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GENERAL STUDIES (TEST CODE : 2421)

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Medium Hindi/Eng.	ENGLISH	Registration Number	1003319
Center	02	Date	12/08/2023

INDEX TABLE			INSTRUCTIONS
Q. No.	Maximum Marks	Marks Obtained	1. Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code). उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)। 2. There are TWELVE questions printed in HINDI & ENGLISH इसमें बारह प्रश्न हैं हिन्दी और अंग्रेजी में छपे हैं। 3. All questions are compulsory. सभी प्रश्न अनिवार्य हैं। 4. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं। 5. Answers must be written in the medium authorized in the Admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. No marks will be given for answers written in medium other than the authorized one. प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे। 6. Word limit in questions, if specified, should be adhered to. प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए। 7. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off. उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।
1(a)	10		
1(b)	10		
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7	20		
8	20		
9	20		
10	20		
11	20		
12	20		
Total Marks Obtained:			
Remarks:			
Signature of Examiner			

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EVALUATION INDICATORS

1. Contextual Competence
2. Content Competence
3. Language Competence
4. Introduction Competence
5. Structure - Presentation Competence
6. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

SECTION - A

1. (a) दुनिया भर के समाजों में मूल्यों में निरंतर नैतिक गिरावट हो रही है और अब समय आ गया है कि शिक्षकों को आगे आकर व्यक्तिगत, सामाजिक और व्यावसायिक नैतिक मूल्यों को विकसित करने के लिए मनुष्यों की इच्छा को फिर से जागृत करने का प्रयास करना चाहिए। क्या आप इस बात से सहमत हैं कि देश में बदलते सामाजिक परिदृश्य के मद्देनजर, मूल्यों की शिक्षा युवाओं के लिए न केवल कुशल बल्कि नैतिक रूप से मजबूत पेशेवर बनने हेतु तकनीकी शिक्षा के समान ही महत्वपूर्ण है। व्याख्या कीजिए।

Societies across the world are witnessing a gradual moral decline in values and it is time that educators stepped in and made efforts to rekindle the desire of human beings to develop personal, social, and professional moral values. Do you agree that in the wake of changing social landscape in the country, value education is as important as technical education for the youth to become not only skilled but also morally strong professionals? Explain. (Answer in 150 words) 10

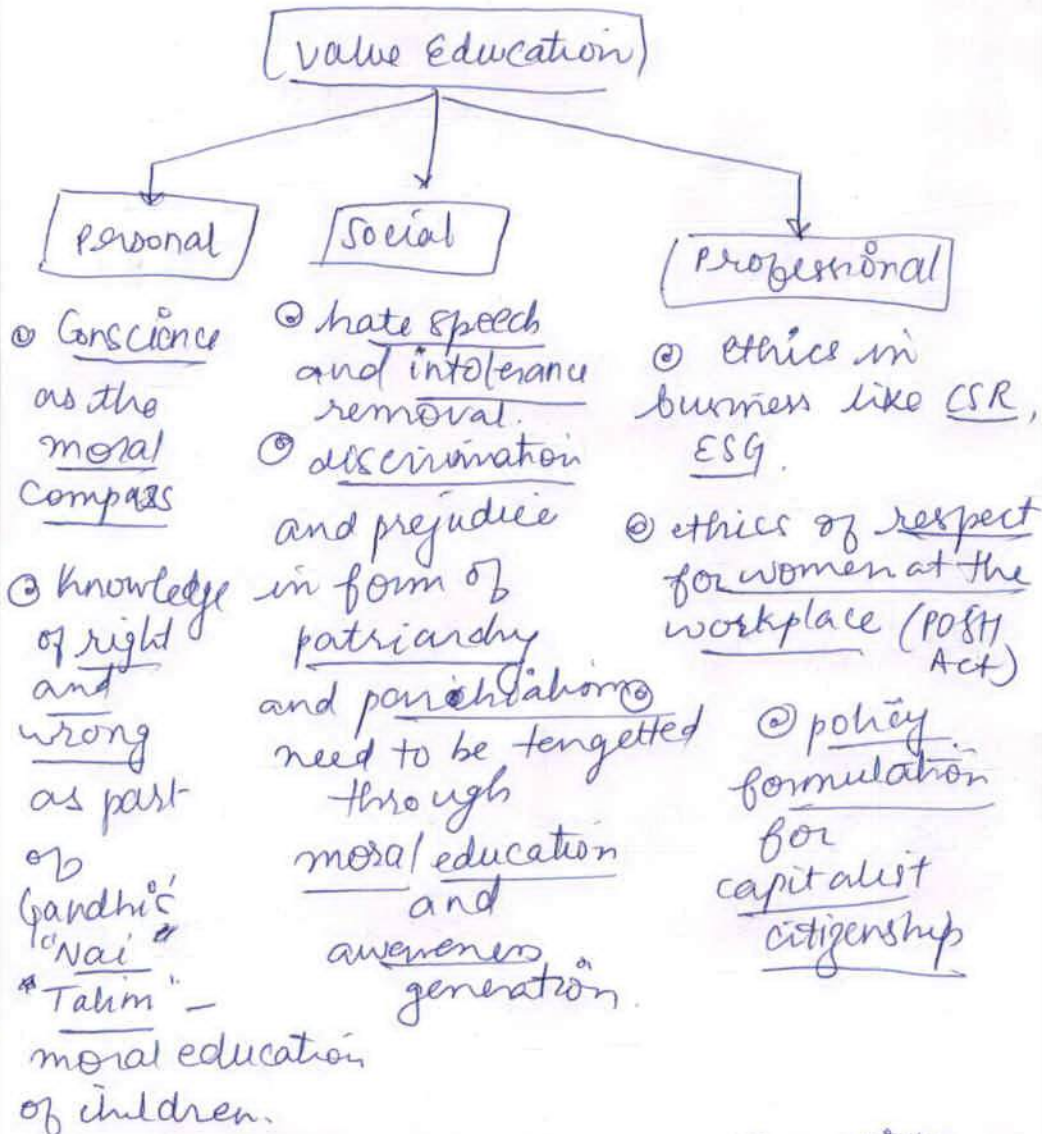
with recent incidents of Locker-Boys and use of deepfake technology to affect votes and reputation, it is seen that societies across the world are witnessing a gradual moral decline.

changing social landscape

① moral myopia and moral blindness due to ethical framing.

eg: the "rich" do not feel responsible towards climate change ~~and~~ due to their perspective that ~~it has~~ their impact is a "small" proportion of global impact.

② Rise in ethical distortion due to social media sensationalism and impact of "reactive" approach.



Technical education can give skills but only moral education can make them truly beneficial. After all, as per Gandhi : business without morale is a social sin.

1. (b) गुरु नानक देव जी का मानना था कि धर्म, जाति और लिंग पर ध्यान दिए बिना, प्रत्येक व्यक्ति को दूसरों का भला करना चाहिए और केवल तभी उसे बदले में भलाई मिल सकती है। गुरु नानक देव की महत्वपूर्ण शिक्षाओं पर चर्चा कीजिए जो वर्तमान युवाओं के लिए प्रासंगिक हैं।

Guru Nanak Dev ji believed that despite religion, caste, and gender, everyone should seek well for others and only then one can have that goodness back in return. Discuss the important teachings of Guru Nanak Dev ji relevant to the youth of today. (Answer in 150 words)10

Guru Nanak Dev ji is the founder of the Sikh religion which emerged as a nirguna bhakti form in medieval Indian society, particularly in north-western India.

Important Teachings of Guru Nanak,
Relevant to Youth Today:

- ① The unity of all religions : in the eyes of God, all men and women are equal → teaches tolerance and unity in diversity.
- ② Gender equality : men and women are equal and it is devotion that matters.
- ③ Altruism : the power of "langar" or free food to the people teaches

youth of the ideal of "service" to mankind being the highest form of worship.

④ Gurm Nanak incorporated and learned from the teachings of other spiritual leaders of the time like Kabir Das. This shows cooperation and team work to achieve goals.

⑤ Gurm Nanak introduced hymns and encouraged meditation - a reminder to youth to be focussed and optimistic.

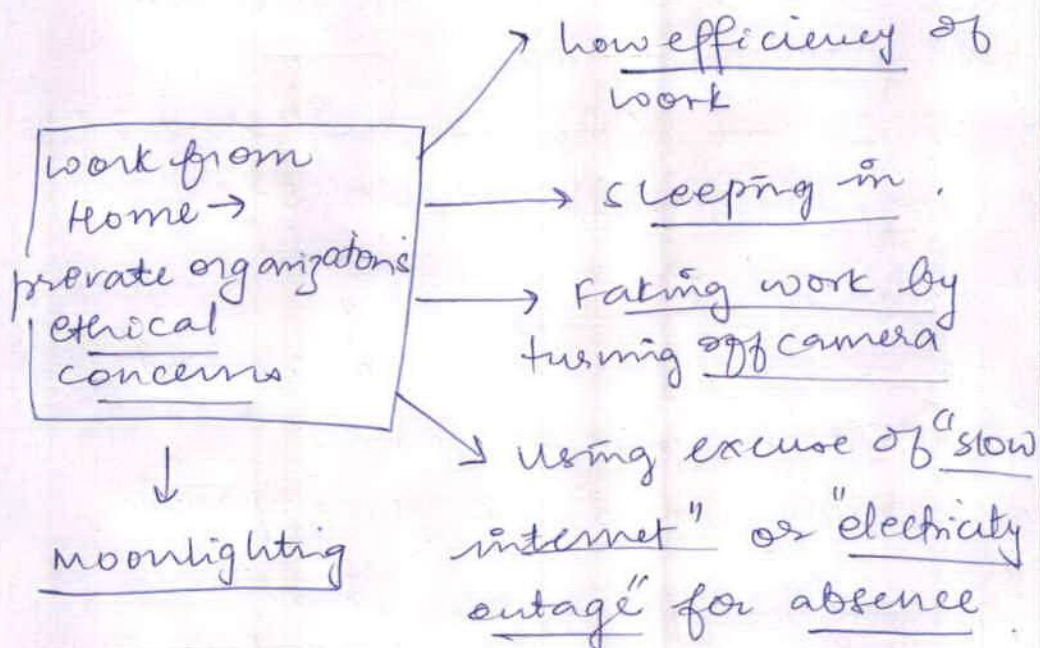
⑥ Nanak ji did not advocate renunciation of the world : youth must be devoted while fulfilling responsibilities of society.

Thus, Gurm Nanak's teachings remain relevant today as a reminder to youth to be moral and find joy in service.

2. (a) घर से काम करने की संस्कृति, जिसे कोविड-19 महामारी के प्रसार के साथ व्यापक स्वीकृति मिली है, ने निजी संगठनों में कई नैतिक चिंताएं उत्पन्न की हैं, जिनमें मूनलाइटिंग (दो नौकरियां करना) प्रमुख चिंताओं में से एक है। क्या आपको लगता है कि किसी कर्मचारी के लिए मूनलाइटिंग करना नैतिक है? चर्चा कीजिए।

The 'work from home' culture that gained wide acceptance with the outbreak of the COVID-19 pandemic has led to many ethical concerns for private organizations with moonlighting being one of the most prominent ones. Do you think that it is ethical for an employee to practice moonlighting? Discuss. (Answer in 150 words)10

Moonlighting refers to a practice in which an individual takes up another job usually after the prime hours of their primary job and earns money out of it often without the knowledge of their primary employer.



moonlighting can be ethical and unethical too:

① Ethical

→ employee has every right to work on non-office hours to earn more money.

→ if it contributes to financial health and stability - moonlighting can even become necessary for low income families.

② Non-ethical

→ if it reduces efficiency in primary job.

→ if time and effort required in primary job is reduced for sole purpose of earning more money.

→ if it is contrary to the goals and value ethics of primary job

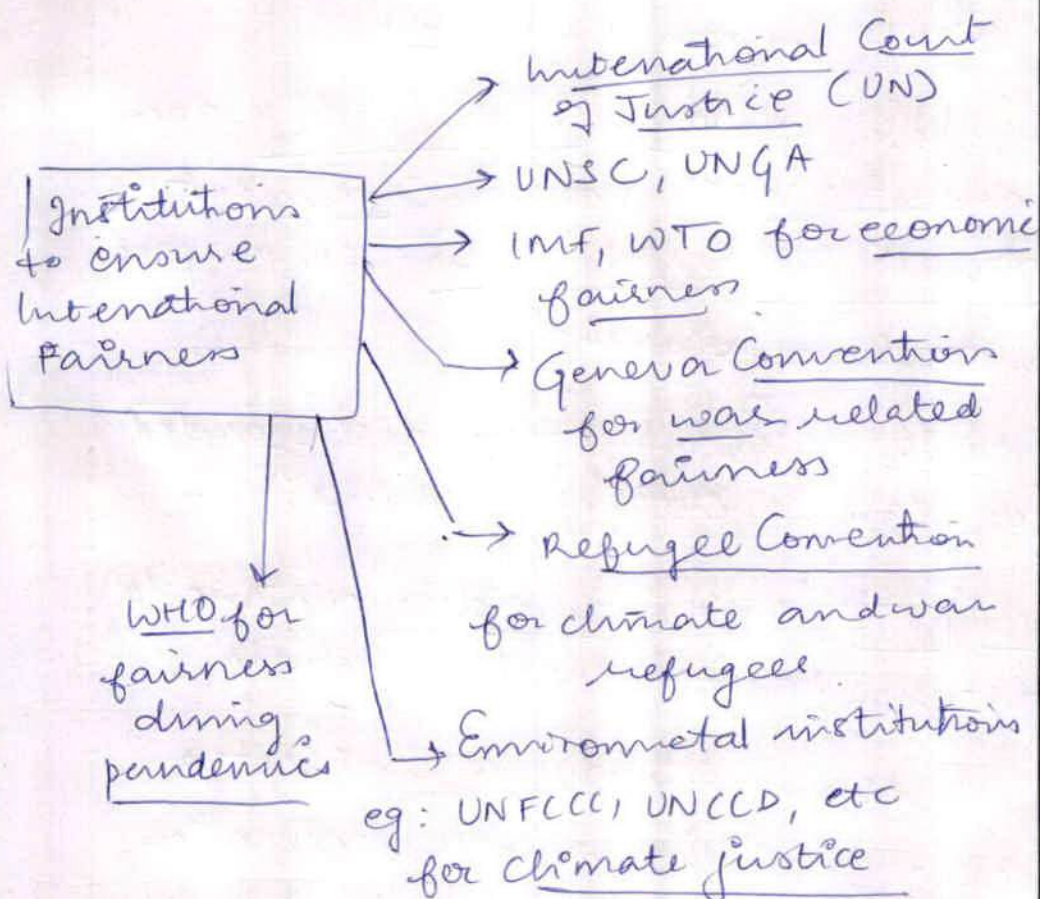
eg: working in 2 enemy companies

Thus, moonlighting can be a necessity. It is essential to have decent conscience to ensure it doesn't become immoral.

2. हालांकि, अंतर्राष्ट्रीय संबंधों में निष्पक्षता सुनिश्चित करने के लिए कई संस्थान कार्यरत हैं, फिर भी, राष्ट्र अपने हितों की पूर्ति हेतु अक्सर नैतिक मूल्यों और इन संस्थानों के दिशा-निर्देशों की उपेक्षा कर देते हैं। उदाहरण सहित चर्चा कीजिए।

While there are multiple institutions to ensure fairness in international relations, states often put aside moral values and the directions of these institutions for their own interests. Discuss with illustrations. (Answer in 150 words)10

Recently, the US deployed cluster bombs to the Ukrainian military to be used in the Russia-Ukraine war despite international regulation against it.



States Put Aside morality for Personal Interest

- ① During COVID, whereas India followed vaccine maitri in line with WHO's benefit sharing idea, USA and other nations restricted export of vaccines.
- ② Cluster bombs and butterfly bombs go against Geneva Convention on humanitarian rights for gaining war wins.
- ③ Lack of global climate funding goes against UNFCCC idea of Common But differentiated Responsibilities for purpose of industrial growth.
- ④ UNSC statements often disregarded for state sovereignty interests.
- ⑤ IMF, WTO amber subsidies continue to exist to benefit local populations.

All these situations reflect a parochial mindset. Global cooperation and moral responsibility must be taken to fight "problems without passports".

3. निम्नलिखित में से प्रत्येक उद्धरण का आपके लिए क्या अर्थ है?

What does each of the following quotations mean to you?

(a) "बुद्धिमानी से कार्य करने के लिए बुद्धिमत्ता से अधिक की आवश्यकता होती है।" - फ्योदोर दोस्तोयेव्स्की

"It takes something more than intelligence to act intelligently." - Fyodor Dostoyevsky (Answer in 150 words) 10

"knowledge without wisdom" is one of the social sins given by Gandhi.

Intelligence is often seen as IQ - a reference to knowledge. However IQ is not enough for people to act intelligently.

According to Daniel Goleman: a person's success depends 80% on EQ (Emotional Quotient) and only 20% on IQ.

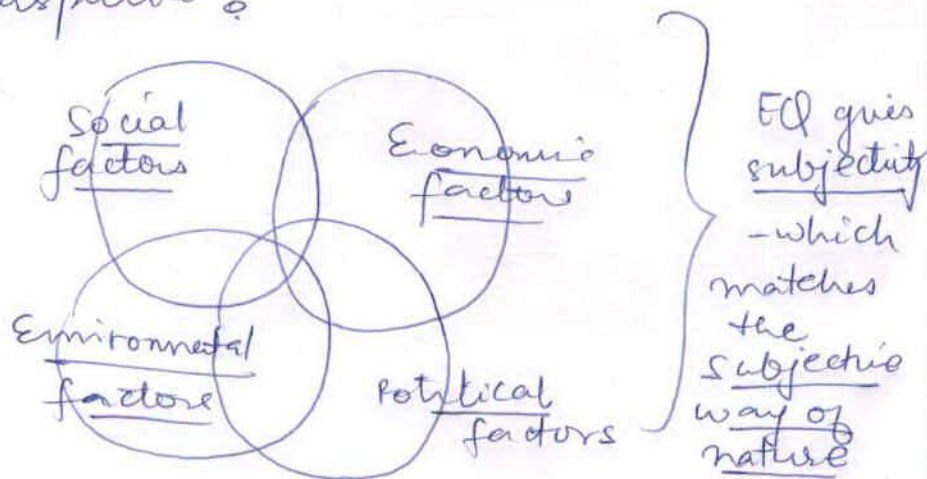
Thus, intelligence requires the following to act intelligently:-

① temperance - control on one's emotions.

- ① patience
- ② tolerance
- ③ open-mindedness
- ④ holistic thinking

Intelligence can contribute objectivity.
eg: facts of a situation.

It is EQ that provides the broad
perspective.



When all these are taken into account, a "wise" decision can be made.

Thus, it is conscience or "the law that lies within us" that gives direction to intelligence for one to act intelligently.

3. (b) "एक लोकप्रिय सरकार, बिना लोकप्रिय जानकारी के, या इसे प्राप्त करने के साधनों के, एक ढोंग की शुरुआत या एक त्रासदी; या संभवतः दोनों है।" - जेम्स मैडिसन
 "A popular government, without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy; or perhaps both." - James Madison
 (Answer in 150 words) 10

In the novel 1984 by George Orwell, all citizens in the dystopian society are heavily regulated. In fact a "Ministry of Truth" actively rewrites history, deletes all seditious material and even creates and defines words to be fed to its citizens. Such a society is a living lie (~~bootish~~ hence a farce) but also a tragedy as it ~~ends all~~ seeks to impinge on the way people think.

A popular government can be elected by the people but once elected, they have a responsibility to ensure information is available and accessible. Otherwise, the government is a farce and a tragedy. For example:

- (i) Before Right to Information Act of 2005, government officials could lie to citizens with no repercussions.
- (ii) People were starved/financially and socially crippled due to lack of accountability of the system → creating a tragic scene.
- (iii) Without citizen's charter, citizen are unaware of their rights and genuine demands.

Thus, systems like RTI, grievance redressal forums and social accountability laws are essential to ensuring an adequate government to citizen interface and ensuring a true and optimistic government.

3. (c) "चरित्र को अनुनय का लगभग सबसे प्रभावी साधन कहा जा सकता है।" - अरस्तू

"Character may almost be called the most effective means of persuasion." - Aristotle (Answer in 150 words) 10

"There is no need for laws if you can set a good example." Character is a reflection of one's inner moral strengths and probity as well as fortitude in the face of challenges. It is often the best persuasive technique in all walks of life.

Character & Persuasion

① watching morally upright and respected actors like Amitabh Bachchan in ads for Swachh Bharat acts as a natural persuasion to adopt ODF practices.

② voting for genuine political candidates is seen when promised works are done.

③ A leader who leads by example reflects character and garners mass support without resorting to other techniques like violence / freebies.

eg: Mahatma Gandhi → leading by example of non-violent Satyagrah, going to jail.

④ Nelson Mandela & Martin Luther King Junior garnered support against slavery and apartheid through sheer strength of character.

⑤ Lal Bahadur Shastri called for Ship A Meal to be adopted only after trying it himself - character of leadership.

⑥ Even in adversity, character of an individual ensures people remain supportive.

eg: Andre Agassi's fall from world #1 player → Coach and wife remained supportive as did fans.

Thus, character is the best form of persuasion as it appeals to people's moral compass and conscience.

4. (a) हालांकि, निष्पक्षता को लोक सेवा के लिए प्रमुख नैतिक मूल्यों में से एक के रूप में निर्धारित किया गया है, फिर भी इसे लोक सेवाओं में करुणा के प्रति बाधक के रूप में नहीं देखा जाना चाहिए। चर्चा कीजिए।

While impartiality has been identified as one of the key ethical values for public service, it should not be seen as precluding compassion in public services. Explain with suitable illustrations. (Answer in 150 words)10

Impartiality is the ideal of being unbiased and follow a sub-based approach in objective manner when resolving a problem. In public service it is key to maintain accountability, build trust, root out corruption and ensure transparency.

however, impartiality sometime leads to apathy:

(i) for instance : denying denying service due to lack of documents in backward areas.

(ii) denying administrative support due to "out of jurisdiction" issue leaves the people confused and lost between departments.

How to be Impartial while being Compassionate

- ① If documents are lacking, civil servant should help create those documents for the citizen.
- ② Proactive support in guiding citizens to approach the right department.
eg: in RTI response, instead of saying "this is outside of our jurisdiction", PIO should provide guidance like who to approach, etc.
- ③ If scheme is exclusive and one needs help, suggest other sources instead of outright denial.
eg: crowdfunding, NGO.

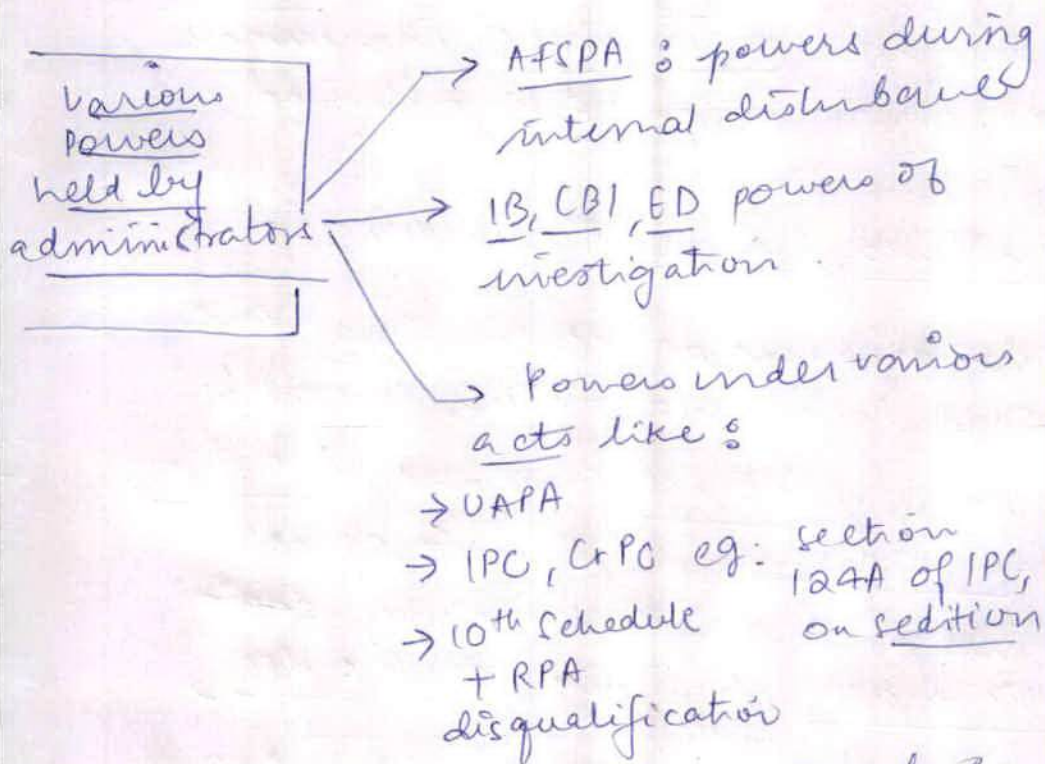
Thus, there is a need to switch from rules based to roles based governance. Impartiality is essential, but coupled with compassion it can help achieve the goal of 2nd ARC, that is, "citizen-centric governance".

4. (b) प्रशासकों द्वारा धारित शक्ति, यदि सही तरीके से प्रयोग की जाए तो देश को महान लाभ प्रदान कर सकती है, लेकिन यदि इसका दुरुपयोग किया जाए तो क्षति और अपमान का कारण बन सकती है। सविस्तार वर्णन कीजिए।

The power, which administrators wield, can bring the nation great dividends if rightly used, but can bring harm and disrepute if abused. Explain with suitable illustrations. (Answer in 150 words) 10

"With great power comes great responsibility."

~ Thomas Jefferson
(2nd US President)



If rightly used, these powers can bring great dividends:

- ① UAPA, IPC and CrPC can be used to ensure internal & external security.

- ② Reduced crime and injustice in society when ethical policing is followed as per Peelian Principles.
- ③ IB, CBI, ED can reduce nexus of money laundering with other crimes like human rights violations
eg: sex trafficking.
- ④ Powers under POSH Act and through bodies like NCW, NHRC can ensure women empowerment is achieved.

If abused, harm is possible.

- ① Excessive use of sedition law can lead to colonial-era subjugation
eg: Kedarnath Singh Case and Hitendra Vishnu Thakur limit hate speech crimes to those that hamper social public order (not just law & order).
- ② VAPA ^{and CBI/IB} ~~mineral~~ can create privacy issues and undermine Article 21 and putnam v. gary judgment.

Thus, responsible use of power can ensure fundamental rights are safeguarded as DPSPs are implemented.

5. (a) 'सामाजिक जवाबदेही' पद से आप क्या समझते हैं? इसके महत्व की व्याख्या कीजिए और किसी भी सामाजिक जवाबदेहिता संबंधी पहल की सफलता हेतु उत्तरदायी प्रमुख कारकों पर चर्चा कीजिए।

What do you understand by the term 'social accountability' and what is its significance? Discuss the critical factors responsible for the success of any social accountability initiative. (Answer in 150 words) 10

social accountability refers to the answerability of an institution to society at large.

Significance of Social Accountability

- ① Increases transparency.
- ② Creates citizen-to-government contact.
- ③ Allows for a rights-based approach.
- ④ Contributes to participative governance.
- ⑤ Expands decentralisation of governance.
- ⑥ Creates channels for civil society involvement and stakeholders-based approach to governance.
- ⑦ Enhances citizen-centric approach to governance (as per 2nd ARC).

Critical factors for success

- ① Two-way involvement is necessary.
An institution can only be accountable to a responsive and open citizenry -
- ② Sustainability of approach - too much or too little detail can make the process either tedious or useless.
- ③ Need for legal mechanism :
social Accountability Law - to make the process better.
- ④ Need for grievance-redressal and reformative approach to service delivery → social review must be acted upon.

Thus, social accountability can prove to be revolutionary for 'minimum government, maximum governance'.

5. (b) डेटा संचालित प्रौद्योगिकियों पर अत्यधिक निर्भरता के परिणामस्वरूप डेटा उपनिवेशीकरण और डिजिटल तानाशाही की स्थिति उत्पन्न हो सकती है। इस संदर्भ में उत्पन्न होने वाले विभिन्न मुद्दों पर चर्चा कीजिए और उपचारात्मक उपायों का सुझाव दीजिए।

Too much dependence on data driven technologies can result in data colonisation and digital dictatorship. Discuss the various issues that may arise in this context and suggest remedial measures. (Answer in 150 words) 10

Data is the new oil. As a result, events like data piracy and data theft have become common. Data over-dependence can lead to many critical issues.

Data Colonization

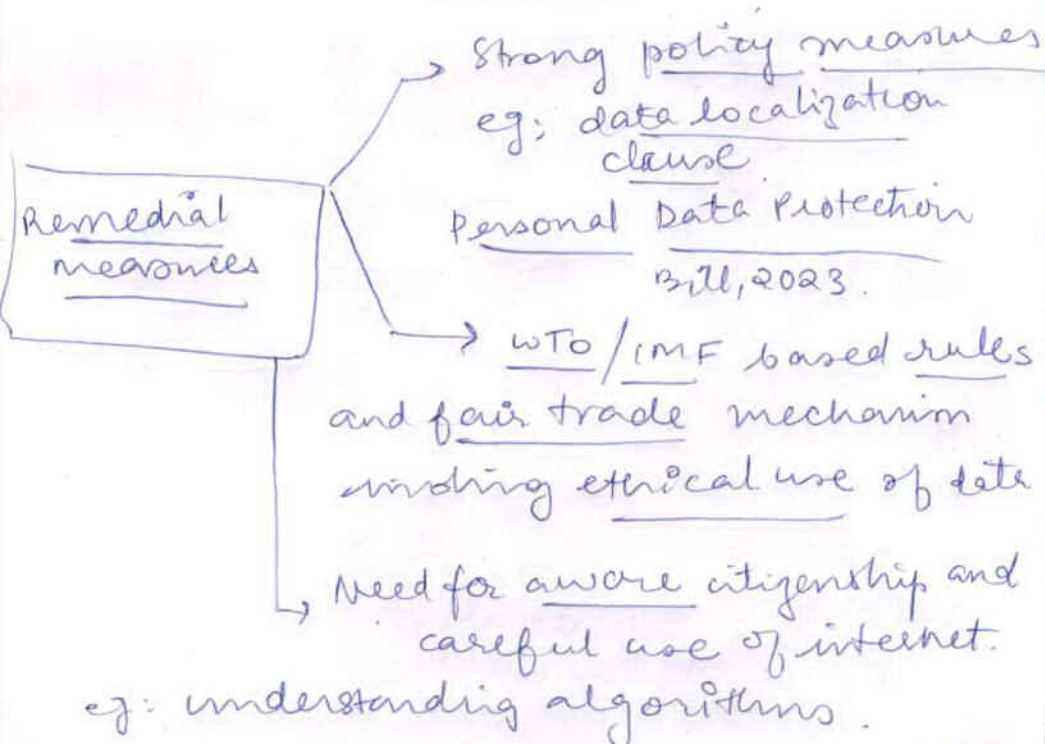
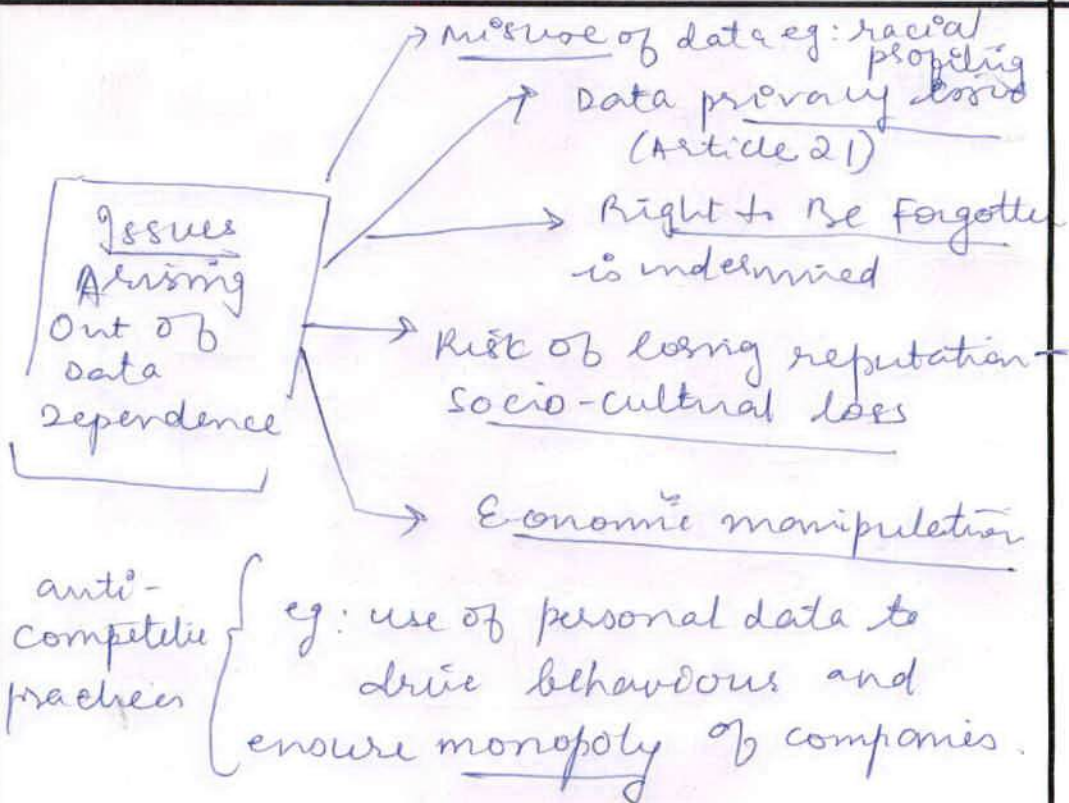
① This occurs when data of a country is "taken over" by an MNC for business purposes.

② eg: Google and data localization contentions in India.

Digital Dictatorship

① This occurs when one authority has full control over the collection, ~~and~~ dissemination and use data.

② eg: Chinese government has power over the use of certain apps: Youtube, WhatsApp are banned in China



data must be treated carefully with full regard to human rights and moral capitalism.

6. (a) पूर्वाग्रह और भेदभाव को जब दूर नहीं किया जाता है तो इनमें संघर्षों को हिंसा में बदलने की क्षमता होती है। उदाहरण सहित चर्चा कीजिए।

Prejudice and discrimination when left unaddressed have the potential to turn conflicts into violence. Discuss with examples. (Answer in 150 words) 10

Prejudice is a preconceived notion of one's character based on notions of one's gender, race, ethnicity or religion often as a result of baseless stereotypes.

Discrimination is what results thereof ~~else~~ and is seen as differential treatment of people based on the same attributes due to a mental hierarchy that determines attitude.

When left unaddressed, these turn ~~into~~ conflicts ^{into} violence ∴

③ Racial prejudice leads to death and subjugation:

eg: Hitler's concentration camps for Jewish extermination

more recently, George Floyd's death by a police officer

② Stereotypes and prejudice against women leads to different kinds of violence:

a) rape in all conflicts like

eg: manipur → Indo-Pak partition
crisis → refugees in war
rape of women → poverty stricken region

b) domestic violence at home

c) sexual harassment at workplace and in public.
eg: Vishakha, Mirbhaya

③ discrimination against religion leads to

→ love jihad

→ terrorism (9/11 attacks, Mumbai 2008, etc)

→ protests

Thus, prejudice must be rooted out ideologically for the social impact to be seen as reduced violence & peaceful resolution of conflict.

6. (b) हालांकि, 'मी टू मूवमेंट' ने कार्यस्थल पर महिलाओं के यौन उत्पीड़न के संबंध में कुछ असंतोष की ध्वनि पैदा करने में मदद की है, लेकिन यह भारत में कार्य संस्कृति पर स्थायी सकारात्मक प्रभाव उत्पन्न करने में विफल रहा है। क्या आप सहमत हैं?

Though the 'Me Too Movement' helped in creating some murmur with respect to sexual harassment of women at workplace, it has failed to create a lasting positive impact on the work culture in India. Do you agree? (Answer in 150 words) 10

#MeToo movement was a global, women led movement that brought out sexual harassment amongst women in all walks of life including Bollywood, Hollywood as well as workplace like companies/industries, etc.

Failure in Changing work culture

- ① sexual harassment continues to occur.
- ② women still face glass ceiling at workplace
- ③ Now, harassment is more subtle, less detectable but equally malicious.
eg: crude remarks, administrative harassment through overworking/
purposefully partnering women.

- ④ As a result, female labour force participation rate remains low at 32% as per NFHS.
- ⑤ "lower caste" and unorganized sector women completely left out by the movement. Biased towards already privileged women.

However, #MeToo has had supple effects:-

- ① Increase in awareness of rights.
- ② Global consonance on the issue of women empowerment & moral support for women to speak up.
- ③ Induced changes in politics at many workplaces → a good first step.
- ④ Created moral pressure on perpetrators.

Thus, although not revolutionary #MeToo gives women in India the impetus to continue the demand for equal rights.

SECTION – B

निम्नलिखित प्रश्नों में, प्रस्तुत प्रकरणों का ध्यानपूर्वक अध्ययन कीजिए और उनके आगे आने वाले प्रश्नों के उत्तर दीजिए (लगभग 250 शब्दों में):

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

7. आप लगभग 15 वर्षों से एक प्रसिद्ध व्यावसायिक सलाहकार कंपनी में काम कर रहे हैं और आपको वरिष्ठ कार्यकारी स्तर पर पदोन्नत किया गया है। मीरा नाम की आपकी एक कनिष्ठ सहकर्मी है, जिसे आप समय-समय पर सलाह देते रहे हैं। आपके मार्गदर्शन के साथ-साथ उसने कंपनी में जो समय और सहयोग दिया है, उसने उसे संगठन में पेशेवर रूप से तेजी से उन्नति करने हेतु प्रेरित किया है। काम का माहौल भी उसके विकास के अनुकूल रहा है। इस बीच, मीरा की माता पिछले कुछ वर्षों से बीमार हैं और उन्हें चिकित्सीय देखभाल की आवश्यकता है। समय के साथ उसके चिकित्सीय व्यय में भी तेजी से वृद्धि हो रही है।

हाल ही में, मीरा को आपके बॉस द्वारा यौन उत्पीड़न के एक असहज अनुभव का सामना करना पड़ा, जिसके बारे में उसने कंपनी के मानव संसाधन विभाग (HRD) को तुरंत सूचना दी। संबंधित बॉस का कंपनी की सफलता में महत्वपूर्ण योगदान रहा है और वह कंपनी के भीतर एवं बाहर भी अच्छी तरह से जुड़ा हुआ है। उन्होंने मीरा को इस मुद्दे के निपटारे के लिए अप्रत्यक्ष रूप से एक बड़ी राशि की पेशकश की है। अगर मीरा उसके प्रस्ताव को स्वीकार कर लेती है, तो उसे एक गैर-प्रकटीकरण समझौते पर हस्ताक्षर करना होगा जो मीरा को इस मुद्दे को फिर से खोलने या इसके बारे में चर्चा करने से रोकता है। मीरा को पता चला है कि संबंधित बॉस पहले भी इस तरह की हरकतों में शामिल रहा है। कंपनी में उसके पद और उसके संबंधों को देखते हुए, मीरा को लगता है कि वह भविष्य में उसके करियर के लिए खतरा हो सकता है। लेकिन उसे पैसों की भी सख्त आवश्यकता है।

दी गई परिस्थितियों में, निम्नलिखित के उत्तर दीजिए:

- इस मामले में शामिल मुख्य हितधारकों की पहचान कीजिए।
- उपर्युक्त मामले में सत्यनिष्ठा और नैतिकता से संबंधित मुद्दों पर प्रकाश डालिए।
- मीरा के पास कौन-से अन्य विकल्प उपलब्ध हैं? उसे किस विकल्प का चयन करना चाहिए और क्यों?

You have been working in a well-known business consultancy company for nearly 15 years and have been promoted to a senior executive level. You have a junior colleague, named Meera, whom you have been mentoring from time to time. The time and effort she has invested in the company along with your guidance has led her to rapidly grow professionally in the organisation. The work environment has also been conducive for her growth. Meanwhile, Meera's mother has been ill and requiring medical attention for the past few years. Her medical bills have been increasing rapidly over time.

Recently, Meera encountered an uncomfortable experience of sexual advances at the hands of your immediate boss, which she reported to Human Resources Department (HRD) of the company instantly. The concerned boss has been instrumental in the success of the company and is also well-connected within the company and beyond. He has indirectly offered a large amount for the settlement of this issue to Meera. If Meera accepts his offer, she will have to sign a non-disclosure agreement that restricts her from re-opening the issue or even discussing

about it. She came to know that the concerned boss has been involved in similar acts earlier as well. Given his position in the company and his connections, Meera feels that he could be a threat to her career in the future. She is also in dire need of money.

In the given circumstances, address the following:

- Identify the main stakeholders involved in this case.
- Highlight the issues related to integrity and ethics in the case above.
- What are the various options available to Meera? Which option should she choose and why? (Answer in 250 words)

20

(a) stakeholders include:

- (1) Meera, as member of company.
- (2) Meera, as a woman and daughter.
- (3) Meera's mother
- (4) Myself as Meera's senior and company executive.
- (5) Boss.
- (6) Future women in the company.

(b) ^{ethical} The issues involved in the case are:

- (1) sexual harassment and women's rights issue - objectification and degradation of woman's dignity.

(2) crisis of conscience:

on one hand, sexual harassment is being forced while on the other hand, financial needs and company goals need to be served.

(3) financial protection (security) vs security of one's dignity.

(4) Unreported event will encourage further such acts of sexual violence, subjecting more women to undignified treatment.

(5) Goes against the fundamental duty of Indian citizens (to respect women) and Fundamental Right to Equality Article 14 and Against Discrimination Article 15.

(C) Options Available to Meera include:

(A) Ignore the case, sign non-disclosure agreement and take money.

(B) Reject money, continue case against boss.

(C) Seek help from senior like myself and find departmental solution to the issue, use legal procedure, etc.

~~Option~~
Option (A) ensures Meera gets money, thereby supporting her mother in illness. But it is morally myopic because it doesn't consider the impact on future women who encounter the boss.

Option (B) is ethically correct as it addresses the crisis but it may lead to loss of job and finance for Meera - which is unsustainable.

Thus, Option (C) provides a secure mechanism :-

- (1) I, as senior officer may have more leverage.
- (2) I can contact other seniors to enforce protocol without garnering repercussions that meera may have if she were alone.
- (3) Use of POSH Act to address the grievance through legal mechanisms thereby saving job and punishing the boss.

Commitment to women's respect & self-respect preservation of ~~deignity~~ ^{self-respect} is essential for women's right to a life of choice and dignity as part of Article 21 of the Indian Constitution [Mamta Gandhi Case].

8. आप हाल ही में एक फार्मास्यूटिकल कंपनी में शामिल हुए हैं वहां आपका पद रीजनल सेल्स मैनेजर का है। आपको एक वर्ष के लिए बिक्री लक्ष्य दिया गया है, जो आपके आकलन के अनुसार असामान्य रूप से अधिक है। हालांकि, बाजार का सर्वेक्षण करने पर, आपने पाया है कि प्रतियोगी ऐसे लक्ष्यों को प्राप्त कर रहे हैं। गहन विश्लेषण करने पर, आपको डॉक्टरों को उनके मेडिकल रिप्रेजेंटेटिव्स द्वारा उपहार, भुगतान और अतिथ्य लाभ देने की अनैतिक प्रथाओं के बारे में पता चलता है। यह यूनिफॉर्म कोड ऑफ फार्मास्यूटिकल्स मार्केटिंग प्रैक्टिस द्वारा प्रतिबंधित है। आपने इस संबंध में नेशनल सेल्स मैनेजर से संपर्क किया लेकिन उन्होंने जारी किए गए लक्ष्यों को किसी भी कीमत पर प्राप्त करने का संकेत दिया है। आपने डॉक्टरों को अनैतिक प्रोत्साहन देने की प्रथा में शामिल न होते हुए एरिया सेल्स मैनेजर्स को अपने-अपने निर्धारित लक्ष्यों को पूरा करने का निर्देश दिया। उन्होंने इन प्रोत्साहनों और लाभों को दिए बिना लक्ष्यों को पूरा करने में असमर्थता संबंधी अपनी चिंताओं को व्यक्त किया है।
- इस संदर्भ में, आपके द्वारा किन नैतिक दुविधाओं का सामना किया जा रहा है?
 - आपके समक्ष उपलब्ध विकल्पों के गुणों और दोषों पर चर्चा कीजिए? आप इन विकल्पों में से किसका और क्यों चयन करेंगे?
 - फार्मास्यूटिकल क्षेत्र के पास अपने उत्पादों के विपणन के लिए कौन-से नैतिक विकल्प उपलब्ध हैं?

You have recently joined as a Regional Sales Manager of a pharmaceutical company and have been given a sales target for the year, which is unusually high as per your assessment. On surveying the market, however, you have observed that the competitors are achieving such targets. On a deeper analysis, you come across unethical practices of giving gifts, payments and hospitality benefits to doctors by their medical representatives. This is prohibited by the Uniform Code of Pharmaceuticals Marketing Practices. You contacted the National Sales Manager in this regard but he hinted at achieving the released targets at whatever cost. You directed the Area Sales Managers to meet their respective targets while not engaging in the practice of unethical incentives to the doctors. They have communicated their concerns regarding their inability to meet the targets without provision of these perks and benefits.

- What are the ethical dilemmas being faced by you in this context?
- Discuss the merits and demerits of the options available to you? Which of these will you choose and why?
- What are the ethical alternatives available to the pharmaceutical sector to market their products? (Answer in 250 words)20

This is a situation of ethical misconduct in the field of health and medicine, creating a nexus between industry and social welfare.

(a) ethical dilemmas

(i) profit orientation vs ethical conduct

(ii) rules-based mechanism for industry is ignored making it a dead letter.

(iii) my responsibility towards company vs responsibility towards my moral conscience.

(iv) A situation of "what is the point of being ethical when everyone is being unethical."

(v) peer pressure and bandwagon effect

(vi) two sided corruption : bribe giver and bribe taker are equally corrupt.

(b)

<u>Option</u>	<u>Merits</u>	<u>Demerits</u>
① Follow unethical practice and make profit	① achieve professional goal ② financial returns higher due to higher profit	① personal conscience is hurt. ② encourages unethical behaviour (ostrich effect and broken-window syndrome).
② Remain true to ethics, let profits fall	① Addresses ethical issue ② deters unethical behaviour of doctors ③ conscience fulfilled.	① may hurt downstream consumers when doctors sell in biased manner. ② may lose job ③ may not be effective in resolving moral absence
③ Come up with new ways to gain profit while working on awareness generation on ethical malpractice	① Achieves both goals of ethical compliance and profit.	① may take longer time and have delayed fulfillment.

I will choose Option C as it involves?

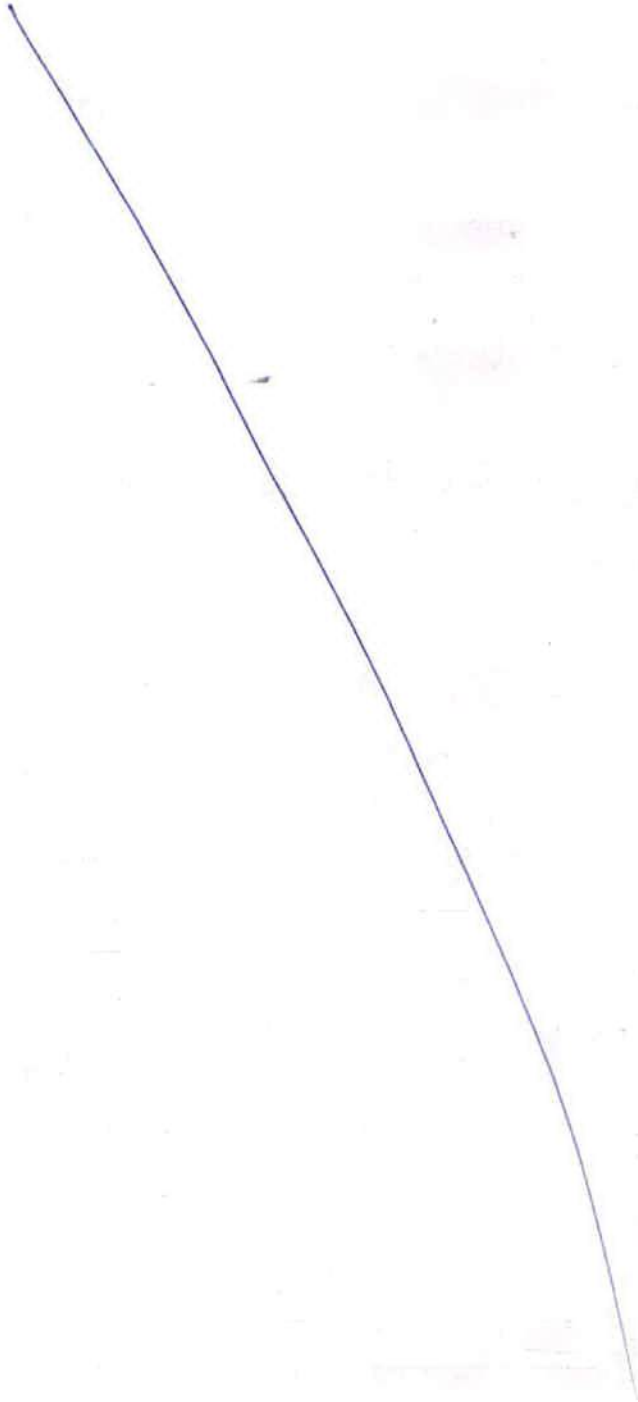
- (i) ethical maneuvering to reduce non-compliance
- (ii) it will encourage good/moral behaviour.
- (iii) project goals achieved creatively.

(c) Ethical Alternatives to Product marketing:

- (i) advertisement in public domain.
- (ii) showing the benefits of the product and using intellectual persuasion instead of money-power

Consumers see doctors as Gods.

Imoral practices and moral blindness among doctors and pharma companies could have severe ~~and~~ consequences on consumers.



9. लोक सेवकों को आमतौर पर सरकार की योजनाओं और नीतियों को पर्दे के पीछे रहकर संचालन करने वाले अभिकर्ताओं के रूप में माना जाता है। स्थायी कार्यकारी होने के नाते, इनसे उम्मीद की जाती है कि वे सुर्खियों में आए बिना अपने कार्यों का निर्वहन करें, जबकि यह राजनेताओं पर निर्भर है कि वे अपने राजनीतिक कृत्यों के लिए सुर्खियों में रहें। हालांकि, हाल के दिनों में एक प्रवृत्ति विकसित हो रही है जिनमें लोक सेवकों, विशेष रूप से युवा लोक सेवकों ने नियमित रूप से अपनी दिन-प्रतिदिन की गतिविधियों को पोस्ट करने के लिए सोशल मीडिया का सहारा लिया है। कुछ अध्ययनों से पता चलता है कि कुछ अधिकारियों ने लोकप्रियता का वह स्तर हासिल कर लिया है जो भारत में मशहूर हस्तियों और प्रभावशाली लोगों के लगभग समान है।

सोशल मीडिया पर मौजूद इन अधिकारियों में से अधिकांश का तर्क है कि इससे उन्हें लोगों से जुड़ने में मदद मिलती है और युवा पीढ़ी को भी प्रेरणा मिलती है। हालांकि, कई वरिष्ठ लोक सेवक इस तरह की प्रवृत्ति का कड़ा विरोध करते हैं। उनका मानना है कि ऐसे अधिकारियों द्वारा साझा की गई कुछ सामग्री केवल पब्लिसिटी लेने के लिए होती है, ये लोक सेवाओं के 'सिद्धांतों' का उल्लंघन करती हैं और यहां तक कि उनके स्वयं के करियर के साथ-साथ समग्र रूप से सेवा के लिए भी हानिकारक हो सकती हैं। युवा अधिकारियों को विभिन्न माध्यमों से सलाह दी जा रही है कि वे अपनी छवि को फिल्मस्टार जैसा बनाने से बचें।

इस संदर्भ में निम्नलिखित प्रश्नों के उत्तर दीजिए।

- (a) लोक सेवकों द्वारा सोशल मीडिया के अत्यधिक उपयोग से जुड़े नैतिक मुद्दे क्या हैं?
(b) लोक अधिकारियों द्वारा सोशल मीडिया का प्रभावी ढंग से उपयोग कैसे किया जा सकता है?

Civil servants are usually considered as the behind-the-scenes operators of plans and policies of the government. Being the permanent executive, they are expected to work without getting into the limelight while it is up to the politicians to hog the limelight for their political ends. But in recent times, a trend is developing where civil servants, especially younger ones, have taken to social media to post their day-to-day activities on a regular basis. Some studies suggest that some of the officers have attained a level of popularity that does not trail too far behind celebrities and influencers in India.

Most of these officers with social media presence argue that this helps them connect with the people and also inspire the younger generation. However, many senior civil servants strongly oppose such a trend. They believe that some of the content shared by such officers is excessively publicity-seeking, violates the 'principles' of the civil services, and may even be disadvantageous to their own career as well as the service as a whole. There have been calls from various quarters advising the young officers to desist from creating a filmstar like image of themselves.

In this context, answer the following questions.

- (a) What are the ethical issues associated with the excessive use of social media by civil servants?
(b) How can social media be effectively utilized by public officials? (Answer in 250 words) 20

(a) Excessive use of social media by civil servants leads to the following ethical issues:

(i) instead of inner passion to work, service is driven by social support and publicity desires (unsustainable drivers.)

(ii) Service should be selfless and altruistic as per the ideals of civil service.

eg: Nishkamo Karma, Shagaran Gita.
Here, civil servants want praise and support from people.

(iii) Digital exclusion — excessive use of Instagram, Facebook leaves out sections of society

like: elderly community (senior citizen)
Slum dwellers
rural poor.

↳ As a result, civil servants are become blind to their needs.

(iv) Sensationalism and media hype affects character as civil servant becomes complacent.

↳ media-dependent civil servant will have difficulty in being impartial, objective and take up non-popular administrative measures.

(v) "Feelings led" and populism oriented tasks will be done instead of following rules-based duty-centric approach.

Thus, teleology will conquer deontology. This can weaken the "steel frame" of India.

(Effective Utilization of Social Media
By Public Officials)

① Purpose-based use :

→ to generate awareness of

schemes eg: PM Kisan, Beti Bachao, Beti Padhao

→ to publicize unknown issues eg: migrant
→ to call for crowdfunding for disaster
ethical purposes. eg: famine flood
victims.

- ② Use of social media should not
centre around ~~se~~ civil servant
but instead civil service.
- ③ Social media as a governance
redressal channel for better
connect between government & citizen.
- ④ Citizen-Centric approach to social
media usage.
- ⑤ Approach should be altruistic
and utilitarian, not hedonistic
or pleasure seeking.
- ⑥ Application of themes of nishkama
karma and true follow through
with ethical principles of social service
eg: Nolan principles.

There is thus a need for
young civil servants to practice what
they preach in their GSA
Ethics Papers so that their
paper-character translates
fully into their actual
character and digital
media becomes a talisman for
citizen-centric governance in
India.

10. आप एक युवा आई. ए. एस. अधिकारी हैं और हाल ही में एक ऐसे जिले में सब-डिविजनल मजिस्ट्रेट के रूप में पदस्थापित हुए हैं जिसे "खुले में शौच मुक्त" घोषित किया गया है। हालांकि, आपको जानकारी मिलती है कि आपके सब-डिविजन के कुछ गांवों में शौचालयों की उपलब्धता के बावजूद अभी भी खुले में शौच करने की प्रथा जारी है। जिला प्रशासन में आपके सहयोगी इस जानकारी की सत्यता की पुष्टि करते हैं। आप इन गांवों के ग्राम प्रधानों को बुलाते हैं और उनसे कहते हैं कि वे अपने-अपने ग्रामीणों को खुले में शौच न करने के लिए राजी करें। लेकिन, वे इस प्रथा को पूरी तरह से बंद करने में अपनी अनिच्छा और असमर्थता व्यक्त करते हैं, क्योंकि वे कुछ मामलों में स्वयं खुले में शौच करने को सही मानते हैं। आप इस मामले पर जिलाधिकारी से चर्चा करते हैं जो आपको कोई भी आधिकारिक कार्रवाई करने से मना कर देते हैं, क्योंकि इससे जिले को दिया गया 'खुले में शौच मुक्त' का दर्जा वापस लिया जा सकता है।

एक युवा और सक्रिय अधिकारी के रूप में, निम्नलिखित का उत्तर दीजिए:

- घर में शौचालय होने के बाद भी लोग खुले में शौच क्यों करते हैं?
- इस प्रकरण में एक सब-डिविजनल मजिस्ट्रेट के रूप में आपके पास कौन-से विकल्प उपलब्ध हैं? प्रत्येक विकल्प के गुणों और दोषों पर प्रकाश डालिए।
- आप क्या कार्रवाई करेंगे?

You are a young IAS officer and have recently joined as a Sub-Divisional Magistrate in a district, which has been declared 'open defecation free'. However, you get information that some villages in your sub-division are still continuing the practice of open defecation out of habit despite availability of toilets. Your colleagues in the district administration confirm that the information is true. You call the village headmen of these villages and tell them to persuade their respective villagers to stop open defecation. But, they express their unwillingness and inability to fully stop this practice, as in some cases they themselves consider it healthy to defecate in the open. You discuss this matter with the District Magistrate who forbids you from taking any official action, as this may cause the 'open defecation free' status given to the district to be withdrawn.

As a young and dynamic officer, answer the following:

- Why do people continue to practice open defecation even when they have access to toilets?
- What are the options available to you as the Sub-Divisional Magistrate in this case? Highlight the merits and demerits of each option.
- What will be your course of action? (Answer in 250 words)20

(a) Throughout India there are villages where toilets are available but barely used due to habitual people sticking to open defecation.

Continued Practice of Open Defecation

- ① misconception that open defecation is healthy whereas toilets are not.
- ② Inadequate behavioral change
eg: open defecation is often a "community event" → women go in clusters and get a chance to gossip and leave the house.
- ③ Diverted use of toilets.
eg: there was news of toilets being used as "temples" with idols of God placed within as they were cleanest and newest constructions.
- ④ Inadequate implementation due to output based instead of outcome-based approach.

(b) options available :

(A) let open defecation continue

Merits

- ① allows ODF tag to stay
- ② I follow DM's orders

Demerits

- ③ OD: continues → contributing to health, sanitation issues in the region.

(B) Crack Down on Open Defecation through Prishi measures

Merits

- ① social goal achieved → people will be forced to use toilets.

Demerits

- ① ODF tag may be removed temporarily
- ② have to face DM for defying orders.
- ③ may not change perception/mentality of the people.

(c) I will use the following method:

Option C

- ① Generate awareness of open defecation issues through Gram sabha meetings.
- ② Reach out to women to depict greater risk of menstrual hygiene and integrated impact on children.
- ③ Raise WASH principles at schools in the village so that children can "carry" the message to their homes and initiate change from within.
- ④ Use method of "shaming" (without hurting privacy / reputation) through social boycott.
- ⑤ Use drone surveillance in fields to act as a deterrent to open defecation.

In this way I can achieve true open defecation free conditions and thereby fulfill my duty towards the people in the region. In the process, I have also educated the people of my district and encouraged best practices all the while following the orders of my superior. Thus, I have fulfilled my personal, social as well as professional responsibilities.

11. आप एक ऐसे जिले के जिलाधिकारी हैं, जो इंजीनियरिंग के साथ-साथ मेडिकल प्रवेश परीक्षाओं के कोचिंग संस्थानों का एक हब है। हाल ही में, लगभग 5 छात्रों ने शैक्षणिक और सामाजिक दबाव के कारण आत्महत्या कर ली है। देश भर से 15-18 वर्ष के आयु वर्ग के अनेक छात्र IIT और AIIMS जैसे प्रतिष्ठित संस्थानों में प्रवेश पाने का सपना लेकर जिले में आते हैं। हालांकि, कोचिंग संस्थान व्यवसायिक मानसिकता से कार्य करते हैं और चाहते हैं कि टॉपर्स उनके संस्थान के ही हों ताकि वे और अधिक छात्रों को आकर्षित कर सकें। वे बेहतर प्रदर्शन करने के लिए छात्रों पर बहुत अधिक दबाव बनाते हैं, छात्रों के प्रदर्शन के आधार पर अलग-अलग श्रेणी के बैच बनाने जैसे भेदभावपूर्ण व्यवहार करते हैं। ये छात्र पेइंग गेस्ट के रूप में और अपने परिवारों से दूर हॉस्टल में रहते हैं तथा उनमें से कई प्रतियोगिता के भारी बोझ और उससे जुड़े मानसिक तनाव का सामना करने में सक्षम नहीं होते हैं।

हाल ही में, 5 छात्रों द्वारा की गई आत्महत्या की घटनाओं को राष्ट्रीय मीडिया द्वारा उजागर किया गया है और आपको मुख्यमंत्री द्वारा स्थिति की रिपोर्ट पेश करने तथा मामले में उचित कदम उठाने के लिए कहा गया है। मुख्यमंत्री ने आपको इस मामले को लाइमलाइट से दूर रखने के लिए भी कहा है ताकि कोचिंग संस्थान अपना कारोबार करते रहें और अपने लिए तथा राज्य के लिए राजस्व उत्पन्न करते रहें। जांच करने पर, आपको पता चलता है कि 2-3 सबसे प्रसिद्ध कोचिंग संस्थान सत्तारूढ़ दल के राजनीतिक नेताओं द्वारा चलाए जा रहे हैं। वे छात्रों को लुभाने के लिए झूठे विज्ञापनों का सहारा ले रहे हैं। वे छात्रों पर प्रदर्शन करने के लिए अनुचित दबाव भी बनाते हैं। इसके अलावा, प्रदर्शन बढ़ाने वाली दवाओं का एक अवैध बाजार भी उभर रहा है और यह छात्रों के बीच काफी प्रचलित है।

स्थिति को देखते हुए:

- इसमें शामिल हितधारकों का उल्लेख कीजिए और दिए गए प्रकरण से जुड़े नैतिक मुद्दों पर चर्चा कीजिए।
- दी गई स्थिति में, आप क्या कार्रवाई करेंगे?
- छात्रों के बीच आत्महत्या के मामलों में वृद्धि के विभिन्न कारणों पर चर्चा करते हुए, इस मुद्दे के दीर्घकालिक समाधान के लिए उपाय सुझाइए।

You are the District Magistrate of a district, which is the hub of coaching centres for engineering as well as medical entrance exams. Recently, around 5 students have committed suicide owing to academic and social pressure. Students in the age group 15-18 years from across the country come to the district with the dream of getting admission into prestigious institutions like the IITs and AIIMS. However, the coaching institutes are business-minded and want to have toppers from their institute so that they can attract more students. They create a lot of pressure on students to perform, with differential treatment like forming different category of batches depending on students' performance. These students live as Paying Guests and in hostels away from their families and many cannot tackle the huge burden of competition and the associated mental stress.

The recent spate of suicide by 5 students has been highlighted by the national media and you have been asked by the Chief Minister to present a report of the situation and take steps on the matter. The Chief Minister has also asked you to keep the matter away from limelight so that the coaching centres continue with their business and generate revenue for themselves as well as the state. Upon

investigation, you find out that 2-3 of the most famous coaching institutions are run by political leaders of the ruling party. They are involved in false advertisements in order to lure students. They also create undue pressure on the students to perform. Also, there is an emerging black market for performance enhancing drugs which have become common among the students.

Given the situation:

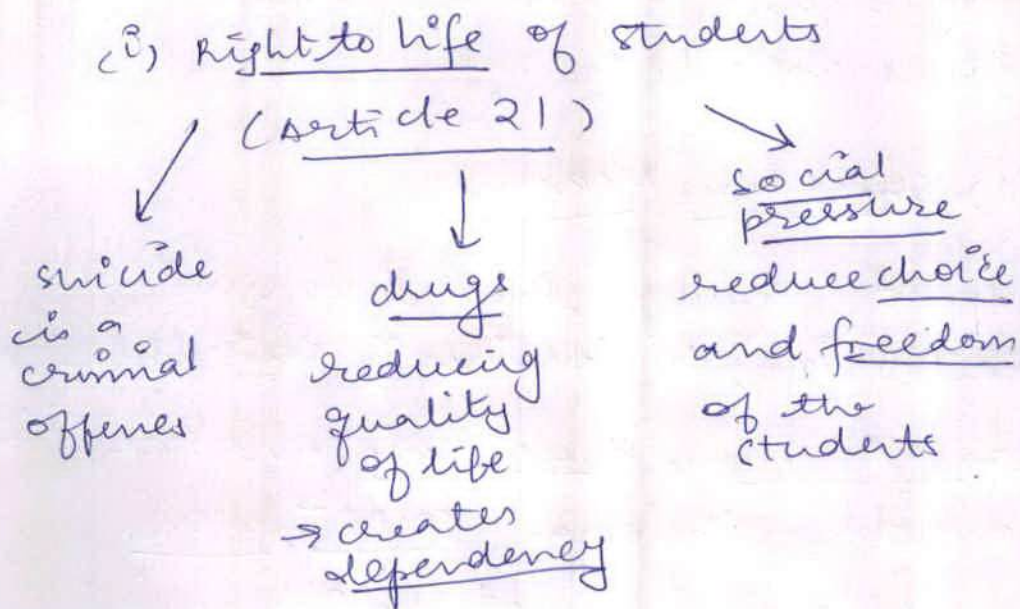
- Highlight the stakeholders involved and discuss the associated ethical issues in the given case.
- Given the situation, what will be your course of action?
- Discussing the various reasons for increased cases of suicides among students, suggest measures to address the issue in the long-run. (Answer in 250 words) 20

The case of student suicide has become common in a "success-minded" India facing daily pressures.

(a) Stakeholders include:

- ① myself
- ② political leaders, CM
- ③ students
- ④ coaching institutes + profit
- ⑤ drug dealers and black market
- ⑥ IIMs, IITs institutes.
- ⑦ families of students.
- ⑧ Education fraternity and sector of India.

Ethical Issues involved in the case include:



(ii) Probiting at the expense
of students

- ↳ monetary extraction
- ↳ mental pressure

(iii) Illegal marketing leading to
unethical black markets outside
the political radar → unjust
mechanisms at play.

(iv) Crisis of conscience
should I follow orders (deontology)
or should I follow conscience?

(b) my course of action will involve multiple aspects :

(1) Short Run Measures:

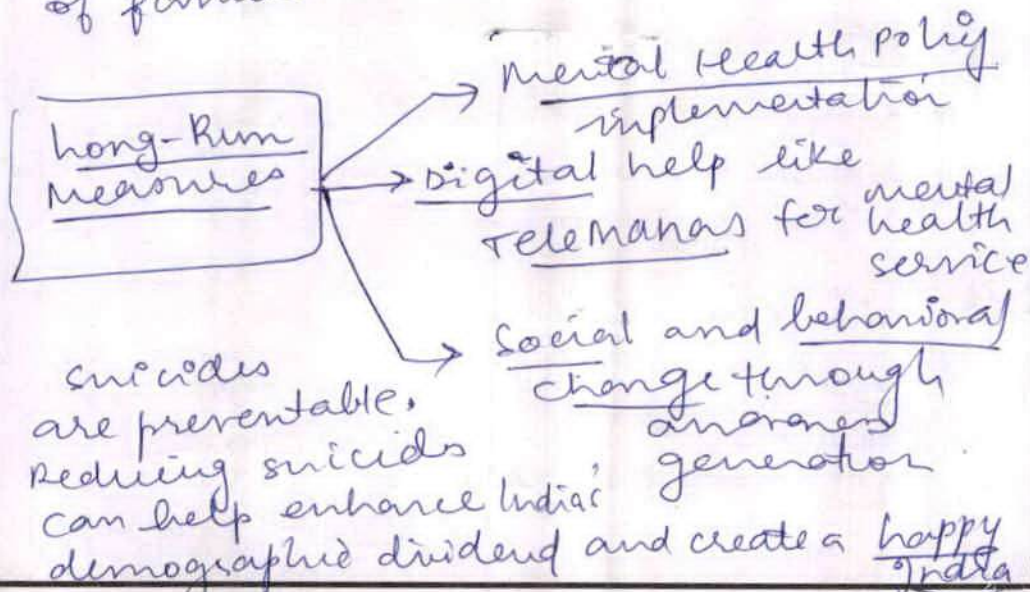
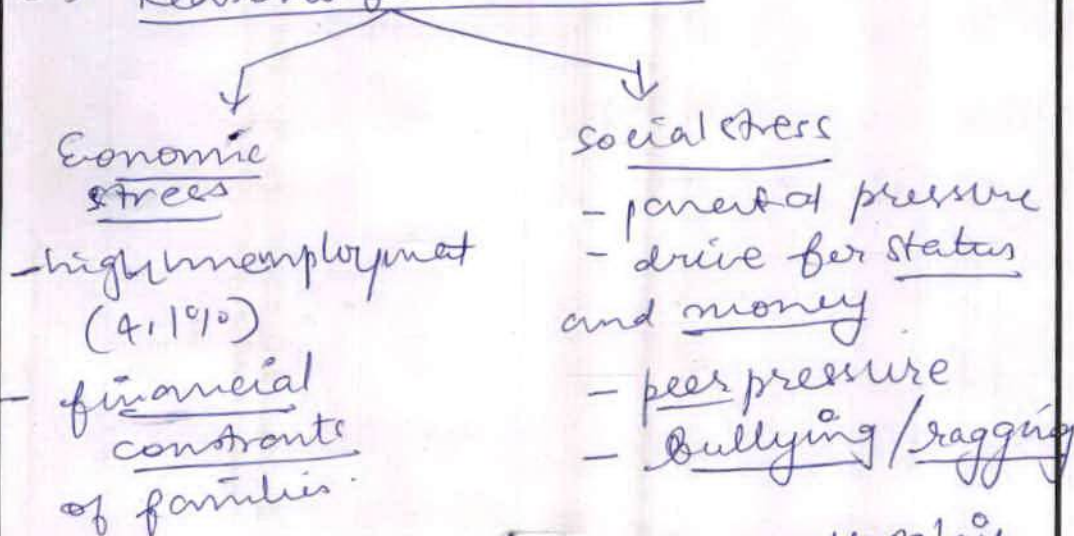
- support (through legal financial mechanism) to families of suicides.
- crackdown on drugs trade and black marketing through SMART policing (malimath Committee) eg: use of technology, surveillance.
- response to national media: that action will be taken to resolve the crisis.

(2) Long Run Measures:

- reaching out to non-political ~~teachers~~ ^{teachers} of coaching centres to call for moral suasion.
- direct reach out to students to discourage use of drugs.
- call to parents to reduce pressure on children through movies like (3 Idiots).

- call for institutional reform
- provision of security checks and morality checks.
- adopting Pelican principles of ethical policing to curb unethical acts through reformative justice.

(C) Reasons for suicide



12. आप हाल ही में भारत के एक महानगर में जल आपूर्ति और सीवर बोर्ड के मुख्य कार्यकारी अधिकारी के रूप में नियुक्त हुए हैं। हाल ही में, एक ऐसी घटना हुई थी जिसमें दो गरीब लोगों की शहर के एक पॉश मोहल्ले में सीवर की जोखिमपूर्ण सफाई के दौरान मौत हो गई थी, जिसमें शहर के शीर्ष कॉर्पोरेट प्रमुख रहते थे। प्रारंभिक रिपोर्ट में पाया गया कि उक्त मोहल्ले के कुछ निवासियों ने स्थानीय शहर प्रशासन की जानकारी के बिना सीवर की सफाई के लिए निजी कर्मचारियों को नियुक्त किया था।

संबंधित निवासियों के साथ-साथ दोनों मृत लोगों को काम पर नियोजित करने वाले निजी ठेकेदार के खिलाफ उनकी लापरवाही के कारण हुई मौत का मामला दर्ज कर लिया गया है। यह शिकायत उस मोहल्ले के निवासियों के लिए एक चौंकाने वाली घटना थी, जिनमें से अधिकांश ने पहले कभी कानूनी कार्यवाई का सामना नहीं किया था।

जांच के दौरान मोहल्ले के लोगों ने शिकायत की कि स्थानीय प्रशासन लंबे समय से सीवरों की सफाई नहीं करा रहा है, जिसके कारण उन्हें निजी कर्मचारियों को काम पर रखना पड़ा। आपको यह भी पता चला है कि नगर प्रशासन में मेंटेनेंस कार्यों को लेकर असमंजस की स्थिति बनी हुई है, जिसका आज तक कोई समाधान नहीं हुआ है। समग्र रूप से नगर प्रशासन भी आवश्यक बुनियादी ढांचे के निर्माण और सीवेज सफाई से संबंधित कार्य करने के लिए सुरक्षात्मक गियर प्रदान करने के लिए धन की कमी का सामना कर रहा है।

दूसरी तरफ, मृतक के परिजनों ने मुआवजे के लिए सरकार पर दबाव बनाना शुरू कर दिया है। साथ ही, मीडिया ने भी इस घटना के लिए नगर प्रशासन की उदासीनता को जिम्मेदार मानते हुए हंगामा किया हुआ है और मोहल्ले के हार्ड प्रोफाइल निवासियों के खिलाफ दर्ज शिकायतों को वापस लेने के लिए दबाव बना हुआ है।

उपर्युक्त स्थिति के आलोक में, निम्नलिखित प्रश्नों के उत्तर दीजिए:

- संबंधित मुद्दों के साथ प्रकरण में शामिल हितधारकों की पहचान कीजिए।
- दिए गए प्रकरण में आपके समक्ष उपलब्ध विकल्पों का मूल्यांकन कीजिए। आप इनमें से कौन-सा विकल्प चुनेंगे और क्यों?
- भविष्य में ऐसी घटनाओं को रोकने के लिए आप कौन-से दीर्घकालीन उपाय करेंगे?

You have recently joined as the Chief Executive Officer of the Water Supply and Sewerage Board in a metropolitan city of India. Recently, there was an incident where two poor people died while undertaking hazardous cleaning of sewers in a posh neighbourhood, housing top corporate honchos of the city. The preliminary report found that a few residents in the said neighbourhood employed private workers to clean the sewers without the knowledge of the local city administration.

A complaint for causing death by negligence has been registered against the concerned residents as well as the private contractor through whom these poor people were employed to carry out the task. The complaint has come as a shock to the residents of the neighbourhood, most of whom never had a brush with the law before.

During the investigation, the residents of the neighbourhood complained that the local administration has not been cleaning sewers for a long time, forcing them to hire private workers. You also come to know that there has been a confusion over the maintenance works in the city administration, with no resolution till date. The city administration, as a whole, has also been facing a shortage of funds to build

the requisite infrastructure and provide protective gears to carry out the sewage cleaning work. In the meantime, the family members of the deceased have started pressurising the government for compensation and there has also been a media blitzkrieg blaming the apathy of the city administration for the incident and pressure to withdraw the complaints registered against the high-profile residents of the neighbourhood.

In light of the above situation, answer the following questions:

- Identify the stakeholders involved in the case along with the associated issues.
- Evaluate the options that are available to you in the given case. Which of these options will you choose and why?
- What will be the long-term measures you will take to prevent such an incident from occurring in the future? (Answer in 250 words) 20

(a) Stakeholders

- ① families of dead workers
- ② manual scavengers and the overall sector
- ③ Residents of the neighborhood
- ④ myself as CEO of water supply & sewerage Board.
- ⑤ Metropolitan city administration.

Associated Issues

- ① Inadequate implementation of manual scavenging Act and safety features.

② Subjugation of individuals to such menial tasks erodes their dignity.

③ Apathy of administration.

(b) options Available include :

Ⓐ Ignore the situation, compensate family and move on.

Although this may be the easiest way out, it is an unethical response to the crisis.

Ⓑ Compensate family and adopt immediate measures to reach root cause of the issue.

I will choose this option with following actions:

- ① Address local administration's apathy.
- ② Demand and delegate fund allocation to lacking sector.

③ Introduce surveillance through use of technology in areas of sewer cleaning to ensure future compliance.

This is the best option because

(i) Short term needs addressed:
families compensated,
statement of disapproval
given to government.

(ii) Ethical requirements carried
through:
human rights violation and
negligence curtailed.

(iii) I fulfill my responsibility
as CEO of board.

(c) Long Term Measures

(i) Employ technology like
Bandicoot for sewer cleaning
and thus replace labour.

(i) Address confusion and overlap of responsibilities of administration through:

- clear bifurcation of responsibilities.
- citizen's charter to enforce proactive governance.

(iii) Funds provision increase by collecting data and submitting to State Finance Commission.

(iv) Implementation of Manual Scavengers Act as well as Rashtriya Garima Abhiyaan to achieve goals of WASH and dignity for manual scavengers.

Thus, technocentric approach along with citizen-centric governance can ensure dignity of manual scavengers in India.