

Marshmallow Experiment

- The Marshmallow Experiment, which was **conducted with young children**, revealed that those who **resisted immediate gratification** in favour of a larger reward fared better in life.
- The **connection between self-regulation, impulse control, and emotional intelligence** is highlighted in this experiment.
- Self-regulation is an important aspect of emotional intelligence because it allows people to manage their impulses and make better decisions based on long-term goals.
- Individuals can improve their emotional intelligence by developing self-regulation skills, which leads to better relationships, academic or professional success, and overall well-being.
- The Marshmallow Experiment **highlights the value of self-control and delayed gratification** in developing emotional intelligence and achieving positive life outcomes.

- **Example:** Ankit, a civil servant has to allocate funds in his district for social welfare, he takes a rational decision after an extensive evaluation process.

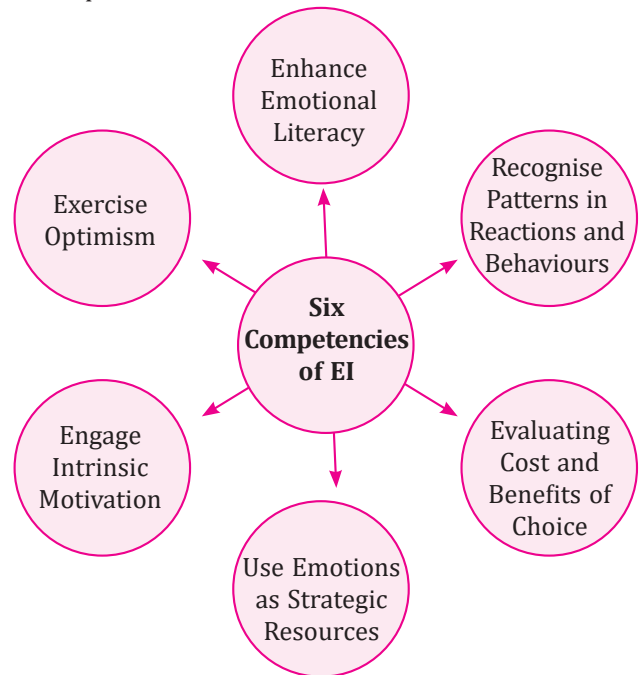


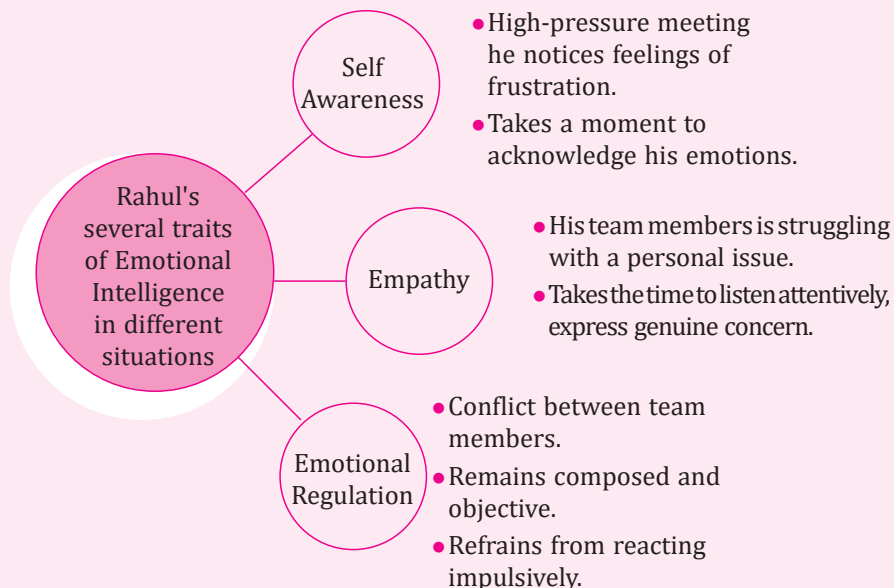
Fig: Six Competencies of EI

Traits of Emotional Intelligent Individual

- **Rational Decision-making:** A person with good EI will understand the implication of his actions and will take decisions rationally.

Example

Meet Rahul, a manager at a multinational company who demonstrates several traits of emotional intelligence in different situations:



- **Better Communication Skills:** People who are emotionally intelligent listen to others and know how to communicate effectively (Goleman 1997).
- **Improved Coordination:** EI makes a public servant more attentive and sympathetic.
- **Management of Disruptive Emotions:** A civil servant working in a high-pressure setting is frequently subjected to political pressure, life threats, and so on.

- **Better Policy Execution:** Working with colleagues who aren't self-aware, according to a study, can cut a team's success in half while also increasing stress and decreasing motivation.
- **Encourages Leadership:** At the heart of everything is self-awareness. It describes the capacity to recognise emotions and their impact on one's (public servant's) and her team's performance in addition to understanding one's own strengths and flaws.
- **Recognition of Patterns:** EI person has the ability to recognise emotional patterns, reactions and behaviour of others for effective problem-solving or decision-making.

Various Models of Emotional Intelligence (EI)

- **Ability Model:** The ability model of EI emphasises an individual's ability to perceive, understand, and manage emotions effectively. It highlights the cognitive aspects of emotional intelligence and treats EI as a mental ability. High EI individuals are skilled in recognizing emotions, understanding their causes, and regulating their responses.
 - **For example,** Mr. Rahul with high EI is excellent at interpreting facial expressions and accurately gauging his team member's emotional states.
- **Trait Model:** Emotional intelligence (EI) is a set of personality traits influencing emotions perception and management. High EI individuals display emotionally intelligent behaviours across various situations, focusing on stable traits like self-awareness, self-regulation, empathy, and social skills.
 - **For example,** Mr. Rahul consistently exhibits empathy and understanding towards others, regardless of the context.
- **Mixed Model:** The mixed model of emotional intelligence (EI) combines ability and trait models, recognizing innate abilities and learned skills, and suggests training and practice for improved EI, integrating cognitive and personality-based aspects.
 - **For example,** Mr. Rahul, according to the mixed model, may possess natural abilities to perceive and understand emotions, while also exhibiting learned skills in managing emotions and building positive relationships with management and his team members.

Multi-Dimensional Utility of Emotional Intelligence (EI)

- **In personal life:**
 - **Conflict Resolution:** EI people can handle difficult individuals, groups of people, or tense situations with diplomacy. It aids in finding **collaborative solutions**.

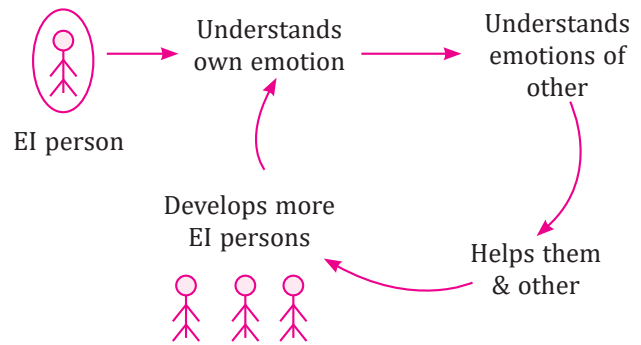


Fig: Conflict Resolution

- **Mental Health:** It helps us to manage our emotions and stress. This keeps us **protected against depression and anxiety**.
- **Decision Making:** Researchers agree that the key to a good decision is the combination of both thinking and feeling in one's decisions.
- **Optimism:** It helps to control our negative emotions and provides a proper **perspective of hope and possibility** for a task.
- **Personal Development:** It has been discovered through research that emotionally intelligent people achieve better results in both personal and professional life. They are flexible enough to accept positive changes in their life.
- **Motivation:** Individuals with high emotional intelligence are highly motivated and they can easily navigate through occasional failures.
- **Differentiate Between Needs and Wants:** An EI mind is able to differentiate between things that they need and things they want. This prevents conspicuous consumption.
- **Building Trust:** EI fosters trust and deeper connections. For instance, sharing personal vulnerabilities with a partner leads to increased emotional intimacy.
- **Promote Resilience:** In the wake of adversity, EI helps to manage a positive outlook, promoting resilience.
- **In public life:**
 - **Leadership:** Emotional intelligence enhances leadership abilities, enabling effective decision-making, inspiring and motivating others, and fostering collaboration.
 - ◆ **Example:** Mahatma Gandhi empathised with diverse perspectives, built consensus, and led with compassion exhibiting effective EI.
 - **Public Speaking and Influence:** EI helps individuals connect with and engage their audience effectively.
 - ◆ For instance, Sandip Maheshwari, with his effective engagement with the audience is able to guide them through their problems.

- **Conflict Resolution and Negotiation:** EI facilitates resolving conflicts and negotiating effectively.
 - ◆ For example, diplomatic negotiation by Prime Minister Narendra Modi.
- **Building and Maintaining Relationships:** EI aids in building strong relationships with colleagues, constituents, and stakeholders. It fosters community feeling.
- **Handling Criticism and Pressures:** EI equips individuals with the resilience and emotional strength to handle criticism, public scrutiny, and high-pressure situations.
- **Empathy:** EI fosters empathy and understanding towards the needs and concerns of the public.
- **In Politics:**
 - **Effective Communication:** High-EQ politicians can connect with different cultural, linguistic, and socioeconomic groups by adapting their communication styles.
 - ◆ **Example:** A politician addressing a rally in a rural area using relatable language and stories that connect with the local community's emotions and aspirations.
 - **Building Consensus:** High-EQ politicians can resolve conflicts and advance national interests by consensus building.
 - ◆ **For instance,** India's representative at the UN played an active role in consensus building for global collective action against terrorism.
 - **Empathy and Grassroots Engagement:** Emotional intelligence helps politicians understand people's concerns by actively listening and engaging with them.
 - ◆ **Example:** Politicians visiting the victims of disaster/crime/natural calamities.
 - **Handling Social Divisions:** Social, religious, and caste divisions shape India's politics. Emotional intelligence helps politicians navigate these complexities, foster social cohesion, and bridge communities.
- **In Administration:**
 - **Effective Governance:** Administrators with high emotional intelligence can understand the diverse needs and sentiments of the Indian population. They can engage in empathetic governance, addressing the concerns of different regions, cultures, and socioeconomic groups.
 - ◆ **Example:** Shahid Iqbal Chaudhary, District Collector of Srinagar, has built 320 bridges in vulnerable villages in Kashmir. This has provided connectivity to thousands of people and school kids. Apart from reducing travel distance, the initiative has drastically brought down the loss of lives in floods.
- **Cultural Sensitivity:** India is multilingual, religious, and cultural. Emotional intelligence helps administrators respect this diversity, promoting inclusivity and cultural sensitivity in policy making and implementation.
 - **Example:** C.B. Muthamma was the first woman IFS officer and Ambassador. She faced gender issues and caste issues. Thus, she fought all that and served different capacities with an extreme energy level in different places such as Asia, Africa, and Europe.
- **Community Engagement:** Emotional intelligence helps administrators engage local communities. Understanding regional and community needs, concerns, and aspirations helps administrators tailor policies and programmes to India.
 - **Example:** Cafe Able initiative was started in Thoothukudi, Tamil Nadu by District Collector (DC) Sandeep Nanduri. The IAS officer established a cafe to be run by differently-abled individuals to boost their confidence, entrepreneurial spirit and promote self-reliance among them.
- **Conflict Resolution:** Emotional intelligence helps resolve conflicts and manage tensions in diverse administrative settings. High-EI administrators can mediate intercommunity disputes, promote dialogue, and promote understanding.
 - **Example:** Noronha was an ICS officer. He was appointed as the Chief Civil Administrator of Goa by Pandit Jawaharlal Nehru directly. He has played a key role in encountering communalism and corruption in the state of Madhya Pradesh.
- **Public Service Delivery:** Emotional intelligence helps administrators in delivering public services with empathy and efficiency. By understanding the emotional needs of citizens, administrators can design and implement service delivery mechanisms that are responsive, transparent, and citizen-centric.
 - **Example:** While the online ecosystem is flooded with apps, Dr. T Arun, Puducherry District Collector, created a first-of-its-kind app that revived 198 water bodies in Puducherry, including ponds, lakes, and 206 km of canals. "Neer Padhivu" digitises water bodies with geotagging, unique ID numbers, GIS on ponds and tanks, and latitudes and longitudes.
- **Crisis Management:** India faces natural disasters, public health emergencies, and other crises. Emotional intelligence helps administrators respond with compassion, resilience, and quick decision-making while considering the emotional well-being of affected individuals and communities.
 - **Example:** Dr. Rajendra Bharud holds the distinction of cutting Nandurbar's single-day COVID-19 spike by 75 percent and also making the district self-sufficient in its oxygen requirement.

Elements of Emotional Intelligence and Their Use in Civil Services

- **Self-awareness:** Civil servants with self-awareness possess a deep understanding of their emotions, strengths, weaknesses, and values, enabling effective emotional management in various situations.
 - **Example:** Civil servants with self-awareness can manage impatience during high-pressure meetings by practising self-regulation techniques for calm and composed discussions.
- **Self-regulation:** Civil servants with self-regulation maintain emotional balance, adapt to changing circumstances, and make rational decisions.
 - **Example:** Civil Servant taking a rational decision in a critical situation by self-regulation.
- **Motivation:** Motivated civil servants possess a strong sense of purpose, commitment, and high standards, overcoming challenges with resilience and a positive attitude.
 - **Example:** A motivated civil servant taking a step beyond bureaucratic hurdles for a larger public good.
- **Empathy:** Empathy is the capacity to understand and share emotions and perspectives, enabling civil servants to connect with citizens, colleagues, and stakeholders through active listening, genuine concern, and considering diverse viewpoints.
 - **Example:** Prashant Nair, the District Collector of Kozhikode, established Compassionate Kozhikode, a volunteer-driven project that provides a variety of public services.
- **Social skills:** Social skills in civil servants enable effective communication, collaboration, and relationship-building, enabling them to navigate complex interactions and influence diverse stakeholders.
 - **Example:** IAS Officer OP Choudhary solved the problem of lack of **availability of skilled labour** with the education initiative '**Choo Lo Aasman**'.
- **Stress Management:** EI allows one to manage emotions in anxious situations, which aids in the maintenance of one's physical and mental well-being.
 - **Example:** A civil servant has to make rational decisions even when there is pressure from a higher authority.
- **Adaptability:** EI civil servants, because of their calmness, control over emotions, etc. are able to adapt to different and even challenging situations.
 - **Example:** IAS officer Smita Sabharwal responded to the financial crisis by launching a campaign called Fund Your City, in which she asked residents

to help her build infrastructure in Naxal-affected areas.

In summary, civil servants with high emotional intelligence possess self-awareness, self-regulation, motivation, empathy, and social skills. By developing these dimensions, they can enhance their decision-making, communication, and relationships, leading to more effective and empathetic public service delivery.

Development and Improving Emotional Intelligence (EI)

- **At the individual level:**
 - **Increase Self-Awareness:** Consider your emotional reactions to various situations and the underlying causes of those reactions. Thus, mindfulness journaling and obtaining input from trusted people can all help to increase self-awareness.
 - **Identify and classify Emotions:** Increase emotional vocabulary and improve your ability to identify and classify emotions.
 - **Emotional Management:** Breathing exercises, meditation, physical exercise, or engaging in activities that promote relaxation and stress reduction can all be part of this.
 - **Active listener:** Foster empathy by understanding and sharing others' sentiments, practising active listening, considering alternative viewpoints, and putting oneself in others' shoes.
 - **Improve Communication Skills:** Enhance communication skills by practising active listening, nonverbal communication, and assertive speaking, while paying attention to both verbal and nonverbal signs in conversations.
 - **Learning from mistakes:** Learn from your mistakes and consider how to improve your emotional responses and behaviours.
 - **Prioritise Self-Care:** Practice relaxation, stress reduction, and well-being techniques through exercise, hobbies, and seeking mental health help.

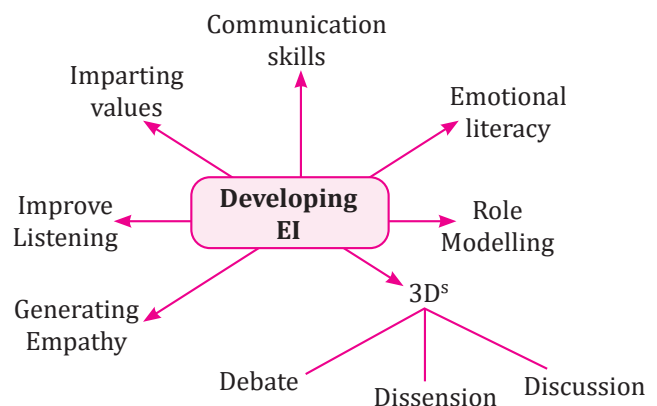


Fig: Development of EI

- **In Civil Servants:**

- **Capacity Building Programs:** The Department of Personnel and Training (DoPT) offers a variety of capacity-building programs aimed at improving civil servants' emotional intelligence. Courses in emotional intelligence, interpersonal skills, conflict resolution, and stress management are among the topics covered in these programs.
- **Integrated Government Online Training (iGOT):** The Ministry of Personnel, Public Grievances, and Pensions' iGOT platform offers online training modules on emotional intelligence and related skills. Civil servants can use these modules to improve their emotional intelligence skills.
- **National Training Policy:** The government implemented the National Training Policy, which emphasises the development of emotional intelligence among civil servants. The policy encourages training institutions to include elements of emotional intelligence in their training curricula.
- **Empathy Training:** Teach civil workers empathy. Active listening, perspective-taking, and empathy can help. This can be achieved through frequent field visits.
 - ◆ **Example:** Rohini Bhajibhakare (District Collector of Salem District), who is a daughter of a marginal farmer is known for people-centric governance.
- **Effective Communication:** Improve communication skills in government officials by training in active listening, emotional expression, and situational communication.
 - ◆ **Example:** IAS probationers are taken to Bharat Darshan to increase their understanding of the culture and various other aspects of the country.
- **Conflict resolution training:** Train civil workers in conflict resolution, collaborative problem-solving, and polite conversation, enhancing emotional intelligence and teamwork.
- **Leadership Development:** Provide emotional intelligence-focused programs for government servants to develop inspirational leadership, empathy, and workplace positivity.
- **Continuous evaluation of performance:** Encourage civil officials to assess emotional intelligence through performance reviews, coaching, and peer feedback.
- **Supportive Work Environment:** Promote emotional well-being and work-life balance through counselling and stress management programs.
- **Experiential learning:** Emotional and behavioural changes require experiential learning, and life activities outside traditional classrooms. This can be achieved through learning transfer, which refers to how people use what they learn in training for performance improvement.

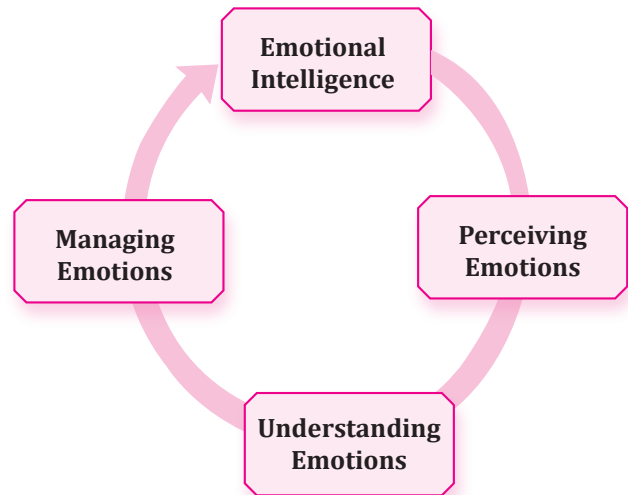
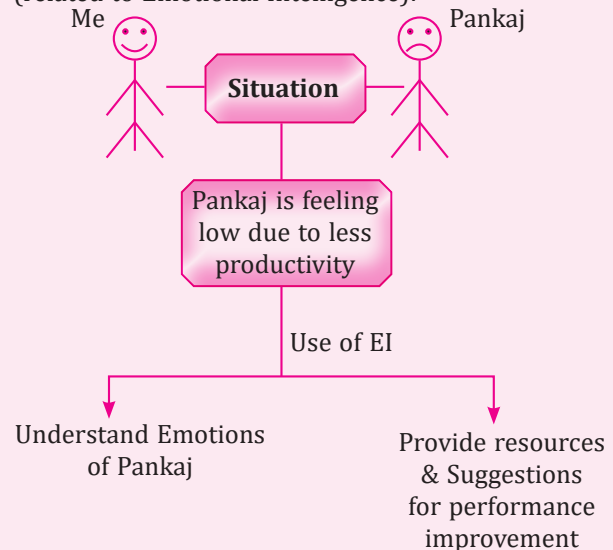


Fig: Development of EI

Real-Life Example of Emotional Intelligence

While working in a software company I met a colleague named Pankaj. Pankaj was facing a challenging phase in personal life, affecting his performance and well-being. I noticed his withdrawal, increased irritability in behaviour, and decline in productivity. I did the following thing (related to Emotional Intelligence):



Challenges in the Development of Emotional Intelligence (EI) in Administration

- **Work Pressure:** There is excessive work pressure on public servants which leads to the development of a “do whatever it takes” approach.
 - **Example,** due to heavy understaffing and unattended vacancies, there is heavy work pressure on public servants.

- **Cultural Gap:** Cultural gap between bureaucrats and the public reduces empathy, understanding, and communication, affecting communication and understanding.
 - **Example:** A bureaucrat from Bihar may face a cultural gap and lack of cultural awareness if posted to Kerala. It can only be minimised with cultural sensitisation with time.
- **Technology infusion in administration:** Technology in administration hinders emotional intelligence, as it lacks emotions.
 - **Example:** A girl, Santoshi Kumari from Jharkhand died due to starvation. The denial of ration was the result of inability to link the ration card with the Aadhar card.
- **Excessive Anonymity and Hierarchy:** Anonymity in bureaucracy can be strong, but excessive hierarchy and anonymity can hinder responsibility-taking motivation.
 - **Example:** A government official can refuse to grant PDS benefits to a destitute (eligible but lacking required documents) by making an excuse over the want of order from higher officials.
- **Lack of Training:** Indian bureaucracy primarily trains on technical tasks, lacks emotional intelligence, and faces reluctance to change the training curriculum.
 - **Example:** A lack of specific emotional intelligence training programs or workshops may result in a gap in the development of key competencies such as empathy, active listening, and conflict resolution.
- **Resistance to Change and a Traditional Mindset:** The administration may encounter resistance to change as well as a traditional mindset that values hierarchy and authority over emotional intelligence. This resistance can stymie the adoption of new approaches and the willingness to embrace initiatives to develop emotional intelligence.
 - **Example:** Senior officials may be resistant to implementing emotional intelligence practices because they believe they are unnecessary or contradict the existing system.

Negative Use of Emotional Intelligence (EI)

- **Manipulation of others:** A person adept at judging and manipulating others' emotions without integrity can conceal real emotions and disguise others' expressions.
 - **Example:** People on social media platforms manipulate other people by exploiting their emotions such as distress etc.
- **Lack of communication:** Excessive emotion regulation and low social skills may result in communication issues.
 - **Example:** If a person (A) is not good in communication skills and does not show any emotion (such as a smile) while meeting someone (B), then that person (B) will have lesser interest in talking to the person (A).
- **Lack of Predictive Power:** Another criticism is that emotional intelligence does not consistently predict

important outcomes such as job performance or leadership effectiveness. According to critics, the relationship between emotional intelligence and desired outcomes is frequently weak or inconsistent.

- **Example:** Individuals with high emotional intelligence scores may not always excel in their professional roles or demonstrate effective leadership skills.
- **Often confused with Skill:** EI is a desirable moral quality rather than a skill. A well-developed EI is not only an instrumental tool for accomplishing goals but as a dark side weapon for manipulating others.
- **Not a form of intelligence:** This criticism asserts that scientific inquiry requires construct validity and consistency. Before EI, psychologists had theoretically distinguished abilities and achievements, skills and habits, attitudes and values, personality traits, and emotional states. Thus, EI may also mix and confuse such terms and definitions.
- **Tolerance towards injustice:** If a person has excessive control over emotions, then he/she can suppress his/her emotions that might be inclined towards justice.
 - **Example:** A person can control his emotion of pity when he sees someone scolding a poor person asking for food.

Examples of Emotional Intelligence

- **As a Civil Servant:** In distributing ration to a poor elderly tribal couple, civil servant Ms Patel demonstrates emotional intelligence. Faced with an ethical dilemma of limited supplies, she prioritises compassion, fairness, and respect. She engages in active listening, understanding their unique needs, and ensures equitable distribution, upholding principles of justice, empathy, and dignity.
- **From Movie Characters:** In the Bollywood movie "Dear Zindagi," the character Dr. Jehangir Khan, played by Shah Rukh Khan, exhibits emotional intelligence. He guides the protagonist, Kaira, played by Alia Bhatt, in exploring her emotions, building self-awareness, and developing healthier relationships, demonstrating empathy, understanding, and compassion throughout their therapeutic journey.

Challenges to Emotional Intelligence (EI)

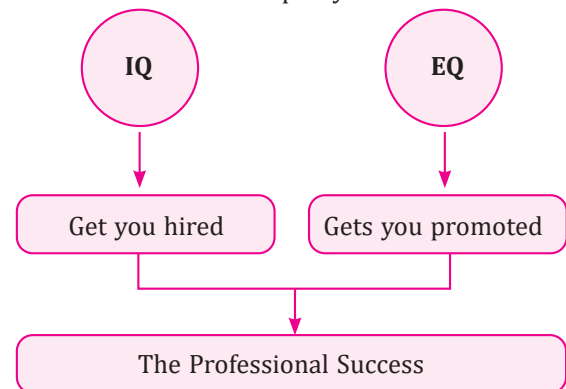
- **Artificial Intelligence:** Increasing reliance on AI hinders understanding cultural differences and emotional expressions, highlighting biases in algorithms.
 - **Example:** Facial recognition technology used in the USA has been biased against people of colour and has wrongfully matched people of different colours.

- **Excessive Politicisation:** Excessive politicisation increases public pressure on honest officials and 'yesmanship' among politically aligned officials.
 - **Example:** Archaeological Survey of India began gold hunting in Uttar Pradesh on the order of a Union Minister who believed in a Baba.
- **Social Media and Fake News:** Social media and fake news reduce rationality, increasing pressure on officials to deliver quick results.
 - **Example:** In the Ryan international school case, Gurugram, the police charged the bus driver to show quick results, but he was later released after CBI took over the case.
- **Online Games and Apps:** Online games waste children's time, shaping their thinking processes and character development based on the characters of the game.
 - **Example:** Tik Tok app which prompted people to make videos for publicity only without any substantial content.
- **Virtual Classes and Activities in School:** During the Corona period, students' internet engagement hinders natural EI growth, separating them from the real world and affecting their learning experiences.
 - **Example:** Group events and games are not being organised which could lead to suppression of values such as teamwork, leadership, compassion, etc.
- **Rigid Laws:** Strict code of conduct, rules that abide the bureaucrats to the decisions of ministers and they cannot outrightly reject illegitimate demands.

- **Example:** Former Kerala Chief Secretary Jiji Thomson, an accused in the palmolein graft case had to abide by the decision of the government to import about 15,000 tonnes of palmolein.

Emotional Quotient (EQ)

- Emotional quotient (EQ) is a **measure of a person's ability to understand and manage their emotions** and the emotions of others. It's like having a kind of "emotional intelligence."
- Just like IQ measures a person's intelligence, EQ **measures a person's emotional skills**.
- It is about being aware of and **handling emotions well**, both in ourselves and in our interactions with others.
- **Example:** My School Teacher demonstrates a high Emotional Quotient (EQ) by recognizing and managing his own emotions, understanding others' perspectives, and fostering positive relationships through effective communication and empathy.



Parameter	High EQ	Low EQ
Self-Awareness	<ul style="list-style-type: none"> • Self-awareness at a high level, recognizing and understanding one's own emotions, strengths, and weaknesses. 	<ul style="list-style-type: none"> • Lacking self-awareness, difficulty recognizing and comprehending one's own emotions and their impact on behaviour.
Decision-Making	<ul style="list-style-type: none"> • Emotions and rationality are taken into account in decision-making processes, resulting in well-informed choices. 	<ul style="list-style-type: none"> • Difficulty incorporating emotions into decision-making, relying solely on logic, or being excessively influenced by emotions.
Leadership Skills	<ul style="list-style-type: none"> • Strong leadership abilities, inspiring and motivating others, and fostering a positive work environment. 	<ul style="list-style-type: none"> • When a leader lacks the ability to motivate and engage others, he or she may exhibit limiting or unsupportive behaviours.
Adaptability	<ul style="list-style-type: none"> • High adaptability, with the ability to navigate change and deal with uncertainty with resilience. 	<ul style="list-style-type: none"> • Change resistance, difficulty adapting to new situations, or unexpected challenges.
Empathy	<ul style="list-style-type: none"> • Strong ability to comprehend and empathise with others, taking into account their perspectives and emotions. 	<ul style="list-style-type: none"> • Lack of empathy, difficulty understanding and relating to other people's emotions and experiences.

Example to Help Clarify the Concept of Emotional Quotient (EQ)

- Imagine your friend Meera is struggling. She is depressed after losing her job. As a high-EQ person, you notice Meera is sad and upset.
- As a friend with high EQ, you need to support Meera. You say, “Meera, you seem down today. All right?” You show you care by acknowledging her feelings.
- Meera expresses her frustration and disappointment. Listen and validate her feelings by saying, “Losing a job is hard. It’s normal to be upset.” You support Meera by understanding and empathising with her emotions.
- Next, your high EQ helps Meera manage her emotions and encourages her. You say, “Remember that you have many valuable skills and experiences. You’re not this setback. Let’s brainstorm ways to get you back on track. You’re capable.”
- Your empathy and encouragement motivate Meera. She appreciates your support, strengthening your friendship. Your high EQ helps Meera emotionally, regain confidence, and find a new job.
- Your high EQ helped you recognise Meera’s emotions, empathise with her, and respond positively. It helped Meera and strengthened your relationship.

Intelligent Quotient (IQ)

- Intelligence Quotient (IQ) measures a **person’s cognitive abilities**, assessing their thinking, reasoning, problem-solving, and learning abilities.
- It determines a person’s academic and cognitive performance, **indicating their ability to comprehend, connect, and solve problems effectively**.

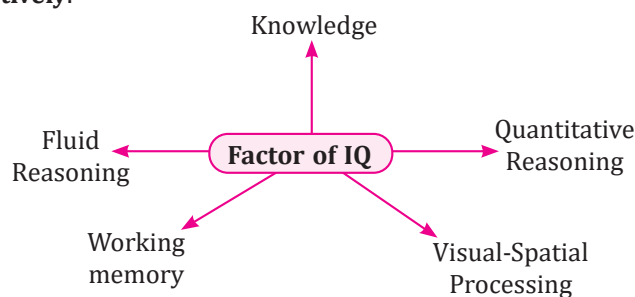


Fig: Factors of IQ

Difference Between EQ and IQ

Emotional Quotient (EQ)	Intelligence Quotient (IQ)
<ul style="list-style-type: none"> Measures a person’s ability to understand and manage emotions. 	<ul style="list-style-type: none"> Measures a person’s cognitive abilities and intelligence.
<ul style="list-style-type: none"> Focuses on emotional skills, including self-awareness, empathy, and emotion regulation. 	<ul style="list-style-type: none"> Focuses on cognitive abilities, such as logical reasoning, problem-solving, and memory.
<ul style="list-style-type: none"> Helps in building and maintaining relationships, resolving conflicts, and effective communication. 	<ul style="list-style-type: none"> Helps in academic and cognitive performance, problem-solving, and learning new information.
<ul style="list-style-type: none"> Indicates a person’s emotional intelligence or “emotional smarts.” 	<ul style="list-style-type: none"> Indicates a person’s intellectual capabilities or “cognitive smarts.”
<ul style="list-style-type: none"> High EQ is associated with empathy, adaptability, and resilience. 	<ul style="list-style-type: none"> High IQ is associated with analytical thinking, academic success, and cognitive performance.
<ul style="list-style-type: none"> Can be developed and improved through self-awareness, empathy training, and emotion regulation exercises. 	<ul style="list-style-type: none"> Considered relatively stable and less malleable, with a genetic and environmental influence.
<ul style="list-style-type: none"> Does not necessarily correlate with a high IQ. 	<ul style="list-style-type: none"> Does not necessarily correlate with high EQ.
<ul style="list-style-type: none"> Examples of EQ-related skills: Recognizing emotions, understanding others’ perspectives, and managing conflicts effectively. 	<ul style="list-style-type: none"> Examples of IQ-related skills: Problem-solving, critical thinking, and logical reasoning.

Illustration: Let's consider an example to help illustrate the concept of Intelligence Quotient (IQ)

- Imagine two maths test takers, Akansha and Reeta. Akansha's IQ is high, while Reeta's is average.
- The test begins with complex maths problems that require critical thinking and problem-solving. Akansha's high IQ allows her to quickly analyse problems, connect concepts, and find effective solutions. She solves problems quickly and logically but remains error-prone.
- However, Reeta's average IQ makes things difficult for her. Mathematical principles and a methodical approach are her methods. She uses good reasoning to solve problems, even if it takes longer.
- This example shows Akansha and Reeta's IQ difference. Akansha's higher IQ allows her to solve problems faster, while Reeta's average IQ slows her down but maintains accuracy.
- In conclusion, combining IQ and emotional intelligence helps in getting good results. Emotional intelligence involves understanding, managing, and expressing emotions effectively and helps in effective and efficient decision-making. In contrast, IQ helps in faster execution and expediting problem-solving.

Artificial Intelligence vs Emotional Intelligence

Aristotle

"Anyone can become angry- that is easy, but to be angry with the right person at the right time and for the right purpose – that is not within everyone's power and that is not easy".

Parameter	Artificial Intelligence (AI)	Emotional Intelligence (EI)
Definition	<ul style="list-style-type: none"> • A Machine or computer system's ability to simulate human intelligence and perform tasks that normally require human intelligence. 	<ul style="list-style-type: none"> • The ability to recognize, understand, and manage one's own and other's emotions, as well as to use emotions effectively in a variety of situations.
Human Interaction	<ul style="list-style-type: none"> • Voice recognition, natural language processing, and chatbots allow AI systems to interact with humans, but they lack emotional understanding and connection. 	<ul style="list-style-type: none"> • EI allows for effective human interaction, such as active listening, empathy, understanding nonverbal cues, and relationship building.
Decision-Making	<ul style="list-style-type: none"> • AI algorithms are capable of processing massive amounts of data and making logical decisions based on predefined rules patterns. 	<ul style="list-style-type: none"> • Emotional intelligence entails considering emotions in decision-making, recognizing the impact of emotions on oneself and others, and making informed decisions that take both rationality and emotional factors into account.
Applications	<ul style="list-style-type: none"> • Automation, data analysis, predictive modelling, robotics, virtual assistants, and other industries all use AI. 	<ul style="list-style-type: none"> • Interpersonal relationships, leadership, teamwork, customer service, conflict resolution, and roles requiring empathy and understanding of human emotions all benefit from EI.
Limitations	<ul style="list-style-type: none"> • Artificial intelligence (AI) lacks human-like emotional understanding, intuition, and subjective experiences, limiting its ability to fully comprehend complex human emotions and contexts. 	<ul style="list-style-type: none"> • Individual differences in EI exist, and its development requires time, practice, and self-reflection, all of which can be subjective and difficult to quantify objectively.

Emotional Intelligence Vs Sympathy Vs Empathy

- **Sympathy:** It is about understanding others' feelings without feeling at yourself. It is a feeling similar to pity with kindness towards one who has faced an undesirable scenario.
- **Apathy:** Indifference
- **Sympathy:** Kindness
- **Empathy:** Experience
- **Compassion:** Action
- **Empathy:** It is about thinking and feeling from others' perspectives. Empathy and Compassion are

mostly used interchangeably. As Swamy Vivekananda said, "Prefer a man with a kind heart rather than an intelligent mind".

- Sympathy and empathy involve recognizing and responding to the emotions of others. Emotional Intelligence, on the other hand, encompasses a broader set of skills that includes both self-awareness and understanding and managing the emotions of oneself and others.
- EI goes beyond simply acknowledging emotions and focuses on developing emotional awareness, regulation, and effective interpersonal skills.



- **Scenario:** A friend has recently lost their job-

Emotional Intelligence (EI)	Sympathy	Empathy
<p>A person with high emotional intelligence in this scenario would demonstrate the following:</p> <ul style="list-style-type: none"> • Self-awareness: They would recognize their own emotions and any biases or preconceptions they may have about job loss. • Self-regulation: They would manage their own emotions and remain composed, avoiding any negative or judgmental reactions. • Social skills: They would effectively communicate with their friends, offer support, and provide resources or guidance if appropriate. 	<ul style="list-style-type: none"> • Sympathy: A sympathetic response to the friend's job loss would involve expressing concern, compassion, and support without necessarily sharing the same experience. <ul style="list-style-type: none"> ○ Example: A sympathetic person might say, "I'm sorry to hear about your job. That must be really tough. If there's anything I can do to help or if you need someone to talk to, I'm here for you." 	<ul style="list-style-type: none"> • They would actively understand and share their friend's emotions, acknowledging the impact of job loss on their friend's well-being.

Emotional Intelligence and Social Competence

- Social competence and emotional intelligence are closely related concepts that impact an individual's **ability to navigate social interactions** effectively.
- Social competence involves cognitive abilities, emotional processes, behavioural skills, social awareness, and personal and cultural values related to interpersonal relationships.
- It varies depending on age, person, and situation, making it a **crucial aspect of interpersonal relationships**.
- **Example:** Despite being subjected to repeated bullying, I have demonstrated social competence by responding calmly, assertively addressing the issue,

seeking help from trustworthy persons, and retaining empathy for others, therefore establishing a good and inclusive atmosphere.

Emotional Intelligence and Social Intelligence

- Social Intelligence (SI) is the **ability of a person to tune into other people's emotions** and read the subtle behavioural cues to choose the most effective response in a given situation.
- It aids people to successfully build relationships and navigate social environments.
- **Example:** Mahatma Gandhi demonstrated **social intelligence** when he opted to lead the Indian freedom cause via nonviolence. He recognised that

violence would only lead to greater bloodshed and that it was critical to establish ties with the British in order to achieve his objectives. He was able to use his **social skills to foster trust and collaboration, eventually leading to Indian independence.**

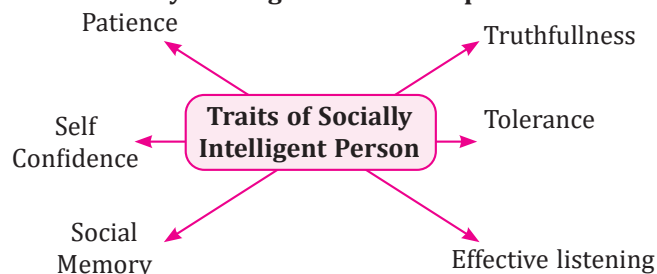


Fig: Traits of Socially Intelligent Person.

Key Elements of Social Intelligence

- **Verbal fluency and conversational skills:** Socially intelligent individuals can engage with diverse individuals while maintaining sensitivity and appropriateness.
 - **Example:** Swami Vivekananda used the phrase “Sisters and Brothers of America” with subtlety in his lecture in Chicago.
- **Knowledge of social roles, rules, and scripts:** Socially intelligent individuals excel in various roles and understand societal norms.
 - **Example:** Gandhiji was well aware of the social roles prescribed for women in pre-independence India and devised an appropriate strategy to allow them to participate in the freedom struggle.
- **Effective listening skills:** Socially intelligent individuals are good listeners and have a positive attitude, creating a strong connection with others.
 - **Example:** Former President K.R. Narayanan became the first public figure (as Vice-President) to shake hands with an HIV-infected person and showed a positive attitude
- **Impression management skills:** Socially intelligent individuals effectively balance their image and authenticity.
 - **Example:** Chetan Singh Rathore, the Deputy Commissioner of Bengaluru spoke to protesters and sang the national anthem to pacify them.
- **Conflict Resolution:** Social intelligence requires conflict resolution skills. It entails constructively managing and resolving conflicts, finding win-win solutions, and effectively addressing disagreements or disputes while maintaining positive relationships.
 - **Example:** Facilitating a meeting in which opposing parties express their concerns, actively listening to each person’s point of view, and assisting them in reaching a mutually beneficial resolution.
- **Relationship Building:** Developing and nurturing relationships is an important aspect of social

intelligence. It entails making and keeping positive connections with others, cultivating trust, and comprehending the dynamics of social interactions.

- **Example:** Building a strong professional network through active engagement with colleagues, attendance at social events, and genuine interest in their lives and work, for example.
- **Social Adaptability:** The ability to adjust one’s behaviour and communication style in response to the social context and the needs of different individuals or groups is referred to as social adaptability. It entails being adaptable, flexible, and open-minded in a variety of social situations.
 - **Example:** Modifying your communication style and tone to accommodate the preferences and cultural norms of a diverse group of people is an example.
- **Intuition and Social Sensitivity:** Social intelligence is influenced by intuition and social sensitivity. It entails having an intuitive understanding of social dynamics, being sensitive to unspoken cues, and accurately assessing a situation’s emotional climate.
 - **Example:** Detecting tension in a meeting and defusing it by addressing underlying concerns and encouraging open and respectful communication.

Example of Social Intelligence

- **From Movie Character:** In the Bollywood movie “3 Idiots,” the character **Rancho**, played by Aamir Khan, showcases social intelligence. He effortlessly connects with people from all walks of life, transcending social barriers. Through his inclusive mindset, he promotes teamwork, understanding, and respect, fostering a harmonious and supportive environment for personal and academic growth.

Key Terms of Emotional Intelligence & Their Meanings

- **Emotional Resilience:** The ability to recover from setbacks, adapt to change, and cope effectively with stress and adversity. It entails maintaining a positive attitude, remaining optimistic, and being able to regulate emotions in stressful situations.
- **Emotional Awareness:** The ability to recognize and understand emotions in oneself and others. To gain a better understanding of emotions, it is necessary to recognize emotional cues such as facial expressions, body language, and vocal tone.
- **Emotional Regulation:** The ability to effectively manage and control one’s emotions in order to avoid impulsive or destructive reactions. To regulate emotions, it employs techniques such as deep breathing, relaxation techniques, and cognitive reframing.

- **Social Skills:** Social skills include the ability to form and maintain positive relationships, communicate effectively, and collaborate with others. Active listening, conflict resolution, teamwork, and effective verbal and nonverbal communication are all required.
- **Emotional agility:** Is defined as the ability to navigate and adapt to one's own emotions as well as the emotions of others in a rapidly changing and unpredictable world. It entails being adaptable, open-minded, and resilient in the face of obstacles and setbacks.
- **Empathic Leadership:** A leadership style that emphasises understanding and connecting with employees' or team members' emotions and experiences. Empathic leaders listen actively, show genuine concern, and foster a supportive and inclusive work environment.
- **Emotional well-being:** Is defined as the state of being emotionally healthy and resilient. It entails dealing with stress, staying positive, and cultivating a sense of fulfilment and purpose in one's personal and professional life.
- **Emotionally Intelligent Hiring:** The practice of assessing and selecting job candidates based on their emotional intelligence as well as their technical skills. Employers understand that people with high emotional intelligence perform better in teamwork, collaboration, and interpersonal relationships.
- **Emotional Intelligence Training:** Programs or interventions designed to help individuals or organisations develop and improve their emotional intelligence skills. These courses frequently emphasise self-awareness, self-regulation, empathy, and social skills, with the goal of improving communication, teamwork, and overall emotional well-being.
- **Emotional Intelligence in Education:** The incorporation of emotional intelligence competencies into educational settings. Emotional intelligence is recognized as important in students' academic success and personal development by educators. Emotional intelligence training can improve students' social-emotional skills, empathy, and resilience.
- **Emotional Intelligence in the Workplace:** The Application of emotional intelligence skills in professional settings. Employees with high emotional intelligence are valued by employers because they can effectively navigate workplace dynamics, manage conflicts, and build positive relationships with colleagues and clients.
- **Emotional Intelligence and Mental Health:** An examination of the relationship between emotional intelligence and mental health. According to research, people with higher emotional intelligence are better able to understand and regulate their emotions, resulting in better mental health outcomes and a lower risk of mental health disorders.
- **Emotional Intelligence and Diversity:** Recognizing and appreciating diverse emotional experiences, perspectives, and cultural contexts. Being emotionally intelligent entails being sensitive to the emotional needs and experiences of people from various backgrounds, as well as fostering an inclusive and equitable environment.
- **Emotional Intelligence and Technology:** An investigation into how technology affects emotional intelligence and vice versa. As technology continues to shape our lives, there is an increasing interest in learning how to use technology to improve emotional intelligence skills and address potential challenges, such as digital distraction or online communication dynamics.

PREVIOUS YEAR QUESTIONS (MAINS)

1. Wisdom lies in knowing what to reckon with and what to overlook. An officer being engrossed with the periphery, ignoring the core issues before him, is no rare in the bureaucracy. (2022)
2. In case of crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine. (2021)
3. What are the main components of emotional intelligence (EI)? Can they be learned? discuss. (2020)
4. "Emotional Intelligence is the ability to make your emotions work for you instead of against you." Do you agree with this view? Discuss. (2019)
5. What does this quotations mean to you in the present context: "Anger and intolerance are the enemies of correct understanding" - Mahatma Gandhi. (2018)
6. "In doing a good thing, everything is permitted which is not prohibited expressly or by clear implication". Examine the statement with suitable examples in the context of a public servant discharging his/her duties. (2018)
7. How will you apply emotional intelligence in administrative practices? (2017)
8. Anger is a harmful negative emotion. It is injurious to both personal life and work life. (a) Discuss how it leads to negative emotions and undesirable behaviours. (b) How can it be managed and controlled? (2016)
9. All human beings aspire to happiness. Do you agree? What does happiness mean to you? Explain with examples. (2014)
10. What is 'emotional intelligence and how can it be developed in people? How does it help an individual in taking ethical decisions? (2013)

11. What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed the voice of conscience? (2013)
12. What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (2013)

CASE STUDIES

1. Pawan has been working as an officer in the State Government for the last ten years. As a part of a routine transfer, he was posted to another department. He joined a new office along with five other colleagues. The head of the office was a senior officer conversant with the functioning of the office. As a part of general inquiry, Pawan gathered that his senior officer carries the reputation of being a difficult and insensitive person having his own disturbed family life. Initially, all seemed to go well. However, after some time Pawan felt that the senior officer was belittling him and at times unreasonable. Whatever suggestions given or views expressed by Pawan in the meetings were summarily rejected and the senior officer would express displeasure in the presence of others. It became a pattern of the boss' style of functioning to show him in a bad light highlighting his shortcomings and humiliating him publicly. It became apparent that though there were no serious work-related problems/ shortcomings, the senior officer was always on one pretext or the other and would scold and shout at him. The continuous harassment and public criticism of Pawan resulted in loss of confidence, self-esteem and equanimity. Pawan realised that his relation with his senior officer was becoming more toxic and due to this, he felt perpetually tensed, anxious and stressed. His mind was occupied with negativity and caused him mental torture, anguish and agony. Eventually, it badly affected his personal and family life. He was no longer joyous, happy and contented even at home. Rather without any reason he would lose his temper with his wife and other family members. The family environment was no longer pleasant and congenial. His wife who was always supportive to him also became a victim of his negativity and hostile behaviour. Due to harassment and humiliation suffered by him in the office, comfort and happiness virtually vanished from his life. Thus, it damaged his physical and mental health.

- (a) What are the options available with Pawan to cope with the situation?
- (b) What approach Pawan should adopt for bringing peace, tranquillity and congenial environment in the office and home?

- (c) As an outsider, what are your suggestions for both boss and subordinate to overcome this situation and for improving the work performance, mental and emotional hygiene?
- (d) In the above scenario, what type of training would you suggest for officers at various levels in the government offices? (2021 UPSC Mains)

Approach

- **Introduction:** Identifying the issue, ethical aspects like absence of Emotional Intelligence, misuse of authority by seniors & stakeholders.
- **Body:** Identifying the actions to be undertaken by the competent authority for violating the safety standards and health norms of the food company. Discuss what approaches Pawan should adopt at different places. Identifying the ethical dilemmas involved in the case.
- **Conclusion:** Highlighting the alternatives available and the course of action expected to be undertaken by the food company.

2. You are heading the rescue operations in an area affected by severe natural calamity. Thousands of people are rendered homeless and deprived of food, drinking water and other basic amenities. Rescue work has been disrupted by heavy rainfall and damage to supply routes. The local people are seething with anger against the delayed limited rescue operations. When your team reaches the affected area, the people there heckle and even assault some of the team members. One of your team members is even severely injured. Faced with this crisis, some team members plead with you to call off the operations fearing threats to their life.

In such trying circumstances, what will be your response? Examine the qualities of a public servant which will be required to manage the situation.

(2019 UPSC Mains)

Approach

- **Introduction:** Identifying the issue, ethical aspects & stakeholders.
- **Body:** Analysing the challenges in the Rescue operation. Exploring various possible alternatives/ responses weighing as per the merit. Examining the qualities of a Public Servant.
- **Conclusion:** Respond to the situation by choosing the best possible course of action.

3. Dr X is a leading medical practitioner in a city. He has set up a charitable trust through which he plans to establish a super-speciality hospital in the city to cater to the medical needs of all sections of the society. Incidentally, that part of the State had been neglected over the years. The proposed hospital would be a boon for the region. You are heading the tax investigation agency of that region. During an inspection of the doctor's clinic, your officers have found some major irregularities. A few of them are substantial which had resulted in considerable withholding of tax that should be paid by him now. The doctor is cooperative. He undertakes to pay the tax immediately. However, there are certain other deficiencies in his tax compliance which are purely technical in nature. If these technical defaults are pursued by the agency, considerable time and energy of the doctor will be diverted to issues which are not so serious, urgent or even helpful to the tax collection process. Further, in all probability, it will hamper the prospects of the hospital coming up.

There are two options before you:

- (a) Taking a broader view, ensure substantial tax compliance and ignore defaults that are merely technical in nature.
- (b) Pursue the matter strictly and proceed on all fronts, whether substantial or merely technical.

As the head of the tax agency, which course of action will you opt for and why?

(2018 UPSC Mains)

Approach

- **Introduction:** Identifying the issue, ethical aspects & stakeholders.
- **Body:** Analysing the objective and subjective issues involved in the case – tax compliance irregularities and intention of the Doctor.
 - Identifying Real vs Intended Objective.
 - Identification Enquiry and subjective analysis.
 - Exploring various possible alternatives and weighing them as per merit.
- **Conclusion:** Respond to the situation by choosing the best possible course of action.

4. You are the head of the Human Resources department of an organisation. One day one of the workers died on duty. His family was demanding compensation. However, the company denied compensation because it was revealed in investigation that he was drunk at the time of the accident. The workers of the company went on to strike demanding compensation for the family of the deceased. The Chairman of the management board has asked for your recommendation. What recommendations would you provide to the management? Discuss the merits and demerits of each of the recommendation. (20 Marks) (250 Words)
(2017 UPSC Mains)

Approach

- **Introduction:** Identifying the issue, ethical aspects and stakeholders.
- **Body:** Making recommendations to the management based on merit and demerits of the propositions.
- **Conclusion:** Identifying the best possible Course of Action.



5

Contributions of Moral Thinkers and Philosophers from India and World

"If I were asked under what sky the human mind has most fully developed some of its choicest gifts, has most deeply pondered over the greatest problems of life, and has found solutions of some of them which well deserve the attention even of those who have studied Plato and Kant, I should point to India."

—Max Muller

Syllabus

Contributions of moral thinkers and philosophers from India and the world.

5.1 PHILOSOPHY: MEANING AND CONCEPT

- **Philosophy** is derived from the Greek word—**Philosophia** which means **love of wisdom** coined by pre-Socratic thinker **Pythagoras** (6th century BC).
- **Philosophy is a way of thinking and asking questions about the world around us.** It's about trying to understand things using our thoughts and reasoning.
 - Imagine you're curious about why things happen or what is right and wrong. Philosophy is like a tool that helps you explore those questions and find answers.
- In ancient Greece, there were great philosophers like **Socrates and Plato**. They used their minds to think deeply about life, knowledge, and how we should live.

They asked big questions like "What is the meaning of life?" or "**How do we know what is true?**"

- **Today**, philosophy is still important. It helps us understand ourselves, the world, and our place in it. It's like a guide that helps us make sense of things and make good decisions.
 - **For example**, let's say you have a friend who is arguing about whether it's right to tell a lie. Philosophy would help you think about why telling the truth is important and what the consequences of lying might be. It would help you figure out what you believe is the right thing to do.

A human is a **social being** who seeks to understand **cause and effect relationships** in **nature** and the **society** he lives in.

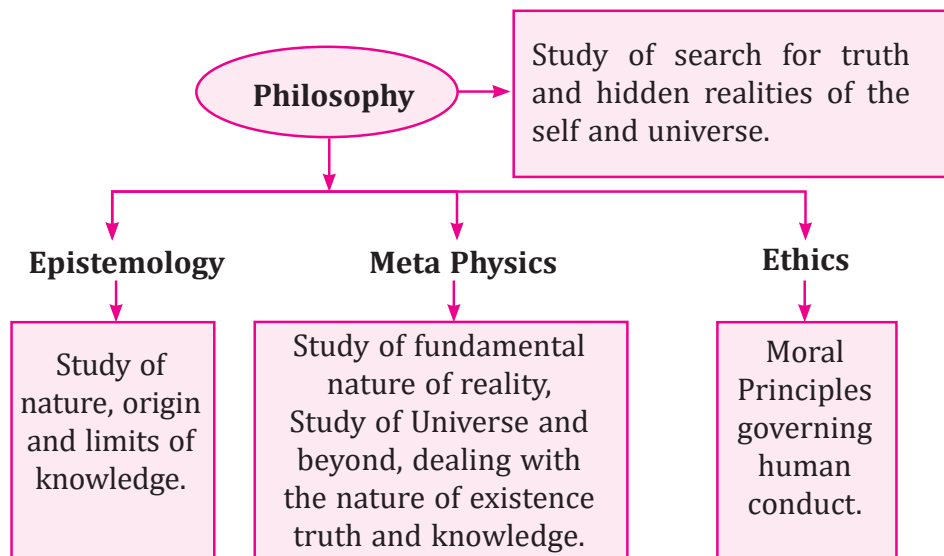


Fig: Philosophy, Meaning and Concept

Kohlberg's theory of Moral Consciousness (1958)

- It focuses on the thinking process that occurs when one decides whether behaviour is right or wrong. The theoretic emphasis is on how one decides to respond to a moral dilemma not what one decides or what one actually does.
- **Lawrence Kohlberg** was one of the thinkers of this branch conducted social experiment **Heinz Dilemma** (should an individual steal a drug to save his wife, or refrain from theft even though that would lead to his wife's death?) **Kohlberg's** concern was not which choice the boys made, but the **moral reasoning** that lay behind their decisions, thus found greater role of social norms in their reasoning.

5.2 WESTERN THINKERS

5.2.1 Socrates

- He was born in 470 BC in Athens and is well-known for his dialogues and debates with public figures and authorities of the time. This technique is termed **Maieutics**.

Socrates Philosophy

- **Socratic Method:** Socrates is known for his Socratic Method, a **form of inquiry and dialogue** that involves asking probing questions to stimulate critical thinking and encourage self-examination. Through this method, Socrates **aimed to challenge people's assumptions**, reveal inconsistencies, and arrive at deeper truths.
 - **Implementation:** In the context of civil services, bureaucrats and administrators can employ the **Socratic Method** to foster open dialogue, engage in rational inquiry, and make well-informed decisions.
 - **Example:** During policy discussions, civil servants can use probing questions to encourage thorough analysis and consider diverse perspectives before arriving at a solution.
- **Socratic Ignorance:** Socrates famously claimed that he was wise because he knew that he didn't know everything. He acknowledged the limits of his knowledge and embraced a state of "**Socratic ignorance**," recognizing that there is always more to learn.
 - **Implementation:** In civil service, this philosophy encourages civil servants to embrace a humble and receptive attitude, recognizing that there is always more to understand and discover.
- **Example:** Civil servants must acknowledge that they have room for growth and remain open to new perspectives and ideas.
- **Virtue Ethics:** Socrates emphasized the **importance of moral virtue and ethical conduct**. He believed that the **pursuit of knowledge and self-examination** should be directed towards cultivating virtuous character and improving oneself morally. Socrates argued that the ultimate goal of human life is to achieve **eudaimonia**, which is often translated as "**flourishing**" or "**living well**."
 - **Implementation:** In the realm of civil services, public servants are expected to uphold ethical values, demonstrate integrity, and prioritize the well-being of the public.
 - **For example**, a civil servant adhering to virtue ethics may resist corrupt practices, act justly, and make decisions that consider the long-term benefits for society rather than personal gain.
- **The Examined Life:** Socrates advocated for self-reflection and the pursuit of self-knowledge. Socrates famously proclaimed that "**the unexamined life is not worth living**." He believed that individuals should constantly question and examine their beliefs, values, and actions in order to lead a meaningful and fulfilling life. Socrates encouraged introspection and self-awareness, arguing that self-knowledge is essential for personal growth and moral development.
 - **Implementation:** In the context of civil service, civil servants can engage in regular introspection to assess their motives, biases, and personal values. **By critically examining their own actions and beliefs**, they can ensure that their decisions and policies are fair, unbiased, and aligned with the principles of justice.
- **Equality and Justice:** Socrates emphasized the ideals of equality and justice. He believed that every individual possess intrinsic worth and should be treated with fairness and respect. **Socrates argued that justice-involved giving each person what they are due** and ensuring that laws and social structures are based on principles of equity and righteousness.
 - **Implementation:** In the civil services of India, this philosophy calls for public servants to strive for fairness, inclusivity, and equal treatment for all citizens.
 - **For example**, civil servants can work towards implementing policies that reduce social disparities, provide equal access to public services, and uphold the principles of justice in the distribution of resources.

Example of Socrates' Philosophy and Its Application

There is a person named Rahul who is passionate about environmental conservation. Inspired by Socrates' emphasis on self-examination and the pursuit of knowledge, Rahul decides to delve deep into understanding the ecological challenges facing his local community.

Rahul starts by engaging in critical thinking and researching the environmental issues affecting his area. **He seeks wisdom from experts**, reads scientific literature, and attends community workshops on sustainable practices. Through this **pursuit of wisdom**, Rahul develops a comprehensive understanding of ecological challenges and potential solutions.

Motivated by Socrates' focus on moral virtue, Rahul begins implementing changes in his own lifestyle to promote sustainability. He reduces his carbon footprint by adopting eco-friendly habits like recycling, conserving energy, and using public transportation. He also shares **his knowledge and experiences with others**, encouraging them to adopt similar practices.

As Rahul deepens his involvement in environmental conservation, he **experiences a sense of fulfillment and happiness**. The ethical actions he takes align with Socrates' philosophy of living a virtuous life and contributing to the well-being of both the community and the environment. By **pursuing wisdom, practising moral virtue, and striving to make a positive impact**, Rahul finds a sense of purpose, contentment, and happiness in his **commitment to environmental sustainability**.

This example demonstrates how Socrates' philosophies can be applied to real-life situations, where the pursuit of knowledge, moral virtue, and the pursuit of the common good can lead to personal happiness and a sense of fulfillment.

5.2.2 Plato

- Plato was an **ancient Greek philosopher** who was born in Athens during the Classical period of Greek history. Plato established the Academy in Athens, a philosophical school where he taught the philosophical doctrines that became known as **Platonism**.

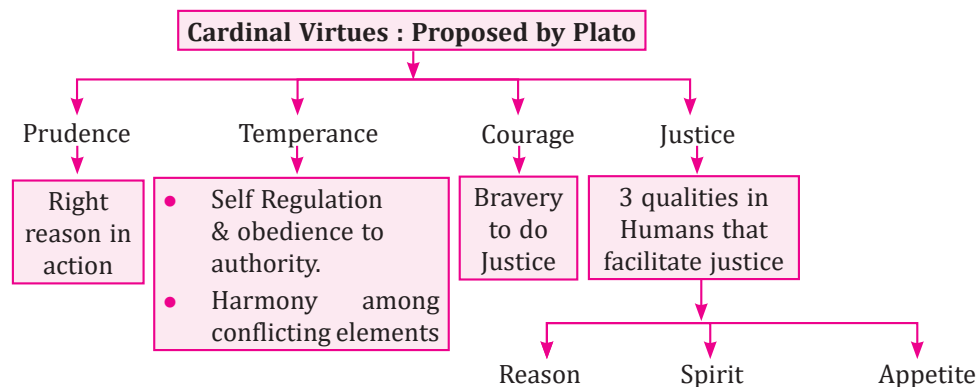


Fig: Cardinal Virtues

Plato's Philosophy

- Allegory of the Cave:** Plato's allegory of the Cave is a metaphorical story that depicts the journey of a prisoner from ignorance to enlightenment. In the allegory, prisoners are chained inside a dark cave, facing a wall and only able to see the shadows of objects cast by a fire behind them. The prisoner who escapes the cave and sees the outside world represents the philosopher who gains knowledge and transcends the limited understanding of the physical realm.
 - Implementation:** The allegory of the cave can be applied to a person who has grown up in a closed and restrictive environment, with limited exposure to different ideas and perspectives. When this person is exposed to new knowledge and experiences, they undergo a transformative journey, escaping the metaphorical "cave" of ignorance and expanding their understanding of the world.
- Theory of Forms:** Plato's theory of Forms suggests that there is a perfect world of ideas or concepts that exists separately from the physical world we see. In this perfect world, there are ideal versions of things like beauty, justice, and truth.
 - For example,** let's think about the **concept of a circle**. In the physical world, we can draw circles, but they are never perfectly round. However, according to Plato, there is a perfect Form of a circle that exists in the world of Forms. Every circle we see in the physical world is just an imperfect copy of that ideal Form.
 - Implementation:** In India, a similar idea can be seen in the concept of gods or deities. **People**

believe in gods like Shiva, Vishnu, or Lakshmi, who represent perfect qualities such as power, love, or prosperity. These gods are seen as ideal Forms of those qualities.

- **Philosopher-King:** Plato believed that the ideal state should be governed by philosopher-kings who possess wisdom, knowledge, and a deep understanding of the Forms. These philosopher-kings would rule with reason, pursuing the well-being and justice of the entire society rather than their own self-interest. Plato argued that only through philosopher-kings could a just and harmonious society be achieved.
- **Ideal State and Justice:** Plato envisioned an ideal state governed by philosopher-kings, as mentioned earlier. In Plato's ideal state, **individuals would be assigned roles based on their natural abilities and aptitudes, creating a harmonious society where each person contributes according to their strengths.**
 - **Example:** Justice, according to Plato, is achieved **when every individual fulfills their proper role in society**, and the philosopher-kings rule with wisdom and knowledge.
- **Theory of Knowledge (Epistemology):** Plato's theory of knowledge suggests that true knowledge is not derived from sensory experience but rather **through rational inquiry and contemplation.** According to Plato, the **highest form of knowledge is knowledge of the Forms—the perfect and unchanging ideals** that exist beyond the physical world. Sensory perception provides only opinions or beliefs that may be flawed or subject to change.
 - **Example:** Imagine a person encountering various chairs of different sizes, shapes, and materials. According to Plato, they can only have opinions about the nature of a chair based on sensory perception. However, true knowledge of the ideal form of a chair would involve recognizing the common essence or perfect chairness that all physical chairs imitate.

5.2.3 Aristotle

- Aristotle was a philosopher and polymath from Ancient Greece. His writings range across the natural sciences, philosophy, linguistics, economics, politics, psychology, and the arts.

Philosophies of Aristotle

- **Virtue Ethics:** Aristotle believed that the key to living a good and fulfilling life lies in cultivating virtues. **Virtues are positive character traits that enable individuals to lead a life of moral excellence and balance.** Aristotle identified virtues such as courage, kindness, honesty, and temperance as crucial for human flourishing.

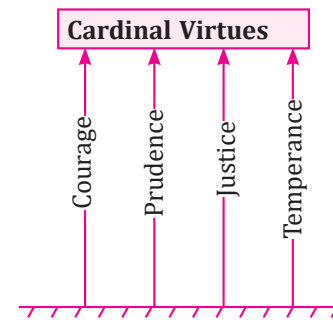


Fig: Cardinal Virtues

- **Example:** A person named Maya who consistently demonstrates acts of kindness and compassion towards others. Maya volunteers at a local shelter, helping those in need and showing empathy towards their struggles. By embodying the virtue of kindness, Maya not only improves the lives of those she helps but also experiences personal fulfillment and a sense of moral goodness.
- **Golden Mean:** Aristotle proposed that virtues lie between two extremes, known as vices. He advocated for finding the **"golden mean" or the moderate and balanced approach between excess and deficiency.** According to Aristotle, virtuous actions and behaviours are found in the middle ground between extreme behaviours.
 - **Example:** Let's take the **virtue of courage.** Aristotle suggests that courage lies between **recklessness (excessive bravery)** and **cowardice (deficiency of bravery).** A person who demonstrates the golden mean of courage acts bravely when necessary, but not to the point of unnecessary risks or foolhardiness. They find the balance between being overly cautious and being overly reckless.
- **Teleology and the Purposeful Life:** Aristotle believed that everything in nature has a **purpose or end goal (telos).** He argued that human beings have a specific purpose—using reason to fulfill their potential and achieve eudaimonia, which is often translated as **"flourishing" or "the good life."** According to Aristotle, **eudaimonia (well-being, happiness) is attained through the pursuit of virtue and the realization of one's highest capabilities.**
 - **Example:** Rohit has a passion for music and dedicates his life to becoming a skilled musician. Rohit spends hours practising, studying music theory, and performing. By pursuing his passion and developing his musical abilities, Rohit fulfills his telos or purpose as a musician. Through his dedication, he experiences a sense of fulfillment, achievement, and eudaimonia.
- **Natural Law:** Aristotle's idea of natural law is rooted in the belief that there **is an inherent order and purpose in nature that guides human conduct.** According to Aristotle, human beings have a natural inclination to seek happiness and live in accordance

with reason. He believed that through reason, individuals can discern the **natural laws that govern human behaviour and the proper functioning of society.**

Example of The Doctrine of Golden Mean: The Delayed Development Project Case

- **Mr S Patil**, an Indian civil servant, is responsible for approving a development project that would **create jobs and boost the local economy while clearing a large tract of forest.**
- The project is controversial and has **significant impacts on the lives of many people.**
- To find a moderate position between two extremes, Mr Patil carefully considers the **project's pros and cons**, meets with stakeholders and conducts research on its environmental impact.
- Ultimately, he approves the **project with some modifications, requiring developers to mitigate the project's environmental impact** and setting aside land for a new wildlife sanctuary.
- This decision is not perfect, but **it is a fair and balanced one**, ensuring the best interests of all stakeholders.
- By applying the **Doctrine of Golden Mean**, civil servants can ensure their decisions are fair, just, and ethical.

Application of Philosophy

- **Ethics and Virtue-Based Approaches:** Aristotle's emphasis on virtues and moral character has had a significant impact on ethical theories and frameworks. **His ideas have been influential in fields such as applied ethics, professional ethics, and character education.** Virtue ethics approaches, which focus on cultivating virtues to lead a good life, draw inspiration from Aristotle's philosophy.
- **Education:** Aristotle's philosophy has influenced educational theories and practices. His belief in the importance of cultivating virtues and developing character has informed approaches to character education and moral development in schools. **Educators often strive to instill virtues like kindness, honesty, and resilience in students, drawing from Aristotle's emphasis on moral excellence.**
- **Leadership and Management:** Aristotle's views on leadership have been applied in the field of management and organizational studies. **His concept of a virtuous leader who demonstrates qualities like wisdom, fairness, and courage has influenced leadership theories and practices.** Organizations often seek leaders who embody these virtues and promote ethical conduct and long-term success.

- **Political Theory:** Aristotle's political philosophy has had a lasting impact on political theory and governance. **His ideas on the ideal state, the role of citizens, and the importance of a balanced and just society have influenced political thinkers across centuries.** Concepts such as democracy, rule of law, and the common good find their roots in Aristotle's works.
- **Applied Sciences:** Aristotle's contributions to various scientific disciplines, such as biology and physics, have had enduring influence. While some of his specific scientific theories have been surpassed, **his methodology of observation, classification, and logical reasoning laid the foundation for scientific inquiry and research.**
- **Personal Development:** Aristotle's philosophy offers insights and guidance for **personal growth and self-improvement.** His emphasis on reason, self-reflection, and the pursuit of virtues can be applied to cultivate one's character and lead a more fulfilling life.

Criticism of Aristotle's Philosophy

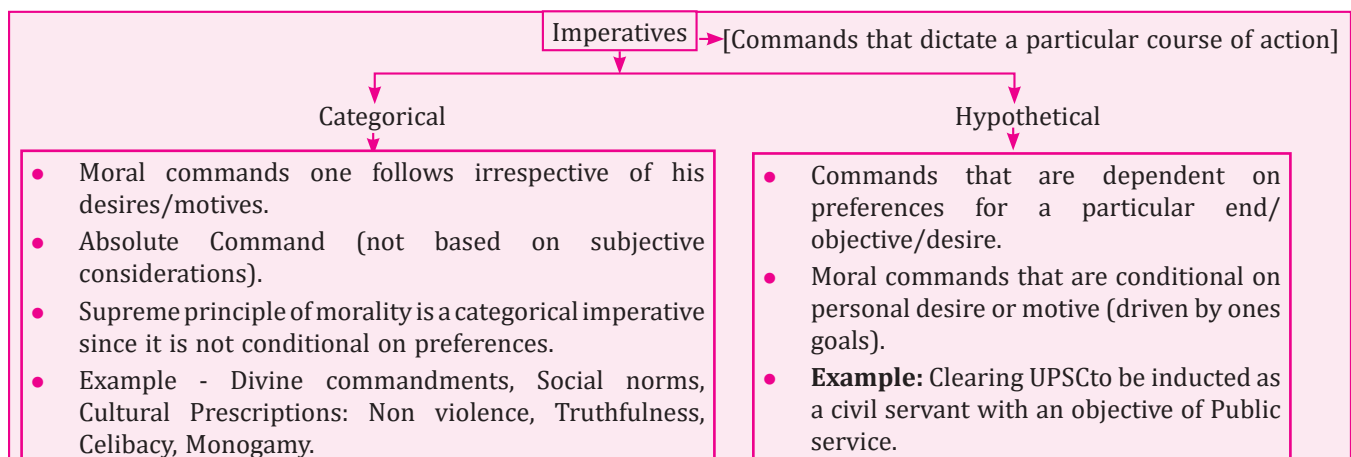
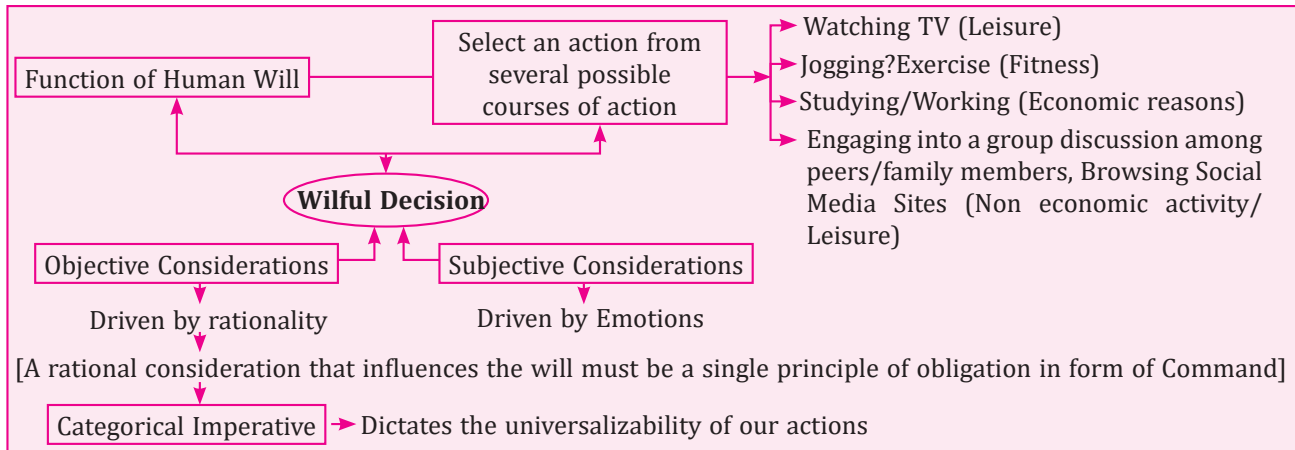
- **The Mind-Body Problem and Dualism:** Aristotle's notion of the soul as detachable from the body has been criticised for its dualistic character, which fails to account for the mind's and body's connectivity and interdependence.
- **Inadequate Empirical Method:** Critics argue that Aristotle's dependence on deduction and limited empirical observations hampered the development of a more rigorous scientific method, which has since become crucial to modern scientific investigation.
- **Ethics' Limitations:** Cultural relativism has been criticised in Aristotle's ethical framework since it does not give clear universal moral principles and instead indicates that virtues and ethics are context-dependent and related to certain groups or cultures.
- **Women and slaves are excluded:** Aristotle's philosophy has been criticised for excluding women and slaves from full citizenship and sustaining unfair social systems, specifically his ideas on political involvement and the hierarchy of beings.
- **Inequality and Hierarchy:** Some detractors contend that Aristotle's recognition of natural hierarchies, such as the division between rulers and subjects, promotes oppressive power relations and impedes societal development and equality.
- **Essentialism:** Critics contend that Aristotle's essentialist perspective, which attaches fixed essences and purposes to things and events, hinders our grasp of reality's dynamic and developing character.
- **Teleology:** Aristotle's philosophy's teleological perspective, which suggests that everything in nature has a predefined purpose, has been criticised for lacking empirical proof and depending on anthropocentric assumptions.

5.2.4 Immanuel Kant

- **Immanuel Kant** was a German philosopher and **key Enlightenment thinker**. Kant, who was born in Königsberg, is regarded as one of the most influential figures in modern Western philosophy for his comprehensive and systematic works in epistemology, metaphysics, ethics, and aesthetics.
- **Kant's account of morality fits into deontological traditions in his three books - The Foundations**

of Metaphysics of Morals (1785), The Critique of Practical Reason (1788), and The Metaphysics of Morals (1798).

- **Kant rejects the traditional theories of Morality** (Virtue theories and Consequentialists) and argues that Moral actions are based on a Supreme principle of morality that is objective, rational, and freely chosen.
- Kant regards the **Categorical Imperative** as the only possible standard of moral obligation.



Kant's Philosophy

- **Categorical Imperative:** Literal meaning of Categorical Imperative - an unconditional moral obligation which is binding in all circumstances and is not dependent on a person's inclination or purpose. Kant's philosophy is centred around the concept of the **categorical imperative, which is a moral principle that guides ethical decision-making**. According to Kant, one should act in a way that the moral principle behind their actions could be universally applied without contradiction.
- **There are four categorical imperatives:**
 1. Don't do to others what you don't want others to do to you
 2. Act according to maxims that can be established as universal laws.

3. Don't use people as a means to an end.
4. Human actions should benefit society as a whole.
 - **Example:** Sandip is faced with a moral dilemma. He has the choice to either lie to protect a friend or tell the truth and potentially harm their friend's reputation. **Kant's categorical imperative would require Sandip to consider whether lying can be morally justified in all situations.** If lying were universally accepted, it would lead to a contradiction where truth loses its value. Therefore, according to Kant, Sandip should prioritize telling the truth, as it can be applied as a universal moral principle.

- **Moral Autonomy and Duty:** Kant emphasized the importance of moral autonomy, which is the ability

to make ethical decisions based on rationality and **universal moral principles rather than external influences or desires**. He believed that individuals have a moral duty to act in accordance with rational and moral principles, irrespective of personal desires or consequences.

- **Example:** Samriddhi encounters a lost wallet containing a large sum of money. Although Samriddhi could easily keep the money for herself, Kant's philosophy would encourage her to act out of moral duty. Samriddhi would feel compelled to return the wallet to its rightful owner, as she recognizes that honesty and respecting others' property rights are universal moral principles that transcend personal desires or immediate benefits.
- **Practical Reason and Good Will:** Kant believed in the importance of practical reason and the idea of acting out of a goodwill. According to Kant, **moral actions should be guided by rationality** and the intention to do what is morally right, regardless of personal interests or external consequences.
 - **Example:** Karan volunteers at a local homeless shelter. Karan's motivation for volunteering is not driven by personal gain or recognition, but rather by the genuine desire to help those in need. Kant would view Karan's actions as morally praiseworthy because they are guided by practical reason and a good will to do what is morally right.
- **Universalizability and Moral Obligation:** Kant argued that moral principles should be universally applicable. **Actions should be evaluated based on whether they can be consistently applied as a universal rule without contradiction.** Moral obligations arise from the rational recognition of principles that can be consistently upheld.
 - **Example:** Ahmed considers stealing from a store because she wants a particular item without paying for it. Applying Kant's philosophy, Ahmed would recognize that if stealing were universally accepted, it would undermine the concept of private property and lead to contradictions. Therefore, **Ahmed would acknowledge that stealing is morally wrong and refrain from engaging in such behaviour.**
- **The Kingdom of Ends and Human Dignity:** Kant believed in the inherent dignity of all individuals. **He argued that humans should be treated as ends in themselves, respecting their autonomy and moral**

worth. This perspective emphasizes the importance of fairness, equality, and the recognition of the value of every person.

- **Example:** In a diverse society, Kant's philosophy would advocate for the fair and equal treatment of individuals, irrespective of their race, gender, or social status. This means respecting each person's autonomy, ensuring equal opportunities, and promoting a just society where all individuals are treated with dignity and their rights are protected.

Teleological Approach:

- "Telos" is an ancient Greek word that means "end," "fulfilment," "completion," "goal," and so on. Teleology is a philosophy that holds that the consequences of one's actions are the ultimate judge of whether the action was right or wrong.

Difference between Deontological and Teleological Theories	
Deontological Ethics (Duty-Based)	Teleological Ethics (Result-Oriented)
● Concentrate on moral obligations rather than consequences.	● Consider the consequences of your actions.
● Prioritises intentions over results	● Prioritises results over intentions
● Moral duties are more important than moral value	● Moral value takes precedence over duties.
● Individual intentions are critical.	● Individual intentions are irrelevant.
● The rightness of actions comes before their goodness.	● The rightness of actions is determined by their goodness.
● Focuses on an individual's moral standing	● Focuses on the action's moral status
● Moral responsibilities have a negative formulation.	● Moral responsibilities have a positive formulation.
● Personal preferences are irrelevant.	● Equal consideration for one's own and other people's interests
● Actions are either moral or immoral by definition.	● The consequences of actions are used to evaluate them.

Example Based on Deontological and Teleological Theories

- **Man kick's a dog sleeping roadside:** Let us suppose a man kick's a dog sleeping roadside.
 - The dog cries and runs away. Moments later, a car comes speeding along the road so fast that it would certainly have killed the dog if it had still been lying there.
- **Perspectives:** **Deontological perspective** says, the man's action was bad since it is cruel to kick dogs but according to the **teleological perspective**, his action was good, since it saved the dog's life.

Conclusion

- In the **criminal justice system**, a deontological approach is used to ensure that the punishment is proportionate and appropriate to the crime committed. The teleological approach, on the other hand, is used by courts to interpret any legislation, its purpose, direction, or design.

5.2.5 Jeremy Bentham

- **Jeremy Bentham (1747-1832)** was a British philosopher, jurist, and social reformer who is widely regarded as the father of modern utilitarianism. Bentham defined the principle that **"it is the greatest happiness of the greatest number that is the measure of right and wrong"** as a **"fundamental axiom"** of his philosophy.

Bentham's Philosophies

- **Utilitarianism:** Bentham's philosophy is centred around utilitarianism, which holds that **actions should be evaluated based on their utility or the amount of happiness they produce versus the amount of suffering or pain they cause.** The ethical value of an action is determined by its consequences and its overall impact on the well-being of individuals affected by it.
 - **Example:** Imagine a company considering whether to invest in sustainable practices or not. According to Bentham's utilitarianism, the company should assess the potential benefits and harms of adopting sustainable practices. They would evaluate the impact on the environment, the well-being of employees, and the satisfaction of customers. **By considering the overall utility, including the reduction of environmental harm and the improvement in stakeholder satisfaction, the company can make a decision that aligns with utilitarian principles.**
- **Greatest Happiness Principle:** Bentham's philosophy is guided by the principle of the **greatest happiness for the greatest number.** The moral value of an action

is determined by its ability to maximize happiness or pleasure and minimize suffering or pain for the largest number of people affected by the action.

- **Example:** Suppose a government is deciding on a public policy related to education. Utilizing Bentham's greatest happiness principle, the government would consider the potential impact of the policy on various stakeholders, such as students, teachers, parents, and the wider community. They would assess how the policy could enhance access to quality education, improve educational outcomes, and contribute to overall societal well-being.
- **Quantitative Approach:** Bentham's philosophy takes a quantitative approach to ethics, where pleasure and pain are measured and compared to determine the moral value of an action. **He believed that pleasure and pain can be assessed in terms of their intensity, duration, certainty, and other factors to calculate their overall impact.**
 - **Example:** Suppose a city council is deciding on the location of a new park. Bentham's quantitative approach would involve assessing the potential pleasure gained by the community members in terms of recreational opportunities, physical exercise, and improved mental well-being. They would also consider the potential reduction in noise pollution and the creation of green spaces. **By quantitatively comparing the overall pleasure generated against any potential negative consequences, the council can make a decision that maximizes overall utility.**
- **Hedonic Calculus:** Bentham developed the concept of the **"hedonic calculus," a method to calculate the overall happiness or utility of an action or policy.** It involves considering the intensity, duration, certainty, and other factors of pleasure and pain to determine their net effect on overall well-being.
 - **Example:** Consider a government considering a policy to increase taxes on high-income individuals to fund social welfare programs. Using Bentham's hedonic calculus, they would evaluate the potential pleasure gained from improved social welfare and the reduction of suffering among marginalized populations. They would also assess the pain caused by higher taxes for high-income individuals. By weighing these factors, the government can make a decision that maximizes overall utility.

Utilitarianism

- **Utilitarianism** is a moral theory that advocates for actions that promote happiness or pleasure while opposing actions that cause unhappiness or harm.
- A utilitarian philosophy would **aim for the betterment of society as a whole** when making social, economic, or political decisions.

5.2.6 J S Mill

- John Stuart Mill was an **English philosopher, political economist**, Member of Parliament, and civil servant. One of the most influential thinkers in the history of classical liberalism, he contributed widely to social theory, political theory, and political economy

Mill's Philosophy

- **Utilitarianism:** Like Bentham, Mill's philosophy is based on utilitarianism, which seeks to **maximize happiness and minimize suffering for the greatest number of people**. However, Mill's version of utilitarianism places a greater emphasis on qualitative aspects of pleasure, **considering higher or more refined pleasures as more valuable than lower or base pleasures**.
 - **Example:** A person deciding between spending their weekend playing video games or volunteering at a local charity. **According to Mill's utilitarianism, they should consider the qualitative aspects of each option's pleasure. Volunteering may bring a deeper sense of fulfillment, contribute to the well-being of others, and align with higher moral values, making it a more valuable and desirable choice than mere personal amusement.**
- **Principle of Utility and Individual Liberty:** Mill emphasized the principle of utility in guiding ethical decisions, but **he also emphasized the importance of individual liberty and autonomy**. He argued that individuals should be free to pursue their own happiness as long as it does not harm others.
 - **Example:** A society like India considering the legalization of same-sex marriage. Mill's philosophy would support **legalizing same-sex marriage, as it would extend the freedom and happiness to individuals who wish to enter into such marriages**. As long as the union does not harm others, it aligns with the principle of individual liberty and promotes overall happiness.
- **Harm Principle:** Mill introduced the harm principle, which states that **individuals should be free to act as they wish as long as their actions do not harm others**. He argued that society should only intervene in the actions of individuals when there is clear and direct harm to others.
 - **Example:** When considering the regulation of substances, such as alcohol or drugs, Mill's harm principle would suggest that society should only intervene if the consumption or use of these substances leads to harm to others. **Individuals should have the freedom to make their own choices as long as they do not infringe upon the rights or well-being of others.**
- **Individual Development and Diversity:** Mill recognized the importance of individual development and diversity in promoting human happiness. **He argued that allowing for a variety of opinions and perspectives contributes to intellectual and moral growth**.
 - **Example:** In the context of education, Mill's philosophy would support an inclusive and diverse curriculum that exposes students to a wide range of ideas, cultures, and perspectives. **This allows for the development of critical thinking skills, fosters empathy, and promotes a more vibrant and intellectually enriched society.**
- **Higher and Lower Pleasures:** Mill distinguished between higher and lower pleasures, **considering higher pleasures of the mind and intellect as more valuable than lower bodily or sensual pleasures**. **He argued that pursuing intellectual, moral, and aesthetic pleasures leads to greater overall happiness**.
 - **Example:** Suppose a person has the choice between spending their evening watching mindless reality TV shows or attending a thought-provoking lecture on philosophy. According to Mill, the lecture offers a higher pleasure because it engages the mind, promotes intellectual growth, and contributes to long-term happiness, whereas the TV shows provide lower pleasures that offer immediate but transient enjoyment.
- **Quality over Quantity:** While Bentham's utilitarianism emphasized the maximization of overall happiness or pleasure, Mill argued that the quality of **pleasure is more important than the quantity**. **He believed that intellectual and moral pleasures, which engage higher faculties of the mind, provide more lasting and meaningful happiness compared to lower bodily pleasures**.
 - According to Mill, reading a classic novel can be considered a higher-quality pleasure compared to playing a video game. The experience of reading a well-written novel engages the mind, stimulates imagination, and offers opportunities for reflection and personal growth.

5.2.7 Thomas Hobbes's

Total liberty invites war, and submission is the best insurance against war.
—Hobbes

- Thomas Hobbes was a philosopher from England. Hobbes is best known for his book **Leviathan (1651)**, which contains an influential formulation of **Social Contract Theory**.

Contractarianism

- Contracts are **important agreements that people make with each other**. They help us set rules and expectations for how we should behave and interact. When we follow a contract, it means we are keeping our promises and doing what we agreed to do.
- According to this theory, if we stick to the agreements we made with others, then our behaviour is considered ethical. It's like a way of saying that it's good to do what you promised to do.
- Sometimes, there is a special kind of contract called a social contract. This happens when the government or the state makes an agreement with its people. The government has certain responsibilities, or duties, towards the people, and the people also have obligations towards the government.
- One important person who talked about this idea was Hobbes. He believed that people act in their own self-interest, meaning they do things that benefit themselves. In contractarianism, morality is seen as a cooperative activity where people work together for their own self-interest. It's like saying that it's good to do things that are helpful to both yourself and others.

Thomas Hobbes's Philosophy

Philosophy	Description
Human Nature	<ul style="list-style-type: none"> • According to him, human beings are inherently selfish, brutish, murderous, and driven by self-preservation. • As a result, they are incapable of maintaining peace and stability. To address this, people come together through a social contract to form a state or government. <ul style="list-style-type: none"> ○ Example: In the aftermath of a severe cyclone or flood, where resources become scarce, people might engage in hoarding or conflict as they strive to secure essential supplies for themselves and their families. This behaviour reflects Hobbes's view that humans, driven by their innate self-interest, can prioritize their own survival and well-being over communal cooperation during times of crisis when resources are scarce and the social fabric is strained.
State of Nature	<ul style="list-style-type: none"> • He believed that in the state of nature, human beings engage in a constant struggle for scarce resources to fulfill their self-interests. This struggle can lead to a state of war, where conflict and competition prevail. <ul style="list-style-type: none"> ○ Example: The Rwandan Genocide was a horrific event in which over 800,000 people were killed in just 100 days. The genocide was motivated by ethnic hatred, and it was exacerbated by the struggle for control of scarce resources, such as land.
Leviathan State	<ul style="list-style-type: none"> • The Leviathan State, as envisioned by Hobbes, is an all-powerful sovereign authority with the ability to maintain order, enforce laws, and protect individuals from harm. • He advocates for a leviathan state with specific provisions: <ul style="list-style-type: none"> • Absolute power to govern • People do not have the right to revolt against the state • People do not possess absolute rights • The state should emphasize civic education to foster obedience among citizens ○ Example: Kim Jong-Un in North Korea: The rule of Kim Jong-Un in North Korea can be considered as a modern example of a leviathan state. ○ The government possesses absolute power, dissent and revolt are suppressed, citizens do not have absolute rights, and civic education is used to induce obedience among the population.

Relevance of Thomas Hobbes' Philosophy

- **International Relations and Political Realism:** Hobbes's focus on self-preservation and the competitive character of nations resonates with realist ideas in international affairs.
- **Moral and Political Responsibilities:** Hobbes's thesis that individuals have a moral and political need to submit to a sovereign authority is relevant to debates over the legitimacy of political power and the boundaries of individual rights.

- **Politics and the Social Contract:** Hobbes's philosophy of sovereignty and the social contract is relevant to current political theory and governance issues.
- **Nature's State and Human Nature:** Hobbes's image of the state of nature as a state of continual conflict and war resonates with concerns about the importance of social order and the role of government in sustaining peace and stability.
- **Self-interest and a desire:** Hobbes's view of human nature as essentially motivated by self-interest and a desire to avoid damage is relevant to modern arguments on individual motives and the pursuit of happiness.
- **Empirical Methodology and Materialism:** Hobbes's materialistic philosophy is relevant to scientific and empirical approaches to understanding human behaviour and social phenomena.

Criticism of Thomas Hobbes' Philosophy

- **Lack of people Sovereignty:** Hobbes' political theory has been criticized for being undemocratic and for limiting citizen participation in decision-making.
- **Implications for Ethics:** Hobbes' ethical framework has been criticized for being consequentialist and for undermining moral ideals based on rights, justice, and equality.
- **Absolutism with authoritarianism:** Hobbes' focus on strong sovereign authority has been criticized for leading to authoritarianism and the consolidation of power in the hands of a few.
- **Nature's State and Human Nature:** Hobbes' depiction of nature as intrinsically chaotic and violent has been criticized for oversimplifying human behavior and ignoring the possibilities for collaboration, charity, and the presence of moral feelings.

John Locke's Philosophy

Philosophy	Description	Example
Liberty	<ul style="list-style-type: none"> • Locke advocated freedom and governance by consent. He identified "Life-Liberty-Property" as the three natural rights of every individual. 	<ul style="list-style-type: none"> • The founding fathers of the Constitution included the right to property in Articles 19 and 21, upholding the right to life and liberty.
No Patriarchy	<ul style="list-style-type: none"> • Locke championed women's rights and called for equal opportunities for them. 	<ul style="list-style-type: none"> • Labor reforms in India aim to eliminate gender-based discrimination and ensure equal pay and opportunities for women in the workforce. • Recent announcement by BCCI for paying equal match fees to women's cricket teams.
Property	<ul style="list-style-type: none"> • According to Locke, individuals have a natural right to acquire and possess property through their own labour. 	<ul style="list-style-type: none"> • When an inventor or creator develops a new invention, software, artistic work, or any form of intellectual property, they have the right to claim ownership and enjoy the benefits of their creation.
Tolerance	<ul style="list-style-type: none"> • Locke supported minority rights and advocated for a heterogeneous society where people of different cultures coexist. 	<ul style="list-style-type: none"> • Despite differences in religious beliefs, Hindus, Muslims, Christians, Sikhs, Buddhists, and others live side by side, practising their respective religions without persecution or discrimination in India.

- **Egoism and Individualism:** Hobbes' emphasis on self-interest and self-preservation as individuals' fundamental motivations has been criticized for ignoring the complexity of human nature.
- **Human Flourishing Has a Limited Scope:** Hobbes' emphasis on material well-being and security has been criticized for ignoring other important components of human flourishing, such as personal fulfillment, spiritual values, and the pursuit of higher objectives beyond basic survival.

Social Contract

- State is a result of a contract between the **Government** (state) and **citizens** through a **mutual agreement** where citizens surrender some of their common rights and agree to abide by laws with **payment of taxes** in return for the protection of individual rights assured to them by the **Sovereign State** and provision of Public services.
- A Government is **legitimate** only if it corresponds to the **social contract** and **consent agreement**.

5.2.8 John Locke

- John Locke (1632–1704) was an **English philosopher and physician** who is widely regarded as one of the most influential Enlightenment thinkers and is often referred to as the "**Father of Liberalism**."
- Locke, regarded as one of the first British empiricists in the tradition of Francis Bacon, is equally important to social contract theory.
- His work had a significant impact on the development of **epistemology and political philosophy**.

5.2.9 Rousseau

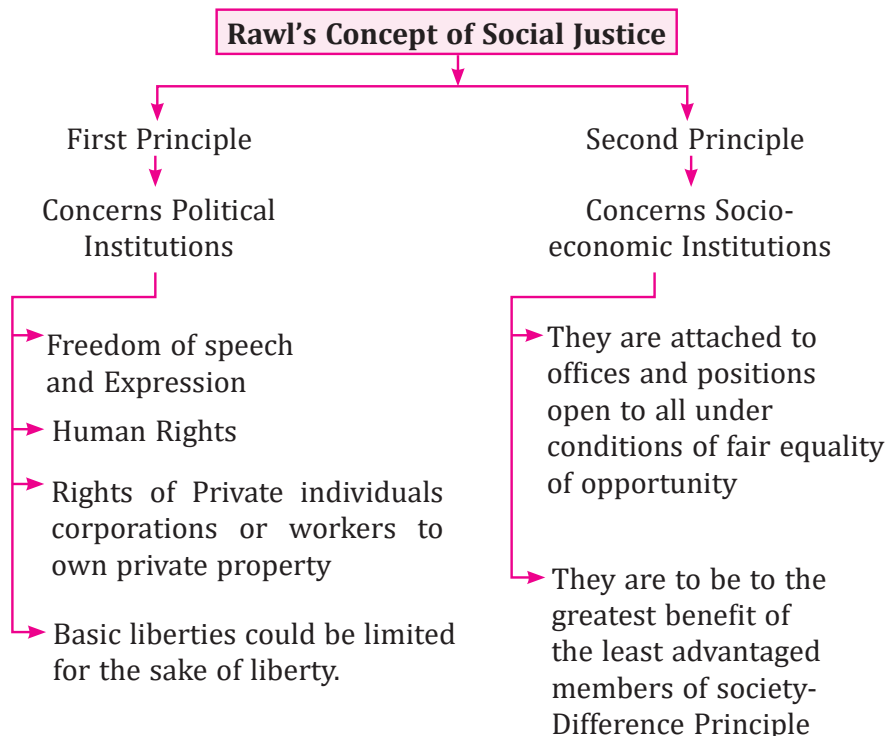
- Jean-Jacques Rousseau (1712–1788) was a philosopher, writer, and composer from Geneva. His political philosophy influenced the progression of Europe's Age of Enlightenment, as well as aspects of the French Revolution and the development of modern political, economic, and educational thought.

Rousseau's Philosophy

Philosophy	Description	Example
Man's Freedom	<ul style="list-style-type: none"> Man is born free but is constrained by societal chains. One man may think he is the master of others, but he remains more of a slave than they are. 	<ul style="list-style-type: none"> A child is born free but is bound by responsibilities to their family, school curriculum, adherence to the laws of the government, and compliance with international laws (immigration, visas, and citizenship), reflecting the chains imposed on individuals.
General Will	<ul style="list-style-type: none"> People are the ultimate authority in a democracy, and sovereignty lies within the people and their collective will. 	<ul style="list-style-type: none"> Democracy is the biggest example of collective will where people's vote determines who is going to come into power.
Property	<ul style="list-style-type: none"> Rejecting the idea of private wealth, it is advocated that wealth should only serve basic needs, indicating an inclination towards socialism. 	<ul style="list-style-type: none"> The implementation of chakbandi as part of land reforms in India aimed to limit private wealth accumulation and redistribute land to ensure that everyone has access to sufficient land for their basic needs.
Education	<ul style="list-style-type: none"> Education should be obtained through nature rather than formal education from books. 	<ul style="list-style-type: none"> Rabindranath Tagore's Shantiniketan, is based on the idea of creating a free and fearless atmosphere for children to grow up in close contact with nature.

5.2.10 John Rawls

- John Bordley Rawls** (1921–2002) was a moral, legal, and political philosopher from the United States. In 1999, he received the Schock Prize for Logic and Philosophy as well as the National Humanities Medal.
- John Rawls is known as the **father of contemporary contractarianism** and is the most influential American philosopher post-Second World War. His philosophy is also called Rawlsianism.



John Rawls Philosophy

Topic	Key Point	Example
Equality	<ul style="list-style-type: none"> • Every rich and poor individual should have equal basic rights, such as liberty, right to vote, and right to hold public offices. • These rights are referred to as political rights in most nations. 	<ul style="list-style-type: none"> • Recognition of marriage equality in many countries ensures that same-sex couples have equal rights and legal protections previously exclusive to opposite-sex couples. This reflects the principle of equal basic rights and the commitment to non-discrimination. In India, equality given to women by making triple talaq illegal is also one example.
Differential Equality	<ul style="list-style-type: none"> • Due to differences in advantages and disadvantages among individuals (rich vs. poor), different rights are enjoyed based on their position in society. 	<ul style="list-style-type: none"> • Some societies refer to these differences as reservations, while others term them as positive discrimination. • Progressive taxation, government programs that provide social benefits to the poor.
Theory of Justice	<ul style="list-style-type: none"> • Justice is a standard used in decision-making that involves considering facts without prejudices. • It is also known as the “Veil of Ignorance” or “Original Position.” 	<ul style="list-style-type: none"> • Affirmative Action programs, the Universal Declaration of Human Rights.
Veil of Ignorance	<ul style="list-style-type: none"> • A component of social contract theory, the Veil of Ignorance, allows us to evaluate ideas for fairness. • Nobody knows who they are behind the Veil of Ignorance. • They have no idea of their social class, their benefits, their shortcomings, or even their personality. 	<ul style="list-style-type: none"> • To understand the Veil of Ignorance, imagine you are charged with cutting up a pizza to share with friends. • You will be the last to eat a piece. You want to obtain the biggest share possible, and the only way to do so is to make all the slices the same size.
Reflective Equilibrium	<ul style="list-style-type: none"> • Reflective equilibrium is a condition of balance or coherence among a collection of beliefs reached by a process of deliberate reciprocal adjustment between basic principles and specific assessments. 	<ul style="list-style-type: none"> • If someone is imprisoned for stealing, it would be inconsistent and immoral to allow another thief go free if the two instances are identical in all important ways. • Similarly, if we treat one individual better than another without explanation, we may be accused of discrimination. • Abortion, death penalty, animal rights.

Example of Veil of Ignorance

- **Rajiv**, a poor man from a small town in the Himalayas, had never been exposed to the outside world and didn't have much education.
- One day, a stranger approached him and offered him the chance to create rules for society.
- Rajiv wanted to choose values that would benefit everyone, regardless of their background, even though he didn't know much about the world.
- He thought about the needs of the poor, the importance of education, healthcare, and protecting the environment.
- In the end, he decided on ideals that would provide equal opportunities, like education for all and fair taxes, while also taking care of the environment and promoting social justice.
- The stranger approved of Rajiv's decision, which made him question how society should be in the future.
- Rajiv realized that he could have been born into any social class, so he wanted to protect the rights of the poor and marginalized.
- The concept of not knowing his own position in society helped Rajiv make fair and unbiased choices, even if they didn't directly benefit him.

Criticism of Theory of Justice

- **Feasibility and Implementation Issues:** Critics doubt the feasibility of implementing Rawls' theory in real-world circumstances.
- **Ignoring Non-Western Points of View:** Critics argue that the Theory of Justice is Western-centric and may not account for non-Western perspectives.
- **Individual Rights are Sacrificed:** Critics argue that Rawls' theory may sacrifice individual rights for social equality.
- **Inadequate Attention to Merit:** Critics argue that Rawls' theory does not fully address the importance of merit in creating social and economic outcomes.
- **Imposition of a Single Conception of Justice:** Critics argue that Rawls' theory imposes a single conception of justice that ignores other perspectives.
- **Redistribution is overemphasised:** Critics argue that Rawls' theory focuses too much on redistribution and ignores economic growth.

Contemporary Contractarianism

- **Contemporary Contractarianism is a philosophical viewpoint that emphasizes** the importance of social contracts and agreements in shaping ethical and political systems.
- It emphasises the importance of cooperation, fairness, and mutual benefit in building just and stable societies.
- Scholars like **John Rawls and Thomas Scanlon** have contributed to this framework by delving into ideas like the original position, the veil of ignorance, and the concept of reasonable agreement.
- Modern Contractarianism seeks to lay the **groundwork for moral and political theories** that prioritise individual rights, social cooperation, and the pursuit of common interests.

5.2.11 Max Weber

- Maximilian Karl Emil Weber (1864 – 1920) was a German sociologist, historian, lawyer, and political economist who is recognised as one of the most influential thinkers of contemporary Western society's growth.
- His views have had a significant impact on **social theory and research**. While Weber did not consider himself a sociologist, he is regarded as one of sociology's founding fathers, alongside Karl Marx and Émile Durkheim.

Weber's Philosophy

- **Verstehen (Understanding):** Weber believed in the importance of understanding social action by grasping the subjective meanings individuals attach to their actions.

- **For example**, in studying protest movements, sociologists employing Weber's philosophy of Verstehen would seek to understand the motivations, values, and beliefs of the protesters, rather than just examining their external behaviors. **By understanding the reasons behind their actions, sociologists gain insights into the social dynamics and broader societal issues at play.**

- **Ideal Type:** Weber introduced the concept of the "ideal type" to understand and analyze complex social phenomena. **An ideal type is an abstract representation of the essential features and characteristics of a social phenomenon.**

- **For instance**, in studying the concept of democracy, an ideal type could be constructed that includes key elements such as free elections, political representation, and protection of civil liberties. **This ideal type helps researchers identify and compare real-world instances of democracy, highlighting similarities and deviations from the ideal.**

- **Bureaucracy:** Weber extensively studied bureaucracies and their impact on society. **He recognized their rationality and efficiency in achieving organizational goals but also identified potential issues, such as the emergence of an impersonal and rigid system.**

- **An example** of bureaucracy in action is a government agency with clear hierarchies, standardized procedures, and specialized roles. While bureaucracy brings efficiency and order, it may also lead to bureaucratic red tape and a lack of flexibility.

- **Protestant Ethic and Capitalism:** Weber explored the connection between Protestantism and the rise of capitalism. **He argued that certain Protestant religious values, such as the Protestant work ethic, which emphasizes hard work, discipline, and frugality, contributed to the development of a capitalist spirit.**

- **An example** of this can be seen in the history of the Protestant Reformation, **where the religious values of frugality, self-discipline, and diligence were believed to promote economic success and the accumulation of wealth and growth of industrial capitalism.**

- **Social Action and Social Order:** Weber distinguished between different types of social action, which are the actions and behaviors of individuals that shape social order.

- **For example**, value-rational action is driven by a commitment to certain values or principles. An individual who chooses to pursue a career in public service out of a sense of duty and the desire

to contribute to the greater good demonstrates value-rational action. By understanding the various types of social action, sociologists can analyze how they contribute to the formation and maintenance of social structures.

- **Value Neutrality:** Weber advocated for value neutrality in social science, suggesting that **researchers should strive to separate their personal values and beliefs from their objective analysis.**
 - **For instance,** when studying religious practices, a sociologist following Weber's philosophy of value neutrality would **aim to understand the practices and beliefs of a religious group without imposing their own judgments or biases.** By maintaining objectivity, researchers can provide a clearer and more unbiased understanding of social phenomena.

5.2.12 James Madison

- **James Madison Jr.** (1751 –1836) was an **American statesman, diplomat, and founding father** who served as the country's fourth president from 1809 to 1817. Madison is known as the **"Father of the Constitution"** for his key role in the creation and promotion of the United States Constitution and the Bill of Rights.

James Madison Philosophy

- **Republicanism:** Madison believed in a republican form of government, where power is held by the people and exercised through elected representatives. He emphasized the **importance of citizen participation and public deliberation in the decision-making process.**
 - **Example:** India operates as a parliamentary republic, where power is vested in the people, and elected representatives form the government. Indian citizens have the right to vote and participate in the democratic process through regular elections, exercising their voice in choosing their representatives at various levels of government.

Machiavelli Philosophy

Philosophy	Description	Application and Example
Combination of lion and fox qualities	Machiavelli advises rulers to possess qualities of both the lion (strength and force) and the fox (cunningness and foresight).	A ruler may employ strategic tactics, including deceit and opportunism, to achieve their goals and maintain power.
Winning the popularity of the people	Machiavelli advises rulers to gain popularity, goodwill, and affection from their subjects.	Rulers should prioritize the welfare and satisfaction of the people to maintain their support and prevent potential unrest or opposition.
Council of wise men	Machiavelli recommends rulers to surround themselves with wise advisors who can speak the truth.	Rulers should seek the counsel of knowledgeable and honest individuals to make informed decisions and avoid the pitfalls of isolation or sycophancy.

- **Separation of Powers:** Madison advocated for the separation of powers, which involves dividing governmental authority among different branches (legislative, executive, and judicial). **This separation serves as a system of checks and balances to prevent the concentration of power and protect individual liberties.**
 - **Example:** The Indian Constitution establishes three separate branches of government: the legislature, the executive, and the judiciary. **The legislature, known as the Parliament, is responsible for making laws, the executive branch executes those laws through the President and the Council of Ministers, and the judiciary, headed by the Supreme Court, interprets the laws and ensures their constitutionality.** This separation of powers helps maintain a system of checks and balances.
- **Federalism:** Madison supported the concept of federalism, which involves the division of power between a central government and regional or state governments. **He believed that a balance of power between the two levels of government helps protect individual rights and prevents tyranny.**
 - **Example:** India follows a federal system where power is divided between the central government and state governments.
- **Protection of Individual Rights:** Madison was a strong advocate for protecting individual rights and freedoms. **He believed in the importance of safeguarding personal liberties from potential government encroachment.**
 - **Example:** The Constitution of India includes a comprehensive list of fundamental rights that protect individual liberties.

5.2.13 Machiavelli

- Machiavelli (1469-1527) was an Italian Renaissance historian, politician, diplomat, philosopher, humanist, and writer. He wrote his most renowned work **'The Prince' in 1513.** For Machiavelli, the highest purpose of social political life is to attain and hold power.

Emotion-free ruling	Machiavelli suggests rulers should be calculated, opportunistic, and unswayed by emotions.	Rulers should strategically leverage emotions and exploit public sentiments for the benefit of the state, while maintaining a cool and rational approach to decision-making.
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5.3 INDIAN PHILOSOPHIES

Indian philosophies encompass a rich and diverse tradition of philosophical thought that has evolved over thousands of years in the Indian subcontinent. These philosophies delve into fundamental questions about the nature of existence, knowledge, ethics, and the purpose of human life. Here is a brief introduction to some prominent Indian philosophies:

- **Hindu Philosophy:** Hindu philosophy encompasses various schools of thought, including Vedanta, Yoga, and Samkhya. **Vedanta explores the nature of ultimate reality and the self through the study of sacred texts such as the Upanishads.** Yoga philosophy emphasizes the union of body, mind, and spirit for self-realization and liberation. Samkhya philosophy explores the dualistic nature of reality and the analysis of the material and spiritual aspects of existence.
- **Buddhist Philosophy:** Buddhism, founded by Gautama Buddha, emphasizes the **Four Noble Truths** and the **Eightfold Path** as the means to overcome suffering and attain enlightenment. Buddhist philosophy explores concepts such as impermanence, non-self, and the nature of consciousness. **Schools of Buddhist philosophy include Theravada, Mahayana, and Vajrayana, each offering unique insights and practices.**
- **Jain Philosophy:** Jainism, founded by Mahavira, focuses on the pursuit of liberation and the ethical principle of non-violence (ahimsa). **Jain philosophy explores the concepts of karma, the cycle of birth and death, and the path to spiritual liberation through non-violence, truthfulness, and asceticism.**
- **Sikh Philosophy:** Sikhism, founded by Guru Nanak, emphasizes devotion to the divine, equality, and social justice. **Sikh philosophy stresses the importance of ethical living, selfless service, and the continuous pursuit of spiritual growth.**

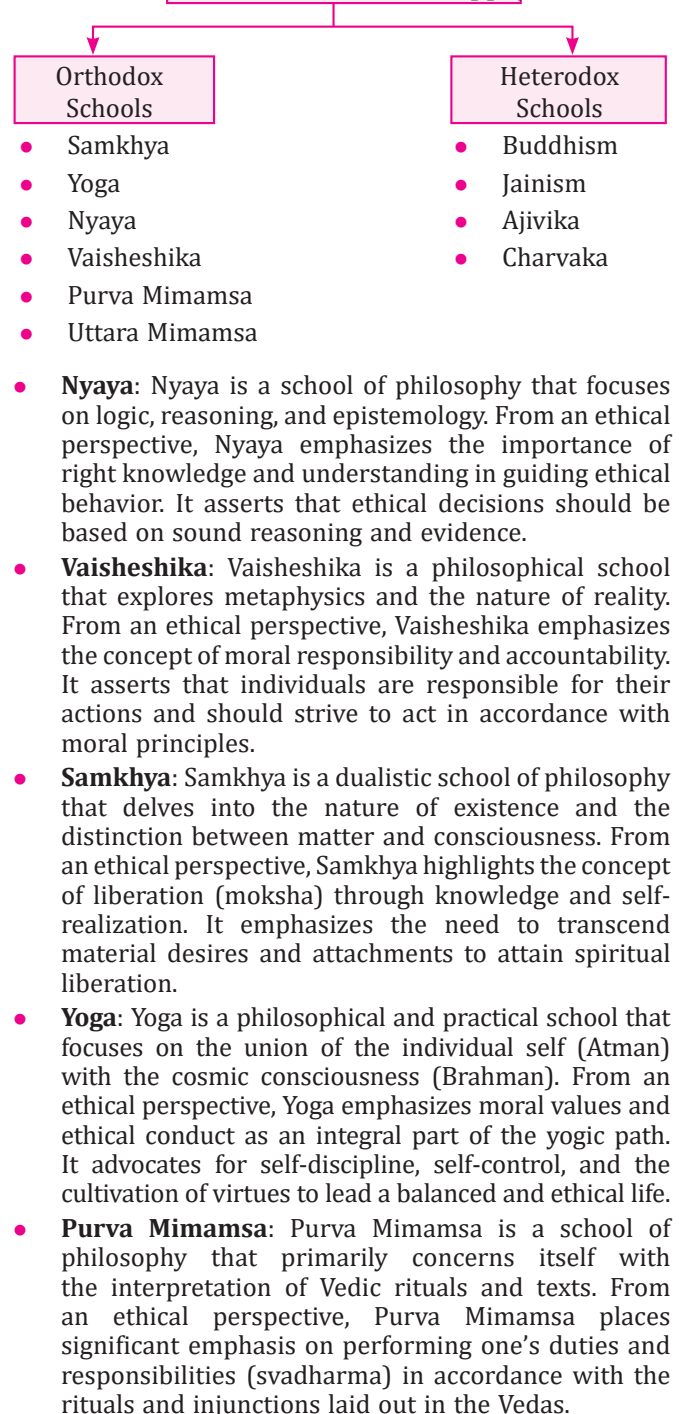
Doctrine of Karma

- When a soul is connected to a physical body, it is expected to follow divine laws and carry out certain actions.
- The belief is that **performing good deeds leads to happiness, while doing evil deeds brings about misery.**
- The **human soul is eternal** and constantly engaged in actions, and it cannot avoid experiencing the consequences of its actions. **It receives what it gives.**

5.3.1 Important Schools of Hindu Philosophy and Ethical Perspectives

The term **Dharma** here does not merely means religion; but it stands for **duty, obligation and righteousness.**

Schools of Hindu Philosophy



- **Uttara Mimamsa (Vedanta):** Vedanta is a school of philosophy that focuses on the study and interpretation of the Upanishads and the Vedas. From an ethical perspective, Vedanta emphasizes the principles of dharma (righteousness), ahimsa (non-violence), and selfless service. It emphasizes the realization of one's true nature and the recognition of the divinity within oneself and others, leading to ethical conduct and compassion.

These six schools of Indian philosophy provide different perspectives on ethics and ethical conduct

5.3.2 Essence of Ramayana and Mahabharata

Character	Ethical Lessons
Ram	<ul style="list-style-type: none"> • Marriage: Demonstrating loyalty towards his wife. • Social Contractarianism: Valuing the relationship with the public/subjects. • Governance: Prioritising the public over family. • Friendship: Treating Hanuman as a friend.
Dasharatha and Kaikeyi	<ul style="list-style-type: none"> • Emotional Intelligence: Making decisions without being influenced by extreme emotions. • Social Influence: Highlighting the importance of both positive and negative social influences.
Ravana	<ul style="list-style-type: none"> • Greed: Illustrating the consequences of excessive desire for power and lack of ethical judgment. • Knowledge and Wisdom: Emphasising the importance of ethical intellectualism.
Bhishma	<ul style="list-style-type: none"> • Dharma: Upholding one's duty and righteousness.
Arjun and Krishna	<ul style="list-style-type: none"> • Positive Thinking: Finding solutions and positivity in every situation. • Contractarianism: Understanding the importance of keeping one's word and fulfilling obligations. • Teleological Ethics: Considering the consequences of actions to determine their ethical nature.
Shabari	<ul style="list-style-type: none"> • Dedication and Patience: Demonstrating unwavering dedication and patience. • Love, Satisfaction, and Happiness: Finding eternal happiness and satisfaction in serving Lord Rama. • Equality and Respect: Lord Rama's equal treatment and respect towards Shabari.
Jatayu	<ul style="list-style-type: none"> • Responsibility: Fulfilling one's responsibilities despite knowing the limitations.

5.3.3 Lessons from the Ramayana

- **Choose the Righteous Path:** Ravana's younger brother, Vibhishana, opted not to help his sibling in the fight against Ram. He was well aware that his brother had committed a transgression by kidnapping a woman.
- **Remain humble no matter how powerful you become:** Lord Hanuman had the ability to face Ravana's army alone. However, he opted to submit to Lord Rama's divinity and let him perform the necessary.
- **Truth Wins:** The fundamental message of the Ramayana is that no matter how powerful evil is, it will always be conquered by Good.
 - The **truth always triumphs**. A noble heart and excellent ideals should always be present in a person.
- **Unity Can Overcome Any Difficulty in Life:** The fruits of unity offer the ability to sail the ship when the tide appears to be higher than the sky.
- **Be Deeply Committed to Your Duty:** Ram was not only Sita's husband but also the King of Ayodhya and the king's responsibility is to make his subjects pleased.
 - As a result, he was forced to forsake his wife for the sake of the crowds after they called her virginity into doubt.
 - As a husband, he was duty-bound towards his wife. But as a King, he had to think of his subjects' wishes ahead of his personal ones.
- **Treat everyone equally:** Lord Rama treated everyone equally, which is how he acquired everyone's love and esteem.
 - When Shabari (the sage's daughter) presented him with the previously eaten berry fruits, he ate them without hesitation. He was always kind and modest to others.
 - We should dip our toes into this quality. We must always treat everyone equally and not discriminate on the basis of position, gender, age, or cast.
- **Always keep excellent company:** It is stated that your surroundings form you into the person you are. The importance of an excellent company is also emphasised in the Ramayana.
 - Queen Kaikeyi, Dashratha's third wife, loved Rama more than her own son, but her handmaiden, Manthara, poisoned her mind with bad feed, and as a consequence, Kaikeyi requested Rama's fourteen-year exile.

- A bad person may brainwash all the good inside you, which is why we need to constantly maintain a healthy circle so that we can improve over time.

5.3.4 Ethical lessons given by Bhagavad-Gita

- **Only the truth will triumph:** There will always be more powerful timepieces, and the truth can never be hidden.
 - **For example** Skin colour is a biological reality, but race is a social issue. Western authorities attempted to conceal this reality, but Nelson Mandela's anti-apartheid fight in South Africa ultimately demonstrated that race is but a social construct.
- **Duty and Service:** The Bhagavad Gita emphasizes the importance of fulfilling one's duties with a sense of service and dedication. Civil servants have a responsibility to serve the public and work towards the welfare of society.
 - **Example:** A civil servant diligently performs their duties, such as maintaining law and order, providing public services, or implementing policies that uplift the marginalized sections of society. They prioritize the well-being of the public over personal interests, embodying the principle of selfless service.
- **Ethical Decision-Making:** The Gita teaches the value of ethical decision-making based on righteousness and moral principles. Civil servants are often faced with complex decisions that require ethical judgment and consideration of the broader impact on society.
 - **Example:** A civil servant faces a situation where they must choose between following corrupt practices or upholding integrity. By aligning their actions with ethical principles, they make decisions that prioritize the public good, even if it means facing challenges or going against prevailing norms.
- **Non-attachment to Outcomes:** The Gita emphasizes the importance of performing one's duties without attachment to the results. Civil servants need to focus on their responsibilities and perform their duties without being swayed by personal ambitions or desires for recognition.
 - **Example:** A civil servant works tirelessly on a project or policy implementation, focusing on the task at hand and the welfare of the people they serve, rather than being motivated solely by personal gain or political recognition.
- **Equality and Fairness:** The Gita promotes the ideals of equality and fairness. Civil servants are expected to treat all citizens with equal respect, ensuring fairness in the delivery of public services and upholding the principles of justice.

- **Example:** A civil servant ensures equitable access to government services and resources, irrespective of caste, creed, or socioeconomic status. They strive to eliminate discrimination and work towards creating an inclusive and just society.
- **Self-reflection and Self-improvement:** The Gita encourages individuals to engage in self-reflection and continuous self-improvement. Civil servants are urged to reflect on their actions, learn from experiences, and cultivate qualities that contribute to their effectiveness and ethical conduct.
 - **Example:** A civil servant regularly engages in self-assessment, seeking feedback from colleagues and citizens, and actively participates in professional development programs. They aim to enhance their skills, knowledge, and ethical awareness to better serve the public.

5.3.5 Islamic Ethics

- Islam as a **comprehensive way of life** encompasses a complete **moral system** that is an important aspect of its worldview.
- Islam holds that moral positions are not relative, and instead, defines a **universal standard** by which actions may be deemed moral or immoral.
- Islam's moral system not only defines morality, but also **guides the human race in how to achieve it**, at both an **individual** as well as **collective level**.

Principles of Islam from Ethical Perspective

Tawhid (Unity); Ihtiram (Respect); Ikhlas (Sincerity); Haya (Modesty); Iqtisad (Moderation/ Humility); Dhikr (Remembrance); Ilm (Pursuit of Knowledge)

- From an Islamic perspective, the purpose of human life is complete surrender to God and his stated principles (commandments) by leading this worldly life in harmony with the Divine will, and thereby achieve peace in this world, and everlasting success in the life hereafter.
- Muslims look towards the **Quran** and the **Traditions of the Prophet** (Hadis) as their **moral guides**.
- The guiding principle for the behaviour of a Muslim is what the Quran refers to as **Al Amal Assalih-virtuous deeds**. This term covers **all deeds**, not just the outward acts of worship.
- Some of the primary **character traits** expected of a Muslim are **piety, humility** and a **profound sense of accountability to God**.
- The **love and continuous awareness of God** and the **Day of Judgment** enables man to be **moral in**

conduct and sincere in intentions with devotion and dedication.

- The key to virtue and good conduct is a **strong relationship with God**, who sees all, at all times and everywhere. He knows the secrets of the hearts and the intentions behind all actions.
- Therefore, **Islam enjoins moral behaviour in all circumstances**; God is aware of each one when no one else is. It may be possible to deceive the world, but it's not possible to deceive the Creator.
- **Charity** is one of the most commendable acts in Islam.
 - **Zakah/Zakat**, the annual charity that is obligatory for every Muslim who has accrued wealth above a certain level, is one of the basic pillars of Islam.
- **Islam supports morality and matters that lead to the enhancement of morality**, and stands in the way of corruption and matters that lead to the spreading of corruption. The **injunctions and prohibitions in Islam** are to be seen in this light.

Ethical Values Enshrined in Islam

- | | | |
|---------------|-------------------------------|-------------------------|
| • Kindness | Charity | Fairness and Justice |
| • Forgiveness | Honesty | Keeping promises |
| • Patience | Social Equality | Controlling one's anger |
| • Order | Respecting parents and elders | |

5.4 INDIAN PHILOSOPHERS

- Indian philosophers have **contributed significantly** to the realm of philosophy.
- These intellectuals have studied fundamental conceptions of existence, awareness, and morality, from ancient sages like **Gautama Buddha, who created Buddhism, to Adi Shankara**, who reinvigorated Hindu philosophy.
- **Swami Vivekananda and Jiddu Krishnamurti** introduced Indian philosophy to the world, while Rabindranath Tagore combined philosophy and writing.
- Their teachings continue to **inspire and influence** many people, providing insights into the nature of reality and the search for inner peace.

5.4.1 Buddha

- Gautama Buddha was an **ascetic, religious leader**, and teacher who lived in ancient India between the sixth and fifth centuries BCE. His teachings became the foundation of Buddhist philosophy, customs, and religion.
- Buddhist ethics are **neither arbitrary norms devised by man for his own utilitarian purposes, nor are they enforced arbitrarily.**

- Buddhist ethics is not founded on **man-made rules or social practises**. It is founded not on changing social traditions, but on the eternal laws of nature.
- **Buddhist morality**: It determines whether an activity is good or harmful depending on the purpose or motive behind it.
 - Actions motivated by greed, hate, or selfishness are deemed harmful and are referred to as Akusala Kamma.
 - Kusala Kamma refers to meritorious and virtuous actions centred on the principles of charity, love, and wisdom.

Quotes by Buddha

- Hatred does not cease by hatred, but only by love; this is the eternal rule.
- It's not what you say but what you do that defines you.
- A man is not called wise because he talks and talks again; but if he is peaceful, loving and fearless then he is in truth called wise.
- The secret of health for both mind and body is not to mourn for the past, nor to worry about the future, but to live the present moment wisely and earnestly.

Three Essentials for Life That Buddhism Considers

- 1. Wisdom (Prajna):** It comes from the right view, and it leads to the right intention.
- 2. Ethical conduct (Sila):** The right view and intentions are guides to ethical conduct – right speech, right action, right livelihood and right effort.
- 3. Concentration (Samadi):** Its focus is 'self-activity' to have the right mindfulness and right concentration. When wisdom, ethics and concentration become a way of life; one gains enlightenment.

Eight-Fold Paths

- 1. Right Knowledge (or Views)**
- 2. Right Resolve**
- 3. Right Speech**
- 4. Right Conduct (or Action)**
- 5. Right Livelihood**
- 6. Right Effort**
- 7. Right Mindfulness, and**
- 8. Right Meditation (or Concentration)**

Four Noble Truths

1. **The Truth of Suffering:** No matter how much we struggle, we are unable to find the ultimate happiness or satisfaction. Suffering is the common bond we share. Therefore, suffering is the real truth of our existence.
2. **Excess Desire:** Cravings, excess desires and ignorance about reality are the cause of suffering.
3. **The Truth about the End of Suffering:** If the desire is eliminated, then only the suffering would stop. This stage when all desires are burned is called “nirvana” in Buddhism.
4. **The Path for Ending Suffering:** This path is called the eightfold path. It emphasises a middle path between worldly pleasure and painful asceticism.

Pancasila (Five Precepts)

Buddhism invites Buddhists to adopt five precepts voluntarily in order to live together in civilised communities with mutual trust and respect. These are – No killing, No stealing, No lying, No sexual misconduct, and No intoxicants.

Relevance to Modern Time

- **Mindfulness:** As taught by Buddha, the practice of mindfulness has grown in prominence in the modern world.
 - It provides useful methods for cultivating present-moment awareness, reducing stress, improving attention, and improving general well-being.
 - It enables us to handle the distractions and craziness of modern life with better clarity and inner serenity.
- **The Middle Path:** Buddha’s focus on seeking balance and avoiding extremes is especially pertinent now.
 - The Middle Way urges us to **pursue moderation**, harmony, and a balanced approach in our ideas, actions, and attitudes in a society frequently characterised by polarisation and extremism.
- **Teachings on suffering:** Dukkha and its source, cessation, and the route to liberation are extremely important in today’s environment.
 - They remind us of the universality of pain and give a framework for comprehending its causes and overcoming it.
- **Everything is temporary:** The teaching of Buddha on impermanence (**Anicca**) informs us that everything is temporary and prone to change.
 - This teaching urges us to build resilience, adaptation, and a greater awareness of the ephemeral aspect of existence in a fast-paced and ever-changing world.
- **Compassion:** The teachings of Buddha on compassion emphasise the value of kindness, empathy, and care for the well-being of others. Compassion may create understanding, bridge barriers, and promote peace among individuals and groups in a society that frequently appears divided and lacking in empathy.

Kautilya

- **Kautilya/Chanakya** (375-283 BCE) was a teacher, author, strategist, philosopher, economist, jurist, and royal advisor in ancient India. He is traditionally identified as Kautilya or Vishnugupta, the author of the Arthashastra, an ancient Indian political treatise.

Philosophy of Kautilya:

Seven Prakritis (Saptangas) are constitutive of the State

1. Swamin	Ruler
2. Amatya	Ministers
3. Janapada	Territory and Population
4. Durga	Fort/Capital city
5. Kosa	Treasury
6. Danda	Coercive power of the state/ Punitive justice
7. Mitra	Ally

Governance: King’s happiness lies in the happiness of his subjects. His focus lies on the welfare state.

- “**Yatha Raja Tatha Praja**” highlighting the importance of honesty, efficiency, and accountability of the King.
- **Rajrishi Concept:** An ideal leader is a combination of Raja and Rishi.
 - Like a Raja, he is dynamic, active, and has decision-making capacity.
 - At the same time, like a sage, he should be able to connect with the spiritual and higher level of the world by being wise and should focus on philosophy.
 - He should possess the quality of inviting nature, self-restraint and spirit, intellect and intuition, and enthusiasm.
- **Science a source of power:** He advocated that science is a great source of power. He further believed that ‘power is strength and it is the strength which changes the mind’.
- **Realpolitik and Pragmatism:** Kautilya’s philosophy emphasizes a pragmatic approach to governance, where rulers prioritize the stability and welfare of the state over idealistic notions. It recognizes the need for practical decision-making based on political realities.
 - **Example:** In modern times, political leaders often employ realpolitik strategies, such as making alliances or engaging in diplomatic negotiations with countries that may have conflicting ideologies.

These actions are driven by the pragmatic pursuit of national interests and the preservation of stability.

- **Statecraft and Governance:** Kautilya's philosophy emphasizes effective statecraft and governance, including principles related to administration, law, and economics. It provides guidance on how rulers can ensure the efficient functioning of the state and maintain social order.
 - **Example:** The administrative systems and bureaucratic structures in many countries draw inspiration from Kautilya's principles of governance. These systems aim to promote efficiency, transparency, and accountability in decision-making and public service delivery.
- **The Use of Power and Diplomacy:** Kautilya recognized the importance of power and diplomacy in the international arena. His philosophy suggests that rulers should employ strategic tactics to protect and advance the interests of their states.
 - **Example:** In international relations, countries often engage in diplomatic negotiations, deploy military forces, or use economic leverage to protect their national interests. These actions reflect the principles of power and diplomacy outlined in Kautilya's philosophy.
- **Espionage and Intelligence:** Kautilya's philosophy emphasizes the role of espionage and intelligence gathering as crucial tools for governance and decision-making. It recognizes the need for information to make informed choices and mitigate potential threats.
 - **Example:** Governments around the world have intelligence agencies and conduct intelligence operations to gather information on potential security threats, monitor international developments, and safeguard national interests. These actions align with Kautilya's emphasis on intelligence gathering.
- **Ethics and Moral Governance:** While Kautilya's philosophy acknowledges the practical realities of politics, it also recognizes the importance of ethical conduct and moral governance. It advocates for the welfare of the people and upholds righteousness.
 - **Example:** In contemporary governance, leaders are expected to adhere to ethical standards and demonstrate moral leadership. Policies aimed at social welfare, combating corruption, and protecting human rights reflect the principles of ethical governance influenced by Kautilya's philosophy.

Relevance to Modern Time:

Kautilyan Indicators of Good Governance

An ideal king must merge his individuality with duties.

—**Impersonality**

An ideal King must avoid extremes without missing the goal.

—**Madhyammarga/ Middle Path**

The king and public servants must get fixed salaries and allowances.

—**Avoid Corruption**

The main duty of the King and servants is to maintain law and order. The losses due to theft and corruption should be made good from the king's and his servant's salary.

—**Accountability**

An important duty of the king is to carry out preventive and punitive measures against corrupt officials.

—**Justice**

Replacement of ministers by good ones.

—**Transfers and Shuffling**

Code of Conduct for King and ministers.

—**Disciplined**

Appointment of **Amatyas** who were selected on merit.

—**Bureaucracy**

5.4.2 Thiruvalluvar

- **Thiruvalluvar, or Valluvar, was a well-known Tamil poet and philosopher.**
- He is best known for writing the **Thirukkural**, a collection of couplets on ethics, politics, and economics, as well as love.
- The text is regarded as an outstanding and widely admired work of Tamil literature.
- Valluvar's contribution to **politics** is applicable to the present **democratic governance** for the welfare of all the people.

Philosophy of Thiruvalluvar:

- **Forgiveness:** Retaliation will bring you joy for a short time, but patience and forgiveness will bring you joy for the rest of your life.
- **Right Speech:** Burns from careless speech will never heal, even those caused by fire.
- **Nation-State:** A nation should focus on five essential factors: well-being, prosperity, security, and production.
- **Truthfulness:** Even a lie could be regarded as the truth if it is unharmed and has clear advantages.
- **God and Religion:** Even if god and fate don't want it, your true efforts will bear efforts.
- **Application:** Tiruvalluvar's worldview serves as a guidepost for the current drive for retribution and vengeance among people, communities, and nation-states. Thiruvalluvar's approach is supported by examples such as atheists achieving more success, Gandhi's capacity to forgive others for their ignorance, and Buddha's eightfold way.

5.4.3 Ravidasa

- During the medieval period, Ravidasa was a **prominent Hindu saint and philosopher**. Despite coming from a low-income family, he had no inferiority complex. He restored good to evil.
- **View on Religion:**
 - He regards religion as a **basic human necessity**.
 - Man has a religious inclination that differs from hunger and thirst.
 - If self-realization is the dawn of the **spirit, self-negation is the dark night of the soul, according to him**.
 - He can lead people **gathered in darkness to their fate**.
 - Ravidasa criticises religious beliefs that do not appeal to human reason.
 - **He opposes the folly of futile religious action**.
 - Ravidasa despises the superstitions linked with devotion. His commitment was mostly in the form of service.
- **Human existence:**
 - According to Ravidasa, **human existence is uncommon and earned as a consequence of worthy acts**.
 - He should devote his life to reaching the ultimate human desire, which is only achievable by adhering to a moral code of discipline.
 - Ravidasa exhorts his followers to **rise beyond the faults of pride, wrath, greed, attachment, envy, and desire**.
 - Only in the absence of determinism can true freedom be realised.
 - Reason, religion, and reflection have all been given a high priority.
 - Reason is trustworthy and important. Ravidasa's philosophy is distinguished by the principles of self-transcending existence and perfect freedom.

5.4.4 Swami Vivekananda

- Swami Vivekananda (1863 – 1902) was an Indian Hindu monk, philosopher, author, and religious teacher. He was a pivotal player in introducing Vedanta and Yoga to the Western world and is credited with pushing Hinduism to the level of a significant international religion and fostering interfaith awareness.

Philosophy of Swami Vivekananda

- **Education:** To awaken the masses, he founded the Ram-Krishna Mission and, eventually, Ram-Krishna Math. He criticised naïve spiritual beliefs and sought religious logic.

- **Brotherhood:** Through his landmark address at the World Parliament of Religions Conference, he fostered brotherhood among Indians and people all over the world.
- **Rationalism:** He was a rationalist movement pioneer in India and a disciple of Vedanta philosophy. For a happy existence, he wished for a synthesis of Western and Indian thought.
- **Oneness and Universal Brotherhood:** Swami Vivekananda emphasized the underlying unity of all beings and promoted the idea of universal brotherhood. He believed that beyond the external differences, there is a common thread of divinity connecting all individuals.
- **Service to Humanity:** Swami Vivekananda emphasized the concept of selfless service to humanity. He believed that true spirituality is expressed through acts of compassion, social service, and upliftment of the underprivileged.
- **Integration of Science and Spirituality:** Swami Vivekananda advocated for the harmonious integration of science and spirituality. He believed that scientific advancements and spiritual insights should complement each other to provide a holistic understanding of the world.
- **Strength and Self-confidence:** Swami Vivekananda emphasized the development of inner strength, self-confidence, and fearlessness. He believed that individuals should overcome their limitations and realize their true potential.
- **Youth Empowerment:** Swami Vivekananda believed in the power of the youth as agents of social change and nation-building. He emphasized the need to channel their energy and idealism towards constructive and noble causes.

Relevance in the Present Times

- **Togetherness, tolerance, and mutual understanding:** Swami Vivekananda's message of togetherness, tolerance, and mutual understanding, regardless of religious differences, is critical in today's world, where religious disputes and extremism are persistent challenges.
- **Peaceful and harmonious society:** His teachings can contribute to a more peaceful and harmonious society in which other religions, cultures, and ideologies are recognised and treasured.
- **Motivate future generations:** Vivekananda's teachings can motivate future generations to treasure India's rich spiritual legacy and the importance of old spiritual traditions in today's world.
- **Relevance of Indian spiritual traditions:** He was one of the first to emphasise the relevance of Indian spiritual traditions to the Western world, and his

teachings and efforts can continue to inspire young people to maintain and promote the same.

- **Ideas and teachings:** Swami Vivekananda's ideas and teachings are still very relevant to today's youth. His message of self-reliance, religious unity, and the necessity of education are all significant teachings that may assist young people manage the modern world's obstacles and possibilities.

We may look to the wisdom of this great spiritual leader for advice and inspiration as we continue to face various societal and economic difficulties.

5.4.5 M K Gandhi

Gandhi's Talisman

Whenever you are in doubt, or when the self becomes too much, recall the face of the poorest and the weakest man/ woman whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him/her. Will it lead to swaraj for the hungry and spiritually starving millions? Then yourself will melt away.

Important Teachings of Mahatma Gandhi

- **Nonviolence and Ahimsa:** Gandhi's principle of nonviolence (Ahimsa) advocates for resolving conflicts through peaceful means and rejecting violence in thought, speech, and action. He believed that nonviolence is a powerful force that can transform individuals and societies.
 - **Relevance:** In today's world, where conflicts and tensions exist on various levels, Gandhi's teachings on nonviolence and peaceful resistance continue to inspire movements for social justice, human rights, and conflict resolution.
- **Truth and Honesty:** Gandhi emphasized the importance of truth and honesty in all aspects of life. He believed in speaking the truth, even in difficult circumstances, and practising honesty in personal and public life.
 - **Relevance:** In an era of misinformation and deceit, Gandhi's teachings on truth and honesty remind us of the significance of integrity, transparency, and trustworthiness. Upholding truth in public discourse and personal relationships is crucial for building a just and ethical society.
- **Satyagraha:** Satyagraha is a philosophy and method of nonviolent resistance that Gandhi developed. It involves using the power of truth, self-sacrifice, and nonviolent actions to confront injustice and bring about positive change.
 - **Relevance:** Gandhi's concept of Satyagraha inspires movements and individuals engaged in peaceful protests and civil resistance against

injustice, oppression, and inequality. It emphasizes the power of collective action grounded in truth and nonviolence.

- **Simplicity and Minimalism:** Gandhi lived a simple and minimalistic lifestyle, emphasizing the importance of reducing materialism and living with less. He believed that true wealth lies in contentment and inner richness rather than material possessions.
 - **Relevance:** In a consumer-driven society, Gandhi's teachings on simplicity and minimalism remind us to prioritize values beyond material wealth. Embracing a more sustainable and mindful way of life can contribute to personal well-being and environmental sustainability.
- **Equality and Social Justice:** Gandhi advocated for equality among all individuals, regardless of caste, religion, gender, or socioeconomic status. He fought against discrimination, untouchability, and other forms of social injustice.
 - **Relevance:** Gandhi's teachings on equality and social justice continue to resonate today. They inspire movements and individuals striving for equal rights, gender equality, inclusivity, and the eradication of discrimination in all its forms.
- **Service to Others:** Gandhi emphasized the importance of selfless service to others and the welfare of society. He believed in working for the upliftment of the marginalized and the well-being of all.
 - **Relevance:** Gandhi's teachings on service and compassion guide individuals and organizations involved in philanthropy, community development, and social service initiatives. They remind us of our collective responsibility to contribute positively to society and alleviate suffering.

Trusteeship

- Wealthy people should act as **trustees of the trust**, looking after the welfare of the people.
- The **concept of trusteeship** makes it clear that wealth and resources, regardless of who "owns" them, must help with the betterment of society and its entire people, and it places the onus on those who have wealth to make this happen.
- This is a **direct embodiment of his nonviolence ideology**, i.e. the affluent must do it of their own volition, unforced by external pressure.
- However, in the long run, and in the **realities of the society** we live in, this strategy will be more sustainable.

Relevance of Idea of Trusteeship:

Relevance of Trusteeship

- Development models centred around preservation of nature.
- Corporate Social Responsibility.
- Addressing Income Inequality and Poverty.
- Channelisation of revenue for social welfare.

- **Prevalence of Inequality:** A recent Oxfam research titled “Inequality Kills” highlighted a substantial economic difference exacerbated by the Covid epidemic, both internationally and in India. Every four seconds, at least one person dies as a result of inequality.
- **Degrading Environment:** Greenhouse gas emissions are impacting the world climate and creating a variety of catastrophic disasters and illnesses.
- **Natural resource overexploitation:** Minerals, oil, gas, and coal are non-renewable resources. Their usage as raw materials and energy sources depletes the Earth’s stocks.

Trusteeship Provides Solutions for Various Challenges of the 21st century

- **Sustainable Consumption:** Consume just what is necessary without harming others.
- **Labor Dignity:** Providing a good minimum living wage and compassionate working conditions.
- **Fair Wealth Distribution:** The affluent have a moral obligation to care for the social welfare of the impoverished.
- **Enrichment of human life:** At the heart of Gandhi’s trusteeship concept is the growth, upliftment, and enrichment of human life, rather than a higher level of living with minimal regard for human and social values.

Sarvodaya

“The good of the individual is contained in the welfare of all. This is the core idea behind inclusive development.”

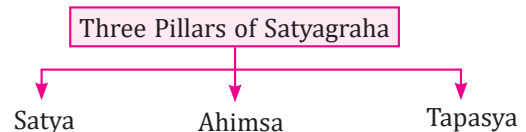
- The ‘Sarvodaya’ is the combination of two words ‘Sarva’ and ‘Uday’. It denotes the meaning of uplift of all. It also gives the meaning ‘good of all’, ‘service to all’ and ‘welfare of all’, etc. It is concerned with **Gandhian Socialism**. Its purpose is the socio-economic development of all. The base of Philosophy is commonness, i.e., what is done not for any particular individual or group but for all
- The following examples demonstrate ‘Sarvodaya’ philosophy:
 - Creation of self-sustaining village networks in which the primary goal of production is self-consumption.
 - Fostering family bonds that go beyond blood relations.

- Everyone should be equitably represented, and the value of liberty should be promoted.
- The spirit of love, brotherhood, truth, nonviolence, and self-sacrifice will pervade all people. Nonviolence will be the foundation of society.
- There will be no party system or majority control, and society will be free of the evil of majority tyranny.
- Politics will no longer be a tool of power, but rather a tool of service.

Satyagraha

- **Origin of Satyagraha** may be traced in the **Upanishads**, as well as the teachings of Buddha, Mahavira, and a number of other greats such as **Leo Tolstoy and John Ruskin**.
- **Means and purposes:** Gandhi’s philosophy of Satyagraha can be understood as a method of nonviolent resistance or civil disobedience that seeks to confront injustice and bring about social change through the power of truth and nonviolence.
- **Example:** let’s consider a scenario where a community is facing unfair eviction from their homes due to a development project. Instead of resorting to violence or aggressive confrontation, the community decides to employ Satyagraha. They organize peaceful protests, engage in acts of civil disobedience like sit-ins or hunger strikes, and raise awareness about their cause through nonviolent means.

Three Pillars of Satyagraha:



- The Gandhian quest for peace rests on the **foundation of non-violence**.
- For conflict resolution Mahatma Gandhi used the method of Satyagraha [insistence on truth or zeal for Truth] that has three pillars:
 1. **Satya - which implies openness, honesty, and fairness:**
 - ◆ Each person’s opinions and beliefs represent part of the truth;
 - ◆ In order to see more of the truth we must share our truths cooperatively; This implies a desire to communicate and a determination to do so.
 2. **Ahimsa - refusal to inflict injury on others:**
 - ◆ Ahimsa is defined by our willingness to communicate and share our bits of truth.
 - ◆ Violence cuts off communication channels; the concept of Ahimsa appears in most major religions, implying that while most people do not practise it, it is respected as an ideal; Ahimsa

is an expression of our concern that our own and other people's humanity be manifested and respected.

- ◆ We must learn to genuinely love our opponents in order to practice Ahimsa.

3. Tapasya - willingness for self-sacrifice:

- ◆ A Satyagrahi must be willing to bear whatever sacrifice or suffering caused by the conflict they launched, rather than forcing such sacrifice or suffering on their opponent.
- ◆ The Satyagrahi must constantly present opponents with a face-saving way out.
- ◆ The purpose is to uncover a broader panorama of truth and justice, not to defeat the opponent.

Use of Satyagraha by Gandhiji

- **Weapon of spiritual force:** Satyagraha has also been regarded as a weapon of spiritual force in the face of injustice.
- **As a way of life:** Gandhi Ji saw Satyagraha as a way of life, during India's liberation war, Satyagraha was utilised as a weapon to defy governmental authority and achieve diverse goals for the general benefit of the people.
- **Movements:** The Civil Disobedience Movement of 1930, which began with the violation of the Salt Law in Dandi, and the Quit India Movements were classic examples of Gandhi and his associates employing Satyagraha as a weapon of the soul force.

Relevance of Satyagraha at Present

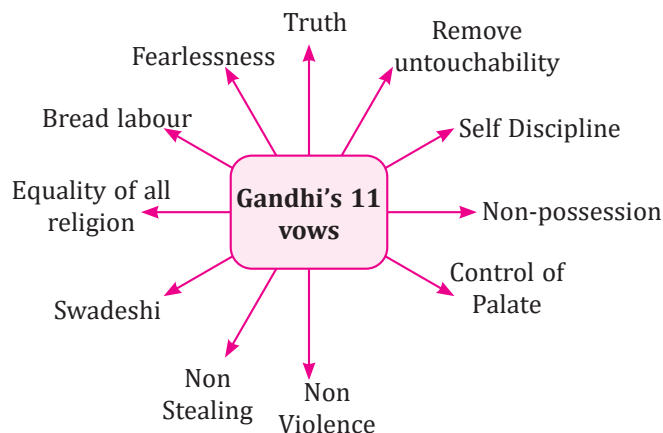
- **For Dispute in the Industrial Establishment:** Satyagraha would be a viable alternative to other strategies for the peaceful resolution of disagreements and conflicts in the industrial system.
- **To resolve war-like situations such as the Russia – Ukraine war:** To address war-like circumstances, such as the Russia-Ukraine conflict, practising the principles of truth and nonviolence in the smallest manner possible will undoubtedly make a significant contribution to bringing about peace and harmony.
- **To reduce corruption and the rush to materialism:** In today's socioeconomic political system, there is an urgent need to wean the person away from the influence of riches, pleasures, and power.

- **To mitigate corruption and race of materialism:** Truth and nonviolence will always be beneficial wherever the objective is wealth, welfare, and progress, since without truth and nonviolence, there can be no peace, and without peace, there can be no development.

Gandhi on Politics

- **Aim of Polity:** He thinks polity's ultimate aim as a medium for total welfare of mankind and hence there is no any place for violence, cruelty, injustice and oppression. If to achieve good results, the medium to attain needs to be of equality, good and pure, ethical values, it is compulsory.
- **Civilise contemporary politics:** Gandhi's main goal was to civilise contemporary politics from within by removing anger, hostility, and compulsion.
- **Mobilising collective power:** His nonviolent politics was a strategy of mobilising collective power in a way that attends to its own moral education in an exemplary and unique way.
- **Politics from ethics or religion:** Gandhiji always derived politics from ethics or religion, and he saw politics as a labour of the heart rather than a job of intellect.
- **Dedicated and committed political:** He advocated for a dedicated and committed political ethos that rejected the requirement of "dirty hands" in politics.

Gandhi's Eleven Vows



Gandhi's Seven Sins

- Gandhi mentioned these seven sins in his weekly "Young India".

Type of Sins	Examples
Politics without principles	<ul style="list-style-type: none"> ● Religion-based vote-bank politics. ● False promises made by politicians for personal gain. ● Political position buying and selling.

Wealth without work	<ul style="list-style-type: none"> Commission agents charge hefty amounts of commissions on buying and selling of properties. Accepting bribes, personal gifts by many politicians and civil servants in some instances.
Pleasure without conscience	<ul style="list-style-type: none"> Activities such as deforestation, pollution, and overconsumption, driven by a desire for personal pleasure or convenience without considering the long-term consequences, reflect this social sin. Illegal gambling activities, such as betting on sports events or card games, without considering the ethical and moral implications.
Knowledge without character	<ul style="list-style-type: none"> Use of scientific knowledge to create weapons of mass destruction. Recent cases of “Missing women” due to female feticide using ultrasound tests. Academic frauds like plagiarism, falsification of research data, or manipulating information to mislead others.
Science without humanity	<ul style="list-style-type: none"> Bombardment of missiles between Ukraine and Russia. Misuse of technology for surveillance.
Commerce without morality	<ul style="list-style-type: none"> Unethical business practices, such as exploitative labor conditions, unethical supply chain management, or predatory pricing strategies. Hoarding essential commodities to increase their price to get more profits. Selling substandard products just to earn money. Predatory lending and exploitative lending.
Religion without sacrifice	<ul style="list-style-type: none"> Religious fundamentalism in all religions leads to communal tensions as seen recently in France. Using religion to incite violence, discriminate against certain groups, or promote hatred contradicts the core principles of selflessness and sacrifice in religious teachings.

Gandhiji's on the Good Life

- **Social service:** Selfless social work was a source of spiritual upliftment and a greater sense of fulfillment for Gandhi ji. According to Gandhiji, **“the best way to find yourself is to lose yourself in the service of others.”**
- **Cleanliness:** According to Gandhiji, **“cleanliness is next to godliness”** Cleanliness and hygiene promote mental well-being and the production of positive ideas. Furthermore, Gandhi ji attempted to solve the problem of sanitation, and hence manual scavenging and untouchability, using this concept.
- **Intoxication:** Gandhi ji campaigned for the ban of spirits and denounced drunkenness. It pollutes our spirit, intellect, and emotions and encourages unethical behaviour.
- **Austerity:** Gandhi ji advocated for a modest existence with the minimal necessities. He believed in the satisfaction of higher-order demands like knowledge, morality, faith, and so on. Furthermore, Gandhi ji stated that having material luxury when the majority of India suffered in poverty and hunger was against his conscience.
- **Altruism:** Gandhi ji promoted altruism not just as a voluntary good deed but also as an obligation for the well-off in order to build a just and sustainable social order. Vinobha Bhave, a devotee of Gandhi Ji, carried it further as the Bhoodan movement.

Gandhism in Civil Services

- **Framing inclusive policies:** A civil servant must ensure that the benefits of government policies reach the most needful. Gandhi's vision of Sarvodaya through Antyodaya can only be achieved when welfare policies are inclusive and well-directed.
- **Judicious utilization of resources:** All public resources must be utilized in a fair and transparent manner. It is the duty of civil servants to check underutilization and misappropriation of public funds.
- **Special provisions for the marginalized:** A civil servant should think about how his actions will benefit the marginalized sections of the society.
- **Handling continuous public criticism:** Civil servants are constantly under public scrutiny for their actions. A civil servant must not stop taking decisions which will benefit the poor and downtrodden, even though he/she has to face criticism for that.

Gandhi and Sustainable Development Goals

Earth provides enough to satisfy every man's need but not any man's greed.
—M.K. Gandhi

SDGs are distinguished by their **emphasis on sustainability**. This idea of sustainability figures prominently in Gandhiji's teaching as well.

What we do today, is our future. We should not look upon the natural resources – **water, air, land** – as inheritance from our forefathers.

Gandhi considered natural resources to be the **loan given by our next generation**.

- Gandhi believed that **technology** and **innovation** have to be deployed to the service of the people and create **broader employment possibilities**; not to be used as a means for laying off people from their jobs and generating profits for few.
- He looked upon **rural employment** and **small-scale industries** as a tool for **eradicating poverty**, bringing the rural areas at par with the urban areas - **localising the development**.
- Gandhi was the epitome of personal practice of **sustainable consumption** and **production**. He underscored that for the sustainability of the world, individual responsibility is important as anticipated in the **SDGs**.
- Gandhi wanted human beings themselves to be the major change agent in the process. Similar idea is embedded in the **SDGs; theory of change**.

The major aspiration of the **2030 Sustainable Development Agenda** is captured by the tagline **Leave No One Behind**. Gandhi viewed, **Progress of a society should be determined by the state of the most vulnerable and the weakest ones**.

5.4.6 Amartya Sen

Amartya Kumar Sen is an Indian economist and philosopher, who since 1972 has taught and worked in India, the United Kingdom, and the United States. **Some of his ideas are:**

- **Social Welfare:** The government should address the issue of individual rights as well as minority aspirations for collective growth and development.
- **Human Development:** He proposed that rather than focusing on economic issues, governments should prioritise education, public health, food distribution, and other social changes.
- **The Capability Approach:** Rather than assessing in monetary terms, the government and individuals should focus on the development of skills, values, and morals for welfare.
- **Application:** His ideas have been collated, and the United Nations has created the Human Development Index to augment economic growth criteria such as GDP and GNP.

5.4.7 Rabindranath Tagore

- **Rabindranath Tagore** was born in Calcutta on **May 7, 1861**, a poet, writer, dramatist, composer, philosopher, social reformer, and painter from Bengal. In the late nineteenth and early twentieth century, he used Contextual Modernism to transform Bengali literature and music, as well as Indian art.
- **Tagore on Education:** Tagore envisioned a book that combined Eastern and Western ideals. Indian philosophy's spiritualism and the Western people's progressive viewpoint were combined.
- **Naturalist:** Tagore was a naturalist, and nature is the finest teacher. Nature will present the pupil with the situations he or she needs to learn.
 - There should be no external pressure on the pupil to learn anything. Nature will mould his personality and attitude.
- **New standard in education:** Tagore set a new standard in Indian education by rejecting book-centred instruction for kids for the first time.
- **Practical and real education:** Tagore believed that education should be practical and real, rather than artificial and academic. Education should undoubtedly improve a learner's creative ability.
- **Fine arts in his educational programme:** Tagore placed a high value on the fine arts in his educational programme. Activities like sports, dancing, music, theatre, painting, and so on were considered instructive.
- **Poverty removal via education:** Tagore was aware of our country's rural poverty. As a result, he sought to abolish it via education. Students will become expert artisans in their fields as a result of the practical training they get in various crafts.

Comparative Analysis: Gandhi and Tagore	
Similarities	Differences
<ul style="list-style-type: none"> • Had an intercultural approach and influence. • Critical of materialistic approach to life (Both were critical of the Industrial Revolution). • Laid emphasis on spiritual dimensions of life. • Emphasised living in tune with nature-Environmental Sustainability. • Proponents of vocational education opposed Western model of education. 	<ul style="list-style-type: none"> • Gandhi emphasised Charkha and Swadeshi, and Tagore believed in integration with the global economy. • Gandhi was an ardent supporter of India-centric nationalism; while Tagore's view changed post WWI; when he realised nationalism violated basic ideals of humanity and a way of accumulating wealth and territory. • Gandhi advocated for Self-sufficiency; Tagore used Swadeshi Samaj based on love and cooperation.

5.4.8 Kabir

- **Sant Kabir Das** was born in the **Uttar Pradesh city of Varanasi**. He was a 15th-century mystic poet, saint, and social reformer who was a strong supporter of the Bhakti Movement.
- **Kabir on Tolerance:** Sant Kabir attempted to unify Indian groups, namely Hindus and Muslims, who made up the majority.
 - He used analogies such as “**both Hindus and Muslims are made of the same clay.**”
 - His lessons are especially relevant now when religious conflicts are raging over the world.
- **Kabir on Wisdom:** Kabir emphasised the cultivation of wisdom.
 - “If I tell the truth, people rush to beat me, but if I lie, they trust me,” he elaborates with his Dohas.
 - This represents the necessity for oneself to acquire authentic knowledge.
 - Even in current times, many are outraged by the bitter reality but are willing to tolerate falsehoods and mediocrity to fit their ideas.
- **Anti-Caste System and Evil Practises:** Kabir was a staunch opponent of the caste system.
 - He emphasised that in God’s creation, everyone was equal.
 - He exhorted his disciples to abandon inhuman practices such as untouchability, emotions of high and low, and so forth.
 - He was also opposed to the worship of stone images and the worship of many gods and goddesses, as well as religious rites and ceremonies.
- **Compassion:** Kabir was adamantly opposed to hypocrisy and did not approve of those who had dual standards.
 - He consistently promoted compassion for other living beings and the practising of pure love. Which is slightly lacking nowadays.
- **Unbreakable link of brotherhood:** He underlined the need of surrounding oneself with decent people who uphold ideals and beliefs, and he emphasised that love was the only channel capable of uniting the whole human race in an unbreakable link of brotherhood.
 - He exhorted everyone to abandon animosity and embrace love for everyone. The globe’s overwhelming consumerism is weighing down today’s world.

5.4.9 Raja Ram Mohan Roy

- **Vedantic philosophy:** He attempted to liberate Hinduism from orthodoxy and superstition by reviving Vedantic philosophy. He advocated knowledge, enlightenment, and spirituality as essential religious doctrines.

- **Humanism and human values:** Roy was a staunch supporter of human values such as peace, decency, caring, and justice. He worked for the betterment of the poor, the weak, and the marginalised because he felt that everyone had the right to a happy life.
- **Education:** Roy was an educationist who advocated for introducing Western technical education into traditional Indian curricula. In 1825, he founded the Vedanta College in Bengal and supported David Hare in establishing the Hindu College.
- **Monotheism:** Roy proclaimed God’s oneness and that all religions are different pathways to the same ultimate truth and salvation.
- **Cosmopolitanism:** Roy viewed individuals of different nations as subunits of one large family who are interdependent and must work together to attain the common good. Roy backed French nationalists and was the first individual to breach the custom of not crossing the water to England.
- **Rationalism and modernity:** Like Rousseau, Roy saw reason and rationality as more important than tradition and superstition in determining the best course of action. Roy is known as the “Father of Modern India” because he emphasised modern education as a tool of social transformation and upliftment.
- **Reformist:** Roy regarded social change as a means of achieving social progress and national prosperity.
 - He worked for social transformation by mobilising people, lobbying the government, establishing educational institutions, forming volunteer organisations, and so on.
 - Roy advocated for women’s issues such as widow remarriage, consent age, sat, and so on.
 - This led to the passage of reformatory laws such as the prohibition of Sati and the prohibition of polygamy.

5.4.10 Ishwar Chand Vidyasagar

- **Humanism and potential:** He advocated that ethical behaviour respects human dignity and allows each individual to attain their full potential.
 - Every human being has some basic requirements and rights that must be met.
 - Humans cannot be viewed as simple objects of tradition, but rather as controllers of their fate.
- **Importance of education:** Vidyasagar saw education as the key to a person’s and society’s progress.
 - Vidyasagar thought that studying and widening one’s views were the best ways to instill in people a feeling of dignity and independence, which motivates them to freedom and development.
 - Vidyasagar established a Sanskrit college for lower castes and the underprivileged for this reason.

- **Reformist:** He regarded social transformation as a precondition for social and national growth.
 - He believed that it was the obligation of the educated and capable to lead and strive for progress.
- **Gender equality:** Vidyasagar was a caring and concerned social being. He was a trailblazer in social changes for gender equality.
 - He advocated for widow remarriage, girl education, and an end to polygamy and child marriage.
- **Scholar and educator:** He was awarded the moniker 'Vidyasagar' (Ocean of Learning) for his wide and in-depth academic knowledge.
 - He also wrote well-known pieces such as Borno Porichoy. Vidyasagar was the principal of Sanskrit College and instituted several educational and administrative changes.
 - In 1849, he also helped J.E.D. Bethune create the Bethune School, the first female school.

5.4.11 Dr B. R. Ambedkar

- Dr B R Ambedkar was one of the **primary architects of the Indian Constitution**. He was a well-known politician and outstanding jurist. Ambedkar's attempts to eliminate problems such as untouchability and caste limitations were outstanding. Throughout his life, the leader battled for the rights of Dalits and other socially disadvantaged groups.
- **Last, lost, and least:** Ambedkar sought justice for the 'last, lost, and least' and emerged as a type of revolutionary leader of India's Hindu untouchables and other castes.
- **Who Were the Shudras:** He argued that the caste system, which provided the climate for the citation of Shudras and untouchables by Brahmins and other upper castes, was the basis of any lack of social justice in India.
- **Achieving social fairness:** He thought that no democracy could be established in India without first achieving social fairness via caste eradication.
 - As a result, he chose a position that was diametrically opposed to that of both the Congress and Gandhi.
- **Lack of social justice:** He believed that a lack of social justice as a result of the caste system would never be abolished by the upper castes because it served their interests, and also by any Western-style system because all institutions, from the legislature to the judiciary, would be dominated by the upper castes who would manipulate and control the system to ensure Shudras and untouchables did not rise.
- **Economic Exploitation:** He also believed that because of the caste system's economic exploitative foundation

benefited upper castes so much, they would never be ready to change the situation.

- **Constitutional guarantees:** That is why he sought constitutional guarantees and direct participation for lower castes and Dalits in democratic institutions ranging from the legislature to the courts.

Right Equality (Art. 14-18), Right to life and liberty (Art 21), Freedom of Speech and Expression (Art 19), Political Rights (Adult Franchise and Right to participate in the electoral process) and social inclusion through various means were incorporated in the Indian constitution by Dr Ambedkar irrespective of one's caste identity, gender, race or origin ensuring basic natural and Human Rights to all.

View of Ambedkar on Caste Identity & Social Attitude:

- **Dalit** a word coined by **Jyotiba Phule**, **symbolic of oppression** was consequently **rejected by Ambedkar** (recently there have been petitions in Supreme Court in this regard; to substitute the name by scheduled castes in public usage); who proposed the terms- **Exterior Castes** or **Excluded Castes** during **Round Table Conferences (1930s)** and **census** held during the period to distinguish **economic and educationally depressed Hindus** within the pale of Hindu society.
- It is common to experience that **certain names** become associated with **certain nations** and **sentiments**, which **determine a person's attitude towards men and things**. (Annihilation of caste, Ambedkar, 1936), words like **Brahmin, Kshatriya, Vaishya** and **Shudra** are associated with a **social identity**, based on a **caste-based hierarchy** (owing to one's birth).
- To continue the old name is to make the **reform futile**; to allow the Chaturvarna, indicative of social divisions is **snare**.
- The **social attitude** of upper caste Hindus towards **untouchables** is embedded in the name itself (Away from Hindus, Essay by Ambedkar).
- The untouchables know that continuing with the caste/ occupation-based identity names exposes them to **social prejudice**; hence they come up with names like **Ravidas, Balmiki** or **Adidraidas** that may be linked to the process of **undergoing protective discoloration**.

5.4.12 Vallabhbhai Patel

- **Basic rights and liberty:** He strongly believed that basic rights and freedom were crucial for both personal and national growth.
- **Exploitation and high-handedness of power:** He consistently criticized exploitation, the government's unfair taxes, and mismanagement in the princely kingdoms.
- **Opposed arbitrary expropriation:** He opposed the unjust seizure of property and advocated for

regulations on land reform and nationalization of important businesses.

- **Modernise Hinduism:** His attempts to modernise Hinduism and safeguard individuals of other religions demonstrated his desire for religious freedom.
- **Political value system:** As a result, his political value system was an excellent blend of liberalism, conservatism, and welfare.
- **Nationalism and patriotism:** In his view, the State was formed and sustained by a strong feeling of nationalism and patriotism.
- **Individual liberty:** It was to conform to the provisions of the Constitution, to create a Nation-State, he pressed for the emancipation of backward communities and women, and to bring about Hindu-Muslim unity through the Gandhian constructive programme, and he skillfully used the higher castes for social integration and political mobilisation.
- **Humanitarian in spirit and function:** He defined a nation as one that is “democratic in structure, nationalistic in foundation, and humanitarian in spirit and function.” Patel campaigned vigorously in Gujarat and elsewhere against alcohol use, untouchability, caste prejudice, and women’s independence.

5.4.13 A.P.J. Abdul Kalam

- Avul Pakir Jainulabdeen Abdul Kalam BR was an **Indian aerospace scientist** and statesman who served as the 11th president of India from 2002 to 2007. He was born and raised in Rameswaram, Tamil Nadu and studied physics and aerospace engineering.
- **Governance:** According to Kalam, it is measured by how proactive and responsive it is to people’s demands.
 - Governance should assist individuals in living morally upright, intellectually superior, and high-quality lives.
 - This is attainable through knowledge acquisition and enrichment.
- Kalam suggested evolving a **Societal Grid** which comprises a **Knowledge Grid**, **Health Grid** and **e-governance grid** that feed into the **PURA Grid**.

Knowledge Grid

It will empower citizens with **appropriate knowledge** in a **democratic way**, thereby ensuring the growth of a **knowledge society**.

Health Grid

It will ensure that the benefits of **quality healthcare services** reach the **needy**. This will enhance their quality of life and increase **individual productivity**. This will lead to faster development of the nation.

e-Governance Grid

It will lead to **transparency** in **government services** and ensure that they reach all the people **uniformly** without dilution of **quantum** or **quality**.

Kalam’s five-point oath for civil servants-

1. I will strive for 100 per cent literacy among the people in the region where I serve, as well as the absence of any kid from school.
2. I will endeavour to improve women’s position and achieve gender equality for girls and boys.
3. I will make certain that no one can persuade me to succumb to the lure of corruption.
4. During my term in any district, I shall plant and maintain a minimum of one lakh trees.
5. I will endeavour to complete at least five PURA complexes in the district where I am assigned, as well as generate job possibilities for at least 25% of the population through the establishment of rural companies.

According to Kalam, civil servants must always remember the inspiring words of Patanjali (from Yoga Sutra)

When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bonds: Your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be.

5.5 INDIAN ADMINISTRATORS

5.5.1 E Sreedharan

- Elattuvalapil Sreedharan is an **Indian engineer and politician** from the Indian state of Kerala. He is credited with changing the face of public transport in India
- Also called the “**Metro Man of India**” he worked towards redefining public transport in India.
- **Equity:** One of his successful enterprises was the Delhi Metro, where he offered reasonable tickets for everybody and free transit for women.
- **Workplace ethics:** “Workplace ethics is a compulsion, not an option,” he argues. He stressed the need for timeliness, professionalism, and competence in the workplace.
- **Perseverance:** Despite his disagreement with the Railway Minister over the choice of gauges, he was successful in building Konkan Railways of the greatest

standard. With his devotion and tenacity, he persuaded the minister.

5.5.2 T N Sheshan

- He was an IAS officer from Tamil Nadu Cadre who stamped his authority on the electoral system in India.
- **Leadership:** He discovered a number of electoral malpractices, including faulty election rolls, booth capture, electioneering, and so on. He then acted firmly on all elements and established benchmarks for officials to follow.
- **Discipline:** He was well-known for his uncompromising commitment to the law. He made certain that his support personnel and politicians followed the rules.
 - **For example**, in 1994, he recommended the Prime Minister to dismiss two incumbent cabinet ministers for election misconduct.
 - His method was known as the **Zero Delay and Zero Deficiency Approach**.
- **Innovative:** He was the first to effectively introduce the **Model Code of Conduct** during Elections, which has now grown into an integral feature of Indian elections.

5.5.3 Dr T Arun, IAS

- **Innovative, Technocrat:** He built an app that has been used to revitalise 198 water features in Puducherry, including ponds, lakes, and a 206-kilometer stretch of canals. The app 'Neer Padhivu' assists in the digitization of water bodies by geotagging, unique ID numbers, GIS on ponds, and latitude and longitude coordinates.
- **Environmentalist:** Using remote sensing satellites, the app updates the status of groundwater levels, soil moisture content, and size. The programme not only helps to speed up the rejuvenation process, but it also ensures that people do not pollute or encroach on the water bodies.

5.5.4 S Seeram Sambasiva

- **Compassion:** He established the Udayam Charitable Society to establish and run shelter homes out of compassion. One of his objectives was to provide shelter homes for street dwellers as part of the state's 'Nammude Kozhikode' development project. In the last 18 months, this initiative has taken nearly 1,500 homeless people off the streets and into various shelter homes..
- **Dutifulness, Dedication to Service, and Compassion:** In addition, the district administration took on the responsibility of reuniting the homeless with their families, as well as providing skill training and job opportunities.

- **Humanity:** Approximately 1,000 inmates were fed and groomed for their well-being through haircuts, surgeries, counselling, and medical check-ups, among other things.
- **Innovative and compassionate:** Those who did not have ID cards were given new ones, and a literacy programme, 'Jnanodayam,' as well as certification exams, were also held to assist them in earning a steady income.

5.5.5 Shalini Agarwal

- **Innovative Ideas:** To address the issue of acute water scarcity in Vadodara, she devised an ingenious solution of installing rainwater harvesting in schools, which helped lakhs of students save 10 crore litres of water each year.
- **Varsha Kal Nidhi:** It was launched in 2020, and it collects rainwater from the terrace and channels it through pipes to a chamber in the ground. The water in the bore wells is then filtered and percolated by the chamber, ensuring direct groundwater recharge.
- **Leadership:** "Various workshops, competitions, and events were held throughout Vadodara, where children served as brand ambassadors and people were educated on the importance of conservation."

5.5.6 Dr Adarsh Singh

- **Leadership:** They took steps such as sensitising villagers, removing encroachments, reducing garbage dumping, and prohibiting open defecation on the riverbank. The district authorities also educated residents about open defecation and garbage disposal in the river.
- **Organiser, Innovative Ideas:** He used the lockdown to **revive a dying river in the district by giving employment** to those who had lost their livelihoods due to the COVID-19 pandemic.
- **Prudence:** At a time when many people were losing their jobs and facing significant pay cuts, Dr Adarsh took advantage of the opportunity to create jobs while also addressing an environmental crisis.

5.5.7 Anupam Sharma

- **Prudence:** The biogas plant helps meet some of the needs of the Maa Sharda Devi Temple Management Committee's Old-Age Home, where it generates enough gas to prepare morning and evening tea for the residents. It also helps mitigate wet waste generated on the premises.
- **Leadership:** The goal was to help create job opportunities for the villagers while also efficiently managing the plastic waste generated.
- **Innovative Approach:** The forest department planted approximately five lakh saplings, each of which came wrapped in a plastic bag.

- **Environment Friendly:** Dedicated to environmental causes, despite the fact that approximately 5,000 kilos of plastic waste had accumulated. This resulted in the use of 5000 kg of plastic waste to generate long-term employment opportunities for three villages in Maihar.

5.5.8 Dharam Singh Meena

- **Concern for the Environment:** The disappearance of natural springs in Uttarakhand and the Himalayan subcontinent is cause for concern. Dharam Singh Meena, a divisional forest officer, noticed this and decided to address it.
- **Leadership:** He and his team were able to resurrect 66 Himalayan springs in Tehri Garhwal, providing a sustainable water supply to over one lakh people in 23 villages.

5.5.9 Damodar Gautam Sawang

- **Inclusive:** The Disha Mobile app for women was released, and it had 12.57 lakh downloads in five months.
- **Technocrat and innovator:** Named India's top DGP, he has implemented various technical innovations in the Andhra Police Department that made filing FIRs, complaints, and SOS requests easier and faster.
- **Openness and accountability:** The technology advancements used aided in increasing transparency and accountability across departments. The officer's introduction of a new file management system aided in the pace of investigations and the completion of 85 percent of cases.
- **People-centered and user-friendly:** A mobile application called AP Police Seva was established, and within five months, 2,64,000 FIRs were downloaded.

5.5.10 Dr Sangram Singh Patil

- **Compassion:** A programme started by Superintendent of Police Dr Sangram Sigh Patil that has assisted over 5000 members of the Gotti Koya tribal tribe in gaining improved access to healthcare.
- **Effective Resource Management:** Since 2019, Dr Sangram has assisted over 5,000 tribals from the district's 100-odd hamlets with different concerns such as nutrition deficit, haemoglobin, skin, and other associated diseases.
 - The tribal community members have received medical assistance worth Rs 7 lakh, thanks to the efforts of this officer.

5.5.11 Santha Sheela Nair

- **Santha Sheela Nair:** An IAS officer from the 1973 batch, Nair is regarded as a master administrator. She is credited with rescuing Chennai from a water crisis in the early 2000s by making rainwater harvesting

mandatory, with special tanks and pipes installed in each household.

5.5.12 Aruna Sundararajan

- **Thinks like a businesswoman:** Forbes magazine described this Kerala cadre IAS officer as "an IAS officer who thinks like a businesswoman." As IT secretary, she was instrumental in the advancement of e-governance in Kerala. She also led the Kudumbashree project, which is now a shining example of women's empowerment, creating long-term employment opportunities for working-class women.

5.5.13 Smita Sabharwal

- **People's Officer:** She is also referred to as the "People's Officer."
- **Fund your City:** While serving as Municipal Commissioner in Warangal, she introduced the "Fund your City" scheme, through which a large number of public utilities, such as footbridges, traffic junctions, parks, and bus stops, were built through a public-private partnership.

5.5.14 Rajni Sekhri Sibal

- **Courage:** As Director, of Primary Education in the state, she withstood pressure from the government and exposed the JBT recruitment scam.
- **Integrity:** In this scam, the teachers' selection lists were altered in order to give jobs to those who had paid bribes. In the presence of her junior officers, Sibal locked and sealed the almirah containing the original list with thick cotton bandages when asked if she was a party to the fraud. She also asked them to sign the bandages in various locations and take photographs as proof.

5.5.15 D Subba Rao

Subbarao, a 1972 IAS officer, was the RBI's 22nd Governor.

- **Financial inclusion, financial literacy:** As Governor of the Reserve Bank of India, he oversaw financial inclusion, financial literacy, and village outreach programmes.
- **New Trilemma of Central Bankers:** He even developed a theory on the New Trilemma of Central Bankers, dubbed the "Holy Trinity," in contrast to Robert Mundell and Marcus Fleming's "Impossible Trinity."
- **A Brief History of Time:** He was the first to review Stephen Hawking's acclaimed book, "A Brief History of Time."

5.5.16 Bhupesh Chaudhary

- **The plight of chilli farmers:** In Siahia, the southernmost district of Mizoram was no different than the other farmers of India.
- **Issues:** Plagued by issues like unjust market rates and lack of storage facilities, these farmers were selling one of the finest chilli varieties — Bird's Eye, at whatever rate they could.
- **Stepped in to resolve the issue:** This was until Bhupesh Chaudhary, the former Deputy Commissioner (DC) of Siahia district stepped in.
- **Packaged chili powder:** Fast forward two years, and the farmers are now selling packaged chilli powder produced at Rs 700/800 per kg against the previous earlier rate of fresh chill at Rs 50-100 per kg.
- **Improved situation:** Today, over 280 farmers in the district grow about 102,580 kgs of fresh chillies, resulting in about 3,200 kgs of dry chillies.

5.5.17 Anshul Gupta

- **Rebuilding hospital:** Anshul Gupta, an IAS official, was quietly rebuilding a decrepit hospital into a cheap healthcare clinic long before the epidemic.
- **Problems ailing the Indian Red Cross Hospital:** When he took over as Sub Divisional Magistrate (SDM) of Indore's Mhow cantonment in 2019, he was made aware of the several problems ailing the Indian Red Cross Hospital (IRCH).
 - "There were a number of issues that required immediate attention, ranging from understaffed nurses and doctors to irregular work schedules, insufficient medical facilities and basic diagnostic services, and rampant bribery."
 - The hospital was later converted into a COVID-19 care facility.
- **Fighting the coronavirus:** "The hospital's facilities and transparent management had assessed the people in fighting the coronavirus,"

5.5.18 Om Kasera

- **NEET and JEE applicants:** Om Prakash Kasera, a 2012-batch IAS official presently serving as District Collector, was inundated with calls from anxious parents and professors of NEET and JEE applicants on a daily basis.
- **Mental and emotional well-being:** Om was concerned that the lockdown would exacerbate the students' mental and emotional well-being, which were already suffering from concerns like loneliness and worry as they prepared for difficult tests.
- **Returning home:** Om and his administration team devised a precise strategy to evacuate 50,000 kids and assist them in safely returning home throughout India

after due deliberation. "The first group of students left on April 17th, and the last on May 12th."

- **ThankyouDMKOTA:** To commemorate this, students used the hashtag #ThankyouDMKOTA on Twitter for one day in June.

5.5.19 Harshika Singh

- **Lopsided gender ratio:** Harshika Singh witnessed the lopsided gender ratio as a Collector in Madhya Pradesh's Tikamgarh district, as well as other gender-related concerns such as high maternal mortality, lack of hygiene, and literacy among women.
- **Establishing all women's schools:** The IAS officer from the 2012 batch promised to bring about change by establishing all women's schools in 35 Gram Panchayats.
- **Reducing female dropouts:** She hired local women as tutors to help organise elderly women and female dropouts.
- **Introductory academic curriculum:** Harshika created an introductory academic curriculum that focuses on skills such as writing names, learning to sign, basic arithmetic, and general health and sanitation awareness.
- **Increase attendance:** Two months into the course, each school had an average of 20-30 women who faithfully attended the one-hour lessons three to four days a week.

5.5.20 Ramesh Gholap

- **Rescued a 9-year-old kid:** Ramesh Gholap, the Sub Divisional Magistrate of Bermo in Jharkhand's Bokaro district, rescued a 9-year-old kid called Sumit in 2015.
- **Enrolling children:** Since then, he has enrolled around 35 children in several school systems. Ramesh is currently the Deputy Commissioner of Koderma, where he has enrolled five children in state-run residential schools.
- **Vital Paperwork:** Not only that, but he also assisted the youngsters in obtaining vital paperwork like Aadhar and ration cards to get government benefits. He has also appointed himself as the guardian of Sapna Kumari, an orphaned 11-year-old.

5.6 ADMINISTRATION AND LEADERSHIP

- **Administration:** It is defined as a process of working with and through others to accomplish the agreed goals efficiently. It is largely concerned with the implementation of objective procedures, guidelines, policies etc. using existing tools and structures.
- **Leadership:** It is concerned with the direction and control of human and material resources to create value and to evolve structures as per contemporary

times and technology and thus outperform the defined goals and objectives.

- **Example:** While an administrator would have waited for the government to clear funds for road construction, Armstrong Pame (leader) constructed a 100 km road through crowdfunding.
- **Capacity development and training:** Developing skilled administrators and leaders is critical for good government in India. Continuous capacity development and training programmes are required to provide administrators with the skills and knowledge needed to face complex situations and successfully lead.
- **Public involvement and engagement:** There has been a rising emphasis in recent years on public participation and engagement in administration and decision-making processes. In the Indian context, effective leaders are those that actively engage citizens, listen to their problems, and incorporate their feedback into policy creation and execution.
- **Inclusion and diversity:** India is a varied country with many languages, faiths, and customs. Successful administration and leadership in India need an awareness and appreciation of this variety, as well as a commitment to inclusion and fair development for all segments of society.
- **Policy implementation and political will:** Effective administration and leadership in India are dependent on political will to implement policies and reforms. To promote change, overcome bureaucratic obstacles, and ensure the successful implementation of government projects, strong leadership is required.
- **Accountability and transparency:** Accountability and transparency are becoming increasingly important in Indian administration and leadership. Leaders are required to be responsible to the public, with systems like the Right to Information Act allowing individuals to get government information.

- **Political administration:** Administration and leadership are inextricably linked in the Indian setting. Political leaders wield considerable administrative authority, and efficient administration is critical to the smooth operation of government at all levels.
- **Bureaucratic structure:** India has a well-established bureaucratic structure that plays an important role in administration and leadership. The Indian Administrative Service (IAS) is a distinguished government service that seeks outstanding talent to fill administrative jobs around the country.
- **Decentralisation and local governance:** In India, power and authority are divided among the central government, state governments, and local entities such as municipalities and panchayats. To guarantee efficient service delivery and governance, effective administration necessitates strong leadership at all levels.

5.7 ADMINISTRATOR, MANAGER AND LEADER

- **Administrator:** It is a person who is responsible for forming the strategic vision of the organisation. An administrator formulates an organisational structure and focuses on long-term plans.
- **Manager:** It is a person who is responsible for translating the administrator's vision into operating plans and directs, and supervises, personnel working in the formulated organisational structure.
- **Leader:** It is a person who guides and motivates others which might include managers at times. They are vision-oriented and provide a positive outlook to the team.

5.7.1 Difference between Manager and Leadership

Parameter	Manager	Leadership
Outlook	<ul style="list-style-type: none"> • Passive outlook which is limited to stated objective 	<ul style="list-style-type: none"> • Ambitious outlook; they initiate new structure or procedures
Appointment	<ul style="list-style-type: none"> • They are generally appointed 	<ul style="list-style-type: none"> • They can be appointed or can emerge from within a group
Approach towards Goals	<ul style="list-style-type: none"> • Impersonal, unidirectional approach towards goals 	<ul style="list-style-type: none"> • Personal involvement, holistic vision towards goals
People Management	<ul style="list-style-type: none"> • Low emotional involvement with people, interaction is limited to specific roles assigned to people 	<ul style="list-style-type: none"> • Higher emotional involvement with people; at times, may invoke competitive and inspirational spirits to yield best results

Conclusion

Thinkers and philosophers through their theories and philosophies, provided a strong ethical and intellectual base to extract rational values from it and their contribution is leading towards bringing more ethical perspective to the arena of governance specifically and to the society in general.

PREVIOUS YEAR QUESTIONS

1. "Every work has got to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later." - Swami Vivekananda (150 words) (2021)
2. "We can never obtain peace in the outer world until and unless we obtain peace within ourselves." - Dalai Lama (150 words) (2021)
3. Life doesn't make any sense without interdependence. We need each other, and the sooner we learn that, it is better for us all." - Erik Erikson word (150 word) (2021)
4. What teachings of Buddha are most relevant today and why? Discuss. (2020)
5. What are the main factors responsible for gender responsibility in India? Discuss the contribution of Savitribai Phule in this regard. (2020)
6. "Condemn none: if you can stretch out a helping hand do so. If not fold your hands, bless your brothers and let them go their own way." - Swami Vivekanand (2020)
7. "The best way to find yourself is to lose yourself in service of others" Mahatma Gandhi (2020)
8. "A system of morality which is based on relative emotional values is a mere illusion, a thoroughly vulgar conception which has nothing sound in it and nothing true." - Socrates (2020)
9. "An unexamined life is not worth living." - Socrates (2019)
10. "A man is but the product of his thoughts. What he thinks, he becomes." - M. K. Gandhi (2019)
11. "Where there is righteousness in the heart, there is beauty in the character. When there is beauty in the character, there is harmony in the home. When there is harmony in the home, there is order in the nation. When there is order in the nation, there is peace in the world." - A.P.J. Abdul Kalam (2019)
12. "Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them." - Napoleon Bonaparte. Stating examples mention the rulers (i) who have harmed society and country, (ii) who worked for the development of society and country. (2017)
13. Discuss Mahatma Gandhi's concept of seven sins. (2016)
14. Analyse John Rawls's concept of social justice in the Indian context. (2016)
15. Corruption causes misuse of government treasury, Administrative inefficiency and obstruction in the path of national Development. Discuss Kautilya's views. (2016)
16. Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the State bureaucracy might possess its own independent bureaucratic morality. Critically analyse this statement. (2016)
17. "The weak can never forgive; forgiveness is the attribute of the strong." (2015)
18. We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light. (2015)
19. Which eminent personality has inspired you the most in the context of ethical conduct in life? Give the gist of his/her teachings, give specific examples, and describe how you have been able to apply these teachings for your own ethical development. (2014)
20. There is enough on this earth for everyone's needs but for no one's greed. Mahatma Gandhi. (2013)
21. Nearly all men can withstand adversity, but if you want to test a man's character, give him power —Abraham Lincoln (2013)
22. I count him braver who overcomes his desires than him who overcomes his enemies —Aristotle (2013)
23. The good of an individual is contained in the good of all." What do you understand by this statement? How can this principle be implemented in public life? (2013)



6

Public/Civil Service Values and Ethics in Public Administration

"It is not merely a bigger government that ultimately matters; what is significant is that morality in administration alone could ensure better government. One would not doubt that the morality in administration is sustained by patience, honesty, loyalty, cheerfulness, courtesy and like traits."

— Paul H. Appleby

Syllabus

Public/Civil Service Values and Ethics in Public Administration: Status and Problems; Ethical Concerns and Dilemmas in Government and Private Institutions; Laws, Rules, Regulations, and Conscience as Sources of Ethical Guidance; Accountability and Ethical Governance; Strengthening of Ethical and Moral Values in Governance; Ethical Issues in International Relations and Funding; Corporate Governance.

6.1 MEANING OF PUBLIC ADMINISTRATION

- Public administration refers to the field of study and practice that focuses on the **management and implementation of government policies, programs, and services**.
- It involves the **planning, organising, coordinating, and controlling of public resources** to achieve public goals and serve the interests of society.
- **Woodrow Wilson, erstwhile President of the USA**, defined public administration as a **detailed and systematic execution of public law**. He divided government institutions into two separate sectors, administration and politics.
- Public administration also encompasses various activities such as policy formulation, budgeting, personnel management, public service delivery, and regulatory oversight.
- Its primary aim is to ensure effective and efficient governance, promote public welfare, and address societal needs.

6.2 BASIC CHARACTERISTICS OF PUBLIC ADMINISTRATION

- **Neutral System:** Public administration operates neutrally, serving the state and public interests, independent of political affiliations, and upholding principles of impartiality and fairness in decision-making and actions.
- **Collective Will:** It aligns with the collective will of the people, focusing on state objectives and the

public interest, ensuring compliance with laws and regulations.

- **Policy Implementation:** It also formulates and implements policies, playing a crucial role in their development, execution, and achieving desired outcomes. It bridges the gap between policy design and effective action, ensuring the translation of policies into tangible results.
- **Public Participation:** Public administration encourages public participation and engagement in decision-making processes to ensure inclusivity and responsiveness to citizens' needs.
- **Social Equity:** It strives to promote fairness, social justice, and equal access to services, minimising disparities and addressing societal inequalities.
- **Concentration in the Executive Branch:** Public administration spans all government branches but is usually concentrated within the executive branch, responsible for day-to-day administration. Public administrators in this branch oversee policy implementation, service delivery, and regulatory functions.
- **Aims at improving Quality of Life:** It aims to improve citizens' quality of life by providing regulatory oversight, essential services, and addressing societal needs, working towards the betterment of society through improved public services and infrastructure.
- **Emphasis on the Public Sphere:** Public administration diverges from private administration by prioritising the public sphere over profit-making, focusing on the welfare of the public, and operating with social responsibility and accountability.

Differences Between Public & Private Administration

Administration	Bureaucracy
Administration represents a permanent side of the state which is responsible for translating policies into action. It includes all machinery of government including political executives.	Bureaucracy indicates desk services on the basis of appointed officials who are selected on the basis of general academic achievement hence, they are generalist in nature and its characteristics are hierarchy, a system of rules, impartiality, and neutrality.

6.3 PRINCIPLES DIFFERENTIATING PUBLIC ADMINISTRATION FROM PRIVATE ADMINISTRATION

- Administration occurs in both public and private institutional settings. While public administration is concerned with government administration, private administration is concerned with the administration of private business organisations.

Four Principles differentiating public administration from private administration

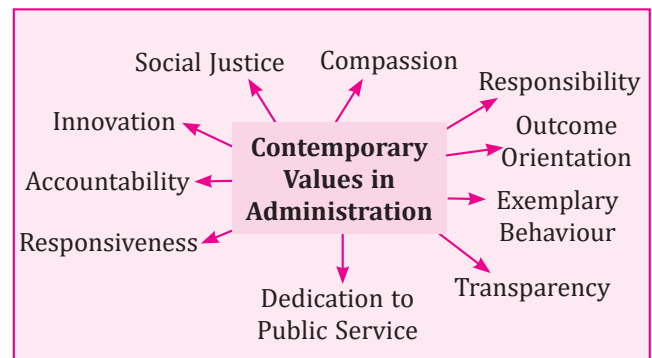
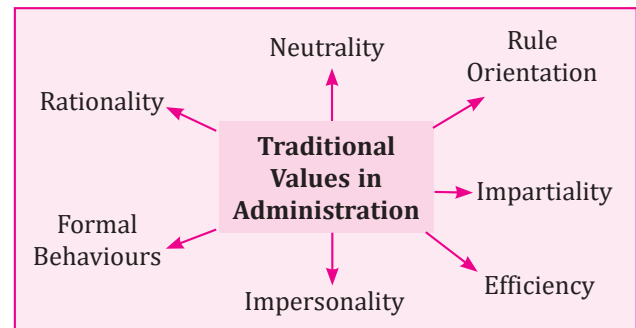
Principle of Uniformity	<ul style="list-style-type: none"> Public administration operates under common and uniform laws and regulations, while private administration is subject to varied rules and regulations specific to individual businesses. Example: CrPC laws are applied similarly to everyone.
Principle of External Financial Control	<ul style="list-style-type: none"> Public administration is subject to external financial control by legislative bodies, which oversee government revenues and expenditures. In contrast, private administration has internal financial control within the organisation. Example: We have a constitutional body in the form of CAG for doing regular audits of finances.
Principle of Ministerial Responsibility	<ul style="list-style-type: none"> Public administration is accountable to its political superiors and, ultimately, to the people it serves. Private administration is accountable to its shareholders or owners. Example: Question Hour in our Parliament ensures such responsibility.

Principle of Marginal Return

- While private administration aims for profitability, the objectives of public administration cannot be solely measured in monetary terms. Public administration focuses on the well-being of the public and achieving societal goals beyond financial gains.
- Example:** Compare the fares of Railways and Airlines, it shows the difference in profitability.

6.4 PUBLIC SERVICES VALUES

Public administration is guided by a set of values and ethics that shape the conduct and behaviour of public servants. These principles reflect the core beliefs and responsibilities of those working in the public sector.



Some key values and ethics in public administration are mentioned below:

- Commitment to the Public Interest:** Public servants should be dedicated to serving the public and advancing the common good. They prioritise the needs and welfare of the people they serve over personal or special interests.
- Upholding Integrity:** Public servants are expected to uphold the highest standards of integrity and ethical conduct. They need to act honestly, transparently, and responsibly, avoiding conflicts of interest, corruption, and unethical behaviour.
- Impartiality and Fairness:** Public servants need to treat all individuals and groups fairly and without bias. They should make decisions based on objective criteria,

ensuring equal access to services and opportunities, and avoiding favouritism or discrimination.

- **Accountability and Responsibility:** Public servants are accountable for their actions and decisions. They are expected to take responsibility for the outcomes of their work, remain transparent in their decision-making processes, and need to justify their choices to the public and relevant stakeholders.
- **Respect for the Law and the Constitution:** Public servants adhere to the laws, regulations, and constitutional provisions governing their work. They respect and protect individual rights, uphold the rule of law, and ensure due process.
- **Effective and Efficient Service Delivery:** Public servants strive for effectiveness and efficiency in delivering services to the public. They are expected to manage resources responsibly, seek cost-effectiveness, and strive for continuous improvement in service delivery.
- **Professionalism and Competence:** Public servants need to maintain a high level of professionalism and competence in their areas of expertise. They are expected to continuously update their knowledge and skills, adhere to professional standards, and seek to improve their performance.
- **Transparency and Openness:** Public servants should promote transparency by providing accessible and timely information to the public. They need to engage in open dialogue, encourage public participation, and ensure accountability in decision-making processes.
- **Ethical Leadership:** Public administrators in leadership roles serve as ethical role models. They are expected to demonstrate ethical behaviour, promote an ethical culture within their organisations, and establish mechanisms for reporting and addressing ethical concerns.
- **Respect for Diversity and Inclusion:** Public servants value and respect the diversity of individuals and communities they serve. They embrace inclusivity, ensure equal treatment, and promote diversity in decision-making processes.

Example: A high-ranking government official is responsible for overseeing a major infrastructure project. He can adhere to various public service values in the following ways:

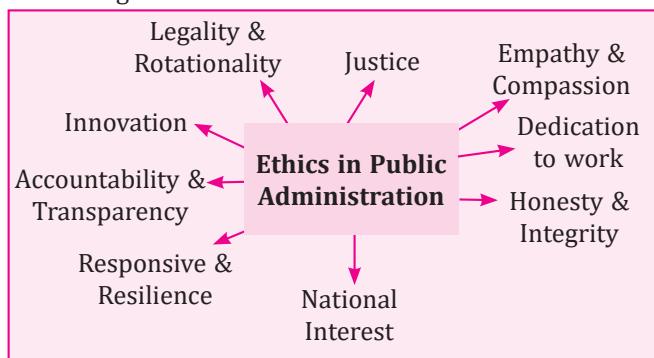
Values	Example
Upholding Integrity	<ul style="list-style-type: none"> • The government official can make decisions based on principles of good governance and ethics. He avoids conflicts of interest and personal bias maintaining the highest standards of integrity.
Impartiality and Fairness	<ul style="list-style-type: none"> • The official can consider input from various stakeholders and ensure equitable treatment and justice in decision-making related to a major infrastructure project.

Accountability and Responsibility	<ul style="list-style-type: none"> • The official provides regular progress updates, financial reports, and project assessments to the public, taking ownership of the project's outcomes and promptly addressing challenges or setbacks.
Transparency and Openness	<ul style="list-style-type: none"> • The official ensures transparency by sharing relevant information and data about the project with the public, fostering an open and inclusive decision-making process.
Ethical Leadership	<ul style="list-style-type: none"> • The official sets a positive example for their team, promoting integrity, professionalism, and ethical behaviour, and prioritising the public's well-being over personal gain or political motives.

6.5 NEED FOR ETHICS IN PUBLIC ADMINISTRATION

Ethics plays a crucial role in public administration for the following reasons:

- **Efficient Resource Utilisation:** Ethics ensure that public resources are utilised efficiently and effectively, without corruption or misuse. Ethical practices make public administrators accountable for their actions, promoting transparency and responsible resource management.



- **Social Justice:** Ethical public administration is essential to achieve social justice goals outlined in the Constitution and Directive Principles of State Policy. It ensures equality and equity for vulnerable sections of society, promoting inclusivity and fairness.
- **Resolving Dilemmas:** As public administration becomes more complex, ethical principles guide administrators in resolving frequent dilemmas. Ethical decision-making prioritises the public good, resolves conflicts, and upholds societal values.
- **Decision Making:** Ethical decision-making in public administration involves objectivity, fairness, and justice. It involves prioritising collective interests over

personal gains. Such decisions yield positive outcomes for society.

- **Public Trust:** Ethical public administration fosters confidence and trust among the people. When administrators demonstrate competence, fairness, honesty, impartiality, and sincerity, it enhances public trust in the effectiveness of public services.
- **Social Capital:** Ethical public administration establishes credibility and fosters cooperation with civil society, leading to the development of social capital within the country. This cooperation strengthens the relationship between administration and citizens, facilitating the implementation of policies and programs.
- **Sarvodaya/Antyodaya:** Ethical public administration embraces empathy and compassion towards the poor and vulnerable sections of society. It promotes a better understanding of societal problems and supports finding solutions that uplift marginalised communities.
 - **One notable example** of ethical public administration is the implementation of the **Bonded Labour Abolition Act by IAS officer S. Shankaran**, demonstrating the commitment to social justice and Human Rights.
- **Mitigating Corruption and Nepotism:** Ethics provide a framework to combat corruption and nepotism in public administration. Ethical standards promote fairness, integrity, and meritocracy, reducing the risk of favouritism, bribery, and unethical practices that undermine public trust.
- **Upholding the Rule of Law:** Ethics in public administration ensures adherence to the rule of law. Administrators are bound by ethical principles to follow legal frameworks, regulations, and constitutional provisions, promoting accountability and maintaining the integrity of the administrative system.
- **Conflict Resolution and Consensus Building:** Ethical principles guide public administrators in resolving conflicts through dialogue, consensus building, and prioritising the common good, aiming for equitable solutions that benefit society as a whole.
- **Sustainable Development:** Ethical public administration prioritises sustainable development by considering the long-term environmental, social, and economic impacts, ensuring resource preservation, social well-being, and economic sustainability for future generations.

6.6 STATUS OF ETHICS IN INDIAN PUBLIC ADMINISTRATION

- Provisions for inculcating ethics in Indian administration include:
 - **Central Services Conduct Rules, 1964:** These rules outline the dos and don'ts for civil servants, emphasising the importance of absolute integrity,

devotion to duty, and political neutrality in their work.

- **All India Service Conduct Rules, 1968:** These rules apply to officials of the Indian Administrative Service (IAS), Indian Police Service (IPS), and Indian Forest Service (IFoS). They highlight the need for high ethical standards, integrity, honesty, political neutrality, merit-based decision-making, fairness, impartiality, accountability, and transparency.
- **Code of Ethics, 1997:** This was the first attempt to introduce a code of ethics for public servants in India, aimed at promoting better governance. However, it was not specifically issued for public servants, which limited its impact.
- These provisions serve as guidelines for public servants, emphasising the importance of **ethical conduct, professionalism, and adherence to principles of integrity, fairness, and accountability** in their roles and responsibilities.
- However, it is necessary to ensure **effective implementation and enforcement** of these rules to strengthen the ethical foundation of the Indian administration.

6.7 PROBLEMS OF ETHICS IN INDIAN ADMINISTRATION

The problems surrounding ethics in Indian administration include:

- **Limited Ethical Literacy:** Many administrators lack a comprehensive understanding of ethical issues, relying solely on rule books and neglecting the broader cultural, social, and environmental factors that influence decision-making.
- **Secrecy:** Despite the existence of the Right to Information (RTI) Act, there persists a culture of excessive secrecy within the Indian administration, often denying access to information even under the provisions of the RTI Act.
- **Societal Pressures:** Administrators face unreasonable demands from their families, relatives, peers, and others, which can compromise ethical decision-making.
- **Political Influence:** Bureaucrats are answerable to their political superiors, sometimes leading to decisions that prioritise political exigencies and short-term goals over economic prudence.
- **Lack of Grievance Redressal Mechanism:** There is a dearth of organised public opinion regarding administrative deficiencies, compounded by a lack of awareness among the public about their rights, entitlements, and mechanisms for lodging complaints against officials.
- **Information Leaks:** Officials sometimes struggle to maintain confidentiality, resulting in the leakage of sensitive information such as pending tax increases or staff cost-cutting measures to the public.
- **Insufficient Whistleblower Protection:** While the Whistleblower Protection Act, of 2014 is in place,

whistleblowers often face victimisation, and there is a need for stronger penalties against public servants who retaliate against complainants.

- **Lack of Training and Capacity Building:** Insufficient emphasis on ethics in education and professional development hampers ethical awareness, decision-making skills, and professional conduct among public administrators, highlighting the need for comprehensive training programs.
- **Negligence:** Some public officials either fail to fulfil their professional responsibilities or perform them in a negligent manner, causing harm to the state and community. This negligence often stems from a lack of interest in their duties and responsibilities.
- **Corruption:** Bribery and corruption have become prevalent as a means of rewarding obligatory work, creating a pervasive culture of unethical practices within government departments.
 - **For Example,** India has been ranked 85th in Corruption Perception Index, 2022.
- **Weak Enforcement Mechanisms:** Weak enforcement of ethical conduct in public administration undermines accountability and fosters a culture of impunity despite existing rules. Stronger monitoring and disciplinary actions are crucial to deter unethical behaviour.
- **Lack of Public Participation:** Limited public participation in decision-making and policy formulation hampers ethical governance. Greater citizen engagement fosters inclusivity and transparency in public administration.

6.8 ETHICAL CHALLENGES IN INDIAN ADMINISTRATION

Ethical issues in Indian administration are prevalent and impact the functioning of the government. These issues include:

- **Misuse of Discretionary Powers:** Discretionary powers are often exploited for personal gain, leading to favouritism and a disregard for public welfare.
- **Red Tapism:** Excessive focus on compliance with rules and regulations results in red-tapism, hindering justice and fairness. Accountability takes precedence over responsibility.
- **Poor Reward and Punishment Mechanism:** Favouritism and political connections determine rewards and punishments, undermining merit-based administration.
- **Lack of Communication:** Indian administration suffers from closed communication and limited public engagement. Rigid hierarchical structures further impede effective communication.
- **Evasive Tendency:** Administrators often evade tackling challenging situations by passing tasks from one department to another, leading to a lack of proactive problem-solving.

- **Patronage:** Political patronage influences the appointment of administrators, particularly at higher levels.
 - **For Example,** Post-retirement assignments to senior officials to Regulatory and other bodies are largely done on the basis of political patronage.
- **Excessive Security:** Excessive security provisions provided by Article 311 of the Constitution reduce accountability and hinder the effective enforcement of disciplinary measures.
- **Ill-Conceived Goals:** Incentives tied to achieving certain goals may inadvertently promote negative behaviours, compromising the ethical fabric of administration.
 - **For Example,** The Bank Manager of **Utkal Grameen Bank** in Odisha insisted on the physical verification of a 100-year-old lady for withdrawal of money from Jan Dhan's Account.
- **Nepotism:** The practice of nepotism, where personal relationships supersede merit in appointing individuals to public positions, erodes the quality and fairness of the public service.
- **Lack of Compassion:** Decision-making processes in Indian administration often prioritise rigid adherence to rules and procedures over considering the feelings and convenience of individuals, resulting in injustice and lack of empathy.
- **Overvaluing Outcomes:** Placing excessive importance on end results rather than ethical processes can lead to compromising principles and engaging in unethical practices.
 - **For Example,** Certifying a drug developed by a drug company, even if it has used unethical means.
- **Lobbying:** Pressure groups exert significant political influence, leading to the fulfilment of their interests even if they may not be beneficial in the long term. Political pressure often forces administrators to comply with their demands.
 - **For Example,** Various political parties have demanded loan waivers for farmers.
- **Conflicts of Interest:** Robust mechanisms to identify and manage conflicts of interest are essential to safeguard the integrity of administrative processes and prevent personal or financial interests from compromising decision-making by public officials.
- **Gender Bias and Discrimination:** Ethical public administration requires addressing gender biases and discriminatory practices by promoting gender-responsive policies and ensuring equal opportunities for all genders, fostering principles of equality and inclusivity.

Observations of the Second Administrative Reforms Commission (ARC)

The Second Administrative Reforms Commission (ARC) has made several observations regarding ethical issues in Indian administration, including

- **Corruption** is a significant concern, particularly at higher levels of bureaucracy.
- Public servants show a **lack of commitment** to addressing citizens' grievances.
- **Red-tapism** and complex procedures cause hardships for citizens.
- **Rare accountability** for government servants, with complaints to higher authorities often being ignored.
- **Attitudes** of many public functionaries are characterised by arrogance and indifference.
- **Frequent transfers** of officers diminish their effectiveness and accountability.
- Existence of a **nexus** between politicians and bureaucrats.

6.8.1 Reasons for Unethical Behaviour of Public Servants

Reasons for unethical behaviour of public servants can be attributed to various factors:

- **Historical Context:** The colonial legacy and inherited bureaucratic structure focused on control and exploitation rather than ethical governance.
- **Social Context:** Corruption has become normalised in Indian society, with diminished negative perceptions surrounding it.
 - According to the **India Corruption Survey 2019**, 51% of the respondents admitted to paying bribes.
- **Legal-Judicial Context:** Outdated laws and lack of specific guidelines regarding ethical concerns for civil servants, such as the Indian Police Act of 1861.
- **Political Context:** The infiltration of criminals into politics has created alliances with unethical public servants, leading to a compromised ethical environment.

- Here are some examples of ethical dilemmas faced in these settings:

Ethical Dilemmas Faced by Government and Private Institutions	
Government Institutions	Balancing Loyalty to the Political Office Holders and the Public Interest: Civil servants may face a dilemma when their loyalty to political leaders conflicts with their obligation to serve the best interests of the public.
	Maintaining Confidentiality and Transparency: Government officials often handle sensitive information that must be kept confidential. However, they may face a dilemma when transparency and accountability are compromised due to the need for confidentiality.

- In the **2019 Lok Sabha elections**, 159 Members of Parliament (MPs) were reported to have serious criminal cases against them, including charges of rape, murder, attempt to murder, kidnapping, and crimes against women.
- **Organisational Aspect:** The extensive expansion of the bureaucracy makes it challenging for the political executive to effectively manage and control it.
- **Excessive Security:** Provisions in acts like the Prevention of Corruption Act and Article 311 of the Constitution, intended for protection, are often misused by corrupt and unethical civil servants.

6.9 ETHICAL CONCERNS AND DILEMMAS IN GOVERNMENT AND PRIVATE INSTITUTIONS

- Ethical dilemmas, **also known as moral dilemmas**, refer to situations where individuals face a choice between two or more options, none of which fully resolves the situation.
- These dilemmas create a **mental conflict** as they involve moral imperatives, where obeying one would result in transgressing another. In such situations, individuals are confronted with difficult decisions that require careful consideration and weighing of ethical principles.
- Ethical dilemmas are encountered in both government and private institutions.

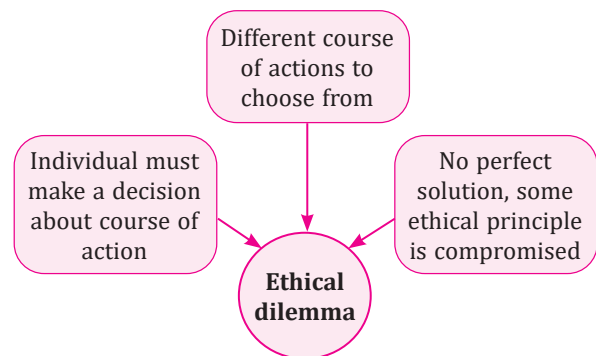


Fig: Three Essential Conditions for a Situation to be an Ethical Dilemma

	Upholding Personal Ethics vs. Organisational Demands: Civil servants may encounter situations where organisational demands or policies conflict with their personal ethical beliefs, requiring them to make difficult choices.
	Personal Cost Ethical Dilemmas: Occur when complying with ethical conduct comes at a significant personal cost to the decision-maker, such as jeopardising their position, missing out on opportunities, or straining relationships.
	Right vs Right Ethical Dilemmas: Arise from conflicting sets of genuine ethical values, where there is no clear right or wrong choice. Examples include the conflict between transparency and secrecy in public service or the choice between justice and mercy when enforcing the law.
	Conjoint Ethical Dilemmas: Involve situations where a public servant faces a combination of both right vs right and personal cost ethical dilemmas, presenting a complex challenge that requires balancing conflicting values and personal consequences.
Private Institutions	Balancing Profit Maximization and Social Responsibility: Private organisations may face dilemmas when their pursuit of profit conflicts with their responsibility to act ethically and consider the social and environmental impacts of their actions.
	Protecting Whistleblowers Vs. Maintaining Organisational Integrity: Employees in private institutions may face a dilemma when they discover unethical practices within the organisation. They must decide whether to report the wrongdoing, potentially facing retaliation or damaging the organisation's reputation.
	Balancing Customer Satisfaction and Ethical Standards: Private sector employees may encounter dilemmas when they face pressure to prioritise customer satisfaction over ethical considerations, such as providing misleading information or compromising product quality.
<ul style="list-style-type: none"> In both government and private institutions, ethical dilemmas arise due to conflicting values, obligations, and responsibilities. Resolving these dilemmas requires careful consideration of ethical principles, legal obligations, and the potential consequences of different courses of action. 	

6.9.1 Ethical Dilemmas Faced By Public Servants

- Ethical dilemmas faced by public servants are often complex and require careful consideration of their professional obligations and the public interest.

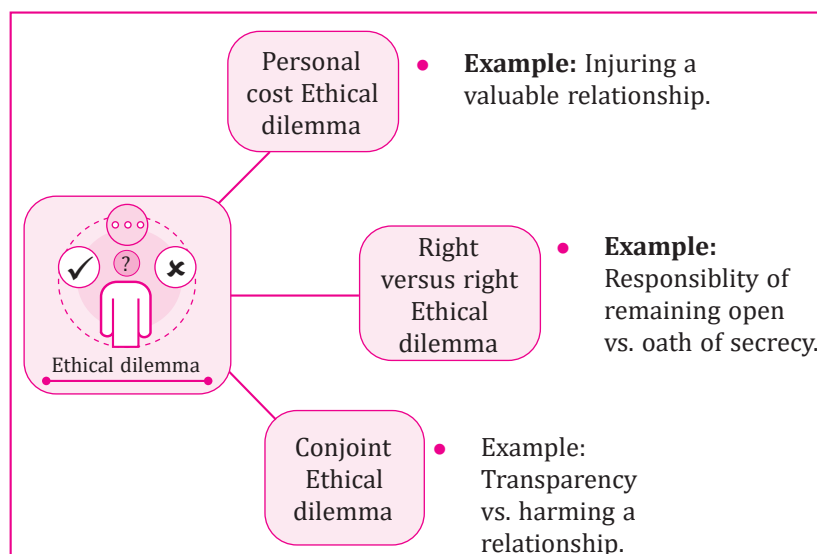


Fig: Ethical Dilemmas faced by Public Servants

- **Some common ethical dilemmas encountered by public servants are mentioned below:**
 - **Conflict of Interest:** Public servants face conflicts between private and public interests, influenced by personal relationships, financial interests, or previous associations, compromising their decision-making.
 - ◆ **For Example,** late. Arun Jaitley ji did not handle the Vodafone case because he had a conflict of interest as he was an advisor to Vodafone earlier.
 - **Conflicting Values:** Public servants confront dilemmas when their personal values clash with the values of public administration, challenging their ability to reconcile their beliefs with their professional responsibilities.
 - ◆ **For Example,** A public servant might be against the use of Aadhar because of high regard for the right to privacy but might have to use it for Public Distribution Systems (PDS).
 - **Ethical Dilemmas Imposed by Superiors:** Public servants often face ethical dilemmas when they must reconcile their professional ethics with the demands of superiors, highlighting the challenge of balancing moral integrity with obedience to authority.
 - ◆ **For Example,** A Public servant might be against loan waivers but because of orders of seniors will have to abide by the order.
 - **Compliance with Code of Conduct:** Public servants grapple with ethical dilemmas when their personal motivation or acceptance of rewards clashes with the prescribed guidelines of the code of conduct they are bound by.
 - ◆ **For Example,** A Public servant might be of the opinion that small gifts act as a motivation to perform his/her duty but that is against the code of conduct.
 - **Professional Commitment vs. Public Welfare:** Public servants face dilemmas when balancing their commitment to rules and procedures with the immediate needs and welfare of the public, requiring careful consideration of fairness, justice, and accountability.
 - ◆ **For Example,** A public servant denying government entitlements to a destitute due to lack of documentary proof.
 - **Confidentiality and Transparency:** Public servants face dilemmas regarding maintaining the confidentiality of sensitive information while ensuring transparency and accountability, requiring a balance between confidentiality and the public's right to access information.
 - ◆ **For Example,** conflicting demands may emanate from a public servant who is concerned with

following provisions of the Official Secrets Act along with **Right to information**.

- **Limited Resources and Prioritization:** Public servants face ethical dilemmas when allocating limited resources among competing demands, requiring them to prioritise certain programs or services while considering the needs and welfare of the public.
- Resolving these ethical dilemmas requires public servants to engage in ethical reasoning, seek guidance from relevant policies and regulations, consult with colleagues or superiors, and consider the potential consequences of their actions on the public interest.
- It is essential for public servants to uphold the principles of integrity, transparency, and accountability in their decision-making processes.

6.9.2 Resolving Ethical Dilemmas In Governance

Resolving ethical dilemmas in governance involves several key aspects:

- **Prioritising the Public Interest:** Public officials should prioritise the welfare and well-being of the public over their own self-interest when making decisions or taking action. The greater good should guide their choices, always keeping public interest as the core focus.
- **Thorough Assessment:** Ethical dilemmas should be carefully evaluated by considering all available options and their potential consequences. Comprehensive analysis helps in selecting the decision that maximises the overall benefit and minimises harm.
- **Impartiality:** Public servants should remain unbiased and objective when faced with ethical dilemmas. Decisions should be made without favouritism or personal biases, similar to a neutral referee ensuring fairness and justice.
- **Use Gandhi's Talisman:** Consider the impact of the decision on the most vulnerable individuals or groups in society, following Mahatma Gandhi's principle of assessing actions based on their impact on the weakest.

Fundamental Principles to Solve Ethical Dilemma



The provisions of Indian Constitution.



Democratic accountability of administration.



The rule of law and the principle of legality.



Professional integrity, impartiality and neutrality.



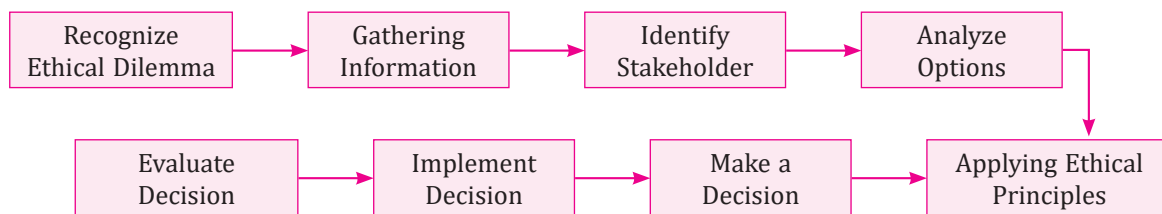
Larger public good.



Responsiveness to society.

- **Use Conscience:** Consider one's conscience, but recognize that it may not always be accurate or reliable. It is important to critically evaluate the moral reasoning behind one's conscience to ensure the right course of action.
- **Integration of Goals:** Integrating individual, organisational, and societal goals can help alleviate ethical dilemmas. Finding a solution that aligns with the broader objectives of all stakeholders can promote harmony and mitigate conflicts.
- **Adherence to the Rule of Law and Legality:** The rule of law is essential in governance. Public servants must act within the legal framework and follow established rules and regulations. Upholding the principles of legitimacy and legality helps maintain ethical standards and guides decision-making during ethical dilemmas.
- **Stakeholder Engagement:** Engaging relevant stakeholders and seeking their input can provide valuable perspectives and insights. Consulting with experts, affected individuals or groups, and the public can contribute to better decision-making and foster trust in the process.
- **Ethical Guidelines and Codes of Conduct:** Public servants should adhere to established ethical guidelines and codes of conduct specific to their roles. These frameworks provide principles and standards for ethical behaviour, helping public officials navigate dilemmas and maintain integrity in their actions.
- **Ethical Training and Education:** Providing ongoing training and education on ethical principles and decision-making processes can equip public servants with the necessary tools to address ethical dilemmas effectively. Promoting ethical awareness and competence enhances ethical decision-making within the governance framework.
- **Accountability and Transparency:** Upholding principles of accountability and transparency is crucial in resolving ethical dilemmas. Public servants should be accountable for their actions and decisions, and transparency in the decision-making process can help build trust and mitigate potential conflicts of interest.
- **Evaluation and Reflection:** Regular evaluation and reflection on past decisions and their outcomes can provide valuable insights for future ethical dilemmas. Learning from experiences, both successes and failures can contribute to continuous improvement in ethical governance practices.
- **Ethical Oversight Mechanisms:** Implementing robust oversight mechanisms, such as ethics committees or ombudsman offices, can help address ethical concerns, provide guidance, and ensure compliance with ethical standards in governance. These mechanisms promote accountability and support the resolution of ethical dilemmas.

Process of Resolving Ethical dilemma



"Ethics must begin at the top of an organisation .It is a leadership issue and the chief executive must set an example".

—Edward Hennessy

6.9.3 Ethical Concerns In Private Institutions

Ethical dilemmas in private institutions can vary depending on the industry, company culture, and specific circumstances. Some common ethical concerns and dilemmas that private institutions may encounter are given below:

- **Balancing cost-cutting and employee health/safety:** Struggling to find a balance between reducing expenses and prioritising the well-being and safety of employees in the workplace.
- **Privacy and technology usage:** Navigating the ethical dilemma of monitoring employee activities for legitimate business purposes while respecting their privacy rights and personal freedoms.
- **Transparency and accountability:** Upholding the principles of honesty, accurate reporting, and clear communication to foster trust, credibility, and ethical business practices.
- **Insider trading:** An ethical issue in private institutions, occurs when company officials unfairly utilise confidential information about the company to engage in stock trading, thereby harming investors by gaining an unfair advantage.
- **Fair working conditions:** Ensuring fair treatment, including competitive wages, and benefits, and creating a non-discriminatory work environment that promotes diversity and employee well-being.
- **Morality and values-based dilemmas:** Managing conflicts of interest and navigating diverse

perspectives, values, and cultural differences to address ethical challenges in the workplace.

- **For Example**, the BCCI Ethics officer served a notice of Conflict of interest to Rupa Gurunath the President of Tamil Nadu Cricket Association as well as Director of India Cements Ltd (the parent company of Chennai Super Kings). She has been found guilty of indirect conflict of interest for ICL's close association with Chennai Super Kings Cricket Limited (CSKCL).
- **Environmental impact:** Making ethically responsible choices that prioritise sustainability and minimise negative effects on the environment, even when it may incur additional costs or require significant changes in business practices.
- **Corporate governance and leadership:** Establishing strong ethical decision-making frameworks, promoting accountability, and avoiding conflicts of interest to maintain integrity and ethical standards at all levels of the organisation.
- **Corporate Social Responsibility (CSR):** Engaging in meaningful social initiatives, contributing to community development, and addressing societal challenges.
- **Data Privacy and Security:** Protecting the personal and sensitive information of customers, clients, and employees from unauthorised access, breaches, or misuse.
- **Supply Chain Ethics:** Ensuring ethical practices throughout the supply chain, including fair treatment of suppliers, responsible sourcing, and avoiding the use of forced labour or exploitative practices.
- **Loyalty to boss vs organisation loyalty:** Employees often face ethical concerns when they have to navigate the loyalty between their immediate boss and their commitment to the overall organisation.
- **Accounting fraud:** In private institutions, unethical behaviour arises when companies engage in accounting fraud by intentionally inflating revenue or manipulating expenses to present improved financial results, with the objective of attracting investors.
- **Ethical Marketing and Advertising:** Upholding honesty and integrity in advertising and marketing practices, avoiding false or misleading claims, and respecting the boundaries of ethical persuasion.

- **For Example**, An honest salesman might have to sell a defective medical product which might affect the patient's health.

- **Social and political influence:** Exercising social and political influence responsibly, transparently, and in alignment with the company's values, avoiding actions that could harm democratic processes or create undue influence.

6.9.4 Addressing Concerns

- **Establishing ethical frameworks and Codes of Conduct:** Private institutions develop comprehensive frameworks and codes of conduct that provide clear guidelines for ethical decision-making and behaviour within the organisation.
- **Providing ethics training and education:** Invest in programs to enhance ethical awareness, decision-making skills, and understanding of ethical dilemmas.
- **Implementing ethical decision-making processes:** Establish structured processes that consider ethical implications, evaluate stakeholder impacts, and align decisions with ethical principles.
- **Consumer Protection:** Prioritising the safety and rights of consumers, avoiding deceptive practices, and providing high-quality products and services.
- **Establishing whistleblower mechanisms:** Private institutions create channels for employees to confidentially report unethical behaviour or raise concerns about ethical violations, ensuring protection from retaliation and enabling the resolution of ethical dilemmas.
- **Conducting ethical audits and monitoring:** Regularly assess practices to identify ethical risks, ensure compliance, and address dilemmas proactively.
- **Engaging stakeholders:** Actively involve employees, customers, suppliers, and communities to understand their perspectives and address ethical issues.
- **Collaborating with industry associations:** Partner with peers and associations to share best practices, discuss challenges, and develop industry-wide ethical standards.
- **Promoting ethical leadership:** Foster a culture of integrity, accountability, and ethical decision-making at all levels, with leaders as ethical role models.

Principle Adopted in Private Institutions to Address Ethical Concerns

<p>Ethical Relativism</p>	<ul style="list-style-type: none"> ● Multinational corporations may adapt to the cultural and ethical norms of the host country in which they operate. This approach allows them to navigate the local market but can lead to ethical concerns if it compromises universal ethical standards. For example, mcdonalds doesn't sell beef and pork burgers in India. ● Ethical relativism enables survival in the host country's market but can damage the company's international reputation if it involves practices contrary to universal ethical norms, such as child labour.
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Ethical Universalism

- Private institutions **adhere to a set of ethical standards that apply universally across all countries** where they conduct business like truthfulness, and quality service to customers are universal ethics. This approach emphasises consistency and a higher moral responsibility but may encounter challenges in respecting cultural diversity.
- Ethical universalism upholds a higher moral responsibility and stricter adherence to human rights but may be perceived as imposing cultural imperialism in certain cases.

6.9.5 A Common Framework For Ethical Decision Making

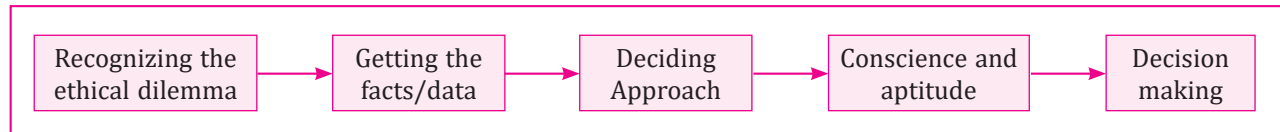


Fig: Process of Ethical Decision Making

- **Identify and Define the Ethical Dilemma:** Clearly articulate the ethical issue at hand and identify the conflicting values or principles involved. Consider the stakeholders and the potential impact of the decision.
 - **Gather Relevant Information:** Collect all relevant facts, data, and information related to the ethical dilemma. This may involve understanding laws, regulations, policies, and professional codes of conduct that apply to the situation.
 - **Identify and Evaluate Options:** Generate a range of possible courses of action that could address the ethical dilemma. Assess each option by considering its potential consequences, risks, and benefits, as well as how it aligns with ethical principles and values.
 - **Apply Ethical Theories or Principles:** Utilise ethical theories or principles to analyse the situation and guide decision-making. Common ethical theories include utilitarianism (maximising overall happiness), deontology (acting based on duties and moral rules), and virtue ethics (focusing on personal character and virtues).
 - **Consider Stakeholders' Perspectives:** Take into account the perspectives and interests of all stakeholders affected by the decision. Consider the potential impacts on different individuals, groups, or the broader society.
 - **Make a Decision and Take Action:** Based on the evaluation of options, select the course of action that best resolves the ethical dilemma and upholds ethical principles and values. Develop a plan for implementation and communicate the decision effectively.
 - **Reflect and Learn:** After implementing the decision, reflect on the outcomes and consequences. Assess the effectiveness of the decision and consider any lessons learned for future ethical decision-making.
- specific to the realm of public administration and bureaucratic systems.
- It recognizes that within the bureaucratic context, decision-making may be influenced by factors such as **organisational goals, legal frameworks, procedural requirements, and the need for efficient functioning.**
 - Bureaucratic morality **acknowledges that the application of moral and ethical norms in public administration** may have distinct considerations compared to personal conscience.
 - On the other hand, **public morality refers to the ethical standards and principles that are commonly accepted by society at large.**
 - Public morality encompasses **the values, beliefs, and norms that guide individuals' behaviour** in their personal lives and interactions within the broader community.
 - It reflects the shared understanding of what is **right and wrong, just, and fair within society.**
 - **The differences between bureaucratic morality and public morality can be understood in the following ways:**
 - **Context and Focus:** Bureaucratic morality focuses on achieving organisational goals and efficiency within the bureaucratic system, while public morality addresses broader societal issues and the common good.
 - **Constraints and Trade-offs:** Bureaucratic morality operates within specific constraints and trade-offs, such as limited resources and legal frameworks, while public morality considers a wider range of factors and values.
 - **Accountability:** Bureaucratic morality is subject to organisational accountability structures, while public morality is enforced through social norms, legal systems, and democratic processes.
 - **Balancing Interests:** Bureaucratic morality involves balancing competing interests, such as efficiency and legal compliance, while public morality emphasises fairness, justice, equity, and protecting individual rights.

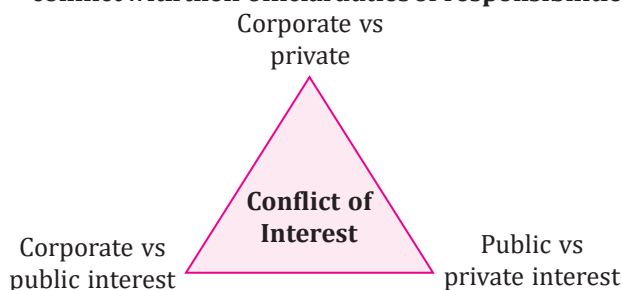
6.9.6 A Contrast between Bureaucratic Morality and Public Morality

- Bureaucratic morality refers to **the ethical considerations and decision-making processes**

- While bureaucratic morality and public morality may have distinct considerations, it is important to note that they are **not entirely separate entities**.
- Bureaucratic systems ultimately exist to serve the public interest and should align with **broader societal values and ethical norms**.
- The challenge lies in striking a balance between the unique demands of public administration and the ethical principles that underpin public morality.
- This can be achieved through ethical frameworks, guidelines, and accountability mechanisms that promote transparency, integrity, and accountability within bureaucratic decision-making processes.

6.9.7 Conflict of Interest (Col)

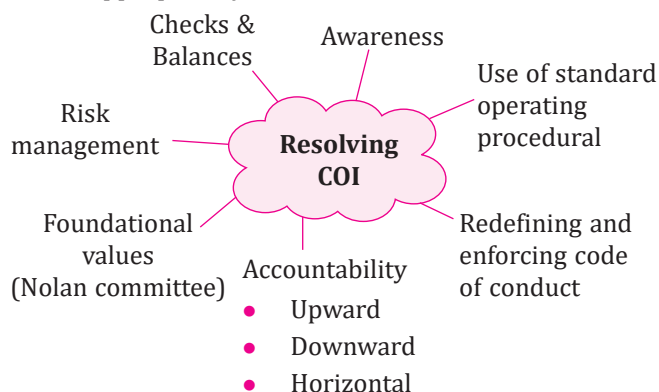
- “Conflict of interest” refers to a **situation where a public servant’s personal interests or obligations, whether financial, professional, or personal, conflict with their official duties or responsibilities**.



- It occurs when a public servant’s private interests could improperly influence or compromise their decision-making process, leading to a potential bias or unfair advantage.
- Conflict of interest can manifest in various ways in the decision-making process of public servants. Some common manifestations include:
 - **Financial Interests:** When a public servant has a personal financial stake or association that could be affected by a decision they make in their official capacity. For example, **a public official is involved in awarding contracts to a company in which they or their family members have a financial interest**.
 - **Personal Relationships:** When personal relationships, such as familial or close friendships, influence a public servant’s judgement or decision-making. **For instance, a public servant favours a friend’s business interests in the allocation of government resources.**
 - **Post-Employment Concerns:** After leaving public service, former public servants may have obligations or financial ties that could influence their actions or decisions while still in office. This situation is often referred to as a “**revolving door**” issue.

- To resolve a conflict-of-interest situation, it is crucial for public servants to act with integrity and transparency. The following steps can help address such conflicts:

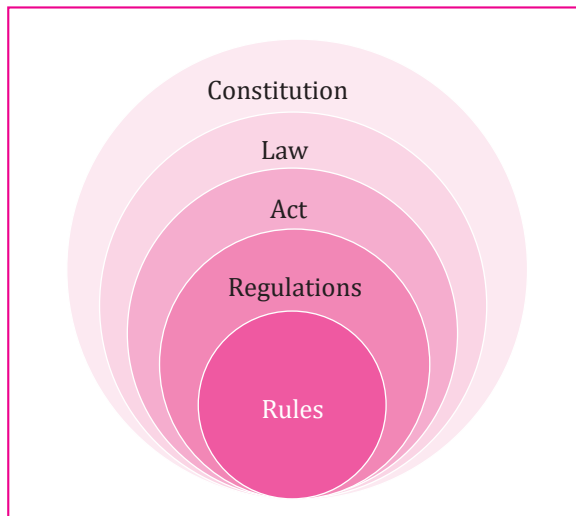
- **Disclosure:** Public servants should disclose any potential conflicts of interest to their superiors, colleagues, or appropriate authorities. This promotes transparency and allows for an evaluation of the situation.
- **Recusal:** If a conflict of interest arises, a public servant should consider recusing themselves from any decision-making process that directly involves their personal interests. This ensures impartiality and maintains public trust.
- **Ethical Guidelines:** Adherence to ethical guidelines and codes of conduct is essential. Public servants should abide by established rules that govern conflicts of interest and make decisions in the best interests of the public rather than personal gain.
- **Independent Review:** In certain cases, seeking an independent review or opinion from an ethics committee or oversight body can provide guidance on how to handle a conflict of interest appropriately.



- By following these steps, public servants can navigate conflicts of interest and maintain the integrity of their decision-making processes, ultimately serving the public’s interest above personal considerations.

6.10 LAWS, RULES AND REGULATIONS AS SOURCES OF ETHICAL GUIDANCE

- Laws, rules, and regulations serve as sources of ethical guidance by providing a **framework for acceptable behaviour and defining legal boundaries**.
- They promote fairness, justice, and the protection of individual and collective interests within society.
- These legal frameworks address various societal issues, **protecting public welfare and individual rights**.



- While laws set binding standards, rules and regulations translate them into practical guidelines for specific sectors.
- However, ethical decision-making extends beyond legal requirements, requiring consideration of values, principles, and societal expectations.

Laws:

- Laws are **formal rules** that have been **legally enacted** and apply to everyone within a society.
- They are created and enforced by the government **through a legislative process, involving the judiciary, legislature, and public officials.**
- **Laws are written in a specific code** and must go through various processes, including voting before they are implemented.
- They are designed to protect the well-being and rights of individuals and regulate relationships between people and the government.
- Laws are enforceable by the judicial system, and individuals who break them can face legal consequences such as fines, imprisonment, or community service.
- There are different types of laws, such as criminal laws, civil laws, and international laws.

Rules:

- Rules are **guidelines or codes of conduct created by individuals or organisations** to govern specific situations or settings.
- They are **more flexible** than laws and are often implemented within specific groups or institutions.
- Rules are designed to **maintain order, harmony, and smooth functioning** within an organisation or community.
- They may be **more informal** and can be adapted or adjusted based on changing circumstances.
- Rules are usually enforced by the person or entity that creates them and may have consequences determined by that entity.
- Breaking rules may result in less severe consequences compared to breaking laws and can vary depending on the context and authority imposing the rules.

Regulations:

- Regulations, **the detailed and specific instruments derived from laws**, play a vital role in shaping conduct and ensuring compliance within a legal framework.
- **They are created by the executive branch, often through various departments**, to provide a comprehensive framework for the implementation and enforcement of laws.
- Unlike laws, which establish a broader framework, regulations focus on the intricacies of specific subjects, aiming to facilitate smooth functioning and address complexities within a legal system.
- By creating, limiting, and allocating responsibilities, regulations serve as important tools for governing various aspects of society.

Difference between Laws and Rules

Parameters	Laws	Rules
Objective	Rules usually focus on individual good	Law seeks to increase public good and serve public interests
Authority	Legally binding regulations set by the government or legislative bodies.	Guidelines or codes of conduct established by organisations or individuals.
Applicability	Applies to everyone within a jurisdiction or society.	Can be specific to a particular group, organisation, or situation.
Enforceability	Formal and enforceable through the judicial system.	Less formal and typically enforced through internal mechanisms or social norms.
Framing process	Created by legislative processes, involving voting and approval.	Made by individuals or organisations without a formal legislative process.
Purpose	Intended to regulate behaviour and maintain order in society.	Designed to facilitate smooth functioning within a specific context or organisation.
Consequences	Violating laws can result in legal consequences, such as fines or imprisonment.	Breaking rules may lead to repercussions determined by the enforcing entity.

6.10.1 Laws, Rules And Regulations as a Source Of Ethical Guidance

Laws, rules, and regulations serve as crucial sources of ethical guidance, ensuring accountability and fostering a just society through various mechanisms:

- **Regulating Discretionary Powers:** These frameworks establish specific guidelines for public servants, preventing the misuse of discretionary powers and promoting fair governance.
 - **For instance, the Central Civil Services Conduct Rules, 1964**, outlines ethical norms to prevent abuse of authority.
- **Commanding Action and Inaction:** They provide positive incentives and negative deterrents, directing individuals towards desired behaviour and deterring unethical actions.
 - **The Prevention of Corruption Act** discourages corruption, while **the Mahatma Gandhi National Rural Employment Guarantee Act** promotes social audit for transparency.
- **Fostering Social Justice:** Laws, rules, and regulations uphold modern human rights principles such as equality and liberty, contributing to a more equitable society.
 - **The Prevention of Civil Rights Act, 1955**, prohibits untouchability, safeguarding social justice.
- **Human Rights Protection:** By promoting empathy and compassion, these legal frameworks prioritise the protection of human rights.
 - **The Motor Vehicle Amendment Act, 2019**, acknowledges Good Samaritans and shields them from civil or criminal repercussions, fostering a culture of compassion and assistance.

6.10.2 Limitations of Laws, Rules and Regulations as Source of Ethical Guidance

- **Lack of Enforcement:** Inadequate enforcement undermines the ethical guidance provided by laws, rules, and regulations, allowing for unethical behaviour to persist.
 - **For example**, In 2015, Volkswagen was found to have installed software in its diesel vehicles that cheated on emissions tests. This allowed the vehicles to emit up to 40 times more pollutants than allowed by law. Volkswagen was able to get away with this for years because there was a lack of enforcement of emissions regulations. The EPA, which is responsible for enforcing emissions regulations, did not have the resources to adequately monitor Volkswagen's compliance. As a result, Volkswagen was able to continue selling vehicles that were polluting the environment.
- **Evasive Tendency:** Individuals and organisations may try to bypass or circumvent ethical standards, diminishing the effectiveness of laws, rules, and regulations.

- **For example**, money laundering, Cyber crime etc.
- **Finding Loopholes:** Incomplete coverage of scenarios in laws, rules, and regulations can be exploited, enabling unethical practices to occur.
 - **For example**, the 2G spectrum case is an example of how loopholes in the law can be exploited to enable unethical practices. In 2008, the Indian government auctioned 2G spectrum licences to telecom companies. However, the government did not have a clear policy on how to determine the reserve price for the licences. This loophole was exploited by some telecom companies, which paid significantly less than they should have for the licences. As a result, the government lost billions of dollars in revenue.
- **Limited Scope:** Laws, rules, and regulations often focus on specific areas or industries, leaving gaps in ethical guidance for emerging issues or sectors that are not adequately covered.
 - **For example**, the lack of regulation of social media in India, Gig economy.
- **Inflexibility:** The static nature of laws, rules, and regulations can hinder their ability to adapt to evolving ethical challenges and advancements in society, leading to outdated or ineffective guidance.
 - **For example**, the outdated laws on data protection in India, the static laws on labour rights in India.
- **Unintended Consequences:** Despite good intentions, laws, rules, and regulations can sometimes have unintended consequences that may conflict with ethical considerations or create new ethical dilemmas.
 - **For example**, the demonetization of 500 and 1000 rupee notes in India had a number of unintended consequences, such as the disruption of the economy and the hardship faced by the poor.
- **Negative Perception:** Resistance or negative attitudes towards certain regulations can lead to non-compliance and a disregard for ethical behaviour.
 - **For example**, the resistance to environmental regulations in India is often based on the belief that environmental regulations are too costly and that they will harm the economy.
- **Cultural Relativism:** Ethical standards embedded in laws, rules, and regulations may not align with diverse cultural perspectives, posing challenges in applying universal ethical principles across different societies and contexts.
 - **For example**, the use of child labour in the carpet industry in India.
- **Complexity and Overregulation:** Excessive complexity and an abundance of regulations can create confusion and compliance burdens, making it challenging for individuals and organisations to navigate ethical decisions effectively.

- **For example**, the maze of regulations governing the pharmaceutical industry in India.
- **Lack of Social Maturity:** Society's readiness and maturity to embrace ethical standards impact the effectiveness of laws, rules, and regulations.
 - **For Example**, Opposition to the Triple Talaq law by some sections of Muslim society, and opposition to the Supreme Court verdict on the Sabarimala case by some sections of Hindu society.
- **Lack of Individual Accountability:** Relying solely on external regulations may diminish individual accountability for ethical behaviour, as individuals may defer responsibility to legal compliance rather than exercising personal moral judgement.
- **Insufficient Guidance for Ethical Grey Areas:** Laws, rules, and regulations may struggle to provide clear guidance in situations where ethical choices are subjective or involve moral dilemmas that require deeper reflection and ethical reasoning.
- **Inadequate Resources:** Limited resources for enforcement, monitoring, and education on ethical standards can undermine the effectiveness of laws, rules, and regulations in promoting ethical behaviour.
- **Changing Moral Values:** Ethical values and societal norms evolve over time, and laws, rules, and regulations may not always keep pace with these shifts, creating gaps in ethical guidance.

6.11 CONSCIENCE AS SOURCES OF ETHICAL GUIDANCE

Quotes

- "There is a higher court than courts of justice and that is the court of conscience. It supersedes all other courts." — **Mahatma Gandhi**
- "If you talk to yourself daily you can bring a better person out of yourself". Therefore, it is vital to make a space somewhere in his life. — **Swami Vivekananda.**
- "Ethics is the activity of man directed to secure the inner perfection of his own personality." — **Albert Schweitzer**
- **Conscience goes beyond the scope of laws and rules**, as it applies moral judgement to specific actions. It serves as a **personal moral compass**, guiding individuals in determining the rightness or wrongness of their behaviour.
- Unlike laws and rules, conscience is **not externally imposed but arises from an individual's internal sense of morality**.
- It is shaped by **personal values, beliefs, and experiences**, making it subjective and unique to each person.
- Conscience involves **intellectual decision-making rather than simply relying on emotions or feelings**.

It requires individuals to engage in self-reflection and critical thinking to evaluate the ethical implications of their actions.

- While laws and rules provide a general framework for behaviour, conscience helps individuals navigate moral complexities and ethical grey areas where specific guidance may be lacking.
- Conscience is influenced by various factors, including **upbringing, culture, and personal beliefs**, but it also allows for personal growth and moral development through self-examination and the integration of new knowledge and perspectives.
- **Conscience holds individuals accountable for their actions** and can lead to feelings of guilt or satisfaction based on whether one's behaviour aligns with their moral values.
- **Conscience plays a vital role in ethical decision-making by bridging the gap between abstract principles and practical application**, allowing individuals to align their actions with their personal sense of right and wrong.
- Conscience is linked with morality and comes into picture when dealing with practical situations. **It acts as a source of ethical guidance in following manner:**
 - **Resolving Ethical Dilemma:** Conscience helps in taking correct decisions based on our ethical and moral principles and thus helps in resolving ethical dilemmas.
 - **Avoiding Conflict of Interest:** Conscience reminds of one's inherent moral values and helps us avoid conflict of interest.
 - ◆ **Example:** An ethical professional would prefer professional values when faced with a conflict of interest vis-à-vis his/her relatives to avoid chances of nepotism, favouritism, etc.
 - **Guilty Conscience :** An individual who might have done something wrong feels pain or guilt emanating from his/her conscience.
 - ◆ **Example:** A biker breaking traffic rules might feel guilty after causing some accident or creating a traffic ruckus or delaying a passing by ambulance due to his non compliant behaviour. This might lead to a crisis of conscience and internal reflection reform his behaviour vis -a -vis traffic rules compliance.
 - **Repulsive Behaviour against Unethical Act:** A person might show lower motivation and involvement in a situation in which is against his/her conscience and thus he/she will be inclined to take ethically correct path.
 - ◆ **Example:** A police officer might lack motivation to do lathicharge on a peaceful protest if that is against his/her conscience even if ordered to do so.

Difference Between Laws and Conscience

Parameters	Laws	Conscience
Source	Created and imposed by governing bodies.	Developed through individual values and beliefs.
Nature	External, legally enforced regulations.	Internal, personal moral compass, inner lens of a person.
Basis	Objective and standardised.	Subjective and unique to each person.
Function	Specific and prescriptive.	Evaluative and reflective.
Enforcement	Enforced through external mechanisms.	Self-imposed and self-regulated.
Focus	Focus on external behaviour and consequences.	Focus on internal moral judgement and principles.
Guidance	Provide a general framework for behaviour.	Guide individuals in navigating moral complexities.
Compliance	Consequences for non-compliance.	Feelings of guilt or satisfaction based on alignment with values.
Limitations	Can be limited in addressing ethical nuances.	Accounts for personal growth and moral development.
Responsibility	Requires external enforcement for compliance.	Individual responsibility and accountability.

6.11.1 The Philosophical Debate On Conscience

- Different philosophers have presented diverse viewpoints on the nature and role of conscience. **Here are their perspectives:**

- **John Locke:** Conscience is seen as evidence of innate principles, but the debate arises regarding whether these principles provide moral absolutes and if they are objective or subjective in nature. The diversity of actions based on individual consciences raises questions about their reliability.
- **Thomas Hobbes:** Considering the potential for misunderstanding, opinions formed solely based on conscience, even when sincerely held, should not always be unquestionably trusted. The fallibility of individual conscience calls for critical examination.
- **Erich Fromm:** Conscience is viewed as a self-reflective process that guides individuals toward realising their full potential. It represents the voice of our authentic selves, driving us towards personal growth and self-actualization.
- **Immanuel Kant:** The concept of the critical conscience is introduced, likened to a mental

courtroom that evaluates thoughts and actions. Inner peace resulting from following one's conscience should not be the primary motivation for doing good deeds; instead, moral actions should be performed out of a sense of duty.

- **It is crucial to recognize that conscientious judgments can be fallible due to their relativistic nature.** Failing to acknowledge this can lead to the manipulation of conscience, providing unjustified justifications for non-virtuous and selfish acts.
- Without adequate external, altruistic, and normative justifications, conscience may be considered **morally blind and potentially dangerous** to both individuals and humanity as a whole.
- Ethical deliberation and consideration of broader ethical frameworks are essential to ensure the responsible use of conscience in decision-making.
- These philosophical perspectives highlight **the complexity and significance of conscience**, emphasising the need for critical analysis, self-reflection, and ethical reasoning in interpreting and applying one's conscience.

Antecedent Conscience and Consequent Conscience

Antecedent Conscience	<ul style="list-style-type: none"> • Antecedent Conscience is that which acts as a guide to future actions, prompting us to do them or avoid them. • Example: A person stops at a red signal because of prospective remorse. In ethics, an antecedent conscience which is a guide to our future actions is more important.
Consequent Conscience	<ul style="list-style-type: none"> • Consequent Conscience is that which is acting as a judge of our past actions and acts as a source of our self-approval or remorse of the past actions. • Example: A person jumps the red signal and then feels guilty.

6.11.2 Conscience: The Guide To Ethical Decision Making

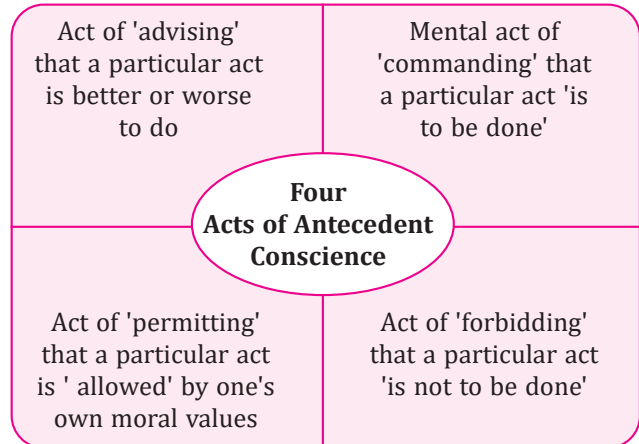
Here are some key points regarding the role of conscience as a guide to ethical decision-making:

- **Perspectives on Conscience:** There are different perspectives on conscience, ranging from its origins in early Christian beliefs to psychological views as a part of the mind. Sigmund Freud emphasised scientific knowledge in explaining the conscience, while secular perspectives highlight the subjectivity of moral values due to individual experiences and upbringing.
- **Ethical Decision Making:** Ethical decision-making aims to assist in making the best choices when it comes to moral judgement. Secular approaches may lack a clear method of determining the correct path, while religious perspectives, such as St. Paul's universal concept of the conscience, view it as a moral guide accessible to all individuals.
- **Accountability and Conscience:** Using conscience as a moral guide raises questions about accountability for crimes committed under the belief of doing the right thing. This raises complexities in holding individuals responsible if their conscience led them astray.
- **Saint Augustine's View:** Saint Augustine saw conscience as God's voice within, guiding individuals to understand right and wrong actions. According to him, conscience always directs us toward the good and away from the bad. From a religious standpoint, conscience is considered a reliable guide to ethical decision-making.
- **Differing Perspectives:** While religious views emphasise the reliability of conscience, secularists may have reservations and highlight its limitations. The agreement on the role of conscience as a guide to ethical decision-making may vary depending on one's beliefs and philosophical stance.

6.11.3 Conscience: Ethical Guidance for Bureaucrats, Politicians, and Citizens

- Conscience plays a significant role in guiding ethical decision-making for bureaucrats, politicians, and citizens. Here are key points regarding the influence of conscience in these contexts:
 - **Political Leaders:** Conscience serves as a moral compass for political leaders. It can help them resist corruption, nepotism, and self-interest, urging them to act in the best interest of society and uphold constitutional principles. Political leaders should prioritise the needs of the citizens who elected them over personal gain.
 - **Bureaucratic Level:** Bureaucrats face moral dilemmas when deciding whether to blindly follow orders or exercise independent judgement. Conscience serves as a guiding voice, reminding

them of their duty to serve the nation and maintain integrity and probity. Bureaucrats act as a link between citizens and politicians, and their adherence to moral principles is essential.



- **Citizens at Large:** Citizen conscience, both at the collective and individual level, is crucial in shaping the state of society. It prompts citizens to actively participate in elections, dissent against undemocratic practices, and contribute to environmental preservation. By following their conscience, citizens can prevent mob justice and promote a more just and inclusive society.
- **Striving for Excellence:** Conscience encourages individuals and institutions to pursue excellence and continuous improvement. It helps prevent moral decay and restores faith in governing institutions. Upholding principles and values aligned with one's conscience can contribute to the betterment of society.

6.11.4 Crisis of Conscience

- The term "crisis of conscience" refers to a state of internal conflict or turmoil experienced by an individual when their personal moral or ethical principles clash with external pressures or expectations, duty or the work they are expected to do.
- It is a situation where a person's sense of right and wrong, their values, and their ethical beliefs are challenged, causing distress and a struggle to make decisions or take actions that align with their conscience.
- In the public domain, a crisis of conscience can manifest itself in various ways. **Here are a few examples:**
 - **Moral Decision-Making:** Individuals may find themselves grappling with difficult choices that require them to weigh their personal values against societal expectations or institutional demands. This internal struggle can manifest when making public policy decisions, taking a stance on controversial issues, or navigating ethical dilemmas.

- **Ethical Leadership:** Leaders in the public domain often encounter crisis of conscience when their decisions impact the well-being of others. They may question whether to prioritise personal gain or power or act in the best interests of their constituents, considering the broader ethical implications.
- **Civil Disobedience:** In certain circumstances, individuals may feel compelled to engage in acts of civil disobedience to protest against perceived injustices or unethical practices. This could involve nonviolent resistance, public demonstrations, or other forms of activism to challenge existing systems or policies.
- **Ethical Controversies:** Public debates and controversies on ethical issues like human rights, social justice, and the environment can trigger a crisis of conscience. People struggle to reconcile their personal values with prevailing opinions or societal norms.
- **Public Service and Accountability:** Public officials and leaders often face a crisis of conscience when they encounter conflicting expectations or pressures. Balancing personal integrity and commitment to the public interest with political pressures or compromising situations becomes challenging.
- **Whistleblowing:** Instances of corruption, misconduct, or unethical behaviour within organisations or institutions can lead individuals to confront a crisis of conscience. They face the dilemma of whether to expose the wrongdoing, risk personal and professional repercussions, or remain silent.
- **Moral Activism:** Public figures or citizens who advocate for social justice, human rights, or environmental sustainability may experience a crisis of conscience as they confront systemic issues or public apathy. They may struggle with the tension between their convictions and the obstacles they face in effecting meaningful change.
- A crisis of conscience in the public domain arises when individuals encounter moral dilemmas, ethical controversies, accountability challenges, or situations that challenge their personal values and beliefs.
- It can lead to internal turmoil, moral distress, and a struggle to navigate complex decisions while upholding one's integrity and ethical principles.
- **Reflect on Values:** Take time to clarify and understand your core values and principles. Reflect on what matters most to you, your beliefs, and the ethical standards you uphold.
- **Gather Information:** Seek out relevant information and perspectives related to the issue at hand. Engage in critical thinking and research to gain a comprehensive understanding of the situation, its implications, and potential courses of action.
- **Seek Guidance:** Consult trusted mentors, advisors, or individuals with expertise in the relevant field. Engage in discussions with people who may offer diverse perspectives and insights to broaden your understanding.
- **Ethical Frameworks:** Familiarise yourself with ethical frameworks or theories that can guide decision-making, such as utilitarianism, deontology, or virtue ethics. These frameworks can provide a systematic approach to analysing the ethical dimensions of a situation.
- **Evaluate Consequences:** Consider the potential consequences of different choices and actions. Assess the impact on stakeholders, the broader community, and your own moral integrity. Balance short-term and long-term consequences and strive for the greatest overall ethical good.
- **Consult Conscience:** Listen to your inner voice, intuition, or conscience. Pay attention to your gut feelings and personal convictions. Trust your ethical instincts, but also critically evaluate whether they are grounded in well-reasoned moral principles.
- **Courageous Action:** Once you have arrived at a decision aligned with your values and ethical analysis, summon the courage to act upon it. Be prepared to face potential challenges, resistance, or personal sacrifices that may arise from upholding your moral stance.
- **Dialogue and Engagement:** Engage in open dialogue with others who may be involved or impacted by your decision. Seek common ground, build understanding, and foster collaboration when possible. Communicate your reasoning and intentions clearly, while remaining open to constructive feedback. Seniors, peers and people with similar situation experiences may be particularly of great help in such situations.
- **Continuous Learning:** Embrace the opportunity for growth and learning from the experience. Reflect on the outcomes of your decisions, both positive and negative, and use them to refine your ethical decision-making skills in the future.
- **Constitutional Morality:** The principles of constitution and idea of human rights, humanism may prove to be the northern star guiding actor in situations of crisis of conscience.

Resolution of Crisis of Conscience

Resolving a crisis of conscience requires introspection, ethical reasoning, and courageous decision-making. **Here are some steps that can help individuals navigate and address such a crisis:**

6.11.5 Is Conscience An Absolute Guide To Ethical Behaviour?

No, conscience is not an absolute guide to ethical behaviour. There are several factors that can limit its reliability and effectiveness:

- **Crisis of Conscience:** There are situations where an individual's conscience may fail to provide clear moral guidance. Ambiguous circumstances, conflicting values, or conflicting duties can create a crisis of conscience, leaving individuals unsure about what is right and wrong.
- **Wrong Training of Conscience:** Conscience develops through moral education and habit formation. If someone has been trained or conditioned to follow unethical behaviour, their conscience may not reliably guide them towards ethical choices.
- **Impact of Morals/Cultures:** Conscience is influenced by the morals and cultural norms of a particular society or environment. Different cultures may have different ethical perspectives, and an individual's conscience may align with societal norms even if those norms are morally questionable.
 - **For Example,** A person's conscience towards his behaviour towards females would not provide ethical guidance if he has been brought up in a patriarchal environment.
- **Impact of Societal Pressure:** Conscience can be influenced or overridden by societal or professional pressures. Fear of social rejection, professional consequences, or peer pressure can compromise an individual's ethical judgement and lead them to act against their conscience.

These factors demonstrate that conscience is subject to limitations and can be influenced by various external factors. While conscience can play a significant role in ethical decision-making, it should be supplemented with critical thinking, moral reasoning, and consideration of ethical principles to ensure a more comprehensive and reliable guide to ethical behaviour.

6.12 ACCOUNTABILITY AND ETHICAL GOVERNANCE

- The concept of holding public officials accountable involves a process through which their actions and choices are closely examined to ensure that they fulfil their responsibilities, obligations, and job duties.
- **Accountability Encompasses Two Main Aspects:**
 1. **Answerability:** Public officials should be accountable for their decisions and actions. They should provide explanations and justifications to the public and oversight institutions regarding their choices and behaviours. This transparency helps prevent abuse of power and promotes responsible conduct.

2. **Enforcement:** Accountability requires the existence of mechanisms to enforce consequences for inappropriate actions or violations of established rules. Both the public and accountable institutions should have the authority to take measures to rectify behaviour and hold individuals or organisations accountable.



6.12.1 The significance of Accountability

- **Democratic Governance:** Accountability ensures that public officials are accountable to the people, promoting democratic principles and citizen participation.
- **Public Trust:** Accountability enhances public trust and confidence in the government by holding officials accountable for their actions and addressing any wrongdoing.
- **Clarity and Efficiency:** Accountability requires clear task specifications, timelines, and resource allocation, improving governance effectiveness and efficiency.
- **Prevention of Irregularities:** Accountability helps prevent administrative irregularities and improper implementation of policies, contributing to better governance outcomes.
- **Remedial Action:** Accountability enables the identification and rectification of mistakes or misconduct, ensuring that officials are held liable and corrective measures are taken.
- **Transparency:** Accountability promotes transparency in decision-making processes, making citizens stakeholders in governance and fostering trust.
- **Feedback Mechanism:** Accountability establishes a feedback mechanism where the concerns and feedback of beneficiaries can reach decision-makers, facilitating responsive governance.

6.12.2 Importance of Accountability

- **Preventing abuse of power:** Answerability and enforcement mechanisms prevent public officials from becoming tyrannical and acting against the public's best interests.
- **Conflict of interests:** Accountability helps define the boundaries of acceptable actions, reducing the likelihood of conflicts of interest and ensuring public officials act in the public's interest.



Fig: Dimensions of Accountability

- **Serving public interest:** Public services are meant to benefit the public, and accountability ensures that officials act in accordance with the public's needs and are answerable for their actions.
- **Justice and equality:** Accountability promotes justice, equality, and the realisation of constitutional ideals by holding public servants responsible for their actions.
- **Legitimacy of public services:** Accountability fosters loyalty to public service by ensuring that actions are carefully considered and preventing arbitrary and ill-conceived policies.

6.12.3 Types of Accountability

- **Horizontal Accountability:** State institutions oversee and regulate other government agencies to prevent misuse of power and corruption.
 - **Examples** include internal audits, ombudsman offices, and administrative courts.
- **Vertical Accountability:** Citizens, civil society, and media hold public officials accountable from the bottom up.
 - It involves mechanisms like elections, public hearings, citizen feedback, media scrutiny, and public participation. It ensures the enforcement of good governance standards and prevents abuse of power.
- **Political Accountability:** Individual ministerial responsibility holds political leaders accountable for the decisions and actions of their ministries.

- Resignations, dismissals, and political consequences are common outcomes of failures or misconduct. It ensures transparency and consequences for political leaders' actions.
- **Social Accountability:** Driven by citizens and civil society, it involves active engagement and monitoring of public officials.
 - Through citizen-led audits, participatory processes, and community involvement, it ensures accountability and influences decision-making.

Internal and External Accountability

- **External (Outside the Executive):** Parliament, Judiciary, Lokpal, Comptroller and Auditor General, and Central Vigilance Commission serve as external accountability mechanisms that oversee and monitor the actions of the executive branch to ensure transparency, legality, and proper governance.
- **Internal (Within the Executive):** Internal accountability mechanisms within the executive branch include superior officers who enforce reward and punishment, disciplinary procedures, and performance management systems. Internal audits and grievance redressal mechanisms also play a role in promoting accountability and addressing internal issues.

Institutions and Mechanisms that Promote Accountability

Outside the State (Vertical)	<ul style="list-style-type: none"> • Elections: The electoral process allows citizens to hold public officials accountable through voting and choosing their representatives. • Right to Information (RTI) Act: This empowers citizens to access information held by public authorities, promoting transparency and accountability. • Citizen Oversight Committees: These committees involve citizens in monitoring and evaluating government actions and policies. • Civil Society/Watchdog Bodies: Non-governmental organisations and civil society groups play a crucial role in holding the government accountable by advocating for transparency and good governance. • Media: Independent media organisations act as a watchdog by reporting on government activities and exposing any wrongdoing. • Service Delivery Surveys: Surveys conducted among citizens assess the quality and effectiveness of public services, providing feedback on performance and accountability. • Citizen's Charters: These documents outline the rights and entitlements of citizens and set standards for service delivery, promoting accountability.
Within the State (Horizontal)	<ul style="list-style-type: none"> • Superior Officers: They enforce accountability within the executive branch through reward and punishment systems, disciplinary procedures, and performance management. • CBI/Police/Vigilance: These agencies investigate and take action against corruption, misconduct, and violations of rules and regulations within the government. • Internal Audit: Internal audit units evaluate the financial and operational processes of government departments to ensure compliance and identify any irregularities. • Grievance Redressal Mechanisms: Mechanisms such as the Prevention of Corruption Act and the Official Secrets Act address complaints, grievances, and cases of corruption or maladministration. • E-Governance Mechanisms: Platforms like Pragati and the National e-Governance Plan (NeGP) leverage technology to enhance transparency, efficiency, and accountability in government processes.

Differences Between Accountability and Responsibility

Parameters	Accountability	Responsibility
Definition	Being answerable for the outcome or results of a task or action.	Being assigned or entrusted with a duty or task and having an obligation to fulfil it.
Focus	on the Outcome or results.	Duty or task.
Nature	Imposed or assigned from an external source.	Voluntarily assumed or delegated.
Extent	Broad and overarching.	Specific and focused.
Level	Usually associated with higher-level roles or positions.	Can be associated with various levels and positions.
Ownership	Taking ownership of the outcome, including successes and failures.	Taking ownership of completing a task or fulfilling a duty.
Decision-making	May involve making decisions or having the authority to make decisions.	May involve executing decisions made by others.
Answerability	Answering for the consequences or results, regardless of individual involvement.	Answering for the completion of assigned tasks or duties.
Importance	Emphasises the ultimate outcome and the impact on stakeholders.	Emphasises the completion of specific tasks or duties.
Transfer	Cannot be transferred or delegated.	Can be transferred or delegated to others.

6.12.4 Ways and Means to Ensure Accountability

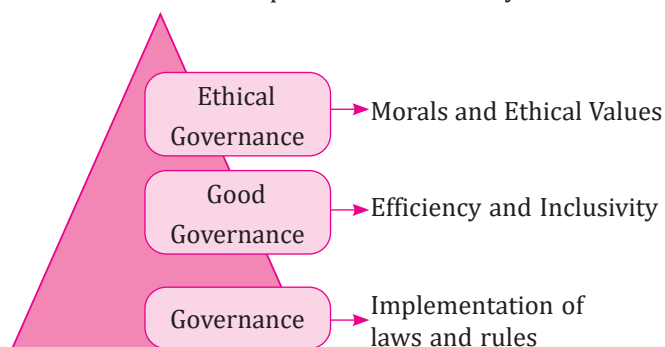
- **Stakeholder involvement:** Empowering stakeholders to question public officials about their official duties promotes accountability. **For example,** initiatives like Social Audit under MGNREGA involve engaging stakeholders in assessing the performance of public programs.
- **Transparency and proactive disclosure:** Promoting transparency through the effective implementation of Right to Information (RTI) laws encourages public officials to adhere to the law and constitution. Proactive disclosure of information educates the public about their rights and helps them question the fulfilment of those rights.
- **Independent judiciary:** Upholding the rule of law relies on the independence and effectiveness of the judiciary. Measures like the **Memorandum of Procedure and the use of e-courts** can strengthen the role of the judiciary in ensuring accountability.
- **Periodic elections:** Elections serve as the ultimate expression of accountability in a democracy. They enable the public to reward or punish the government based on its performance, providing a check on those in power. Electoral reforms and an informed and mature electorate contribute to accountability.

6.13 STRENGTHENING OF ETHICAL AND MORAL VALUES IN GOVERNANCE

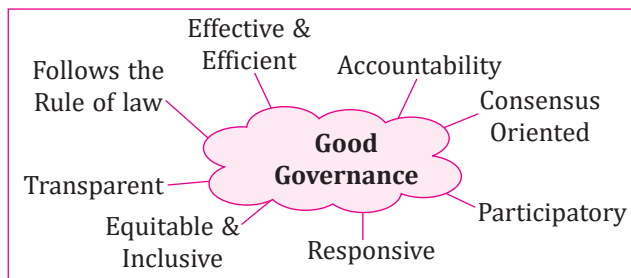
Good Governance depends on the ability to take responsibility both administrations as well as people.

— PM Narendra Modi

- **Governance:** According to the UNDP, governance refers to the exercise of political, economic, and administrative authority to manage a country's affairs. It involves the decision-making processes, policies, and actions undertaken by governments, institutions, and individuals in positions of authority.



- **Good Governance:** The World Bank defines good governance as the manner in which power is exercised in the management of a country's economic and social resources for development. It emphasises the need for effective and accountable institutions, transparency, the rule of law, and inclusive participation of citizens in decision-making processes.
- **Eight Principles of Good Governance by the United Nations:**
 1. **Participation:** This principle emphasises the importance of involving all people, including women, vulnerable sections of society, and marginalised groups, in governance processes. It ensures that their voices are heard and considered in decision-making.



2. **Rule of Law:** Good governance requires the impartial enforcement of the legal framework and protection of human rights, including those of minorities and vulnerable populations. It ensures that laws are applied equally to all individuals.
3. **Consensus Oriented:** Governance should aim to mediate and reconcile different interests to reach decisions that serve the best interests of the entire community. It promotes dialogue and cooperation among various stakeholders.
4. **Transparency:** This principle emphasises the provision of sufficient information to the public in an easily understandable form. Transparency ensures openness, accountability, and public scrutiny of decision-making processes.
5. **Responsiveness:** Good governance requires institutions and leaders to be responsive to the needs, concerns, and grievances of citizens. It involves addressing and redressing citizen complaints, providing timely and efficient services, and promoting citizen-oriented policies.
6. **Effective and Efficient:** Governance should result in the effective and efficient utilisation of resources at the disposal of institutions. It aims to achieve optimal outcomes and deliver quality services to the public.
7. **Equitable and Inclusive:** Good governance ensures that all individuals and groups feel included, have a stake in decision-making processes, and have equal access to opportunities and resources. It promotes fairness and reduces inequalities.
8. **Accountable:** Accountability is a fundamental principle of good governance. It involves acknowledging and assuming responsibility for actions, decisions, policies, and their outcomes. Accountability ensures transparency, integrity, and trust in governance processes.

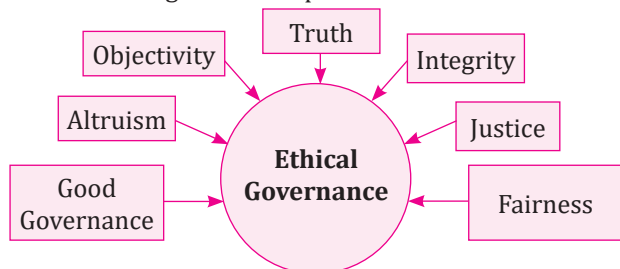


Fig: Aspects of Ethical Governance

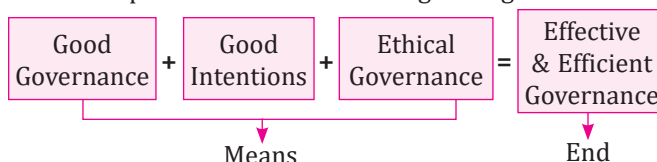
- **Ethical Governance:** Ethical governance prioritises adherence to universal values and moral principles, ensuring decisions and actions are guided by truth, honesty, integrity, and the public interest, fostering integrity, trust, and effective management of affairs.



6.13.1 Importance of Ethical Governance

Ethical governance holds significant importance in a country like India with its large population and limited resources. **It serves as a foundation for several key aspects of governance:**

- **Social Justice:** Ethical governance aligns with the constitutional vision of social justice, striving to reduce inequalities and ensure equal opportunities for all citizens.
- **Public Confidence:** By upholding truth and transparency, ethical governance fosters public trust, cooperation, and coordination.
 - Initiatives like the Right to Information Act, of 2005 enhance transparency and accountability.
- **Upholding Human Rights:** Ethical governance prioritises the protection and fulfilment of basic human rights for all individuals, particularly the marginalised and vulnerable sections of society.
 - Legislation such as the National Food Security Act ensures access to food for those in need.
- **Universal Value System:** Ethical governance, rooted in objectivity and fairness, counters nepotism and favouritism in decision-making processes, appointments, and resource allocation.
- **Efficiency:** Ethical governance, guided by integrity and ethical conduct, ensures that public resources are utilised effectively and efficiently, minimising the risk of corruption and mismanagement.
- **Compassion:** Ethical governance emphasises compassion, giving special consideration to the needs of the poor and vulnerable sections of society. Initiatives like the affordable rental housing scheme aim to provide affordable housing for migrant workers.



While transparency reduces corruption, good governance goes beyond transparency in achieving openness. Openness means involving the stakeholders in the decision-making process. Transparency is the right to information while openness is the right to participation.

— PM Narendra Modi

6.14 ETHICAL ISSUES IN INTERNATIONAL RELATIONS AND FUNDING

- International Ethics refers to **a set of universal standards and values** that guide and regulate the behaviours and actions of nations in their international dealings.
 - **For instance**, most countries uphold and protect basic human rights as a set of fundamental principles.
- Ethical issues in international relations and funding are complex and multifaceted, posing challenges to **the principles of fairness, justice, and accountability in global affairs**.
- These issues arise from diverse contexts such as humanitarian aid, economic development, environmental concerns, human rights, and geopolitical power dynamics.
- Addressing these ethical concerns is crucial for promoting **stability, cooperation, and sustainable development on a global scale**.

6.14.1 Significance of International Ethics

The significance of international ethics is multifaceted and plays a vital role in shaping international relations. **Here is a detailed explanation of its significance:**

- **Responsibility:** International ethics holds affluent nations accountable for contributing to the progress of less developed countries, ensuring shared responsibility for human development.
 - **Example:** Paris Climate Agreement and Common, But Differentiated Responsibilities (CBDR Principles).
- **Humanitarian Ethics:** Ethics in international relations prevent advancements in science, defence, and security from infringing on human rights, promoting cooperation through organisations like MTCR and Australia Group to restrict weapon misuse.

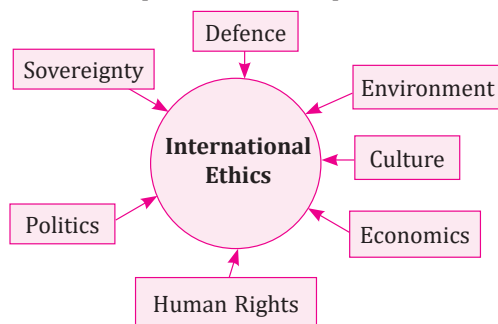


Fig: Principles of International Ethics

- **Compassion:** International ethics fosters solidarity among nations during challenging times, **exemplified** by the COVAX Program's collaboration to provide COVID-19 vaccinations to impoverished nations.

- **Peace and Harmony:** Ethics in international relations promote peaceful conduct and equality among nations, **exemplified** by the establishment of the United Nations as a global effort for peace.
- **Legitimacy:** International ethics grants legitimacy to nations based on adherence to ethical principles and international norms, while violators risk losing international legitimacy, as seen with the Taliban in Afghanistan.
- **Human Rights Protection:** International ethics drives nations to prioritise human rights, **exemplified** through cooperation in addressing refugee crises and advocating for gender equality.
- **Solutions to Global Problems:** International ethics encourages collaborative efforts among nations to address global challenges such as terrorism, as seen through intelligence sharing and coordinated actions.
- **Business Ethics:** International ethics ensure multinational companies operate ethically, pay fair taxes, and contribute to society, with initiatives like the Global Minimum Tax deal and combatting BEPS.
- **Racism:** International ethics compels nations to eradicate racism from policies, with international pressure playing a role in ending apartheid in South Africa.

6.14.2 Ethical Concerns in International Relations

Ethical concerns in international relations encompass a broad range of issues that arise from the interactions between nations and their impact on global communities. These concerns reflect the need for ethical considerations and responsible actions in addressing global challenges. **Here are some key ethical concerns in international relations:**

- **Lack of Responsibility and Equity:** Developed countries, historically responsible for climate change, often fail to take sufficient responsibility for their actions. This lack of accountability disproportionately affects developing and least developed countries, which bear the brunt of the consequences of climate change without having contributed significantly to its causes.
 - **For example, the Paris Agreement on climate change:** Some of the world's largest emitters of greenhouse gases, such as the United States and China, have not yet ratified the Agreement. This lack of ratification by key countries undermines the effectiveness of the Paris Agreement and its ability to address climate change.
- **Global Poverty:** The stark contrast between affluent and impoverished nations raises ethical questions about equitable resource distribution and access to basic human rights. While people in richer countries enjoy abundant resources and a lavish lifestyle, people in poorer countries often lack access to even the most fundamental necessities such as food, clean water, healthcare, and education.

- **For example**, the World Bank's definition of extreme poverty: The World Bank defines extreme poverty as living on less than \$1.90 per day. According to the World Bank, there were 689 million people living in extreme poverty in 2015. However, this number is likely to be higher today, as the COVID-19 pandemic has pushed millions more people into poverty.
- **Apathy Towards the Third World:** In times of crisis, countries tend to prioritise their own self-interests over global interests. This self-centred approach can hinder international cooperation, exacerbate conflicts, and impede collective efforts to address global challenges such as poverty, climate change, and public health crises.
 - **For example**, the Rohingya refugee crisis emerged when the Myanmar military persecuted the Rohingya minority in 2017, leading to their displacement to Bangladesh. International response has been inadequate, with countries hesitant to accept Rohingya refugees. This has been seen as a betrayal of the Rohingya and a global solidarity failure.
- **Lack of Accountability:** Global institutions often struggle to ensure accountability, particularly among powerful countries. This lack of accountability can lead to violations of international law, human rights abuses, and the erosion of trust in global governance systems.
 - **For example**, the UN Security Council is the influential body within the United Nations with authority over military action and sanctions. However, it faces criticism for its lack of accountability, including failure to address human rights abuses by certain countries.
- **Selfishness:** Nations frequently prioritise their own parochial self-interests over the collective well-being of the global community. This can be observed in actions such as the controlled production of crude oil by OPEC countries to manipulate market prices or the lack of consensus on patent waivers for COVID-19 vaccines, hindering equitable access to life-saving treatments.
- **Lack of Universal Standards:** The absence of universal standards in international relations often results in inconsistent decision-making and the prioritisation of national interests over global principles.
 - This can be seen in instances where countries support or protect allies despite their violations of human rights or international norms.
- **Racism:** Racism remains a pervasive problem worldwide, with systemic discrimination and unequal treatment based on race or ethnicity persisting in many societies. Addressing racism requires concerted efforts at all levels, including international institutions, to promote equality, inclusivity, and social justice.
 - **For example**, the Black Lives Matter movement protests racism and police brutality against Black people, globally. It has raised awareness about racism and led to changes like removing Confederate statues. However, racism persists, requiring further efforts for progress.
- **Weakening Global Institutions:** Global institutions established after World War II require reform to better reflect present realities and effectively address contemporary challenges. The lack of timely reforms and adaptation to changing geopolitical dynamics can undermine the legitimacy and effectiveness of these institutions in addressing global issues.
 - **For example**, the WTO has refused to allow countries to impose tariffs on goods that are produced in countries with high carbon emissions. This decision has been criticised by environmental groups, who argue that it will make it more difficult to address climate change.
- **Lack of Ethics in crisis and times requiring cooperation:** Ethical decision-making, guided by principles such as fairness, justice, human rights, and environmental sustainability, is often undermined by political considerations and short-term interests. This compromises the ability to find sustainable and equitable solutions to global problems.
 - **For example**, some countries have hoarded COVID-19 vaccines, while others have refused to share data about the virus. This has made it more difficult to develop effective vaccines and treatments, and it has prolonged the pandemic.

6.14.3 Ethical Issues in International Funding

International funding refers to the aid given by richer and advanced countries to poorer countries for developmental, security and other purposes. **However, this aid presents following ethical issues:**

- **Subverting Sovereignty of Nations:** Donor conditions on funding can infringe upon recipient countries' sovereignty and decision-making.
 - **Example:** IMF imposed specific policies on India during the financial crisis in 1991.
- **Exploiting Compulsion:** Powerful countries may exploit the vulnerabilities of recipient nations to further their own interests.
 - **Example:** China's debt-trap diplomacy taking advantage of infrastructure needs in poorer countries.
- **Funding to NGOs:** Donor countries providing funding to NGOs can raise concerns if it serves their own interests or interferes with recipient countries' internal affairs.

- **Example:** It is alleged that some NGOs received funding to protest against nuclear power plants in India.
- **Clinical Trials:** Conducting clinical trials in poorer countries while providing funding can raise ethical questions about informed consent and the protection of participants' rights.
 - **Example:** Poorer African countries have been hotbeds for clinical trials by large pharmaceutical companies.
- **Neo-colonialism:** International funding and market tactics can promote neo-colonialism by establishing economic dependencies and eroding local cultures.
 - **Example:** Multinational companies accused of promoting Western culture in recipient countries.
- **Terror Financing:** Illicit funding channels may be exploited for terrorism financing or money laundering, posing security risks and violating ethical principles.
 - **Example:** Instances of international funding being misused for terrorist activities and round-tripping black money.

6.14.4 Global Efforts To Deal With International Ethical Issues

Issues and Global Efforts

Issues of Human Rights Violations

- **Political interventions leading to Human Rights Violations:** The interference of external powers in the internal affairs of nations often results in human rights abuses.
- **Terrorism as a tool of foreign policy:** Some states employ terrorism as a means to achieve their foreign policy goals, resulting in violations of human rights. For example, Pakistan's support for LeT and JeM or Iran's support for Hezbollah.
- **Refugee Issue:** European nations close their borders to refugees fleeing war-torn regions, leaving vulnerable populations without necessary protection and support.

Global Efforts

- **Universal Declaration of Human Rights (UDHR):** The UDHR outlines the fundamental rights and freedoms that all individuals are entitled to, encompassing civil, political, economic, social, and cultural rights.
- **Human Rights Council and the Office of the High Commissioner for Human Rights (OHCHR):** The Human Rights Council, along with the OHCHR, works to promote and protect human rights worldwide, investigating violations and making recommendations for action.
- **Amnesty International:** An international organisation of volunteers advocating for human rights, Amnesty

International produces independent reports on human rights abuses, raising awareness and pressuring for change.

- **Efforts of countries:** Nations like India and Bangladesh have provided shelters and aid to Rohingya refugees, demonstrating humanitarian approaches to address refugee crises.
- **Humanitarian aid:** Global efforts are focused on reducing hardship in conflict zones, such as Afghanistan, by providing essential items and assistance in response to food shortages and other urgent needs.
- **United Nations Peacekeeping Army:** Deployed to establish peace and harmony in conflict zones, UN peacekeeping missions help safeguard human rights and protect vulnerable populations.

Climate Change Issues

- **International Equity Concerns:** The countries least responsible for climate change and with a limited economic capacity to combat its effects are often the most affected, as seen in the case of the Marshall Islands.
- **Common but Differentiated Responsibilities:** Challenges arise in defining and differentiating responsibilities between present and future generations and between developed and developing countries in addressing climate change.
- **Climate change scepticism:** Some individuals or groups deny or disregard the reality of climate change, hindering global efforts to address the issue.

Global Efforts

- **Commitment towards strong climate action:** Countries are committed to taking significant actions to combat climate change, including promoting sustainable lifestyles, mindful consumption, and waste reduction.
- **Financial tools:** Various financial mechanisms, such as the Polluter Pay Principle, Carbon Tax, Energy Saving Certificates, and green bonds, are adopted to mobilise funds and encourage sustainable practices.
- **Mission Innovation:** A global initiative involving 22 countries and the EU to accelerate clean energy innovation, with commitments to doubling governments' clean energy R&D investments over five years.
- **Decoupling economic growth from emissions:** Efforts are focused on achieving economic growth while reducing greenhouse gas emissions and promoting sustainable development.
- **Glasgow Climate Summit:** Major countries have disclosed their targets for becoming carbon neutral, and discussions have taken place regarding climate finance and a Climate Finance Delivery Plan.

- **Clean Development Mechanism (CDM):** A market mechanism established under the Kyoto Protocol to achieve emissions reduction, allowing developed countries to implement emission-reduction projects in developing nations and earn Certified Emission Reduction (CER) credits.
- **Focus on renewable energy sources and international institutions:** Emphasis is placed on promoting renewable energy and establishing international institutions like the International Solar Alliance to facilitate cooperation and reduce reliance on fossil fuels.
- **Increasing Green Cover:** Efforts are made to expand green cover and create more carbon sinks to absorb greenhouse gas emissions.

Other Issues

- **Zoonotic diseases like Covid-19:** The emergence and spread of zoonotic diseases pose global challenges, necessitating international cooperation and preparedness.
- **Overfishing:** The depletion of marine resources due to unsustainable fishing practices threatens ecosystems and the livelihoods of fishing communities worldwide.
- **Accumulation of plastic waste:** The excessive accumulation of plastic waste in oceans and terrestrial environments has detrimental effects on wildlife, ecosystems, and human health.
- **Accumulation of space debris:** The proliferation of space debris poses risks to satellites and space activities, requiring collaborative efforts to mitigate and manage space debris.

Global Efforts

- **WHO panel monitoring zoonotic diseases:** The World Health Organization has established a panel to monitor zoonotic diseases, enhance global preparedness, and facilitate coordinated responses.
- **International cooperation for vaccine development:** Collaborative efforts are underway to develop vaccines for combating zoonotic diseases, as seen in the global response to Covid-19.
- **Framework for a patent waiver:** Discussions are ongoing regarding waiving intellectual property rights related to medicines, vaccines, and medical devices for zoonotic diseases like Covid-19, aiming to ensure equitable access to essential healthcare technologies.
- **Guidelines for enforcement of IPRs:** The World Trade Organization (WTO) has established guidelines for the enforcement of Intellectual Property Rights, striking a balance between protecting innovation and ensuring access to vital technologies.
- **Compulsory licensing:** In emergencies, there is a provision for invoking compulsory licensing, allowing countries to grant licences for the production of

essential medicines and technologies to address public health crises.

International ethics is a set of universal values that governs the actions and behaviours of nation-states. In International Relations, the state is called an Actor. Hence, all decisions should protect and further the national interests of the State (Machiavellian Ethics) but it should also be seen as ethical.

6.15 CORPORATE GOVERNANCE

- **According to the Cadbury Committee,** corporate governance is the “system by which companies are directed and controlled so as to run it in the best interest of all stakeholders and society at large.”
- It is a **set of systems, processes and principles** which ensures promoting **corporate fairness, transparency and accountability.**
- Corporate governance is crucial for the **effective management and oversight** of a company.
- It encompasses the structures, mechanisms, and practices that guide and regulate the behaviour and decision-making processes of corporate entities.
- The primary objectives of corporate governance are to protect the interests of various stakeholders, including **shareholders, employees, customers, suppliers, and the broader community.**
- **Example:** A company’s board of directors meets to consider the prospective acquisition of a new firm. The board members carefully weigh the risks and benefits of the transaction before voting to approve it. As the board is working in the best interests of the company’s shareholders, the acquisition process is done keeping in mind all the stakeholders, this is an example of excellent corporate governance.

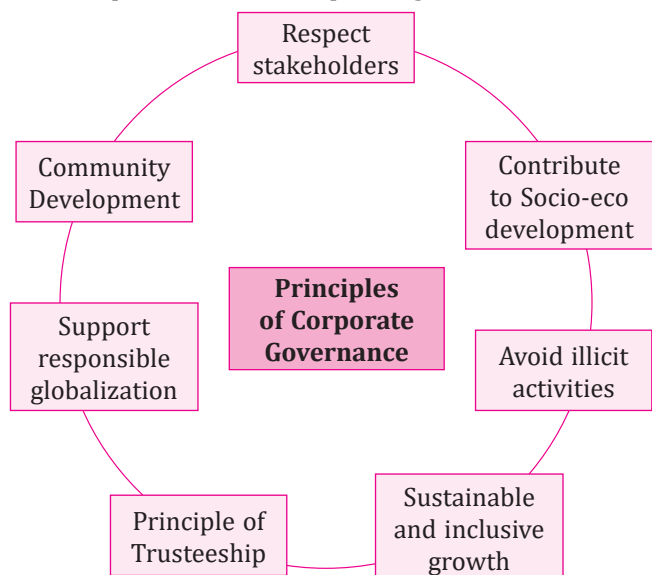


Fig: Principles of Corporate Governance

6.15.1 Key Elements of Corporate Governance

- **Board of Directors:** The board plays a pivotal role in corporate governance, providing strategic direction and ensuring accountability. It is responsible for appointing top executives, monitoring performance, and making important decisions. Also, Independent directors are now appointed to ensure integrity in corporate functioning.
- **Shareholder Rights:** Corporate governance emphasises the protection of shareholder rights, including the right to vote, access information, and receive a fair return on investment. Shareholders have the power to influence company decisions and hold management accountable.
- **Ethics and Integrity:** Corporate governance promotes ethical behaviour and integrity within an organisation. It includes establishing a code of conduct, ensuring compliance with laws and regulations, and fostering a culture of transparency, honesty, and fairness.
 - **Example:** A company's board of directors upholds the highest ethical standards by acting in the best interests of the shareholders, avoiding conflicts of interest, and being transparent in their decision-making.
- **Transparency and Disclosure:** Companies are expected to provide timely and accurate information to shareholders and stakeholders. Transparency involves clear communication of financial performance, risks, and other material information. Disclosure requirements vary across jurisdictions but generally aim to enhance investor confidence and market efficiency.
- **Risk Management:** Effective corporate governance involves identifying and managing risks that may impact the company's performance and reputation. It includes implementing risk assessment processes, internal controls, and risk mitigation strategies.
- **Accountability and Auditing:** Corporate governance emphasises accountability by establishing mechanisms for monitoring and evaluating the performance of executives and the board. External auditors play a crucial role in ensuring financial transparency and providing independent verification of the company's financial statements.

- **Stakeholder Engagement:** Good corporate governance considers the interests of all stakeholders and encourages dialogue and engagement with them. This includes employees, customers, suppliers, local communities, and other relevant parties affected by the company's operations.

6.15.2 Importance of Good Corporate Governance

The importance of corporate governance is significant and can be observed in various aspects:

- **Protection of Shareholder Rights:** It safeguards the interests of shareholders and provides them with a voice in decision-making processes.
- **Enhanced Investor Confidence:** Good governance practices promote transparency, accountability, and ethical conduct, which attract investors and improve their confidence in the company.
- **Improved Financial Performance:** Effective governance contributes to better financial performance and long-term sustainability by minimising risks, enhancing operational efficiency, and attracting capital.
- **Stakeholder Trust and Reputation:** Strong corporate governance fosters trust among stakeholders, including employees, customers, and the community, which enhances the company's reputation and brand value.
- **Compliance with Legal and Regulatory Requirements:** Good governance ensures compliance with laws, regulations, and corporate governance codes, reducing the risk of legal and reputational issues.

4 Pillars of Corporate Governance

Fairness	Protection of shareholders' right, equitable treatment and redressal of violations.
Independence	Minimise or avoid conflict of interest and independent directors and advisors.
Accountability	Management is accountable to board and board to shareholders.
Transparency	Timely accurate disclosure on all material matters.

- **Efficient Decision-Making:** Clear governance structures and processes enable efficient decision-making, facilitating timely responses to market changes and opportunities.

- **Long-Term Value Creation:** Corporate governance focuses on sustainable growth and value creation, balancing short-term objectives with long-term strategic goals.

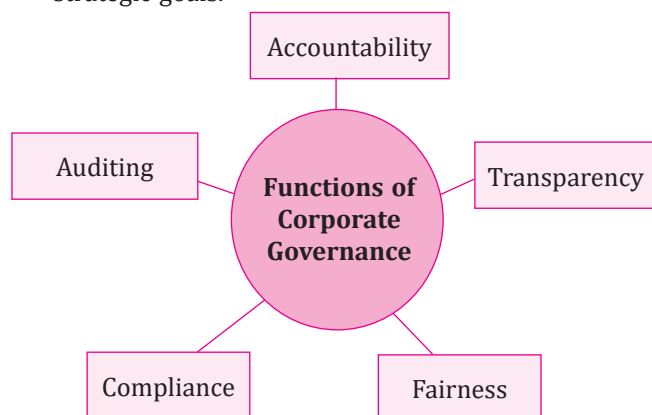


Fig: Functions of Corporate Governance

- **Premium:** Well-governed companies command a market premium, with investors willing to pay more for shares due to their reliability and lower risk.
- **Foreign Investment:** Transparent and accountable corporate practices attract foreign investment, as they provide confidence and assurance of a well-managed entity.
- **Compensation for Weak Laws:** Strong firm-level governance can offset deficiencies in corporate laws or their enforcement, as it upholds integrity and fairness.
- **Mitigation of Corruption:** Effective governance structures and policies reduce the likelihood of fraud and scandals, promoting ethical behaviour and minimising corruption risks.
- **Corporate Sustainability:** Stakeholder-focused governance builds trust and ensures long-term sustainability by aligning company actions with expectations and needs.
- **Curbing Nepotism:** Good governance practices value meritocracy and equal opportunities, curbing nepotism and favouritism in decision-making.
- **Internal Checks and Balances:** Robust governance establishes mechanisms to prevent mismanagement, conflicts of interest, and misuse of resources, ensuring accountability and transparency.

6.15.3 Issues of Corporate Governance in India

- **Collusion:** Companies colluding with auditors to deceive investors, regulators, and stakeholders, as seen in cases like the Satyam scandal and DHFL case.
- **High Risks:** Company owners taking significant risks in their personal capacity and are unable to repay, such as V. Siddhartha in the Cafe Coffee Day case.

- **Promoter-Led Board:** Boards chaired by promoters, leading to potential conflicts of interest and a lack of independence in decision-making, exemplified by Naresh Goyal in Jet Airways.
- **Lack of Oversight:** Weak enforcement mechanisms and poor oversight despite statutory changes, allowing favouritism in lending institutions (e.g., ICICI Bank, Chanda Kochar case).
- **Lack of Independence:** Independent directors face pressure and limitations in their decision-making, as seen in the Tata-Mistry case.
- **Crony Capitalism:** Mutual benefits given to close associates, leading to unfair advantages, such as captive coal block allocation in the Coal scams.
- **Credit Rating Issues:** Conflict of interest, information gaps, and non-rating business affect the credibility of credit rating agencies, as observed in the recent ILFS crisis.

6.15.4 Existing Measures and Initiatives To Ensure Ethical Corporate Governance In India

- **Companies Act, 2013:** Regulates the incorporation, formulation, and functioning of companies in India, empowering shareholders and emphasising higher values for corporate governance.
- **Securities Contracts (Regulation) Act, 1956:** Aims to prevent undesirable transactions in securities by regulating business dealings.
- **Competition Commission of India:** Established to promote and sustain a competition culture, curb monopolistic tendencies, and inspire fair and innovative business practices.
- **National Company Law Tribunal:** Deals with corporate disputes of civil nature and serves as the adjudicating authority under the Insolvency and Bankruptcy Code.
- **Accounting Standards:** Issued by the Institute of Chartered Accountants of India to bring structure to financial reporting and mandate disclosure of accounting policies, cash-flow statements, related-party disclosures, and more.
- **Securities and Exchange Board of India (SEBI) Guidelines:** Regulatory authority overseeing listed companies, issuing regulations, rules, and guidelines to ensure investor protection.
- **Secretarial Standards:** Issued by the Institute of Company Secretaries of India (ICSI) to establish standards for company secretaries in accordance with the provisions of the Companies Act.

Committees Related To Corporate Governance In India

Kumar Mangalam Birla Committee Report (2000)	<ul style="list-style-type: none"> It emphasised the importance of an appropriate mix of executive and non-executive directors on the board of directors. The establishment of an audit committee consisting of at least three independent directors was recommended. A remuneration committee was suggested to determine the remuneration of directors and senior management. The board of directors was required to hold a minimum of four meetings per year. Shareholders were to be provided with comprehensive information regarding their investments.
Naresh Chandra Committee (2002)	<ul style="list-style-type: none"> It recommended the prohibition of certain non-audit services, such as valuation services and internal audits, for audit clients. A compulsory rotation of auditors was proposed, with audit partners and at least fifty percent of the team members being rotated every five years. Audit firms were required to provide an annual certification of independence to the Audit Committee or Board of Directors before agreeing to the terms of the audit engagement.
Narayan Murthy Committee (2003)	<ul style="list-style-type: none"> It recommended strengthening the responsibilities of audit committees, including the requirement for at least one member to be financially knowledgeable and another member to possess accounting or related financial management proficiency. The committee emphasised improving the quality of financial disclosures, particularly those related to related party transactions.
Uday Kotak Committee (2017)	<ul style="list-style-type: none"> It recommended the separation of the roles of chairperson and CEO/MD to ensure a balance of power and increased accountability. The committee proposed a maximum limit of eight directorships for an individual to prevent overcommitment and ensure effective board participation. At least half of the board members in listed companies were required to be independent directors to enhance transparency and objectivity. The committee suggested mandating minimum qualifications for independent directors and disclosing their relevant skills and expertise. It proposed granting powers to SEBI (Securities and Exchange Board of India) to provide immunity to whistleblowers to encourage reporting of corporate misconduct. The committee recommended that public sector companies should be governed by listing regulations rather than nodal ministries to ensure better corporate governance practices. Enhanced disclosure requirements were suggested, such as full disclosure of fund utilisation, auditor credentials, audit fees, and other relevant information.

6.16 CORPORATE SOCIAL RESPONSIBILITY (CSR)

“Corporate Social Responsibility is a company’s commitment to its stakeholders — to conduct business in an economically, socially, and environmentally sustainable manner. At scale, and with mass buy-in, society as a whole is the beneficiary of Multiplicative Value Effects.”

— Hendrith Vanlon Smith
Jr, CEO of Mayflower-Plymouth

- Corporate Social Responsibility (CSR) is a **concept that emphasises a company’s commitment to behaving ethically and contributing to economic development** while improving the quality of life for its employees, their families, local communities, and society at large.
- It involves the **voluntary actions and initiatives** taken by companies to go beyond their legal obligations and make a positive impact on society.
- Under the Companies Act, 2013** in India, provisions for CSR are outlined in **Section 135**.
- This provision applies to companies meeting specific criteria, such as having a net worth of **INR 500 crore or more, a turnover of INR 1,000 crore or more, or a net profit of INR 5 crore or more.**
- Such companies are mandated to spend **at least 2% of their average net profit** in the previous three years on CSR activities.

Activities that can be taken up as CSR

- Promotion of Education,
 - Eradication of extreme hunger and poverty.
 - Gender equity and women empowerment.
 - Reducing child mortality and improving maternal health.
 - Combating HIV-AIDS, malaria, and other diseases.
 - Environment sustainability.
 - Social Business projects.
 - Employment enhancing vocational skills.
 - Research across various fields such as science, technology, and medicine.
 - Incubators funded by the Centre or State or any state-owned companies.
- **Example:** Brook Corporation in India undertakes Corporate Social Responsibility through constructing schools, giving vocational training, providing healthcare, and promoting sustainable agriculture. These projects empower rural communities while promoting inclusive growth and long-term development. ABC Corporation effectively influences the lives of poor persons by cooperating with local organisations, encouraging social progress, and building a brighter future for all.

Companies (CSR Policy) Amendment Rules, 2021

- The following activities have been excluded from CSR:
 - Activities are undertaken in the normal course of business excluded from CSR activities;
 - Activities undertaken outside India;
 - Contribution to political parties;
 - Activities benefiting employees of the company;
 - Activities supported by the company on a sponsorship basis;
 - Activities carried out to fulfil a statutory obligation.
- Engagement of external organisation for design, and evaluation permitted.
- Companies have to formulate an annual action plan and submit it to the Board of the company.
- Companies to ensure administrative overhead does not exceed 5% of total CSR expenditure.
- The surplus cannot be utilised for other purposes.
- Companies with CSR obligations of more than 10 crore 3 financial years to hire an Independent agency to conduct an impact assessment.
- Mandatory disclosure of CSR projects on the website.

6.16.1 The Significance of Corporate Social Responsibility

- **Moral Appeal:** CSR aligns with the principle of Gandhiji's Trusteeship, urging companies to act as responsible and ethical citizens.
- **Satisfaction:** Companies should aim to satisfy not only their shareholders but also other stakeholders who are directly or indirectly affected by the company's operations and environment.
- **Public Image:** Companies engaging in CSR activities often enjoy a positive brand image and a good reputation in the eyes of the public. The TATA Group of companies is an example of an organisation with a strong public image due to its CSR initiatives.
- **Licence to Operate:** CSR helps companies gain the trust and support of local communities. By allocating resources for community development, companies demonstrate their commitment to the well-being of the communities in which they operate.
- **Consumers' Trust:** Many consumers actively seek out companies that support charitable causes. Therefore, CSR attracts customers.
- **Profitability:** CSR activities can contribute to the profitability of a company. Ethical conduct and socially responsible practices influence consumer purchasing decisions, leading to increased customer loyalty and market share.
- **Competitive Advantage:** Companies that showcase their commitment to social responsibility can differentiate themselves from their competitors and attract socially conscious consumers.
- **Morale Boost for Employees:** CSR practices have a positive impact on employee morale. When employees see their company actively engaging in socially responsible activities, it reinforces their confidence in the company's empathy and values, leading to higher job satisfaction.

Recommendations of Injeti Srinivas Committee on CSR

- Making CSR expenditure tax deductible.
- Allowing companies to carry forward unspent funds for three to five years.
- Aligning Schedule 7 of the Companies Act, 2013 with the Sustainable Development Goals.
- Balancing local area preferences with national priorities.
- Introducing impact assessment studies for CSR obligations of 5 crores or more.
- Registration of implementation agencies on the MCA Portal.
- Developing a CSR exchange portal to connect contributors, beneficiaries, and agencies.
- Allowing CSR in social benefit bonds.
- Promoting social impact companies.

6.16.2 Issues with Corporate Social Responsibility (CSR)

- **Poor Implementation:** Many companies lack strategic thinking and innovation in implementing CSR. CSR is often seen as a merely charitable endeavour rather than a larger goal with a meaningful impact.
- **Lack of Robust Policy:** The absence of a long-term and well-defined CSR policy hinders effective CSR implementation. Without clear direction, CSR spending may not align with desired objectives.
- **Duplication of Activities:** Different companies engaging in similar CSR activities without coordination can result in a competitive rather than collaborative approach. This leads to duplication of efforts and a fragmented impact.
- **Viewed as Additional Corporate Tax:** Some perceive the CSR obligation as a 2% tax that companies are required to spend, rather than considering it as a voluntary contribution towards societal development.
- **Skewed Pattern of Expenditure:** CSR efforts may be driven primarily by the company's operational perspective and convenience rather than focusing on addressing critical social and environmental challenges.

Way Forward

- **Annual Awards:** Establish annual awards to incentivize companies for their exemplary CSR activities, categorising them based on company size.
- **Accountability:** Companies should ensure that their CSR activities have clear objectives and measurable targets. Robust monitoring and evaluation mechanisms should be in place to track progress.
- **Collaboration:** Companies should collaborate with local NGOs and community organisations to gain a deeper understanding of local needs and leverage their expertise in implementing effective CSR initiatives.
- **Greater Awareness:** Increase awareness about CSR, particularly at the grassroots level, to ensure that local communities receive their fair share of social development from corporate profits.

Conclusion

- By addressing these issues and implementing the suggested measures, CSR can become a more impactful and well-structured approach to corporate social responsibility, benefiting both companies and society as a whole.

6.17 SOME CONTEMPORARY ISSUES/ CASE STUDIES

6.17.1 Alcoholism in India

- Alcoholism is a significant issue in India, with rising concerns over deaths caused by the consumption of poisonous alcohol in states where alcohol is banned.

- Furthermore, the overall increase in alcohol consumption raises questions about the direction of social progress.

Key Players

- **State Governments:** Responsible for implementing alcohol policies, including bans and regulations, while balancing revenue generation from the liquor business with public health considerations.
- **Individuals and Communities:** Engage in alcohol consumption, facing health risks and potential social consequences.
- **Alcohol Industry:** Involved in the production, marketing, and sale of alcoholic beverages, raising ethical concerns regarding their social responsibility and promotion of sensible drinking.
- **Public Health Authorities:** Concerned with the health implications of alcohol consumption, including chronic diseases, violence, and road accidents.
- **Society and Cultural Norms:** Varying societal views on alcohol consumption, ranging from considering it a part of socio-religious rituals to advocating for abstinence.

Ethical Issues

- **Balancing Individual Liberty and Public Health:** Striking a balance between upholding individual freedom and intervening in public health matters to address the harmful effects of alcohol consumption.
- **Health and Safety Concerns:** Ethical dilemmas surrounding the health consequences, social violence, and road accidents associated with alcoholism.
- **Revenue vs. Vulnerable Individuals:** Ethical considerations in managing the conflict between the revenue generated by the liquor business and the protection of vulnerable individuals from the harms of alcohol.
- **Responsible Marketing and Sensible Drinking:** Ethical concerns regarding the marketing of alcohol products and promoting responsible and moderate drinking practices.
- **Combating Illegal Liquor Businesses:** Addressing the growth of illegal liquor businesses while safeguarding legitimate industry jobs.
- **Social Norms vs. Personal Discretion:** Navigating ethical dilemmas between enforcing societal norms related to alcohol consumption and respecting individuals' personal discretion.
- **Diverse Societal Views:** Understanding and addressing varying societal perspectives on alcohol consumption, ranging from socio-religious rituals to advocating for abstinence.

Way Forward

- **Thoughtful Decision-Making:** Considering individual freedom, public health, and social

responsibility when formulating policies and interventions to address alcoholism.

- **Upholding Ethical Principles:** Ensuring that strategies to tackle alcoholism adhere to ethical standards and legal frameworks.
- **Public Health Interventions:** Prioritising effective public health initiatives such as awareness campaigns, education, and access to treatment for alcohol-related issues.
- **Responsible Industry Practices:** Promoting responsible marketing, accountability, and social responsibility within the alcohol industry.
- **Law Enforcement and Job Protection:** Strengthening law enforcement efforts to combat illegal liquor businesses while safeguarding legitimate industry jobs.
- **Education and Awareness:** Empowering individuals with information about the health risks and consequences of alcohol abuse.
- **Support and Rehabilitation:** Providing support systems, counselling, and rehabilitation programs for individuals struggling with alcohol addiction.

6.17.2 Changing Work Culture

- In recent times, work culture has undergone significant changes influenced by various factors. These changes have been driven by evolving workforce needs, advancements in technology, and the impact of the COVID-19 pandemic. Let's delve into the observed changes:
 - Longer work hours
 - Significant rise in remote work
 - Accelerated adoption of Automation and Artificial Intelligence (AI)
 - Technology-enabled monitoring
 - Focus on employee well-being and mental health
 - Shift towards remote collaboration and digital tools
 - Need-based interpersonal communication

Consequences

- **Hustle Culture:** The influence of startup culture has led to a hustle mentality, encouraging employees to work excessively.
- **Quiet Quitting:** Blurring boundaries and longer work hours have resulted in employees doing the minimum, setting boundaries, or demanding extra compensation.
- **Quiet Firing:** Some companies create unpleasant work environments, subtly pushing employees to quit without termination.
- **Moonlighting:** Remote work and technology advancements have increased moonlighting, where employees take on additional jobs outside their regular employment.

Ethical Concerns

- **Well-being and anxiety:** Increased reliance on technology and long work hours can negatively impact employee well-being and contribute to anxiety.
- **The decline in sense of community:** Remote work and hybrid models can lead to a diminished sense of community and connection among employees.
- **Transparency and fairness:** Practices like quiet quitting and quiet firing hinder open communication and erode trust, raising concerns about transparency and fairness.
- **Health risks:** Extended work hours are linked to health issues like stroke and heart disease.

Way Forward

- **Value-based work culture:** Prioritise human connection, trust, well-being, and responsible technology use to foster a healthy work environment.
- **Ethical technology usage:** Balance the benefits of digitalization with privacy, security, and healthy technology practices.
- **Employee well-being:** Prioritise physical and mental health, promoting work-life balance and overall well-being.
- **Transparent communication:** Foster transparency, fairness, and mutual respect within organisations.
- **Address health risks:** Mitigate health risks associated with long working hours through appropriate policies and support systems.

6.17.3 Ethics of Protest

- The Agniveer Scheme (2022), launched by the government, aimed to recruit individuals into the tri-services but faced opposition and protest from aspiring candidates due to concerns about short tenure and the absence of pension benefits.

Key Players

- **Aspiring Candidates:** Individuals aspiring to join the tri-services who protested against the Agniveer Scheme, expressing their concerns and demands for better terms and conditions.
- **Government Authorities:** Responsible for implementing the Agniveer Scheme and addressing the concerns raised by the protesters.
- **General Public:** Affected by the protests, including disruptions to daily life, potential damage to public property, and concerns about the ethical conduct of the protesters.

Ethical Issues

- **Right to Protest vs. Ethical Conduct:** The protesters exercised their constitutional right to protest, but ethical concerns arose when some engaged in violent or destructive behaviour, undermining the peaceful intent of the demonstrations and causing damage to public property.

PREVIOUS YEAR QUESTION

- **Civic Duty and Responsible Action:** Protesters had a duty to protect public and private property and promote non-violent means of expression. Ethical conduct required them to uphold civic responsibilities and engage in peaceful dialogue rather than resorting to violence or destruction.
- **Balance of Rights and Responsibilities:** Protesters had the right to express their grievances, but they also had a responsibility to consider the impact of their actions on others, including the general public. Ethical protest required finding a balance between exercising their rights and respecting the rights and well-being of others.
- **Upholding Democratic Morality:** The right to freedom of speech and expression, peaceful assembly, and demonstrations are fundamental elements of democratic morality. Protesters and authorities needed to ensure that these rights were respected while maintaining social order and public safety.

Resolution and Way Forward

- **Dialogue and Engagement:** The government and protest leaders should engage in constructive dialogue to address the concerns raised by the protesters and find mutually agreeable solutions. This approach promotes ethical conduct and peaceful resolution.
- **Promoting Ethical Protest Culture:** Protest movements should emphasise non-violence, inclusivity, transparency, and accountability within their ranks. This fosters an ethical environment that upholds the principles of peaceful coexistence and social harmony.
- **Education and Awareness:** Promoting awareness about ethical protest practices and civic responsibilities can help individuals understand the importance of responsible conduct during demonstrations. Education programs can emphasise the ethical dimensions of protest and encourage peaceful means of expression.
- **Legal and Social Accountability:** Authorities should enforce existing laws to hold individuals accountable for any unethical or illegal actions during protests. This can deter destructive behaviour and promote a culture of ethical conduct within the protest community.

Conclusion

- Organisations must adapt to changing dynamics by changing their work culture. Adopting flexibility, inclusion, and innovation increases employee engagement, productivity, and well-being, resulting in long-term success and competitiveness.



1. 'The will to power exists, but it can be tamed and be guided by rationality and principles of moral duty.' Examine this statement in the context of international relations. (2020)
2. What is meant by 'crisis of conscience'? How does it manifest itself in the public domain? (2019)
3. Explain the process of resolving ethical dilemmas in Public Administration. (2018)
4. Strength, peace, and security are considered to be the pillars of international relations. Elucidate. (2017)
5. Conflict of interest in the public sector arises when (a) official duties, (b) public interest, and (c) personal interest are taking priority one above the other. How can this conflict in administration be resolved? Describe with an example. (2017)
6. Corporate social responsibility makes companies more profitable and sustainable. Analyse. (2017)
7. At the international level, bilateral relations between most nations are governed by the policy of promoting one's own national interest without any regard for the interest of other nations. This led to conflicts and tension between the nations.
8. "Max Weber said that it is not wise to apply to public administration the sort of moral and ethical norms we apply to matters of personal conscience. It is important to realise that the state bureaucracy might possess its own independent bureaucratic morality." Critically analyse this statement. (2016)
9. How can ethical consideration help resolve such tensions? Discuss with specific examples. (2015)
10. Public servants are likely to confront the issues of "Conflict of Interest". What do you understand about the term "Conflict of Interest" and how does it manifest in the decision-making of public servants? If faced with a conflict-of-interest situation how would you resolve it? Explain with the help of examples. (2015)
11. What does ethics seek to promote in human life? Why is it all the more important in Public Administration? (2014)
12. What does 'accountability' mean in the context of public service? What measures can be adopted to ensure individual and collective accountability of public servants? (2014)
13. What is meant by 'crisis of conscience'? Narrate one incident in your life when you were faced with such a crisis and how you resolved the same. (2013)
14. What do you understand by the term 'voice of conscience'? How do you prepare yourself to heed the voice of conscience? (2013)

7

Probity in Governance

Syllabus

Probity in Governance: Concept of Public Service; Philosophical Basis of Governance and Probity; Information Sharing and Transparency in Government, Right to Information, Codes of Ethics, Codes of Conduct, Citizen's Charters, Work Culture, Quality of Service Delivery, Utilization of Public Funds, Challenges of Corruption.

- Probity in governance is a **necessary and fundamental prerequisite for an efficient and effective governing system and for socioeconomic growth.**
- **The absence of corruption is a critical requirement** for ensuring government probity.
- **Other needs** include effective laws, rules, and regulations controlling all aspects of public life, as well as effective and equitable application of those laws, among others.



Fig: Probity in Governance

7.1 MEANING OF PROBITY

- It is the trait of possessing strong moral values and adhering to them rigidly, such as honesty, uprightness, transparency, and incorruptibility. It is commonly thought to be incorruptible. Probity is proven integrity.
- As it is **based on intangibles** like personal and communal ideals, probity goes beyond the avoidance of dishonesty.

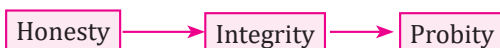


Fig: Relation between Honesty, Integrity, and Probity

Example

- There is project aimed to construct a new highway connecting two major cities and was expected to have a significant impact on the region's socio-economic development. The implementation of this project required the involvement of various government departments, regulatory bodies, and civil service officials.
- You are appointed as CEO of the project.
- During the planning phase of the project, it was observed that the proposed route for the highway would traverse through a dense forest area, home to several endangered species and ecologically sensitive habitats.
- This raised concerns among environmental activists, local communities, and wildlife conservation organizations.
- You have faced a critical challenge: as your immediate lower staff members are buying land from locals at cheap price to sell it to government at high price. How will you deal with the situation?

Approach

As a CEO of the project, I am responsible for efficient and timely implementation of the project. In this case whatever my immediate staff is doing is as per the law but they are morally corrupt as they are doing insider trading and undermining the interest for locals by giving them low value of their land for gain of profit.

7.2 PHILOSOPHY AND PRINCIPLES OF PROBITY

- The philosophical foundations of governance can be traced back to **ancient Greece**.
- **Aristotle linked philosophy and politics together.**

- He **invented the term ethics (ethos)** and maintained that ethics and politics are two distinct but closely related branches of study, because ethics analyses the welfare of an individual, whereas politics is concerned with the good of the city-state.
- In his book “**Prince**”, Machiavelli argues that **good rulers must sometimes learn “not to be good”** in order to be effective.
 - They must be willing to set aside ethical concerns about justice, integrity, and compassion in order to keep the state stable.
- Hobbes’ concept of the “**Social Contract**” was challenged by John Locke.
 - The social contract suggests that the **source of state authority is the will of the people** and that the state bears specific responsibilities to individuals.
- Because the social contract implies that the people have placed their trust in the state to preserve their rights, this trust offers the **philosophical foundation for probity**.
 - The concept of probity in governance suggests that those who govern should be morally above others and that there should be an element of trust that people in positions of power will act ethically.
- The **Indian notion of government is based on ethics**.
 - The duty of a king is to secure the satisfaction of his subjects.
 - According to the **Mahabharata**, a person becomes a King to defend Dharma rather than to act arbitrarily.
- **Chanakya’s Arthashastra (2nd and 3rd century B.C.)** is a concrete account of the philosophical foundations of Indian governance.
 - Chanakya supported the king’s right to rule based on Dharma shastras, but he was opposed to monarchical absolutism.

7.2.1 Principles of Probity

- In the **United Kingdom**, the **Nolan Committee** was founded in **1994** to review norms of behaviour in public life, with a focus on probity and integrity in governance.
- The recommendations of the committee, which were released in a series of publications between 1995 and 1997, included **the naming of Seven principles of public life intended to foster integrity and trust in the UK’s public institutions**.
- These are referred to as the “**Nolan Principles**”. This is comparable to the evolution of the **Philosophical Basis of Governance and Probity**.

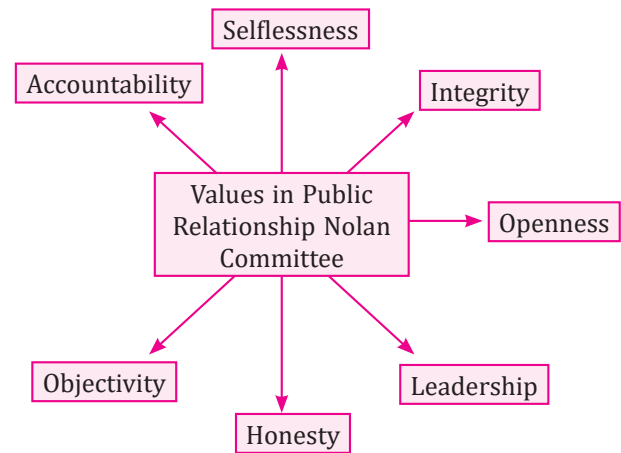


Fig: Values given by Nolan Committee

- 1. Transparency:** Public officials must be open and transparent in their actions, and they must be willing to share information with the public.
- 2. Honesty:** In their interactions with the public and their colleagues, public officials should be truthful and honest.
- 3. Leadership:** Public officials should be great leaders who endeavour to set a positive example for others to follow.
- 4. Selflessness:** Public authorities should act in the public interest rather than for personal benefit.
- 5. Integrity:** Public officials should avoid situations in which their honesty and impartiality may be called into question.
- 6. Objectivity:** Public officials should base their decisions on evidence and not let their personal beliefs influence their decision-making.
- 7. Accountability:** Public leaders must accept responsibility for their acts and be prepared to justify their judgements.

The **Supreme Court** observed further that “**these principles of public life are of general application in every democracy, and they should be kept in mind when scrutinising the conduct of every holder of a public office.**” It is in this regard that holders of public positions are entrusted with certain rights to be exercised solely for the public good, and so the office is held in trust for the people.

7.3 CHALLENGES IN ACHIEVING PROBITY IN GOVERNANCE

- **Historical and social asymmetries of power in society:** In India, nearly 90% of the workforce work in the unorganised sector.
 - The remaining workers in the organised sector have job security and regular monthly wages and are employees of the state either directly or indirectly.

- Such asymmetry of power reduces societal pressure to conform to ethical behaviour.
- **Erosion of Values and Institutions:** Gross perversion of the Constitution and democratic institutions amounting to willful violation of the oath of office is so deeply entrenched in the system that most people regard corruption as inevitable and any effort to fight it as futile.
- **Culture of Corruption ingrained in society:** It is unfortunate that corruption has, for many, become a matter of habit. It is so deeply entrenched that corruption is now considered a social norm.
 - **Greed for illegitimate money,** over centralisation are some of the reasons for the culture of corruption.
- **Lack of Transparency in the working of Institutions:** Transparency is a cornerstone for probity. **Due to the opaque working environment** in the organisation, it is difficult to maintain probity in the governance of the Institutions.
- **Lack of fair and effective implementation of laws:** It is the implementation of the law that tests its effectiveness in addressing problems on the ground. Poor implementation of a law makes even the greatest law ineffective.

7.4 WAYS TO PROMOTE PROBITY IN GOVERNANCE

For ensuring probity in governance, several measures are necessary:

- **Need for enforcing section 5 of the Benami Transactions (Prohibition) Act, 1988:** The Act, a statute containing nine sections, perhaps requires it to be modified and strengthened.
 - Such a salutary will work as a deterrent - upon corrupt public servants and would certainly be a measure to ensure probity in governance.
- **Taking away the fruits of corruption:** Mere prosecution under the IPC or the Prevention of Corruption Act (PCA) is not sufficient, apart from the fact that such prosecutions are very rarely launched and even when they are, the conviction is much too rare.
 - The necessity for a law providing for the confiscation of illegally acquired assets of public servants.
 - Unless the fruits of corruption are taken away, you would not be fighting the corruption truly and effectively.
- **Setting liabilities of civil servants:** The principle on which liability can be placed on public servants must be clear and must also be a fair principle consistent with need to act fearlessly and must not be capable

of comprehending bonafide actions, though may be concerned, of civil servants.

- A **comprehensive law needs to be enacted** to provide that where public servants cause loss to the State by their mala fide actions or omissions of a palpable character to be defined, they should be made liable to make good or the loss caused by him to the State and, in addition, would be open to the imposition of exemplary actions.
- **Promoting transparency and accountability:** The measures under the Right to Information Act (RTI) should be implemented properly. Similarly, provisions of the citizen charter can be institutionalised.
- **Empowering Civil Services Board:** It will insulate civil servants from political interference in transfer and posting. Thus, promoting values like neutrality, non-partisanship, and impartiality.

7.5 MEANING OF PUBLIC SERVICES

- A wide range of services performed by government agencies or organisations on behalf of the public is referred to as public services.
 - These services are **designed to address the requirements of society as a whole** and are funded by taxes, fees, or other types of government revenue.
 - Education, healthcare, transportation, public safety (police and fire services), sanitation, water supply, energy distribution, waste management, and social welfare programmes are all examples of public services.

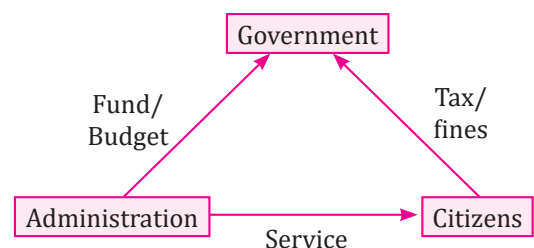


Fig: Values given by Nolan Committee

- **Level of Delivery:** Depending on the size and nature of the service, government organisations frequently provide these services at the local, regional, or national levels.
- **The goal of Public Services:** The basic goal of public services is to promote community well-being and development by assuring equal access to the provision of necessary services for all individuals.
 - They strive to answer public requirements that private businesses may not be able to fully handle for a variety of reasons, such as affordability, universality, or societal importance.

7.5.1 Features of Public Service

Public services possess several key features that distinguish them from private services. **These features include:**

- **Public Interest:** Public services are developed and delivered to serve the common good and enhance the public's overall interests.
 - They prioritise citizens' well-being over individual profit or gain.
- **Government Responsibility:** Typically, government agencies or organisations offer or oversee public services.
 - Governments are responsible for ensuring the **supply of basic services** to their citizens, as well as regulating and monitoring their delivery. **For example**, potable water, health services, and education.
- **Accessibility and Universality:** The goal of public services is to make them available to all members of society, regardless of socioeconomic status, location, or other demographic characteristics.
 - They seek universal coverage, guaranteeing that everyone has equal access to basic necessities.
 - **For example**, the Right to Education Act has provision for compulsory education for all children from ages 6 to 14 years.
- **Equity and Social Justice:** The goal of public services is to minimise inequities and promote social justice.
 - They address societal needs and work to close access and opportunity gaps, ensuring that essential services are available to all residents, particularly marginalised and disadvantaged communities.
 - ◆ **For example**, subsidised food, water, and transportation are provided to the destitute in order to ensure their upliftment and the achievement of an equal society.

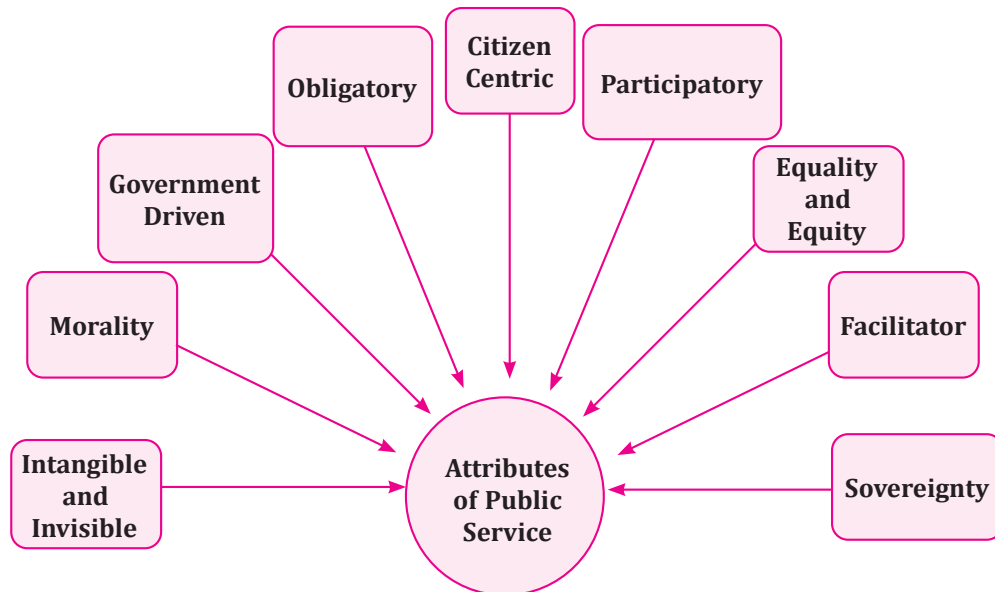
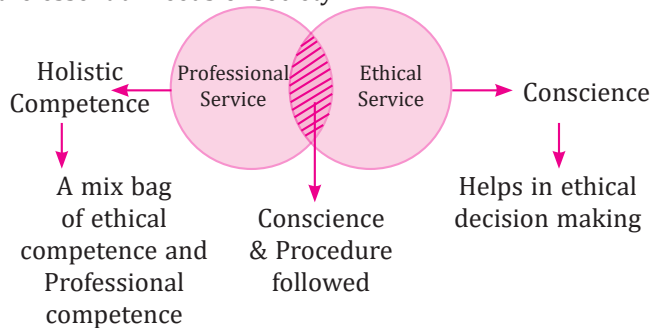


Fig: Attributes of Public services

- **Non-profit Motives:** Unlike private services, public services do not prioritise making money. While they require funding, their goal is not to make money but to provide quality services that benefit society as a whole.
 - **For example**, The Right to Education Act 2005, Ayushman Bharat, and the NALSA Act.
- **Accountability and Transparency:** Public services are scrutinised and held accountable by the public.
 - Governments and public agencies are supposed to be transparent in their operations, releasing information on service delivery, performance, and outcomes. They must answer to the public and can be held accountable for their acts.
 - ◆ **For example**, provisions of the RTI, Lokpal, Central Vigilance Commission, etc. promote transparency and accountability in public services.
- **Regulation and Oversight:** Regulatory frameworks and oversight systems govern public services.
 - Governments establish regulations, standards, and rules to guarantee the effectiveness, safety, and quality of public services.
 - **They also monitor compliance and, where required, intervene** to defend the public interest.
 - ◆ **For instance**, the establishment of SEBI, the Competition Commission of India, the RBI, etc.

- **Long-Term Perspective:** Public services frequently have a long-term perspective, taking into account societal evolution and future needs.
 - They are concerned with delivering long-term services and infrastructure that will benefit both current and future generations.
 - ◆ **For instance,** the LPG reforms of 1991 to tackle the BoP crisis led to fundamental changes in Indian society in the long run.

These features collectively define the nature and purpose of public services, emphasising their role in promoting the public good, ensuring equitable access, and meeting the essential needs of society.



7.5.2 Importance of Public Services

For various reasons, public service is paramount in society:

- **Common Good:** The purpose of public service is to serve the common good and advance the interests of society as a whole.
 - It focuses on providing necessary services, fostering social welfare, and fulfilling collective demands that the private sector may not be able to meet properly.
- **Equity and Inclusion:** The public sector is critical to reducing inequities and achieving social justice.
 - It seeks to ensure that all members of society, regardless of origin, money, or geography, have access to fundamental services and opportunities.
 - Public service contributes to a fairer and more equal society by bridging gaps and promoting inclusivity.
- **Public Health and Safety:** Public services such as healthcare, sanitation, and public safety are critical to the preservation of public health and safety.
 - They safeguard individuals and communities against hazards, diseases, and emergencies, ensuring the population's well-being and security.
- **Infrastructure and Development:** Critical infrastructure, such as transportation networks, energy grids, water supply systems, and waste management facilities, is developed and maintained by public services.

- These infrastructure projects help boost economic growth, improve quality of life, and promote long-term development.

- **Education and Knowledge:** Public service includes education systems that ensure everyone has access to a high-quality education.
 - It contributes to the development of a knowledgeable and skilled workforce, supporting creativity, economic productivity, and societal progress.
- **Democratic government:** The public sector is inextricably linked to democratic government. It guarantees that public resources are administered properly and in the best interests of the public.
 - **Accountable to the citizens, public officials** strive to respect democratic values, transparency, and ethical standards in their service delivery.
- **Crisis Management and Disaster Response:** During crises and catastrophes, public services play a key role. They provide disaster response, relief, and recovery services, ensuring the safety of people, property, and infrastructure.
 - In the aftermath of a disaster, public service agencies coordinate efforts, provide support, and assist communities in rebuilding.
- **Social Welfare and Support:** Social welfare programmes that assist and support vulnerable individuals and groups in society are included in public services.
 - They provide social security, healthcare coverage, housing help, and other forms of social assistance to individuals in need in order to improve their well-being and quality of life.
- **Environmental Stewardship:** The necessity of environmental sustainability is becoming more widely recognised in the public sector.
 - Environmental policies and initiatives are implemented by government agencies to protect the environment, reduce climate change, and encourage sustainable practices in sectors such as energy, transportation, waste management, and conservation.

Overall, public service is critical to the development of a well-functioning society. It meets societal demands, assures access to critical services, promotes equity and diversity, and adheres to democratic values. Public service contributes to the advancement of communities, individuals, and society as a whole by serving the public interest.

7.5.3 Challenges with Public Services

While public services are critical to society's well-being, they encounter a number of problems that might impair their effectiveness and delivery. **Some of the major issues linked with public services are as follows:**

- **Financial limits:** Because public services frequently rely on government funding, financial limits might limit their resources. Inadequate funding can result in a shortage of suitable employees, infrastructure, equipment, and supplies, compromising service quality and accessibility.
 - **For example,** the Public Accounts Committee (PAC), in its 54th report on the “Implementation of Public Financial Management System [PFMS]”, has stressed fiscal prudence in financial planning by incorporating scientific methods into budgeting, projecting, and utilisation of funds.
- **Complex Decision-Making:** Bureaucratic processes and complex decision-making structures can hamper public sector organisations.
 - This can **cause service delivery delays**, inefficiencies, and difficulty reacting to changing needs and requests.
 - **For example,** Binod Kumar Chaudhary is a Nepalese billionaire and the chairman and president of the Chaudhary Group, which operates in both the hospitality and culinary industries (it produces the famed Wai-Wai noodles). He purchased land in Surat in 2010, planning to build a hotel, **but abandoned the project after several years** of attempting to obtain licences.
- **Accountability and Transparency Challenges:** Accountability and public trust can be hampered by a lack of clear performance measures, weak reporting procedures, and restricted public interaction.
- **Workforce Issues:** The public sector relies on a trained and motivated workforce. However, due to reasons such as limited compensation structures, competition from the private sector, and bureaucratic work cultures, attracting and retaining talented individuals can be difficult.
- **Complex Stakeholder Management:** Multiple stakeholders with varying interests and agendas are frequently involved in public services.
 - Balancing the interests of various stakeholders and ensuring efficient collaboration and coordination can be difficult, resulting in potential conflicts, delays, and service delivery compromises.
- **Rapid technological improvements present opportunities as well as difficulties** for public services.
 - While technology can increase efficiency and service delivery, adopting and integrating new technologies may necessitate substantial investments, training, and overcoming change resistance.
- **Changing Requirements and Increasing Demand:** The requirements and expectations of society are always changing.
 - Changing demographics, technological improvements, and rising socioeconomic concerns require public services to adapt.
 - Balancing limited resources with increasing demands can put a strain on service delivery and impair the ability to efficiently satisfy changing needs.
- **Political intervention and Instability:** Political intervention can lead to inconsistent policies, frequent restructuring, and leadership changes in public services.
 - These issues can jeopardise service continuity, jeopardise institutional stability, and have an impact on long-term planning and efficacy.
- **Emergency and Crisis Management:** Responding to large-scale disasters or emergencies, on the other hand, can strain public service agencies’ capability and resources, making it difficult for them to deliver timely and efficient assistance.

Conclusion

To address these difficulties, proactive initiatives such as proper finance, organisational reforms, streamlined processes, better accountability mechanisms, workforce development, and embracing innovative solutions are required. Continuous review, learning, and adaptation to changing demands can help public services overcome these problems and provide the public with efficient and effective services.

7.5.4 Changing nature of Public Services

- **Shift from Regulator to Facilitator:** Public service was earlier meant to regulate the activities detrimental to society under the notion of Police State maintenance of law and order.
 - In the scenario, impartiality, procedural correctness, legality, honesty were the principal civil service values.
 - Changing landscape of governance gave rise to the government acting as a facilitator to the private parties.
 - The facilitation role demands the government to understand the needs of the party being served and ease and mentor the latter’s functioning.
 - This emerging role has made the public service emphasise on flexibility in place of procedural correctness.
 - Regulation function demanded inspecting the performance of the regulated parties and imposing the penalties accordingly for non-compliance.
- **Shift from Regulation to Development:** Regulation implies monitoring, while development implies the provision of services for public welfare.

- Development services (education, health, loans, employment, food, etc.) are mostly targeted at the most deprived sections of the society, which necessitates the observance of values such as simplicity and compassion.
- Focus on maintaining the regional balance. Small towns and all the backward areas were brought into the loop.
- **Administration Getting Technical:** As a natural response to the infusion of technology into the lives of individuals, the administration has to both regulate and facilitate technology infusion, necessitating the induction of technocrats into governance.
 - A lot of forensic experts, cyber security experts, and architects have made headway into governance, making public service delivery interdisciplinary, giving rise to many new public service values such as team spirit, technology interface, and specialisation.
 - Though it has led to the erosion of traditional public service values such as hierarchy and centralization.
- **Information Technology:** The advent of information technology into governance has broken the barriers between governance and the public. It has also enabled serving multiple citizens at the same time on a real-time basis.
 - It has significantly led to the emergence of new public service values like innovation, hierarchy, transparency, service delivery-at-doorsteps, and efficiency.

- **New Public Management (NPM):** NPM refers to the application of private sector management principles to public administration which includes private sector principles such as performance-linked- rewards, customer-centricity, innovation, entrepreneurial spirit, teamwork, outcomes-management, competition, flexibility, capitalism, market supremacy and merit.

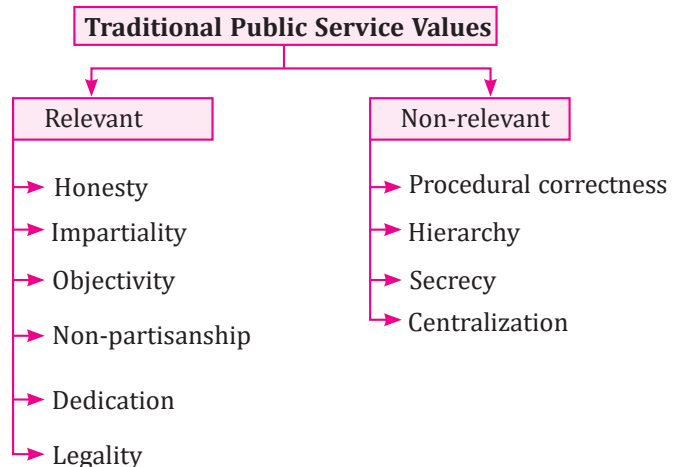


Fig: Changing Values of Public Services.

- **Traditional public service was characterised by inefficiency**, serpentine file movement, automatic promotion, and non-accountability that has lost relevance in the current scenario decimating traditional public service values such as hierarchy, periodicity, discretion, and secrecy.
- **New public service values** like teamwork, leadership, equality, flexibility, and vision have assumed relevance.

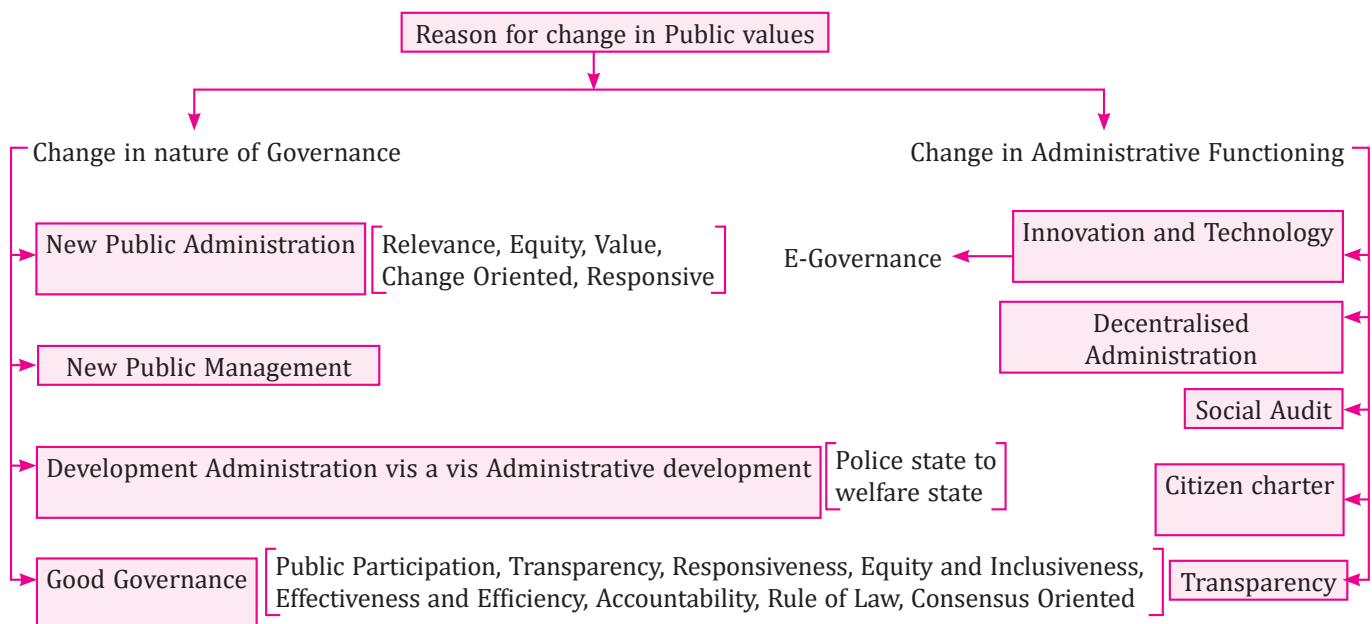


Fig: Factors responsible for Changing the nature of Public Services

7.5.5 Concerns about Ethics in Public Services

The responsibility of public workers to act in the best interests of the public and uphold ethical values in their decision-making and actions gives rise to ethical considerations in public service. **Some typical ethical concerns in government include:**

- **Conflict of Interest:** Public workers must avoid conflicts between personal interests and public duty.
 - This includes avoiding situations in which personal financial gain or ties could sway decision-making or jeopardise the impartiality and integrity of their function.
 - **For example,** retired civil servants are taking jobs in the private sector and involved in financial irregularities.
- **Transparency and accountability** are expected of public workers in their activities and choices.
 - **They should be held accountable for how public resources are used,** guaranteeing transparency in procurement processes, and preventing favouritism or nepotism.
- **Fairness and impartiality:** Public workers should operate impartially and without bias, treating all people fairly and equally.
 - Instead of personal preconceptions or favouritism, they should base choices on merit, objective standards, and the public interest.
- **Public employees frequently handle sensitive material and must respect individuals' confidentiality** and privacy rights. They must follow proper data protection measures and only use confidential information for legal purposes.
- **Professionalism and Integrity:** Public workers should conduct themselves with professionalism and integrity.
 - This includes sustaining trust and public faith in the institution by acting with honesty, integrity, and respect for others.
- **Public Engagement and Participation:** It is the obligation of public employees to engage with the public, listen to their concerns, and include them in decision-making processes as appropriate.
 - When there is a lack of genuine public participation or when choices are made without considering public input, ethical difficulties arise.
- **Power and Authority in an Ethical Way:** Public officials wield power and authority entrusted to them by the public. It is critical to utilise this power ethically, avoiding abuse of authority, power, or corruption.
- **Ethical Communication and Transparency:** Misleading or withholding facts can erode confidence

and prevent the public from making informed decisions.

- **Ethical Leadership and Role Modelling:** It is the job of public sector leaders to create ethical standards and serve as role models for their subordinates and the larger community.

Conclusion

To address ethical challenges in government, clear ethical standards, codes of behaviour, and training programmes must be established. Strong ethical leadership, effective accountability procedures, and a culture that encourages ethical behaviour and integrity are also required.

7.5.6 Public Service Code

- In the draft Public Service Bill, 2007, the **2nd Administrative Reforms Commission (ARC)** advocated the introduction of a Public Service Code. The commission was inspired by the inclusion of comparable articles in the constitutions of other countries such as Australia, Poland, and others.
- **The commission specifies the desirable characteristics that contribute to the efficiency of civil services.**
 - They include fairness, integrity, public service dedication, political neutrality, adherence to the highest standards of probity, objectivity, empathy for the less fortunate, and so on.
- The commission acknowledges the difficulty in enforcing these norms in general. However, the commission has stated that efforts made by individuals in leadership positions inside organisations to instil these values can make a difference.
- **According to the commission, the Public Service Code would make it easier for personnel to carry out their official obligations with competence and accountability,** care and diligence, honesty, without discrimination, and in line with the law.
- **It envisions a three-tiered comprehensive Civil Service Code.**
 1. **Apex Level:** A succinct and clear explanation of the ideals and ethical standards that federal servants should uphold.
 2. **Second Level:** Outline broad principles that should govern civil servant behaviour.
 3. **Third Level:** A detailed code of conduct that specifies a list of acceptable and prohibited behaviour and acts in a precise and explicit manner.
- The commission believed that **statutory support for the Code of Ethics** through the Government Services Bill would encourage government workers to adopt behaviours, choices, and actions that benefit the community.

7.6 INFORMATION SHARING AND TRANSPARENCY IN GOVERNMENT

Information sharing and transparency in government are **crucial elements of democratic governance and public accountability**. They involve the proactive disclosure of information by government institutions to the public, ensuring that citizens have access to relevant and timely information about government activities, decisions, and policies.

"Transparency is not an option, but a necessity for a modern and effective government."

—Christine Lagarde

Meaning of Transparency

- Transparency is not just about sharing information, but also **about being open, honest, and accountable for one's actions**.
- **Transparency refers to how decisions are made and implemented** in accordance with applicable laws and regulations.
 - It also implies that information is easily accessible in easily readable formats and that it is accessible to those who will be impacted by such decisions and their implementation.

Importance of Information and Transparency in Governance

Transparency and information are **key components of governance**, laying the groundwork for effective, accountable, and democratic regimes. Here are some significant reasons for their significance:

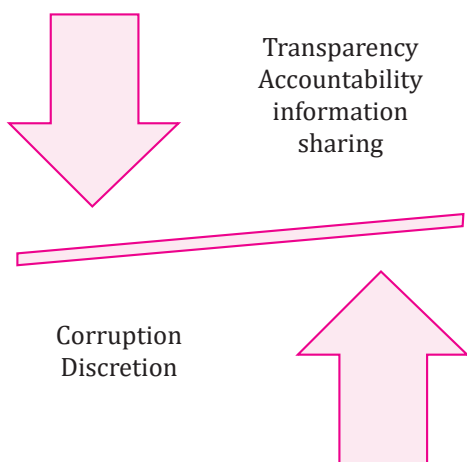


Fig: Importance of Information and Transparency in Governance.

- **Accountability:** When the general public has access to information about government processes, policies, and performance, it encourages more scrutiny, lowers corruption, and increases public trust.
- **Trust:** Transparency fosters trust between the government and its constituents. When governments are open and transparent in their activities, decision-making, and resource allocation, it strengthens

governing institutions' legitimacy and encourages public trust.

- RTI Act, Citizen Charter, E-governance Initiatives, Civil Society Movements, etc. are few mechanisms to aid accountability, among others.
- **Informed decisions:** Access to information enables citizens to make informed decisions about their lives, communities, and the overall direction of government.
 - It enables people to take part in public debates, contribute to policy discussions, and form informed opinions on issues that concern them.
- **Public participation:** It allows for meaningful public participation in governance processes. Citizens who have access to important information can participate in decision-making, provide input, and help shape policies and programmes.
- **Evidence based decision making:** It ensures that decision-making processes are evidence-based and inclusive. Access to information assists policymakers in developing well-informed policies that take many perspectives and the experiences of various stakeholders into account.
- **Restrict corruption:** Transparency is a strong instrument in the prevention and combating of corruption. When government processes, transactions, and budgets are made public, it acts as a deterrent to corrupt practices.
 - It promotes increased accountability, the discovery of irregularities, and the promotion of ethical behaviour within the government.
- **Efficient allocation of resources:** Transparency in governance guarantees that public resources are allocated in an efficient and effective manner. When information on budgetary allocations, public spending, and procurement processes is readily available, it aids in the prevention of waste, encourages fair competition, and ensures value for money in public investments.
- **Social bond:** Transparency and information exchange promote social cohesion by eliminating information asymmetry and increasing understanding among various segments of society.
 - Access to accurate and thorough information encourages communication, creates trust, and bridges gaps across various social groups.
- **Improve global image:** Transparent governance systems promote international collaboration and growth. Transparent governance processes increase the likelihood of attracting investments, receiving international help, and forming effective collaborations with other countries.

Overall, transparency and information access are **critical cornerstones of good governance**. They encourage

accountability, trust, citizen participation, informed decision-making, and resource allocation that is efficient.

Mechanisms For Improving Information Share And Transparency In Public Offices:

- **RTI:** The RTI Act was enacted by the government to ensure information exchange and transparency. As a result, it will be carried out in letter and spirit.
- **Transparency Oath:** Administer a transparency oath to bureaucrats and politicians.
- **Official Secrets Act:** It should be repealed so that the two acts do not contradict each other.
- **E-Governance:** Create e-governance technologies to ensure a seamless flow of information with regular updates.
 - Bridge the digital barrier between rural and urban areas so that rural residents can access services.
- **Social auditing:** Should be used in rural employment programmes.
- **Media:** The use of media to raise public awareness and build trust.
- **Citizen Charter:** A list of available services should be published.

7.7 RIGHT TO INFORMATION (RTI)

- The United Nations General Assembly's Resolution 59 of 1946 recognised freedom of information as an essential component of freedom of expression.
- **Right to Information Act:** The Act grants every citizen the right to access information held by public authorities.
 - Citizens can request information on any matter of public importance, including government decisions, policies, programmes, projects, and records.

Origin of RTI in India

Here is a quick rundown of the important milestones and advances in India's RTI evolution:

- **Prior to the RTI Act,** there were few options for obtaining information from governmental authorities.
 - Although several states had their own information acts, there was no overarching national legislation.
 - In **1986**, the Supreme Court stated in **Kulwal vs Jaipur Municipal Corporation** that freedom of speech and expression is meaningless without the right to information.
- **Advocacy and Demand for Transparency:** Over the years, civil society organisations, activists, and media advocacy have increased the demand for comprehensive right-to-information laws.

- The RTI initiative aims to **increase openness, accountability, and citizen empowerment.**
- In **1994**, **Mazdoor Kisan Shakti Sangathan (MKSS)** initiated the first grassroots movement for RTI implementation.
- **People's RTI National Campaign:** The National Campaign for People's RTI, founded in 1996, developed the first draft of RTI legislation for the government.
- Tamil Nadu was the first Indian state to pass RTI legislation in 1997.
- **The Indian Parliament passed the RTI Act in 2005, and on June 15 of that same year, it received presidential assent.** It went into effect on October 12, 2005, creating a formal framework for citizens to access data kept by public entities.

7.7.1 Salient features of the RTI Act 2005

- **It applies to the whole nation (Section 1(2)).**
- **Defines Public Authority:** Under Section 2(h) "Public authority" means any authority, body or institution of self-government established or constituted—
 - By or under the Constitution;
 - By any other law made by the Parliament/State Legislature.
 - By notification issued or order made by the appropriate Government, and includes any—
 - ◆ Body owned, controlled or substantially financed;
 - ◆ Non-Government organisations substantially financed, directly or indirectly, by funds provided by the appropriate Government.
- **Specified Response Time:** Public agencies must reply to information requests within 30 days. In circumstances involving an individual's life or liberty, a response should be issued within 48 hours.
 - If the data is held by another government agency, it must be transferred within five days.
- **Information Disclosure:** The Act requires public agencies to disclose certain categories of information on a proactive basis.
 - They must publish information regarding their functions, powers, rules, regulations, budgetary allocations, and public contract details.
 - **This increases transparency** while decreasing the need for individuals to file information requests.
- **Exemptions:** The Act specifies the circumstances under which information may be withheld. National security, defence, sovereignty, privacy, commercial confidence, and Cabinet files are among the exemptions.
 - **These exclusions, however, are subject to a public interest test,** and information about corruption and human rights breaches cannot be concealed.

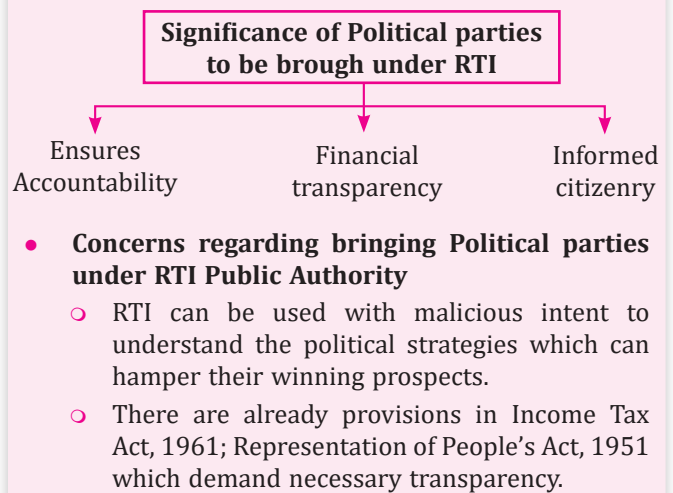
- **Appeals and Complaints:** The Act creates a two-tiered appeals system. If an information request is denied or does not receive a response, the applicant has 30 days to file an appeal with the first appellate authority.
 - **If the appeal is denied, the applicant has 90 days to file another appeal** with the Information Commission, either at the national or state level.
- **Information Commissions:** The Act creates a Central Information Commission (CIC) at the federal level and State-level Information Commissions (SICs).
 - These commissions serve as impartial entities that hear RTI Act appeals and complaints.
 - They have the authority to mandate the release of information, impose penalties on disobedient public employees, and give directions to guarantee that the Act is followed.
 - The RTI Amendment Act 2019, gives power to the central government to fix the salary of the CIC.
- **Penalty and Remedies:** The Act establishes fines and remedies for noncompliance with the Act.
 - Public employees who improperly withhold or delay access to information may be penalised, and the affected applicant may be compensated.
 - **The Act also includes disciplinary penalties for public officials who block the flow of information.**
- **RTI also overrides the Official Secrets Act. Section 8(2) provides for disclosure of information exempted under the Official Secrets Act, 1923, if a greater public interest is served.**

RTI and Judiciary

- The RTI Act conferred powers on the Chief Justice of the Supreme Court and the Chief Justices of High Courts of states for carrying out its provisions.
- The Supreme Court adopted the RTI-friendly rules of the central government for itself.
- **Subhash Agarwal case:**
 - The Supreme Court declared the office of the Chief Justice of India as a public authority under the RTI Act. The Supreme Court also observed that the Right to Privacy is an important aspect and has to be balanced with transparency while deciding to give out information from the office of the Chief Justice of India.
 - RTI cannot be used as a tool of surveillance and that judicial independence has to be kept in mind while dealing with transparency.
 - On the issue related to the appointment of judges, the Supreme Court held that only the names of the judges recommended by the Collegium for appointment can be disclosed, not the reasons.

RTI and Judiciary

- A full bench of the Central Information Commission in 2013 brought the national political parties within the ambit of the RTI Act.



7.7.2 Significance of the RTI Act

- **Transparency and Accountability:** The RTI Act is essential for fostering transparency in government operations. It gives citizens access to information about government decisions, policies, and activities, allowing them to hold public officials responsible for their actions.
 - **This transparency aids in the reduction of corruption**, the promotion of fair practices, and the implementation of responsible governance.
- **Citizens' Empowerment:** The RTI Act empowers citizens by giving them a tool to actively participate in governance. It enables individuals to seek knowledge on public issues, allowing them to make educated decisions, participate in public discussions, and contribute to policy making.
 - This gives citizens the ability to exercise their rights, express their concerns, and hold public officials responsible.
- **Combating Corruption:** The RTI Act is a powerful instrument in the fight against corruption. It functions as a deterrent to corrupt practices by allowing individuals to access information about government contracts, spending, and decision-making procedures.
 - **It aids in the exposure of corruption, irregularities, and abuses of authority**, encouraging transparency and integrity in public administration.
- **Good Governance:** The RTI Act encourages good governance by developing tools for transparency, accountability, and citizen participation. It encourages government agencies and public authorities to share information more proactively, decrease bureaucratic delays, and improve responsiveness to citizen inquiries.

- This results in enhanced service delivery, efficiency, and government effectiveness.
 - **Participation of citizens and informed decision-making:** The Act encourages citizen engagement in democratic processes by giving citizens access to information that allows them to act constructively in public affairs.
 - **It allows citizens to participate in policy discussions, monitor government actions,** and make educated decisions based on trustworthy data.
 - **Check on Public Authority Actions:** The RTI Act serves as a check on public authorities' actions by allowing citizens to seek information and challenge decisions.
 - **It aids in the prevention of power abuse, arbitrary decision-making,** and the unauthorised use of public resources.
 - **Public authorities are accountable to the public,** and the Act ensures that they do so in a transparent and accountable manner.
 - **Engagement of the Media and Civil Society Organisations:** The RTI Act promotes the role of the media and civil society organisations in promoting transparency and accountability.
 - The Act is used by journalists and civil society activists to obtain information, examine problems of public interest, and hold public officials accountable.
 - **This boosts civil society's scrutiny of governance** and strengthens the role of the media as a watchdog.
 - **Encourage Proactive Disclosure:** The Act encourages public authorities to disclose information in advance. This lessens the burden on citizens to file information requests and ensures that critical information is easily accessible to the public. Proactive disclosure promotes an open society and builds confidence between citizens and public officials.
- Overall,** the RTI Act promotes transparency, accountability, public empowerment, and good government. It increases citizen participation, combats corruption, and promotes democratic processes, resulting in a more inclusive and accountable society.

7.7.3 Issues and Challenges with the RTI Act

- **RTI is hampered by a growing backlog:** Seventeen years after the Right to Information (RTI) Act became law, there are approximately 3.15 lakh pending complaints or appeals with India's 26 information commissions.
 - According to a Satark Nagrik Sangathan report, the backlog of appeals or complaints before commissions is steadily expanding year after year.
- The states with the most pending cases and appeals are Maharashtra (99,722), Uttar Pradesh, Karnataka, Bihar, and others.
- **The majority of Commissions are operating at reduced capacity:** According to the law, each commission must have a leader and up to ten commissioners.
 - Satark Nagrik Sangathan (SNS) and the Centre for Equity Studies (CES) presented a report card on the performance of India's information commissions in October 2020.
- **Vacant leadership positions:** According to the report card, nine of the country's 29 information commissions (31%) were operating without a head information commissioner.
- **Defunct Information Commissioners:** For more than two years and one year, respectively, ICs in Jharkhand and Tripura have been fully defunct.
- **Vacant Public Information Officer (PIO) positions:** According to Transparency International, one-quarter (42 of the total 165) of information commissioner positions are vacant. Manipur, Telangana, West Bengal, and Andhra Pradesh are among the states that do not have an Information Commissioner.
- **Reluctance to impose penalties:** Section 20 of the RTI Act empowers the ICs to impose penalties of up to Rs 25,000 on erring public information officers (PIOs) as a deterrent against wrongful refusal to provide information; however, "ICs imposed penalty in an extremely small fraction of the cases in which penalty was imposable," and "commissions appear to be reluctant to even ask the PIOs to give their justification for not complying with the law."
 - Only 3.8% of cases where penalties may have been imposed received them.
- **Lack of transparency:** It stated that most of the material needed as part of the review should have been available in these committees' yearly reports. Twenty of the 29 ICs (69%) have yet to publish their annual report for 2020-21.
 - Furthermore, most information commissions have not established any guidelines for the number of cases that a commissioner should handle in a given year.
- **No valid explanation given for the rejection of RTI requests:** In 2019-20, the Centre rejected only 4.3% of all RTI queries. However, nearly 40% of these rejections lacked a valid justification because they did not cite one of the RTI Act's authorised exemption clauses.
- **Denial of access to personal information:** Section 8(1)(j) allows for the denial of access to personal information if disclosure has no relevance to any public

activity or public interest or is likely to constitute an unreasonable breach of the individual's privacy.

- **This clause was utilised in one-third of all valid denials.**
- **Exemptions from sharing information:** Section 24 of the Act, which exempts material relating to security and intelligence agencies — save allegations of corruption and human rights breaches — was also often utilised, accounting for one in every five permissible denials.
 - The Agriculture Ministry has denied a Right to Information (RTI) request for information on pre-legislative consultations on farm reform measures, citing pending litigation.
- **The killing of RTI activists:** Every year since the RTI Act's adoption, around 28 RTI advocates have been intimidated, attacked, or killed. More than a hundred RTI activists have been killed, 182 have been attacked, and 188 have been harassed or threatened.
- **Appointments are not diverse:** Section 12 (5) of the RTI Act requires commissioners to be chosen from among "persons of eminence in public life with wide knowledge and experience in law, science and technology, social service, management, journalism, mass media, or administration and governance."
 - However, 84% of CICs come from a bureaucratic background, with 65% being retired IAS officers.
- **Constraints encountered during record inspection:** According to the Act, information must be delivered in the form requested unless it would disproportionately divert the public authority's resources.
- **Insufficient human resources:** According to Transparency International, one-fourth (42 of the total 165) of the information commissioner positions are empty. There are no chiefs or heads in the four ICs in Manipur, Telangana, West Bengal, and Andhra Pradesh.
- **Constraints encountered when filing applications:** User manuals have not been made available. The lack of a user guide makes it difficult for information seekers to learn about the procedure of submitting an RTI request.
- **Information of poor quality:** The quality of the information provided is very low due to a lack of infrastructure and proper mechanisms to comply with the RTI Act. The data supplied is either partial or lacking in quantity.
- **Lack of Behavioural Training:** RTI is a dynamic act, with new dimensions being introduced on a regular basis. As a result, PIOs must have access to RTI refresher training or a single information repository.
- **Lacking database:** There is no centralised database of RTI applicants, hence there is no monitoring and review system. A centralised database of applicants'

information requests and responses from information providers will allow PIOs to submit an accurate and timely compilation in accordance with Section 25(1).

- **CIC office weakened:** The RTI Act (Amendment) Act of 2019 empowers the central government to set the terms and conditions of employment for Information Commissioners at both the federal and state levels.
 - This amendment has limited CIC's autonomy by empowering the federal government with disproportionate powers.

The Official Secrets Act (OSA) And Its Implications For The RTI

- Given that we had the colonial Official Secrets Act (OSA) of the British era, we continued to act in a secret way at an administrative level even after independence.
- The Central Civil Service Conduct Rules of 1964 reinforce the OSA by forbidding government employees from sharing official documents with anybody without permission.
- **Problems with OSA**
 - The most problematic issue in the implementation of the Right to Information Act, according to the Second ARC report, is official secrets.
 - **Section 5 of the OSA** states that any person who communicates information about a prohibited place, or information that may aid an enemy state, or that has been entrusted to him in confidence, or that he obtained as a result of his official position, commits an 'offence'.
 - This Section applies to any type of material that is categorised as "secret."
 - **The term "official secrets" is not defined in the Act**, making it simpler for public servants to label anything as "secret."
 - **According to the Shourie Committee on OSA**, "it is the OSA that has been regarded in many quarters as being primarily responsible for the government's excessive secrecy." Its "catch-all" character has drawn widespread criticism and calls for modification.

7.7.4 Measures to Strengthen the RTI Act

- **Governments should establish RTI Implementation Cells.**
- **Improving request convenience by establishing numerous access channels**, Common Service Centres established under the National e-Governance Plan to assist citizens in making RTI applications.
- **The job of monitoring the effective implementation of RTI** in all public authorities should be assigned to CICs and SICs.
- **A National Coordination Committee (NCC)** with the nodal union ministry, the SICs, and state representatives

as members could be formed under the chairmanship of the Chief Information Commissioner.

- **PIOs are required to be appointed by all organisations** specified in Schedule 2.
- **Public Authorities should be listed** at the federal and state levels, and web-based applications for public authorities should be used.
- **In each district, a single-window agency** should be established.
- **Exemptions under the RTI Act should be amended** to cover annual confidential reports, examination question papers, and related matters.
- **Third-party auditing** is being institutionalised.

The RTI Act promotes transparency, accountability, public empowerment, and good government. It increases citizen participation, combats corruption, and promotes democratic processes, resulting in a more inclusive and accountable society.

7.8 CODE OF CONDUCT AND CODE OF ETHICS

- **Code of Conduct:** A code of conduct outlines the expected behaviour and standards of conduct for individuals within an organisation or profession.
 - It provides guidelines on how individuals should interact with others, make decisions, and uphold the values and principles of the organisation.
 - The code of conduct helps promote integrity, professionalism, and ethical behaviour among its members.
- **Code of Ethics:** A code of ethics is a set of principles and guidelines that govern the moral and ethical behaviour of individuals within a specific profession or organisation.
 - It provides a framework for ethical decision-making and establishes the ethical responsibilities and obligations of its members.

7.8.1 Codes of Conduct

A code of conduct is a set of values, rules, standards, and principles outlining what employers expect from staff within an organisation.

- **Civil servants are subject to two sets of rules:** One for All India Services and another for Central Civil Services. Officer behaviour and conduct are governed by specially defined Conduct Rules.
- **The AIS Conduct Rules of 1968 and the CCS Conduct Rules of 1964** are basically the same.
 - These were based on suggestions by a committee formed in 1962 by the then-Minister of Home Affairs **Lal Bahadur Shastri**.
 - This Anti-Corruption Committee was headed by Rajya Sabha Member **K Santhanam**.

Features of the Code of Conduct

The Conduct Rules address a wide range of issues, from the hazy concept of personal integrity to more precise activities.

- **Integrity and Impartiality:** According to Rule 3(1), “Every member of the Service shall at all times maintain absolute integrity and devotion to duty and shall do nothing which is unbecoming of a member of the Service.”
- **Prevent private employment:** The AIS Conduct Rules are **more clear in Rule 4(1)**. It states, “No member of the Service shall directly or indirectly use his position or influence to secure employment for any member of his family with any private undertaking or Non-Governmental Organisation.”
- **Political Neutrality:** “No member of the Service shall be a member of, or otherwise associated with, any political party or any organisation which participates in politics, nor shall he participate in, or subscribe in aid of, or assist in any other way, **any political movement or political activity,**” specifies **Rule 5(1)**.
- **Impartiality:** Rule 5(4) stipulates that “no member of the Service shall canvass or otherwise interfere with, or use his influence in connection with, or take part in, any election to any legislature or local authority.”
- **Restrictions on expressing a personal opinion:** According to Rule 7 of the AIS Rules, “No member of the Service shall, in any radio broadcast or communication over any public media or in any document published anonymously, pseudonymously or in his own name or in the name of any other person or in any communication to the press or in any public utterance, make any statement of fact or opinion,— Which has the effect of an adverse criticism of any current or recent policy or action of the Central Government or a State.
- **Promoting Citizen-Centric Administration:** “Every member of the Service shall maintain, among other things, high ethical standards, integrity, and honesty; political neutrality; accountability and transparency; responsiveness to the public, particularly the weaker section; courtesy and good behaviour with the public.”

Issues with the Code of Conduct

- **Vague Nature:** Regulation under Rule 3(1) is intentionally vague, and it can be used to persons in circumstances of any form of crime, even if the claims are not covered by any other rules.
 - While no particular Conduct Rules address the propagation of casteism, casteist behaviour can be viewed as “unbecoming of a member of the Service” under Rule 3(1).
- **Lack of Awareness and Training:** One of the most serious difficulties is a lack of adequate awareness and training on the code of conduct.

- Many government servants may be unaware of the code's precise requirements and norms, which can lead to inadvertent infractions or misunderstandings.
- **Inconsistent Enforcement:** The code of conduct may be enforced inconsistently in some instances.
 - Discipline or punishments for infractions may range among departments or regions, giving the impression of unfairness or leniency. This has the potential to damage the code's effectiveness and confidence.
- **Political Interference:** Political interference can make upholding the code of conduct difficult. Civil officials may experience pressure to operate in ways that align with political objectives rather than adhering to impartiality and neutrality ideals.
- **Conflicts of Interest:** While the code of conduct tackles conflicts of interest, detecting and effectively managing them can be difficult.
 - Civil officials may have personal or familial connections that impact their decision-making, resulting in potential conflicts of interest.
- **Whistleblower Protection:** Whistleblowers who disclose wrongdoing or code of conduct violations may fear reprisal or lack adequate protection.
 - Individuals may be discouraged from reporting ethical violations as a result, hampered by accountability and openness.
- **Limited Transparency and Accountability:** The implementation of the code of conduct may be lacking in transparency and accountability. Because the public may have limited access to information concerning investigations, disciplinary measures, and outcomes, faith in the system may suffer.
- **Inadequate Monitoring and Reporting Methods:** The code of conduct's efficacy is dependent on effective monitoring and reporting methods. However, gaps in the systems and processes for monitoring compliance and reporting infractions may exist, preventing timely action and resolution.
- **Evolving Ethical Difficulties:** Because of technical breakthroughs, globalisation, and changing societal norms, the code of conduct may not always meet rising ethical difficulties and complexities. To meet these growing ethical challenges, regular updates and adjustments may be required.
- **Inadequate Public Participation:** The code of conduct may fail to adequately involve the public in its formulation and execution. Incorporating public participation and feedback can help guarantee that the code represents the citizen's expectations and concerns.

To address these concerns, ongoing efforts must be made to raise awareness, provide thorough training, strengthen

enforcement procedures, increase transparency, and foster an ethical culture throughout the civil service. To meet emerging difficulties and retain relevance in a fast-changing environment, the code of conduct must be evaluated and updated on a regular basis.

Applications of the Code of Conduct for Civil Services in India

- **Maintaining Integrity:** The code emphasises the significance of integrity in government. It encourages honesty, transparency, and responsibility in all elements of a civil servant's work, including decision-making, money management, and public interactions.
- **Preventing Conflicts of Interest:** The code tackles conflicts of interest and advises federal officials on how to recognise and manage such situations.
 - It helps to ensure that government workers prioritise the public interest by preventing personal or private interests from inappropriately influencing official obligations.
 - **For example,** provisions like voluntary disclosure of assets and property by civil servants.
- **Inculcate Impartiality:** The code emphasises the importance of civil workers remaining impartial and unbiased in their acts. It protects residents against discrimination, favouritism, and unfair treatment by requiring civil officials to deliver equal and equitable services to all citizens.
- **Ensure Responsiveness and Accountability:** It emphasises the importance of civil officials being accessible to the public, immediately addressing grievances, and being accountable for their actions and choices.
- **Confidentiality:** The code emphasises the necessity of confidentiality and protecting sensitive information. Civil servants are supposed to handle official documents and data with care, ensuring that secret material is not disclosed without authorization.
- **Corruption Is Prohibited:** The code expressly prohibits government workers from engaging in corrupt practices, bribery, or misappropriation of public resources. It encourages civil officials to report any instances of wrongdoing they encounter and develops a culture of zero tolerance for corruption.
- **Encourages Professionalism:** It emphasises the importance of ongoing learning, professional growth, and adherence to high service delivery standards.
- **Strengthening Public Trust:** The code requires civil officials to act with integrity, transparency, and accountability, all of which are necessary for maintaining public faith in government institutions.
- **Providing a Foundation for Disciplinary Action:** Civil servants who breach the code's requirements are subject to disciplinary action.

- It allows authorities to undertake investigations, launch disciplinary actions, and inflict appropriate penalties or consequences for misbehaviour.

Measures needed to strengthen the Code of Conduct

- To ensure the successful execution of the Conduct Rules, the **complaint procedure** must be streamlined and transparency encouraged.
- **The rules should be reviewed and updated** on a regular basis to address emerging difficulties and ensure their relevance.
- **Training programmes and public awareness initiatives** can help civil officials understand their roles and the implications of noncompliance.
- **Collaboration between government agencies**, civic society, and the general public can help develop a culture of accountability and ethical behaviour among civil servants.

The execution of the code of conduct is critical to fostering an ethical, professional, and public-spirited culture in India's civil services. Civil officials contribute to efficient and successful governance by adhering to the code, and fulfilling their responsibilities to the citizens they serve.

7.8.2 Codes of Ethics

- A code of ethics is meant primarily to provide guidance for all decision-making and to build a shared ethical framework for all decisions. It also assists specialists in comprehending the procedures that must be performed.
- It is a system of norms designed to encourage correct behaviour among members of a specific organisation, association, or profession.
- The code is built based on acts that organisations desire to prevent from occurring and occurring rather than solely on past organisational and individual experiences.

Objectives of the Code of Ethics

- **Code of Ethics has two fundamental and significant purposes:**
 1. **The primary goal is to maintain moral and professional standards of behaviour.**
 - ◆ These will keep people accountable for their performance as well as their commitment to honesty and obligation.
 2. **The second goal is to define professional behaviour** in order to instil in professionals a sense of tolerance, pride, and responsibility.

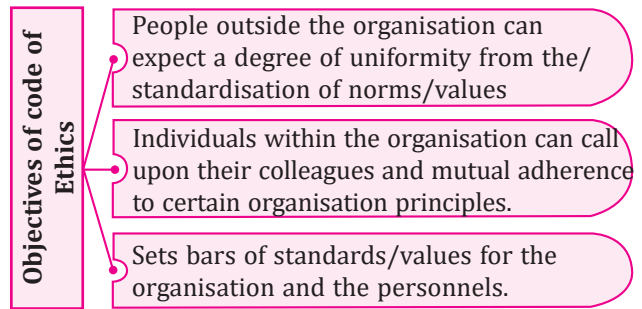


Fig: Objectives of Code of Ethics

The present status of the Code of Ethics in India

- In India, there is no Code of Ethics for civil officials, despite the fact that similar codes exist in other nations.
- In India, we have various Conduct Rules that prohibit a variety of common actions.
 - **These Conduct Rules serve a function, but they are not a Code of Ethics.**

Features of the Code of Ethics

It lays forth the anticipated norms of behaviour and acts as a framework for ethical behaviour. Here are some fundamental characteristics of an ethical code:

- **Objectivity: A code of ethics is often preceded by a clear declaration of purpose and mission.** It describes the organization's or profession's overarching objectives and aspirations, providing context for the ethical norms that follow.
- **Guide conduct: The code of ethics articulates the essential ethical principles that guide behaviour.** Integrity, honesty, fairness, respect, accountability, transparency, and professionalism are frequently included among these principles.
 - They lay the groundwork for ethical decision-making and behaviour.
- **Application and Scope:** The application and scope of the code of ethics are specified. It specifies whether it applies to all members of an organisation or profession, or to specific positions or departments within that organisation or profession.
 - It also specifies the boundaries and circumstances in which the code is to be used.
- **Specific Conduct Standards:** A code of ethics comprises specific conduct standards that individuals or organisations are expected to follow.
 - **These standards cover a wide range of topics**, including conflicts of interest, confidentiality, privacy, client or stakeholder relationships, responsible resource management, compliance with laws and regulations, and professional competence.
- **Compliance and Enforcement:** It may set reporting processes for ethical issues, examine complaints, and impose disciplinary actions or punishments for code

violations. It also emphasises the significance of self-regulation and self-monitoring.

- **Ethical Decision-Making Guidance:** A code of ethics is frequently used to provide advice on ethical decision-making.
 - It provides a framework or method to assist individuals or organisations in navigating complicated ethical quandaries and making decisions that are consistent with the code's ethical principles and standards.
 - **For example**, provisions of Corporate social responsibility guide investment in an ethical way.
- **Periodic Review and Updates:** An ethical code is not static; it evolves with time. It should be examined and modified on a regular basis to guarantee its relevance and effectiveness in dealing with growing ethical dilemmas and changes in social standards.
- **Organisational Culture Integration:** An effective code of ethics is incorporated into the organisational culture. Training, communication, and the commitment of leaders all reinforce it.
 - It becomes part of the organisation's shared values and beliefs, which govern behaviour and decision-making at all levels.
- **Accessibility and Communication:** All stakeholders should have easy access to the code of ethics. It should be adequately communicated to employees, members, or other relevant parties.
- **External Standards Alignment:** A code of ethics may align with or relate to external standards or codes set by professional associations, regulatory authorities, or industry-specific rules in some situations. This ensures conformity and compliance with larger ethical frameworks.

These traits jointly contribute to a code of ethics' effectiveness and impact in promoting ethical behaviour, directing decision-making and building an integrity culture inside organisations or professions.

The utility of the Code of Ethics for the Civil Service

A code of ethics in the civil service can help promote ethical behaviour, professionalism, and public trust in the administrative machinery. Here are some of the most important benefits of a civil service ethical code:

- **Promotes rule of law: A code of ethics gives explicit norms and principles to control the behaviour of civil officials.** It defines behaviour standards to assist civil servants in making ethical decisions, **acting with integrity, and carrying out their public service responsibilities.**
 - An IAS officer, Rajani Sekri, denied bribery, and she exposed the JBT scam (Junior basic trained

(JBT) teachers were hired with the help of forged documents) in Haryana.

- **Making Ethical Decisions:** It provides a framework for ethical decision-making by taking into account the code's values, principles, and standards. It assists civil servants in assessing the ethical implications of their activities and making decisions that prioritise the public good.
- **Maintaining honesty and Professionalism: A code of ethics encourages honesty** and professionalism in government. It establishes expectations for civil officials to maintain high ethical standards, be professional in their relationships, and uphold public service values.
 - **This increases public trust and confidence in the government.**
- **Preventing Conflicts of Interest:** The code of ethics tackles conflicts of interest and advises federal officials on how to identify, report, and manage such conflicts. It aids in the prevention of circumstances in which personal interests may influence or jeopardise the impartiality, objectivity, or fairness of public service acts.
- **A code of ethics emphasises the significance of transparency and accountability** in government services. It encourages prompt disclosure of pertinent information, appropriate resource use, and accurate recordkeeping. It holds civil servants accountable for their decisions and actions.
- **Promoting Public Interest:** The code of ethics stresses the importance of public interest in civil service.
 - It orders civil officials to put the welfare and well-being of the citizens they serve first. It discourages conduct that could jeopardise the public interest or compromise the civil service's integrity.
- **Maintaining Legal and Regulatory Compliance:** An ethical code ensures that civil officials follow legal and regulatory standards. **It stresses government officials' obligations to follow laws, regulations, and policies in the performance of their tasks.**
 - It encourages ethical behaviour within the confines of legal duties.
- **Increasing Public Trust and Confidence:** By following an ethical code, civil workers demonstrate their dedication to ethical behaviour, professionalism, and public service.
 - Citizens regard civil servants as accountable, transparent, and dedicated to the public good, which increases public trust and confidence in the civil service.
- **Ethical Leadership and Organisational Culture:** An ethical code promotes ethical leadership in the civil service. It encourages senior officials and managers to

set the tone for the organisation and build an ethical culture by exemplifying ethical behaviour. It instils in the civil service the ideals of integrity, transparency, and accountability.

- **Continuous Improvement and Learning:** In the civil service, a code of ethics serves as the foundation for continual learning, training, and development. It encourages civil officials to think about ethical concerns, participate in ethical discussions, and get a better knowledge of their ethical responsibilities.

The civil service can encourage a culture of integrity, professionalism, and ethical behaviour by developing and executing a strong code of ethics. As a result, public trust is strengthened, service performance is improved, and the values of good governance are upheld in the civil service sector.

Issues with the Code of Ethics

While a code of ethics can be a useful foundation for guiding behaviour and fostering ethical behaviour, there may be certain concerns or challenges with its application. Here are some frequent concerns that can emerge while using an ethical code:

- **Limited Enforcement Mechanisms:** Enforcing an ethical code may be difficult. Individuals may be less inclined to comply with the rules of the code if there are insufficient systems in place to monitor adherence, investigate infractions, and impose appropriate repercussions.
- **Conflicts with Organisational Culture:** A code of ethics may conflict with the dominant organisational culture or norms in some instances.
 - **Individuals may experience difficulties adhering to the code or may feel forced to compromise ethical standards** if there is a misalignment between the values and principles expressed in the code and the actual practices inside the organisation.
- **Ethical Dilemmas and Grey Areas:** Real-world circumstances frequently present difficult ethical quandaries with no clear-cut solutions.
 - A code of ethics may not cover every possible scenario, leaving individuals unsure about how to proceed. Grey spots might cause confusion and make it difficult to apply the code correctly.
- **Individuals may feel less compelled to respect the code of ethics** if there are gaps in accountability procedures. Inadequate or no consequences for infractions might undermine the code's effectiveness and reduce its impact on behaviour.
- **Cultural and Contextual Variations:** A code of ethics written for a specific cultural or organisational setting may fail to take into account the unique viewpoints and values of people from various backgrounds.

- Cultural differences can influence how ethical norms are interpreted and applied, necessitating careful analysis and adaptation of the code to varied circumstances.

- **Evolving Ethical Landscape:** Over time, societal values and ethical norms shift. A code of ethics can become out of date or fail to meet new ethical dilemmas and challenges.
 - To ensure that the code remains relevant and represents current ethical norms, it must be reviewed and updated on a regular basis.
- **Ethical Relativism:** Different people or groups may have different ethical convictions or cultural norms. A code of ethics may confront difficulties in integrating multiple viewpoints and guaranteeing inclusion while adhering to fundamental ethical values. It can be difficult to strike a balance between universal ethical norms and cultural sensitivity.
- **Ethical Leadership and Role Modelling:** For a code of ethics to be effective, senior officials and organisational leaders must provide strong ethical leadership and role modelling. If leaders do not respect ethical standards or hold others accountable, the code's credibility and influence will suffer.

Addressing these concerns necessitates continuing efforts such as regular code reviews and revisions, extensive training and awareness programmes, strong enforcement mechanisms, and the development of an ethical organisational culture. To ensure relevance, efficacy, and compatibility with the dynamic ethical context, the code of ethics must be regularly evaluated and adjusted.

Measures needed

- **According to the 2nd ARC** (10th report; Refurbishing Personnel Administration - Scaling New Heights), a comprehensive Civil Service Code can be conceptualised at three levels.
- **First level: A clear and succinct statement of the ideals and ethical standards** that a civil worker should uphold should be made at the highest level.
 - These principles should represent the public's expectations of a civil servant in terms of political neutrality, upholding the highest ethical standards, and accepting responsibility for one's actions.
- **Second level:** The basic principles that should govern a civil servant's actions can be articulated at the second level. **This would comprise the Code of Ethics.**
- **At the third level, there should be a specific Code of Conduct** that provides a list of acceptable and prohibited behaviour and acts in a clear and plain manner.
- **Enforcement mechanism:** A process might be implemented to ensure that those in positions of leadership, in particular, make attempts to instil these principles in all members of their companies.