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**GENERAL STUDIES**

Name of the Candidate	Priya Purohit		
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Mobile No.			Date

INDEX TABLE			INSTRUCTIONS	
Q.No	Max.Marks	Marks Obtained		
1	10	2	1. Please write your Name, Email, UPSC Roll No. and Mobile number in the answer sheet	
2	10	3.5	2. There are 20 questions printed in English, all questions are compulsory	
3	10	2	3. The number of marks carried by a question or part is indicated against it.	
4	10	3	4. Answers must be written in the medium authorized in the admission Certificate (English), which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided.	
5	10	0.5	5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be struck off.	
6	10	2		
7	10	0		
8	10	0		
9	10	4.5	Any specific message from Educrat IAS Mentors/Evaluators with respect to your copy?	
10	10	4.5	Mentor's Remarks:	
11	10	4	.....	
12	10	4	.....	
13	10	4	.....	
14	20	8	.....	
15	20	8.5	.....	
16	20	9.5	.....	
17	20	10	.....	
18	20	10	.....	
19	20	10	Start Time: 2:00	End Time:
20			Mode of Examination:	Online <input type="checkbox"/> Offline <input type="checkbox"/>
Total Marks		91	TEST CODE:	Medium of Examination:



SECTION- A

1. (a) What are the three universal challenges to ethicality of Civil Services across time and space? Elaborate each of them. (Answer in 150 words, 10 marks)

Civil Servants are the change agents of the governance and script changes that impact countries.

Three universal challenges to Ethicality of Civil Services across time and space:

(a) Personal Interest over Public Interest

(b) Power and Position Misuse.

Explanation required



(C). Ethical dilemmas in public  
Service ✓

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ACADEMY

1. (b) "Choice is essence of ethics, if there were no choice there would be no ethics, no good, no evil." Illustrate the nature and essence of ethics in the context of above statement. (Answer in 150 words, 10 marks)

choice is the representation of free-will. choice allows to take one stand either right or wrong.

ethics is the way of life or the set of moral standards and actions based on the principles of right and wrong.

Nature and essence of ethics:

a) Subject to change with situation thus need of choice and reason important.

Eg: To be strict with child vs. to be lenient depends on the case.

b) Verification of the ethical standards.

(4) ~~To~~ Allow to make changes  
in time and space

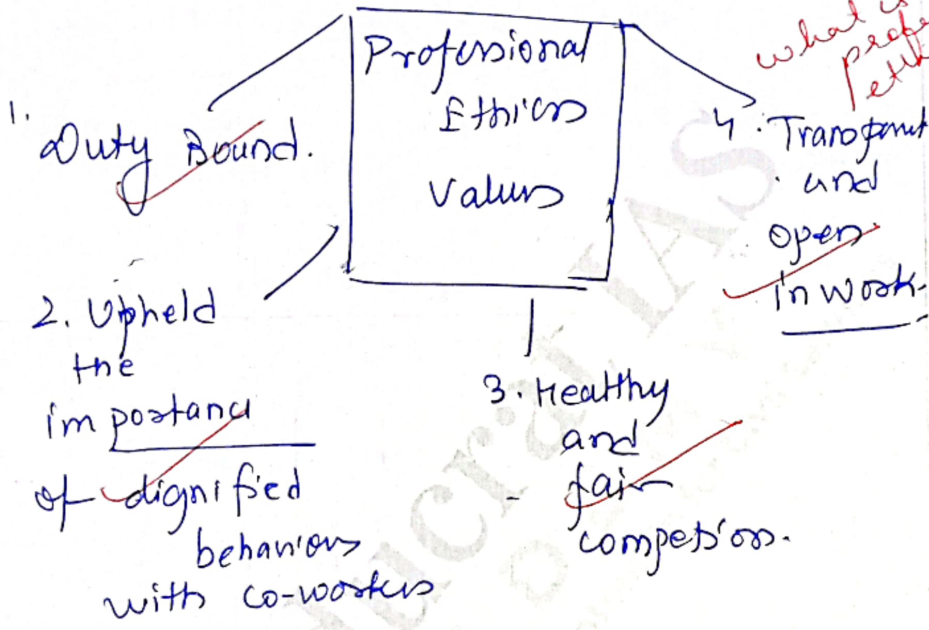
Ethics of ancient time  
vs. ethics of modern time

Thirumalluvar . says that  
ethics , values should change - with  
change of time.

more points  
say



2. (a) Enumerate the values in professional ethics. Why 'excellence' is considered cornerstone of professional ethics? (Answer in 150 words, 10 marks)



*Takes? what is professional ethics?*

Ethics: Excellence or competence:

(a) Enable the Value Additions of the work.

(b) It enhances the performance appraised.

Allow more healthy competition.

Performance Based Duty.

*Conclusion?*

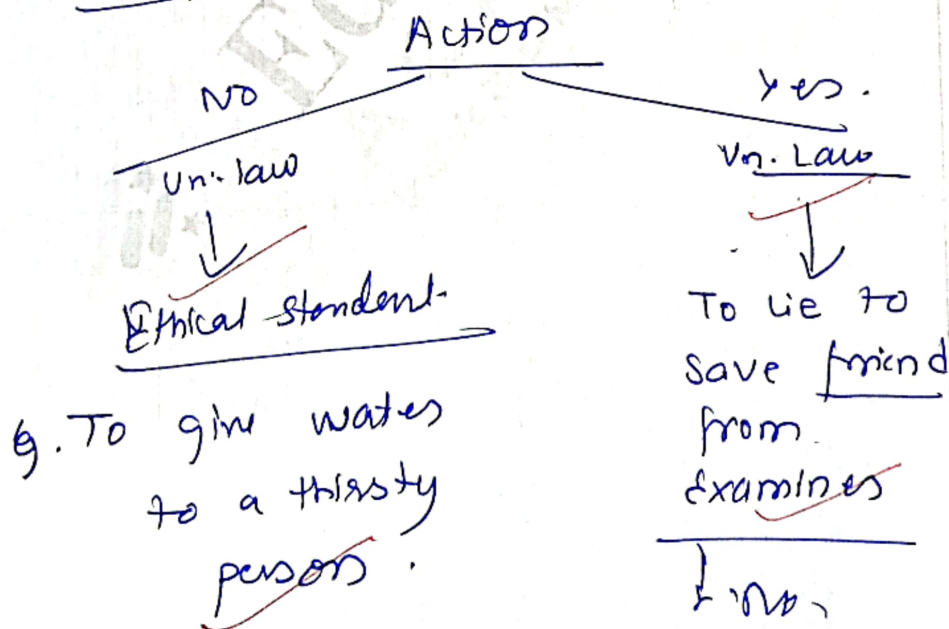
*Need to provide example and aspect of the excellence needs to explore first.*



2. (b) "Live your life as though your every act were to become a universal law."— Immanuel Kant. Elaborate this moral thought. (Answer in 150 words, 10 marks)

Immanuel Kant was a moral philosopher who emphasised on means better than end.

He asked to test the standards of our actions on the ground of if that can become universal law.





3. (a) What is the relationship between integrity and probity? Can probity be maintained in Civil Services even without integrity? Comment. (Answer in 150 words, 10 marks)

Integrity

The intact of  
our thought  
and action  
~~and~~

~~How~~

By

:- Standing to what  
is right and holding  
governance

???

Probity

The governanc  
standards  
that are  
- firm

Eg - Fiscal-  
Health

and  
pendence

right





3. (b) "Non-violence leads to highest ethics, which is the goal of all evolution. Until we stop harming all other living beings, we are still savages." Thomas A. Edison.

Describe the significance of this statement for modern times. (Answer in 150 words, 10 marks)

In modern times the role of non-violence is of importance as the need for higher ethical standards, is felt.

↳ (Violence) with animals can be checked.

eg. Calcutta HC called for humane committee on mindless killings of animals.

↳ violence on racial, ethical grounds can be checked.



4. (a) How the interests of private sphere and public sphere become conflictual? What should be done in the event of such conflict? Explain. (Answer in 150 words, 10 marks)

Private sphere                      Public sphere  
conflict

(1) values of  
duty

(2) family  
interests

17

2?

??



4. (b) Why tolerance is considered a foundational value of Civil Services? How should an aspiring Civil Servant prepare him or her to exhibit tolerance in public service? Explain. (Answer in 150 words, 10 marks)

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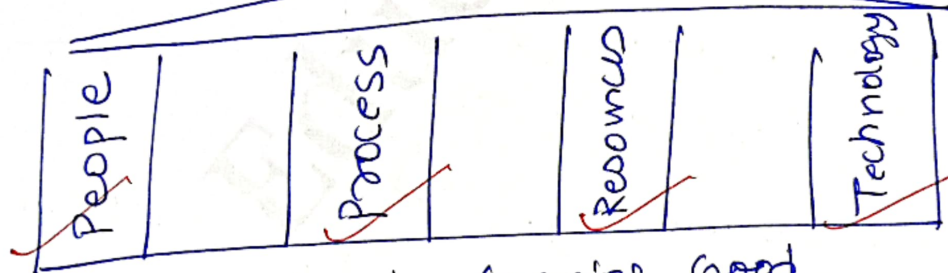
5. (a) 'Good governance depends on ability to take responsibility by both administration as well as people.' In this context, what should be the,

I. Role of people in ensuring good governance?

II. Duties of government in giving good governance? (Answer in 150 words, 10 marks)

Good Governance is a set of rules, system, procedure, directed for the efficient management of an entity while keeping the interests of all stakeholders.

Ans I Pillars of Good Governance



Role of people in ensuring Good Governance!

a) Mass participation and helping in execution.

Eg. Jaldhani project in West Bengal was a watershed programme, success because of people.

b) Cooperate in Awareness and Knowledge sharing.

Ex. Kishori Jagruti Saptah in Odisha's  
drive for Child Marriage.

c) Agents of Implementation and ensure  
audit - Ex. MGNREGA Social Audit.

d) Crane opinion and suggestion.

Ex. VCC Meetings in Uttarakhand.

Ans II) Outsides of erent in giving good  
governance: —

a) Transparency and openness in Procedure.  
 Ex. Umang APP, MyGov.in.

b) Incorporate People's Issue and Needs.  
 Ex. Citizen Charter.

c) Assess and Mapping of issues of people  
 Ex. One Nation one Ration is an  
innovation in governance of PDS based on  
the issue of migrants, e-Shram  
Portal.

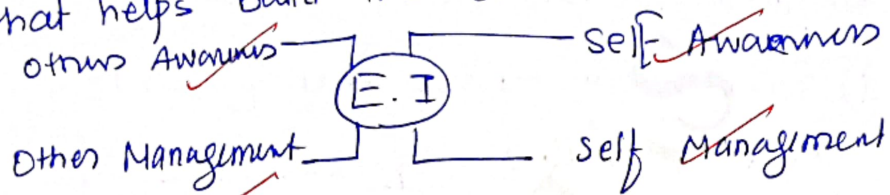
d) Timely Intervention and Quality  
governance.

Ex. Odisha's MO Sankas Initiative.

Jam Bhagidhari and Sahkari are essence of  
Good Governance.

5. (b) 'Every emotion has a commendable value for itself, thus no emotion is condemnable.' Do you agree with this view? Comment.  
(Answer in 150 words, 10 marks)

Emotion is a source of knowledge that helps build the Emotional Intelligence.



Emotion when extreme can cloud one's senses and rational and limit the

action. Eg. Dhruv's extreme love

for his son Duryodhan.

But only one assesses the emotion does it become valuable and of use in following ways:—

a) Able to control the actions of others. Eg. IPS Chetan Rathode sang National Anthem to pacify the student protests of Anti-CAA in Bengaluru and cleared traffic jam.

b) Tough emotions and unsuitable experience become a source of lesson.

for future action.

g) one has better way to express and connect eg. IAS officer Suhar LY sat on floor to listen a families grievances.

d) saves from moral apathy and moral neutrality. eg. Executors of Nazi camp, General Dyre accused of saying they had no emotions

e) Ensure. the expression of humankind

Emotions are important tools  
but should not be tweaked.

6. (a) What do you understand by each of the following quotations?  
 "Among the wealthy, compassionate men claim the richest wealth. For material wealth is possessed by even contemptible men. Be ruled by compassion, for if various ways are examined, compassion will prove the means to liberation."— Tiruvallur. (Answer in 150 words, 10 marks)

Tiruvalluvar was a great saint from South India who gave his ethical treatise in Thirukkural.

It is said that when wealth is lost, something lost, when health lost, much gone, and with loss of character, everything is lost. Having solid character with higher standards of human behaviour like compassion, empathy ~~or~~ humility etc are real gems of a person -

Compassion refers to understanding the other pain and trying to alleviate the pain. Compassion helps one to connect and make responsible

meaning relations with others. Example, the friendship of Krishna and Sudama wasn't based on Krishna's wealth but

What happens when wealth is suddenly determined by material possession? → inequality, discrimination, lobbying



the compassionate friendship. Even in the field of liberation either from the tyranny of others judgement or a personal upliftment, without compassionate involvement it becomes distant. Example, when Kabir said pathar puje Rab mile, Toh main puja pahas, he said, what's point of worship if not with compassion, for this way one cannot get to god.

~~for~~ To be compassionate, one has to follow the test of morality and ethics to check if he/she views other's world view, secondly the action is an important aspect. Example, Azim Premji donating large amount of funds, a cricketers giving free training to underprivileged;

Above show the ethical use of compassionate money, talent, intellect which helps one to truly liberate.

6. (b) "Everyone thinks of changing the world, but no one thinks of changing himself"— Leo Tolstoy. (Answer in 150 words, 10 marks)

Leo Tolstoy was an inspiration for Grandhiji and his work inspired him to change and work upon himself in sphere of personal and public life. Very often when one is disturbed or upset with the world around whether with any policy or public behaviour, it becomes a natural trait to ask the world to change.

what are  
implications  
of change  
not  
being  
driven  
by  
self?

But if the change really works in a quarter, it is of the personal chamber. Meaning, taking action for oneself is easy as we know more about us than others. Our action should talk instead of our words if we wish to bring change. For example, Japanese schools teach students

lesson of hygiene from ~~at~~ childhood and each one responsible for cleaning toilets and doing dishes. Similar model could be applied to make Swachch Bharat Mission a success.

It is said man is social animal thus following others is a natural trait of humans. If one changes it affects the behaviours of others.

To impart ethical lessons, school family, college ~~is~~ are places of role model for student. A teacher who asks student to come on time but does not do it herself, will not be able to change much.

When we take a responsibility of self & change, we are better placed and able to take actions required.

So, in case of either charity or corruption free work, change with self is like a ripple. (Mother Teresa)

6. (c) The test for purity of gold is done by rubbing; similarly true characteristics of a person are revealed at the time of intense trouble."—Kautilya (Answer in 150 words, 10 marks)

Kautilya was a kingmaker and writer of statecraft policy - Arthshashtra.

In the above quote he highlighted the importance of building strong characteristics that can pass the test of time. A person even with higher ethical standards will not be of much value if he succumbs at the time of pressure and give up during difficult time.

Gold is tested by rubbing, in the same way, a man is tested if he genuinely possess quality that are deep rooted and not just superficial.

A person for example cannot be a friend in need if he is a fair

weather friend. Those who do not  
stand up with those in trouble cannot  
perceive the meaning of friendship.

*Good*  
likewise, a civil servant often faces  
intense trouble involving nexus of  
criminals, politicians, yet political pressure,  
dire ethical dilemmas, but a solid foundation  
of ethical characteristics like integrity  
honesty etc save her in the time  
from a path of moral / ethical decline.

Kautilya in his book was particularly  
interested in deploying a test for  
knowing the characteristics of his ministers  
(Amatyas). Trouble to and intense test  
therefore is also a golden opportunity  
for a person of solid characteristics  
to reveal his true value. Example,  
Grandhi while dealing with Britishers.

**SECTION B**

7. Mrs. Yamuna is a senior employee in a private bank. She is also the head of Internal Complaints Committee (ICC) meant to hear complaints of sexual harassment. Recently a newly joined women employee has filed a complaint of sexual harassment to the ICC against a senior manager. The senior manager now approached the HR manager of the bank and said that if the ICC takes the case forward, he will resign and join the competitor bank. He is handling a critical project and his resignation would not only weaken the bank but also help the competitor bank to advance. Hence, the HR manager pleads to Mrs. Yamuna that the complaint before ICC be delayed or disposed.

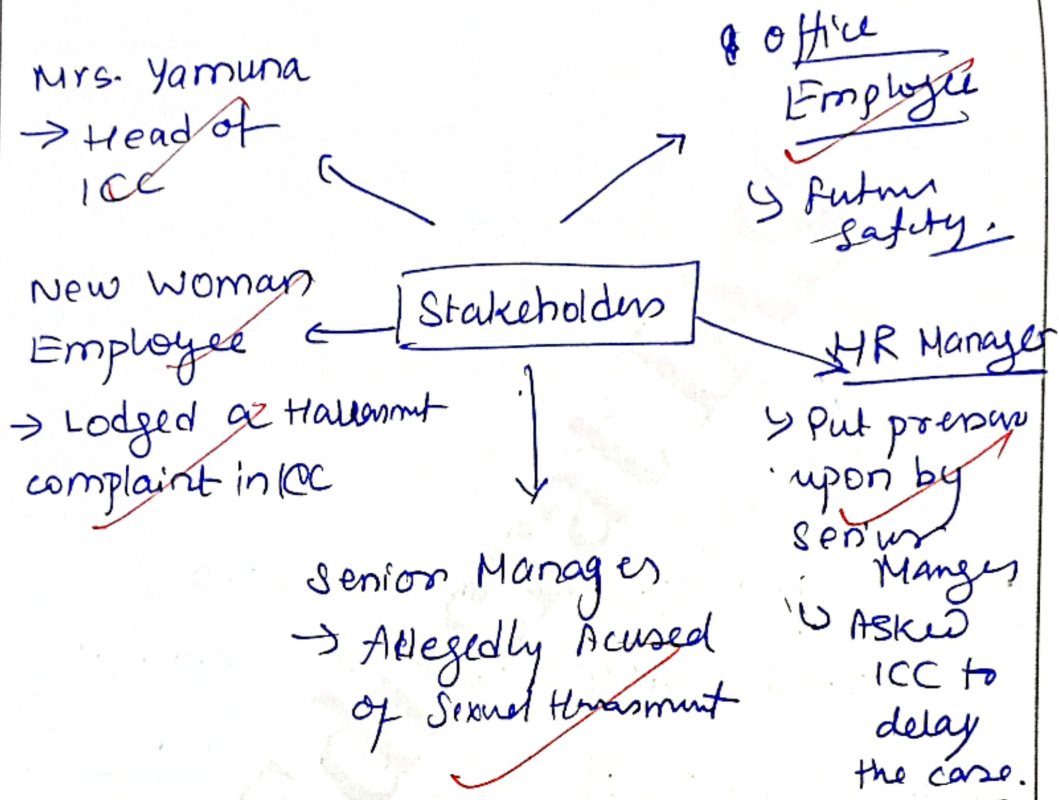
What should be the decision of Mrs. Yamuna in this case? (Answer in 250 words, 20 marks)

\* As per the POSH Act 2013,  
a private entity with more than 10  
employees should form an Internal  
complaints committee with its head as  
a woman.

The above case highlights the above  
requirement and underlying issues that  
are often involved in such cases.

(P. T.O)

In the above case:



Following decisions Mrs. Yamuna

should take : —

(1) Take a cognizance of the case and enquire the validity of case as sexual harassment is a serious case.

(2) On prima facie analysis, if the accused.

is near to charges, then persuade the HR managers to not to overlook serious charges and present the prima facie report.

(3) Asking the HR managers to allow for further investigation and take women safety and such charges as priority.

(4) If the HR managers is agreed then further case and take appropriate action within ICC.

(5) If he doesn't listen, inform the higher authorities of the anomaly of provisions of ICC and indicate them to take action.

(6) Meanwhile ensuring anonymity and safety for the women employee.



In time, when sexual harassment  
cases are on hike as per the  
NCRB Data 2022, Corporate Responsibility  
on women safety and obligation  
of POSH Act 2013 and

Vishakha Guidelines are must;

Ethical Capitalism is a key  
to achieve this target.

*Give the  
Justification  
for your actions  
as well.*

8. You are the Superintendent of the Police (SP) of a District. Recently, a road accident in a drunk and drive case led to killing of a man who happened to be the sole bread winner of the family. Later it was found that the accident was committed by the son of a State minister. He has contacted you and requested that let his son be not implicated in this case and in return he will do any favor demanded by you. His son is notorious for various such crimes in past including molestation of women, in those cases if the police officers were found to be unhelpful to him, the minister had capability to transfer the officers.

Now the Minister gives you an ultimatum with two options:

1. You should close the case and save his son. If you do so, you will not be transferred. Also, the family of the victim will be helped by him personally with Rs.50 Lakhs and also a job will be arranged to any person of the family.
2. If you fail to help him, not only you will be transferred but also no remedy to the victim family will be done by him.

What will be your decision? Justify your stand. (Answer in 250 words, 20 marks)

Brief Summary of Case: —

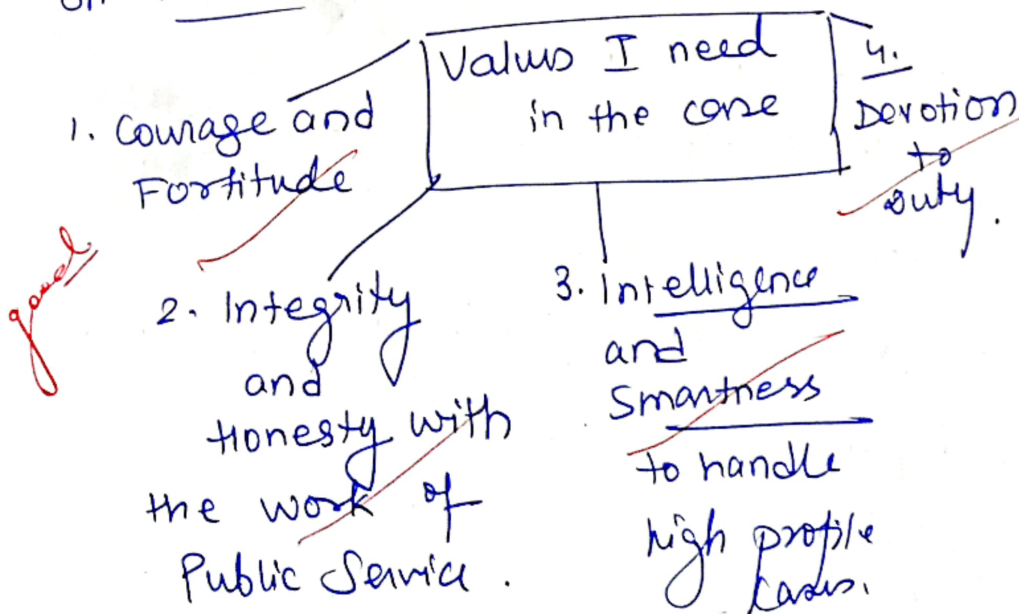
- 1.) I'm a SP of a District
- 2.) A road accident of hit and run, killing the bread winner of family.
- 3.) Political pressure to not impact the Minister's son (accused) and living by favour.
- 4.) Ultimatum by the Police Minister.

Ethical Issues to be considered before I take a decision:—

a) Unlawful and Integal demand by the Minister is a clear breach of his duty as public servant

b) Ethical and Moral decadence to strike off the case and maintain status quo.

c) It is the official duty to stand up with the right and take a firm stand on moral, ethical, legal grounds



My stand in the above case

- a) I reject the options given by the minister and indicate him the wrongdoing involved.
- b) Take a team to prepare a holistic report and ensure to safeguard the evidence with double check. on paper.
- c) Inform the seniors and request intervention to allow myself and team to work freely.

Justification for the action.

- (i) As honest officer my priority is interest of public
- (ii) Justice of the family and punishment to accused, through just judicial trial is the legal way in the case.
- (iii) Duty of officer to take a moral and firm stand.

One can ensure proper  
 govt. payment ex gratia  
 to the person who  
 died in car accident

d) If transferred,  
I and no help from  
seniors, I would  
inform about the  
nexus of Minister to  
higher authorities by  
letter/post/email

e) Take the call  
responsibility and  
face transfer even  
but do not let just  
grave injustice pass  
easily

(iv) Matter of  
justice if delayed  
or passed on  
without action  
can hampers  
social trust of  
public

(v) Civil servants  
are duty and  
oath bound to  
remain non-partisan  
and come under no  
political pressure

Political pressure has of late a  
hurdle in execution of rightful duty  
of a civil servant as also held by  
S.C. in Prakash Singh Case

Thus protection in tenure, transfers  
to committee decisions is desirable  
and not only on political bosses.



9. Civil Services is a profession that bring welfare to many downtrodden sections and the overall society. The unmatched ability for serving public has made it attractive for many public-spirited youths of the nation. Many enter the service with a strong dedication to public service. However, within a decade, many of the new entrants turn unprofessional, corrupt, lethargic and incompetent. The descendance of spirit of service and ascendance of greed for money, power abuse, indifference to concerns of weaker sections are observed in them. They do not remain the same public-spirited probation officers they were once.

Analyse the various factors responsible for this unholy transition in them. What measures can be taken in this regard? (Answer in 250 words, 20 marks)

Civil servants are the footsoldiers of the government that script changes which affect countless masses of the country.

In recent time a few cases showing 'good and bad transition can be seen'

→ Bihar IAS <sup>officer</sup> seen hurling abuses at colleagues

→ Female IAS officer mocking girl-students for demand of sanitary pads.

→ Ashok Khemka, IAS, transferred 55 times in 30 years. Still duty bound to corruption less working.

Factors responsible for a unholy transition:

a) Increased Security and safety of Tenure. Eg. Article 312

Either suspended of duty or transferred but not entirely removed.

\* Political Pressure from above

b) Prone to a corrupt Environment  
↳ Observed by Vohra Committee, 2nd ARC. Chanakya called corruption as honey on tongue

c) Letting go and delayed work under bureaucratisation and paper work, keep the ~~se~~ civil servants less interested

d) Lack of authority and space to deal with larger issues like Education system Policy decided at Centre etc.



(e) Lack of Ethical Training and revision ~~and~~ of values in work.

(f) Lesser Accountability and transparency keep the vigilance factor low. (eg. As suggested by Foucault's Panopticon view)

Measures that can be taken in this regard :-

(i) Ethical Training and Value Revision in training.

Eg. iGOT, Mission Karmayogi, Project Dakshta.

(ii) ~~is~~ Following Maslow's Hierarchy to achieve good transition. → Reward for

good, ethical governance by civil servant.  
Eg. Empathy Champion Award by Parliament for civil servants.

(iii) Vigilance and Transparency for

digitally enabled work.

(iv) Bring corporate values for  
agility, value-addition and fiscal  
prudence Eg. Lateral Entry  
Competition

(v) Share of best practices and use  
of best culture model.

Eg. CEO concept for a district  
instead of DM.

Project lunch with DM, public meetings  
in SHCs, Panchayats keep them rooted.

(vi) Performance Appraisal on Ethical  
Standards.

Eg. Noronath's Hospital in Hyderabad,

Zoho Corporate



The objectives such as Sheelam  
Param Bhushnam (Character is  
the highest virtue) and Karmkamlam  
(duty to work) should guide  
our service in the work  
and career ~~to~~ path.

10. The CBI of your country raids a premise being used by terrorists. While no terrorist was found there, multiple belongings of them including a branded smart phone has been seized. In course of analysis, it was found that it is necessary to unlock the phone to access some critical information which will give clues about the terrorists and their plots. Your government approaches the company producing these phones and asks them to unlock the mobile. However, citing the company norms for customer privacy, it is said that regardless of one of their phone being used by a terrorist, it is unprofessional to unlock a customer's mobile which will amount to violation of customer privacy.

Analyse the ethicality in the argument of the company. What should be the right approach in this case? (Answer in 250 words, 20 marks)

The above case highlighted the case of Apple Inc refusing to unlock the details of users when asked by US government.

Ans. Ethicality in argument of the company: —

a) Unlocking the phone is against the principle of Right to privacy (as seen a Fundamental Right in the Puttaswamy case)



b) Goes against the standards of the company which is a private firm and has rights over its policy  
(Apple Inc raised it this a case in point.)

c) will open pandora box of such demands with risk of leakage of public data

d) It may cost damage to the market position of company as a torch bearer of privacy.

e) The objectivity and standards of the case by case basis is difficult to attach and prone to bias by Govt.

The right approach however should be as follows: —

1) Government should be able to make

its point on the basis of data that is a case of national security which acts as a reasonable restriction on Fundamental Rights.

2) Company should allow rare exception clause in its policy for larger public good.

Eg: companies did rearrange polices post 26/11 (Airport companies)

3) Prepare a long term roadmap for availing such services from the companies.

4) Company should release press release to correct its positioning on privacy and ensure the public ~~is~~ by disclosing the steps



and rare clauses in transparent  
manner

↳ Informed public is more  
empowered.

Handling such cases which pose  
a question on larger public interest  
or private interest should be with  
objectivity and without bias.

Example - Digital Media Ethics  
code 2023 has put a clause on  
identifying the first user-generated  
content is case in point.

good

11. You are working in the electricity department of a State. You are assigned with electrifying all the villages of the State under Saubhagya scheme. Around 35 personnel work under your supervision. A seemingly honest subordinate has come to you and said that he has unearthed a major corruption done in a village by local authorities in collusion with elected panchayat members. Being an officer of integrity, you have asked him to submit a detailed report in two days. But the politicians and local authorities have approached your subordinate and encouraged him to help them in return for a share in the lump sum amount siphoned off by them. Being convinced, your subordinate comes to you after two days and claims that he has mistakenly believed there has been a corruption, but in reality he claims no such irregularity has occurred.

Answer the following:

- (a) What are the ethical issues in this case?  
(b) How will you respond to the changed opinion of your subordinate?  
(Answer in 250 words, 20 marks)

Ans A Ethical issues in the case  
are as follows: —

For  
Me, Assigned in Electricity Department

(1) Maintaining status quo can  
encourage the underlying issue  
of corruption.

(2) As a civil servant, it is inappropriate  
to maintain moral apathy even



after knowing the case.

(3) Coercion and Pretexting the  
subordinate can put him in a  
risky spot

(4) Mishandle of public finance, resources  
goes against the spirit of  
Civil Service Code 1964.

(5) Duty bound to work with honesty  
and integrity and here I face a  
moral quandary.

For, Subordinate: -

a) Compromising with honesty and integral  
work ethics.

b) Corruption is both lawfully and  
ethically wrong

c) Instant gratification and sewing  
from threats from nexus i.e. private  
interest over public interest



Ans B I will take the following steps to respond to the changed opinion of the subordinate. —

a) Ask him to be fearless and persuade for completing the report

b) If he deny, make him aware of the corruption charges and possible consequences if he does not cooperate

c) If he accepts, keep a safety of his anonymity and not let media highlight the name

d) Seeking help from the seniors. and request

Reason of Responding this way.

↳ Taking the cognizance of matter is in the interest of public good

↳ Using coercion when not persuaded is use of stick when carrot does not work

↳ Maintaining his security is a responsibility

for a written and official order for detailed reporting by third parties and outsiders

(e) Ensure no such off-the file incident repeat meanwhile involving other subordinates

→ Making officials aware is crucial to keep information in loop in high profile corruption cases.

→ duty to guide and warn the subordinates

→ This case requires an independent investigation.

The above case highlighted the 2nd ARC observation that the wheels of lower rung of administration ~~was~~ greased with corruption and

that Vohra Committee suggested  
the nexus of Politicians, Bureaucrats  
and criminals

Administration should run with  
principles of Transparency, Timely  
Delivery and Transformation to better  
serve the people.

*good*

12. State is a political institution that exists to deliver many services to the citizens. Yet, many surveys across world, especially in developing countries like India, has shown that the people are not satisfied with the delivery of services by the government. This is hampering the development of nation and also people's confidence in the whole idea of democracy itself. Multiple expert committees and analysts have consensus on some issues in this regard. Three crucial ones are as follows:

1. Analysing the deficits and gaps in various services delivered.
2. Developing procedures to hold the concerned authorities accountable for poor service delivery.
3. Strengthening ethics in the overall service delivering administrative machinery.

Suggest institutional measures to address the above three issues.  
(Answer in 250 words, 20 marks)

Ans A With the aim of maximum governance the delivery of the services should meet the timely requirements and demand of the people.

There remain deficits and gaps in various services delivered such as;

a) Untimely execution of the scheme.

Eg. Delayed delivery of ration products in PDS.

(b) Leakage and corruption.

Eg. 2nd ARC highlighted the corruption in lower ~~to~~ rung of administration.

(c) Lack of Resources and Technology.

Eg. Police Stations in tribal and north-eastern states devoid of basic internet. or vehicle

(d) Lack of Awareness and mass reach of schemes.

Eg. land reforms policy and schemes reached only 6% of population in 1960s-70s.

(e) Population pressure: — Eg. Doctor to Patient Ratio in Public Hospital dismal

Answer Setting accountability is important for receiving timely intervention and answers in public service.

Following procedure can be followed, —

- a) Audit and Oversight Mechanisms,  
Eg. Social Audit in Meghalaya,  
MGNREGA.
- b) Digitalisation and use of Technology  
Eg. UMANG App and online Grievances.
- c) Role of Ombudsman and Consumer Affairs portal Eg. RBI Ombudsman
- d) Allocation of work in a systematic manner
- e) Avoiding overlap jurisdiction and ambiguous discretion in rolling out schemes. Eg. Environment Ministry, Tribal and Agriculture.
- f) use of E-Governance Model at Panchayat and district level  
Eg. Odisha's Mo Sakshar Initiative



(f) Training and Skilling on  
E.I to handle public grievance.

Eg. IAS Suhas LY sat on floor  
to listen to a family sitting on  
dharna as police denied them help.

India's growing population  
demand a smart governance  
model which is agile and  
listens to issues of people with  
gold standards of service delivery.

The aim should be Kaam  
Kaushalam



has 5Ts → Timely Execution, Transformation,  
Teamwork, Technology, Transparency.

In order to enhance the Ethics  
in service delivery: — Measures

a) Use of Performance Appraisal  
on the basis of values and Ethical  
standards. Eg. Novartis (Hyderabad)

b) Incentive for good governance model  
Eg. Indian Express Awards.

c) Exchange of Ideas and best practices  
Eg. IGOT and Mission Kaumyogi  
and DAKSHTA portal.

d) - Incorporate Ethics code along  
with Service code

e) Innovations and public engagement.  
Eg. Compassionate Kozhikode  
(IPS Prashant Nair)