ↳ Incentivising value based work culture e.g. faster promotion to police officials, who show empathy towards vulnerable.

Through this long term organisational goals can be achieved effectively.

5) a)

Probity in governance refers to presence of honesty ~~and~~ integrity and general absence of corruption

(17)

{ Political will & discipline is required for Probity in governance as } }

- 1) ~~Without~~ absence of political corruption, administrative corruption can not be eliminated.
- 2) Leadership & example setting can come from Top political leadership
- 3) Systemic reforms e.g. e-governance can be initiated from top.
- 4) Legislative policies to curb corruption, code of ethics & conduct, reform to promote transparency & accountability can come from legislature which is manned by politicians.

(18)

Bureaucracy during
1950s & 60s was praised, as
it was led by political leaders
who had high ethical
standards.

Although reforms to curb
corruption can be done
bottom-up due to public
support & protest
e.g. Lokpal act due to
India against Corruption
movement, but process
becomes slow & protracted.

Q9b) Bureaucratic work culture refers to values, attitudes & work ethics followed in professional life by bureaucrats. Colonial mindset in bureaucracy refers to]

(19)

- 1) Rule mindedness & inflexibility
- 2) Status quoism
- 3) Hierarchical nature
- 4) Centralisation of Power

This becomes restriction in 21st century due to

- 1) Changing role of govt from regulator to facilitator e.g. PPP.
- 2) Promotion of e-governance & work flow based system
- 3) Complex nature of work which requires specialisation
- 4) Requirement of multi stakeholder collaboration in project execution
- 5) Decentralised form of governance.

- 6) Strong media scrutiny
- 7) Spread of social media.

(20)

New values need

- 1) Flexibility to incorporate changes as per situation
- 2) Team based approach of problem solving e.g. as in ISRO
- 3) Informed Risk taking approach e.g. in Disaster Response
- 4) Reformist approach to raise issue of importance to superiors

By this, vision of 21st century India can be fulfilled.

⑥ Corporate leaders are known for their innovativeness & leadership ability. I am inspired by Founder and former chairman of Microsoft Corporation Mr. Bill Gates.

②

Moral Lessons Learnt

- 1) Focussing on quality of work irrespective of criticism
- 2) Minding the details of work to achieve excellence
- 3) Ensuring that every section of stakeholder gets benefitted from your work. As he used Windows Platform to widely spread computers even in remote corners of Africa
- 4) Philanthropy, by using only that much for you & your family, that is required giving everything else to society e.g. Bill & Melinda Gates Foundation

5) Developing an exemplary work culture which can motivate others. e.g. Lata never took a day off in his 30's.

6) Knowledge is much more important than wealth.

I try to incorporate these values in my personal & professional life.

⑤

Governance is a process of governing people. Using power to implement various outcomes.

23

Increasing people's participation via

- Social audit
- People's comments on legislation, Policy etc
- Participation via PRIs or Panchayats

and making access to information easy via

- RTI
- Suo motu disclosure
- Making one day when people can inspect files.

This can transform governance to good governance as

- 1) Promotes multi stakeholder participation
- 2) Ensures transparency & accountability in governance
- 3) Promotes inclusivity & equity
- 4) Improves responsiveness
- 5) Impacts efficiency & effectiveness
- 6) Creates emphasis on consensus building.

7) Provides strategic vision to administration in line with people's demands

8) Reduces instances of corruption, misuse of power and conflict of interests

e.g. Social audit & e-governance

~~increased~~ reduced leakage in PDS in
Chattisgarh to below 5%.

⑧ Personal life is how one behaves ~~with~~ with their near loved ones e.g. family.

25

Personal life ethics is like match practice. Professional life is like ODI match. You will exhibit same qualities in ODI match, as you have done in match practice.

↳ If a person respects women in family, he will automatically promote welfare policies of women officially.

↳ A person, who does not like children, may not sensitise ~~so~~ with child abuse cases.

↳ A person who tells lies to his wife about his late arrival at home, will invariably tell lie to his boss for late arrival at office.

↳ Shri Vishveswarya never used his official resources for personal purpose, which was exhibited in his official conduct also.

↳ many people who were apprehended of corruption, were also found to be dishonest in their married life.

Many a time, due to recency effect (being new to office/job), bad personal values, may not get reflected in professional conduct. But sooner or later they do.

This shows how intimately interconnected personal & professional lives are.

9) a) This ~~is~~ case pertains to following issues:

(27)

- Impact of patriarchal influence, which is inhibiting effective result of constitutional reform (73rd Amendment)
- Giving the woman Sarpanch her dignity back
- Legal issue involves, powers of Sarpanch are being used by other person, who is not authorised to use that
- Ethical issue involves the ignorance of rules by other people of village, who are giving support to husband of Panchayat

Stakeholders are

- District Magistrate
- Woman Sarpanch
- Her husband
- Local people of village
- Society at large as patriarchal mindset impacts everyone.

b) Options available to me

- 1) Not taking any action as governance is going well.

merit → Status quo

↳ Her husband has public support

Demerit → Against my job values

→ Against long term

interest of woman Sarpanch,
village & society at large

→ Illegal action

2) Inform the husband, that
he is not authorised to fulfill
the role that he is doing &
ask woman Sarpanch to take
over.

merit → Appears legal

→ Woman Sarpanch will
get Power back

Demerit → she may not get
people's support

→ difficulty in working

as she may not have
experience

→ Governance & interest
of people will suffer.

3) I will meet the woman
Sarpanch along with her
husband in office. I will
inform her husband that
he is not authorised to do
the work, he is doing.

I will motivate woman Sarpanch to take over responsibility on field. I will also try to provide capacity building training to woman Sarpanch, if required.

I will ask her husband to set example in society, & help his wife in capacity building. I will also meet local people esp. woman, & inform them about rules.

I will try to create group of similar minded people (esp. women) to help woman sarpanch in her job.

merit → Legally fine

→ Promote women's interests

→ Governance won't suffer.

Demerit → Time consuming.

I will opt for option (3).

I will also make arrangements for motivation &

capacity building of Sarpanchs (30)
who are female & inexperienced.
This can benefit them in long
term

(10)

In the present scenario, domestic political & economic interests are overshadowing interests of humanity. This is creating anarchy at international level and lack of responsible decision making.

(31)

(A) Factors hindering collective actions:

- 1) Political factors include domestic political ^{President} compulsion like Trump's isolationist policy in US to promote local jobs.
- 2) Economic factors as countries are facing growth slowdown & unemployment.
- 3) Social factors include racial & ethnic conflicts as in African countries which restrict collective actions.
- 4) Ethical issues include emphasis on realism than idealism. which favours materialistic tendencies and

promotes prolethial view
of world.

(32)

s) Institutional issues due
to failure of global organisation
due to geopolitical conflict
between major powers.

b) Need to come together
is based on,

1) To protect interest of
humanity, as everything
is interconnected.

Injustice anywhere is
threat to justice every
- where e.g. spread of
radicalisation due to
instability in West Asia.

2) Ecological Problems like
climate change transcend
borders e.g. Maldives is
facing threat of submergence,
~~with~~ with no fault of
their people.

3) Conflict can promote
migration & refugee influx
e.g. Africa to Europe
via Mediterranean.

c) Principles of cooperation

- 1) Ensuring democratic & consensus oriented decision making
- 2) Protecting the interests of vulnerable e.g. Least developed countries via tech. & financial support
- 3) Just work principle → To curb spread of radicalisation, to minimise harm & maximise outcome.
- 4) Combining economic growth with environmental sustainability.
- 5) Ensuring social equity in development process
e.g. Access & Benefit sharing in biodiversity.
- 6) Strengthening global decision making institutions
by membership, ~~and~~ procedural reform e.g. UNSC reform.

This can allow us to achieve the realisation of Vasudhaiva Kutumbakam.

(11)

This case represents that on one hand rights of vulnerable sections are violated, on the other, bureaucrats who are responsible to take action, are pressurised, to delay taking actions.

(34)

a) Issues involved

For S. P of duty → Issue of law and order, protecting rights of vulnerable section, maintaining swiftness & integrity of probe despite pressure, fulfilling constitutional duty.

For girls → Issue of violation of their rights & Right to justice

For media → Issue of responsible reporting of case

For top officers involved → Issue of corruption and integrity.

For protesting people → Using their right to protest responsibly.

b) options available to me:

(35)

1) I will go slow on case till elections are over.

This will make my seniors & political bosses happy. After election, I can get good support.

This is unconstitutional, illegal, violative of spirit of civil services.

2) I will ask my dept's top officers, that I will not go slow, take swift action and catch the perpetrators.

This will prove justiciable as justice is provided timely. But any undue haste from my side under media pressure can do more harm to case, as evidence may not be proved in court.

3) I will register the complaint & start investigation judiciously.

I will inform my seniors about progress of investigation. I will inform them, that going slow is unethical and will impact political interests of party it self.

I will meet media representative to apprise them of situation. I will meet protesting people & will request them to not use violence. I will also present them information to express my credibility.

I will also not bow to make any compromises, as it is in long term interest of country.

I will follow this option(3). I will further set a framework of grievance redressal and audit of such shelter homes along with provision for anonymous

(complaints I will also
provide support (economic
& psychological) to these 30
girls and fast track their
rehabilitation.

(37)

(12)

This case will test my integrity in face of adversity. I can also set an example for young IAS officers.

(38)

a) Ethical issues faced by me:

- 1) Maintaining integrity of tendering process.
- 2) Ensuring efficient & effective use of public money and maintain honest work culture.
- 3) Setting example in front of juniors.
- 4) Giving proof to your superiors that you will remain honest in all circumstances.
- 5) But lure of highest post of state is also there.
- 6) My replacement after my transfer may bow down to pressure, so I will lose all opportunities.

b) Options available to me:

(39)

1) I will bow down to pressure and will award contract to company X.

This will be illegal.
as case may go to court
and I will be penalised.
Corruption charges against
me & junior IAS officer
may be levied.

So not acceptable.

2) I will not bow down to pressure. I will give award to the deserving candidate.

My future ^{career} prospects
will be in danger. I may
be transferred. My transfer
before contract allocation
may delay tendering process.

So not acceptable.

3) I will inform my
superiors, that giving tender
to X, will be unlawful.
It may get cancelled.

by court - It can damage
the reputation of ruling
party.

(40)

Completion of road
timely & efficiently is good
for election prospects of
ruling party too.

I will also ask junior IAS
officer to go ahead
transparently. I will
release the result in
public with due process.

I will follow this option,
as interests of people are
fulfilled and I have
fulfilled my constitutional
duty of maintaining
integrity & impartiality

I will also computerise
whole tendering process in
future, so that online
information availability
can improve transparency
& accountability in tendering
process. So these kind of cases
can be eliminated.

(13)

this is a case of winning trust of people & gaining credibility in Resettlement & Rehabilitation

(41)

scenario and fast tracking the project to reduce time & cost overruns

a) Issues involved

1) For people involved

Right to get correct information, Right to Protect, Right to Livelihood, and Right to live with dignity

2) For NGO

Right of association and ensuring social capital for protecting people's interests

3) For head of SPV

Fast tracking execution of project ~~to~~ ^{by} ensuring efficient & effective use of financial and human resources.

Getting engaged with people & being responsive to their issues. Giving due importance to civil society organisations.

4) For country

(42)

Scope for economic development by generating cheap and sustainable electricity, employment generation and Ease of doing business.

b) my course of action

I will meet representatives of people who are protesting at site to listen to their concerns & why did they change their opinion.

I will meet NGO's representatives to know their point of view and information they have about the project

I will cross verify the information from official sources. If concerns of NGO are found to be correct then:

I will send this reason to higher authorities and request for reassessment of project.

(43)

If reason is small one,
& can be resolved at my level,
I will resolve it to engage
local people

If NGOs information is
found to be incorrect:
I will inform it to people
& NGOs representatives. If

tendency of people does not
change even then, I will
use relevant provision
under law to suspend
operation of that NGO in
that region. Then I will
try to convince people
with credible information

This will reduce any
chance of violence and time
and cost overruns. This
will also increase credibility
of administration and
future project execution
will become easier
further.

(14)

Genetic editing represents a case of tinkering with rules of nature. If not done responsibly, can lead to drastic consequences.

(14)

Here stakeholders are whole humanity and natural system.

a) Ethical consideration of genome editing

- 1) To what extent interference with nature is justified.
- 2) Who is superior? man or nature.
- 3) Right of deciding / self determination is taken away from offspring e.g. in case of designer babies.
- 4) Can increase inequality, as rich people may use it to produce more intelligent offspring.
- 5) Can cause destruction of natural systems, if strong virus is created.

- 6) may create biological weapons and can be misused by anti social actors.
- 7) Right of animals, on whom gene editing testing is being done.
- 8) Right of participants, on which gene editing will be done. Generally class division is visible in these participants.
- 9) Right of health of people who are having genetic disease and gene editing can provide viable option of cure.
- b) Ethical Framework for use of gene editing.
 - 1) multistakeholder participation in rule formation, on the basis of consensus scientific building based on evidence.
 - 2) Right to complete information to people who are getting treatment via gene editing.

- 3) Strict no use for harming humanity e.g. biological weapons
- 4) Not interfering with natural process unless desirable significantly required.
e.g. No to designer babies ~~but~~ to improve cognitive ability but can be used to prevent probable genetic disease
- 5) Independent & third party auditing of process by Regulatory & ethical committee
- 6) Support by developed countries to make technologies accessible to poor countries
- 7) Participation of community in trials need to be diverse
- 8) Protecting natural biodiversity and eliminating unnecessary gene editing.
Strong govt-academic-corporate linkage from local to global level is needed to make gene-editing a boon for humanity,