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UPSC

Ethics, Integrity and Aptitude

Crash Course 2018

Universal F. values.

PLNTJRF

(A) Foundational Values for Civil Services

Introduction

"Ideals are like stars: we never reach them but, like mariners on the sea, we chart our course by them."
~~It may be true that law cannot change the heart, but it can restrain the heartless."~~

Public administration is a value-based activity and, therefore, public servants should have deep moral and ethical moorings. There are seven universally accepted fundamental values: Truth, Righteous Conduct (Dharma), Peace, Love, Non-violence (Ahimsa), Justice, and Freedom. For leading a good life and creating an idealistic society everyone should try to inculcate these values. Within the broad umbrella of universal values every profession, trade and, calling develops its own set of values. Following are some of the foundational values for Civil Services:

(1) Compassion towards weaker sections of the society

Maxim of Compassion : An administrator, without violating the prescribed laws and rules, would demonstrate compassion for the poor, the disabled and the weak while using his discretion in making decisions. At least, he would not grant any benefits to the stronger section of society only because they are strong and would not deny the due consideration to the weak, despite their weakness.

Compassion involves a sense of empathy. It does not end with pity. It invokes sensibilities to understand and even feel the pain of others and motivates one to be truly helpful in overcoming this pain.

Compassion - A public servant also has an obligation to serve the poor and needy of the society. A compassionate administrator would understand the difficulties people are facing and thereby would be more motivated to bring about effective relief. A compassionate and empathetic public servant would be committed to ensure substantive and not mere procedural justice.

Compassion is not only empathy but going beyond it. When empathy drives actions it becomes compassion. A compassionate civil servant doesn't get satisfied by feeling problems, troubles and pains experienced by others. He goes beyond it so that their troubles will be ameliorated. Compassion makes administration action oriented which is directed towards weaker sections of society. It also brings administration to work towards those who have suffered worst fate due to natural or man-made calamities. Compassion makes activities of administration inclusive and people's participation easier.

Compassionate officers encourage people's participation in decision making and implementation to have better understanding of people's preferences and in turn to give them opportunity to understand

the nature and purposes of administrative activities. It increases administration people interface thereby creating a bureaucracy which will be truly democratic. By exercising compassion administration stands to benefit by developing the insights into what works better to solve people's problems. It also commands people's opinions especially in times of crisis like riots, disasters. People cooperate wholeheartedly with those officers who are compassionate towards them. It thus obviates the need of use of force to maintain order and discipline.

Real life example of the value

Description of Problem : Poverty and malnourishment in areas affected by Maoist activities

- During an anti-Naxal operation, Dr. Pallava a 2013-batch Indian Police Service officer and his troopers reached Negwal village, where Pohru, the leader of a local operating squad of the Bhanpuri area committee of East Bastar Division of the Communist Party of India (Maoist) lived.
- The security forces led by the SP reached Pohru's house only to find his ailing wife and three malnourished children, who too were indisposed. Pohru, who carries a bounty of 3 lakh on his head, couldn't be traced.
- The IPS officer also found polio-stricken children and others severely malnourished in the village, which is some 65 km from the Kondagaon district headquarters.
- Pohru's wife turned down a suggestion to seek treatment in the district hospital, fearing the police might nab her.

Course of Action

- The village headman was brought in to convince her that treatment for her illness was not available in the village she would have to visit the hospital. The police decided to arrange a vehicle for the family.
- He took out antibiotics and cough syrups, medicines that he usually keeps, from his bag and gave to them. Going by the symptoms it appeared they were suffering from TB. Medicines and kind words from the IPS officer fostered some trust, and the woman revealed that her husband too had become weak in recent months and had lost weight.

Learnings

- To win the war against Maoists, the armed solution can't be the only way. We should equally look for occasions to win the hearts and minds of tribal villagers, whose support is crucial in the strife-torn areas

(2) Spirit of Service and Self-sacrifice

- The spirit of service and sacrifice is an essential component of public services.
- But today it is being observed that the prominence and importance of this component is decreasing day by day. Greed, consumerist and materialist culture is affecting the value system of the Indian Society resulting in much social unhappiness and a departure from the national goal of general welfare and fulfillment.
- The ideals of ancient Indian philosophy are tyaga and seva — renunciation and service. Only when people act in a spirit of cooperation and self-dedication will the country develop and prosper. A life based on narrow self interest cannot be esteemed by any honorable measurement.
- The administrator must live by this truth more intensely than an average citizen because he or she is the repository of State power. And that power is to be used for general welfare. Today, in society,

there is an increase in selfishness, and general lack of concern for other individuals. Self-seeking and exploitation of the weak has become common place.

- In our country, public servants are appropriating for themselves a big slice of national budget as their emoluments and perks, oblivious of the fact that large chunk of population lives below the poverty line or at the margin. While people in the civil services need to be given decent salaries, it would never match with their peers in the private sector.
- Young men who join the army and are prepared to lay down their lives in the event of war or are posted in the harsh and treacherous weather conditions of the Siachen Glacier, are inspired by the ideal that they are serving the country. No amount of monetary incentive can compensate for the sacrifice and hardship they undergo.
- Ultimately Public Officials should feel inspired that they are working for a national cause.

Real life example of the value

Description of Problem

- Launched on October 2, 2016, the Swachh Bharat Mission is India's first mass movement for a clean nation. The endeavour is to make the country open defecation free by October 2, 2019, as a fitting tribute to Mahatma Gandhi on his 150th birth anniversary.
- Over 30,000 houses in Jorhat were left out by the Swachh Bharat Abhiyan's 2012 baseline survey that identified eligible households for government's Rs. 12,000 toilet-building incentive given to every family. These people therefore couldn't reap the benefits of nationwide cleanliness mission and so Daan Toilet was born, to give them access to basic toilet facilities.

Course of Action

- Virendra Mittal, a 2007 batch IAS officer took upon himself the onus of ensuring that every family in his district (who were excluded from the 2012 Baseline Survey of the Swachh Bharat Mission) had access to a toilet and understood the importance of 'cleanliness'.
- Whenever he met people who needed convincing he told them about the connection between Devalaya and Shauchalaya. According to him the two words are similar in more ways than one can imagine. If a Devalaya ensures purity of soul, a Shauchalaya ensures purity of the body. And both of them are required for a person to lead a meaningful life. So donating a toilet to a person in need, to a person who cannot afford this basic necessity, is one of the greatest offerings that can be given.
- While the initial phase – convincing people – was difficult, once they understood the importance of maintaining good personal hygiene, the process became simpler.
- One of the beneficiaries of this scheme, Janmoni Bora has this to say, "Earlier it was difficult. We had to go far and bring water from far, which was all the more difficult at night. We used to go to the bamboo forest behind our house. Now that we have this, it has become convenient for the children and me. If someone can think so much about the health and future of my children by donating from their hard earned money, we can start changing our ways."
- Virendra Mittal began by donating a toilet himself for a widow of his district. Soon this became a norm, and many of the officers from the district not only donated toilets but also started urging their immediate family members to do so.
- While various corporates were approached, average citizens gave most of the support. They not only took ownership of their 'donations' but also ensured more work was done towards the goal.

Learning

- Spirit of Service motivates a person to lead by action. This in turn motivates others to follow the noble examples.
- People can be motivated by bringing out similarities between traditional religious beliefs and modern practices. Moreover, people get touched by charity of others and they shoulder moral responsibility of acting in good faith.

(3) Dedication to Public Service:

- Dedication is the quality of being dedicated or committed to a task or purpose, thought or action.
- Dedication is an important personality characteristic of an individual. In organizational context, dedicated employees work towards achieving the organizational goals
- Under Spirit of Service, people feel the need to contribute to their countries or society in a particular way. The Public Servants work with grace, great enthusiasm and exceptional professionalism.
- Spirit of Service is about believing in what you are doing. It comes from the dedication and commitment.
- Working in India gives the impression that the spirit of service and dedication in the public sector is dying.
- Indian Administrative Systems are known for their 'red tapism' across the world. There is increasing culture of inefficiency and lack of zeal in the government offices.
- Government officers prefer coming late and closing their desks early. Lunch breaks are always prolonged. It has been observed that government officials are never serious about their responsibilities. Modus operandi of government offices is supposed to be 'citizen friendly', but that seems to be only on paper.
- In India getting a government job is safe and secure way of earning steady income plus pension for lifetime. This attitude needs to be changed. India has tradition of 'nishkam karmayog' (performing duties selflessly). Bhagvat Geeta talks about this theory of 'nishkam karmayog'. Self-less or desireless action, is an action performed without any expectation of fruits or results, it is the central tenet of 'nishkam karmayog'. Government officials while performing their duties and responsibilities should inculcate this approach.

Real life example of the value

Description of Problem

- The people of Samatapadar village in the forest area of Nuapada district in Odisha have to walk on a hostile terrain at least for four kilometers just to reach an area where they can at least ride a bicycle. The 73 families from different tribes living here have to travel over 90kms to reach their district headquarters to avail government services.
- Connectivity is the main issue for this village. There is no electricity. Some families do not have ration cards. There are people eligible for social service schemes such as pension for the disabled, widow and the old age people.

Course of Action

- The 2012 Odisha-cadre IAS officer trekked the hilly terrain in two-and-a-half hours after leaving her vehicle at the foothill.

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- The Collector said that she has given directions to fast-track services to this village. Her priority is to construct a road to the village so that connectivity is no longer an issue for the families here. She expects to begin the work by January under the NREGA scheme. She is also planning to set up a community hall in the village so that they can have medical camps there and can also watch television. Since electrification may take time, the Collector is planning to provide solar system soon.

Learning

- Nuapada Collector Dr Poma Tudu proved that officials are not restricted to their offices.
- By dedicating oneself to public services, an officer can take first hand experience of reality and thus can make more informed and objective decision.
- Through undergoing same experience as people and by being with them an officer can increase govt. – people contact.

(4) Patience

- Patience is the ability to stay calm and accept delay or something annoying without complaining. It is also exhibiting forbearance when under lot of stress especially when it is happening for a long-term period.
- It does not mean passivity or helplessness. Rather it is strength. Because, it helps us as a coping strategy especially when we are facing frustrations. It is waiting, watching and knowing when to act.
- Knowing when to seize the moment also needs us to be aligned with our intuitions. It also needs us to understand our emotions well and accurately. Seen from this perspective it is rather an inwards journey which gives us emotional freedom.
- Patience prevents hasty actions and gives us the desired breathing time in which we can take the stock of situation and get together our acts and then act proactively instead of reactively out of frustrations.
 - With the practice of patience we eventually become capable of delaying our gratification.
 - We develop a keen sense of judging whether something is worth working on or waiting for and listening to our intuition also tells us that whether it is right or not.
 - Practice of patience brings out best in us by making us tolerant, compassionate and optimistic. It is no wonder that almost every religion has cited it as one of the greatest virtues useful to know and reach god.

Real life example of the value

Description of Problem

- Kannur district has over 80% of the state's mangroves. It was while kayaking in a river here that Mir Mohammed Ali, A 2011-batch IAS officer of Kerala cadre, noticed the insane amount of pollution and filth in its basin. The mangroves were choking from pollutants, and it was evident that the ecosystem was failing to sustain. He held meetings with multiple stakeholders to find the best way to tackle the issue.
- But he realised introducing large-scale investments, and recycling technology was too large to be achieved in a short span of time.
- Garbage packed in plastic carrybags and plastic plates and cups used in marriage receptions and other functions played a major role in contaminating local water resources in Kannur district of Kerala.

Course of Action

- He hence decided to address this issue by creating an increased civic sense through a system where the people itself are involved in consciously cutting down on plastic waste.
- Mir initiated a focussed campaign towards phasing out plastic carry-bags and disposables last November. At the same time, under his guidance, the district administration heavily encouraged the use of handloom-made bags made by various weavers' cooperative societies of the district.
- Mir also directed heads of local bodies to take stern action against violating business establishments that continued to give away plastic carry bags and disposables such as plates and cups.
- His determination and hard work paid off when the appreciative public joined the effort to make Kannur the first district in the country bereft of plastic.
- To tackle the river pollution caused by the styrofoam materials used in weddings, he decided to introduce a concept of "Green Wedding". He collaborated with our Swachh Bharat team for this. He created a format for an eco-friendly wedding by making simple amends such as replacing plastic cups, plates and spoons with glasses and steel items. The flowers used were natural. And cloth replaced the polystyrene wedding boards.
- There were over 2000 guests in the first green wedding. It had leftover food as the waste generated. By introducing these environment-friendly techniques, they had avoided adding almost 16,000 items of disposable and soiled plastic to the ecosystem. Since weddings are mass social gatherings they also serve as an excellent medium for propagating this idea. He has also collaborated with caterers, wedding planners and auditorium owners to make this option of a green wedding available to their clients. By introducing a certificate for having held such a marriage, he has provided them with an added incentive.
- He presented the same concept in educational institutions for any cultural events they wanted to conduct. Now, in fact, the students are themselves washing their plates. This is helping to instill a sense of discipline while making them more sensitive towards this cause.

Learning

- Patience and determination enables an officer to involve all stakeholder which eventually sensitizes them about the mission the officer has in his/her mind. This also leads to innovation and inclusive action.

(5) Truthfulness

- What is Truthfulness? It is a trait of character of a person which enables him/her to say what is true.
- To say what is real and to be able to point out unreal is not an easy task. First to say what is real a person must know what is real or she should know that she does not know what is true or real.
- In the first case a person is expected to be aware of truth. It leaves little scope for a person to remain ignorant if she desires to be truthful. In this way the quality of being truthful enjoins her to be someone who is constantly in search of truth. It makes her industrious and diligent about what she reads, listens and says too.
- In the second case knowing that we do not know what is true and accepting it makes her more aware about one's limits and thus makes her more humble. It further drives her to expand the horizon of consciousness.
- Seen in these perspectives, first case emphasizes on being more accurate and more respectful for facts. While, second case emphasizes on increasing self-awareness. Knowing oneself according to

many philosophers is a step in the direction of wisdom. In this way truthfulness propels us towards the journey of wisdom.

- What happens when a person is truthful
 - A truthful person commands great respect for her this quality which makes her trustworthy. Her words become authority on what he speaks. People seek her counsel when in need.
 - 'Satyamev Jayate' is the motto of Indian Administration system. This principle enunciates that it's the truth which always prevails. In administration being truthful is perfect recipe for being transparent. Public when confident of truthfulness of the officer, will have little reason to doubt the intention of the administration and resist the idea of cooperation. It makes the activities of administration more people friendly.
 - By being truthful the officer refrains from pandering to the unwanted demands of vested interests and does not succumb to political pressure or any pressure whatsoever. Being truthful also requires courage. Because, many people have vested interest to keep reality from coming to public sphere. However a truthful officer undauntedly will say what is true. Courage in this demands keeping public interest above personal interests. Courage in this demands readiness to face unpleasant consequences for being truthful.
- Truthfulness also assists an officer to be impartial without submitting to distorted narratives, opinions and views. Impartiality, compassion, justice, can all be understood as manifestations of truthfulness to varying degrees. An officer who is truthful will go by facts to arrive at the judgment about the actions to be taken in a particular instance. Her actions will be based on solid proof and thus making her immune from pulls and pressures which she would have faced had she forsaken truthfulness.
- Truthfulness is not a natural gift. It comes to those who make their conscious choice after a deeper thought and observe it assiduously in their actions and speech. Choosing truthfulness a trait of one's character requires deeper understanding about what is most important in our life? What makes our life not only worth living but also worth emulating? It also demands deeper understanding of the fact of our being truthful is always in relation to others means the society in which we live and to which we a lot. Being truthful also requires realization that while being part of the society we also honour an unwritten contract of not deceiving others in return for being not deceived by them. This mutual interdependence would seriously be jeopardized if we decide to abdicate the responsibility of being truthful. Nobody will believe anybody. It will lead to chaos. According to Gandhiji, 'truth is one of the fundamental concepts in ethics, and affects all the aspects of life. The officers when entrusted with authority and power also simultaneously act as role models for society. It also makes a strong case for them to be truthful.'

(6) Transparency

- There are three important components of principle of 'transparency'.
- Firstly, it is related to information sharing.
 - It involves complete, true sharing of information.
 - This information sharing is prerequisite for the right and collective decision making process.
- Secondly, it is related to the act of making the information public for assessment and evaluation.
 - Different pacts, financial transactions, business rules and regulations should be available for investigation.
 - It involves sharing of specific set of information.

- Thirdly, it is related to sharing of information which involves rules and regulations required for free communications and transactions. These components will make the system more transparent and make the system more accessible and easy for all the stakeholders.
- In Administrative system the principle of 'transparency' is referred to unfettered access by the public to timely and reliable information on decisions and performance in the public sector.
 - When daily transactions and daily business of the particular department is openly accessible for all the citizens, stakeholders then that department is considered as a 'transparent' department unit of the administrative system.
 - This type of transparency based work culture makes the government departments more citizens friendly as well as more responsible to the cause of social welfare.
 - In such scenarios, citizens can participate in the decision making process.
 - Transparency will help in the process of strengthening the democracy at the grassroots level.
- These days 'transparency' is become key principle not only in governmental agencies but also at the international level also. World Bank, different International Agencies are pressing organizations for bringing in a 'transparent' work culture. Experts from different fields are highlighting the importance and inevitability of the principle of transparency at various levels of transactions and proceedings.
- Accountability depends on transparency or having the necessary information. To curb financial, environmental and human damage from corruption in construction, government must assure transparency of preparation, procurement and execution process and enforce all relevant laws.
- Gaining and keeping public trust must be approached holistically. For this, threads of integrity, transparency and accountability should knit together, so they will uphold all public administration and ultimately government reforms.

Real life example of the value

Importance of Social Audits

- Most government establishments are reluctant to share power or become accountable, and hence Social audit becomes much more than just a tool of "good governance".
- In India today, there is a growing acknowledgement of social audits as a credible means of institutionalising citizen oversight.

The Meghalaya Example

- Nearly 300 people, mostly women, gathered in a community hall on a sunny afternoon in Lewshillong village, Meghalaya waiting for the "social audit meeting" to begin.
- When the distribution register of foodgrains under the National Food Security Act was read out, there was an uneasy silence. One woman raised her hand to say that the dealer had been charging her more than what was recorded.
- The dealer, the wife of the village headman, reminded people that they had agreed to pay more to make up for transportation losses.
- When the whole hall erupted in cheers of unanimous support for the dealer and disapproval for her act of apparent disloyalty in saying what she did, she stood and softly said on the mike, "I am not complaining. I am only stating the truth".
- The soft voice of Margaret Shabong was the loudest affirmation of what social audits stood for —

speaking truth to power. Her individual act of stating the truth led to an administrative decision of preventing rollover of transportation costs of foodgrains to the citizen.

- The village eventually applauded her, as she spoke again and stood her ground, and a mature deliberative democracy demonstrated its potential in a remote Khasi village.

Lessons from Meghalaya

- The experience of Meghalaya has taught us how social audit is intrinsically related to processes of community participation and grievance redress. The Meghalaya pilots have also helped formulate a practical framework through which that can be done. Draft rules were prepared on the basis of consultation.
- By passing and rolling out a social audit law, Meghalaya has made a breakthrough in the framework of accountability to the people.
- To make social audits robust, it must be driven by citizens groups.
- Civil society needs to shape the social audit campaign, be a watchdog, and staunchly protect the independence of the process.
- Social audits must become part of the demand for effective legislation for the whole country.
- There is therefore an urgent need to come up with a working protocol for facilitating social audits across a range of interventions.

(7) Faith

- Faith as a value means to believe something before one has first-hand experience of it
- For civil servants, faith is invested in
 - in achieving the right ends by the right means
 - in principles and values enshrined in the constitution,
 - in one's intention and ability to overcome the challenges,
 - in the competence of one's subordinates
 - all these things enable a civil servant to discharge his duties with amazing equanimity even in the face of turbulent times.
- Faith makes her to advance steadfastly and gradually towards her small goals which go a long way in fulfilling long term goals. Her ability to envision big picture and to keep faith that her actions are going to be crucial contributors towards realization of big goals keeps her driving.
- Civil servants bereft of such a value as faith find themselves frustrated very soon. In that they give up doing what they thought was right and become a mute spectator in the affairs of development of the nation.
- The job of a civil servant is not always a smooth ride notwithstanding power and authority vested in her hands. With myriad responsibilities, demanding stakeholders, limited resources, plethora of rules and regulations, and responsible to multiple agencies, it is no wonder that sometimes young, dynamic civil servants find themselves frustrated. However, some of them still keep going and passionately discharge their duties. What makes this happen?
 - It is determination to do what is to be done and what is right. Such a determination stems out of a strong conviction in what one is doing as a part of duty.
 - Unless a person is fully convinced of the important role he/she is playing in the larger scheme

of development of the nation, going in the wake of multiple challenges gets rough and tough. Such a strong conviction which acts as a propeller for a civil servant is based on the foundation of unflinching faith.

- Faith in one's abilities and capabilities is different than faith in Public Institutions but both are manifestations of the value of faith. If there is transparency, efficiency in governmental structure and Public Officials who represent the Administration, it will automatically build faith in the minds of citizens. Citizens will start believing in Administration Agencies. But, if there is corruption, red tapism then it will not help building the faith quotient. It will affect the image of Public Administration in the society. Therefore, it is very important for the Administration to build and create the faith among citizens. During Crisis situations like floods, terrorist attacks, earthquakes this 'faith' factor plays a very crucial role. If citizens are satisfied with the Government Agencies, they will cooperate during crisis situation. But if there is this culture of red tapism, citizens are not happy with the agencies, during the time of crisis this discontent may take an ugly form and it may spoil the situation further.

(8) Trust

- Trust means confidence. When you trust people, you have confidence in them — in their integrity and ability. The opposite of trust is suspicion.
- No human relationship can work without trust, be it marriage or friendship or other social interactions and it holds the same for business and public administration.
- One of the biggest Problems facing public services in our country is a lack of trust between bureaucracy and public — manifested by plethora of personnel regulations or rules regarding contracts or delivery of services.
- They are based on mistrust with numerous checks and controls and little delegation, resulting in bad decision-making, creating difficulties for the public.
- Public sector organizations around the world are facing increased scrutiny amid calls for further accountability, monitoring and control.
- Lack of trust hampers the relationship between government officials and common citizens. If culture of trustworthiness is encouraged at all levels, external assessment systems might become redundant.
- If there is lack of trust, suspicion may arise. All relations, be it public or personal, all administrative systems, be it private or governmental should be based on the foundation of trustworthiness.
- The trust held between the public and governments, businesses, and the institutions that serve them, is the glue that holds society together.
- Trust brings out the best in people — they respond by performing efficiently and effectively, and do not need external supervision and control.
- A leader cannot attain objectives of administration alone by herself. She knows that to make it happen she must rely on support and assistance of others. In this she looks for those people who understand what she as a part of administration wants to achieve. She surrounds herself with people who understand her vision. Thereby she builds a team and places her trust in the team members. By trusting others she herself starts earning their trust.
- Being trustworthy is also a mutual exchange and not a one-sided affair. In order to be trust worthy she walks the talk and keeps her promises. She also does what is right notwithstanding pressure to do otherwise. She backs her teammates whenever they are right. She keeps confidential things

confidential. Thus it can safely be concluded that trust as a value requires consistent efforts, time and focus. Both the sides involved in the exchange of trust must consistently demonstrate that they are trustworthy to each other.

Real life example of the value

Description of Problem :

- Juvenile Delinquency and strong linkage between alienation and crime

Course of action

- Youth Parliament Championship - Conceptualised and coordinated by Harssh (the then-ASP of Karveer), this initiative's core aim was to break the strong linkage between alienation and crime by giving the youth a platform to take action against anti-social tendencies.
- Under the pro-active officer's able guidance, pilot projects were started in Aurangabad's schools, where the selected students were divided into teams of three and given a number of topics related to crime (such as sexual offences, terrorism, naxalism, corruption, financial fraud etc).
- Each team was also given the part of a particular stakeholder (like the government, the police department and the civic society) and a speaker from each was chosen to speak about their role in crime prevention. Each team would also be asked to come up with solutions pertaining to the part they were playing.
- When an impact assessment was conducted, it was clear that this bottom-up approach had led to growing awareness among the students about the issues they had discussed.
- More significantly, it was noticed that the students (particularly those from the lower and middle-income groups) were acting as crucial agents of awareness for their family and neighbours.
- In fact, a Thematic Apperception Test (TAT) showed a marked reduction in the potential for criminal behaviour among the participants.

Learnings

- With assistance and encouragement provided by IPS probationers, children could be induced to examine the subject deeply and act as their own agencies.

(9) Honesty and Integrity

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- Integrity in Governance system has been defined as 'a value which includes probity, impartiality, fairness, honesty and truthfulness in administration but it's not limited to this. Impartiality is ever-expanding in scope.' Integrity by requiring that public interest be paramount provides the basis for transparency and accountability.
- Honest behaviour involves two things: one, being honest with self and other, being honest even when there is no one to control it. An honest person is always considered as trustworthy.
- These individuals are known as tough, calm and composed individuals who will handle the complicated situation with confidence. Whenever we want to establish a new relationship be it personal or professional we always prefer it with an honest human being.
- Honesty and truthfulness are considered as the foundation of human relationships. George Washington said, " I hope I shall possess firmness and virtue enough to maintain what I consider the most enviable of all titles, the character of an honest man."
- There are many individuals who for the sake of earning money and fame, prefer being 'dishonest and opportunistic'. But we have to keep this in mind that in future we have to pay the price for the

dishonesty. Honesty upholds individual's character.

- Today lack of honesty and integrity are two biggest challenges in front of Indian Administrative services. Many times people in charge take advantage of their position and power and involve themselves as well as their department into corrupt practices. These types of practices are the real source of rampant corruption in the system.
- There are many anti corruption laws in practice to curb the corruption in public life, but these external measures will not help after a certain limit.
- Honesty and integrity as well as accountability of public administration are prerequisite to and underpin public trust as a keystone of good governance. Corruption and maladministration in this context could be seen as not only individual acts but also the results of systemic failure and indication of weak governance.
- If we want to make administrative system more efficient and effective we have to 'inculcate' these values of honesty and integrity.
- This process of inculcating these values and putting anti corruption measures will together make a desired change in the system and make the administrative system more robust.
- As Douglas Adams rightly said: "To give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity."

Real life example of the value - B Chandrakala

This determined District Magistrate of Bulandshahar is famed for taking threatening stances against illegitimate practices. She always stands against corrupt officers and even got reassigned from her earlier posting as she denied the acquiescent of wrong doings going on. She never falters in openly revealing those people who are not doing righteousness to their jobs. With her involvement, three corrupt contractors were retained, one of them being the brother of a member of the ruling Samajwadi Party in Uttar Pradesh.

(10) Objectivity

- It is one of the foundational values of civil services.
- Definition - It means being guided by facts, proofs, rigorous analysis of these evidences, experimentations, guidance of experts and scholars wherever needed in order to consider the merit of the decision or advice before giving.
- In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, objectivity entails that holders of public office should make choices on merit.
- It makes a civil servant honest and impartial. It provides a strong foundation for rational decision making in the wake various pulls and push. By adhering to objectivity a civil servant can maintain the highest standard of ethical behavior.
- It also brings credibility to legality of the decision making or non-credibility to the law if law had ignored the sound basis of making rules and policies.
- Objectivity demands that a civil servant should ignore his preferences, biases, and be guided by verified facts and the analysis of these facts.
- Bringing such a kind of objectivity can sometimes help civil servants to resolve ethical dilemmas they might face in the course of decision making.
- It would also be useful wherever consensus building will be essential either in formulation of policies or implementation of policies.

- Objectivity when inculcated naturally makes civil servants professionally competent, honest and upright officers.
- By being objective an officer can figure out the conflict of interest if there is one and can guard oneself before it spirals into the accusations of misuse of powers.

Real life example of the value - Bharathi Hollikeri

In the recent months, pregnant and lactating women visiting primary health centres (PHCs) for antenatal check-ups in Telangana's Medak district have been provided with a wholesome lunch on all days of the week. The best part is that this is happening without the addition of a substantial financial burden on government exchequers as the food is brought from local Anganwadi centres.

The idea of serving food at PHCs was conceived by Medak's popular district collector, Bharathi Hollikeri, after she realised that pregnant women often missed lunch because they returned home late and tired after time-consuming medical investigations at the clinics. She also collaborated with IIT Hyderabad to conduct an extensive socio-economic survey of villages that would help identify grassroots issues.

(11) Efficiency

- One of the imperatives of public administration is the achievement of efficiency at all levels.
- Public organizations are responsible to provide the necessary public goods and services to the citizens but that too without any discrimination specifically based on affordability. Therefore it is important to understand different layers of meanings of Efficiency in Administrative Services.
- In normal terms efficiency is related with dedication towards responsibilities. Higher the efficiency higher will be the output.
- In Administrative Services an efficient officer in charge is the one who has clarity about his job, has enough skills and knowledge, one who is sincere and consistent, who is rational, calm and composed in behavior as well as has a skill of public management.
- These are the different shades of being an 'efficient' public official.
 - In private sector and free market scenario efficiency of the employee is directly related to profit making and performance rating.
 - In Government Systems employee's efficiency is not directly linked with profit making but it's related to Public Good and Social Welfare.
 - Government Servants are believed to work as an 'agents of change' for the society.
 - With the help of innovative ideas and programmes they are supposed to fulfill their responsibilities.
- In case of Administrative Services, there is always crunch of resources and budgetary limitations. In such scenarios, efficiency of the governmental officer plays a vital role. If that officer is efficient and skilled enough to manage the limited resources and funds, he can do wonders with it.
- With increasing pressures and threats to security, different challenges like global warming and famine, droughts, 'efficiency' is becoming an inseparable part of Administrative Services.

Example - Poonam Malakondaiah – Efficiency, Impartiality, Non-partisanship

This 1988 batch officer is widely known as an honest, no-nonsense officer. She may keep a low profile, but politicians and other commanding petitioners have found that she is not one to bend to their notions. She has worked in education, social welfare, transport and civil supplies, leaving her name of efficiency and doing the best for the people in every department. Most oddly, she took on Monsanto, creating it to put farmer welfare chiefly.

(12) Impartiality:

- Definition - A value which enables a person to take decisions on the basis of objective criteria or agreed rules or laws of the society rather than getting influenced by biases, prejudices or irrational bases. As Max Weber has pointed out, impartiality is one of the prime virtues of the public officials.
- To be impartial is to be
 - More reliable and predictable in one's dealings with others.
 - Conscious of common good.
 - Readiness to play by agreed rules of the game in the society.
 - Concerned about 'Justice' and 'Fairness'.
 - aware of the rules of the society and to be willing to put them into practice.
- Nowhere the significance of impartiality can be emphasized as in the field of judicial and administrative operations. Its prevalence in their operations makes them most sought after by people in a democracy.
- Public Administration gives more emphasis on rationality and facts rather than values. Impartiality too refuses to let values influence the decisions of a civil servant where fact based and merit based decisions have direct bearing on the outcomes of the activities of bureaucracy. For example activities like recruitment, procurement can be done effectively and efficiently if they are based on the merit or facts. Here impartiality plays crucial role.

Impartiality in Public Administration:

- Impartiality helps civil servants get recognized as upright individuals and are valued for their sagacity wherever it is needed most.
- Impartiality exercised by civil servants gives them higher moral standing vis-à-vis otherwise partisan politicians.
- Impartiality shown by such bureaucrats makes them well known among the public. As a result lobbies, political or otherwise, cannot manipulate these impartial officers via transfers and suspensions to serve their petty ends.
- In this way impartiality enables unflinching loyalty to the society on part of civil servants.
- Impartiality helps bureaucracy perform its intended functions like providing continuity to the state when political regime is in transition or to perform its activities professionally anchored in the skills, knowledge and experience
 - According to Max Weber, bureaucracy is a legal-rational authority. Impartiality is one of those elements which impart this rational character to bureaucracy. Thus without impartiality the core of the bureaucracy will be endangered.
 - Impartiality helps people enforce law efficiently and effectively
 - Public Administration as an entity derives its authority from the law whether constitutional or otherwise. Enforcing law is its primary function. This function suffers when people start exercising partial attitude in discharging their duties. Instead of being impartial they project their world views or let their values creep in their activities. For example, when a victim of sexual harassment approaches a police officer to register her complaint, he or she starts lecturing the victim on the etiquettes of dressing or on the norms of staying indoors in the late night. Here gender biases interfere in the impartial functioning of the law and order authorities.

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- Impartiality helps keep the state secular and guardian of its citizens
 - Public Administration operates in the larger sphere of culture of the society and is influenced by it. For example while starting an infrastructure project say a road or a dam our leaders and bureaucrats are seen performing 'bhoomipujan' (a ritual where place of construction is worshipped). Through this Public Administration pays respect to the sentiments of people. However, when taken to extreme level cultural impact can seriously jeopardize the goals of administration. For example many times in our country we have seen the construction of temples, mosques on the public spaces. While removing such encroachments if impartiality is not exercised it will create communal divide thus endangering law and order situation.
- Lack of impartiality hampers the creation of a welfare state
 - Modern state is a welfare state. As a welfare state, it is not only supposed to look after basic services given to its citizens but also to ensure that these services will reach where they are needed most. However lack of impartiality in such cases lets officers serve vested interests. For example, in Kolhapur district of Maharashtra State many well-off people were found in possession of orange coloured ration cards which are meant for families living below poverty line (BPL). Such instances contribute to further already prevalent inequality in the society.
- Lack of impartiality fosters crony capitalism and breeds an unholy nexus between private firms and public functionaries
 - In the aftermath of LPG (liberalization, privatization, and globalization) in India, the role of Indian public administration has been undergoing a change. It is gradually withdrawing from its traditional role of production and distribution and more focusing on the regulating and enabling functions of the government. In this new role, it has been found to succumb to the pressures exerted by private players. Impartiality in the formulation and application of regulation is needed to create a healthy environment to foster rule based competition and economic growth. Otherwise there will be a great deal of unpredictability in the policies of the government making investors and countries insecure.
- Lack of impartiality in some government decisions have given rise to increase in number of litigations in the court filed by aggrieved people or parties or companies.
 - This has made judicial process further snail-paced. Such cases continue to languish for decades in the courts thus denying justice to common people. Impartial application of law will make delivery of justice easier and speedier.

Real life example of the value - U. Sagayam

U Sagayam a civil servant from Tamil Nadu has been transferred about 20 times in the 20 years of his service. He is distinguished for belligerent against corruption. He was also the first IAS officer to make his assets public. His far-reaching investigation on illegitimate granite-mining in Madurai headed to charges against many known politicians and businessmen. He also seized over 5,000 subsidized gas cylinders that were intended for domestic use but illegally used by restaurants. He scrutinized and upraised his voice against vote-buying. Many people came out and objected to the government's decision when he was transferred to the post of MD of Co-optex from the post of Madurai Collector.

(13) Non-partisanship:

- Non-partisanship is that foundational value of civil service which when put into practice helps a bureaucrat to remain politically neutral and yet strongly committed to the government of the day.

- Here, the role of a civil servant vis-à-vis not only political leaders but also other civil servants is taken into account.
- When he supports or become active part of recruitment, promotion and evaluation process which is free from any political influence. He said to be a non-partisan civil servant. Here, non-partisanship expects him to take decisions on the basis of merit rather than any subjective and irrational criteria.
- At the same time in relation to politicians or political executive he is expected to deal with great political neutrality. It means while giving advice on the affairs of administration and policy making he should observe utmost objectivity and should do it without fear and favour.
- Non-partisanship also demands that officers should implement the laws and policies formulated by the govt. of the day with equal zest. They should not let their personal views, biases, stereotypes in the way of policy implementation.
- Non-partisanship also makes them immune from temptations to pander to political forces out of the desire for post-retirement assignments and positions. It creates an environment wherein an officer would perform with great efficiency and single minded focus on the public welfare.

Real life example of the value - Julio Ribero

As a young DCP in Mumbai, he was bestowed with the responsibility of security of public meeting organized by the labour leader George Fernandes. Intelligence branch of the police updated him the likelihood of attack on the meeting by Shivesena workers. The then Chief Minister wished that attack be allowed to take place. However, he refused to comply with the wish by strengthening the security arrangement and the attack did not happen. The Chief Minister was displeased but Ribero was not punished for doing his duty.

(14) Justice:

- Fundamentally, justice is about the arrangement of relationships in a society. One of the great modern theoreticians of justice, John Rawls, said, 'Justice is the first virtue of social institutions, as truth is of systems of thought.'
- Plato defined it as harmony or balance in the state, thinkers of a religious stamp have attributed it to the ordinances of a deity, and in modern European thought (that is, from the sixteenth century onwards) one influential idea has it that justice arises from natural law, in which each individual has a claim to his or her due by nature, a claim that no subsequent arrangement of society can trump; while another, very different and even more influential idea is that justice is the product of a social contract.
- The idea of redistributive justice tries to raise and answer following questions: Which social benefits and burdens are to be distributed to whom, and why to some and not others? Are there any grounds for sometimes making unequal distributions, or exempting some members of society from a share of the duties and burdens expected of most? One way of framing these questions is to ask, 'In what ways and circumstances should people be treated equally, and in what ways and circumstances should they be treated differently? What justifies the treatment in each case?' A society that recognizes justice as the foundation of equal treatment in certain respects, and equitable treatment in all other respects, has the makings of a good society. 'Equality, and where equality is unjust, equity' would be its entirely appropriate slogan
- Justice means being treated with equal dignity;
- It means being free of unnecessary interferences with our privacy, behavior, or lifestyle choices; and

- It means attending to those in need, especially dire need.
- The primary concerns which are addressed by justice in public administration are:
 - to work towards those goals envisioned by legitimately formulated public policies and second to treat people fairly in the process.
- While referring to justice in the realm of administrative operations following dimensions come into picture.
 - Merit - Here it means people should get what they deserve. Its use makes administration just through the dispassionate, professional performance where rewards are given solely on the competence of the professional.
 - Equality - According to it everyone is treated as someone with legitimate rights and responsible. Such conception of equality sits well with the conception of merit.
 - Liberty - It prevents the arbitrary exercise of the authority; confers freedom of choice and action and ensures minimum interference by bureaucracy in public life.
 - Utility. It means providing the greatest good for the largest number of people, without violating people's rights. This is manifested when some policies are designed in such a way that they benefit largest number of people instead of only few. It is also evident where risk to largest number of people is minimized.
 - It helps administration to take into account the dire conditions of some people due to impact of social change and thereby correct resulting inequities.
 - Justice also acts as a guide to exercise wide arrays of administrative discretion vested in bureaucrats. Public administrators carry out and help to shape the work of governance in their positions in government as deliverers of public services. Justice helps administrators have the flexibility and judgment to provide individualized attention within the framework of law and policy.
- Administration decisions or actions or processes are construed as just or guided by the value of justice when:
 - Such decisions are based on facts and are thus accurate and correct. This takes into account merit approach.
 - If such decision are rooted in the policy purposes of legitimate political authority.
 - These actions reflect consistency of the public administration for the similar situations.
 - They give higher priority to the needs of the citizens over that of bureaucracy's or bureaucrats.
 - Such decisions attempt balance between fairness to individuals and fairness to social ends of policies.
 - Administration provides equal access to decision making platforms, information etc. to all stakeholders.
 - When decisions of bureaucracy are unbiased and impartial.
 - When such decisions are taken in complete transparency and the culture of secrecy is shunned.
 - Administrative actions and decisions are timely and thus done efficiently.
 - They take care of not hurting the dignity and worth of individuals especially those affected by decision or action outcomes.
 - When administration given right to appeal against what people consider is unjust decision or

action.

Real life example of the value -Work Done by P. Narhari IAS 2001 Madhya Pradesh cadre

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1. Creating barrier-free environment: infrastructure building
 - During his tenure as a DC, he had identified 200 individuals from various government departments, private organisations, colleges, universities, the Indian Medical Association, lawyers' association, etc., who would help in achieving the barrier-free environment goal. These individuals are trained by experts.
 - After the training, the individuals were divided into four to five groups and were then tasked to visit various institutions to conduct an 'audit act' to determine if the institutions were accessible. The findings were then discussed with the institutions mentioning the areas where they lack accessibility and were given time and expertise to make the place disable-friendly.
 - What we had found was that they were aware of the building codes. It was actually the absence of training and information that leads to poor infrastructure.
 - The projects took about six months to a year to complete. As for the capital, he says that organisations or departments are usually allocated funds for the upgradation of their infrastructure every year and they utilise them to carry out the projects.
 - A lot of follow-up work is done to ensure that the work is being carried out. "With good follow-up, a lot of positive things happen," he says.
 - The four main things that the programme focuses on are ramps, railings, low-rise toilets, drinking water facilities that are low enough for wheelchair-bound persons to reach.
 - Action was taken against individuals or organisations that did a shoddy job in implementing the project. He says, 'I've seen that in a year, a lot of these organisations change. Once the mindset has been changed, subsequently they will change their infrastructure.'
 - Narahari's work in creating barrier-free environment for persons with disabilities (physical disabilities) in districts of Gwalior and Seoni have won him three national awards, including the National Award for the Empowerment of Persons with Disabilities, 2014, for 'Outstanding Work in the Creation of Barrier-Free Environment for the Persons with Disabilities in Gwalior District.'
 2. Panch Sparsh Program for visually disabled
 - During his time as a DC in Gwalior, the administration, he organised a training programme called 'Panch Sparsh' for visually challenged persons (as they have higher touch sensitivity) that had five kinds of activities, such as massage, acupuncture.
 - Job fairs and a call centre was also set up. Persons who are disabled and also have mild MR can be employed under government schemes. Although there is no cut-off for the extent of physical disability or MR, he states that the employer has the prerogative of determining who fits the role.
 - The programmes have greatly benefitted such individuals as the earnings are better, says Narahari. "The income has gone up from Rs 1000-2000 per month to Rs 3000-4000 per day," he reveals.
 3. Ladli Laxmi Yojna
 - His brainchild programme 'Ladli Laxmi Yojana', aimed with the objective to lay a firm foundation for girls' future through improvement in their educational and economic status and to bring about a positive change in social attitude towards birth of a girl child, adopted in toto by Madhya Pradesh government in 2007, has become a source of inspiration for many a state including the united AP government's Bangaru Thalli.

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- Central government's 'Beti Bachao Beti Padhao' scheme is also said to be derived from the Ladli Laxmi Yojana.
- His another brainchild, Active Tracker device, aimed at eradicating female foeticide has received Manthan Award under e-health category.

(15) Empathy:

- Empathy means to be able to experience emotions felt by others. It means to be able to place oneself in the situation experienced other imaginatively and then feel in the same way.
- It enables to judge other correctly. It gives us the correct understanding the type of problems, its intensity and its root causes which sometimes dry data or facts cannot indicate.
- It brings out human side of official which can harmonise with the pulse of people to whom he/she is serving. It connects the officer with something that is deeply part of the people's lives.
- It helps to break the elitist perception of civil services. It makes administration more people centric. In countries like India which is still developing administration comes in contact with people for development work.
- In this development work it may or may not receive support of people due to their concerns, apprehensions or other perceptions. Unless, administration brings in empathy in play it can build consensus and agreement about the development work it wants to carry out. It not only demands clear and sensible communication from the side of administration regarding the purpose and impact of such work but also deeper and subtle understanding of what exactly is happening in people's minds. How are their perceiving such activities carried out by the administration.
- Administrators with empathy are able to attune to a wide range of emotional signals, letting them sense the felt, but unspoken, emotions in a person or group. Such administrators listen attentively and can grasp the other person's perspective. Empathy makes an administrator able to get along well with people of diverse backgrounds or from other cultures.
- Today our country is witnessing outbursts against some industrial projects across the entire nation. This is partly due to failure of administration to empathise with people. Lack of empathy has prevented administration from correctly gauging the public mood and root causes of such a mood. For example, oppose to petroleum refinery project that is being envisage in Ratnagiri district of Maharashtra state.

Real life example of the value - Empathy

Description of Problem

- During his posting in the district that Dr. Arun T noticed several discrepancies.
- The teachers who were posted to the remote villages refused to work there and silently began to work in administrative and clerical positions at the council headquarters.
- Several teachers were reluctant to go to far-flung areas because it restricts them.
 - Out of 189 villages in the district, 30 were inaccessible at any given time. So they either have to walk long distances or take a boat to reach them.
 - Often being posted to schools in these areas meant the teachers would be completely cut off from the rest of the world.
- The children who deserved equal access to education were suffering for no fault of theirs.

Course of action

- The DC immediately probed an investigation and issued an order to send over 32 teachers, who were employed after 2005, back to their schools
- To tackle this issue and keep the teachers posted to remote parts motivated, the IAS officer came up with a rotational transfer policy.
 - Areas in the district were divided into three categories based on locations like council headquarters, semi-urban areas and rural areas. Every three years, the teachers working in all three locations would be transferred from rural-urban and vice versa

Learning

Empathy and consideration towards all stakeholders in a problem situation creates a positive environment which results in win-win situation. This leads to development of long lasting solutions.

Empathy - The one thing that could save the world: Why we need empathy now more than ever

- Critics say that empathy clouds our judgment and distracts us from true morality. Here's what they're missing
- The art of imaginatively stepping into another person's shoes and seeing the world from their perspective is, it would seem, a most valuable and valued twenty-first century asset.
- Anti-empathy arguments –
 - It is a poor moral guide, lacking the power to inspire us to act on, say, child poverty or humanitarian disasters.
 - "Our public decisions will be fairer and more moral once we put empathy aside and draw on a reasoned, even counter-empathetic, analysis of moral obligation.
 - Having too much empathy can lead to what Bloom calls "empathetic distress" or burnout.
- Pro-empathy arguments –
 - There is no scientific evidence that those with high levels of affective empathy are less able to respond to other people's needs: they are not paralyzed by their sensitivity – indeed many may be motivated by it. Moreover, people who need to keep a cool head when the emotional heat is rising – be they doctors, firefighters or social workers – know to draw, instead, on their capacity for cognitive empathy, an ability Bloom too easily sidelines. And there's a crucial distinction between the two.
 - If affective empathy is our mirror for reflecting others' emotions, cognitive empathy is, by contrast, a pair of shoes that invites us to imagine the world from their viewpoint. Our cognitive empathy enables us to discover those different tastes.
- A second charge against empathy is that it fails at a distance: we empathize more easily with people in our backyards, say the critics, so help our neighbors while ignoring earthquake victims overseas. This is muddled thinking. Proximity is clearly no guarantee of care: we can stroll past a homeless person on our street just as we can be stopped in our tracks by a news story about a woman in Japan left homeless by an earthquake.

Empathy - Companies exercising empathy

It's a long-standing piece of advice: to really succeed at work, you need to be a ruthless, hard-nosed go-getter. Your employees aren't your friends, they're there for one thing and that's to get the job done.

But recent research from The Empathy Business suggests it might be time to rethink that approach. In fact,

those leaders and companies that embed empathy – the ability to understand and share the feelings of others – into their business models perform far better than those that don't.

Empathy - A changing world requires a new approach

The idea that empathy is the secret to business success is a far cry from the dog-eat-dog corporate mentality that has prevailed for so long. What led to this cultural shift?

For Belinda Parmar, CEO of The Empathy Business, and a Forum Young Global Leader, we have technology to thank for that. "Social media has changed everything and lifted the corporate veil. Now we can all see inside the inner workings of a company, and behavior we don't like or agree with is much easier to call out."

It's perhaps no coincidence, then, that tech companies have been the force behind this cultural change. In the latest Empathy Index – an annual ranking of businesses based on how empathetic they are – tech firms make up 60% of the top 10.

- Social media giant Facebook took the top spot in this year's index, and it's not hard to understand why: it listens to what customers and staff are saying, tries to put itself in their shoes, and then makes changes based on that feedback.
- One example of this in action is its Empathy Lab, which gives Facebook engineers the chance to experience for themselves how customers will use their products – even if those customers are visually impaired or hard of hearing.
- The hope, Facebook told Wired magazine, is that designers will understand what their customers are experiencing, and build products that take their needs into account. "We wanted to build empathy into our engineering," a representative explained.
- The shift in focus towards empathy is good news not just for customers, but for companies as well. The businesses towards the top of this year's index increased in value twice as fast as those at the bottom, and generated 50% more earnings per employee than the worst performers.
- They've also got a competitive edge when it comes to hiring the best and most talented staff.

(16) Optimism

- No any other virtue as optimism helps an upright and honest officer to survive the system riddled with favouritism, inefficiency, delays, procrastination, protocols and every possible obstacles which make timely and quality performance next to impossible.
- Definition - Here optimism means an ability to see the positive side of the situation, to hope something good in future and to toil for it in the present.
- It helps to bear hardships with great forbearance. It also helps to withstand pressures and challenges especially when the political landscape is turbulent.
- It gives hope to people with integrity when they are surrounded by people who are unscrupulous.
- It also drives them to work with incompatible people with the hope that they would be able to bank on their strengths while ensuring that weaknesses won't come in the way of realizing their objectives.
- It also enables these public servants to dedicate to the cause of nation at the cost of their own comfort. Because it wards off any inclination to fulfill personal interests when it is perceived that their every attempt to work for public interests is stymied. Thus optimism keeps frustrations especially which arise in hostile environment at bay.

(17) Loyalty

- When it is said that a civil servant must be loyal, the natural question comes, 'loyal to what or whom?'
- For that we need to understand the role and functions of civil servants. Broadly, a civil servant's work can be divided in two categories. One, she provides advice, information, analysis to the policymakers without fear and favour. Two, she unquestioningly implements policies lawfully engendered.
- Looked in this way his first loyalty lies to the public service or to the welfare of the public.
 - This loyalty demands that while providing advice the officer should exercise utmost objectivity, impartiality and non-partisanship.
 - She should not engage in that exercise which will ultimately threaten the well being of people.
 - This also demands to be sensitive to the demands of the public made through their representative and translated into manifestos. Thus officers should provide every possible sound input to create policies which will fulfill aspirations of public.
 - This also demands that the officer should speak out against the policies of the govt. if such policies are against the public interests or nation at large.
- The second aspect of loyalty demands that the officer should be loyal to the government of the day.
 - In this she needs to take into account political sensitivity of the govt. while providing the advice. While doing so she needs to take care to exercise tightrope walk to maintain impartiality and neutrality.
 - It also demands that she will implement the policies brought about legally once they are approved. She will not let his personal preferences, biases, stereotypes or personal concerns into play while implementing the policies. In this way while working for the govt. she will shun himself from the compulsions of political parties. At a time she will not hesitate to advice govt. in way which its party may not like.

(18) Tolerance

- Tolerance is the act or state of allowing or indulging beliefs and practices that might not be preferred or even approved by oneself or the group to which one belongs.
- Toleration is the practice of tolerance; historically the main use of the term relates to the tolerance of religious beliefs and practices different from those of the majority, or from those established in a given political domain.
- In this historical sense, toleration is an exceedingly important notion, for in its absence those who differ from a given orthodoxy might find themselves subject to discrimination, harsh treatment, and even execution; all were commonplace forms of intolerance in the past. Typically the orthodoxy in question was religious, but divergent sexual practices and novel scientific commitments might equally well put espousers at risk in the absence of toleration.
- Tolerance allows a civil servant to handle people with diverse set of ideas, beliefs, ideologies, behavior with great equanimity. He does not discriminate people merely because they are different.
- Rather his ability to tolerate such diversity gives him opportunity to synergize such stakeholders by utilizing their strengths. It also helps in inculcating optimism.
- Tolerance allows civil servants to appreciate different perspectives about the same situation or

fact. It enriches their administrative experience by exposing them to different ideas, opinions, perspectives, beliefs which otherwise would not have happened had they remained intolerant.

- Most of the times civil servants are expected to work in coordination with political leaders to carry out the development activities. These politicians may or may not be versed or aware about the nuances and diverse aspects of administrative work. This may sometimes make them impatient and thus hostile towards procedures and process adopted by administrators. They may sometimes try to influence officers to get things done quickly. However, tolerance on the part of officers prevents such clashes from becoming battles of ego and prestige between politicians and officers. It eventually creates harmony which is essential to attain developmental and long-term goals.

(19) Self Discipline

- Discipline implies obedience, orderliness and maintenance of proper subordination among employees. Work recognition, fair and equitable treatment of employees, appropriate salary structure, effective grievance handling and job-security all contribute to organizational discipline.
- A disciplined employee will be organized and an organized employee will be disciplined always. Employee behaviour is the base of discipline in an organization. Discipline implies confirming with the code of conduct established by the organization. Discipline in an organization ensures productivity and efficiency. It encourages harmony and co-operation among employees as well as acts as a morale booster for the employees. In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization. This requires an instinct of 'self discipline'. Self disciplined employees are the real asset of the organisation.
- An individual who is 'self disciplined' is always one step closer to success than others.
- Self discipline keeps an individual grounded to the reality. This value can be inculcated since childhood, as self discipline is important and helpful to an individual through his/her lifetime.

(20) Equality

- Public administrators, by their training and the dictates of the practice, have helped to advance the course of an equitable, fair and just society. Contributing toward social equity has always been an integral part of public administration. All the institutions of public administration have been instrumental to the promotion and enhancement of equity in the society.
- Inequality can generate hatred and anger which will affect social harmony and peace.
- Indian constitution championed equality, fraternity, justice in all spheres of life. Administrative Officials helps Executive Authorities in designing policies for social Welfare.
- Administration System has to be 'objective' in nature. This 'objectivity' will help to maintain the equality before law. This 'objective' nature will encourage the culture of giving equal treatment to all citizens.
- In Modern Democracy the concept of welfare state is based on the principle of equality. Various welfare schemes are implemented for the formation of an egalitarian society. This society will create equal opportunities for all the individuals. Administrative Agencies and State function as the agents of equality.
 - Therefore the government officials and representatives who act as the face of the egalitarian structures are the ones who are fully aware of the responsibility they are carrying.
 - They should be sensitive and responsible enough to understand and grasp the nature of equality. Then only they will be able to fulfill the expectations.

- Unless political parties and administrative agencies follow impartiality and equality in letter and spirit, equality will not prevail till the government.

(21) Fearlessness and Courage

- An individual needs to be courageous and fearless if he/she wants to achieve his/her destined goal. There is fierce competition in the outside world. One really has to come out of the comfort zone and struggle to reach the ultimate destination.
 - The journey has never been a cakewalk. History is filled with the success stories, where individuals literally conquered tough and impossible battles and achieved success in their lives. Shring Mahara challenged Maurya Empire; Queen of Zanzibar fought against British till her last breath. Columbus and Neil Armstrong made impossible possible and set a high example for humanity. These examples show the importance of boldnesses and courage in achieving difficult and challenging targets.
 - It is very important to understand the connection between these values and Public Administration. Public officials are supposed to serve for Social Welfare. Senior officers and different Department Heads are supposed to work in sync, so that better planning and execution will be possible. It is expected that officers while following the hierarchy in Public Office, should not succumb to the pressures from Senior officers and should be able to resist the wrongdoing. Public Officials should have enough courage and boldnesses to oppose and if necessary expose the corrupt practices by senior officials.
 - During emergency, Public Officials are supposed to show the commitment towards fearlessness and courage. But in reality it has been seen that Public Administrators are very involved in systemic corruption practices. This affected the society and tarnished the image of Public Administrative Agencies on a large scale. During Narmada Bachao Andolan, the concerned Government Officials justified their actions, and told that they were just following the orders of their senior. If they oppose the order, they would have been fired from the services. According to their opinion they can't be held fully responsible for the resultant flaw. These types of examples make this connection between administrative system and its values. In such difficult times, officers supposed to be loyal to their country, their mission, their duty, and then only they can protect the system.

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 Sense of Mission

- ~~Marketing~~ Marketing is a discipline that studies the consumer and their needs and wants, and then designs products and services to meet those needs and wants.
 - ~~Marketing~~ Marketing is a discipline that studies the consumer and their needs and wants, and then designs products and services to meet those needs and wants.

- If there is appropriate division of services being made then the whole system can work effectively. This division of power will make the process of achieving the results smooth. Today, corporate sector is known for its 'system' oriented Work Culture.
- There should be sense of fulfillment as well as joy while performing the duties and implementing the policies of social welfare. Government officials are supposed to put their heart and soul in their job. This sense of mission will bring efficiency and transparency in the administrative system and make it more responsible.

(23) Courtesy

- It is a polite behavior that shows respect towards the others. It also means being polite and treating others in the same way you would have others treat you.
- Courtesy
 - brings out the feeling of self-worth in the others. Everyone wants to be acknowledged and appreciated.
 - brings about humility, caring attitude and sensitivity towards the feelings of others. It is the sign of a refined and cultured personality.
 - creates empathy and helps to diffuse tensions and anxiety in social interactions.
 - does good to the others as well as to those who practice it. Because, on emotional level it creates harmony amongst people living around us. It creates an environment in which people work together well and work industriously.
 - increases productivity and quality of work – because of courteous behavior people in the organization feel valued and appreciated. They realize that their contribution is valued and thus become more productive.
 - increases trust and teamwork – When the staff in an institution starts respectfully and politely treat each other, their trust in each other increases. This makes teamwork a smooth sailing. It gives rise to 'esprit-de-corps' and the people become more thoughtful about their work.
 - increases long-term gain in term of realization of the long term goals of the organization.
 - is the outcome of realization that there are other people who share the same environment as us. It also shows the kind of upbringing of people.
- How to be courteous
 - Do not embarrass others
 - Look for ways of helping others
 - Avoid telling others what to do unless you have to as a last resort. When you do it, do it politely.
 - Avoid interrupting and criticizing others
 - Make a habit of asking, listening, complementing and thanking to show respect
 - Respect others' property
 - Respect others' time especially by being present on time at meetings and doing work on time as promised.
 - Strive for the positive and constructive feedback and interactions with others
 - Show a real interest and act with sincerity.

It is easy to be courteous for a moment but keeping the practice of being courteous up is difficult. Once it is a habit, it costs nothing but pays well.

(24) Diligence

Definition – Diligence stands for a careful application of one's skill set and thorough effort towards the given task.

- It is doing something consistently, carefully, energetically and with persistence and exactness.
- It indicates alertness, dedication and industry, shown in continual effort to accomplish a task.
- A diligent man or woman will follow through his/her every work, once started. This indeed needs a great self-discipline.
- Diligence thus requires and aids self-discipline, which is doing what is right even when you do not 'feel' like doing it.
- Leaders promote discipline in their life because it promotes diligence. They encourage use of discipline and thereby making their followers realize the profit arising out of such diligence. Such people who built diligence through discipline have vision or goal in their life about what is to be accomplished. Keeping their attention undivided on such vision helps them to stay concentrated on task at hand even though such task may seem difficult and monotonous.
- A diligent person –
 - Concentrates on work at hand
 - Carefully follows all instructions
 - Does a job in right manner
 - Ensures completion of the project
 - Does not indulges into laziness.
- Diligence is manifested in –
 - A zealous and careful attention and attitude towards ones work
 - Decisive work ethics
 - Monitoring oneself against any sort of laziness
 - Putting forth full concentration in one's work.
- The lack of diligence results in –
 - Uncountable errors in work leading to disastrous results
 - Laziness breeding inefficiency
 - Daydreaming and resulting proclivity to shun work
 - Lack of regard for completion of the work or timeline
 - Inferior quality of products or services provided
- According to Samuel Johnson, "Few things are impossible to diligence and skill. Great works are not performed by strength, but by perseverance."
- Recently in India lack of diligence by civil servants and unscrupulousness of contractors have led to disastrous accidents like flyover collapse or bridge collapse which claimed many innocent lives. For example deadly collapse of under-construction flyover claimed 18 lives and injured many more people. The police have registered FIR against officials of Uttar Pradesh State Bridge Corporation Ltd. This corporation has been criticized in the past over the standard of its work. This adequately highlights the criticality of diligence in the public affairs conducted by the civil servants.

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(26) Le

(25) Humility

- Humility is the absence of false pride or arrogance.
- A civil servant in order to be a true servant must be able to reflect servanthood. This is not possible without humility.
- Because serving others in a better way requires the ability to accept sincere feedbacks and desire to improve upon shortcomings.
- It needs the acceptance that we might be wrong or we might commit mistakes. Without this realization it would be quite difficult for a person to open up his/her mind to any constructive suggestions which might help to serve people better.
- It also requires fair and just and objective assessment of one's strengths and weaknesses. This in turn requires humility. A humble officer does not seek spotlight rather she lets other shine and grow.
- In this way people who are in contact with such a person always feel empowered. This is rather because being aware of one's limit the true leader never hesitates to admit that she doesn't know something. This admission of 'I don't know it' fact lets others to fill the gap. It in a way empowers her teammates. She thus let others help herself. She remains always willing to learn from others.
- Humility of a leader doesn't lies in what she does rather in what she is. It is rather inherent part of her character.
 - This also shows her readiness to give higher priority to common good over personal interests.
 - A humble leader displays 'quieter leadership' i.e. listening, being transparent, aware of one's limitations, recognizing the strengths and contributions of teammates etc.
 - It becomes an effective way to involve and inspire the people working with a leader.
 - A humble leader creates a legacy by which tomorrow's leaders are created.

(26) Legality

- Legality is a synonym of rule of law – a value that aspires towards the progressive reduction of arbitrariness in governance.
- Bureaucracy while reducing arbitrariness to achieve rationality also helps to achieve legality.
 - Max Weber's ideal bureaucracy was characterized by; an explicit purpose with which all officials identified; a determinate hierarchy setting out the responsibility of all officials; officials roles that were defined independently of the individuals; and governance by formal written rules based on rational assessment of organizational aims and resources. From above attributes of bureaucracy we can say that they promote legality too.
- Legality as a value of civil services has many dimensions as well as consequences. Bureaucracy is often considered as a mechanism of the government to implement policies. While implementing policies, irrespective of who have made these policies, bureaucracy is expected to be neutral and impartial. This can only happen when dos and don'ts are clearly laid out for the conduct of bureaucracy. One of the tools which are used to make this happen is 'law'.
- Bureaucracy is largely held responsible for the enforcement of law in its letter and spirit. Therefore 'legality' becomes one of the criteria to measure the propriety of the administrative actions taken by civil servants.

- It means whether the actions and behavior of the civil servants are within the bounds of law.
 - They are not expected to cross the limits placed on their authority and functioning. This brings not only value neutrality but also enables them to be nonpartisan in their functioning.
 - Legality offers both the autonomous benefits and instrumental benefits.
 - For example, legality enables members of the community to predict the official activity and hence to plan their lives effectively.
 - Secondly it constrains the official behavior and thus protects common people from arbitrary and discriminatory actions by public officials.
 - In the absence of legality officials may govern according to personal whims, change policies without reasons and act inconsistently.
 - Allowing legality prevail means allowing 'rule of law' rule. It saves bureaucrats from facing wrath of media trials and mock trials by vested interests for doing things which, in the absence of legal norms, would be susceptible to questioning by other stakeholders of the state.
 - Legality also has instrumental benefits. It means those outcomes which are particularly desired by the society or a section of society.
 - Thus it acts as a facilitator of the administrative actions especially in those cases where positive discrimination is desirable and also preferred by the government of the day. Basing administrative decisions and actions on the law gives credibility to actions of civil servants.
 - Moreover such legality enables public officials to work in the mission mode. It means to actively pursue some specific targets. This is especially conducive for developing countries like India.

(27) Responsibility

- Responsibility is considered as valuable and important for the successful discharge of functions and realization of goals of civil services.
 - The term responsibility and accountability are often used interchangeably because of some similarities like both of them flow from bottom to top. However they are different because in case of responsibility a person is expected to do or not to do something but in case of accountability he is made answerable to what he is expected to do or not to do something.
 - Therefore it can be said that while responsibility is not formally imposable, accountability is imposed on the person and there exist formal mechanisms to impose it. Thus responsibility flows from the sense of duty whereas in accountability a person is made to take ownership of his actions or inactions. Both of them owe their existence to the fact of having some authority assigned to the person. However in case of responsibility some delegation is possible while it is not possible in case of accountability. Moreover a person's performance cannot always be measured objectively based on his responsibility but accountability helps in the measurement of a person's performance.
 - In a democratic set up bureaucracy is supposed to work under the directives of political executive. Its role is broadly confined to provide professional advice and inputs for policy formulation without fear and favour as well as to implement the policy with maximum possible efficiency and effectiveness when formulated. While doing this bureaucracy is made answerable to various stakeholders of democracy like political executive, parliament, judiciary etc. It is also endowed with some discretionary powers to facilitate its functioning. It is then expected that such a power will be utilized by officials in responsible and sensible manner. In the exercise of this often wider

discretionary powers the only mechanism to which they are made answerable is 'inner check'. That is a sort of 'self-control' arising out of obligation of civil servants due to the standards and ideals of their profession.

- According to Fritz Morstein Marx, "The heart of administrative responsibility is
 - a unified conception of duty, molded by ideological and professional precepts;
 - a firm determination on the part of the official to sacrifice personal preference to the execution of legislative policy
 - to infuse his energies and his creative impulse into his task;
 - a wakeful consciousness of the deference he owes to the people and its vital interests.
- Administrative responsibility emanates from an attitude of true service. In the shaping of this attitude, the ethical outlook of the official is only one, though a very important, factor.
- Thus in this way 'responsibility' as a value of civil services emerges from administrative ethics where it is understood as duty containing both ideological and professional elements and subordination of personal interests to those of citizenry.
- Professional integrity and ethics hinge primarily on the individual's sense of personal responsibility for all acts and decisions in which he engages.
 - Owning to one's convictions, taking responsibility for one's actions and decisions represent the toughest challenge that professional must face. Taking cover under orders; stealthily "passing the buck" soon blunts one's sensitivity as well as moral judgments. Men and women are reduced to faceless instruments of powers. It should be remembered that officials are not obliged to follow illegal orders;

(B) Bioethics

Introduction

As the name suggests, bioethics is the study of ethical questions raised by the rapid advance of the biological sciences. It also and very importantly comprehends medical ethics too. In the non-medical biological sphere such matters as genetics and the various and often unforeseeable implications of genome mapping, genetic modification of crops, cloning, animal rights, and aspects of controversy over evolutionary theory, are much and often heatedly debated. In medical ethics the controversial topics include abortion, euthanasia, end-of-life care, paternalism and informed consent, patient rights, sensitive questions related to fertilization and embryology including sex selection of embryos and genetic enhancement, psychiatric treatments, stem-cell research, human cloning both therapeutic and reproductive, and much more.

Below is an article appeared on the above topic.

Bio-ethics - Is active euthanasia the next step?

Yes, the operative term in the question being "is", and not "should... be". If passive euthanasia is a guaranteed fundamental right, a rigid "active" versus "passive" euthanasia distinction (APD) is analytically unsustainable. In *Common Cause v. Union of India*, the Supreme Court expounded the basis of its 2011 ruling in *Aruna Shanbaug v. Union of India*, which permitted "passive" euthanasia, including "involuntary" passive euthanasia for mentally incompetent patients, in certain terminal cases. Ruling that Article 21 of the Constitution guaranteed the "right to die with dignity", the court also issued interim guidelines to enforce individuals' living wills in case of future incompetence.

Active and passive

Aruna and Common Cause have incorporated the judicial APD evolved primarily by U.K. courts. In popular discourse, APD has become shorthand for an apparently axiomatic ethical and legal dichotomy between "killing" and "letting die". But the ethical and jurisprudential underpinnings of the apex court's rulings logically dictate that the right declared in Common Cause extends to "active" euthanasia in carefully circumscribed circumstances.

Overall, judges and commentators recognise that in the context of euthanasia, *ceteris paribus*, there is no legally intelligible difference between deliberately “doing” (active) and “not doing or stopping to do” (passive) something that leads to death. Nor is there any articulable reason why “withdrawal” (as opposed to “withholding”) of current treatment isn’t an illegal “active” decision that hastens death from the underlying cause, much like a lethal injection that also accelerates imminent death. To quote Lady Hale of the U.K. Supreme Court in *Nicklinson v. Ministry of Justice*, “Why does active assistance give rise to moral corruption on the part of the assister (or, for that matter, society as a whole), but passive assistance [does] not?”

As a result, APD is a morass of legal fictions about intentionality and the "ultimate" causation of death, which don't withstand scrutiny. More importantly, it may unjustly deny a recognised fundamental right to those who need assistance to access it. A tragic U.K. case showcased the dangers of treating APD as an axiomatic rule that overrides legitimate requests to exercise the right. Diane Pretty, while mentally competent, was in the terminal stages of incurable motor neurone disease, which left her completely paralysed from the neck down. Faced with the prospect of progressive suffocation as her breathing and swallowing muscles failed, Pretty required assistance to effectuate a dignified and bearable death in a manner and time of her choosing.

To be clear, these inherent contradictions in APD are the inevitable outcome of fragmented rule-making by courts hamstrung by the lack of a comprehensive and coherent legislative and policy framework. APD is an elaborate and flawed judicial construct arguably necessitated by overarching policy concerns, namely, potential for abuse by unscrupulous individuals; the spectre of criminal prosecution of benign doctors and families; and the exercise of judicial restraint on a sensitive issue that warrants legislation embodying the democratic ...

These dilemmas fall within the realm of Parliament, which must act to resolve them. As Justice D.Y. Chandrachud notes, "the meeting point between bio-ethics and law does not lie on a straight course," and these complex issues "cannot be addressed without the legalisation and regulation of active euthanasia" (emphasis added).

By emphatically erring on the side of self-determination and recognising passive euthanasia with certain safeguards as a fundamental right, Common Cause signals that APD's days are numbered. Whether couched as "dignified death" or "bodily autonomy", there is no reasonable basis for negating the right vis-à-vis a patient whose circumstances warrant assistance to exercise it.

Source - Opinion The Hindu 16th March 2018

Summary

- Article 21 of the Constitution guaranteed the "right to die with dignity." In the wider interpretation of this right In Common Cause case SC has permitted involuntary passive euthanasia for mentally incompetent patient and has given interim guidelines for to enforce individuals' living wills in case of future incompetence.
 - When passive euthanasia has become a guaranteed Fundamental Right, the distinction between 'active' and 'passive' euthanasia appears flawed. Because, there is no legally intelligible difference between deliberately "doing" (active) and "not doing or stopping to do" (passive) something that leads to death.
 - APD may unjustly deny a recognised fundamental right to those who need assistance to access it e.g.

A tragic U.K. case of Diane Pretty

- The contradictions in APD are due to fragmented judgments delivered by courts to address concerns like potential for abuse by unscrupulous individuals; the spectre of criminal prosecution of benign doctors and families etc.
- Moreover, judiciary admitted that this issue belongs to parliament to legislate because it is a very sensitive issue which needs democratic will to reach satisfactory solutions.

(C) Business Ethics (Corporate Governance)

Introduction

As the name suggests, business ethics is the project of applying ethical principles and concepts to an area of human activity in which aims, motives and methods are not notable for their ethical nature. Indeed appearances seem rather to the contrary, for business is about making money, turning a profit, buying for the least and selling for the most, beating the competition, enticing people to buy one's goods and services with blandishments, promises, psychological techniques of suggestion - and other things besides that do not immediately smack of altruism, the milk of human kindness, or even honesty.

But a moment's reflection shows two things: that there is nothing wrong per se with doing business and making money, provided it is done with probity; and there is no reason why ethical standards should not apply to business activities just as they do in every other walk of life. Given the particular nature of business practices and their aims, business ethics - as a branch of applied ethics in general - is the endeavour to show how those aims can be achieved consistently with good standards.

Below are some of the examples which show success or failure of ethics in business or corporate world.

(1) An unethical place: Waning ethics in India's private sector

- The corruption in India is no longer a phenomenon confined to politicians and civil servants but it also has spread to private sectors especially among the businessmen and white collar professionals.
- Some facts about corruption in India:
 - 70 years after independence and 25 years after economic reforms India is still a tough place to do business.
 - India ranked 79th out of 176 countries in Transparency International's 2016 Corruption Perception Index and in the preceding year most corrupt country among 16 Asia Pacific Countries.
 - Nearly seven in 10 Indians who had accessed public services paid bribe.
 - India was ranked the most unethical of 13 major economies in the 2016 Global Business Ethics Survey, behind even Brazil and China
 - Last year, Ernst and Young's Asia-Pacific Fraud survey found that unethical practices are rife in India's business community with 78 per cent of Indian respondents surveyed saying that bribery and corrupt practices occur widely, while 57 per cent said that senior management would ignore the unethical behaviour of employees to attain revenue targets.
- Oft repeated complaints from foreign investors and companies are:
 - Indian businessmen don't understand the concept of good faith in negotiations.
 - Legal agreements are routinely flouted — often in cahoots with the authorities or the court system.

- Creative accounting is a commonplace hazard, as is illegal diversion of profits by promoters.
- Other corrupt practices by white collar professionals who are Indians-
- Several investment managers are notorious for arranging funding in return for kickbacks.
- Likewise, in many countries, private lawyers are allowed to certify copies of documents rather than having to go to a government office — something that is unthinkable in India given prevailing ethical standards.
- Indians in the management ranks are known for taking cuts on deals and purchasing contracts.
- Indian names feature disproportionately in insider trading scandals on Wall Street and the City in London.
- In Silicon Valley, Indians dealing with outsourced staffing for technology companies are notorious for collecting facilitation fees through their spouses.
- The corroding ethical fabric of the country is not just an issue of morality for its own sake. No economy can perform at a high level without a basic level of integrity. The pervasive unethical behaviour of the sort that we now see in India destroys trust. As trust erodes, the cost of doing business will soar, affecting India's competitiveness and attractiveness as an investment destination.
- Unfortunately, stricter rules and regulations and better policing of businesses are no solution. No amount of compliance and governance can substitute for sound moral fibre.

(2) Empowerment of Farmers through CSR by a corporate giant

- Indian agriculture has plethora of challenges to take head on:
 - To provide food security to 1.5 billion people by 2030.
 - Vagaries of nature and climate change.
 - Inadequate irrigation systems
 - Shrinking landholdings
 - Erratic rainfall
 - Rising farm production and management costs
 - Inadequate access to timely information, credit and markets.
- One of the corporate giants i.e. ITC has come up with a novel and evolving CSR model namely ITC E-Choupal.
- An ITC e-Choupal is an internet kiosk in the home of a fellow villager. An innovative model embedded with social goals, the ITC e-Choupal empowers farmers and hopes to trigger higher productivity and income through a host of services related to know-how, best practices, timely and relevant weather information, a transparent discovery of prices, access to quality agri-inputs at competitive prices and so on.
- The person manning the kiosk can measure the quality of farm produce and issue a conditional note to a farmer who wants to sell to ITC hub i.e Choupal Sagar located within 30 kms. Here further testing is done and farmer is given a choice as well as insights into better farm practices.
- It gives better connections to other markets thus freeing the farmers from exploitative middlemen.
- Soil testing laboratories at ITC hub give recommendations for fertilizers and additives based on testing of soil samples.
- Farmers are under no compulsion to sell their produce to Choupal Sagar. However, payment is

done within few hours if farmer sells his produce at the hub. This in contrast to mandis where payment takes couple of days.

- Rise in productivity and income gives opportunity for further investments and diversification of income resources like animal husbandry etc.
- ITC also runs women empowerment program imparting entrepreneurial skills to women.
- Through Soil and Moisture Conservation Program ITC address the issue of depleting natural resources. It has also helped farmers to expand areas under irrigation through its water stewardship.
- In the next model ITC is planning to act as an aggregator of host of agricultural services by integrating them. The evolved model will cater to the new generation of agri-entrepreneurs and agrarian start-ups dealing with a wide array of services from hyper-local weather forecasts to support systems for precision agriculture; from sensors for smart irrigation to drones for crop-health monitoring; from image processing for disease recognition to predictive analytics for epidemic management; from next-gen farm management to online consumer outreach directly.

(3) Compassionate Heart and Business Mind

- Hands that serve are more sacred than lips that pray." The words of Mother Teresa had a profound effect on Dr Devi Shetty, who was the late Nobel laureate's personal cardiac surgeon in the early 1990s.
- Dr Shetty then worked at the Birla Heart Foundation in Kolkata (Calcutta then). At the time, he would see over 100 heart patients daily. Most needed surgery but never came back for it. This intrigued him.
- He soon found out that the high cost of cardiac surgery (Rs 1.50 lakh then) was the reason. He realised that almost 80 per cent of health-care expenses in the country were borne out of pocket. Even worse, 47 per cent of rural and 37 per cent of the urban population either borrowed money or sold assets to pay for medical expenses. Indians are genetically three times more vulnerable to heart attacks compared to Caucasians. Yet only 120,000 heart surgeries were performed annually when the need was for two million. "It was clear costs had to come down," says Dr Shetty.
- Quality health care and affordability did not go hand in hand. Those seeking affordability had to be content with government hospitals, while quality seekers had to spend their way into private hospitals. Dr Shetty began searching for a model that would marry affordability and quality. "I was certain of one thing though - charity is not scalable while a sound business model is," he says.
- In 2001, he founded Narayana Hrudayalaya (later renamed Narayana Health or NH) in Bangalore with a mission to take affordable health care to the people. What started as a 280-bed hospital then has, in the last 13 years grown to become a 26-hospital network with 6,900 beds across 16 cities employing 13,000 people and 1,500 doctors. It has so far performed over 100,000 cardiac surgeries and 250,000 cath lab procedures. The group performs 150 major surgeries (including 44 cardiac surgeries) daily.
- NH says about 12 per cent of all cardiac surgeries done in the country are performed at its hospitals and 50 per cent of its patients are from the economically-weaker sections. NH has been able to achieve this by bringing the cost of surgery down. According to an article by Vijay Govindarajan, innovation guru and Coxe Distinguished Professor at Tuck School of Business at Dartmouth College, US, in Harvard Business Review, NH's average cost of a bypass surgery is \$1,500 (Rs 90,000) compared to \$1,44,000 in the US, \$27,000 in Mexico and \$14,800 in Colombia. Interestingly, NH's cost of cardiac surgery is significantly lower than what it was in India 13 years ago.

- The lower cost has not come at the expense of quality. NH's mortality rate (1.27 per cent) and infection rate (one per cent) for a coronary artery bypass graft procedure is as good as that of US hospitals. Incidence of bedsores after a cardiac surgery is globally anywhere between eight and 40 per cent. At NH, it has been almost zero in the last four years, points out Dr Shetty.
- The focus on both cost and quality has not hurt NH's financials either. While NH's revenues grew by over 200 per cent in the last five years to Rs 827.35 crore in 2012/13, its earnings before interest, taxes, depreciation, and amortisation (EBITDA) margin is a healthy 13 per cent. (NH's EBITDA for 2012/13 stood at Rs 97.79 crore.) Private equity funds JPMorgan and Pine Bridge have picked up a 24 per cent stake in NH. They clearly believe NH is creating long-term value for investors.
- How did Dr Shetty manage to successfully tie affordability and quality together? "The most important reason for NH's execution success is its commitment to purpose. Organisations that pursue bold dreams can inspire their employees to achieve the impossible. NH attracts doctors, nurses and other staff who buy into this vision that they must provide high tech, high quality care to all, irrespective of means," says Govindarajan.
- Commitment to purpose is just one reason. Dr Shetty came up with a model that leveraged economies of scale. He built large hospitals and attracted large number of patients through innovative schemes such as micro-insurance and telemedicine. Higher volumes cut per unit cost of surgeries. When you perform open heart surgery on an assembly line, not only does the cost go down but quality goes up. Performing a medical procedure repeatedly improves a doctor's skill and reduces errors.
- Dr Shetty then leveraged the hierarchy of medical talent in optimising surgical procedures. At NH, doctors operate as teams. Each team has a specialist, junior doctors, trainees, nurses and paramedical staff. "A bypass surgery typically takes about five hours. The critical part, which is the actual grafting, takes only an hour. The specialist does that while harvesting of the veins/arteries, opening and closing of the chest, suturing and other procedures are done by junior doctors. The preparation of the patient is handled by nurses and paramedical staff," says Dr Lloyd Nazareth, President and Group Chief Operating Officer at NH. This process leaves the specialist free to perform more surgeries. At NH's Bangalore facility, a surgeon, on average, performs four surgeries a day, six days a week, taking his weekly tally to 24. NH says this is far higher than the number performed in any hospital globally, and dramatically reduces cost.
- Also, frugality is the watchword at NH. It does not buy all its equipment. It leases some on a pay per use basis. This keeps capital costs low. Great emphasis is given to maintaining equipment and extending its life. The buildings are designed to keep costs low, too. NH's Mysore Hospital was designed and built at a cost of Rs 18 lakh per bed, when the thumb rule cost of a similar hospital is Rs 50 lakh to Rs 1 crore a bed.
- At times, no doubt, the frugal approach did not work. The concept of zero inventory, for instance, was one such. NH did not store consumables and got suppliers to deliver them just in time. There were problems and the measure was reversed, and an in-house store set up.
- NH also adopted technology to aid information flow. Here too the frugal mindset came into play. It deployed its enterprise resource planning (ERP) on the cloud rather than setting up data centres. This not only cut initial costs but was easily scalable. The IT system helps NH in many ways. An sms is sent at noon daily to senior doctors and administrators informing them of the previous day's revenue, expenses and EBITDA details. This enables the management to decide quickly when requests for free or subsidised surgery come.

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- NH also mines data to raise quality levels. Its business intelligence model throws up real time data on 30 different parameters that the management may want to track for improving efficiency.

(4) Never Ending Cycles of Corporate Scandals

- What companies do aftermath of a scandal very much informs how they approach the next one.
- What most companies do aftermath of a scandal?
 - they try to scapegoat people, calm it down, and that often works in the short term
 - get rid of even more people who have experience or may have seen what went wrong but weren't involved
 - get rid of the stories around it, which is really crucial
 - it's swept under the corporate carpet
 - old leadership is sacked or quietly moves on, and new leaders want to start afresh
 - don't like being reminded of our mistakes.
- But some organisations do learn. The textbook case of learning from a disaster and not doing it again is the changes Nasa made following the Columbia space shuttle disaster in 2003. The orbiter's left wing was damaged by a piece of insulating foam falling off its external fuel tank. All seven crew died on re-entry.
- They often then go through that case in detail with their new recruits. So the stories remain. This engenders the idea of safety first and that speaking up is a good idea. Failures that cause immediate death are obviously the most potent.
- What are the other causes?
 - Over-ambition is another factor.
 - people are promoted on delivery - I can deliver stuff, I can get things done.
 - they become obsessed with getting things done rather than questioning how they get things done
 - this explains some of the blind eyes or lack of interest from senior managers in this and other scandals
 - Many of the problems come from over-promising first and panicking over delivery second. Which leads to the temptation to bend the rules.
- From here on in, a problem known as normalisation of deviance creeps in.
- Normalisation of deviance is a consequence of herd behaviour. It occurs most soberingly where something bad happens and nobody says anything because everyone is expecting that someone else will instead.
- As a result more and more odd behaviour is tolerated; like selling insurance people don't want or need, rigging international loan or currency markets or hacking people's phones.
- This odd behaviour is often perpetuated because the organisations in question keep hiring the same people with the same views. The cure is diversity.
- Another problem is ever-higher targets for companies in markets that aren't growing.
- The difficulty of standing up against these situations is drowned out by the here and now. And the pressures for short-term gain. Quarterly profit targets trump ethical behavior.

Solutions

- Better to hire people with a variety of skills and approaches and give them the freedom to disagree.
- Because markets and information now move so quickly, business leadership means hiring good managers, entrepreneurs and diplomats, and as no one person can be all three, having an all-powerful leader who decides everything no longer makes sense.
- Another thing to fix is the current consequences of being a whistleblower. Today it's a quick way to end a good career.
- Catching things before such intervention is needed is one solution, and treating people doing the right thing as winners is another.
- There must be some consequence for bad leaders who have perpetuated poor culture.
- And finally, make sure failure isn't buried or swept under the carpet.

(5) Making India Inc. accountable

- Current status of corruption in corporate world:
 - OECD report hints at multinational companies using internal loans and complex financial structures as a strategy for tax evasion.
 - It raises several concerns relating to the erosion of the tax base in countries due to multinational companies adopting such practices.
 - The Global Financial Integrity Report, released in December 2013, shows that 60 per cent of black money generated in developing countries such as India happens because of corporate tax evasion.
 - In this report, India figures among the six Asian countries that are in the top 15 exporters of illicit capital, mostly due to trade-based money laundering. The report further says real GDP growth is significantly related to driving the flow of illicit money.
 - It means greater economic growth and greater international trade is only likely to increase illicit capital flows out of the country.
 - A 2012 White Paper on Black Money brought out by the Finance Ministry had observed that in India, more than 60 per cent of global trade is carried out by associated enterprises of multinational enterprises, with shifting of taxable income from high-tax to low-tax jurisdictions in these enterprises being a favoured method for minimising tax liability.
 - While the current discourse has largely focussed on the question of bringing back illicit money that has already been transferred discreetly to Swiss banks, there is also need for concentrating attention closer home and looking at ways to strengthen vigil mechanisms that will ensure the accountability of corporate firms in India.
- Supply side of corruption:
 - The 2014 Global Fraud Survey conducted by Ernst & Young's (EY) Fraud Investigation and Dispute Services (FIDS) wing shows that "unethical behaviour" persists among Indian businesses with practices to win/retain businesses ranging from offering entertainment, making cash payments, giving personal gifts and misstating company's financial performance.
 - A whopping 71 per cent of participants in the survey said at least one of these practices for winning/retaining businesses was "justified" in India.
 - Further, to the question whether bribery/corruption happens widely in businesses in India, 68

per cent of the participants answered in the affirmative.

- The report further shows that 71 per cent of Indian participants had not received any anti-corruption training and 53 per cent also reported the absence of whistle-blowing hotlines for monitoring compliance with anti-corruption laws in India.
- In another 2014 survey by EY FIDS on the compliance with the whistle-blowing framework provided under the Companies Act, 2013, only 13 per cent of the respondents indicated that their whistle-blowing frameworks were fully compliant with what was required by law.
- While many organisations had a whistle-blower policy in place, half of the respondents offered only one channel for reporting of complaints — which is more a 'tick in the box' approach than actually reaping the real benefits of a whistle-blowing framework. This shows that while organisations are taking the initial steps to be compliant, they still have a long way to go in establishing a robust whistle-blowing framework.
- There is not enough incentive for reporting of financial malpractice among Indian enterprises at present.
- The Companies Act 2013 has introduced a provision for mandatory vigil mechanism to monitor fraudulent practices, and also ensured the appointment of independent directors, who must "ascertain and ensure" that the company has an "adequate and functional" vigil mechanism and that the interests of the person using this mechanism are protected.
- Whistle-blowing frameworks within companies cannot be an answer for addressing ongoing black money-related concerns since the matter largely falls within the realm of banking and taxation. But they help in pressuring companies to comply with anti-fraud mechanisms mandated by law.
- Having a reporting mechanism to an independent body such as the Financial Intelligence Unit (FIU), under the Ministry of Finance, could also be considered as a good starting point.
- Lessons from USA
 - The anti-fraud mechanisms available in the United States have saved millions of dollars of losses to the government there.
 - The False Claims Act in the U.S. allows citizens to report instances of abuse of public money for personal gain. For every dollar that the U.S. government invests in implementing this law, they earn back 20 dollars.
 - To cover tax frauds, the U.S. Internal Revenue Service runs a separate whistle-blower programme.
- Switzerland's envoy to India Linus von Castelmur had remarked that India must show proof of fraud before seeking information from them on the illegal wealth of Indians held in their banks. The envoy's comments draw attention to the perils of not having a healthy monitoring mechanism to curb fraudulent financial transactions in India.

(D) Good Governance PREET SAR C - UNDP

Introduction

UNDP enumerates the following characteristics of good governance. They are not exclusive but mutually reinforcing:

- (a) Participation - All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on

freedom of association and speech, as well as capacities to participate constructively.

- (b) Rule of law - Legal frameworks should be fair and enforced impartially.
- (c) Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned, and enough data is provided to understand and monitor these.
- (d) Responsiveness - Institutions and processes try to serve all stakeholders.
- (e) Consensus orientation - Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.
- (f) Equity - All men and women have opportunities to improve or maintain their well-being.
- (g) Effectiveness and efficiency - Processes and institutions produce results that meet needs while making the best use of resources.
- (h) Accountability - Decision-makers in the government, the private sector, and civil society organisations are accountable to the public as well as to institutional stakeholders.
- (i) Strategic vision - Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

Good governance - Swachh Bharat Mission Mysore style: Here's one city turning India's mountain of trash into cash

Current situation of waste management in India:

- Indian cities produce about 62 millions of waste every year of which 82 percent is collected and only 28% of that is treated and processed.
- Most goes into landfills, open dump sites or is just left on the ground, often clogging rivers and drains.
- The recent rapid expansion of India's economy has moved its reputation for poor sanitation and dirty streets into a full-blown crisis.
- Rising wealth and consumption, and growing urbanization could cause the amount of urban solid waste to increase five-fold by 2051, according to a paper published in 2016 by researchers at New Delhi's Jamia Millia Islamia University.
- Cities that can find an economic way to deal with the issue could reap a windfall in terms of investment and the benefits of a healthier community.

What Mysore does?

- "We don't want waste to be waste; we want to get wealth out of it," says D.G. Nagaraj, health officer of the Mysuru City Corporation. "Zero landfill is our motto."
- Every resident of Mysore is provided with two bins for – compostable and non-compostable matter.
- There are 400 push carts and 170 auto tippers to take collected trash to nine recycling centres and a compost plant.
- Recycling centers segregate reusable items and sell them to scrap dealers while remaining is composted and sold to farmers.
- The key lies in appealing to public for waste management. For that local government runs regular campaigns including morning radio jingles, WhatsApp messages, street plays and pamphlets. Government employees go door-to-door to create awareness among residents.
- Recycling units are mostly set-up by local residents and NGOs and they manage their costs by selling

- scrap. These centers process about a quarter of trash generated while half is processed at compost plant.
- For the waste-to-fertilizer plant, Mysuru charges an annual fee plus takes 5 percent of the finished compost as payment. It also collects a solid-waste management levy from residents along with the property tax to help subsidize the program.
 - Most of the Indian municipalities don't have enough manpower, vehicles, infrastructure and revenue to support the segregation.
 - Mysuru's system depends partly on government support. The federal government last year began offering subsidies both to set up compost plants and to run them. Before the central government grants, only about 70 percent of the costs of the plant were covered by the sale of fertilizer.
 - The incentives have helped boost the nation's production of compost from waste to 1.31 million tons in August from 0.15 million tons in March 2016.
 - Private companies were reluctant to enter the waste-processing business because of the high initial capital expenditure and the fact that profits depend on government support. The companies need guaranteed supply of waste from the municipality and many also lack the expertise and technology.
 - Modi's government has also made it mandatory for the electricity board to buy power from the country's seven existing waste-to-energy plants.
 - To take the move forward, the corporation is planning to refuse to take unsegregated waste from residents, will ask citizens to have their own solid waste management units, and is in the process of setting up more processing units.

(E) Law

Introduction

Law is one of the most important norms of morality which controls the human judges from outside. General Notion of Law In accordance with the field of action it is found, the term law appears in threefold meaning :

- (a) In its widest and most general sense, a law is the rule or norm according to which something is drawn toward an action or restrained from an action. All beings in this universe are governed by laws in this sense. For example, the law of electricity, the law of gravity.
- (b) In a more restricted sense, a law is the rule or norm which governs the free actions of rational beings in any field of practical endeavour. Such laws refer to the techniques of the various crafts or arts. For eg. Painting, games, sports,
- (c) In its strictest or ethical sense, the term law means the rule or norm governing the free actions of man relative to moral obligation. The violation of law in this sense involves moral delinquency or sin.

(1) What is wrong with arguments against criminalizing marital rape?

- 1/3rd of men surveyed in 8 Indian states said they forced a sexual act on their wives.
- 75% of women surveyed said they were subject to marital rape.
- India is in the company of China, Pakistan, Afghanistan and Saudi Arabia for having no law to deal with marital rape cases.
- The offence of 'rape' is defined in section 375 of the Indian Penal Code (IPC) as the sex with a woman against her will and without her consent. But that rape law has an exception which states 'it is not a rape if a husband has a sex with his wife without her will or against her consent.' It is for removal of this exception is sought by those who are asking for criminalization of marital rape.

- Are Indian men entitled to sex with their wives without their consent? Let's take a look at oft repeated claims and assertions made by those that are against criminalizing marital rape and also how fallacious these claims or assertions are.
- Claim 1 – There is already remedy available in IPC to deal with marital rape under the Domestic Violence Act or Section 498(a) relating to cruelty.
- Counter arguments are:
 - Why specifically does the idea of a separate law for sexual offences make some people uncomfortable? It is akin to, to be uncomfortable with the acknowledgement of the idea that in the marriage there can be a rape. The idea that there are different laws for different offences is the basic accepted idea of jurisprudence that different harms require different punishments and different treatments within the society.
 - Even if State wants to deal with marital rape by using 498 (a) (Dowry Law), it is not clearly stating it.
 - There is another problem with 498 (a) according to some activists. They say that it is not taken seriously. Often women are deemed liars and courts often send such women for counseling.
- Claim 2 – Such a law will be abused to harass men. Section 498 (a) has seen widespread abuse.
- Counter arguments are:
 - The laws which are perceived to be misused are laws with respect to gender, caste, and situations of vulnerabilities. We do not talk about misuse of other laws like offences against the State where people are in prison for extended periods of time and they are then acquitted by courts. So we do not say that terror laws are misused because we do not want to get rid of terror laws.
 - Saying that these laws are going to be misused and therefore we should not criminalise something is accepting that there is a crime being committed but because we think a few people may misuse the law and because of which we are not going to frame a law at all is problematic.
 - Making argument that the law will be misused does not offer a meeting ground which will provide solutions. Till such solution is reached women subjected to marital rape will continue to suffer.
- Claim 3 – In a largely illiterate country, women enter into marriage not being fully cognizant of sexuality. Hence any move towards intimacy by husband could be construed as absence of consent.
- Counter arguments are:
 - By saying that we are an illiterate country and we can't do anything about it is escapism. Now if we can educate people about things like GST, we can educate people by telling them that post demonetization keeping a Rs. 500 or Rs. 1000 note is a crime, we can do that with respect to sexual offences as well.
 - We do not require a high level of literacy or financial independence or educational degrees to be able to respect one another's autonomy.
 - The idea that women are not capable of understanding what they want and what they don't want in a marriage or with their own bodies is completely in line with the State's treatment of women in so many other spheres where it treats women as the property of her husband or her father.
- Claim 4 – It will destroy the institution of marriage.
- Counter arguments are:

- If a husband has to force his wife to have sexual relations with him, the institution of marriage is destroyed already. So you do not need marital rape to be a crime for the institution to be destroyed.
- Those who are making arguments against criminalization of marital rape must listen more to themselves and look into what their arguments sound like. Because it sounds like they believe truly that institution of marriage is founded of husbands raping their wives. And if that is the case then this institution frankly should be destroyed.
- Claim 5 – There is no lasting evidence of marital rape.
- Counter arguments are:
 - What is the essence of rape? The essence of rape is a lack of consent. Now the problem with the government's position is that it still looks at sexual intercourse as something that has to be within the confines of marriage to which it sees women as having irrevocably consented for the rest of their lives.
 - If we are talking about injuries we are going through the resistance requirement which is saying that a woman should resist an attack that is made on her. The law very clearly state in 2013 that the absence of resistance does not imply consent.
 - Again this is a misconception that there is lasting evidence in any case of rape. In most cases of rape, you do not find any sort of lasting evidence. The other things is that most cases of rape are acquaintance rape cases more than 80-90 % according to statistics of NCRB (National Crime Record Bureau) and also the case across the world. The Supreme Court has clearly said long time ago that you can prosecute and punish a man for rape even in the absence of medical evidence.
 - So if a wife does not consent to sex to her husband and if he goes right ahead and he forces her it makes him rapist whether or not law provides for it.

(2) Inside-out government

- Time to acknowledge RTI alone is not enough to serve the cause of transparency
- The Right to Information (RTI) has never been without its sceptics. In the past few years, attempts to check it have become so persistent that they seem part of a larger design.
- The latest in the series of obstructions is the fiat of the Mumbai Raj Bhavan to disclose only that information which meets the yardstick of "public interest". But the RTI Act contains no such provision. On the contrary, "public interest" has been used in the RTI Act as an "override" to disclose even information which may be otherwise exempt. But then, who can argue with those who are used to having their command uncritically obeyed.
- It may be time, nevertheless, to examine certain fundamental issues relating to transparency and the efficiency-sapping secrecy in government.
 - The RTI experienced variable success across the globe depending on the nature of the ruling elite, its adherence to constitutional norms and the quality of overall governance.
 - It works best when augmented by enabling conditions such as
 - institutional transparency;
 - independence of and openness in the functioning of the main organs of the state;
 - technological intervention in governance (for instance, computerisation and digitisation of documents);

- routinisation of internal processes of the administration;
- infrequent use of secrecy-promoting instruments; and so on.
- The key element in all these processes is transparency.
- Amartya Sen has pointed out in his 1999 work, Development As Freedom, that unintended consequences do not mean unpredictable consequences. The reformer can rationally predicate the course the events may take without getting into a panic about the genie his initiative may release.
- Contrary to his fears, transparency that comes from removing the barrier of mistrust between the government and the governed helps enhance the legitimacy of the government beyond the electoral mandate into something more substantive and enduring by generating what modern scholars call social capital.
- The entire edifice of government is premised on secrecy of information and the mystique of the state. The citizen, quite paradoxically, remains an outsider to the very government he legitimises through mandate. A non-transparent state is an exclusionary state. It diminishes the citizen.
- The ruling elites knew that knowledge was power, and power was the most valuable commodity in government. Whoever knew the secrets and controlled knowledge, controlled power. Secrecy was the prison guard of state power.
- The advent of the RTI, doubtless, constrained the elite's power to keep the citizen at an arm's length. But not enough to deal that power a crippling blow. The ruling elites remain in business through a judicial order here, an administrative fiat there or by the insidious expansion of the list of organisations excluded from the RTI and so on.
- While implementation of the RTI will, no doubt, incrementally promote transparency in government, transparency by itself is a dependable and time-tested strategic option for ushering in good governance. In other words, transparency is not only a key element of improved governance, it can become the very pivot on which good governance rests.
- The crux of institutional transparency, variously described as, "active disclosure", "the publicising of incumbent policy choices" and "the availability and increased flow to the public of timely, comprehensive, relevant, high-quality and reliable information concerning government activities". Transparent governance is, therefore, "inside-out" governance: the government remains actively engaged with the people by systematically providing them with information, while also enabling them to make use of it. The process is at once empowering and trust-enhancing.

(F) Attitude

Introduction

The attitude concept has been defined in many ways : "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor." ; "an association in memory between a given object and a given summary evaluation of the object." ; "a general and enduring positive or negative feeling about some person, object, or issue." Despite the subtle differences across these definitions, they all emphasize the notion that an attitude involves making a decision of liking versus disliking, or favoring versus disfavoring a particular issue, object, or person. Thus, we define an attitude as an overall evaluation of an object that is based on cognitive, affective, and behavioral information.

(1) Changing chalta hai

- In his Independence Day address last August, the prime minister decried the "chalta hai" culture in

- the nation and called upon the people, especially the youth, to embrace a "badal sakta hai" attitude.
- If acted upon, the prime minister's message has the potential to profoundly change the quality of everyday life of Indians.
- What is the "chalta hai" attitude? It is a mindset that not only accepts but internalises tardiness, lack of a work ethic, ineptitude, indifference, inefficiency, indiscipline and even corruption and crime.
- Moving from "chalta hai" to "badal sakta hai" means a cultural change which, by its very nature, is a long haul. It needs a people's movement; the government can at most be a catalyst.
- How can the IAS fraternity begin acting on the prime minister's exhortation by setting an example?
- The IAS is, in fact, seen as the embodiment of all that is wrong in the country. It is at centre of the callousness, venality and corruption that define our governance.
- When the service was instituted soon after Independence, its mission was clear — nation building. The IAS officers led this effort from the front and laid the foundations of an impressive development administration network, earning for the service a formidable reputation for competence, integrity and for being a change agent.
- But the reputation of IAS started declining in mid-1970s. Even though today it attracts best minds of the country, as soon as they enter the system they start considering personal interests over public interests. They prefer status quo and resist change.
- In order to discover where it failed the IAS has to focus on reinventing itself in terms of its character as well as personality.
- On the character front –
 - The service must adopt and conform to an honour code that upholds and prizes competence, commitment, pecuniary and professional integrity.
 - It will happen only by each and every IAS officer internalising the ethos of the honour code and conforming to it no matter the provocation or the temptation to infringe it. It means:
 - championing change,
 - pursuing public good with passion and professionalism,
 - acting without fear or favour,
 - accepting challenges, no matter how daunting, and
 - letting actions and results speak for themselves.
 - It means reviving the old esprit de corps where officers stand up for each other in order to uphold public good.
 - It means shunning ostentation, luxury and frills.
- On the personality front, the IAS must adopt and adhere to a code of conduct of work ethics and behaviour. This means:
 - diligence and application,
 - punctuality,
 - disciplined work habits,
 - willingness to learn,
 - accepting responsibility for mistakes with humility,
 - going to meetings well prepared,

- communicating clearly and effectively and
- being courteous and humble.
- Yes, it also means being properly attired and well groomed.

(2) How a 105-year-old ended open defecation in her village

- Dhamtri became the first district in Chhattisgarh to be declared free from open defecation. The credit for building momentum to make this happen goes to a 105 year old Kunwar Bai from Kotabharri village.
- When PM launched Swachh Bharat Abhiyan with the aim of making India free from open defecation by 2019, the govt. machinery swung into action. Officials were sent into remotest corners of the state.
- As a part of this drive when the collector of her district visited her village, Kunwari Yadav too attended his meeting and first time heard the idea of toilet and its significance. Moreover, increasing age had made her difficult too to attend her daily ablutions. This encouraged her to consider the idea of toilet seriously.
- To build the toilet she sold her only assets goats for Rs. 18,000 and rest of the money was contributed by her daughter-in-law. Then within 15 days a toilet was built by 4 labourers for Rs. 22,000. This was the first toilet in her village. It soon encouraged her neighbours and people from neighbouring villages to build the toilets.
- Initially many people who were reluctant and who were giving many excuses found themselves thinking that if a poor person like Kunwari Yadav can do it why could not they.
- Her fame increased manifold when she was invited by PM for a program where he bowed his head before her. This made her a sort of celebrity and has earned admiration of many people.
- In order to ensure that people will continue to use toilets village councils appointed 'green armies' of men and women who would keep watch on people defecating in open. Moreover, street plays were organized to encourage more use of toilets and make people aware about the importance of such use. People like Kunwari Yadav were roped in to make impact on the people.

(3) What is Conformity?

- Conformity is a type of social influence involving a change in belief or behavior in order to fit in with a group.
- This change is in response to real (involving the physical presence of others) or imagined (involving the pressure of social norms / expectations) group pressure.
- Conformity can also be simply defined as "yielding to group pressures" (Crutchfield, 1955). Group pressure may take different forms, for example bullying, persuasion, teasing, criticism, etc. Conformity is also known as majority influence (or group pressure).
- The term conformity is often used to indicate an agreement to the majority position, brought about either by a desire to 'fit in' or be liked (normative) or because of a desire to be correct (informational), or simply to conform to a social role (identification).

Types of Conformity

Compliance (or group acceptance)

- This occurs 'when an individual accepts influence because he hopes to achieve a favourable reaction'

from another person or group.

- He adopts the induced behavior because...he expects to gain specific rewards or approval and avoid specific punishment or disapproval by conformity'
- In other words, conforming to the majority (publicly), in spite of not really agreeing with them (privately).
- Compliance stops when there are no group pressures to conform, and is therefore a temporary behavior change.

Internalisation (genuine acceptance of group norms)

- This occurs 'when an individual accepts influence because the content of the induced behavior - the ideas and actions of which it is composed - is intrinsically rewarding.'
- He adopts the induced behavior because it is congruent [consistent] with his value system'
- Internalisation always involves public and private conformity. A person publicly changes their behavior to fit in with the group, while also agreeing with them privately.
- This is the deepest level of conformity where the beliefs of the group become part of the individual's own belief system. This means the change in behavior is permanent.
- This is most likely to occur when the majority have greater knowledge, and members of the minority have little knowledge to challenge the majority position.

Identification (or group membership)

- This occurs 'when an individual accepts influence because he wants to establish or maintain a satisfying self-defining relationship to another person or group'.
- Individuals conform to the expectations of a social role, e.g. nurses, police officers. It is similar to compliance as there does not have to be a change in private opinion.

Ingratiational

- This is when a person conforms to impress or gain favor/acceptance from other people.
- It is similar to normative influence, but is motivated by the need for social rewards rather than the threat of rejection, i.e., group pressure does not enter the decision to conform.

Explanations of Conformity

Involuntary Conformity

- Yielding to group pressure because a person wants to fit in with the group. E.g. Asch Line Study.
- Conforming because the person is scared of being rejected by the group.
- This type of conformity usually involves compliance – where a person publicly accepts the views of a group but privately rejects them.

Voluntary Conformity

- This usually occurs when a person lacks knowledge and looks to the group for guidance.
- Or when a person is in an ambiguous (i.e. unclear) situation and socially compares their behavior with the group.
- This type of conformity usually involves internalization – where a person accepts the views of the groups and adopts them as an individual.

(G) Emotional Intelligence

Introduction

Emotional intelligence is the ability to be aware of your emotions and the emotions of others and then to use that knowledge to help manage the expression of emotions so that they foster success instead of causing roadblocks. Those who have high levels of emotional intelligence, or EI for short, are able to understand the physical, mental, and social impact that negative emotions have on their bodies, minds, relationships, and ability to pursue and achieve goals. They then are able to moderate their own emotions so that their emotions support their activities and enhance their quality of life. People with highly developed EI are proven to be more successful in the workplace because they can understand their emotions and why they behave the way that they behave. They can use their emotions as clues to what their body and mind are trying to tell them. They can use their EI to truly understand others and their points of view. They can understand why others feel the way that they feel and why they are doing what they are doing, and use that knowledge to help others perform at their best. They can resolve conflict quickly and recover from setbacks with aplomb. They are good in a crisis, strong at communicating and successful where others fail.

(1) The Dark Side of Emotional Intelligence

- Since the 1995 publication of Daniel Goleman's bestseller, emotional intelligence has been touted by leaders, policymakers, and educators as the solution to a wide range of social problems.
- If we can teach our children to manage emotions, the argument goes, we'll have less bullying and more cooperation. If we can cultivate emotional intelligence among leaders and doctors, we'll have more caring workplaces and more compassionate healthcare.
- As a result, emotional intelligence is now taught widely in secondary schools, business schools, and medical schools.
- Emotional intelligence is important, but the unbridled enthusiasm has obscured a dark side. New evidence shows that when people hone their emotional skills, they become better at manipulating others. When you're good at controlling your own emotions, you can disguise your true feelings. When you know what others are feeling, you can tug at their heartstrings and motivate them to act against their own best interests.
- In emerging research led by University of Cambridge professor Jochen Menges, when a leader gave an inspiring speech filled with emotion, the audience was less likely to scrutinize the message and remembered less of the content. Ironically, audience members were so moved by the speech that they claimed to recall more of it.
- The authors call this the awestruck effect, but it might just as easily be described as the dumbstruck effect. One observer reflected that Hitler's persuasive impact came from his ability to strategically express emotions—he would "tear open his heart"—and these emotions affected his followers to the point that they would "stop thinking critically and just emote."
- Leaders who master emotions can rob us of our capacities to reason. If their values are out of step with our own, the results can be devastating. New evidence suggests that when people have self-serving motives, emotional intelligence becomes a weapon for manipulating others.
- In a study led by the University of Toronto psychologist Stéphane Côté, university employees filled out a survey about their Machiavellian tendencies, and took a test measuring their knowledge about effective strategies for managing emotions. Then, Côté's team assessed how often the employees deliberately undermined their colleagues. The employees who engaged in the most harmful

behaviors were Machiavellians with high emotional intelligence. They used their emotional skills to demean and embarrass their peers for personal gain.

- Shining a light on this dark side of emotional intelligence is one mission of a research team led by University College London professor Martin Kilduff. According to these experts, emotional intelligence helps people disguise one set of emotions while expressing another for personal gain. Emotionally intelligent people “intentionally shape their emotions to fabricate favorable impressions of themselves,” Professor Kilduff’s team writes.
- Of course, people aren’t always using emotional intelligence for nefarious ends. More often than not, emotional skills are simply instrumental tools for goal accomplishment. In a study of emotions at the Body Shop, a research team led by Stanford professor Joanne Martin discovered that founder Anita Roddick leveraged emotions to inspire her employees to fundraise for charity. As Roddick explained, “Whenever we wanted to persuade our staff to support a particular project we always tried to break their hearts.” However, Roddick also encouraged employees to be strategic in the timing of their emotion expressions. In one case, after noticing that an employee often “breaks down in tears with frustration,” Roddick said it was acceptable to cry, but “I told her it has to be used. I said, ‘Here, cry at this point in the ... meeting.’” When viewing Roddick as an exemplar of an emotionally intelligent leader, it becomes clear that there’s a fine line between motivation and manipulation. Walking that tightrope is no easy task.
- In settings where emotions aren’t running high, emotional intelligence may have hidden costs. Recently, psychologists Dana Joseph of the University of Central Florida and Daniel Newman of the University of Illinois comprehensively analyzed every study that has ever examined the link between emotional intelligence and job performance. Across hundreds of studies of thousands of employees in 191 different jobs, emotional intelligence wasn’t consistently linked with better performance. In jobs that required extensive attention to emotions, higher emotional intelligence translated into better performance. Salespeople, real-estate agents, call-center representatives, and counselors all excelled at their jobs when they knew how to read and regulate emotions—they were able to deal more effectively with stressful situations and provide service with a smile.
- However, in jobs that involved fewer emotional demands, the results reversed. The more emotionally intelligent employees were, the lower their job performance. For mechanics, scientists, and accountants, emotional intelligence was a liability rather than an asset. In suggesting that emotional intelligence is critical in the workplace, perhaps we’ve put the cart before the horse.
- Instead of assuming that emotional intelligence is always useful, we need to think more carefully about where and when it matters. Helping is driven by our motivations and values, not by our abilities to understand and manage emotions.

(2) The Social Skills You Weren't Taught in School

You’re taught about history, science, and math when you’re growing up. Most of us, however, aren’t taught how to identify or deal with our own emotions, or the emotions of others. These skills can be valuable, but you’ll never get them in a classroom.

Emotional intelligence is a shorthand that psychological researchers use to describe how well individuals can manage their own emotions and react to the emotions of others. People who exhibit emotional intelligence have the less obvious skills necessary to get ahead in life, such as managing conflict resolution, reading and responding to the needs of others, and keeping their own emotions from overflowing and disrupting their lives. In this guide, we’ll look at what emotional intelligence

is, and how to develop your own.

What Is Emotional Intelligence?

Measuring emotional intelligence is relatively new in the field of psychology, only first being explored in the mid-80s. Several models are currently being developed, but for our purposes, we'll examine what's known as the "mixed model," developed by psychologist Daniel Goleman. The mixed model has five key areas:

- Self-awareness: Self-awareness involves knowing your own feelings. This includes having an accurate assessment of what you're capable of, when you need help, and what your emotional triggers are.
- Self-management: This involves being able to keep your emotions in check when they become disruptive. Self-management involves being able to control outbursts, calmly discussing disagreements, and avoiding activities that undermine you like extended self-pity or panic.
- Motivation: Everyone is motivated to action by rewards like money or status. Goleman's model, however, refers to motivation for the sake of personal joy, curiosity, or the satisfaction of being productive.
- Empathy: While the three previous categories refer to a person's internal emotions, this one deals with the emotions of others. Empathy is the skill and practice of reading the emotions of others and responding appropriately.
- Social skills: This category involves the application of empathy as well as negotiating the needs of others with your own. This can include finding common ground with others, managing others in a work environment, and being persuasive.

The order of these emotional competencies isn't all that relevant, as we all learn many of these skills simultaneously as we grow.

Self-Awareness

Before you can do anything else here, you have to know what your emotions are. Improving your self-awareness is the first step to identifying any problem area you're facing. Here are some ways to improve your self-awareness:

- Keep a journal: Career skill blog recommends starting by keeping a journal of your emotions. At the end of every day, write down what happened to you, how you felt, and how you dealt with it. Periodically, look back over your journal and take note of any trends, or any time you overreacted to something.
- Ask for input from others: As we've talked about before when dealing with your self-perception, input from others can be invaluable. Try to ask multiple people who know you well where your strengths and weaknesses lie. Write down what they say, compare what they say to each other and, again, look for patterns. Most importantly, don't argue with them. They don't have to be correct. You're just trying to gauge your perception from another's point of view.
- Slow down (or meditate): Emotions have a habit of getting the most out of control when we don't have time to slow down or process them. The next time you have an emotional reaction to something, try to pause before you react (something the internet makes easier than ever, if you're communicating online). You can also try meditating to slow your brain down and give your emotional state room to breathe.

If you've never practiced intentional self-awareness, these tips should give you a practical head start. The important aspect is to look inwards, rather than focusing solely on external factors.

Self-Management

- Proper self-management means controlling your outbursts, distinguishing between external triggers and internal over-reactions, and doing what's best for your needs.

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- One key way to manage your emotions is to change your sensory input. If you're feeling lethargic, do some exercise. If you're stuck in an emotional loop, give yourself a "snap out of it" slap. Anything that can give a slight shock to your system or break the existing routine can help.
- It's alright to let overwhelming emotions stew inside you for a moment, if it's not an appropriate time to let them out. However, when you do, rather than vent it on something futile, turn it into motivation instead.
- You can't always control what makes you feel a certain way, but you can always control how you react. If you have some impulse control problems, find ways to get help when you're feeling calm. Not all emotions can be vented away. There's always a moment when those feelings feel a little less intense. Use those moments to seek help.

Motivation

- When we're talking about motivation as it relates to emotional intelligence, however, we don't just mean getting up the energy to go to work. We're talking about your inner drive to accomplish something.
- When your motivation is working for you, it connects with reality in tangible ways. Want to start a family? Motivated people will start dating. Want to improve your career? Motivated people will educate themselves, apply for new jobs, or angle for a promotion.
- Daniel Goleman suggests that in order to start making use of that motivation, you first need to identify your own values. Many of us are so busy that we don't take the time to examine what our values really are. Or worse, we'll do work that directly contradicts what we value for so long that we lose that motivation entirely.
- Unfortunately, we can't give you the answer for what it is you want in life, but there are lots of strategies you can try. Use your journal to find times when you've felt fulfilled. Create a list of things you value. Most of all, accept the uncertainty in life and just build something.

Empathy

- Your emotions are only one half of all your relationships. It's the half you focus on the most, sure, but that's only because you hang out with yourself every day. All the other people that matter to you have their own set of feelings, desires, triggers, and fears. Empathy is your most important skill for navigating your relationships. Empathy is a life-long skill, but here are some tips you can use to practice empathy:
 - Shut up and listen: Listening involves letting someone else talk and then not countering what they say. It means putting aside your preconceptions or skepticism for a bit and allowing the person you're talking to a chance to explain how they feel. Empathy is hard, but virtually every relationship you have can be improved at least marginally by waiting at least an extra ten seconds before you retake the conversation.
 - Take up a contrary position to your own: One of the quickest ways to solidify an opinion in your mind is to argue in favor of it. To counter this, take up a contrary position.
 - Don't just know, try to understand: Understanding is key to having empathy. As we've discussed before, understanding is the difference between knowing something and truly empathizing with it.

By definition, empathy means getting in the emotional dirt with someone else. Allowing their experiences to resonate with your own and responding appropriately. It's okay to offer advice or optimism, but empathy also requires that you wait for the right space to do that. If someone's on the verge of tears, or sharing some deep pain, don't make light of it and don't try to minimize the hurt. Be mindful of how they must feel and allow them space to feel it.

Social Skills

Social skills range from being able to tune into another person's feelings and understand how they think about things, to being a great collaborator and team player, to expertise at negotiation. It helps to have a model, someone who embodies the skill we want to improve.

You can start with the most common form of social problems: resolving a disagreement. This is where you get to put all your skills to the test in a real-world environment.

- Identify and deal with your emotions: Whenever you have an argument with someone else, things can get heated. If someone involved is emotionally worked up, deal with that problem first. Take time apart to vent, blow off steam on your own, then return to the problem.
- Address legitimate problems once you're both calm: Once you're in your right headspace, identify what the conflict is. Before you jump to solutions, make sure you and the other person agree on what the problems really are. Propose solutions that are mutually beneficial and be sympathetic to any concessions the other person may be unwilling to make (but be sure to stand firm on your own).
- End on a cooperative note: Whether in business or pleasure, relationships work best when everyone involved knows that they're on the same page. Even if you can't end on a positive note, make sure that the last intention you communicate is a cooperative one. Let your boss/coworker/significant other know that you want to work towards the same goal, even if you have different views.

Not every type of interaction with another person will be a conflict, of course. Some social skills just involve meeting new people, socializing with people of different mindsets, or just playing games. However, resolving conflict can be one of the best ways to learn how to apply your emotional skills. Disputes are best resolved when you know what you want, can communicate it clearly, understand what someone else wants, and come to favorable terms for everyone. If you've been paying attention, you'll notice that this involves every other area of the emotional intelligence model.

(H) Combatting Corruption and Promoting Ethics in the Public Service

Introduction

Corruption may be defined as the misuse of office for official ends and is prevalent worldwide. It thrives under conditions of power monopolization, lack of transparency and accountability. Combating corruption, accordingly, begins with installing better systems, and promoting competition, transparency and accountability in government. In line with this approach, anti-corruption strategies should focus on repairing institutions prone to corruption, involving people at large in both the diagnosis and remedy of those ills and punishing major offenders. Progress in this direction has been slow and politically costly.

(1) Whistle Blowing in the Public Sector

- What is the definition of whistle blowing?
- Whistle blowing means calling attention to wrongdoing that is occurring within an organization. These are some ways in which this might be done
 - Reporting wrongdoing or a violation of the law to the proper authorities such as a supervisor,^a helpline or an inspector General
 - Refusing to participate in workplace wrongdoing

- Testifying in a legal proceeding
- Leaking evidence of wrongdoing to the media

Since the government, by its very nature, is supposed to be open and transparent, full disclosure of unethical or illegal behavior in the public sphere is particularly important. Not all of the problems in the public sphere are, however, generated within the government organization; outside vendors, contractors, and individuals can participate in and even breed government corruption.

- What does whistle blowing have to do with ethics?

Whistle blowing has to do with ethics because it represents a person's understanding, at a deep level, that an action his or her organization is taking is harmful—that it interferes with people's rights or is unfair or detracts from the common good. Whistle blowing also calls upon the virtues, especially courage, as standing up for principles can be a punishing experience. Even though laws are supposed to protect whistle blowers from retaliation, people who feel threatened by the revelations can ostracize the whistleblower, marginalizing or even forcing him or her out of public office. On the other hand, there have been occasions when the role of whistleblower has actually catapulted people into higher office and has earned the respect of constituents.

- How can government encourage whistle blowing?

Governments should encourage internal whistle blowing so that problems are solved within the organization before employees feel they must go outside to get action. The government would do well to know about problems early—before illegal contracts must be renegotiated or aquifers have been polluted or the public's money has been squandered or unethical behavior has become front-page news.

Here are some suggestions on how to encourage internal whistle blowing in government departments:

Create a policy about reporting illegal or unethical practices, which should include:

1. Formal mechanisms for reporting violations, such as hotlines and mailboxes
2. Clear communications about the process of voicing concerns, such as a specific chain of command, or the identification of a specific person to handle complaints
3. Clear communications about bans on retaliation

Get endorsement of the policy from top officials—mayor, manager, council members, boards—and publicize the organization's commitment to the process.

Elected and administrative leadership must encourage ethical behavior and hold everyone within the organization to the highest standards, including the disclosure of activities that would have a negative impact on the public's business.

Investigate and follow up promptly on all allegations of misconduct.

Report on these investigations to the council or board.

- What ethical dilemmas does whistle blowing present?

When a person encounters wrongdoing in the public sphere, his or her first step should probably be to use the organization's internal whistle blowing mechanisms. Whistle blowers in the public sector often face the unique problem that their disclosure may constitute a crime. This can create an ethical dilemma when the ongoing misconduct is severe and there is no reasonable prospect that the abuse will end absent blowing the whistle.

All government bodies should have fairly straightforward lines of authority.

For example, if a corporator has a problem with city staff, he or she would go to the city mayor or commissioner, and move up the chain of command, if need be. It's always best to start with the mechanisms the

organization has set up to deal with problems because these represent the best chance at an amicable solution. If this process does not produce results, however, it's not enough to say, "Well, I did my best."

If wrongdoing is not being addressed within the organization, it may be time to move outside.

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The first thing a potential leaker should ask is the status of the information itself.

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1. Is the information "classified," "proprietary," or otherwise "protected?"

2. Is there a system in place which clearly considers this information restricted?

3. If the information is clearly intended to be protected, then the leaker must meet a stiff test if he or she wants to leak it.

The second consideration is whether the potential leaker has a specific obligation, legal or ethical, to protect the information, or has the information only because another person violated his or her obligation to keep it secret. If so, then it is a much more serious matter to reveal it.

The third consideration is whether the information is about public or private matters. Information about another's sexual orientation, about his or her private finances, or about personal phone calls has more of a claim to privacy than information about a person's actions as a corporate executive or a government official. The difficult cases, of course, are those where the private life of individuals arguably influences their public actions. Potential leakers must assess the good and harm their leak may do. When lives are at stake or millions of public dollars are being misappropriated, those concerns for the public good trump the harm to personal privacy or government secrecy.

On the other hand, a leaker must determine if the conduct he or she is exposing represents actual wrongdoing or if it is simply represents a policy disagreement. Of course, much of the public's business should be debated in public, and speaking up about disagreements on most issues is not only acceptable but also desirable. Closed-door sessions, however, are secret for a reason. Revelations about a city's interest in a particular piece of property may boost the price of that parcel. Exposure of sensitive information about a hiring or firing decision may needlessly cause harm to an individual. As much as a member's views may differ on these issues, they should remain secret if the problem does not rise to the level of misconduct.

(2) 'Eliminating opportunities for corruption, incentivising good performance and improving administrative procedures can reduce corruption' -N.C. Saxena

Reducing corruption is not easy, particularly once it becomes 'part of the system'. A three pronged approach encompasses most of the recommended policies:

- Reducing opportunities for corruption by deregulation and privatisation, placing greater reliance on competition to ensure low prices and good quality
- Improving incentives for good performance and disincentives for corrupt practices in government.
- Improving administrative procedures to reduce the opportunity for corruption by increasing accountability, transparency and the role of citizen's voice.

The following policy reforms could be initiated by the Government of India to curb corruption.

1. Transparency:

The control that the politicians exercise on the civil servants often amounts to backseat driving. In the present system, it is difficult to fix responsibility for decisions or for not taking decisions. The term public interest is most abused today, as it is used to cover hidden and malafide motives knowing well that the public is not in a position to challenge the credibility of decision-makers. It is here that

a fundamental change is required in the Rules of Business.

- It should be mentioned in each government order the level at which the decision has been taken.
- The reasons for disallowing a petition should be fully mentioned, that is, it should be a speaking order, and
- the reasons for delay in disposal of petitions should be fully explained.
- Implementation of a comprehensive anti-corruption strategy should also include:
- Immediate compulsory retirement of officials whose record and reputation is tainted, and prosecution against whom there is evidence of corruption
- Strengthening of powers of the state vigilance departments, Lok Ayukta and the anti-corruption branch of the state police enabling them to effectively initiate and pursue investigations independently of government direction
- Guaranteed protection of civil servants who expose corrupt practices. Governments should in each department institute annual awards for recognition of the contribution made by such persons in exposing wrong-doings in the government.

2. Simplification of laws and procedures:

The maze of laws, organisations, and practices that confront the ordinary citizen in his or her dealings with the government encourage corruption and harassment. Deregulation has made almost no impact at the state level. The systems of buying and selling land, getting a ration card or your security back, and Rent Control Act, all need a thorough revision. One can set up an industry worth billions of rupees in India without any licence today, but a farmer can neither set up a brick kiln unit, nor a rice shelling plant, and not even cut a tree standing on his own private field without bribing several officials. A simple operation of converting prosopis (a shrub occurring everywhere in states like Gujarat and Tamil Nadu; the more you cut it the more it grows) into charcoal, which can give employment to thousands of people, requires four different permissions! Almost all occupations in the urban informal sector, such as hawking and small manufacturing in residential areas are illegal. Women were prosecuted in Orissa in 1995 for keeping brooms in their homes!

- Therefore, in addition to delineating the functions of politics and administration, it is important to do away with unnecessary controls, reduce the powers of government, as well as reduce their discretion and increase transparency at every level.
- It is a sad commentary on our laws that the informal sector that provides maximum employment is mostly declared as illegal and subject to the whims of law enforcing agencies.
- A committee should be set up to identify specific laws and rules which hamper entrepreneurship.
- A systematic review needs to be undertaken to review the areas in which government must withdraw, albeit in a phased manner, and departments which need to be wound up should be defined.
- On the whole, one should aim at reducing face-to-face citizens' contact with government, and rely more on internet-based services.

3. Social audit:

Rather than rely only on the reports of the Comptroller and Auditor General of India (CAG), governments should on their own conduct social audit of some of their main spending departments through well respected, knowledgeable and non-political bodies of individuals, who will involve in a transparent manner all categories of stakeholders. Special care will have to be taken to see that the

composition of the social audit committees will command universal respect and will be above any party politics.

- Social audit helps an organisation to understand its functioning and improve the quality of its decision making.
- It enables the organisation to set right its relationship with its stakeholders.
- In a broad sense it is not fault finding and punitive, but it is fact-finding and corrective.
- This is the formal kind of social audit, which requires an organisation or a trained group to carry out the audit.
- Such an audit will supplement conventional audit and will often provide leads to it.
- It will help public agencies to understand their performance as perceived by the stakeholders and subsequently draw up action plans to improve on that performance.

Corruption flourishes because of two elements in our culture of governance.

- The first is the lack of transparency. We must extensively use information technology to bring in transparency. Some success has been achieved in states like Andhra Pradesh.
- The second element is delay. This delay is also partly because of the tendency of our public servants not to take decisions promptly. While the corrupt are prepared to take even the most brazenly illegal decisions propelled by the right amount of bribe, many honest public servants contribute only delay by not taking decisions at all. After all, we had a prime minister who reportedly said that not taking a decision itself was a decision!

A good civil service is necessary but not sufficient for good governance; a bad civil service is sufficient but not necessary for bad governance.

(3) Time to check the Khemka syndrome

- The use of transfers and postings in States as a means of harassing officers who are inconvenient because of their professional independence or because they are perceived to be close to an outgoing chief minister is a well-known phenomenon.
- Such transfer processes are essentially an indication of the politicians' will to control policy implementation and ensure loyalty.
- Articles 310 and 311 of the Constitution make it impossible for civil servants to be dismissed or demoted by elected representatives. However, politicians exert control over policy outcomes by reshuffling the bureaucracy across posts of varying importance.
- The "politicisation" of the bureaucracy has become a major public policy issue in India.
- Effects of frequent transfers
 - Frequent transfers present a major problem for governance because civil servants are not allowed to stay in a position long enough to acquire adequate knowledge of and experience in their job.
 - It also prevents civil servants from instituting or sustaining reforms.
 - It is both demoralising and demotivating when civil servants are not able to see the fruits of their efforts.
 - A young officer cannot retain her idealism for long if, over a period, she suffers adverse consequences because of honesty and integrity.
 - Due to politicians' desire to control the bureaucracy, not all important posts are filled with the

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most skilled officers. This also results in underinvestment in skill by junior bureaucrats with career concerns, since investing in loyalty to specific politicians provides an alternative path to career success.

- Prime Minister Manmohan Singh had said that no system can deliver if top civil servants are transferred without notice, and thus favours a minimum security of tenure.
- Steps taken by government as well as judiciary:
 - The Central government introduced the Indian Administrative Service (Fixation of Cadre Strength) Regulations, 1955 (amended in 2010), that provides for a minimum tenure for postings for civil servants in all States.
 - So far only 13 States and Union Territories have issued formal notices under the regulations indicating their acceptance.
 - Maharashtra is the only State to come out with a specific law — the "Maharashtra Government Servants Regulation of Transfer and Prevention of Delay in Discharge of Official Duties Act, 2005." It provides for a minimum tenure of three years for all IAS officers and some State government employees. Any violation of the Act may be referred to the Maharashtra Administrative Tribunal with appeal lying at the Bombay High Court.
- Suggestions and way forward:
 - The Administrative Reforms Commission and Fifth Pay Commission have endorsed the idea of a high-powered civil services board both at the Centre and the States to look into and regulate cases of premature transfers of civil servants.
 - The draft Public Services Bill, 2007 stipulates that the Central government should fix a minimum tenure for cadre posts, which may be filled on the basis of merit, suitability and experience, with proper norms and guidelines to enforce transfers and postings. It proposes explicit limits on the political executive's ability to transfer bureaucrats before they complete two years of service.
 - One of the measures of civil service reform should be to give every senior official a minimum tenure of three to five years in a post through a new Public Services Act. The senior officer, who would get a fixed tenure under the new Act, would be strictly accountable for performance of targets set for him in a memorandum of understanding between him and the political executive.
 - A new provision should be introduced to ensure that no random transfers are made after 10 years of service and that the civil servant should be placed in a subject stream for which s/he has specialised during training.
 - There is need to balance the government's inherent right to transfer a civil servant against the need for effectiveness and independence in policy implementation and better institutional and procedural reforms.

(4) Willful Blindness

- Willful blindness is a legal concept which means if there is information you could know or you should know but you somehow manage not to know, the law deems that you are willfully blind that you have chosen not to know. There is a lot of willful blindness around these days:
- In banks when thousands of people sold mortgages to people who could not afford them or when interest rates were manipulated and everyone around knew what was going on but everyone chose studiously ignore it.

- In catholic church where decades of child abuse went ignored
- In Iraq war
- WB exists on epic scale like the last example or on some very small scale in people's families, homes, communities and particularly in organizations and institutions.
- In order to detect WB in companies the questions can be asked as:
 - Are their issues that people are afraid to raise?
 - And in such a survey 85% people responded as yes. 85% know there is a problem but they won't say anything. In Europe too same result was revealed for the same survey.
 - It is a lot of silence. It is a lot of WB.
 - It is true in every country because it is a human problem.
 - Some people are blind due to fear of retaliation. Some people are blind because they think seeing is futile as nothing is ever going to change. Then why bother, better not to see this stuff altogether.
 - People say that people those who see are the whistleblowers and we all know what happens to them. So there is a profound mythology around whistleblowing which says they are all crazy.
 - But they are very loyal and quite often conservative people. They are hugely dedicated to the institutions they work for. And the reason they speak or insist on seeing is that they care about the institutions and want to keep it healthy.
 - Since the whistleblowers are crushed often people don't want to undergo something like that. But whistleblowers feel proud about what they do.
 - Freedom doesn't exist if you do not use it. Whistleblowers are kind of people who use the freedom. They take on the naysayers with the realization that they make the arguments of whistleblowers better.
 - Whistleblowers are the men of immense persistence, incredible patience and an absolute determination of not to be blind and not to be silent.

(I) Miscellaneous Topics

(1) How Empathy is different from Sympathy?

- Empathy feels connections and Sympathy drives disconnection.
- Four qualities indicating Empathy:
 - Perspective taking – ability to take perspectives of another person or recognizing their perspective is their truth.
 - Staying out of judgment
 - Recognizing emotions of other people
 - Communicating that you have understood their emotions or how they feel.
- Empathy is feeling with people.
- Empathy is a kind of sacred space where when people are stuck or overwhelmed due to odds you reach out and tell them that you understand how it feels to be in a situation where they are now and assure them that they are not alone while being in this situation.
- Empathy is a choice and is a vulnerable choice because in order to connect with the others a person has to connect with something within himself that knows about feeling.
- Sometimes people with sympathy try to cheer up people in difficult by point out silver lining.¹⁰

their situation. But in reality no response can help them feel better but only the deeper connection we make with how they feel and we assure them that we too share their burden of these horrible feelings.

- Theory - IAS-IPS Turf Wars Are Not Good For Governance

What happened?

- On September 7, 2017, Rajiv Kumar, the chief secretary of Uttar Pradesh, wrote a letter to district magistrates directing them to chair the monthly law and order review meetings in their respective district police lines to assess and analyse the law and order situation. As expected, the IPS community took offence at the letter, interpreting it as an attempt to dilute their authority in the police hierarchy and command and control in districts.
- The devil is smiling in the details. The September 7 order used the phrase "law and order review meeting", not "crime review meeting", as has been wrongly reported by various newspapers. Even reputed national newspapers have got it wrong. The IPS community panicked.

What are the observations?

- Though IAS, IPS officers can pursue their collective interests through their interest groups, it should not be at the cost of public services, values and principles of democracy and constitution, aspirations of people and not the cost of taxpayers' money.
- IAS should not meddle in the work of police which demands specialized knowledge, skills and training, especially in the era of digitalization and science and technology. At the same time, IPS officers should live up to the reputation of professionalism of specialized services of police if they want to have less or no interference from their IAS counterparts.
- Though there are many areas where this turf war continues like payment, promotions, studies in foreign universities, central deputations etc, such a turf war saps these public officers of energy which might be used to serve efficiently.
- If IPS officers want themselves to be treated with dignity by IAS officers, they should demonstrate such a behavior at home-turf with lower order staff in police such as constables.
- The leadership in IPS should be sensible to the aspirations and ideals with which young entrants join the services. Instead of serving political masters senior members of IPS would do well to be loyal to the constitutional principle of 'rule of law'. This will boost morale of the young recruits.

(2) Incidences from Julio Ribero's IPS career

- When he was the commissioner of police in Mumbai the then Maharashtra Government demanded the release of some gang lords from jail to help the Congress Party. He flatly refused the demand. But he was not transferred. Only reaction was that of the minister who complained that he was the minister of Maharashtra minus Mumbai. This incidence and many other narrated below are recounted by Ribero to underline the fact that politicians were considerate towards bureaucrats and the situation was not as bad as it is today.
- According to him, there was a time when politicians were wary of expecting senior police officers to blindly toe their line, irrespective of the moral, ethical and, more importantly, legal merits of their instructions, communicated directly or through trusted intermediaries. If the seniors resisted, or even refused, they were not summarily transferred. On the contrary, they may even have gathered some admirers among the political class. Politicians who did not like this intransigence were disappointed, to put it mildly, but they did not think it prudent to challenge the positions

- adopted on sound legal grounds by police leaders.
- This is not the situation today. Politicians of all parties and ideologies treat the bureaucracy and the police as private fiefdoms that will bow to their wishes as and when demanded.
- He turned down the illegitimate request of Union Home Minister Buta Singh who him to detain Akali voters in SGPC elections. He told Singh that it was not part of his job.
- As a young DCP in Mumbai, he was bestowed with the responsibility of security of public meeting organized by the labour leader George Fernandes. Intelligence branch of the police updated him the likelihood of attack on the meeting by Shivesena workers. The then Chief Minister wished that attack be allowed to take place. However, he refused to comply with the wish by strengthening the security arrangement and the attack did not happen. The Chief Minister was displeased but Ribeiro was not punished for doing his duty. He wonders whether such officers would survive in today's atmosphere.

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(3) Can values be taught?

- Yes, values can be taught as a subject. However, since this subject does not deal with something which can be objectively measured and those who teach it cannot always claim to be superior in practicing values, teaching this subjects merits different approach.
- Often children imbibe values by observing adults around them. In this context, how many parents are well equipped to discuss the complexities of ethical decision making?
- In the absence of enough awareness on the part of adults what constitutes ethical behavior and how ethical decisions are made, how much can we expect from children to take head on?
- One way to consciously get children to engage in values is by providing them with situations where they need to make decisions one way or the other — not just make decisions but articulate why they choose to do what they do.
- It would be better if at least one period a week is dedicated to an explicit discussion on values in schools.
- Even while having teaching values as a part of curriculum schools should have proper methodology to deal with ethical decision making and encourage multiple approaches to handling similar situation. For example —
 - Do we make ethical decisions based on some belief systems (for example, based on what our religious texts tell us)?
 - Or do we weigh the outcomes of our actions before we decide to do something?
 - Or do we give more weight to our intentions irrespective of what outcomes our actions may result in?
 - Or are our actions based on some social contract — something that is considered acceptable in our social setting?
- We need to situate the discussions around values in the context of some engaging narratives and provide children with an opportunity to see the relationship between principles, intentions, actions and outcomes in real-life situations.
- However, if the story or discussion ends up being patronising, we are most likely to lose children's interest. Which is why the activities in a values class need to focus on reasoning as much as on sensitivity and concern for others.
- And teachers need to learn to accept multiple responses, even if some of those do not go down well

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with them. The idea is to identify why children respond the way they do and engage with their line of thinking. This can be done as –

- To listen to stories that reflect daily concerns,
- To undertake a project that involves a social good,
- To participate in a lively conversation with classmates from different backgrounds that touch upon one's internal conflicts, topical issues in one's immediate neighbourhood, and the problems faced by the world at large
- It can at the very least open up children's minds to the values embedded in everyday contexts.

(4) Private interests and public ethics

- We need a code of public ethics, but before we declare transparency and full disclosure as supreme goods that must trump everything else, we need to recognise that there are two contrary tendencies at work within a democracy.
- On the one side, public officials and public institutions are required to check their private interests at the door and act in a way that is neutral and fair to all; on the other, when the same public officials deliberate on policies, invariably their individual judgments — and through that their personal concerns, experiences and interests — enter. This means that the working of democratic institutions rests upon two different principles, such that norms of public ethic that serve us well in the first instance carry little conviction in the latter.
- Norms that are necessary for ensuring accountability are not equally important when it comes to other dimensions of public life — for instance, while selecting a candidate to a particular post, or deliberating on electoral strategies of parties, or even discussing different positions in the course of decision-making within an institution.
- In the case of filling a post it is necessary to follow established procedures so that all applicants have a fair chance of being considered for the post, but beyond that neither transparency nor full disclosure may be desirable. Indeed, it may be necessary to not disclose the names of the members of the selection board; to not share details of the discussions of the committee in order to protect the fairness of the process. If candidates knew just who the selectors are, they may directly or indirectly seek to influence their decision; similarly, if it were to be known just who did not favour a particular candidate, particular individuals would be left vulnerable.
- In the functioning of public institutions, declaring who said what in the name of transparency is not something that must prevail over all other considerations all the time. When it comes to decision-making, and the discussions around it, democracy is served well when individuals have the possibility of expressing their views without fear or favour. If this is not ensured then the urge to succumb to popular sentiment or the interests of the dominant group is substantially increased, and this is surely not going to deepen our democracy.
- Besides there are different kinds of public institutions: political parties, the media, and government departments. The primary job of newspapers, for instance, is to provide information. So long as they do not spread rumours or defame individuals without substantial evidence, they can be left free to obtain and share information. But the same ethic may not be warranted when it comes to an educational institution, an intelligence agency or a political party. Even in the case of a newspaper, public ethic may require protection of a whistle-blower; reporters may not disclose the source in the interest of obtaining such information that is essential for safeguarding the rights of the citizens in the future. However, in reporting different points of view, or who said what, when and where, it might

indeed be necessary for newspapers to reveal their sources. Without the latter, the seriousness and the veracity of the account would be in question. Rules that we would expect to follow when dealing with whistleblowers would not apply, or be justified, when it comes to giving information about assertions and counter statements. We need to assess the same norm differently in different contexts not because concerned individuals have used or misused them to serve private purposes (although that is something that can, of course, happen) but for structural reasons. For what is appropriate and most desirable in one context may not be so in another sphere of public and institutional life.

- Most of all, if we believe that there should be free exchange of ideas and an environment of unconstrained debate on public affairs, we have to ensure that individuals are indeed somewhat protected from undue external pressures and manipulations, and are able to express their views freely. Institutions and public bodies function well when individuals are not merely comfortable airing their views privately or to a third party outside, but when they can speak their mind before others in the institution.
- This is, of course, the hardest of all tasks because it requires a degree of trust in the functioning of the institution and one's colleagues, and most of all, a readiness to accept that one's arguments may not win the day. Democracies are deepened when participants are willing to take the risk of losing an argument. The challenge, however, is that strong belief in the validity and the truths of one's position compel a person to act in just the opposite way.
- A certain degree of scepticism and self-doubt is an indispensable ingredient for democratic functioning. I not only need to respect others (colleagues and interlocutors) but recognise that I do not possess "the truth."

(6) We should be teaching morals and ethics in our schools

- Laudable as it may be to promote the values of democracy, the rule of law, individual liberty and mutual respect, faced with an endemic focus on self and the self-made, both in our society and in our schools, there is an urgent need to dig deeper, to ensure that children first grow up with a proper understanding of right and wrong through a study of morals and ethics.
- The consequence of rapid social change over several decades has resulted in a society where many children and adults are struggling to cope. Inevitably, it is not about freedom, but about the exercise of free will and the absence of a moral construct.
- We can all be guilty of it to some lesser degree, even if just by supporting those multinationals engaged in large-scale tax avoidance. In such instances, there is rarely any consideration of community or other people's welfare, or any expectation to make decisions on any other basis other than 'what's in it for me?'
- If we expect our children to grow up with a respect for the rule of law, (which needs to be seen as fair and equitable for all), then we need to teach them about making moral choices and having a value system as a basis for their decision-making.
- Part of this requires a change in the mindset that is prevalent in society, one that says 'if it is legal and if you can get away with it, then it is acceptable.'
- In order to make this change requires us to make time in our curriculum, through assemblies and other school activities in order to teach our children to consider issues and behaviour by a moral yardstick rather than more usual measures of success. For without proper ethical considerations, we are in danger of society becoming increasingly fragmented and unstable as self-interest overshadows the public good.
- The other, powerful change in our society that adds to the ethical imperative is the unprecedented

(7)

and largely unregulated advances in science and technology that are happening across the globe. Many of the projects may appear inconceivable – as did mapping the human genome a decade ago – and as implausible as the Gilgamesh Project seems today. The pace of change and innovation is bewildering. Instead of going hand in hand with ethical considerations, scientists working in the fields of nanotechnology, intelligent design, cyborg engineering or engineering of inorganic life are largely operating outside of any moral construct.

- The dangers of unregulated technology, of not grounding decision-making on futures in ethics are potentially catastrophic. In order for adults to begin to make the appropriate political and ethical decisions on using new technologies, we need first to start training our children to ask salient and responsible questions, based on a resolute moral and ethical framework. We need to train them to think differently.
- In the first instance, it is up to those leaders in society, the wealthy, the leaders of industry and public figures to lead the way. And yet, our experience is that their example is often a poor one, highlighted recently by yet another chapter in the cash for access scandal.
- It was Teddy Roosevelt who said: "A man who has never gone to school may steal from a freight car; but if he has a university education, he may steal the whole railroad." What he didn't add was "and get away with it".
- Sadly, that is the popular perception of many of our financial traders and politicians. If we look at the banking crisis and expenses scandals, those guilty came predominantly from the well-educated, from leading schools and universities.
- Clearly, there is something missing in their education, call it humility, empathy, honesty or some similar values. Too often they leave school compromised, half-cooked, despite their academic achievements. Somehow, their otherwise excellent education has let them – and society, down.
- We live in an age of everyone for themselves to lesser or greater degree and we're not going to change that while the public conscience is unregulated, at least not without a significant moral shift.
- We don't seem to be challenging our children enough with the really fundamental questions about how they should live their lives.
- We cannot put everyone in a single moral universe but we can teach them about cause and consequence, about the value of charity and community and about having values that are not able to be measured in material terms alone.

(7)

Conscience- APJ Abdul Kalam

- Conscience is the light of the soul that burns within the chambers of our psychological heart. It is as real as life is.
- It raises the voice in protest whenever anything is thought of or done contrary to righteousness.
- Conscience is a form of truth that has been transferred through our generic stock in the form of the knowledge of our own acts and feelings about what is right or wrong.
- A virtuous and courageous person can alone use the instrument of conscience. He or she can alone hear the inner voice of the soul clearly.
- In a wicked person, this faculty is dead. The sensitive nature of such a person has been destroyed by sin or corruption. Hence, such people are unable to discriminate right from wrong.
- This element of using our wise and discerning conscience will enable us all to enjoy the freedom and remove our anxieties and worries.

(8) Why government is not like business

- Government will never run the way Silicon Valley runs because, by definition, democracy is messy," Obama said.
- Part of government's job, by the way, is dealing with problems that nobody else wants to deal with.
- There are two main circumstances when the public sector must perform a job, rather than private enterprise. One is when the task is so large or complex that no private entity can detect potential profit in it.
- When we succeed, we succeed because of our individual initiative, but also because we do things together.
- There are some things we do better together.
- It's government's responsibility to limit the inequities inherent in a free-market system. Markets are good at allocating capital resources, but not everyone comes to the market with equal standing.
- Caring for veterans, or the poor or aged appear on the surface and in the short term to be liabilities on the public ledger. But in the long run, they're assets, because they underscore the cohesiveness of society, which is priceless.

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