1 ETHICS & HUMAN INTERFACE

- Since time immemorial Ethics was practised by several personalities across ancient India such as Buddha's Ashtanga Marga and Ashoka's realisation after the Kalinga war.
- But Ethics became more relevant after the Industrial Revolution started when man became greedy and started exploiting nature, colonization, imperialism and rich becoming richer, poor becoming poorer, crime and discrimination started every nook and corner of the society.
- As a civil servant, he has to go through various critical circumstances in his service. Therefore, it's important to study Ethics and inculcate those values into administration. It is not only helping him in decision making but also gives him an opportunity to uplift the weaker sections of the society.
- In the summer of 1884, four English sailors led by Capitan Thomas Dudley were stranded at sea in a small lifeboat since their ship had gone down in a storm. They were left with only two cans of preserved turnips and no fresh water. Within a few days, they were left with nothing to eat. One of the crew was an orphan boy, Richard Parker who against the advice of crew members drunk seawater and became ill, appearing to be dying. Dudley suggested drawing lots to determine who would die so that the others might live but Brooks, one of the crew, refused. Next day, Dudley told Brooks to avert his gaze and motioned to Stephens that Parker had to be killed. He offered a prayer and then killed the cabin boy with a penknife. Brooks emerged from his conscientious objection to share in the gruesome bounty. For four days, the three men fed on the body and blood of the cabin boy and then help came. Dudley describes their rescue in his diary, with staggering euphemism: "On the 24th day, as we were having our breakfast," a ship appeared at last. Upon their return to England, they were arrested and tried. They freely confessed that they had killed and eaten Parker. They claimed they had done so out of necessity.
- Suppose you were the judge, How would you rule? To simplify things, put aside the question of law and assume that you were asked to decide whether killing the cabin boy was morally permissible. Very Often, our moral judgements are based on the opinions that are mere reflections of our experiences, moral commitments and the moral framework that we use to evaluate these questions. But to qualify the test of fairness, this moral framework has to be duly reasoned.
- In order to develop a reasoned moral framework, it is a prerequisite to have availability of various options for us to make a choice that might be against the prevailing system of morality. This moral reasoning is the very essence of Ethics, which is possible because we can act against our nature, based on our conscience. This moral reasoning stops us from simply describing what is likely to happen, and allows us to make judgments about what should happen. Of all the ways you might act, which is the best? Of all the possibilities, which one should be brought into reality? That's the question ethics seeks to answer.

Definition and Nature of Ethics

According to Mackenzie, Ethics is the study of what is good or right in conduct.

- ***According to William Lillie,*** "Ethics is a normative science of the conduct of human beings living in societies which judges this conduct to be right or wrong, good and bad."
- Ethics is the philosophical study of morality which is the set of beliefs concerning right and wrong, good and bad etc. These beliefs can be our personal judgments and upheld values or principles which guide our actions, define our values and give us reasons for being the persons we are. Ethics attempts to address the powerful question that Socrates formulated years ago –
- ***Undermining personal freedom*** – If you directly accept and never question the moral beliefs handed to you by your culture, then those beliefs are not really yours—and they, not you, control the path you take in life. Only if you critically examine these beliefs and decide for yourself – you can enjoy freedom in a real sense.
- Inability to deal with ethical dilemma – The no-questions-asked approach increases the chances that your responses to moral dilemmas will be incomplete, confused or mistaken. Sometimes in real life, moral principles conflict with one another. Solving these problems requires a moral framework to critically evaluate existing moral beliefs.
- Halt on intellectual moral growth – To not do ethics is to stay locked in a kind of intellectual limbo where exploration in ethics and personal moral progress are barely possible
- May end up living a life of Amoral – If someone blindly embraces societal morality, he will be unable to defend his beliefs derived from upheld morality by rational argument. He will feel lost and bewildered if others contradict his beliefs based on rational arguments. This will compel him to deny all morality and end up living a life of Amoral.
- We have seen the drawbacks of being indifferent to ethics and ethical reasoning. Now, it's high time to decode the nature of ethics for better understanding of the concept. Let's understand with the following characteristics of ethics;
  - Attributes of Ethics – Some of which are universalistic (Practice of non-violence) and others are relative (Adultery in marriage) in nature. It may be specific to a particular task, profession or area of responsibility, for instance, Ethics of a doctor.
  - Cultivation of Ethics – Ethics can't be cultivated in isolation but requires involvement of society in order to develop social codes of conduct. This is being used to promote and elevate acceptable behavior as a social value and reject and condemn unacceptable behavior. For instance, Allowing love birds to roam around freely and condemning the Bajrang dal, for their conduct of beating these love birds on Valentine day.
  - Sense of responsibility – Ethics cannot be maintained or sustained by merely accountability to some external agency but also to something within. For instance, Corruption in Public life can't be dealt with merely by being law abiding public servants (Virtue of Honesty and Integrity) but it requires stubborn commitment to expose corrupt activities (Virtue of Probity).

- Variability – It may vary between cultural and ethnic groups (For e.g. Consumption of Non- veg meals) but there tends to be broad agreement within national communities on what is right and what is wrong. Thus, it is best understood in context of moral standards prevailing in particular societies.
- Normative science instead of Positive science – Ethics differs from positive science which is concerned with facts and explains them by their causes, but ethics deals with values. It evaluates standards or norms (Normative Science) by which we can judge human action to be right or wrong.
- Science of Character – According to Intuitionists, Ethics is the science of right and it ought to be obeyed under all circumstances. Thus, it reflects the moral character of a person in the sense – whether there exists consistency or not in the conduct of a person based on moral principles.
- Ethics and practical science – Ethics is not like practical science which is a means for the realization of an end. For example, medical science is a means to remove the causes of disease but ethics tries to see what the ultimate goal of life is and how this goal can be reached.
- Ethics and Art – Art depends upon result while ethics is based on motive. As Mackenzie described, in art the ultimate appeal is to the work achieved whereas in morals the ultimate appeal is to the inner harmony. Further, he argues that virtue implies activity i.e. virtuous men actually practices morality whereas in case of art the possession of skill is more important than the actual activity. For example, a good painter is one who can paint beautifully whereas a good man is not one who can but one who acts rightly.

EVALUATION OF ETHICS

Evaluation of Ethical conduct means to respect the rights of participants and ensure minimisation from the potential harm. It can be done on the basis of:

- ***Free Will:*** A choice is evaluated for ethical or unethical, when it is chosen from available options freely. If someone has only one choice, we cannot term it as ethical or unethical.
- ***Knowledge:*** We cannot exercise free will in an ethical manner, unless and until we have knowledge of its consequences. Example- Baby's action of destroying something is not unethical, because the baby does not have knowledge of it.
- ***Fear:*** If someone tries to kill you and you kill him in self-defense, you're acting under fear for your life. So, it's subject to legal scrutiny but not ethical scrutiny.
- ***Pathological Status:*** Husband suffering from schizophrenia mistreats his wife. This is not subject to ethical scrutiny because he's suffering from a mental disorder so he lacks the knowledge and free will.
- ***Habit:*** Since childhood, Japanese are trained to apologize profusely even for slightest mistake or discomfort caused to another human.
- ***Value System:*** A fallen Samurai would prefer to commit ritual suicide rather than suffering torture by his enemies. Because it is part of his Bushido honor code.

DETERMINANTS OF ETHICS

- ***Person:*** Depends on the mental make-up of the individual. It depends upon how the person has internalized personal attitudes and values regarding ethical behavior.
- ***Place:*** It refers to the external environment which includes family, school, etc. For example, as kids we were told by our parents and teachers not to steal things. As we grow up we tend to carry such knowledge and apply it to the real world. Similarly, the workplace teaches us ethics of teamwork, punctuality, responsibility, etc.
- ***Time:*** Different individuals, societies and cultures have different sets of moral codes at different times. It was once considered ethical to own a slave. But today such a practice is unethical.
- ***Object:*** It is unethical to lie despite any circumstances, purpose or intention. Telling a truth to intentionally harm a person is also unethical as the intention of telling a truth is not pure.
- ***Circumstances:*** Stealing is unethical. But a poor person stealing to feed her children reduces the act. Such situation ethics bring subjectivity as it often makes morality subjective.
- ***End purpose:*** To give a donation to a poor person is good but if such donation is to lure poor person to do something for you, then it becomes immoral.
- ***Culture:*** Culture has a profound effect on shaping individual values. As western culture surrounds individualistic and Indian culture based on universalism.
- ***Role Models / Celebrities / Famous Personalities:*** The leadership or role models and celebrities of a society or an organization or nation also helps to determine the conduct of their followers or admirers is ethical.
- ***Constitution:*** The Constitution of various countries also is a way to establish the moral disposition of their society.
- ***God & Religion:*** Every religion and god advocate universal peace and ethical practices. Religious textbooks teach how one should behave in a society and how the society should be.
- ***Conscience & Intuition:*** A person who follows his conscience & Intuition feels that what is good is good because it is good and what is bad is bad because it is bad. Intuition doesn't need any justification while following its actions. But conscience is justified based on his actions because of its moral nature and it has reasoning and justification.
- ***Family:*** Family is the first interaction where a children personality develops since his birth. Today's Children are tomorrow's citizens. Therefore, it's of utmost importance that Family environment teaches what is ethically correct.

IMPORTANCE OF ETHICS

Provides Moral Map: Ethics provides us with a moral map, a framework that we can use to find our way through difficult issues.

- ***Help to Resolve Moral Issues:*** Ethics does provide good tools for thinking about moral issues. It doesn't always show the right answer to moral problems, but it can eliminate confusion and clarify the issues.
- ***Ensures Individual as well as Social Good:*** Ethics is an attempt to guide human conduct and it is also an attempt to help man in leading a good life by applying moral principles. It aims at individual good as well as social good, the good of mankind as a whole

Attainment of Highest Good: "Summum Bonum" (The Highest Good - The Definitive Happiness) is the goal of an ethical system.

- ***Resolves Ethical Dilemmas:*** Ethical values such as honesty, trustworthiness, responsibility help guide us along a pathway to deal more effectively with ethical dilemmas.
- ***Frees from Bias and Prejudices:*** Application of moral principles and ethical values in our life helps to deconstruct the wrong conceptions, attitude and helps to avoid bias and prejudices.
- ***Effective Decision Making:*** Ethics guides us to make right, just and inclusive decisions aimed at personal as well as societal interest

ETHICS, VALUES AND MORALS

Ethics	Values	Morals
Ethics are standards of human conduct that society adopts for itself. Ethics are a set of dos and don'ts that govern human conduct in a social setting.	Values can be defined as qualities that are instrumental to us. Values are benchmarks or standards on which the desirability of an action can be measured. Values act as an internal compass which help a person evaluate different choices of conduct and behavior.	Morals are principles of right and wrong held by an individual. Unlike ethics, morals are standards of behavior pertaining to an individual and not social conduct. Morals arise from personal experience, character, conscience and so on.
	E.g. honesty, integrity, empathy, courage, dedication, compassion etc.	For instance, Homosexuality might be moral from an individual's perspective. But it might be unethical from a society's point of view.

BELIEF

- A belief is the most common term used to explain the behavioral component of a person. It is an internal feeling that something is true, even though that belief may be unproven and irrational.
- E.g. My belief is that God plays an important role in success and achievements in life.
- E.g. Gandhiji believed that swaraj can be attained within one year of launching a non-cooperation movement.
- Belief can be peripheral (weak) and core (strong). Beliefs which are formed by direct interaction are generally strong.
- Belief is also referred to as cognition.

Essence of Ethics

- At the heart of ethics is a concern about something or someone other than ourselves, our own desires and self-interest. Ethics is concerned with other people's interests, with the interests of society, with the 'ultimate good'. Thus, when people think ethically they are giving some thought to something beyond themselves. The essence of ethics can be understood as follows:
  - The scope of ethics includes only voluntary human actions. This means the actions done by humans consciously, deliberately and in view of an end. It is concerned about that part of human conduct for which humans have some personal responsibility.

- It is a set of standards that a society places on itself and which helps in guiding behavior, choices and actions of its members.
- It is concerned about what is right, fair, just or good, about what we ought to do, not just about what is most acceptable or expedient.
- It endeavors to analyze and evaluate the principles embodied in various alternatives for conduct and social order.

- It includes study of universal values such as essential equalities of all men and women, human or natural rights, obedience to the law, concern for health and safety and, increasingly, also for the natural environment.

What are the Determinants and Consequences of Ethics in Human Action?

- 'Human action' is the starting point of ethics. One of the very first points of consideration in judging the morality or immorality of any act of a person is that it must be a conscious human act, before it can have any moral quality whatsoever.
- Thus, since digestion, growth, movement of blood in the veins, etc. are not under the control of our will, they are not spoken of as moral acts at all. They are acts of a human person, but they are not called 'human acts.
- A human act is one that proceeds from knowledge and free will. If either adequate knowledge or freedom is lacking in the act of a person, then that act is not fully human and therefore, not fully moral.
- It includes study of universal values such as essential equalities of all men and women, human or natural rights, obedience to the law, concern for health and safety and, increasingly, also for the natural environment.

Determinants of Ethics in Human Action

The actions performed by human beings cannot be genuinely called human actions, if any of the aforesaid conditions, i.e., ignorance, passion or violence, are present. This action is not human and hence cannot be subjected to scrutiny in ethics.

However, when there is reason or knowledge involved, when the acts are voluntary, it can be determined whether a given human act is good or bad. As per moral theologians there are certain determinants of the moral quality of our actions. These are:

- It includes study of universal values such as essential equalities of all men and women, human or natural rights, obedience to the law, concern for health and safety and, increasingly, also for the natural environment.

Nature/Object of the Act

- One of the criteria of judging the morality/ goodness of human acts is its object/nature. Every action has a particular nature/essence that makes it different from other actions. An act thus specified may, when considered in itself, be good, bad, or indifferent. Thus, helping a blind person across the street is a good act in itself, to blaspheme is bad in itself, and learning to shoot is in itself an indifferent act and learning to shoot is in itself an indifferent act.
- However, there are certain types of acts that are called intrinsically evil/immoral by its very nature, that is, by its inherent moral meaning. An intrinsically evil act is an act that is always bad, always sinful. It is never good, never appropriate, and never useful irrespective of the ulterior intentions of the one acting and the circumstances.

- Reason also attests that some of the human acts by their very nature are incapable of being good because they radically contradict the notion of good, for instance, rape, murder of innocent children, or blasphemy.
- Meanwhile, there are some specific acts such as abortion, embryonic stem cell research, same sex marriage, euthanasia, etc. that are considered intrinsically immoral as per moral codes of certain societies/religion. Even though intentions may sometimes be good, and circumstances frequently difficult, these acts are considered non-negotiable and hence punishable by such societies.
- However, such instances of judging morally of an act as evil or sinful prior to a consideration of the circumstances and intentions might be questionable, debatable or even invalid in some other societies.

Intention/Purpose of the Action

Actions may be either good or bad, depending on why we do them. According to Aristotle and teleological theorists every human action, no matter how trivial, has some purpose/ motive/ intention behind it.

A person has the moral responsibility for all such actions (deliberate or omissions, doing or withholding from an action, trying or attempting to bring about a certain result) that involves agent's foresight, cause, desire, or motivation. Therefore, the intention of the person in action is an element essential to the moral evaluation of an action. The manner in which purpose/intention affects the ethics of an action is outlined below:

- For a human act to be morally good the agent or doer must have good intentions.
- The motive of an agent can change an act morally good by nature into a morally evil act.
- A good intention, no matter how good, does not make something essentially immoral into something morally good.
- An action that has a good object can become more or less good because of its purpose.
- An action which is inherently wrong may become a greater or lesser wrong depending on the purpose of the moral agent.

Circumstances of the Action

- Every human act in a concrete order is done under particular circumstances. Circumstances may therefore affect the morality of an action and add something to the moral quality. Circumstances of a human action include such things as the act being done at a particular time, in a particular place, by a particular agent, in a particular manner. How the differing circumstances change the rightness or wrongness of actions can be understood as outlined below:
- Sometimes circumstances affect the morality of the action only in degree, that is, they contribute to increasing or diminishing the moral goodness or evil of human acts. For example, stealing is bad by object, stealing a rare object/or stealing from a destitute/ poor increases the malice of the action. On the other hand, if a robber acts like Robin Hood by stealing from the rich to help the poor, his robberies become less immoral.
- Some circumstances impart a new type of goodness or badness to an action by the effect of when and where it takes place.
    - ***When:*** Whether it is done during war or peace. For instance, there is an increase in the guilt of an intelligence officer who, when caught by an enemy country at the time of war, succumbs to threat of violence and discloses highly

confidential information that severely affects national secrets.

- ***Where:*** Similarly, where the action takes place can affect its morality. For instance, a murder in a church/cathedral adds an additional moral evil to murder itself as it involves the profanation of a consecrated place of worship and hence the additional evil of sacrilege.

- Circumstances can also diminish or lessen the agent's responsibility. For instance, a woman who kills the person who attacks her chastity is absolved from the guilt of killing someone.
- Thus, since all human actions occur at a certain time and at a certain place, the circumstances must always be considered in evaluating the moral quality of any human act. Meanwhile, it must be understood that 'a morally good act requires the goodness of the object, of the end, and of the circumstances together'. If any one of the three is evil, then the human act in question is evil and should be avoided.
- Agents that influence/ determine the ethicality of human action:
  - Individual personality traits
  - Culture or country of the individual
  - Organization/ industry

Consequences of Ethics in Human Action

- The consequences are the effects caused by an action. Many of our actions, decisions, and choices of everyday life are made with an eye to the consequences. Human beings by nature tend to be consequence oriented. That means we have a tendency to seek intended results and the quality of these results/consequences depend on how much goodness they contain.
- An action is judged to be good or bad on the basis of its outcome. If other people suffer, it is wrong. If people benefit, it is right. Consequences, then, are an important consideration in our analysis of ethical conduct. The cases where the consequences of an action are attributable to the doer who is held responsible for an effect, involve the following conditions:
  - If the doer holds notice (even if vaguely) or knows ahead what the consequences of a particular choice or action will be, he/she is presumed to have willed the effect. For example, in case of a bad effect, if a hunter sees an object, but is unsure whether it is a man or a deer. The hunter anticipates vaguely what the consequences of firing a shot may be: killing of dear or killing of men. If the hunter chooses to shoot anyhow, he has willed the effect, whether the killing of dear or killing of men.
  - If the actor does not perform the act but causes another one to do it (in the form of help, encouragement or persuasion), the first person is still morally responsible for the consequences of the act to the degree that he or she foresaw those consequences. For instance, if a politician gives a hate speech that incites communal violence in a sensitive area, he will be considered guilty of the commission of a wrong act.
  - If one remains silent or does not take any action - If a person witnesses a road accident and refrains from helping the victim in critical condition, he fails to perform the duty of a good Samaritan therefore, is guilty of errors of omission and the bad consequences (death of the victim) that follow.

- Thus, whatever increases, lessens or destroys the liberty and knowledge that are essential for a moral act also increases, lessens or destroys the responsibility of the actor.

How do Ethics work in Private and Public Relationships?

- ***Ethics in Public Relationships:***
  - Ethics is concerned with notions such as right and wrong, as well as good and bad human behavior in various social and organizational situations.
- ***Private Relationship:***
  - Unlike a politician's or bureaucrat's interaction with the general public or a doctor's relationship with his patients, a person's private relationships, such as marriage, family, kinship, and friendship, are private. Private relationships are more personal.
- ***Characteristics of private relationships:***
  - Expecting a spouse to be faithful, loving, and affectionate.
  - More tolerance for imperfections.
  - They are comparatively long-lasting.
  - Private relationships are frequently inherited or granted.
- Generally speaking, personal qualities, universal human values, religion, societal conventions, and the law of the nation guide ethics in private interactions. Actions guided by ethics are easier to justify in public. Moral standards and institutions with religious and constitutional considerations also have an impact on ethical issues in personal relationships in India.
- ***Ethics in Public Relationships:***
  - Public Relations are now becoming a vital function affecting management decisions and influencing public opinion in every non-profit or profit-making organization. Monitoring and assessing public opinion as well as preserving goodwill and understanding between a company and its customers are all part of the management task of public relations.

Characteristics of public relationships

- In public, there are people who are different from dealing with people.
- Public relationships are likely to be instrumental.
- Engagements due to work or benefit.
- Expectation for respect.
- A particular kind of role to be played in public relationships therefore responsible for what a person says.
- Accountability is what a person says and does.

DETERMINANTS OF ETHICS

Determinants of Ethics are the sources from which an ethical standard arises.

Following are factors/determinants which determines whether human action is good or bad, ethical or unethical, just or unjust –

- ***Religion***: Every religion in the world advocates ethical living and lays down some ethical principles or standards.
- ***Example***- Law of Karma in Hinduism, Golden rule in Christianity, charity and equality in Islam etc.
- ***Culture***: Culture along with the ancient religious texts also influences the ethical principles of a person. Culture acts as prescriptions for correct and moral behaviour. ***Example***- Caring and respecting

elders is considered ethical in Indian culture.

- ***Society***: In any society, most people accept standards that are, in fact, ethical. But ***ethics is not doing "whatever society accepts"***. Standards of behaviour in society can deviate from what is ethical. An entire society can become ethically corrupt. ***Nazi Germany*** is a good example of a morally corrupt society.
- ***Law***: law often incorporates ethical standards. But laws can deviate from what is ethical, thus we cannot equate ethics with the law. ***For instance, Good Samaritan Law*** which ensures help to injured persons in accidents also incorporates ethical standards.
- ***Family and Teachers:*** Any child is like a clean slate in childhood. Its family and teachers play the most important role in shaping their attitude, behaviours, and inculcating values in their children. But sometimes children can deviate from the family teachings.
- ***Conscience:*** Conscience is a person's moral sense of right and wrong, viewed as acting as a guide to one's behaviour. ***Example- Gandhiji*** withdrew the ***Non-cooperation movement*** after the violence in Chauri Chaura incident.
- ***Role Models:*** Role models also can influence ethical values of individuals. ***Example- Lal Bahadur Shastri's*** simplicity, honesty, integrity, and compassionate behaviour appeals to followers even today.
- ***Constitution:*** Fairness, Justice, equality, non-discrimination, duty to protect the environment are some ethical values provided in the Indian constitution.
- ***Judiciary:***Judiciary also lays down ethical standards through the various judgements. ***Example- In the Sabarimala temple case, The Supreme Court of India*** upheld the right to equality and allowed women to enter the temple and worship the deity.

CHALLENGES TO ETHICS

- ***Situation Ethics***: It is the kind of approach to morality we might expect from an existentialist, who tends to reject the very idea of human nature or any nature or essence.
- ***Moral Relativism & Moral Objectivism: Moral relativists*** are those who deny the existence of universal moral principles.
- ***Moral objectivism*** takes the position that there are objective moral truths that some actions are right for all people at all times and that others are wrong for all people at all times.
- ***Moral Subjectivism***: Moral subjectivism argues that in the sphere of human behaviour what is true for one individual is not true for everyone else or even for anyone else.
- ***Psychological Egoism:*** It is a psychological theory according to which men are so constituted that they always act in their selfish interest. It is not possible for them to act otherwise.
- ***Ethical Egoism:*** This is a form of hedonism which is a doctrine which proposes that one should maximize one's happiness and minimize one's unhappiness.
- ***Doctrine of Determinism***: It holds that the decisions and actions of human beings are causally determined by external forces. Hence, men cannot be morally held responsible for their actions.

2 ATTITUDE

- "It is our attitude at the beginning of a difficult task which, more than anything else, will affect its successful outcome." - ***William James***
- "Attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour." ***- Eagly and Chaiken***
- "You can often change your circumstances by changing your attitude." ***- Eleanor Roosevelt.***
- "Attitude is a little thing that makes a big difference " ***- Winston Churchill***

INTRODUCTION

- Attitude is an ***evaluation people make towards persons, objects, ideas or events***. For Eg. ***An attitude of reverence towards religion*** makes one follow its doctrine.
- Attitudes are the perspectives on a situation based upon the values held by a person or organization.
- It is a psychological tendency of evaluating a particular object either in favour or disfavour.

CHARACTERISTICS OF ATTITUDE

Psychological Construct: Attitude is a mental evaluation and predisposition.

- ***Learned and Acquired:*** Attitudes are acquired through socialization.
- ***Relatively Stable:*** Attitudes are enduring and resistant to change.
- ***Evaluation and Judgement:*** Attitudes involve positive or negative appraisal.
- ***Influence Behaviour:*** Attitudes shape and predict behavior.
- ***Cognitive, Affective, and Behavioral Components:*** Attitudes have thoughts, emotions, and actions.
- ***Subjective:*** Attitudes vary from person to person.
- ***Expressive and Communicative:*** Attitudes are expressed through cues.
- ***Context-Dependent:*** Attitudes can vary in different situations.
- ***Can Be Influenced and Changed:*** Attitudes can be influenced and modified.

Types of attitudes

1. ***Positive Attitude:***
   - A positive attitude has many benefits which affect our other kinds of behavior in a good way. For example, a person who has a positive attitude and mindset will look for the good in other person's no matter how bad they behave or how bad their attitude is.
2. ***Negative attitude***
   - Generally, people with a negative attitude ignore the good things in life and only think about whether they will fail. They often find a way out of tough situations by running away from it.
3. ***Neutral attitude***
   - People generally tend to ignore the problems in life. They wait for some other individual to take care of their problems. They generally have a lazy life and they are often unemotional.

4. ***Sikken attitude***

   - One of the most dangerous types of attitudes and differences is the sikken attitude. The sikken attitude has the calibre to destroy every image that comes in connection with a positive image. This type of attitude is more of a negative attitude and is very destructive. It often reflects the mind's negativity.

STRUCTURE/COMPONENTS OF ATTITUDE

Attitude is made up of ***three main components***: ***Cognitive, Affective, and Behavioural.***

1. ***Cognitive:*** This component of attitude involves our ***thoughts and beliefs*** about something or someone. It's based on the information we have gathered and our understanding of it. We form judgments and opinions based on what we know.

   For example, if someone believes that snakes are dangerous, it means they have a cognitive attitude towards snakes based on their knowledge or information.

2. ***Affective:*** The affective component of attitude deals with our ***emotions and feelings*** towards something or someone. It's how we feel about a particular object, person, issue, or event. It can include emotions like fear, hate, pleasure, or even love.

   For example, if someone is scared of spiders, it means they have an affective attitude of fear towards spiders.

3. ***Behavioural:*** The behavioral component of attitude is about how our ***attitude influences our behavior or actions***. It's the way we tend to act or behave based on our attitude.

   For example, if someone has a fear of snakes, their behavioral attitude might be to run away when they see a snake.

Example:

- Portugal's football player Ronaldo sat down for his first pre-match press conference of the tournament before Portugal's clash with Hungary, and noticed that two bottles of Coca-Cola were sitting directly in front of him. He promptly removed the soft drinks from the view of the cameras and replaced them with a water bottle.
- In the given example, the cognitive component is the knowledge of Ronaldo that Coca Cola is bad for health. The affective component is the feeling of disgust towards Coca Cola and the behavioral component is the removal of the Coca Cola bottles.

FORMATION OF ATTITUDE

The following ***theories*** are used to explain the formation of attitude:

1. ***Classical or Pavlovian Conditioning:*** It involves ***pairing a previously neutral stimulus*** with an ***unconditioned stimulus*** to ***elicit conditioned response***.

Ivan Pavlov Discovered Classical Conditioning:

- He paired previously neutral stimulus (sound of bell, which did not elicit any response from dogs) with unconditioned stimulus (dog's food) to elicit conditioned response in dogs. Because of the conditioned response, dogs produced saliva just by ringing bells.

  Example - Citizens develop a positive attitude towards civil servants who consistently work for the betterment of people.

2. ***Instrumental Conditioning:*** According to this theory, ***positive outcomes strengthen behaviors*** while ***negative outcomes suppress them***.

   Example- A person who is continuously ostracized for smoking, eventually will quit smoking by developing a negative attitude towards it.

3. ***Observational Learning:*** This theory says that a ***person modifies his behavior/ thought*** by observing the rewards or punishments that others get.

   Example – Best employee awards are given in companies so as to change the attitude of the employees.

4. ***Genetic Factors:*** It plays an important role in ***shaping and developing attitude*** toward any thing or entity.

   Example - For certain food is more influenced by genetic factors.

5. ***Culture:*** Culture exerts enormous influence on an individual. Culture in itself includes religion, tradition, customs, prohibitions, rewards and sanctions.

   Example - Maria's cultural upbringing instilled in her a strong sense of respect for elders, shaping her behavior to prioritize their opinions and seek their guidance in decision-making.

The factors which lead to development of attitudes can be:

- ***Family:*** Family is the most powerful source for formation of attitudes. The parents, siblings provide information about various things.
- ***Peers:*** As the individual develops, he comes in contact with the outer world and peers in the first place. Peers include friends of the same age, friends, neighbors, classmates, etc. The child tries to internalize the attitudes of these people.
- ***Conditioning:*** When we are conditioned or adjusted to a certain set up of people, situation, etc., we will be influenced by that. Hence, our associations lead to developing attitudes. Many times, the kind of reinforcement we get from the environment also leads to developing attitudes. On the other hand, negative reinforcement like punishment, teasing, criticizing, troubling may lead to developing a negative attitude. ***Examples:*** when a patient's life is saved by a particular hospital at critical moments, he will develop a favorable attitude and if the life is lost, he will develop a negative attitude towards the hospital doctor.
- ***Direct instruction:*** Sometimes direct instruction can influence attitude formation. For example, if somebody gives information about a hair dye or the usefulness of some fruit, we develop an attitude about that product, which may be positive or negative.
- ***Satisfaction of wants:*** Individual develops favorable attitudes towards those people and objects which satisfy his wants and unfavorable attitudes towards those who do not satisfy

FUNCTIONS OF ATTITUDE

Following are the ***main functions of attitude:***

- ***Utilitarian/Instrumental Function:*** Utilitarian attitude leads to ***behavior*** that ***optimizes one's interest***.

Positive attitude towards objects that are associated with ***rewards*** and ***negative attitude*** towards those associated with ***punishment***.

Example - Awards such as Bharat Ratna, Padma Bhusan, Padma Vibhusan etc are bestowed by the government to develop a positive attitude in the citizens towards their respective works and social service.

- ***Knowledge Function:*** It enables one to ***understand the environment*** and ***be consistent in one's ideas and thinking***. It desires for a predictable, stable world.

  Example - a person avoids visiting countries like Syria as he has knowledge that his life will be in danger there.

- ***Ego Defensive Function:*** It protects an individual from ***acknowledging the basic truths*** about himself or harsh realities of life. It helps an individual to psychologically isolate him from groups perceived as hostile or threatening.

  Example - You may not be able to play football like Messi. Instead of accepting this reality, you can claim that you don't like football to maintain your self-image.

- ***Value Expressive Function:*** It helps to ***demonstrate one's self-image*** to others. It expresses our basic values. It helps in securing social approval for an individual

  Example - standing in solidarity with victims of injustice (even if one is not directly related to it) serves the value expressive function.

- ***Function of Decision Making***: Our ***decisions are based on how we evaluate situations***. Attitude facilitates decision making.

  Example - Attitude of alleviating poverty

- ***Self-Awareness Function:*** Attitudes can help people to approach things that are beneficial to them and avoid things that aAttitude is defined as ***tendencies to behave in certain ways in social situations***.

  - But most recent researchers have found that not always people behave according to their attitude i.e there is mismatch between attitude and expected behaviour.
  - ***Attitude*** is a ***personal trait***, whereas ***behaviour*** is a ***social trait***.

  Example - Sarah's positive attitude towards healthy eating leads her to choose nutritious foods and avoid harmful dietary habits.

- ***Social Adjustment Function:*** Attitudes help us in social adjustments. Attitudes help us in simplifying our perception about the world and make it more manageable to us.

  Example - Michael's open-minded attitude allows him to adapt to diverse cultural perspectives, facilitating social interactions and fostering understanding in a globalized world.

- ***Social Identity Function:*** It helps in ***displaying the information of attitude*** of an individual to others.

  Example - Celebrating Independence Day demonstrates the patriotic image to others.

INFLUENCE OF ATTITUDE ON BEHAVIOUR

Attitude	*Behaviour*
• Attitude is an internal component of our cognition (Knowledge or Information)	• Behavior is the manifestation or exhibition of such an attitude
• Attitude refers to a person's mental view, regarding the way he/she thinks or feels about someone or something.	• Behaviour implies the actions and conduct of an individual or group towards other persons
• It is more personal.	• It is more social
• A person's attitude is mainly based on the experiences gained by him during the course of his life and observations.	• The behaviour of a person is based on the situation and circumstances.
• Attitude reflects one's emotions, opinions and thoughts.	• Behaviour reflects one's attitude as actions are the reflection of our thoughts.
• Factors like environment, experiences, and moral values mainly influence attitudes.	• Attitudes, character traits, biological factors like endocrine and nervous responses influence our behaviour
• Example-Someone can have an attitude of showing sympathy to poor people	• Example-This belief is an attitude and can be shown in behaviour by practising compassion by helping poor people.

CATEGORIES OF ATTITUDE

EXPLICIT ATTITUDE AND IMPLICIT ATTITUDE

Explicit Attitude: Also referred to as the ***"Self Reported Attitude".*** This Attitude is embedded

in our ***conscious cognition*** or in simple words, the person involved is ***aware*** of his/her Attitude.

- ***Implicit Attitude:*** Mostly governed by ***past memories,*** this Attitude is embedded in our ***unconscious cognition.*** It arises ***unintentionally*** due to our experiences

• *Explicit Attitude*	• *Implicit Attitude*
• A person is aware of his attitudes.	• A person is unaware of implicit beliefs.
• It is formed consciously.	• It is a subconscious attitude
• It is less spontaneous	• It is more spontaneous.
• It reflects values, beliefs and desired responses.	• It reflects experiences based on social conditioning
• It is easy to self-report	• It is usually unknown to us
• Example- positive attitude towards a product which was manufactured in an environment friendly manner.	• Example- positive attitude towards products used by parents during childhood days.

POLITICAL ATTITUDE

- In our day to day lives we hear different narratives of our family, friends and media about the government, its policies and laws, political philosophies etc. These narratives that present the thoughts, feelings as well as behavior tendency refers to the attitude of these sections towards political objects. Thus, simply political attitude defines how people evaluate the political objects such as state, citizenship, constitution, laws, government and political parties.
- Individuals have an enduring predisposition to react favorably or unfavorably towards these political objects. For example, the attitude of people towards the constitution is generally positive as it provides them rights and limits the authority of state. Thus, political attitude refers to the outlook of an individual or group with respect to political persons, events, institutions and issues in public domain. Political attitude determines one's interest or lack of interest in political ideologies, persons, parties, likelihood of participating in a political activity like casting votes, contesting elections etc.

Factors determining political attitude

- There are many factors which influence the formation of political attitudes in people. Foremost is the individual's family, the political attitude of the individual depends on what family members believe. Families have an enduring influence on young people's developing political opinion through the process of socialization.
- Further, family not only shapes political attitude with respect to parties and policies they favor but also determines how likely a person is willing to join political activity like voting and politics itself. This is seen in the form of dynasty politics where the younger generation of a political family tends to join the political party presenting a positive attitude towards the same. Another institution of socialization is schools and colleges that shape the political attitude of individuals.
- Educational institutions provide individuals the knowledge of the political world and the role the younger generation are expected to play in the political process of the nation. Schools transmit the values and attitude of the society. They play a crucial role in shaping their attitude about the unwritten rules of the game of politics. Schools reinforce the affection for the political system and provide common symbols for an expressive response to the system such as flag and pledge of allegiance. Colleges act as a cradle of politics where individuals have their first experience with student politics.

OPINION AND ATTITUDE

It is an ***individual's thought or belief*** about something, whether good or bad. It can vary from person to person.

Example- There are conflicting opinions on the possession of Nuclear Weapons, Historical Responsibility of Climate Change in the Western and Eastern World.

Opinion	*Attitude*
• It is the expression of judgment.	• It is a predisposition to act in a certain way.
• It is restricted to verbal expression -spoken or written.	• Attitude is inferred from both verbal & non-verbal expressions
• It may or may not be based on facts or knowledge	• It is generated from own belief system
• Opinion is generally advisable in nature to others.	• It is related to more to self like or dislike towards person, place, environment, etc
• Example- An author expressing positive opinion on democracy through an article.	• Example- The author having a positive attitude about democracy by studying various forms of government.

What are Values

- Values can be defined as qualities that are important to us. Values are benchmarks or standards on which the desirability of an action can be measured.
- Values act as an internal compass which help a person evaluate different choices of conduct and behaviour. Values are developed as a result of substantial time and emotional investment, so, by nature they are relatively stable and difficult to change. Some examples are ***honesty, integrity, empathy, courage etc.*** People adopt certain values in life and strive to attain them through their decisions and actions.

Concepts related to 'values'

1. ***Importance:*** Values are given a lot of importance and appreciation by human civilization as presence of certain values is expected to create good human beings which in turn leads to a healthy society.
2. ***Inculcation:*** Values are inculcated in us since childhood by educational institutions, family and society through cultural means, diffusion, transmission and socialization. Methods like teaching, preaching, observation are used by institutions to inculcate values in the new generation. Factors that play a role in inculcation of values
   - *i.* ***Family:*** Family inculcates values in children by their upbringing. Ethics are taught to children by observation and also by child rearing practices (CRPs). For instance, experts have urged families to inculcate respect for women among children as a way to reduce gender-based violence.
   - *ii.* ***Education:*** Schools and higher education shape the behaviour of children and adults. Curriculum, teaching methods, activity-based learning, moral science etc. are used to guide children towards ethical behaviour.
   - *iii.* ***Society:*** Culture and tradition determine what is considered ethical/unethical behaviour. For example, contemporary Indian society sees dowry as ethical even though it is a patently immoral practice.
   - *iv.* ***God and religion:*** Religion is the old and ultimate source of values. All religions lay down moral precepts for its followers. Religion has a uniquely strong impact upon people's beliefs about what is right and wrong.
   - *v.* ***Conscience:*** Conscience is the inner voice of people that tells us what is right and wrong. In some cases, a person's values might not be influenced

externally but only by their conscience. For example, social reformers like Raja Ram Mohan Roy was a person whose values were inculcated not by the then social norms but by their inner goodness.

vi. ***Civil society:*** Ethics also arise from the collective conscience of the public. Every society has certain shared values and opinions. Society mobilizes in the form of social and civic bodies to promote a particular set of goals and values. Such activity also affects the ethics of individuals.

For example :people from all communities came forward and raised their voice against mob lynching in India due to the culture of tolerance and pluralism. It has been seen that even when all the external factors remain the same, different individuals adopt different sets of values and assign different priorities to different values because of personal filters, personal experiences and conscience.

3. ***Conscious effort***: Fostering values requires a lot of effort on the part of individuals or entities holding the values. This is because inculcation requires consistency and sincerity in behaviour as well as thoughts. Gandhi ji had said, "Your beliefs become your thoughts, your thoughts become your words, your words become your actions, your actions become your habits, your habits become your values, your values become your destiny."

4. ***Variability:*** Values vary with the individual, group or organization. Different entities hold different values based on their needs, objectives, surroundings and so on.

5. ***Hierarchy-*** A person may hold multiple values and these values are arranged in a hierarchy. Values occupying a higher place in the hierarchy are considered more important by individuals than the lower values. Example- for a civil servant, constitutional values must occupy the apex levels of hierarchy, followed by organizational values and then personal values at lower levels.

6. ***Various types of values***

a. ***Terminal and Instrumental:*** Terminal values are the ones that are ends-in themselves, such as happiness, salvation etc. Instrumental values are the ones that are used to attain terminal values. For example, in Indian tradition, dharma, artha, kama are instrumental values and moksha is the terminal value.

b. ***Intrinsic and Extrinsic values:*** Intrinsic values are ones that hold value on their own such as peace, love etc. Extrinsic values are those that are valuable only when used to attain something with intrinsic value. For example, wealth and wisdom are extrinsic values which are used to realize intrinsic values like prosperity and knowledge. The division of values is not mutually exclusive. For example- a religious book may be valued because of its intrinsic value (religious message/doctrine) or it can be an instrumental value as it helps in achieving higher goals like moksha or nirvana.

c. ***Moral, amoral and immoral:*** Values can be categorized based on what is right and wrong. Moral values are the ones that promote right action such as honesty, empathy etc. Immoral values are ones that promote wrong action such as greed,lust etc. Amoral values are ones which are neither moral or immoral and have nothing to do with morality, such as beauty, fitness etc.

ROLE OF FAMILY, EDUCATION AND SOCIETY IN INCULCATION OF VALUES

Introduction Values are ideals held by people that guide them towards desirable behavior. Values are like an anchor and lighthouse – they hold us steadfast in the face of temptations and show us the right path in times of confusions. Values are innate as well as adopted. Innate values can be due to our genes or conscience whereas other values are imparted by social institutions and influences. This happens through a complex and extensive process of inculcation of values. The biggest role in value inculcation is however, played by family, education and society as these are the most proximate influences around a person. Value inculcation is commonly known as socialization whereby a person is moulded to fit well in a society. The process of value inculcation is not just natural but also a very important process.

BELIEF AND ATTITUDE

It is being certain about something that exists or is true.

Example- Theists believe in the existence of God while Atheists deny it.

Belief	Attitude
• It is an idea that a person holds as true.	• It is a mental disposition that results in a particular behaviour.
• It can arise from past experience, cultural & societal norms or education.	• It arises out of values and beliefs we hold internally.
• Changing belief can change attitude.	• Changing attitude can also lead to change in belief.
• Example- A person may have belief in a particular God.	• Example- The person will regularly pay obeisance to that God.

VALUE AND ATTITUDE

Values are deeply held beliefs and principles that guide individuals' behaviours and decision-making, reflecting what is considered important and desirable in life.

Example- A person's value of honesty compels him to always speak the truth, even when it is difficult or uncomfortable.

Value	Attitude
• It helps to guide our behaviour.	• It is the response that is the result of our values.
• It helps in deciding what is right and wrong.	• It is our likes, dislikes for things, people and objects.
• These are more or less permanent in nature.	• Attitudes are changeable with favourable experiences.
• They represent a single belief that guides actions and judgment across objects and situations.	• They represent several beliefs focused on a specific object or situation.
• It refers to personal belief or principles that guide behaviours and decision-making.	• It refers to personal feeling (negative, positive, or neutral feeling) about persons, object, situation, or environment
• Showcase a particular person's moral ethics and his/her overall character	• Highlight a person's behaviour through the personality
• It is derived from social and cultural conventions.	• It is more of a personal experience.
• Example- A civil servant possessing the value of openness.	• Example- The civil servant will have a positive attitude towards the RTI act.

SIMILARITY BETWEEN VALUE AND ATTITUDES

Values and attitudes are two important variables influencing the cognitive process and behaviour.

- ❒ They are learned and acquired essentially from the same sources.
- ❒ They endure and are resistant to change.
- ❒ They have a reciprocal influence and are used interchangeably.

MORAL ATTITUDE

- ❒ It is based on the moral conviction of what is right and wrong. It is associated with

strong emotions. They are the foundation of a moral life. So, if an individual is devoid of these attitudes his/her life will be devoid of morality and if at all they will be present it would be accidental and therefore superficial and inconsistent. Moral attitudes are inclusive of Moral judgements (right and wrong) and depict the Values of a person. Socrates and Plato had Moral Attitudes in which they believed that it is better to suffer Injustice than to do injustice. Gandhiji's fundamental belief in Non violence as a tool to combat injustice. Not all attitudes are concerned with morality.

Example - My attitude towards snakes has nothing to do with morality. But my attitude towards democracy will have moral undertones. Activities like altruism, volunteerism, social service etc. emanate from a moral attitude.On the negative side, moral attitudes can be used to justify violent acts of terrorism. It is shaped by family, society, religion, education etc.

Example - Positive attitude for honour killing is justified on the grounds of saving the pride of the family. Positive attitude towards live-in relationships is justified on the grounds of individuality and freedom.

QUALITIES OF MORAL ATTITUDE

Moral attitude is neither permanent nor universal. There are many factors which shape moral attitudes. They are:

- ***Reverence:*** It is the attitude of great respect towards others. It is important in realizing justice towards others, in consideration for the rights of another, in limiting one's lust for power. The irreverent and impertinent man cannot submit to authority or abnegate himself.
- ***Faithfulness:*** It is the virtue of remaining loyal to someone or something and putting this loyalty into consistent practice. The more faithful and consistent a person is, the more substantial he is and the more capable he will be of becoming a vessel of moral values.
- ***Veracity:*** It implies truthfulness, fidelity or constancy and the awareness of responsibility. A person who lacks truthfulness is crippled in his personality.
- ***Goodness:*** It flows from the conscious response of love. It is the basic attitude which helps in practicing benevolence and generosity.
- Awareness of Responsibility- A person with awareness of responsibility is one who has assimilated values in him/herself. So, there is recognition of the presence of higher power and that should underpin decision making. This leads to inquiry making before decision making and holding forth in face of fear or temptations.
- ***Motivation for Altruism:*** It motivates a person towards altruism, volunteerism and social service.
- ***Attached with Strong Emotions:*** Moral attitude is tied up with strong emotions. Hence, it prevents deviant behavior among normal people due to fear of social exclusion. Example-Rapes, child molestation, etc.

IMPLICATION OF MORAL ATTITUDES

Positive Implications	Negative Implications
• Tied up with strong emotions. Hence prevents deviant behaviors due to fear of social ostracization eg. child molestation, incest.	• People can use it to justify violence behaviour and lunacy and still society will accept it because moral attitude is strong emotions. • Example- Motivates a person towards riots, genocide and terrorism to justify religious, regional issues.

• Motivates a person towards Altruism, volunteerism, social service.	• Since moral attitude is tied with strong emotions, People don't get along with those who don't share their moral attitude. Ex. Intolerance.

SOCIAL ATTITUDE:

- It is the outlook of a person towards social entities like society, culture, organizations, institutions, etc.
- It is a behavior pattern, a conditioned response or anticipatory tendency towards a social stimulus.
- It is shaped by personal experiences and observations.
- It can be learned predispositions.

Example - Attitude of mainstream society towards the LGBTQ community.

ATTITUDE TOWARDS THE WEAKER SECTIONS

A positive attitude towards poverty, deprivation, discrimination etc. implies empathy and caring nature of the person. It signifies compassion towards the weaker and marginalized section.

SIGNIFICANCE FOR CIVIL SERVANT

1. ***Compassionate Attitude:*** Civil servants must exhibit compassion towards weaker sections, using their power to uplift them.
2. ***Tolerance***: Civil servants should be tolerant to cater to the needs of weaker sections.
3. ***Familiarity with Fundamental Rights:*** Civil servants must be aware of marginalised citizens' fundamental rights.
4. ***Sarvodaya and Antyodaya:*** Civil servants should work in the spirit of upliftment for all, especially the poorest.
5. ***Proactive Empathy:*** Civil servants should develop an empathetic approach towards weaker sections.
6. ***Avoiding Stereotypes and Prejudices:*** Civil servants must steer clear of biases and stereotypes in their treatment of individuals.

Example - IAS officer Amit Gupta's initiative "Daliya Jalao" helped in the elimination of manual scavenging in Badaun district of UP.

HOW TO COUNTER PREJUDICE?

- ***Identify Cause and Source:*** Determine the origin of prejudice to address its root causes.
- ***Minimise Opportunities for Learning Prejudices:*** Reduce exposure to biased information or environments that foster prejudice.
- ***Emphasise broader social identity:*** Encourage considering a wider social identity, such as national or global, rather
- than narrow group affiliations.
- ***Discourage Negative Behaviour:*** Discourage victims of prejudice from responding with negative behaviour.
- ***Increase Inter-Group Contact***: Promote interactions between different groups to build trust and reduce mistrust.
- ***Education and Information Dissemination:*** Utilise education and dissemination of information to challenge stereotypes and promote understanding.
- ***Holding Responsibility:*** Hold individuals accountable for their prejudice to generate internal reflection and conflict.

POLITICAL ATTITUDE

- It refers to the attitude of a person or group towards persons/institutions/events/issues related to political ideology.
- Political attitude is how a person feels about political parties, issues or its ideologies.

- It is important as people examine issues with particular angles because of their ideological predisposition.

TRAITS WHICH INFLUENCE OUR POLITICAL ORIENTATION

1. ***Extraversion:*** It is the energetic approach to the social and material world. It includes traits such as sociability, activity, assertiveness & positive emotionality.
2. ***Agreeableness:*** It is a pro social trait. It includes traits such as altruism, tender-mindedness, trust and modesty.
3. ***Conscientiousness:*** It facilitates task and goal-oriented behaviour such as thinking before acting, following norms & rules, planning, organising etc.
4. ***Emotional Stability:*** Emotional stability enables the person to develop an integrated and balanced way of perceiving the problems of life. This organisational ability and structured perception helps one to develop reality-oriented thinking, judgement and evaluation ability. It implies even temperedness
5. ***Openness to Experience:*** It describes breadth, depth, originality and complexity of an individual's experiential life.

FACTORS WHICH AFFECT OUR POLITICAL IDEOLOGIES

- ***Religion:*** Religion shapes the moral attitude which in turn shapes our political attitude.
  - ***Example -*** khilafat movement in pre-independence India.
- ***Age:*** In the general sense older people are conservative and young people are liberal and as such subscribe to particular ideology.
  - ***Example -*** Young people are more likely to back political parties who support individuality and freedom.
- ***Economic Status:*** Poor people align towards socialist ideology and rich people align towards capitalistic ideology.
  - ***Example -*** Poor people are more likely to vote for parties who promise them subsidized food, healthcare, education etc.
- ***Family:*** Children tend to emulate their parent's ideology.
- ***Education:*** School's ideology and syllabus plays an important role in shaping the ideology of students.
  - ***Example -*** Chinese system of education supports communist ideology and hence they loathe democratic countries.
- ***Caste:*** A person is likely to adopt the ideology which is supported by his caste.
  - ***Example*** - Elections in India are still fought on caste lines. A politician is more likely to give a ticket to a candidate belonging to a caste which has a majority in a given constituency.
- ***Ethnicity:*** People are often moved by the political ideology which supports their ethnicity.
  - ***Example*** - Political Parties like DMK, Shiromani Akali Dal etc. base their political ideology on ethnicity.
- ***Social Media:*** In the age of IT, social media has become a prominent tool of propaganda influencing the political ideologies of the people.
  - ***Example -*** Political Parties use social media handles to attract Vote Bank.
- Psychological Factor: Some persons are more psychologically adapted to liberalism or conservatism than others. A great tolerance for disorder is a requirement for being a liberal.

SIGNIFICANCE OF POLITICAL ATTITUDE

- It determines how people participate in the political process, whom they vote for and what political parties they support.
- It represents a part of moral attitude.

MAJOR TYPES OF POLITICAL IDEOLOGY

Anarchism: It is against all forms of authority and rejects forceful notions of hierarchy. It calls for abolition of the state, which it holds to be unnecessary and harmful.

- ***Authoritarianism:*** It rejects political pluralism. It employs strong central power to preserve its political status.
- ***Communism:*** The main objective of communists is the formation of society where there is common ownership and means of production are owned by the common masses without the presence of social classes. It is based on Marxist theory.
- ***Conservatism:*** Conservatives feel that men are neither good nor rational. They think that traditional political and cultural institutions are needed to curb men's base and destructive instincts. They feel that social welfare policies are making the recipients dependent upon the government.
- ***Liberalism:*** Liberals aim at protecting and increasing individual's freedom. They fear government's overreach and hence seek to restrict the government's power. Based on the right of individual choice, liberals promote contraception, divorce, abortion and homosexuality.
- ***Fascism and Nazism:*** It is characterized by authoritarianism, ultranationalism, forcible suppression of opposition, rigidity of society and economy. Nazism is a form of fascism with disdain for liberal and parliamentary democracy.
- ***Environmentalism:*** It is concerned with environment protection and improvement of ecology so that both humans and animals can live peacefully in their environment.
- ***Feminism:*** It aims to establish political, economic, personal and social equality of the genders.
- ***Identity Politics:*** It is an intellectual and political strategy in which members of a certain race, religion, gender, social class, or other distinguishing characteristics create political agendas based on problems that may have an impact on their lives.

DEMOCRATIC ATTITUDE

- It gives space to difference of opinion and appreciates participation of stakeholders. In case of public service, it ensures participation of people at various stages of policy formulation and implementation.
- It refers to those attitudes possessed by civil servants who promote the participation of people in decision making. They promote the delegation of power or authority. In place of rule and regulation, there is more focus on compassion, tolerance and inclusiveness. It has following characteristics:
  - Decisions are based on popular opinion.
  - Views of the majority is right
  - Maximisation of satisfaction of the largest number of people.
  - Supported by elected representatives

Merits	Demerits
• It promotes the active participation of people. So, it will promote and strengthen the democratic institution at the grass root level.	• Decision making process will become slow and time consuming.

• It will make the governance system more accountable as there is active participation of people.	• There is difficulty to satisfy every section of society. Sometimes, such an attitude becomes a hindrance to the development process.
• There will be more transparency and efficient public service delivery.	• Example- Delay in clearance of Mining and industrial development project in Scheduled area, because of mandatory consultation under Forest Act 2006.

BUREAUCRATIC ATTITUDE

- Bureaucratic attitude refers to a mindset or approach characterized by excessive adherence to rules, procedures, and formalities within an organizational or institutional setting.
- This is an attitude strictly adhering to guidelines, rules and regulations. It is based on Neutrality, Objectivity, Impartiality.
- ***Characteristics of Bureaucratic Attitude:*** Decisions strictly based on law, adhering to all rules and procedures, lack of importance to public opinion, antagonize the elected representatives.

Merits	*Demerit*
• Strict compliance of standard operating procedure	• Red tapism, as there is no urgency in achieving targets
• Since consultation with the public is not needed, decisions can be taken quickly.	• They are opposed to changes in the system, leading to stagnation
• It is easier to fix responsibility for decisions because of the hierarchical decision making process.	• It is rigid; hence public service delivery may not be effective
	• Apathy towards common people as rule is supreme and not citizens

DIFFERENCE BETWEEN DEMOCRATIC ATTITUDE AND BUREAUCRATIC ATTITUDE

Democratic Attitude	*Bureaucratic attitude*
• It is based on participatory, humanistic and flexible approaches and on bottom-up decision-making.	• It reflects hierarchical discipline, implicit obedience to orders, top-down instructions, and rule bound approaches.
• It focuses more on accountability, people participation, transparency, the flexibility of law and public interest.	• It focuses on strengthening and adhering to rules-procedure, top-down, and centralized decision-making.
• It promotes the active participation of people Based on the values of Transparency, Inclusiveness	• Apathy towards common people as rule is supreme and not citizens Based on Objectivity and Neutrality
• Example- Institutions for public service delivery like banks and PDS shops require democratic attitude.	• Example- Areas needing quicker decision making and there is a question of national security and Sovereignty of the country there is Need of bureaucratic attitude

BEHAVIOUR IN INDIAN SOCIETY

It is said that behaviour in Indian society is difficult to change.

It is due to the following reasons:

1. ***Rigid Beliefs and Practices:*** These practices have been shaped over centuries and as such are difficult to change. For example, toilets are not constructed in the house as it is considered clean.
2. ***Culture:*** The Cultural Evil has perpetuated the hierarchical system.
3. ***Stereotypes and Prejudices:*** such as subjugation of women in the family.
4. ***Resistance:*** Lack of Emotional Connection with the Government creates a barrier between the government and the citizens, as such citizens resist change.

FACTORS AFFECT THE FORMATION OF A PERSON'S ATTITUDE TOWARDS SOCIAL PROBLEMS

1. ***One's Upbringing and Family:*** Upbringing and Family the most powerful source for formation of attitudes. The parents, siblings provide information about various things. ***Example -*** A child grown in a family having a patriarchal outlook, most probably used to have a prejudiced attitude towards women.

2. ***Beliefs and Practices of their Family:*** Family having orthodox thought, helped members to have an attitude of superstition, biasedness based on caste, religion, tradition etc. Also, an inculcated intolerance view towards other groups of people.
3. ***One's Circumstances in which a Person is raised and lives:*** People who grow up poor have a whole different perspective of social problems than people who were raised in relative luxury and ease.
4. ***Direct Experience:*** A person who has faced racism in his life develops a negative attitude towards it.

   Example- Mahatma Gandhi being evicted from a train by a white man made him stand against apartheid policies.
5. ***Education System:*** Education system cultivates habits of analytical and critical thinking on the prevalent social issues. It has shaped the attitude of common people to treat everyone with equality and abjure untouchability.
6. However, too much information oriented education has little scope for creativity, innovation and self-learning. Modern day education also fails to inculcate moral values and discipline in the young minds that could enable them to become better and more responsible human beings.

CHANGING BEHAVIOUR TO MAKE GOVERNMENT PROGRAMS SUCCESSFUL. WHAT NEEDS TOBE DONE?

Following can be done to change the behavior of Indian people.

- ***Cultural and Societal Conventions must be used in the Campaign:*** For example, for successful implementation of Beti Bachao Beti Padhao, reference to our scriptures can be taken where women are worshiped as embodiments of shakti.
- ***Reflection Sessions:*** Where government agents can pre-commit people to certain goals. For example, it can be used in Swachh Bharat Abhiyan where Swachagrahis will pre-commit people to sanitation goals.
- Making People Realize Tangible Outcomes: by showing examples of people who have benefited from the program.
- ***Creating Emotional Connect Between the Citizens and the Government:*** The government's transparent communication and active engagement foster an emotional connect with citizens, building trust and a sense of shared responsibility for societal progress.

CRIMES AGAINST WOMEN

Recently, the National Commission for Women (NCW) informed that there was a rise of 46% in complaints of crimes against women in the first eight months of 2021 over the corresponding period of last year.

REASONS FOR SEXUAL EXPLOITATION/ CRIME AGAINST WOMEN

Patriarchal Society: Indian society has always been solidly patriarchal. Now, as women refuse to subscribe to traditional gender roles, as they seek to educate themselves, take up jobs outside the home, choose their own marriage partners and as a result women face a patriarchal backlash.

- Attitudes: Across cultures, attitudes toward gender are likely to affect how male-female relationships are viewed, and
- subsequently how the sexual offenders and the victims are viewed.
- Challenge to Social and Political Dominance of Men: There is equality of all individuals before the law. The surge in attacks on women is an angry attempt by men to sustain the overwhelming social and political

dominance they have long enjoyed but the same is now challenged by modern notions of gender justice

- Images Portrayed by Advertisements and in Films: Bollywood films, aimed increasingly at a rapidly Westernizing middle class, portray romance and desire as inevitable byproducts of contemporary life, creating a further sense of frustration among the unemployed young men who watch them.
- Lack of Infrastructure of Cities: The crumbling infrastructure of our cities also militates against women's safety. Streets lit dimly or not at all, bad or non-existent means of public transport, an incompetent and corrupt police form all contribute to the insecurity and vulnerability of women.

STEPS TO CORRECT CRIMES AGAINST WOMEN

Legal Steps:

- Police should report every complaint related to females
- Establishment of a special cell for women to make investigation process faster and more intense
- A special man hunt drive on those under the lens
- Make teams including women officers in each one of them and put them on patrolling in all sensitive areas. Run a 24/7 helpline and position teams such that they can reach anywhere in district instantly Training to be given to women for self defence

Social Action:

- Involvement of NGOs, Social activist, Women friendly associations and District mass campaign to be launched towards gender sensitivity and equality
- Concept of community policing with women policing
- Public police relationship drive to rebuild the confidence of public
- Motivational and inspirational talks
- Advisory for hospitals for being of more sensitive towards rape victims

MORAL POLICING:

Moral police is a term used to describe vigilante groups which act to enforce a code of morality in society. They take law into their own hands and try to forcefully enforce discipline on people.

Example- A youth in Kerala's Thrissur district was beaten to death by a mob after being found in the house of a woman.

WHY IS IT HARMFUL?

Leads to suppression of fundamental rights particularly of Vulnerable sections like women.

- As it is extrajudicial, it leads to anarchy
- It leads to disturbance of social harmony and peace.
- Faith on law get deteriorated and Intolerance index Increases in society
- Demand of instant justice rises
- It can result in Mob Lynching and may prove disastrous for the society.

WAYS TO STOP:

Improve policing and punish those who take law into their hands.

- Reforms in the criminal justice system are required in order to instill sensitivity and knowledge of constitutional values in the administration.
- Mass awareness campaigns to educate and remove people of their rigid biases and to accept change.
- Increase policing near sensitive areas during Valentines day, near Pub areas, etc where moral policing mostly happens.

- Community policing and volunteer groups to give support to people during sensitive times: This field helps us in understanding why a typical behaviour in humans like racism, war, ethnic cleansing, terrorism, genocide, religious intolerance etc occur.
    - According to social psychologists, human behavior is function of both person and the situation

SOCIAL INFLUENCE

It refers to how individual thoughts, actions and feelings are influenced by social groups. It is a quality that can lead to changes in a person's actions, attitudes, and feelings as a result of interactions with other people in society.

Ways in which Individuals Respond to Social Influences are:

1. ***Compliance:*** An individual is not fully convinced with the other person but shows agreement at the surface level.
    - ***Example***- In a conversation a person makes a racist comment. The other person is offended but says nothing. Here, the other person merely shows compliance.
2. ***Identify:*** In this case an individual idolizes the other influential person.
    - ***Example***- a college student drinks Pepsi because his favorite celebrity endorses it.

TYPES OF SOCIAL INFLUENCE

Normative Influence: An individual follows the crowd in order to be liked and accepted. By agreeing on common beliefs, values, attitudes and behaviour, an individual increases his chance of acceptance and survival possibilities.

Informational Influence: An individual goes along with the crowd because he thinks that crowd knows more than him.

- Two types of situations produce informational influence:
    (i) Ambiguous Situations- when individuals don't know what to do.
    (ii) Crisis Situation- when an individual doesn't have time to think what to do. For eg., during stampede.

Public Spirit

Odisha Train Accident - Citizens Rush to Hospitals to Donate Blood

- The recent Train Accident in Odisha's Balasore District claimed almost 200 lives and caused many injuries to the people.
- Apart from the doctors and other hospital staff who worked non-stop, the society also came to be as one of the helpers in the best way possible.
- The train accident has shown the humane side of villagers who queued up outside medical centers in large
- numbers to donate blood. Some civil society groups also chipped in for the noble cause.
- • As a result of this action by the public - there was more blood than it was needed.

PRINCIPLES OF SOCIAL INFLUENCE

1. ***Reciprocity:*** People tend to give back what was received.
    - ***Example*** - Reciprocating smiles between individuals.
2. Consistency: Generally, people try to be consistent with their previous actions, opinions and assertions.
3. Social Proof: People often decide what to do by looking at what similar others have done.

4. Liking: People are often influenced by those people whom they like.
5. Authority: People with power and authority tend to influence others.
6. Scarcity: Items and opportunities become more desirable when they are less accessible.
    - ***Example*** - Use of slogans like limited edition or last week for sale have immediate effect.

NORMS

These are group held beliefs about how members should behave in a given context.

- These are informal understandings that govern society's behaviours.
    - ***Example*** - Touching feet in Indian society is considered as a sign of respect.

PERSUASION

- It is an attempt to change a person's attitude.
    - ***Example*** - Swachha Bharat Mission focused on persuasion to change the behaviour of people regarding cleanliness.
- Persuasion can also result in more submission and obedience.
- Persuasion refers to the process of changing the attitudes and behaviors of the target Group towards some event, idea, object, or another person(s) in the intended direction, by using written or spoken words to convey information, feelings, or reasoning, etc.
    - ***Example*** -
- Disclosing income to avoid tax evasion.
- ***Beti Bachao Beti Padao*** – To change the attitude of people towards girl students
- Give it up Campaign to give up subsidy
- ***Celebration of Earth Day*** – To persuade global citizen against climate change
- Encourage extremists to leave path of violence in North Eastern and Naxal affected regions

It is a Receiver Centric Exercise. It is not what the source says, it is what the receiver understands.

- Four things are important in persuasion.
    - The source (Persuader)
    - The message
    - The audience
    - Channel/Medium

Source Credibility: A source can be credible because he is an expert and can be trusted. To access credibility, following things are important i.e.

- Expertness (judged by the knowledge potential of source)
- Trustworthiness (judged by finding out whether the source has a vested interest).
- ***Example***- Randip Guleria, AIIMS Director (a credible source), was seen on TV persuading people to take COVID-19 vaccine.

Source Likeability: A source is likable if he is similar and attractive. There is an implicit assumption that attractive people are also intelligent. The primary factors that decide the attractiveness of the source include Physical Features:

    - Communicative
    - Versatility
    - Attitudinal Similarity
    - ***Example***- advertisements rope in people with attractive personalities to make their products appealing.

- ***Power:*** It has the potential to change the behavior of the target group in the intended direction despite their resistance.

- Power, Attractiveness and Credibility will cause behavior change in different ways –
  - Power – Compliance
  - Attractiveness – Identification
  - Credibility – Internalization

TARES TEST

- The TARES test acts as a guide for making and defending ethical choices.
- test was developed by Baker and Martinson (2001) to focus on five principles for ethical persuasion.
- This framework functions under the theory of utilitarianism, which maintains that the results of an action are equally important to the action itself when evaluating its ethicality.
- TARES is an acronym for truthfulness (of the message), authenticity (of the persuader), respect (for the persuader), equity (of the persuasive appeal), and social responsibility (for the common good).

MESSAGE IN PERSUASION

Persuasion requires a message to be presented in vivid language and backed by data. The message should be like that. It establishes a common ground with target people. For example- Sabka Sath Sabka Vikas Slogan.

- Best results are obtained when the Persuasive message has both emotional and factual elements in it.
  - ***Example*** - Selfie with Daughters to promote Beti Bachao and Beti Padhao, Government's message regarding Lock down during Corona, and later for Corona Vaccine.
- Message Discrepancy: It means the degree of inconsistency in the message the source should present to the target group. The message should be such that it should be within the zone of acceptance of the target group.
  - Emotional Factor: The message should have emotional content in that. For example, to motivate someone to stay fit or to quit smoking, one should not only cite scientific evidence to prove the point but can also convince using the fear of deadly diseases or the joy of a healthy life.
- Fear Appeal: Mild and moderate appeals to fear generally work better than strong fear appeals. Strong fear appeals
- produce defensive avoidance wherein the target group insulates itself from the message.
- ***Social Proof Technique:*** People tend to follow others more (bandwagon effect). This technique will involve you telling the target population that other people are getting benefits from the suggested change, with empirical evidence.
- ***For example***, in campaigning against female foeticide the Haryana government is invoking the examples of some female sportspersons who have won laurels: Babita Phogat (Wrestler), Rani Rampal, Navneeet Kaur (Hockey Player).
- Scarcity: This involves letting people know that they stand to lose on a chance to get the benefits out of the proposed change. For example, we often see the end of the season or hoardings like Hurry!! Limited offer.
- Targeting Values: People can manage their self-images by yielding to requests for action that fits or enhances their identities.

AUDIENCE

- Audience Characteristics: Individuals are presented with logical arguments supported

by relevant facts, they are likely to be persuaded.

- Intelligence: refers to the information processing ability of an individual. Intelligent people because of their superior critical thinking abilities are less likely to be influenced by appeals that are illogical or not supported by relevant facts.

However, when presented with appeals that have factual backing, they are likely to be convinced.

CHANNEL FACTOR

- Use the appropriate channel of communication.
  - ***Example***- Use of Street play is more effective to convey messages on social issues in the Villages.

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3 APTITUDE

"Aptitude without attitude is blind; and attitude without aptitude is lame" — Richard Marcel I.

"Genius is nothing but a greater aptitude for patience." —Benjamin Franklin.

INTRODUCTION

- Aptitude refers to the natural or acquired abilities that indicate an individual's ability to develop proficiency in certain areas. It indicates an individual's potential for the future.
- It is a natural propensity for some particular skills to be learned successfully; these skills can then be improved upon with the right information and instruction.
- It can be improved through training or formal intervention, but improvement may have limitations.
    - ***Example-*** Sachin Tendulkar became a great cricketer because he has aptitude for cricket and was provided necessary training. Other batsmen are not as good as him even after similar training because of lesser aptitude than him.

CATEGORISATION OF APTITUDE

- ***Physical Aptitude:*** Physical characteristics for performing some tasks successfully. E.g. Armed forces require a specific set of physical features, like physical stamina etc.
    - ***Example-*** Usain Bolt has unusually long legs; Mr. Ian Thorpe, also known as Thorpedo, has unusually large feet (Size 17).
- ***Mental Aptitude:*** Mental characteristics for performing some tasks successfully. It is regarded as important for all types of services, more so for civil services.
    - ***Example-*** A civil servant is required to have mental ability, magnanimity, rationality, compassion etc.

RELATIONSHIP OF APTITUDE WITH OTHER QUALITIES

APTITUDE AND SKILLS

- Aptitude is raw native talent that can be worked upon. On the other hand, Skill is acquired through training and constantly upgraded. Aptitude is not skill but what is already there that can be nurtured. Skills are the abilities that can be acquired by way of reading, observation, practice, and training, whereas aptitude is inborn and unique.
    - ***Example-*** A person can acquire certain cricketing skills by training but will find it hard to become a successful cricketer unless he has aptitude for the same.

APTITUDE AND INTEREST

- Interest is an individual's preference for engaging in one or more specific activities relative to others while aptitude is the potential to perform that activity. We are drawn to things out of interest, not because we are particularly skilled at them.
    - ***Example-*** Sushant Singh Rajput had interest in cosmology but aptitude for acting.

APTITUDE AND INTELLIGENCE

- Intelligence is generic and refers to a broad range of mental abilities, such as comprehension etcAptitude has narrow scope involving personal strengths & weaknesses and reflects specialized nature of that intelligence that is directed towards something. Aptitude requires a degree of intelligence to do the job well.
  - ***Example-*** Two people may have the same Intelligence Quotient (IQ) but may have different aptitude, i.e. one to become doctor and another to become engineer.

APTITUDE AND ABILITY

- Aptitude indicates an individual's potential, i.e. what an individual will be able to learn/ do, whereas Ability presents the evidence of what the individual is able to do now.
  - ***Example-*** A person might have a good aptitude for acting, but presently able to find roles as supporting artists only.

APTITUDE AND VALUES

- In ethical perspective, aptitude represents desired value in a person with respect to a specific requirement.
  - ***Example-*** Civil servants should have some foundational values on which they could evaluate things. These values are:
  - Can be used to judge things.
  - They can be goal oriented i.e social, political and economic justice and
  - Means oriented i.e. empathy, integrity, discipline, impartiality etc.

APTITUDE, PROFICIENCY, AND ACHIEVEMENT

- Proficiency is the ability to perform an activity with ease and precision. Achievement looks at the past - what has been done, accomplished. Aptitude indicates an individual's potential
  - Ex- Michael Phelps has proficiency in swimming and because of this he has won 28 Olympic medals

DIFFERENCE BETWEEN ATTITUDE AND APTITUDE

Parameter	Attitude	Aptitude
Definition	It is a positive or negative or indifferent feeling towards a person, object, event or idea.	It is competency to do a certain kind of work.
Function	It defines how you work or proceed towards a goal.	It defines how much potential you have to learn specific skills to achieve a goal.
Association	Associated with character or virtues and can be negative, positive or neutral.	Associated with competence or talent, e.g. quantitative aptitude, mental aptitude etc.
Nature	Largely mental	Mental as well as physical
Abilities and skills	It is related to existing abilities and skills with certain perceptions.	It is the potential ability to acquire skills, abilities and knowledge.
Change	Relatively permanent	Changed and developed
Components	Components of attitude include cognitive, affective and behavioural.	Components of aptitude include attitude, skills, and knowledge.
Modifications	If an attitude is undesirable in a modern society, it should be changed accordingly.	This can be changed and developed through training and capacity building.

Example- An administrator may have a good aptitude in resolving the communal issues (aptitude part) but may have a negative attitude towards a particular community (attitude part) which will naturally influence his/her overall decisions.

APTITUDE FOR CIVIL SERVICES AND ITS ROLE

- Aptitude in civil services helps to understand the role, its associated responsibilities and institutional environment easily. Broadly, following kind of aptitude is desired in a civil servant:
- ***Communication Skills:*** A civil servant needs to have good communication and interpersonal skills as he/she will have to bring different stakeholders on one platform for decision making.
    - ***Example-*** Vikas Kumar Ujjwal, a Divisional Forest Officer in Jharkhand, took along the local community and transformed the Maoist hit area into a tourist destination.
- ***Decision Making:*** Civil servants need an abundance of impromptu decision-making skills and critical thinking ability to exercise discretion with conviction.
    - ***Example-*** While facing problems and challenges every day such as high unemployment, insufficient government spending, fast changing socio-economic scenarios.
- ***Stewardship:*** Since India is a resource deficit country, a civil servant needs to be an effective manager and responsible protector of state resources.
    - ***Example-*** Purnea (Bihar) District Magistrate Rahul Kumar arranged for medical oxygen and restarted a broken down oxygen plant in the city with his smart planning during the second wave of COVID-19.
- ***Leadership Skills:*** Civil servants need to have leadership, organizational and collaboration skills as they are entrusted with a diverse set of responsibilities such as decision making, policy implementation, etc.
    - ***Example-*** J Meganatha Reddy, district collector in Tamil Nadu started Project Udhayam to build toilets for differently-abled persons in their homes.
- ***Professionalism:*** High level of professionalism is required to maintain high standards of public administration as they are the backbone of administration.
    - ***Example-*** "Debo na Nebo na (won't give won't take) initiative" by District Administration Cachar Silchar provides drop-boxes outside all government offices to stop corruption.
- ***Persuasive Skills:*** Skills of persuasion and negotiation with others are required as there might be resistance in the society against changes or any new initiative.
    - ***Example-*** Kiran Naik, a government college lecturer in Andhra Pradesh, visits remote villages and persuades parents to get their children educated.
- ***Innovation:*** Since civil servants face diverse problems every day, they should be able to find innovative solutions to these problems, challenges.
    - ***Example-*** The authorities in East Kameng District of Arunachal Pradesh roped in religious leaders, NGOs and local influencers to counter vaccine hesitancy.
- ***Adaptability:*** because of focus on e-governance and the ever-changing nature

of the digital world.

- ***Example:*** SVAMITVA scheme aims to use Drone Surveying technology and a civil servant must have a basic understanding of this technology.

- ***Inclusivity:*** India is a diverse country in terms of social status, income etc. and civil servants should be able to work for every section of the society.
  - ***Example-*** Recently, Chhattisgarh police inducted transgender persons as Constables in the State Police Force.
- ***Optimism:*** Civil servants need to be optimistic which brings positivity and self-confidence in them to function under extreme stress.
  - ***Example-*** 'Lunch with Collector' initiative by IAS Officer Saurabh Kumar in Dantewada counters the problems by helping local students to make the right career choice.

Way Forward

- Civil servants are an important institution of the government tasked with policy implementation and ensuring effective governance and social justice. In addition to this, they provide advice to the political executives.
- Since, aptitude is an innate potentiality, therefore, one cannot develop an aptitude if it is completely absent from one's psycho-physical system. To perform, these essential services above Aptitudes are essential for Civil servants.

What are the Foundational Values of Civil Services?

- Civil/public service values are those values which are created and sustained by the government on behalf of the public. These are the principles on which government and policies should be based on. Adherence to foundational values such as integrity, objectivity, non-partisanship, tolerance, compassion, dedication to public service, etc., serve as guiding principles for civil servants in the discharge of public service duties. Moreover, they provide normative consensus about the rights and benefits to which citizens are entitled to.
- In India, civil service values have evolved over years of tradition. Values like integrity and devotion to duty, etc., have been mentioned in Central Civil Services (Conduct) Rules, 1964 and the All-India Services (Conduct) Rules, 1968 which a civil servant must follow in his/her tenure of service to the nation. Meanwhile, the Draft Public Service Bill, 2007 enumerated certain values which should guide the public servants in the discharge of their functions. These include allegiance to the various ideals enshrined in the Preamble to the Constitution, apolitical functioning, good governance for betterment of the people to be the primary goal of civil service, duty to act objectively and impartially, accountability and transparency in decision-making, maintenance of the highest ethical standards, merit to be the criteria for selection of civil servants, avoidance of wastage in expenditure, etc.

How is Aptitude Different from Interest, Skill or Intelligence?

- Interest is something that attracts us without the need to have any particular skill for a thing. A person may be interested in a particular activity, job or training, but may not have the potential/aptitude to perform well in that particular area and achieve success. For example, one may have an intense interest in music, but not enough

ability to succeed in a career as a performer.

- Skill is the knowledge or ability to perform a given task with ease and precision, aptitude on the other hand, it denotes the potential to get skilled if training is done. While skills are the abilities that can be acquired by way of reading, observation, practice, and training, aptitude is inborn and unique.
- Intelligence is the capacity for learning, reasoning, understanding, and similar forms of mental activity. It is the ability to learn and apply skills. On the other hand, aptitude is the specific ability of a person to master a skill. However, aptitude requires a degree of intelligence to do the job well.

What are Aptitude for a Civil Servant?

- With the advent of the new public administration and increasing diversity in the administrative field, an administrator needs to adorn both physical and mental aptitude.
- She should have both General Mental Ability (basic thinking capacity and learning ability to perform any intellectual task) as well as the desired value system of public administration to perform his duty, not only efficiently, but also effectively. Roughly the kinds of aptitude desired in a civil servant include:
  - Good communication/interpersonal skills
  - Leadership, management and organizational skills
  - Critical thinking and listening ability
  - Skill to effectively manage and raise resources
  - Ability to establish collaborative networks and successful teamwork
  - High level of professionalism
  - Ability to think on their feet and develop innovative solutions
  - Skill of persuasion and ability to negotiate with difficult people

What are the Roles and Importance of Aptitude in Civil Services?

- The civil services form the permanent structure and backbone of the administration. A qualitative, professional, skilled and committed workforce is, hence, imperative to maintain the high standards of public administration.
- In Indian public administration, the civil servants are entrusted with a diverse set of responsibilities such as from simple administrative and clerical tasks to complex decision making, policy implementation and serving as a link between government and citizens. Hence, it is vital for civil servants to possess diverse skills such as grasping capabilities, good analytical skills, and the ability to establish collaborative networks and successful teamwork.
- In public administration, leaders face different kinds of problems and challenges every day such as high unemployment, insufficient government spending, fast changing socio-economic scenarios, etc. Laws and administrative rules cannot explain everything, and leaders cannot always mimic previous successes because the elements affecting each challenge change day to day. In such cases a civil servant needs an abundance of impromptu decision-making skills and critical thinking ability to exercise discretion with conviction.
- The emerging concept of e-governance and motto of 'Less Government More Governance', demand transformational changes in the machinery of government as well as in the work style and orientation of

government officials.

- With the role and functions of administrators having become swiftly changing and increasingly challenging, civil servants must be equipped with the necessary skills and capabilities to meet these new challenges.
- They must have the aptitude to master new technologies and new styles of functioning. They should serve as the 'Agents of Change' to catalyze reform initiatives.

- In a diverse country like India, the civil servants often face complex and often contrasting socio-economic objectives and challenges often creating a deep sense of moral/ethical dilemma in them about their own duties and functions. This demands an inherent aptitude to prevail over contradictions, solve dilemmas and keep up the spirit to perform in spite of adverse circumstances.
- Under the framework of 'inclusive governance' administrators need to build teams across diverse stakeholders. For example, to create a favorable business climate in a city, an economic development director needs to bring together local business leaders, the Chamber of Commerce and also environmental advocates. This demands a civil servant to possess an ability to receive and act upon feedback as well as effective interpersonal skills to bridge the gaps and encourage collaboration for a common objective.

What is the Difference between Aptitude and Attitude?

- According to some experts, success is 99% attitude and 1% aptitude. As per research studies, recruiting people with the right skills can be costly if they do not have the right attitude, where there is a lack of 'fit'.
  - In a study by Leadership IQ (of over 20,000 new hirings over 3 years), it was found that 46% of the people hired fail within the first 18 months on the job and they did not fail for lack of skills, but rather for lack of attitude. Thus, having people with the right attitude is considered more important for organizational success than having people with high aptitude and a wrong attitude.
- Attitude is a motor driving the acquisition and use of a specific ability. If a person is fully equipped for a role, but lacks real enthusiasm, the best skill-set will count for very little.
  - For instance, a person having an aptitude for music, but lacking the desire to hone his/her skill will not make him/her a good musician no matter how greatly he might be gifted. It requires an attitude of competitive learning to develop and hone one's skills.
- When a positive mindset is undertaken, performance on nearly every level productivity, creativity and engagement improves. Thomas Edison once said, "Genius is one percent inspiration and ninety-nine percent perspiration." Therefore, to succeed in life, a positive attitude towards hard work and perseverance are extremely important.
- ***We are not all equally talented in every task put before us:***
  - Another point of view is that not everyone has the ability to learn the skills, especially at a proficient level. A person who is keen, but has no natural talent, ability and skill can hardly excel in the field. For instance, a person who has the willingness and enthusiasm to

start a new business venture but lacks the required business acumen will succumb to its pressure and challenges. Thus, a person with a good attitude, but no aptitude, is no good.

- A person with a higher aptitude can outperform in learning a skill or performing a task while others struggle despite having a positive inclination towards it. For instance, sports are a common activity, but only an athlete or a sports person with unique talent and strength excels in the field. Excellent leaders like Mahatma Gandhi and George Washington had great skills and knowledge to capitalize on their strengths and develop the greatest potential in others.

- ***Aptitude without Attitude is Blind; Attitude without Aptitude is Lame:***
  - As per this view, both the right skills (aptitude) and the disposition (attitude) are equally important to excel in a particular field. It is the right blend of the two inherited and acquired qualities respectively that go hand in hand in determining the gains and losses in a person's life.
  - For instance, a person who is hardworking and sincere in his job as well as committed to his organizational goals but lacks the initiative taking capabilities and the aptitude for leadership owing to his lack of soft skills, cannot be deemed fit for a higher-level post. Similarly, if one has smart, persuasive and team-building skills, but owing to the callous attitude towards work he cannot be trusted with a higher authority position.
  - The examples of famous scientists like Thomas Edison and Albert Einstein show us that along with their specific abilities, they also had the right disposition/mental attitude to face the challenges and not to give up even after successive failures.

What are the Foundational Values of Civil Services?

- Civil/public service values are those values which are created and sustained by the government on behalf of the public. These are the principles on which government and policies should be based on. Adherence to foundational values such as integrity, objectivity, non-partisanship, tolerance, compassion, dedication to public service, etc., serve as guiding principles for civil servants in the discharge of public service duties. Moreover, they provide normative consensus about the rights and benefits to which citizens are entitled to.
- In India, civil service values have evolved over years of tradition. Values like integrity and devotion to duty, etc., have been mentioned in Central Civil Services (Conduct) Rules, 1964 and the All-India Services (Conduct) Rules, 1968 which a civil servant must follow in his/her tenure of service to the nation. Meanwhile, the Draft Public Service Bill, 2007 enumerated certain values which should guide the public servants in the discharge of their functions. These include allegiance to the various ideals enshrined in the Preamble to the Constitution, apolitical functioning, good governance for betterment of the people to be the primary goal of civil service, duty to act objectively and impartially, accountability and transparency in decision-making, maintenance of the highest ethical standards, merit to be the criteria for selection of civil servants, avoidance of wastage in expenditure, etc.

Nolan Committee Recommendation

Nolan Principles for the benefit of people who serve the public in whatever capacity, the Committee on Standards in Public Life (the Nolan Committee) defined seven guiding principles of behavior for public life in 1995 and advised that public entities create codes of conduct integrating these principles. The seven Nolan Principles are as follows:

- ***Selflessness:***
  - Decisions should only be made in the public interest by those holding public office. For the sake of obtaining money or other material advantages for themselves, their families, or other friends, they shouldn't do this.
- ***Integrity:***
  - Holders of public office shouldn't obligate themselves in any way, whether financially or otherwise, to outside parties who could have an impact on how they carry out their official obligations.
- ***Objectivity:***
  - Public officials should base their decisions on merit while doing public business, including public appointments, contract awards, and recommendations for incentives and perks.
- ***Accountability:***
  - Civil servants are subject to the scrutiny that is appropriate to their position and must answer to the public for their choices and conduct.
- ***Openness:***
  - All choices and acts that public office holders do should be as transparent as possible. When the larger public interest plainly requires it, they should provide justification for their choices and only restrict information when necessary.
- ***Honesty:***
  - Public officials have a responsibility to declare any private interests that may conflict with their official obligations and to handle such conflicts in a way that protects the public interest.
- ***Leadership:***
  - Leadership should be used by public authorities to promote and support these ideas.

10th Report of Second Administrative Reforms Commission

- However, the most important guide for the development of a Code of Ethics for public services has been the recommendations made in the 10th Report of Second Administrative Reforms Commission. The Commission recommended that in addition to upholding the constitutional spirit, the civil servants shall be guided by the values which include adherence to the highest standards of integrity and conduct; impartiality and nonpartisanship; objectivity; dedication to public service; and empathy and compassion towards the weaker sections.

- ***Integrity:***
  - Integrity refers to the ability of an individual to remain consistent and dedicated to his personal and professional values and beliefs. It means adopting similar standards or moral principles in similar situations across time and interested parties.
  - In other words, it means to be honest and consistent in thoughts, speech and action. It is a quality of eliminating the gap between 'what we think, what we say, and what we do'. A man of integrity is never influenced by contentions and pressures from outside and would only respond to his conscience.
- ***Impartiality:***
  - Impartiality is a kind of characteristic or quality of making decisions without bias and prejudice. An instance of impartiality is one in which there is no favoritism. It rejects granting an undue advantage to any individual, societal group, or organization. Being impartial means that all choices should only be based on merit.
- ***Non-partisanship:***
  - Non-partisanship is known by its act of not supporting any political party, even if one strongly agrees with its ideals. Non-partisanship is the absence of adherence to ideals of any political party, organization, or group.
- ***Objectivity:***
  - Objectivity is recognized as one of the most crucial characteristics in governance. It requires institutions to adhere to logic, law, and established standards, practices, and norms. Objectivity means being true in spite of one's feelings, ideas, and beliefs. It allows public officials to make wise judgments based on data.
- ***Dedication to public service:***
  - Dedication is the quality of being motivated in one's profession, purpose, vision, or actions. Dedicated public servants strive to accomplish the goals set by the administration. An inner drive or excitement for working in the greater good of the public is implied by dedication to public service. Without any external formal technique to drive that desire, it is the commitment, passion, and sincere desire to achieve something that counts.
- ***Empathy:***
  - The capacity to perceive and appreciate other people's experiences and feelings is known as Empathy. It is the potential to comprehend another person's mental status and creatively experience another person's sentiments.
- ***Tolerance:***
  - The ability to accept and tolerate differences in others, even when you disagree with them, can be referred to as tolerance. Tolerance makes it possible for people to live in harmony. People's resilience in the face of a variety of ideas and beliefs demonstrates their tolerance. Learning more about other viewpoints and concepts from across the world can help you comprehend the world more clearly.
- ***Compassion:***
  - It is a deeper level of empathy, demonstrating an actual desire to help the suffering person. It is a unique feeling of sympathy for the suffering

of others that involves emotions and empathy towards others, a sense of understanding, and the drive to protect.

The Nolan Principles were innovative when they were first put forward because they placed more of a focus on culture and behavior than on methodology Although the fundamental ideas are essentially acknowledged by everybody, there have always been challenges in putting them into reality, with certain sectors adopting and applying them more successfully than others. When making commissioning choices, the NHS has always exercised extra caution in implementing the principles.

EVOLUTION OF FOUNDATIONAL VALUES

- In India, Civil Service Values have evolved over years of tradition.
- Central Civil Services (Conduct) Rules, 1964 and the All-India Services (Conduct) Rules, 1968 mentions values like integrity and devotion to duty.
- The Draft Public Service Bill, 2007 enumerated values like allegiance to the ideals of the Constitution, good governance to be the primary goal, apolitical functioning, objectivity, impartiality, accountability and transparency in decision-making, merit-based selection of civil servants, avoidance of wastage in expenditure, etc.
- The 10th Report of Second Administrative Reforms Commission in addition to upholding the constitutional spirit recommended values such as the highest standards of integrity and conduct; impartiality and non-partisanship; objectivity; dedication to public service; and empathy and compassion towards the weaker sections.
- The Committee on Standards in Public Life (The Nolan Committee) defined seven guiding principles of behaviour for public life in 1995, which are: Accountability, Selflessness, Integrity, Openness, Leadership, Honesty, and Objectivity.

NEED OF FOUNDATIONAL VALUES

- ***Constitutional values:*** Civil servants are given discretionary and wide-ranging powers under the laws, rules and in the absence of foundational values, there are chances of corruption and abuse of power defeating the objectives of the Constitution.
- ***Public interest –*** A welfare state can only be established when civil servants keep public interest priority and function upholding values such as objectivity, integrity, impartiality etc.
- ***Filling the gap–*** Actions of civil servants based on these values fill the gap left by the laws and make administration more effective.
- ***Non-partisanship:*** Even if one fervently supports a political party's ideals, non-partisanship is defined by its refusal to do so. Being nonpartisan means not adhering to the principles of any political party, group, or organisation.

ETHICAL ISSUES IN NEWS

FREEDOM OF SPEECH OF PEOPLE HOLDING PUBLIC OFFICES

- The Supreme Court said that there is an unwritten rule for people holding public office that they exercise self-restraint and not blabber things which are very disparaging or insulting to other countrymen.
- There has been no legislation all this while on the issue because there has always been

a self-imposed restriction by people holding responsible positions.

- Irrespective of what Article 19(2) may say, there is a constitutional culture in the country where there is an inherent limitation or a restriction on what people holding responsible positions say.

Article 19(2) relates to the powers of the state to make laws imposing reasonable restrictions on the exercise of the right to freedom of speech and expression in the interest of sovereignty and integrity of the country, public order, decency, morality etc.

KEY TERMS

Aptitude, Skills, Interest, Intelligence, Ability, Values, Proficiency, Achievement, Competency, Stewardship, Leadership, Professionalism, Persuasive Skills, Adaptability, Optimism, Inclusivity, Constitutional Values,Non-Partisanship, Constitutional Culture.

4 INTEGRITY

"Integrity without knowledge is weak and useless, but knowledge without integrity is dangerous and dreadful." - ***Samuel Johnson***

"Integrity is choosing your thoughts and actions based on values rather than personal gain." ***- Chris Karcher***

INTRODUCTION

- Integrity means adopting similar standards or moral principles in similar situations across time. It is the quality of being Honest, having strong Moral principles unwilling to change.
- ***It is a four-step Process:***
  - Choosing a right course of conduct;
  - Acting consistently with that choice, even if that is inconvenient;
  - Openly declaring where one stands;
  - The results of one's actions.
- ***Example-*** Senior IAS officer, Ashok Khemka has shown professional integrity with consistency in his thought, actions and has chosen a right course of conduct.
- ***Example-*** Abraham Lincoln and Mahatma Gandhi were exemplary leaders who were famous for their integrity where both in times of crisis stuck to their values such as Abolition of slavery and Non- violence respectively.
- ***Integrity includes:***
  - Soundness of moral principles
  - Uprightness
  - Honesty and sincerity
  - Synchronisation between one's thought, speech and actions
  - Loyalty to rational principles

OTHER EXAMPLES ON INTEGRITY

- S.R. Sankaran (1934-2010) was Chief Secretary of Tripura and known for his contributions for the enforcement of the Abolition of Bonded Labour Act of 1976, while facing severe pressure from different groups.
- Abraham Lincoln was a man of high Integrity and adhered to his principles even when he faced opposition. He said "I am not bound to win, but I am bound to be true. I am not bound to succeed, but I am bound to live by the light that I have. I must stand with anybody that stands right, and stand with him while he is right, and part with him when he goes wrong."
- Satyendra Dubey lost his life in fighting against corruption in National Highway Authority of India (NHAI).
- Ashok Khemka (IAS) upheld his Integrity despite being transferred 50 times in 26 years.

TYPES OF INTEGRITY

- ***Moral Integrity:*** It refers to consistency and honesty in the application of standards of morality or right and wrong; used for judging others as well as oneself.
  - Example- Buddha emphasised on the purity of 'thoughts, words and deeds' and showed unconditional commitment to this ethical principle.
- ***Intellectual Integrity:*** Intellectual integrity is defined as recognition of the need to be true to one's own thinking and to hold

oneself to the same standards one expects others to meet. It requires one to overcome self-deception and temptation and act in accordance with one's truthful conscience.

- Example- Gandhi revoked Non-Cooperation Movement after the Chauri-Chaura incident etc.

- Professional Integrity: It refers to acting in accordance with professional values, standards and norms with consistency and willingness; even in the face of criticism or allurements.
  - ***Example-*** Sanjiv Chaturvedi showed professional integrity during his tenure as the Chief Vigilance Officer of AIIMS, Delhi and uncovered several large scams.

IMPORTANCE OF INTEGRITY IN CIVIL SERVICES

- ***Social Good:*** Civil Servants are provided with immense powers and responsibilities towards society. Their impartiality and honesty is important for social good and development.
- ***Constitutional Obligation:*** To uphold and safeguard the sovereignty, unity, and integrity of India is mentioned in the Directive Principles of State Policy, thus it's a constitutional as well as moral obligation.
- ***Fight Corruption:*** It is essential to counter the evil of corruption in public administration, which denies just rights to many and also hinder our economic development.
- ***Community Needs:*** The actions of public servants have a direct bearing on the character of the community, thus they should have integrity that prevents them from making wrong decisions which could harm the society.
- ***Managing Public Resources:*** They are responsible for managing public resources and money entrusted to them for the benefit of the citizens. For instance, funds to be used for development have been raised through taxes and are used for the provision of public goods.
- ***Good Governance:*** In order to provide good governance, enable personnel to perform their duties honestly, and promote improved administration, integrity is crucial in the public sector. It is important for good governance and to prevent failures which may occur due to resistance to accountability and transparency.
- ***Achievements of Goals:*** Civil servants have an important role to play in development and achievement of goals of social, economic and political justice and equality of status and opportunity in society.
- ***Fair Treatment:*** To deal with the public and their affairs fairly, efficiently and sensitively to the best of his abilities integrity in nature is important.
- ***No Misuse of Power:*** It ensures that civil servants do not misuse his/her official position to further his private interest, for instance taking bribes by police to file an FIR.
- ***Performing Duties:*** A person of integrity does his/her duties with conscience. E.g. Policemen ordered the firing on unarmed peaceful protesters. Honest policemen will obey the order. Policemen of integrity will refuse to fire.

SECOND ARC ON INTEGRITY

The Second Administrative Reforms Commission (ARC) prepared a detailed blueprint for revamping the public administration system. It gave the following recommendations:

A Person must not	A Person must:
Misuse official positions by using information acquired in the course of his duties.	Fulfil his duties and obligations responsibly
Accept gifts or hospitality which might compromise his judgements.	Act in a way that is professional and deserves and retains public confidence.
Disclose information without authority.	Make sure public money and resources are used efficiently.
Nature	Be transparent and open in his public dealings.
	Comply with law and uphold the administrative justice

DIFFERENCE BETWEEN HONESTY AND INTEGRITY

Honesty	Integrity
Honesty is merely being truthful or standing by what one says.	Integrity is about consistency in conduct governed by an active adherence to one's values and promises.
Honesty without integrity is possible.	Integrity without honesty is not possible.
Example- Honesty means a person can lie and be honest when he says he lied.	Example- Integrity demands that a person should not lie in the first place and show a high standard of behaviour.

INTEGRITY PACT

- Integrity Pact is a vigilance tool that envisages an agreement between the prospective vendors/bidders and the buyer, committing both the parties not to exercise any corrupt influence on any aspect of the contract.
- Its implementation is assured by Independent External Monitors (IEM) who are people of unimpeachable integrity.

SIGNIFICANCE OF INTEGRITY PACT

- Faster processing of contracts.
- Improvement in the image and general perception of the company.
- Reduced lawsuits.
- Smoothens the procurement process, avoids litigation and arbitration.

RECENT CHANGES IN THE SOP BY CVC

Recently, the Central Vigilance Commission (CVC) has amended the Standard Operating Procedure (SOP) on adoption of "Integrity Pact" in government organisations for procurement activities.

Restriction on IEM

- IEM should be officials from government and PSUs who have retired from positions of the level of Secretary to central government or equivalent pay scale.
- Retired armed forces officers from the rank equivalent of General may be considered.
- Appointment of IEM: The Ministry, department or organisation concerned has to forward a panel of suitable persons to the CVC.
- ***Tenure:*** Tenure of IEM will be three years in an organisation.

Way Forward

- 'Civil Service Conduct Rules' recommends 'absolute integrity' for civil servants, irrespective of their department. Integrity is critical in civil services to ensure good governance and allow a civil servant to perform his/her duties with honesty.

ETHICAL ISSUES IN NEWS

COMPROMISED INTEGRITY

- Prime Minister Narendra Modi on the occasion of the 15th Civil Service Day held that bureaucrats should abandon negativity and never compromise on the unity and integrity of the country. He urged officers to do everything, even at local levels, for strengthening the unity and integrity of India.

- He also highlighted that traditionally the Hindus used to consider being cremated in the fire of sandalwood by the banks of the Ganges to be pious. That same Hindu adapted to the electric crematorium without any hesitation. There is no better example than this of the evolving mindset of society.

DOES A PRIME MINISTER HAVE A RIGHT TO PARTY?

- In a leaked video, Finland's Prime Minister Sanna Marin was seen dancing and singing with friends at a private party.
- It triggered a debate among Finns about what level of reveling is appropriate for a prime minister, especially considering neighbouring Russia's attack on Ukraine. This triggered controversy on the private lives of the Prime Minister and the maintenance of public image by functionaries.

HONESTY SHOPS

- Recently, 'honesty shops' were opened in nearly 15 schools in Kerala as part of the Student Police Cadet (SPC) project.
- It focussed on some valuable lessons on trust, truth and integrity for students.
- There is no salesman at these counters and students can drop the money for each item at the collection box kept on a table. They can walk in, choose the item of their choice and pay for it based on the price list displayed.
- Launched in 2008, the SPC project was conceived to inculcate better civic sense among students and mould them as responsible youth who will react positively to the demands of society.

USE AND ABUSE OF OATH-TAKING

- Taking oath is an ethical virtue and perhaps also a device that demands from the oath- taker an intense allegiance and firm commitment to norms and textualised principles that make political practices and the resultant social order decent.
- Oath-taking thus plays an important function in offering affirmation of public pronouncements and decisions backed by the moral force of the oath.

5 IMPARTIALITY AND NON-PARTISANSHIP

IMPARTIALITY

- Impartiality is the quality of being fair, or not being biased or partial towards anything or anyone.
- It refers to the fact of not supporting one person or a group more than the other. It holds that decisions should be based on objective standards, instead of on the basis of bias, prejudice, or preferring the advantage to one person or another for unsuitable reasons.

Example:

- A judge cannot presume a person guilty simply because he/she belongs to a particular community or based on the social media reports and has to follow due process of law.
- While allocating funds, an impartial civil servant would not favour his/her own village but allocate funds based on the needs. This is to say that impartiality brings along objectivity.
- Universal Adult Franchise provided voting rights to all above the age of 18, without any partiality towards a group, sex, caste, religion, or social status.
- Neelam Sanjiva Reddy (6th President of India and twice Lok Sabha Speaker), was the first ever Speaker to quit his party on being Elected as a Speaker. He also conducted the proceedings so smoothly that not even once during his tenure, opposition staged a walkout.

"It is wisest to be impartial. If you have health, but are attached to it, you will always be afraid of losing it. And if you fear that loss, but become ill, you will suffer. Why not remain forever joyful in the Self?" - Paramhansa Yogananda

IMPARTIALITY FOR CIVIL SERVANTS

For civil servants, impartiality works at two different levels:

- Political Impartiality: It implies serving governments of different political persuasions equally well, irrespective of a civil servant's own personal opinion.
- Public Impartiality: It implies that a civil servant carries out his responsibilities in fair, just, objective and equitable manner without discriminating against a particular individual or interest.

Political Executives: They derive their authority from the people, by virtue of election. Their role is policy making.

Permanent Executives: They derive authority from technical and administrative expertise. Their role is to implement policies and act as advisors to ministers.

SIGNIFICANCE OF IMPARTIALITY

- Right Action: In case of riots, communal violence or such a complex situation, a Civil Servant is able to take the right action when he/she is free from any type of religious, political or social prejudices; upholds impartiality.
- Vested Interest: In a diverse country like India, minority voices can be suppressed if

the civil servant becomes partial towards the majority for vested interests. Civil servants have to safeguard the minorities.

- Welfare of the People: In the appraisal of subordinates, evaluation; review of schemes, programs; action taken report, impartiality helps Civil Servants to present true picture which is ultimately helpful for the welfare of the public
- Upholding Values: Impartiality helps to uphold Equality, Liberty, Fraternity; thinking about the marginalised section as much as about the rich ones.

Work Culture: Creation of positive & conducive work culture.

- Others: Keeping oneself free from nepotism, political-corporate nexus; corruption.

NON-PARTISANSHIP

- It refers to lack of affiliation towards any political party or ideology.
- Non-partisanship implies that the officer is to do his task without any fear of, or favour to any political party. The values of the administrator will flow from the constitution not from the philosophy of any political party.
- Although the primary concern for the public service is "political partisanship", other types of partisanships such as support for an interest group etc. are also included in this.

Example:

- TN Seshan is remembered for his non-partisan role as Chief Election Commissioner.
- Former President of India, Mr. K. R. Narayanan underscored his non-partisanship by declining the United Front Prime Minister's recommendations to dismiss the BJP government of UP.

"Partisanship is our great curse. We too readily assume that everything has two sides and that it is our duty to be on one or the other." - James Harvey Robinson

NEED OF NON-PARTISANSHIP

- It brings credibility and trust among the public in the functioning of the public service.
- It ensures a neutral approach in politics and a solid commitment to the government.
- It aids in the development of a professional bureaucracy and preserves the public's perception of the civil service.
- It makes the civil servants gutsy, rather than merely capable, so that they can ask relevant questions with respect to the policy, law etc.
- It ensures equality, justice among different sections of the society.
- It ensures the morale, effectiveness and efficiency of civil services, as the transfer, posting etc. are expected to be based on merit alone rather than any extraneous factors.

METHOD TO ENSURE

- The Central Civil Services Conduct Rules, 1964 and All India Services Conduct Rules 1968 - which stipulate certain guidelines for the Civil servant to perform the duty with full devotion; and shall not adopt dilatory tactics in their dealings with the public.
- Code of Ethics, 1997- It was the first initiative to introduce the code of ethics for public servants in India, which was considered a step towards better governance

How does non partisanship ensure ethical governance?

- It will assist a government worker in making decisions free of fear or favoritism toward any political party and in accordance with constitutional norms. Non-partisanship, for

example, will assist a DM/DC in carrying out the duties of a RO efficiently during elections.

- It guarantees that the elected representative and government servants have an effective/ professional relationship. Non-partisanship, for example, will increase/maintain a chief secretary's credibility regardless of the party in power.

Difference between impartiality and non-partisanship

Impartiality and nonpartisanship are closely related concepts, but there is a subtle difference between the two. Impartiality refers to the state of being fair and unbiased, and not allowing personal beliefs or feelings to influence one's decisions or actions. It is about treating all individuals and groups equally and without prejudice.

For example, a judge should be impartial and not allow their personal beliefs or feelings to influence their decision in a case.

Nonpartisanship, on the other hand, refers to the state of not being affiliated with or biased toward any particular political party or ideology. It is about being neutral and unbiased in political matters, and not taking sides with one party or another.

For example, a journalist should be nonpartisan and present factual information about a political issue without promoting a particular party or candidate.

Here is an example to illustrate the difference between the two concepts:

Imagine a person named Sarah who is running for public office. Sarah has strong personal beliefs about certain issues, such as gun control and abortion. As a candidate, Sarah should strive to be impartial and treat all voters fairly, regardless of their views on these issues. However, Sarah may also choose to run as a nonpartisan candidate, meaning that she is not affiliated with any particular political party and is not seeking the support of any particular party. In this case, Sarah would be expected to present her views and policy positions in a neutral manner, without promoting the interests of any particular party.

While both concepts involve being unbiased and fair, impartiality is more general and applies to all situations, while nonpartisanship specifically relates to political matters. However, both are important for ensuring fairness and objectivity in various contexts, such as in the judicial system, journalism, and government agencies.

Challenges in maintaining impartiality and non partisanship in governance

There are several challenges in maintaining impartiality and nonpartisanship in governance, including:

1. ***Personal beliefs and biases***: It can be difficult for individuals to set aside their personal beliefs and biases when making decisions or taking actions. This can be especially challenging when the issues at hand are emotionally charged or relate to deeply held personal beliefs.
2. ***Political pressure***: Government officials may face pressure from politicians or other powerful interests to act in a particular way or to support a particular party or ideology. This can make it difficult for them to maintain impartiality and nonpartisanship and to act in the best interests of the public as a whole.
3. ***Conflicts of interest***: Government officials may have personal or financial interests that conflict with their duties as a public servant. This can make it difficult for them to maintain impartiality and to act in the best interests of the public.

4. ***Limited information***: In some cases, government officials may not have access to all of the information they need to make informed decisions. This can make it difficult for them to be impartial and nonpartisan, as they may have to make decisions based on incomplete or biased information.
5. ***Public perception***: Even if government officials are acting in an impartial and nonpartisan manner, they may be perceived as being biased by the public or media. This can damage the credibility and trust of the government.

Measures to ensure impartiality and non-partisanship in governance

There are several measures that can be taken to ensure impartiality and nonpartisanship in governance, including:

1. ***Establishing clear rules and guidelines:*** By establishing clear rules and guidelines for decision-making and behavior, organizations can help to ensure that individuals act in an impartial and nonpartisan manner.
2. ***Providing training and education:*** Training and education programs can help individuals to understand the importance of impartiality and nonpartisanship and how to avoid personal biases when making decisions.
3. ***Implementing conflict of interest policies:*** By implementing conflict of interest policies, organizations can help to ensure that individuals with personal or financial interests that may conflict with their duties as a public servant are not involved in decision-making processes.
4. ***Ensuring transparency:*** By making information and decision-making processes transparent, organizations can help to ensure that individuals and groups are held accountable for their actions and that the public can see that decisions are being made in an impartial and nonpartisan manner.
5. ***Establishing independent review mechanisms:*** By establishing independent review mechanisms, organizations can provide an additional level of oversight to ensure that decisions and actions are fair and unbiased.

Way Forward

- When there is a crisis of conscience and an ethical quandary to choose between right and wrong, impartiality and nonpartisanship eventually provide neutrality and develop principles of integrity and objectivity. This eventually develops to genuine dedication to public duty.
- Mr. T.N. Sheshan was able to thrive in difficult conditions while maintaining dignity and respect because he always adhered to the principles of neutrality, non-partisanship, and impartiality. This mindset has helped to overhaul the Election Commission.
- In a nutshell, non-partisanship and impartiality maintain neutrality through promoting good governance, apolitical functioning, and decision-making transparency. These values are required to construct protections against conflict of interest in order to reestablish adherence to the diverse ideals established in the Constitution's preamble.

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6 OBJECTIVITY

"Objectivity does not mean detachment, it means respect, that is, the ability not to distort and to falsify." - Erich Fromm

- Objectivity is a mean value to achieve the end value of equality.
- It refers to adhering to facts rather than one's own personal beliefs and feelings.
- The principle of objectivity implies that the decisions and actions should be based on observable phenomena and should not be influenced by emotions, biases or personal prejudices. The idea of Objectivity is having a reason that is free from personal preferences, feelings, and opinions.

Example:

- Drugs Controller General of India ensured sufficient data for approval of COVID-19 vaccine against public pressure.
- Awarding contracts, Making appointments and Giving Rewards based on Merit and not on the basis of Favouritism.

IMPORTANCE OF OBJECTIVITY (NOLAN COMMITTEE AND 2nd ARC)

- Used for building consensus among stakeholders on various issues.
- ***Example:*** Convincing slum dwellers near coastal areas during cyclones to relocate to safer places.
- Helps in maintaining situational awareness while discharging duties.
  - ***Example:*** The objective during communal riots is to stop the riots first.
- To avoid interference of emotions into the judgement.
  - ***Example:*** To avoid nepotism and favouritism in decisions.
- Helps in taking right decisions when confronted with ethical issues.
  - ***Example:*** Rescuing vulnerable people during a disaster would be a priority.
- Scientific objectivity, also referred to as neutrality, is the capacity to assess something using a methodical and factual methodology.
- Helps in inculcating honesty and impartiality among personnel.
  - ***Example:*** In delivering ration under PDS decision would be based on the eligibility.

Objectivity Must	*Objectivity Must Not*
Provide information and advice based on evidence, presenting facts and options.	Ignoring inconvenient facts or relevant
Decision based on the merit.	considerations when providing advice or making decisions.
Taking due account of expert and professional advice.	Avoiding actions that flow from the decisions taken.

- Both objectivity and fairness have the same goal to achieve equality but in unequal circumstances fairness will always prevail over objectivity.
- Objectivity and empathy are at times in contradiction. Empathy is targeted towards individuals, while objectivity looks at masses. So if a judge gives more weightage to empathy over "objectivity", he may give

lenient punishment to a criminal. In the long run it'll hurt the masses.

- Syrian refugees have been flooding Turkey and the EU for many months, but only after a child (Aylan Kurdi) is drowned and images appear in main-stream media, all EU nations have become attentive. This is because of the empathy of people towards an "individual child."

HOW TO DEVELOP OBJECTIVITY?

1. ***Transparency:*** Transparency with better implementation of RTI Act, which will ensure that the decisions are based on facts rather than whims and fancies. Transparency and openness allow for the assurance of objectivity.
2. ***Information Management System:*** It will ensure that any organisation keeps proper records and documents of incidents, decisions, information etc. It will act as a check as well as provide vital input for decision-making.
3. ***Training:*** Training right guidance to the people who are delivering the services. This also ensures that public servants know what all needs to be done.
4. ***Critical Thinking***: ASI began gold hunting in Unnao district of Uttar Pradesh, on order of a union minister who believed in a 'baba'. They showed lack of critical thinking by blindly following dictates of higher authority.
5. ***Right to Review Decisions:*** Within judicial / administrative procedure, there should be a mechanism for appellate boards e.g. in taxation, land acquisition etc.
6. ***Right to be Heard:*** Often officers don't hear the complaint or opinion of people properly and just do the things that are in their mind. Hence new schemes should have 'social audit / public hearing' components.

DIFFERENCE BETWEEN OBJECTIVITY AND NEUTRALITY

Parameter	Objectivity
Basis of Decision	Based on strong evidence
Decision based on the merit.	considerations when providing advice or making decisions.
Taking due account of expert and professional advice.	Avoiding actions that flow from the decisions taken.
Functions	Helps maintain equity and inclusivity
Impact	Will instil confidence in public and ensure public cooperation
Policies of Past Governments	Policies beneficial for larger sections of the society will be implemented irrespective of the government of the day.
Implementation of Policies	Might lead to poor implementation of policies in case of civil servant's disagreement with the govt of the day.

Significance of Objectivity for a Public Servant:

- Civil servants take decisions on the merit of the case and take account of expert and Professional advice. Provide information and advice including the advice to ministers on the basis of evidence and accurately present opinions and facts.
- Decisions based on merits and facts lead to an impartial decision making.
- This would ensure efficient use of resources and enhance the transparency in the public domain.
- Although objectivity is important, one must approach with caution and keep both the text and the context in mind in order to come up with the best decision. Because of this, it is argued that pragmatism and objectivism should be combined rather than using a pure form of objectivity.

Significance of Neutrality for a Public Servant:

- Offers professionalism and stability instead of resistance to change.
- Provides reassurance to the public that their present goals will be dutifully addressed by the government.
- Elected officials can rely on the commitment of civil servants.
- The officers themselves have strong morale as they anticipate recognition based on their abilities rather than political affiliations.
- Enables the provision of unbiased and honest policy recommendations, utilising delegated legislative powers to maximise resource utilisation.

WAY FORWARD

The values of objectivity and neutrality are complementary to each other. They ensure effective implementation of public policies in line with the government's mandate "Sabka sath, sabka vikas, sabka vishwas".

ANONYMITY

Anonymity is the strength of civil servants. Civil servants are like the fourth lion of the Ashoka emblem, which remains invisible "yet makes its presence felt at all times." - Narender Modi

- In terms of Public Service, it refers to staying behind the curtain. It is related to the concepts of Permanence and Neutrality in civil services.
- It is necessary that civil servants (Permanent Executives) give advice freely and without fear (Neutrality) to the Governments of different political parties.

It means that the civil servants work from behind the screen and avoid media limelight and public gaze. Civil servants get credit for the success nor are blamed for the failure. It is the responsibility of the political executive.

Example:

- In the Mundhra deal scam (1957), Chagla commission held that "Minister T.T. Krishnamachari is constitutionally responsible for the actions of his secretary (H.M.Patel) and he can't take shelter behind them or disown reasonability." Consequently, the Minister resigned.
- Several Doctors, Paramedics and Medical Staff have Anonymously contributed to the fight against COVID-19 pandemic.
- It is said that Bureaucracy represents the Anonymous Fourth Lion in our National Emblem.

SHOULD CIVIL SERVANTS BE CONCERNED ABOUT THEIR PUBLIC IMAGE?

Arguments in Favour

- Public image keeps them motivated to keep working for larger good.
- They are idealised by youth and should become moral leaders.
- Good public image ensures acceptance and appreciation from public in service delivery.
- Good public image creates a favourable working environment among colleagues to serve for betterment.
- Public image brings courage and ensures whistleblowing against corruption.
- Public image is sometimes useful for perception management and information dissemination, e.g. during COVID-19

Arguments Against

- Concern for public image may divert them for some other short-term goals and gains.

- Too much concern for public acceptance may lead to decisions in favour of public sentiments, ignoring rationality, objectivity.
- Might lead to ignorance of hierarchies and disturbing the work culture.
- Undue heroism might dilute their neutrality and expose them to vulnerabilities.
- Against the features of anonymity and views expressed might be political in nature

WAY FORWARD

Civil servants of modern India cannot remain in the "ivory towers" but they have to make their presence felt. A good public image might help them in removing negative apprehensions towards them, such as corruption, red tapism; but at the same time too much concern for public image might lead to misplaced priorities.

DEDICATION TO PUBLIC SERVICE

"We should perform our duties diligently and piously, but without expectation of what the results will be." - Bhagavad Gita

- Dedication is the quality of being able to give or apply one's time, attention, energy or self, entirely to a particular activity, person or cause.
- It is different from commitment, which is formally obligated/bound, whereas dedication is commitment with passion and is guided by a sense of duty, inspired by some ideals.
- 'Dedication to Public Service' refers to keeping the public good above all which will ensure that a civil servant's sense of duty is integrated with his official responsibility.

  Example - 'Metro Man' E. Sreedharan.

Why is it needed?

- It keeps them motivated to keep doing their job even if it is boring, unwanting, tedious.
- It is highly required as civil servants face difficult and different situations regularly.
- It brings empathy in civil servants towards their job and people.\
- Public service is highly important to realize the ideals of the Constitution, such as justice, equality etc.

TOLERANCE

"I do not agree with what you have to say, but I'll defend to the death your right to say it."-Voltaire "Civilization will reach only when it learns to value diversity of character and idea"- Arthur C Clarke

"In the Practice Of Tolerance, one's enemy is the best teacher." – Dalai Lama

- Tolerance refers to a fair, objective and permissive attitude toward those whose opinions, practices, race, religion, nationality etc. differ from one's own.
- It is fostered by knowledge, openness, communication, and freedom of thought, conscience and belief.
- Tolerance is the ability to appreciate, tolerate others who have different beliefs than oneself, regardless of their race, religion, ethnicity, or other characteristics.
- Example - The programme 'Ek Bharat Shreshtha Bharat' has been initiated to celebrate the spirit of national integration and to teach tolerance.
- Example - Bhasha Sangam, an initiative where students would be learning 22 Indian languages in their schools.

Other Examples:

- S. R. Sankaran, IAS, was known as the People's Man as he led to the Abolition of Bonded Labour and did a lot for the welfare of marginalized communities.

- Kiran Bedi (1st woman IPS) transformed the Tihar jail from a 'Human Zoo' to a 'Human Dwelling' through her Dedication towards Work.

Role of Tolerance at Different Levels

Level	Role
Individual Level	Teaches one to respect others and not to impose our will on others. Example- Beef may be prescribed for one community in the society but if it is part of someone's culture then helps in broadening our perspective and thinking.
Societal Level	Promotes peace. Example- Imposition of Urdu in former East Pakistan led to division of Pakistan, whereas linguistic tolerance has strengthened unity in India.
Government Level	Increases legitimacy and provides a holistic view of various issues. Example- Tribal Panchsheel has been largely beneficial in promotion of democracy in the North-eastern region.
International Level	Promotes peace and security Example- The lack of tolerance between Israel and Arab countries has led to frequent conflicts in the region.

SIGNIFICANCE OF TOLERANCE

- Civil servants must provide equal service to all segments of our varied community, which is unattainable if they lack tolerance.
- Upholds human rights, pluralism, democracy and rule of law, thus enables human development.
- Enables new inventions and removes the status quo in the society as it enables freedom of expression. Upholds the moral worth of every individual as all individuals have equal moral worth according to John Stuart Mill.
- Enables civil servants in public service as diverse societies like ours need service of all equally.
- The virtue of tolerance, which makes peace possible, helps to replace the culture of violence with a culture of peace.
- It accommodates people in society irrespective of their sexual orientation. Example - Acceptance of LGBTQ community.
- Broadens the perspective of civil servants and upholds values like justice, impartiality and objectivity.
- A civil servant posted in a state other than his own, his tolerant aptitude, may face problem in adapting and dedicating himself to the service of people
- Tolerance as virtue is important to pursue the high ideal of secularism enshrined in the constitution.Intolerance would breed injustice and violence which are antidotes to a balanced development in a culturally diverse nation.

WAY FORWARD

- Historically tolerance has been the central virtue of some of the greatest empires. Be it Asoka's Dhamma or Akbar's Sul-i-kul, tolerance was a key principle.
- Being tolerant of each other and caring for each other is what makes us human. This is why we have believed tolerance is important and an essential aspect of a healthy, livable society.
- In fact, it is the only way in which a country as diverse as India (Politically, religiously, economically) can function and use each and every difference to make its people thrive rather than suffer.

ACCEPTANCE

"Because one believes in oneself, one doesn't try to convince others. Because one is content with oneself, one doesn't need others' approval.

Because one accepts oneself, the whole world accepts him or her."- Lao Tzu

- Acceptance refers to the assent of an individual or group to the reality of a situation or any condition (usually negative and unpleasant) and recognising it without protest or trying to change it. Tolerance is not enough, it is the idea of acceptance that accommodates diversities and makes a society inclusive.
- ***Examples:***
- Goddess Sita had shown acceptance in every crossroads of her life- princess of Mithila and wife of Lord Rama (joy), and also 14 years exile (misery).
- Sports Players accept defeats and learn from those defeats.

DIFFERENCE BETWEEN TOLERANCE AND ACCEPTANCE

Parameter	Tolerance	Acceptance
Definition	It is a permissive attitude towards differing opinion, attitude etc. and willingness to tolerate them.	It goes beyond tolerance and there is assent and recognition of differing opinions, attitude etc.
Attitude towards Dislike	There is passive resignation and dislike may continue to exist	With acceptance, there is active effort to get rid of dislike
Example	Akbar's Ibadat Khana discussions	The philosophy of Vasudhaiva Kutumbakam

EMPATHY

- Empathy is the ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place. Essentially, it is putting yourself in someone else's position and feeling what they must be feeling.
- While people are generally pretty well-attuned to their own feelings and emotions, getting into someone else's head can be a bit more difficult. The ability to feel empathy allows people to "walk a mile in another's shoes".
- An empathetic point of view is achieved by setting aside our own interests, current disposition, and relation to the agent and sympathizing with the effects of a person's actions on those around him.

Operationalization of Empathy: According to David Hume

- X notices that Y is injured and that he is in pain.
- A mental state similar to that of Y arises in X. He experiences the idea of pain, of Y.
- This feeling arises from a kind of association or due to psychological simulation of Y's pain in X's mind.
- This feeling of empathy creates a motivational drive in X to rush to Y's help.

Different Types of Empathy

- ***Affective Empathy:*** It involves the ability to understand another person's emotions and respond appropriately.
  - Such emotional understanding may lead to someone feeling concerned for another person's well-being, or it may lead to feelings of personal distress.
- ***Somatic Empathy:*** It involves having a sort of physical reaction in response to what someone else is experiencing. People sometimes physically experience what another person is feeling.
- ***Cognitive Empathy:*** It involves being able to understand another person's mental state and what they might be thinking in response to the situation.

- This is related to what psychologists refer to as theory of mind, or thinking about what other people are thinking.

Components of Empathy

- ***Empathy as a Virtue:*** A school of ethics, moral sentimentalism, considers that morality has its source in our emotions and desires. Moral sentimentalism provides plausible explanations of common aspects of morality.
  - Empathy, a term often used for a kind of concern for another, is considered as an important virtue.
- ***Rational Element:*** Some other thinkers consider that empathy also has a rational element.
  - As fairness, justice and interdependence are involved in empathy, it may be considered rational in nature and its application understood as an activity based on sound judgment.
  - ***Related to Biological Evolution:*** Empathy is considered an innate aspect of human nature. Like other aspects of human mental makeup, it might have arisen in the process of human biological evolution.
  - As such, it has helped human beings to adapt to the environment and to survive and reproduce.Of Course,it also has a cultural component.

Empathy, Sympathy And Compassion

- Sympathy: It is a feeling and expression of concern for someone, often accompanied by a wish for them to be happier or better off.
  - In general, sympathy implies a deeper, more personal, level of concern than pity, a simple expression of sorrow.
- ***Empathy:*** It involves, first, seeing someone else's situation from his/ her perspective, and, second, sharing that person's emotions, including, if any, his distress.
  - Empathy occurs when you are truly trying to understand or experience someone else's emotions, as if they were your own.
- ***Compassion:*** It is a deeper level of empathy, demonstrating an actual desire to help the suffering person.
  - It is a unique feeling of sympathy for the suffering of others that involves emotions and empathy towards others, a sense of understanding, and the drive to protect.

	Sympathy	*Empathy*	*Compassion*
Defining characteristics	Observing, Reacting, immediate, predominantly emotional awareness.	Acknowledgment of suffering, Understanding the person, Affective response.	Non-conditional, Virtuous, Altruistic, Instrumental, Action-oriented response
Response to suffering	There is passive resignation and dislike may continue to exist	Acknowledgment, understanding, and emotional resonance	Acknowledgment, understanding, and emotional resonance linked with action aimed at understanding the person and the amelioration of suffering
Type of response	Acknowledgment	Objective and affective response to a distressing situation	A proactive and targeted response to a distressing situation

Benefits of Being Empathic

- ***Building Social Connections:*** Empathy allows people to build social connections with others. By understanding what people are thinking and feeling, people are able to respond appropriately in social situations.
  - Research has shown that having social connections is important for both physical and psychological well-being.
- ***Regulating Emotions:*** Empathizing with others helps you learn to regulate one's own emotions. Emotional regulation is important in that it allows you to manage what you are feeling, even in times of great stress, without becoming overwhelmed.
- ***Empathy Promotes Helping Behaviors:*** Not only people are more likely to engage in helpful behaare also more likely to help you when they experience empathy.

Barriers to Empathy

A few reasons why people sometimes lack empathy include cognitive biases, dehumanization, and victim-blaming.

- ***Cognitive Biases:*** Sometimes the way people perceive the world around them is influenced by a number of cognitive biases.
  - For example, people often attribute other people's failures to internal characteristics, while blaming their own shortcomings on external factors.
  - These biases can make it difficult to see all the factors that contribute to a situation and make it less likely that people will be able to see a situation from the perspective of another.
- ***Dehumanization:*** Many also fall victim to the trap of thinking that people who are different from them also don't feel and behave the same as they do. This is particularly common in cases when other people are physically distant.
  - For example, when they watch reports of a disaster or conflict in a foreign land, people might be less likely to feel empathy if they think that those who are suffering are fundamentally different from themselves.
- Victim Blaming: Sometimes when another person has suffered a terrible experience, people make the mistake of blaming the victim for their circumstances.
  - This is the reason why victims of crimes are often asked what they might have done differently to prevent the crime.

Steps To Develop Empathy

Empathy is a skill that can be learned and strengthened. There are a few things that one can do:

- ***Develop Radical Listening:*** Radical listening can have an extraordinary impact on resolving conflict situations and develop empathic behavior.
  - Radical Listening means letting people have their say, hold back from interrupting and even reflect back what they've told you so they knew you were really listening.
- ***Look for the Human Behind Everything:*** A second step is to deepen empathic concern for others by developing an awareness of all those individuals hidden behind the surface of our daily lives, on whom we may depend in some way.
  - A Buddhist-inspired approach to this is to spend a whole day becoming mindful of every person connected to your routine actions.
  - It is precisely such mindful awareness

that can spark empathic action on the behalf of others.

Some Quotes Related to Empathy

- "You Can Only Understand People If you feel them up yourself". —John Steinbeck, East of Eden
- "Yet, taught by time, my heart has learned to glow at other's good, and melt at another's woe". —Homer
- "When A good man is hurt all who would be called good must suffer with him" — Euripides
- "Seeing with the eyes of another, listening with the ars of another,and feeling with the heart of another". —Alfred Adler
- "I call him religious who understands the sufferings of others". —Mahatma Gandhi
- "If there is any one secret of success, it lies the ability to get the other person's view and see things from his angle as well as your own." —Henry Ford

WAY FORWARD

Empathy is the ability to see things from another person's perspective and sympathize with another's emotions, it plays an important role in establishing harmony in society. Empathy is essential for civil services, as in administrative situations, all relevant viewpoints have to be elicited and suitably accommodated.

OTHER IMPORTANT VALUES

DISCIPLINE AND SINCERITY

- "Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all." – George Washington.
- "Hold faithfulness and sincerity as first principles." — Confucius
- "As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them." - John F. Kennedy
- Discipline in the organisation is adhering to the framework of standard operating procedure and following the certain chain of command which is essential for the functioning of the organization in a just manner.
- Sincerity is the quality of being Honest, Genuine, and Truthful in one's thoughts, actions, and communication with others. It is a virtue that involves being Authentic, Transparent, and Straightforward in expressing oneself and in dealing with others
- Discipline and sincerity are the characteristics features of the Civil Servants. Both values help to inculcate practices essential for the implementation of government policy, schemes.
- A Disciplined and sincere civil servant shows courage and conviction in dealing with injustice in the society.
- Discipline is the practice of training people to obey rules or a code of behaviour, using punishment to correct disobedience.
- Discipline and sincerity motivate civil servants to adhere to principles of the Code of Conducts.
- Examples: Randhir Prasad, a 1974-batch Indian Police Service officer eliminated many criminal gangs during his tenure.
- On the morning of 3 January 1991, robbers had conducted a heist in the Hirapur branch of the Bank of India. They had taken control of the bank, tying up the bank staff present there. He rushed to the bank all alone to resolve the situation. Taking on five armed robbers on his own, he battled gallantly until he was shot and killed, but not before

he saved the bank and the lives of the staff tied up there. Coming to office on time, avoiding corruption, taking decisions based on Objectivity, Compassion, Neutrality, etc.

- Ex. IAS Mahantesh – Mahantesh blew the whistle on several Co-operative housing scams in the city.
- It is sincere on part of the Government to not only highlight the contributions of the small Artists, Tribals and less significant groups but also to recognise and Award them.

Discipline	*Sincerity*
Discipline refers to behaviour that portrays the ability to control self or others even in difficult situations, through obedience to particular rules and standards.	Sincerity is the absence of pretence, deceit, or hypocrisy and the quality of acting on honest and genuine feelings or beliefs.
It gives order to the organisation and a predictable outcome, avoiding chaos and mismanagement.	Sincerity prepares the mind for other virtues also. It enables other values to grow strong and grow fast. It wins the hearts of others and enables a person to be nearer to God.
Discipline may or may not be internally driven and may even have externally set benchmarks	Sincerity is action that is always premised on one's own beliefs and values and thereby more likely to be internalized and positively reinforced.

PERSEVERANCE

- "It always seems impossible until it is done." -Nelson Mandela
- "Perseverance is not a long race; it is many short races one after the other."-Walter Elliot
- "Every work has to pass through hundreds of difficulties before succeeding. Those that persevere will see the light, sooner or later." -Swami Vivekananda
- Perseverance is the quality of continuing to pursue a goal or task despite challenges, obstacles, and setbacks. It involves a combination of determination, persistence, and resilience in the face of difficulties or failures. It is an important trait for achieving success in various fields. Perseverance is the hard work you do after you get tired of doing the hard work you already did.

Examples:

- Thomas Edison continued, despites failing over 1000 times, in the invention of the light bulb.
- Efforts that attempt to bring behavioural transformation (removal of open defecation, vaccine hesitancy) in the society takes time and requires perseverance.

PERSEVERANCE AND CIVIL SERVANTS

This quality gives the character a stability and conviction, which ensures that the ends are achieved despite the difficulties that come in the path.

COURAGE

- "Courage to accept and dedication to improve are two keys to success." - Essay, 2019
- "Courage is the most important of all the virtues because without courage, you can't practise any other virtue consistently." - Maya Angelou
- Mind is human's greatest weapon because it tells us between danger and opportunities.
- Courage is the choice and willingness to confront agony, pain, danger, uncertainty, or intimidation with poise and the moral conviction that underpins necessary and ethically correct action. Courage is not just physical bravery.
- Courage is the most important of all the virtues because without courage, you can't practise any other virtue consistently

Example:

- Courage of Mansi Bariha from Odisha helped to rescue 6000 migrant workers from

30 kilns in TN during covid- 19 induced lockdown last year.

- Courage of Captain Vikram Batra during Kargil War.
- Mahatma Gandhi withdrew Non-Cooperation movement because of the Chauri Chaura incident
- Raja Ram Mohan Roy and Ishwar Chandra Vidhyasagar stood against the odds and ill practices prevalent in society
- Civil Services: Whistleblowing, withstanding pressure and adversities, raising voice against injustice.
- Narendra Kumar, the IPS officer of 2009 batch, fought with exemplary courage against the Mining Mafias in Morena, Madhya Pradesh.

RELEVANCE FOR CIVIL SERVANTS

- The very essence of courage is being able to withstand and survive adversities.
- A civil servant's duty is not restricted to complying with rules, regulations and orders but he has to meet uncertain circumstances which requires him to move beyond established rules and take a call without fear of being punished or prosecuted.
- For civil servants it is the urge of 'public service' which gives them enough courage to start and as they move on they realise that it was really worth it.
- A civil servant is required to implement the orders of government without bias, with honesty and without fear or favour.
- Courage is the virtue which helps in remaining ethical and rightful irrespective of the situations. This is really essential for a civil servant to attain success.
- It is precisely in this area that a degree of a difference of opinion begins to emerge between the political executive and the civil servants. But if that civil servant stands up in courage for what he/she believes is right then it will ensure integrity not just for him/her but in the system too.
- For instance, Retired IAS officer Mahesh Zagade once met with such a situation while signing the tenders for new road construction. After analysing all facts he came to the conclusion that it will be an unnecessary expenditure of public money on the well built roads. It led to conflict between him and some regional political leaders, but he stood firm courageously on the value of avoiding unnecessary expenditure of public money and rose victorious.

Courage develops following attributes in the Civil Servants:

- ***Creates credibility:*** It helps a civil servant to be trustworthy and get lots of respect in the career because honest and courageous people who stand up with integrity are really trusted by others.
- ***Leadership:*** This principle is articulation of the same idea as I referred to in the context of Mahatma Gandhi's Experiments with Truth.
- It improves work culture and motivates subordinate officers to be courageous and stand up for what they believe.
- It helps in taking bold decisions. For instance, Whistleblowers need courage of conviction to disclose information.

Way Forward

- Courage to stand up for what one believes is of great importance for civil servants in governance as it would have a major impact on the everyday lives of the people and it ensures integrity by continuation of the policy of honesty in the governance.

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7 EMOTIONAL INTELLIGENCE

Concepts Generally, every act we perform is due to some underlying emotions. Attitudes are formed and can be changed through changing emotions related to attitude object. Emotional appeal forms a very important part of persuasion.

For instance, some people like to help others as they feel happy and contented after doing so. The emotions experienced can be positive or negative. Positive emotions are those which have utility for individuals as well as society.

For instance, Kailash Satyarthi has empathy for the children deprived of their basic rights because of the menace of child labor, so he actively takes steps to help such children. Thus, as Hellen Kellar said "the best and most beautiful things in the world cannot be seen or even touched, they must be felt with the heart", emotions give us the doorway to feel so. On the other side, negative emotions are those which are perilous for the individual and as well as the society as we don't act consciously then. For example, decisions taken in anger, fear or hatred can lead to many undesirable outcomes for the person as well as the society as a whole.

Aristotle said "anybody can become angry — that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way — that is not within everybody's power and is not easy".

So, negative emotions when harnessed properly can be fruitful for everyone. For example, in the national freedom struggle the feelings of Indian towards British rule was utilized in various movements launched for swaraj.

EMOTIONS

Emotions are one of the components of attitude, other being cognition and behavior. Emotions influence our attitude towards the attitude objects and even overpower cognition sometimes. Such dominance of affective components may also lead to prejudice among individuals. As in acts of violence such as communalism, people have prejudiced notions about other community members. The ethical behavior in daily events can witness decline when negative emotions such as rage, anger, greed etc. overpower reason.

Thus, understanding emotions and the concept of emotional intelligence becomes an imperative. Emotions are defined as psychological states which have three distinct components – subjective experience, physiological response and behavioral response. Subjective experience - According to social psychologists there are some basic universal emotions that are experienced by all humans across the world.

Some common emotions are – happiness, sadness, fear, anger. But these experiences can highly vary as they are subjective in nature. Different people feel the same emotions differently and generally people experience mixed emotions regarding a certain situation.

For instance – Person X can experience happiness in a new job but at the same time can be fearful of the unknown circumstances at work.

Physiological response- Physiological response is how the body reacts in a particular state of emotion. In fear one can have a sweating forehead while others can have a racing heart or both.

Behavioral response- It is the actual expression of emotions. For instance, in happiness people laugh or smile while in sadness they seem dull and many even cry. However, expression of emotions is also subjective. When a mother sees her newborn, she may express her happiness with teary eyes. And when a player loses a match the person can respond with anger or sadness.

Emotions are associated with different levels of hormones in the human body.

For example, anxiety is associated with low levels of dopamine while love is associated with high levels of dopamine, serotonin and oxytocin. All of us are born with the capacity to experience emotions. We can identify six main emotions: happiness, sadness, anger, fear, surprise and disgust. Other emotions can also emerge from mixing these emotions. Emotions always emerge as a result of some stimulant. The stimulant can be a physical object like fear of seeing a tiger or it can be a mental construct like thoughts about an uncertain future causing anxiety.

Emotions serve an adaptive function for human being. Emotion motivates people to respond quickly to stimuli in the environment, which helps improve the chances of success and survival for example fight or flight response. Our decision-making ability also depends upon emotions. Emotions help us at arriving at good judgment and enhance reasoning. It is emotions that make us creative.

Emotions motivate us to take action as we have seen in previous example of Kailash Satyarthi. Emotions perform a very important social function as it helps others understand us as well as help us to understand others and building trust. When emotions are expressed, we get a sense of what other peoples are feeling about a certain object, issue or situation. It helps in adjusting one's own attitude to fit better in a group. But it has to be noted that not everyone expresses the same emotions in same way. Extroverted people are more likely to be social and express their emotions, while introverted people are more likely to conceal their emotions.

Understanding some related terms Emotions-

Emotions are most basic, quickest but temporary and comes automatically in response to a stimulus.

Feeling- Feeling require cognitive awareness. They require someone to be aware of emotions and have a thought process connected to that. Simply, emotions that are processed by thinking are feelings. They are longer lasting and occur when emotions are assigned meaning.

Mood- Moods are long lasting emotional state. Moods are less specific, less intense and sometimes it is not even possible to identify the stimulus that caused a particular mood.

Affect- Affect is a broader term, generally used to describe experience of feeling or emotion

EMOTIONAL INTELLIGENCE

- For centuries, emotion and cognition were understood as separate concepts. Whilst emotion was traditionally regarded as a primitive mechanism, cognition, on the other hand, was viewed as the more complex aspect of the human psyche. Emotional intelligence seems to be a contradictory term as generally it was considered that emotions are signs of weakness and cloud our intelligence or reasoning.
- Since the renaissance and the start of the industrial revolution, intellect and reasoning were considered the signs of modernity and emotions were not given any weightage in personal and public lives. This was highlighted by Karl Marx with his concept of alienation where workers (have nots)

were not even aware of their existence and were replaceable like machines. Under the scientific management techniques of Fredrick Taylor, emotions were never considered a factor for efficiency and better productivity in workplaces.

- The introduction of the term emotional intelligence (EI) dated back to the 1990s. Salovey and Mayer were the pioneers to introduce the name "emotional intelligence" to describe the peoples' control of their emotions. Later Daniel Goleman published his work -Emotional Intelligence – Why it can matter more than IQ in which he highlighted the importance of emotional intelligence for solving workplace issues such as inability to lead, lack of teamwork, unwillingness to take initiative and inability to deal with change. Further in our daily lives we may have witnessed many examples of how a person with a high intelligence quotient fails to adjust well socially or how a person with good emotional understanding of self and people around manages to do well career wise and socially. Thus, in contemporary societies, emotional intelligence is considered an important tool along with intelligence quotient. Emotional intelligence has been defined differently by various scholars.
- According to ***Peter Salovey and John Mayer*** it is defined as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior". This definition was adopted by Goleman and further categorized the emotional intelligence into self-awareness, managing emotions, motivating oneself, empathy, and handling relationships.

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Models Of Emotional Intelligence Currently, there are three main models of EI

1. Ability model
2. Mixed model
3. rait model Ability Model Mayer and Salovey presented emotional intelligence as an ability.

Ability model : defines emotional intelligence as the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Thus, according to this model emotional intelligence is function of one's ability. The ability-based model views emotional intelligence as important sources of information that help individual to make sense of and navigate the social environment. As per this model every individual has different ability to process information of an emotional nature and also to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. The model claims that EI includes four types of abilities:

1. ***Perceiving emotions –*** People generally are not able to perceive their emotions towards attitude object which can be because of various reasons such as lack of ability to

differentiate between emotions like rage versus anger, more focus on cognition etc. Perceiving emotions is the ability to detect and understand one's own emotions and also emotions of others in various social interactions. Perceiving emotions represents the most basic aspect of emotional intelligence, as it makes processing of all other emotional information possible which can be utilized for goal attainment.

2. ***Using emotions*** – Usually our emotions vary during the course of day from moment to moment, according to ability model, a person with emotional intelligence uses these emotions to solve the task at hand accordingly and thus have goal orientation. Emotions thus can be used along with cognition to timely attain the targets and this involves better conflict management, problem solving and such complex tasks.
3. ***Understanding emotions*** – This involves the ability to comprehend emotion of self and others. Only perception of emotions is of no utility unless their understanding is there as understanding translates into their better management.
4. ***Managing emotions*** – Managing emotions is the ability to regulate emotions in both ourselves as well as in others. Management of emotions is necessary for personal as well as public relations. Uncontrolled emotions make situations go out of hand and often leads to conflict and other challenges such as feeling of remorse, guilt afterwards. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended targets.

Mixed Model

Daniel Goleman's model of emotional intelligence is referred to as mixed model. It's called mixed model as emotional intelligence is considered a function of both abilities as well as personality traits of an individual.

According to mixed model there are five components of Emotional intelligence:

1. ***Self-awareness*** – It is knowledge about what we are which involves knowing and analyzing strengths and weaknesses. Self-awareness leads to clarity on our own behavior which in turn induces self-confidence.
2. ***Self-regulation*** - Self-awareness promotes self-regulation which involves controlling the emotions and thus self-control is strengthened. Self-regulation leads to patience and tolerance in extreme situations which in turn prevents conflicts. In the era of competition, public scrutiny with digital and legal tools like right to information, self regulation induces high stress tolerance. Self-regulation serves the function of adaptability in the organization and larger society as individuals tend to act as per the norms of society. For instance, it enables avoidance of gratification involved in issues such as corruption. It also presents a persona as trustworthy.
3. ***Self-Motivation*** - When a person is aware of his emotions and is able to regulate them well, he develops high self-motivation to be successful in all spheres of life leading to achievement orientation. Self-motivation improves self-esteem and optimistic outlook for his work as well as personal relations. Self-motivation thus leads to diligence and goal commitment in life. Self-motivated people are initiative takers and change makers.
4. ***Empathy*** - The ego-centric behavior of individuals which leads to exclusionary behavior with others can be overcome by developing empathy. Empathy is emotionally

understanding the situation of others, taking perspective of others and having nonjudgmental behavior towards the attitude object. Thus, empathy leads to better understanding of people and situations and promotes cooperation for a peaceful society.

5. ***Handling relationships-*** According to Goleman, emotionally intelligent person is more enabled in handling relationships both in personal as well as public life. One of the necessary steps for better handling of relationships is ability to remember names, faces, dates and other such association which is termed as social memory. Social memory also empowers a person to be aware of emotions of others in the social event. Handling relationships involves knowing strength and weakness of others and at the same time cultivating respect for the same. This promotes collaborative approach for better results in teamwork whether at home or work-place.

Trait model

This model was developed by Konstantin Vasily Petrides and published in 2009. He defined emotional intelligence under the trait model as "a constellation of emotional self-perceptions located at the lower levels of personality." Accordingly, in this model emotional intelligence is seen as self-perceived emotional abilities and behavioral dispositions as opposed to ability based model, which refers to actual abilities. It sees emotional intelligence as part of one's personality.

Thus, in general Emotional intelligence is defined as the ability to perceive emotions of self, express and regulate them as per circumstance demands while at the same time perceiving and responding to emotions of other people as well. Emotional intelligence enables a person to navigate personal experiences well.

"I don't want to be at the mercy of my emotions. I want to use them, to enjoy them and to dominate them."-Oscar Wild

People with high levels of EI are emotionally stable, have consistency in behavior, are optimistic, compassionate and deal with others with patience. However people with low levels of emotional intelligence are not emotionally stable, have inconsistency in behavior, are pessimistic and are indifferent towards the attitude of others. This makes emotional intelligence perform various functions in different spheres at different stages of life.

UTILITY OF EMOTIONAL INTELLIGENCE

Personal Health-

- It plays an important role in maintaining our mental health as well as physical health in age of competition and constant changes we witness around us.
- Thus, issues such as anxiety, depression, stress can be handled if we are aware of our own emotions and help can be offered to others who suffer from the same. For instance a person with low emotional intelligence will hurt himself with the anger or frustration by taking adverse decisions like suicide. This happens especially with those who do not perceive their emotions well on any failure (academic, relation, career-based failure) and don't channelize them for their own welfare. People with low emotional intelligence let their health succumb due to external factors.
- Relationships - Emotional intelligence has many functions in our private lives as well as public life. In private life, it makes us understand why we act in a certain way towards ourselves, different people, situations etc.

- ***For instance*** –Many people feel happy about their own success but are jealous of others' success. Thus emotional intelligence helps us understand such inconsistencies. In public life, it makes us behave ethically with people we interact with and hence, makes the public relations good. Emotional intelligence thus makes our social interactions go smoothly which also helps in maintaining peace and harmony in society.
- ***For example*** – A person with high emotional intelligence will not stereotype people based on their gender, religion, ethnicity and this ensures better relationships of people with each other.

Performance at workplace - Emotional intelligence is an effective technique to motivate ourselves as well as others around us. It makes a person develop better soft skills and thus contributes to leadership qualities. For instance, in workplace leaders with good emotional intelligence instead of giving out harsh punishments and criticism, give constructive criticism which reflects their emotional intelligence and it motivates the workers to perform well. Further it does not also cause guilt in the leader as he perceived his emotions well and managed them for better productivity in the organization. This in turn promotes team building at workplace and minimizes the negative aspect which can be caused by the conflict, if emotions are not comprehended and not used for healthy competition.

APPLICATION IN ADMINISTRATION AND GOVERNANCE

- Administration and governance play active role in fulfilling the social contract. This involves delivery of goods and services to people for society's well-being. The translation of policy into actions demands certain qualities among the administrators. Traditionally, Max Weber gave the concept of "ideal bureaucracy" which involved features such as hierarchy, rules, division of labor as well as neutrality.
- Neutrality and objectivity demand that the civil servant remain devoid of any emotion in decision making and its implementation. Thus, policy and its execution, according to Weber, has to be based on a legal-rational mechanism only where feelings have no place. In sum, bureaucracy was seen as an iron cage of rationality from which bureaucrats would not have any escape. The ideal bureaucracy in the long run proved to be fatal as it created its own set of challenges.
- For instance – the issue of discrimination with women, poor, disabled people and other such disempowered sections of society.
- On the other hand, it was also seen that those administrators who act under the influence of only emotions without using intelligence of how to regulate them can create many challenges.
- For instance- under pressure from political leadership or other sources, bureaucrats resigning from job or even taking extreme steps such as suicide. Thus, it was observed by many scholars and leaders that without emotional intelligence not only the administrator can't work effectively but also the citizens are not being governed in best possible ways. This ultimately leads to violation of social contract and development goals in long run are not accomplished.

An administrator generally interacts at three levels:

A. Intra-organizational and inter-organizational interaction– Emotional intelligence helps the administrators maintain healthy relationships within their organization which improves the work culture.

- This involves respect for seniors and effective care of juniors so that the productivity is at peak. Also, since organizations may have challenges such as frequent transfers, casteism, gender injustice, and sensationalization of events by the media, emotional intelligence plays an important role to take right decisions without any influence.
- Emotional intelligence in the workplace gives a boost to creativity and innovation for team-building, better performance and solving conflicts. Emotional intelligence helps in making best use of available financial resources. Emotionally intelligent officer is able to accurately understand the situation and allocates funds according to the priority of the matter. Emotionally intelligent civil servants keep his staff motivated by acting as role models. Such officers are able to reduce ambiguity, bridge differences and avoid conflicts. He uses group dynamics to achieve collaboration to build bonds and improve productivity. Emotionally intelligent administrators can become a change catalyst and motivate others to change as well. Emotionally intelligent administrators are able to make better sense of contradictory messages, and recognize underlying meanings of messages. This helps in identifying and reforming systemic deficit in the work culture of the government offices. Also, emotional intelligence helps administrators to bring the best out of their subordinates thereby improving performance.

b) Administration-citizen interface– Civil servants have to be compassionate, innovative and responsive to deliver quality services and goods to the citizens. Without emotional intelligence, friendly services as offered in citizen charters cannot be delivered. Further lack of emotional intelligence leads to issues of exclusionary policies, corruption and diversion of scarce resources. This leads to deprivation and also poverty continues unabated. An emotionally intelligent civil servant is able to adapt to a changing environment. He derives satisfaction from successful competition of task and resists temptations of money and power. The rules of accountability and transparency requires civil servants to work under public scrutiny which includes criticism on even minor errors. Emotional intelligence, thus, enables civil servants to handle criticism positively and avoid frustration at work. An administrator with good emotional intelligence doesn't possess the "mai-baap" attitude towards the citizen. Rather the administrator has a sense of inclusiveness and consciousness, also doesn't allow him/her to discriminate or exclude the citizens from the services. Thus, emotional intelligence on part of an administrator creates a sense of belonging and collective ownership of resources in administrator as well as in citizens too. Emotionally intelligent officer appears and is accepted by the public as non-partisan and neutral. This helps in building trust. Such trustworthy officers are able to navigate through difficult circumstances like communal tension as all the communities involved have trust in him/her. Also, such officers are credible and powerful source of persuasion who can change the attitude of the public for better. For example, towards open defecation, child marriage, dowry etc.

c) ***Personal life –***

- In Indian society, civil servants are the role models for many. This makes their personal as well as public life prone to constant public scrutiny. Emotional intelligence thus helps to manage them the undue criticism for their personal live failures. The nature of job is also such which involves transfer and postings in remote areas which in turn negatively impacts their family life causing disruption in children's education, marital conflict and loss of social circle.
- Emotional intelligence enables them to maintain balance in personal life and avoid these situations. The expectation of family and friends regarding various undue benefits like government jobs or contracts are also high. If not met, then it creates discords and if met then the expectations increases for next favors. Emotional intelligence helps in this case to navigate social relations well while avoiding such expectations.

IMPROVING EMOTIONAL INTELLIGENCE

Although emotional intelligence can be build in individuals from their childhood through process of socialization. Since emotions are innate, every person has certain amount of emotional intelligence.

But ability to use emotions for decision making can be improved through techniques like-

- ***Sensitivity Training-*** It helps a person to understand his own limitation, how his emotions affect others and importance of being sensitive to the needs of others is realised. This helps in improving the sense of inclusiveness and thus, positive outlook is cultivated for people with different backgrounds.
- ***Role Playing-*** It helps in understanding challenges associated with tasks and lives of others, it further helps in setting realistic goals and keeping realistic expectations from others. This in turn minimises the conflicts and leads to more harmony and better cooperation in governance.
- ***Assertiveness Training-*** This involves controlling aggression while exercising authority which can be learned from sports and speaking out issues that matters to subordinates as well as superiors. The colonial hangover of power which leads to issues like corruption can be translated into emotional intelligence with assertiveness training.
- ***Relaxation Training-*** Regular sessions of yoga, meditation to calm down mind, helps in introspection and understanding underlying causes of one's attitude which involve the emotions and behaviour. This makes a person conscious of his acts and he tends to act with compassion.
- ***Communication Training-*** Comprehending both verbal communications and non-verbal cues, understanding unsaid words and self-management when overpowered with emotions while communicating, in personal as well as public sphere improves the ability to engage with emotional intelligence. It is a necessity while communicating with the media and when civil servant is under public scrutiny.
- Learning from the lives of great leaders, reformers and public figures who braved extreme situations with emotional intelligence to achieve greatness motivates the civil servants to lead an exemplary life for a larger audience.

In administrators, it can be inculcated at following stages

i) ***Recruitment*** **–** The introduction of ethics papers in the civil services examination is one of the creative steps to monitor the emotional intelligence of candidates.

ii) ***Training–*** Niti Aayog has suggested introduction of mid-career training modules for all services and preparation of handbooks for skill orientation to improve competency which in turn can have focus on acquisition of soft skills as well as which includes the emotional intelligence of the civil servants.

iii) ***Evaluation–*** According to Niti Aayog, the consideration of replacing annual confidential reports (ACRs) with multi stakeholder feedback (MSF) is necessary reform for better accountability. The multi-stake holder feedback in turn will regulate the biased emotions in civil servants and in turn it can make civil servants more responsive and sensitive to the needs of others.

Emotional intelligence has been accepted as a very important quality for a civil servant and administrator which not only helps him in his official work but also helps in maintaining workpersonal life balance.

CRITICISM OF EMOTIONAL INTELLIGENCE

- ***Manipulating Others:*** A person who is very good at judging and manipulating others emotions without integrity can hide real emotions and disguise others with expression of other sets of emotions.
  - ***Example*** - People on social media platforms manipulate other people by exploiting their emotions such as distress, etc.
- ***Lack of Communication:*** Excessive regulation of emotions along with lower social skills might lead to lack of communication with the recipient.
  - ***Example*** - If a person (A) is not good in communication skills and does not show any emotion (such as smile) while meeting someone (B), then that person (B) will have lesser interest in talking to person (A).
- ***EI has Little Predictive Value:*** The studies conducted on EI have shown that it adds little or nothing to the prediction of some common outcomes.
- ***Confusing Skills with Moral Qualities:*** 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 is a weapon for manipulating others.
- ***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/her emotion of pity when he/she scolds a poor person asking for food.
- Lead to Irrational Decisions: Emotions are irrational. Emotions are unproductive. Emotions are subjective. Emotions should never guide administrative actions.

High EQ	*Low EQ*
• Understand and Sense others' motivations and inspire good work in them.	• Easily stressed and impact others with the effect of one's own overwhelm.
• Create Safety for people to speak their mind, which avoids groupthink.	• Do not speak up or assert themselves, even in situations where it is required.
• Can sense potential and new opportunities effectively better than others.	• Get defensive and argue for points without listening to others.

• Resolve conflicts well and do not add to or escalate drama.	• Hold a grudge that is hard to shake and feel misunderstood by others.

ROLE OF EI IN PUBLIC SERVICES

- "Emotional Intelligence" is the very marker that distinguishes routine management from outstanding leadership and the marker that distinguishes dead organisations from living organisations. It has significant role in Public services, which are as:
  - ***Effective Communication:*** Emotionally intelligent people listen to other people and know how to communicate effectively. An emotionally intelligent Civil Servant manages to execute policies effectively through better communication with the public at large. Empathy and integrity takes precedence over personal biases when one is emotionally sorted out.
  - ***Better Coordination with Subordinates:*** The quality of EI makes a public servant more aware and compassionate. Ego, pride or other negative emotions fail to creep in such personalities.
  - ***Better Work-culture: An*** emotionally intelligent civil servant brings more energy to the system, thus influencing the working attitude of each employee.
  - ***Fosters Leadership:*** Self-awareness is at the core of everything. It describes the ability to not only understand one's strengths and weaknesses, but to recognize emotions and the effect they have on oneself (public servant) and one's team performance.
  - ***Management of Disruptive Emotions:*** A civil servant while working in a high pressure environment often becomes subject to political pressure, life threats etc. Only a public servant who is Emotionally Intelligent would be able to handle such pressures without succumbing to anger, depression or compromise.
  - ***Help in Negotiations***: Emotionally intelligent people can negotiate and resolve disagreements. This characteristic is the heart of public service.
  - Build Trust with People: Emotionally intelligent people listen to other people's emotions and can empathise with them. They act ethically and build trust through integrity and reliability.
  - 360 Degree Leadership: Public administrators with high levels of emotional intelligence:
    - Lead Up -- build social capital with political superiors and elected officials;
    - Lead Down -- build social capital with lower-level staff;
    - Lead Across -- build social capital with peers;
    - Lead Out -- build social capital with stakeholders outside ministry like NGOs, academics, media, citizens

THREAT TO EMOTIONAL INTELLIGENCE IN PRESENT TIMES

- ***Artificial Intelligence:*** There is increasing reliance on Artificial intelligence in the present time, which cannot understand the cultural difference, emotional expressions etc. and also magnify biases in the algorithm.
  - ***Example*** - Facial recognition technology used in the USA has been biased against people of colour and has wrongfully matched people of different colour.

- ***Excessive Politicisation:*** Because of excessive politicisation there is increasing public and political pressure on honest officials and at the same time '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: Because of social media and fake news there is less emphasis on rationality and people tend to jump to the conclusion, increasing pressure on the 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:*** Children and youth are wasting their precious time by engaging in Online games. Their thinking processes are getting shaped in line with the characters of the Game.
    - ***Example -*** 'Blue Whale challenge' has motivated many kids to take extreme steps in their life. Tik Tok app which prompted people to make videos for the publicity only.
- ***Virtual Classes and Activities in School:*** During the Corona Period, engagement of students with the internet for attending classes, has kept them away from the real world. This has been hindering the natural growth of EI among children.
    - ***Example -*** Group events, 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 demand.
    - ***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.

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.

KEY ELEMENTS OF SOCIAL INTELLIGENCE

- ***Verbal Fluency and Conversational Skills:*** A socially intelligent person can carry conversation with a wide variety of people and is tactful and appropriate in what is said.
    - ***Example -*** Swami Vivekananda was tactful in using "Sisters and brothers of America" in his speech in Chicago.
- ***Knowledge of Social Roles, Rules and Scripts:*** Socially intelligent people can play various social roles, and are well versed with informal rules or norms in the society.
    - ***Example -*** Gandhiji was well aware about the social roles prescribed for women in pre-independence India and therefore devised appropriate strategies for them to play a role in the freedom struggle.
- ***Effective Listening Skills:*** Socially intelligent people are good listeners and show a positive attitude; therefore, another person

having interaction with them feels a good 'connection'.

- ***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 people are good at making a balance between managing and controlling their image and being reasonably authentic.
  - ***Example*** - Chetan Singh Rathore, the Deputy

HOW TO DEVELOP EMOTIONAL INTELLIGENCE AMONG CIVIL SERVANTS

- Cognitive Intelligence (IQ) does not change with age or experience. However, with EQ, this is not the case. Emotional competencies are learned and can be taught. The mastery of EQ skills evolve over a lifelong growth.
- ***Yoga Practice:*** Person can take help from exercise such as control over breathing to increase self-awareness and self-management.
- ***Able to Work with Others:*** Every civil servant should be trained to develop his or her emotional intelligence, the fact is that most of them aren't being developed and it affects the organisations where they work negatively because if you can't handle your emotions well, you won't be able to work well with others.
- ***Emotional Literacy:*** Person should improve his emotional literacy because if a person can't label his emotional state correctly, he can't manage his emotions.
- ***Non-verbal Communication:*** Person should learn to interpret non-verbal communication such as facial and body gestures.
- ***Training:*** Training through practice and feedback, civil servants can learn from their mistakes using real life examples and reflection opportunities.
- ***Support:*** Coaching, encouragement and peer support can assist with lasting change and positive development of EI competencies
- ***Experiential Learning:*** Emotional and behavioural changes require life activities which are primarily outside of the traditional classroom and is commonly referred to as experiential learning.
- ***Learning Transfer:*** It refers to how people use what they learn in training for performance improvement. Learningtransfer seeks to reinforce and apply the information learned on the job immediately.

Way Forward

- Emotional intelligence is the single best predictor of performance in the workplace and the strongest driver of leadership and personal excellence.
- These are instrumental tools for goal accomplishment.

ETHICAL ISSUES IN NEWS

LUCIUS QUINCTIUS CINCINNATUS

- Outgoing Prime Minister of the United Kingdom Boris Jonson likened his exit to that of 5th Century BC Roman emperor Cincinnatus, drawing reactions from commentators and historians given Cincinnatus's rule as a dictator.
- Lucius Quinctius Cincinnatus (519 BC to 438 BC) was a Roman emperor whose name is invoked to refer to an honorable and principled figure.
- The story of Cincinnatus is about the Aequians, powerful enemies of Rome that were threatening to invade the city. Unable

to deal with the crisis, the Roman Senate decided to bring in Cincinnatus to fight off the attack. He had been living a life away from power, and the senate was prepared to give him powers to exercise a dictatorship for securing a victory.

- It is said when he learned of the call, Cincinnatus "left his plough standing in the field" and left to lead the Romans to victory against the Aequians. However, 15 days later when his goal was accomplished, he went back to his farm and let go of extraordinary power. Some accounts further say that he was again called for 21 days for warding off another threat to Rome, and this time too, he went back to the farm after the job was done. Hence, Cincinnatus was admired by the Romans for only holding on to his dictatorial powers for as long as was strictly necessary. Hence, known for his Emotional Intelligence.

8 MORAL THINKERS AND PHILOSOPHERS OF THE WORLD

INTRODUCTION

Philosophy is derived from the Greek word "Philosophia" which means love of wisdom. A human is a social being who seeks to understand cause and effect relationships in nature and the society he lives in. The person who is a knowledge seeker through his curiosity is termed a philosopher.

Classification of Western Philosophies and thinkers from the Context of Ethics

NORMATIVE ETHICS

- Normative Theory: It involves arriving at moral standards that regulate right and wrong conduct. In a sense, it is a search for an ideal litmus test of proper behaviour.
- Normative Standards: It sets normative standards for judging human acts as being ethical. They are championed by Greek philosophers and the most important branches among them are as following:

VIRTUE ETHICS

- These are the theories that focus on the virtue of character, mind, and sense of honesty. They were championed mainly by Socrates, Aristotle, and Plato.
- Virtue ethics shifts the analytical emphasis away from rule-based decision-making (of deontological ethics) or of the consequences of an action (eg. in utilitarianism) towards the ethics of individuals and the ethics of human character.
    - ***Example*** - A Teleologist would argue that giving to a charity maximises well-being in society, and a deontologist would argue that we have a duty to help others, a virtue ethicist would point to the fact that helping others displays desirable virtues such as being charitable or benevolent.

VIRTUE ETHICS OFFERS A BETTER MOTIVE FOR THE ACTION THAN THAT OF DUTY BASED ETHICS

- Saving a life of someone only out of the sense of duty seems to lack a better motivation like compassion and kindness, which can be expected only from a person who has developed these virtues in him/her.
- It is also important to note that duty-based ethics somehow neglects some of the essential aspects of moral life, namely the emphasis of being a good person leading a virtuous life.

ISSUES

- Lack of Moral Principles and Ethics: It lacks moral principles and ethics without specific principles cannot guide us in deciding the moral choice of an action.
    - ***Example*** - When someone steals money, what would be a morally right act in dealing with that person?

Difficulty in Determining the Morally Right Action: There is a lack of moral judgment in virtue ethics. A person may be virtuous but he/she may still not be able to distinguish right action from wrong action especially if he/she is not knowledgeable in a particular field.

- ***Example*** **-** Despite being a virtuous person, Sarah's lack of expertise in finance led her to make poor investment decisions, highlighting the importance of knowledge and moral judgment in virtue ethics.

- Lack of Moral Judgment in Virtue Ethics: There can be situations in which virtues enter into conflict with one another.
  - ***Example*** **-** If a person comes across a dilemma of his/her friend being brought to trial and he/she is a witness.

SOCRATES

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

Socrates Philosophy

- Scrutiny and Exploration: In the words of Socrates, "An unexamined life is not worth living, one should question, accept and reject the facts." By this philosophy, he builds a scientific temper which further paves for a scientific revolution in Europe.
  - ***Example*** **-** The recent trends of fake messages via social messaging sites often tend to create conflict between communities in India. This is because of not examining the facts.

- Courage: It depicts freedom to speak of one's mind, the ability to speak the truth, and objectivity.
  - ***Example*** **-** A major chunk of the world believes in Chinese aggression but they fail to speak up due to financial dependency on China.

- Ethics of Happiness: According to him the only virtue is knowledge and the only sin is ignorance. He valued knowledge that can lead to an ethical life.
  - ***Example*** **-** The death of V G Siddhartha (Owner of Cafe Coffee Day) shows money is not the source of happiness but it's true knowledge.

- Conflicting Promise: In the case of conflicting promises one should follow a promise that has higher moral worth.
  - ***Example*** **-** India had promised double digit growth in the 2018-20 budget and its constitution also promises social nature. Thus during the pandemic the government prioritized the welfare of people over its economic aims.

- Ideal Life: An ideal life should focus on self-development, especially the pursuit of goodness, virtue, justice, integrity, and friendship. Valuing virtues like love, friendship, courage, truth takes an individual far more than others due to his ideal values.
  - ***Example*** **-** Sarah's commitment to cultivating virtues such as kindness, honesty, and integrity leads her to lead a fulfilling life filled with meaningful relationships and personal growth.

- Individual-level: True knowledge is the basis of ethical life thus one should stay away from superstation, feudal mindset, fake news, and misinformation.
  - ***Example-*** Practices like mutilation, fake news like the corona virus spread by religious groups hamper our journey towards an ethical life.

- Societal Level: Socrates' philosophy encourages critical thinking and questioning societal norms, promoting intellectual discourse for the betterment of society.
  - ***Example-*** Mahatma Gandhi's principles, such as nonviolent resistance and

questioning unjust authority, became a guiding force in India's struggle for independence.

- Governance Level: Socrates' philosophy emphasizes the importance of wisdom, self-examination, and moral integrity in governance for the benefit of the entire society.
  - ***Example*** - When our government favours PM-Garib Kalyan Yojana of free food over Fiscal responsibility highlights valuing morally high promise.

PLATO

He was a Greek philosopher and disciple of Socrates and a teacher to Aristotle.

Plato's Philosophy:

- Justice of Self: Every human being has three components mentioned below and they must prioritise knowledge over others.
- Appetite: Act based on instinctive needs. These instinctive needs are food, sleep, attire, etc.
- Spirit: Act according to one's honour.
- Knowledge: Act based on the power of critical thinking
- Justice of Society: For every society to function efficiently, each component should perform its duty. Such as:
  - ***Artisan:*** Provide goods and service
  - ***Soldiers:*** Defending the society
  - ***Guardians:*** The rulers of the society
- Plato's Republic: It was a utopia ruled by philosophers and their progeny who enjoy hereditary kingship. The republic neither had private wealth nor private family. The children were raised by community and culture and athletics were taught. Strict censorship over literature, drama, and music.
- Harmonious Functioning: Part should work for the whole and whole must benefit the parts.

ARISTOTLE

He was also a Greek philosopher and disciple of Plato.

Philosophies of Aristotle:

- Eudemonia: It signifies happiness. Eudemonia means achieving the best conditions possible for oneself, in every sense–not only happiness, but also virtue, morality, and a meaningful life.
  - ***Example-*** If you're a parent, you should excel at raising your children; if you're a doctor, you should excel at healing people and if you are a civil servant you should work towards the welfare of the society.
- Ethical Being: He considered humans as social, political, and also as ethical beings against the views of Sigmund Fred and even Kautilya.
  - ***Example-*** One has to focus on building character as PM recently on civil services day quotes "Sheelam Param Bhushanam" (Character is the highest virtue).
- The Doctrine of GOLDEN Mean: He emphasised avoiding extreme actions like choosing courage against cowardice and sloth.
  - ***Example-*** One should not go against the constitution in highlighting their views with extreme protests and on the other hand they should also not stay silent in case of exploitation. A legal constitutional battle is a favourable middle path.

- ***Emphasis on Virtue:*** It is the character that determines ethicality and not actions, motives, and consequences. In Bonafide errors people are generally forgiven due to their true intent and thus the act becomes ethical.

DENTOLOGY

- The basic premise of deontology states that we are obligated to act in accordance with a set of rules, principles, and values regardless of outcomes. Its emphasis is on means rather than ends. Kant is the philosopher who championed deontology.

Immanuel Kant Deontology –Deontology is a normative theory which states that morality of an action depends on the means adopted rather than the consequences. Further, an act should be done not because it maximizes outcomes but to fulfil the duties. Thus, commitment to duty is must even if it leads to bad outcomes. This brings certainty in decision making as it is rule based. Kant argued that standards of morality are based on reasons and rationality. There is no need to look at the divine or to the consequences for determining morality of an action. It is through reason that humans develop moral laws and determine which principles of actions are consistent with it. The strength to set aside our natural desire and act on these principles also comes from within. One necessary condition for moral actions is that they should be performed freely. An individual's action is free if his own reason generated the principles which formed the basis of actions.

Categorical Imperative- Kant is famous for his "Categorical Imperative" which simply means unambiguous duties. For Kant, CI is the fundamental principle of morality. Duty is a commitment to perform certain actions by virtue of being part of civilized society. Accordingly, there are two types of duties or imperatives:

- Hypothetical imperative – which are obligation only if one desires something, and
- Categorical imperative- duty which is absolute in nature and must apply in all circumstances. Categorical imperatives are objective and unconditional principles that originate out of rationality and free will. Any action to be morally upright must conform to CI.
- It is obeyed purely out of a sense of duty and not due to emotions, feeling or desire.

According to Kant, Categorical Imperative is based on four principles:

a) ***Principle of universality*** – Acting in such a way that it can be made into universal law. This means acting emotionally and focusing on consequences is irrelevant as they vary from situation to situation and thus universal law can't be made.

b) ***Principle of Equality-*** These universal laws should be applicable to all including self. If there are exceptions and anyone is excluded then the law is not based on categorical imperative.

c) ***Humanism Principle-*** People should never be treated as means but they end in themselves. Hence duty is done for the welfare of people rather than using them in the process for fulfilling duty.

d) ***Duty Principle***- Acting right because it's the right thing to do, not because of some fear or reward attached to it. When an act is done based on reward and punishment, it's not a moral act as rationality has not been followed. (Duty for duty's sake- the core theme of deontology).

Utilitarianism

It is one of the various forms of Consequentialism school of ethics. Consequentialism is the ethical

framework which focuses on consequence of action to determine morality of action unlike deontology which focuses on means adopted in the action. According to Utilitarianism, an act is moral if it maximizes happiness for a greater number of people. Thus, utilitarianism focus on collective pleasure rather than individual pleasure.

Jeremy Bentham- Quantitative Utilitarianism

According to Jeremy Bentham, founder of modern utilitarianism, "Nature has placed mankind under the governance of two sovereign masters, pain and pleasure." Pleasure/happiness is the only desirable and all actions directed toward maximization of happiness are moral. Thus, according to him, in every act we ought to perform we weigh the pleasure and pain which is resulted from the act.

Bentham said "The said truth is that- It is the Greatest happiness of the greatest number that is the measure of right and wrong." An action is moral or has utility if it maximizes pleasure and minimizes pain. For this, he gave his Hedonic calculus to measure pleasure as well as pain on the following parameters

1. ***Intensity-*** It provides for the intensity or level or pleasure and/or pain that results from the action
2. ***Duration -*** For how long (time) the pleasure or the pain lasts.
3. ***Certainty-*** Is there a notable amount of certainty or uncertainty of pleasure or pain resulting from the action?
4. ***Propinquity-***Once the act is done, how much time it takes to experience the pleasure or pain. Is it just after the act or it takes a certain amount of time to set in?
5. ***Fecundity-*** Will the action lead to more pleasure or not.
6. ***Purity –*** Will the pleasure resulting from action be followed by pain or vice versa.
7. ***Extent-*** What is the extent of the effect of the action or how many people are affected by the same. (basis of actions for collective happiness).

- Jeremy Bentham is widely known for his quantitative utilitarianism, in which, according to him, pleasure and pain can be quantified (can be more or less) based on this calculus. According to him, there is no qualitative difference between different kinds of pleasure ie. bodily pleasures are as desirable as mental pleasure. Further according to Bentham, our action is regulated by four sanctions, namely, natural (fear of death), political (fear of punishment), social (fear of boycott) and religious (fear of god). It is because of these sanctions, an individual looks beyond his personal pleasures and acts for the happiness of all.
- John Stuart Mill- Refined or Qualitative Utilitarianism According to JS Mill, pleasure and pain can't be quantified as they are subjective and vary from person to person. Further, there are certain pleasures which are superior to others. These higher pleasures are something like virtues. If the pleasures are associated with reason or other emotions like passion that lead to benefit for a larger number of people, then they are superior to other pleasures. These are intellectual and spiritual pleasures. Thus, Mill gave qualitative utilitarianism.
- On the question of 'how to test the quality of pleasure and pain', Mill argued that it is for the "competent judges" to decide that. A competent judge is one who has experienced both bodily pleasures as well as intellectual ones and he prefers intellectual pleasure over others. Also, a man has his natural sense of dignity to test the quality

of the pleasure resulting from the action he performed. Thus, he said "It's better to be a human being dissatisfied than a pig satisfied; better to be Socrates dissatisfied than a fool satisfied." According to Mill, a person acts for the happiness of the maximum number of people in order to reduce his own pain.

- Thus, like Bentham, Mill also supported collective happiness rather than pleasure of an individual. Further, he added one more sanction to the four quoted by Bentham and that is conscience. He said – "I have learned to seek my happiness by limiting my desires, rather than attempting to satisfy them." According to Mill, Bentham's sanction acts externally while conscience is an internal sanction which controls man's personal desires (egoism) for the pleasure of a larger number of people(altruism) and to reduce their pain.

Social Contract Definition

- Social contract is an agreement between a legitimate authority and citizens in which citizens wilfully surrender some of their freedom and liberties for establishing a society with peace and which has security for its members. Thus, various social contract theories aim to prove legitimacy of authority of the state over individuals. They explain two fundamental ideas- First that humans wilfully form the government and it's not forced on them. Second is that it's the right which is the basis of all political societies rather than might.
- Thomas Hobbes and John Locke, both gave their social contract theory based on their conception of the original 'state of nature'- which is representation of human existence prior to contemporary societies with laws and rules (social contract). Also, both focused on the importance of reasoning which leads man to create a state for survival and peace. However, both had different meanings for the state of nature, how humans acted in it and thus, how social contract emerged.

Concepts	*Thomas Hobbes - Leviathan (1651)*	*John Locke- Second Treatise of Government (1689)*
State of nature	He had a negative conception of a state of nature where humans are nasty, brutish, selfish and lived in fear of death. Resources are scarce and man acts in self-interest so as to satisfy his own needs.	He had a positive conception of state of nature when compared to Hobbes. Although the man was insecure but he honoured obligations, was peaceful and pleasant.
	This leads to competition for the limited resources and thus the state of nature is termed by him as a state of permanent war of all against all.	It was pre-political but not pre-moral. This state of nature was peaceful as Locke's "law of nature" — the obligation that created beings have to obey their creator (god)—constitutes the foundation of the "state of nature."
	In such a state of war – there is absence of any concept of law, justice and property.	People voluntarily give the state their rights through a "social contract" in order to protect their "natural rights" of life, liberty, and property.
Transition to civilized state	The transition from "state of nature" to civilized society is by a "social contract," to be agreed upon by the people to be governed by the government.	People voluntarily give the state their rights through a "social contract" in order to protect their "natural rights" of life, liberty, and property.
	Thus, people submit their rights to the state to get protection in return.	Individual rights are more important than state.
Supremacy of state or people	State is absolute and whatever it does is just even if it's not right.	Individual rights are more important than state.

	State has maximum power as this only will prevent man of state of nature from becoming brutish and selfish again and thus create a just society in process.	If the state is not able to ensure their rights and hence fails to uphold the social contract then people can change their government.

JOHN RAWLS

- Justice as Fairness Rawls conception of justice is fairness or impartiality. In his theory of justice, he answers the question- How to create a just society?
- This particularly focuses on finding the principles required to create just political, economical and social institutions as these institutions distribute the rewards and punishments which have profound impact on people's lives. Rawls theory is based on 'veil of ignorance'.
- A person is put behind this veil to determine the principles of just society.
- According to Rawls, a person behind this veil is ignorant of his/her own race, religion, class, caste, gender and nationality, in sum the identities which he/she will have in future society.
- Thus, such a person would think rationally to ensure that if in future society he/she is in the worst section or is disadvantaged then he/she must benefit from principles of justice. Also, if he/she is in the privileged section then his/her position doesn't get weaker. The only safe option to create just political, economical and social institutions will be to guarantee maximum standards of minimum liberties for all. This veil of ignorance thus provides for principles required to create just institutions for a just society.

Hence, Rawls gave two basic principles to create a fair society:

a) Liberty Principle- All citizens have basic rights and liberties which are accorded to them equally. As unequal rights will not benefit those who have a lesser share of the same.

b) Social and economic inequality has to satisfy two conditions –

i) Principle of Equality of Opportunity- It means that people with the same talent and willingness to use the talent have the same educational and economic opportunities regardless of whether they are poor or rich. Further, inequalities are attached to the offices and positions which are open to all under condition of fair equality of opportunity.

ii) Difference Principle- According to Rawls, inequalities are accepted as long as they benefit the most disadvantaged section. Thus, Rawls has an institution focused view of just society where rationality behind the veil of ignorance determines how to create just society rather than morality.

This was ***criticized by Nobel Laureate Amartya Sen*** who promoted realization-based understanding of justice. According to Sen, focus should not only be on how to create just institutions in society but also on how to deliver/distribute justice in society. Thus, merely creating just institutions (niti) does not ensure fairness but outcome (nyaya) also needs to be realized.

Further distributive justice or fair distribution of goods and opportunities is not enough but how people utilize these resources and opportunities is also important and thus he gave the framework of Capability approach. In this approach, a person's capability to live a good life is defined in terms of the set of valuable 'beings and doings' like being in good health or having social capital with others to which they have real access. This criticism reflects the

classical debate of ethics- whether to focus on duties (deontology school of ethics) or to give priority to outcomes (Consequentialism school of ethics) while determining an act is moral or not.

INDIAN THINKERS AND PHILOSOPHERS

MAHATMA GANDHI

Mahatma Gandhi is called the father of the nation not just because of his contributions in the Indian national movement but because of the ethical foundation he established for India both during the freedom struggle and after it. Moreover, he acted as a moral lighthouse and anchor in testing times such as the partition of 1947. Main contributions

1. ***Means over ends:*** Gandhi ji pioneered the idea that means are as important as the ends when determining the ethicality of an action. Wrong means can never lead to lasting noble end. He withdrew the Non-cooperation movement and did not support revolutionaries like Bhagat Singh because of violent means.
2. ***Human values (Truth & Non-violence):*** Satya and ahimsa must always be upheld as they are of intrinsic value to human beings. They are not only respectful but also the key to a good life.
3. ***Tolerance, pluralism and fraternity:*** Gandhi ji advocated for universal brotherhood, monotheism and equality of all beings. His prayer "Ishwar allah tere naam, sab ko sanmati de bhagwan…" gives the same message.
4. ***Education:*** Education leads to all-round development of a person's 'mind, body and spirit' and turns us into a better human being, citizen and member of society and so on. He emphasized upon value-based education in his Wardha scheme of education.
5. ***Humanitarianism:*** Gandhi ji believed that every human being has the right to dignity and a good life. Betterment of human life must be the prime goal of social and political action. With this idea, Gandhi ji worked for the upliftment of harijans, women and so on.
6. ***Inner strength:*** Gandhi ji preached that a person should have such high moral strength that no amount of pressure can shake his moral standing. The technique of satyagraha was based on the inner strength of satyagrahis who could go on fasting unto death, take beating etc. Inner strength can be developed through courage of conviction, confidence and even spirituality. He said, "Strength does not come from physical capacity. It comes from an indomitable will." Gandhi ji even assured people of success if they believed in their strength and acted for the right cause. He triumphantly said, "First they ignore you, then they laugh at you, then they fight you, then you win." Satyagraha meant the use of truth, non-violence and sacrifice to agitate, assert one's position and bring a change of heart in the opponent, so as to get justice. The recent peaceful as well as successful long march of farmers in Maharashtra can be seen as an example.
7. ***Conscience:*** Gandhi ji believed that God resides in every person and speaks from within. Such a divine voice is the voice of conscience which people must obey in times of dilemma. Gandhi ji remarked that 'there is a court above all courts, and that is the court of conscience'.
8. ***Gender:*** Gandhi ji had a nuanced view on gender equality. He stated that though women are different from men and have different strengths and weaknesses, they are equal in status. Women are actually superior to men in matters like moral strength. He said, "To call women the weaker sex is a

libel; it is man's injustice to women.If by strength is meant moral power, then woman is immeasurably superior to man's superior.

View on good life

1. ***Austerity***: Gandhi ji preached a simple life with bare minimum material privileges. He believed in the fulfillment of higher order needs such as knowledge, morality, faith etc. Moreover, Gandhi ji said it was against his conscience to have material luxury when the masses of India lived in poverty and hunger.
2. ***Altruism:*** Altruism was advocated by Gandhi ji not only as a voluntary good deed but also as a duty for the well-off, to create a just and sustainable social order. Gandhi ji's follower Vinobha Bhave took it forward in the form of the Bhoodan movement.
3. ***Social service:*** For Gandhi ji, selfless social service was a way of spiritual upliftment and a higher sense of fulfillment. Gandhi ji said, "The best way to find yourself is to lose yourself in the service of others."
4. ***Cleanliness:*** Gandhi ji said that 'cleanliness is next to godliness'. Cleanliness and hygiene leads to mental peace and generation of good thoughts. Moreover, through this idea, Gandhi ji tried to address the menace of sanitation and therefore, manual scavenging and untouchability.
5. ***Intoxication:*** Gandhi ji advocated prohibition of liquor and condemned intoxication. It pollutes our soul, mind and heart and gives way to immoral acts.

Views on Decision Making: What Is The Right Thing To Do?

1. ***Talisman:*** Gandhi ji favoured choosing the course of action based on compassion. He taught that whenever we are in doubt over our course of action, we should think how our actions will affect the poorest and weakest, whether it will help to alleviate their suffering, whether it will benefit them. This talisman is particularly relevant for decision making by public servants.
2. ***Bhagavad Gita:*** Gandhi ji termed the Gita as his 'spiritual dictionary' and gave it the status of his 'mother'. One should do one's duty i.e. dharma and not care about the result, which is the way to salvation. Gandhi ji gave the idea that fulfilling one's duty in family, society, nation etc. should be the core principle of human life.

View on Polity and Governance

1. ***Self-governed self-sufficient village republics:*** Gandhi ji argued that as opposed to big centralized governments, local self-governance (Panchayats) and self-sufficiency are the key to good governance and it also provides social control to ensure ethical behavior. True Swaraj will come only when people govern themselves as per their own values.
2. ***Secularism:*** Gandhi ji envisaged a state that was impartial to all religions and derived inspiration from all religions as a way of value-driven politics, as was the case during the rule of Ashoka and Akbar. He believed in the traditional Indian idea of Sarva Dharma Sambhava.
3. ***Just law:*** Laws should be just and reasonable. People must abide by the law in all circumstances but they have the right to disobey and resist when the law is unfair and unreasonable. For instance, the salt law was broken by Gandhi ji with his Dandi March.

View on Economy

1. ***Private enterprise:*** Gandhi ji favoured minimal economic regulation and free enterprise, but for larger social well being and not individual greed or luxury.

2. ***Trusteeship model:*** Gandhi ji propounded the idea that owners of wealth should see themselves as custodians of public resources which people have entrusted with them to do larger social good. Wealth should not lead to greed but should be used for the well-being of all, such as innovation, job creation, philanthropy etc.
3. ***Small industries and manual labour:*** Gandhi ji promoted small industries as they can be set up by persons with limited means using their traditional skills and they also lead to employment generation and inclusive growth. Skill development and manual labor is the means to ensure livelihood for all.
4. ***Gandhi on Machined Production-*** Gandhi called machines "evil" and held it responsible for impoverishment of India. Gandhi supported machinery which reduces human suffering but was against those machines which replace humans in production. He said, "The spinning wheel itself is a machine; a little toothpick is a machine, what I object to is the craze for labour saving machinery. Men go on saving labor, till thousands are without work and thrown on the open streets to die of starvation"
5. ***Rural development:*** Gandhi ji once said that 'India lives in villages' and favoured rural development on its own terms over urbanization because he saw villages representing true Indian ethos and culture.
6. ***Antyodaya:*** Antyodaya, that is upliftment of the bottom strata, was the key to development of all (Sarvodaya) and was also India's moral responsibility as a civilized society.
7. ***Antyodaya is key to Sarvodaya:*** Inclusive and equitable development is necessary for a sustainable social order. Otherwise, stagnation and unrest will follow, as it did in feudal times.

Other Views

1. ***Bringing change:*** Gandhi ji believed in human potential and appreciated individual initiative. He urged, "Be the change you wish to see in the world", as change was the responsibility of people as well as state.
2. ***Honesty and integrity-*** For Gandhi "Happiness is when what you think, what you say, and what you do are in harmony." He did not shy away from criticizing even the Indian National Congress for its wrong policies and slow functioning.
3. ***Generosity:*** Gandhi ji urged people to be kind and righteous regardless of the behavior of others. He said, "The weak can never forgive. Forgiveness is the attribute of the strong", as portrayed in the movie Munna Bhai.
4. ***Attitude:*** He stated that attitude is a consequence of our actions and a determinant of our destiny. Hence, we should ensure cultivation of the right attitude. He said, "A man is but the product of his thoughts, what he thinks, he becomes."
5. ***Seven Sins:*** Gandhi pioneered the idea that every pleasure must be commensurate with due responsibility. Otherwise, it would not only corrupt the individual but also deteriorate the society at large.

The following were seven deadly sins according to Gandhiji:

'Wealth Without Work, Pleasure Without Conscience, Knowledge Without Character, Commerce Without Morality, Science Without Humanity, Religion Without Sacrifice, Politics Without Principle'.

Comparing Gandhi ji with Subhash Chandra Bose and Rabindranath Tagore			
Parameter	**Views of Gandhi**	**Views of Bose**	**Views of Tagore**
Means vs. ends	Means were as important as ends e.g. non-violence	Ends over means especially in times of oppression e.g. invasion of India by INA	Means were most important and should uphold humanism
Culture	India's tradition and culture were the bedrock of its civilization and should be preserved	Indian culture had deteriorated due to vested interests and ignorance and needed to be modernized	Human choice and reason should determine culture. It must keep evolving. Humans are ends in themselves and not means
Education	Education should incorporate values, skills, culture and social awareness. Its aim should be to create better members of society.	Education should include modern sciences, both natural and human. Its aim should be development of society and upliftment of the marginalized	Education should not be top-down and prescriptive but student centric. It should aim at character building and bringing students closer to nature
World	The world is one family but sees power-politics and exploitation. India should limit contact with outside world unless its strong enough to deal with it	The world is governed by the relationship of power between countries. India should gain the power to protect its interest and regain its old glory	The world is one and humanity is a family, artificially divided by borders. We need universal brotherhood to ensure peace and justice.
Rights	Rights of individuals should be balanced by rights of the society, so that both can sustain.	Rights of the society outweigh the rights of individuals, as the former is required for the latter	Rights of individuals are sacrosanct and inviolable, and should be the basis of any social order
Nation	Nation is a civilization which is sustained by an ethics and culture	Nation is a political unit which needs strength to sustain	Nation is an artificial concept that divides humanity. The world is one

JAWAHARLAL NEHRU

Main contributions

1. ***Liberty and freedom:*** Nehru believed that a nation cannot progress until its individuals are free to progress. He was a key proponent of fundamental rights and drafted the Karachi Resolution on fundamental rights 1931.
2. ***Peace:*** He opposed colonialism and cold war as it threatened peace along with prosperity. Nehru propounded the ideas of Non-alignment and Panchsheel as the moral foundations of Indian foreign policy.
3. ***Internationalism and cosmopolitanism:*** Nehru believed in '***Vasudheva Kutumbakam'*** i.e. the whole world is one family and favored international cooperation and multilateralism. He convened the Asian Relations Conference and showed his compassion by welcoming refugees from Pakistan, China etc. soon after independence.
4. ***Tolerance and respect:*** He gave due space to the entire social and political spectrum. India's first cabinet under PM Nehru included non-Congress leaders such as Ambedkar, Shayam Prasad Mookherjee etc.
5. ***Culture:*** Nehru said, "Culture is the widening of the mind and of the spirit." He believed that culture should be directed at developing individuals and society in mind as well as heart. For instance, he was a follower of Yoga but rejected many orthodoxies of the then Indian society.
6. ***Scientific Temper:*** He advocated cultivation of scientific temper among students and people for a new, progressive, stronger India. Nehru called dams, universities etc. 'temples of modern India'.

View on Decision Making

What Is The Right Thing To Do?

1. ***Right means***: Being a follower of Gandhi ji, Nehru also believed that only right means can lead to right ends. Nehru decided to take the issue of Jammu and Kashmir to the United Nations as he wanted to use the right means for national integration rather than use military force.
2. ***Democratic decision making:*** Nehru was a highly matured leader who took the path of participative leadership. He preferred plebiscite during integration of princely states to ascertain public will. Nehru also included Ambedkar in his cabinet for inclusive decision making.

View on Governance And Economy

1. ***Socialism and welfarism:*** It is the responsibility as well as authority of the State to eliminate inequality, backwardness and injustice from society through planned economy, public sector etc.
2. ***Democracy:*** Nehru was a proponent of universal adult suffrage despite skepticism of others. He also supported grassroots democracy and inaugurated the first ever Panchayat in independent India in Nagpur in 1959.
3. ***Secularism:*** Nehruvian model of secularism was based on complete separation of state from religion (European model), impartiality of state and a liberal rational approach to socio-religious matters. Its aim was to create a liberal progressive society.
4. ***Distributive justice:*** Nehru was against concentration of wealth and resources and under his leadership, India passed various such laws like Factories Act, Minimum Wages Act, Land Ceiling Acts (by States).
1. ***Administration:*** Nehru was strongly against the structure as well as spirit of the Indian Civil Service (ICS) and called for completely doing away with it. He sought the creation of a new form of administration that did not have the authoritarian colonial mindset but was suited for a new order of democracy and development. His view was different from that of Sardar Patel who wanted to retain the steel frame of All-India Services. Nehru said, "It seems to me to be quite essential that the ICS and similar services must disappear completely, as such, before we can start work on a new order."
2. ***Public Service:*** Nehru saw public service as not an authority but an honour and duty. He famously urged people to call him 'Pratham Sevak' rather than 'Pradhan Mantri'.

RAJA RAM MOHAN ROY

Morning Star of Indian Renaissance Main Contributions

1. ***Monotheism:*** Roy preached unity of God and that all religions are different paths to the same ultimate truth and salvation.
2. ***Cosmopolitanism:*** Roy considered people of different nationalities as sub-units of one big family that are codependent and have to cooperate to achieve common good. Roy supported the French nationalists and became the first person to break the tradition of not crossing the sea and went to England.
3. ***Rationalism and modernity:*** Like Rousseau, Roy regarded reason and rationality as prime criteria for deciding the right course of action rather than tradition and superstition. Roy is called the 'Father of Modern India' as emphasized upon modern education as a means to carry out social reform and upliftment.

4. However, ***Roy did not blindly promote modernity*** but was also mindful of the value of traditional Indian culture. Roy stood for a blend of tradition and modernity, a blend of East and West. Roy sought reform of Indian society but also acknowledged the significance of Yoga, vernacular language etc. Roy critiqued even the West for religious orthodoxy and distortions of Christianity. He wrote the book 'Precepts of Jesus' for Christians to deliver the true message of Christianity, without any distortions.

5. ***Reformist:*** Roy saw social reform as a way to achieve social progress and national development. He pushed social reform by mobilization of people, petitioning the government, setting up educational institutions, creating voluntary organizations etc. Roy fought for women's causes like widow remarriage, age of consent, sat etc. This resulted in passing of reformative legislations like banning of Sati, banning polygamy, Widow Remarriage Act etc.

6. ***Vedantic philosophy:*** He tried to take Hinduism away from orthodoxy and superstition and sought to revive Vedantic philosophy. He promoted knowledge, enlightenment and spirituality as chief tenets of religion.

7. ***Humanism and human values:*** Roy was a strong proponent of human values like peace, dignity, care, justice etc. He worked for the upliftment of the poor, weak and marginalized as he believed that a good life is the right of every human being.

8. ***Education:*** Roy was an educationist and even encouraged incorporation of western technical education into traditional Indian curriculum. He set up the Vedanta college in Bengal in 1825 and assisted David Hare in setting up of Hindu college.

View on Polity And Governance

1. ***Freedom of press:*** Roy published journals himself and advocated for freedom of the press, especially vernacular press, through petitions, meetings etc

2. ***Representative government and bureaucracy:*** Representation in government was considered by him to be the right of the governed. He was among the first to raise the demand for Indianization of civil services. He also pushed for a responsible government in India through the creation of a representative legislature in a parliamentary democracy.

3. ***Separation of judiciary from executive:*** He called for separation of judicial powers from Collectors so as to ensure fairness in revenue administration.

4. ***Liberty and freedom:*** He believed in the sanctity of natural rights of life, liberty, pursuit of property and so on. He also advocated state legislation for social reform and reconstruction.

View on Economy

1. ***Indigenous industrialization:*** Roy extended support for industrialization using modern tools and technology, as the key to national development. He supported the native domestic industry and urged the government to provide tariff protection to Indian industries.

2. ***Colonial destruction:*** The idea of 'drain of wealth' can be traced back to Roy who exposed colonial economic destruction of India due to British policies.

ISHWAR CHAND VIDYASAGAR

Main Contributions

1. ***Gender justice:*** Vidyasagar was a compassionate and conscientious social being. He was a pioneering proponent of

social reforms for gender equality. He fought for widow remarriage, girl education and against polygamy and child marriage.

2. ***Scholar and Educationist-*** Due to his diverse and in-depth academic knowledge, he was given the title of 'Vidyasagar' (Ocean of learning). He also authored famous works like BornoPorichoy. Vidyasagar was the principal of Sanskrit college and carried out many reforms in education and administration. He also supported J.E.D. Bethune established the Bethune school, the first ever girls school, in 1849.
3. ***Importance of education-*** Vidyasagar regarded education as the key to development of a person as well as society. Vidyasagar believed that learning and broadening of horizons was the way to inculcate a sense of dignity and liberty among people, which drives them towards freedom and progress. For this purpose, Vidyasagar opened the doors of Sanskrit college for the lower castes and poor.
4. ***Reformist:*** He described social reform as a prerequisite for social and national progress. He considered it is the responsibility of the educated and capable to provide leadership and push for reform.
5. ***Humanism and potential:*** He preached that the ethical action is one which respects human dignity and allows each individual to fulfil their potential. Each human being had certain basic needs and rights which must be fulfilled. Humans can't be seen as mere objects of tradition but as masters of their own destiny.

Views on Polity And Economy

1. ***Leadership:*** He believed that the state should provide leadership to the society in pushing for social reform when the society is trapped in orthodoxy and rigidity. For instance, Vidyasagar struggled for the enactment of the Widow Remarriage Act in 1856.
2. ***Skill development and enterprise:*** He believed in vocational learning and empowerment of women and marginalized through skill development and remunerative work, as a way to inclusive growth. He started homes for marginalized women which provided shelter and skills like weaving, nursing etc.

SWAMI VIVEKANANDA

Main Contributions

1. ***Humanism:*** In the new age, Vivekananda considered human rights and human progress as the core basis of civilization. He considered removal of human misery as the goal of civilization and society.

   For this, Vivekananda established the Ramakrishna Mission for social service and help of the downtrodden.
2. ***Divinity of soul***: He believed that Atman (soul) is as divine as Parmatma (divine soul). God resides in every being and hence, every human being must be treated with respect and each individual must have self-respect as well. Due to the divine character, every person must strive to do good things and also abide by their conscience.
3. ***Tolerance and pluralism:*** He believed in the unity of man as well as unity of God. He preached universal brotherhood as a way to eliminate violence and conflict. In his memorable speech at the World Parliament of Religions Chicago in 1893, he appreciated the oneness of various religions and urged for mutual respect among all. He said, "All differences in this world are of degree, and not of kind, because oneness is the secret of everything."

4. ***Synthesis of materialism and spirituality:*** According to Vivekananda, there is merit in both Eastern and Western civilization and both are mutually complementary. He considered spirituality as a way to ultimate salvation. He urged the West to appreciate the merits of Eastern and Indian civilization and adopt its good elements.
5. ***World peace and brotherhood:*** In the times of colonialism and imperialism, Vivekananda was a visionary who stated that a sustainable world order can only be achieved with peace and cooperation and not by domination. He believed in the greatness of all civilizations and their ability to contribute to the world.

Views on Good Life

1. ***Vedantic philosophy:*** Vivekananda rejected the orthodoxies and superstition of postmedieval society as well as the materialism and individualism of the West. He worked to highlight the value of India's ancient Vedantic philosophy. He underlined the merits of knowledge, values, enlightenment, noble conduct and so on as the means to salvation.
2. ***Austerity and detachment:*** Vivekananda rejected materialism and luxury especially when the masses were in a poor condition. Material luxury was seen as a vicious cycle. He saw detachment from material pleasures as liberation and instead focused on higher ends like spirituality, selfless service and so on.
3. ***Yoga:*** Vivekananda was a pioneer in the field of Yoga and described it as a union of mind, body and spirit. He saw Yoga not as a mysticism but as a rational practice to maximize human potential.
4. ***Will power:*** Vivekananda believed in hard work and dedication. He believed in the power of human beings to shape their destiny. He famously said, "Arise, awake and stop not until the goal is reached."

View on Decision Making: What Is The Right Thing To Do?

1. ***Reason and rationality:*** Vivekananda relied upon reason to shape the culture and civilization of India. He vehemently opposed gender discrimination and casteism because it was irrational and was also hurting the progress of the nation.
2. ***Selflessness:*** He tried to teach people to not be selfish but selfless in their deeds. He urged people to be selfless so that they are not weakened by desires and can experience one of the higher pleasures of selfless service. He stated that selflessness was a way to not only benefit the world but also enrich ourselves. He said, "Ask nothing; want nothing in return. Give what you have to give; it will come back to you, but do not think of that now."

Views on polity and governance

1. ***Nationalism:*** While being a philosopher, Vivekananda was a nationalist who opposed imperialism and exploitation. He moved the people towards emancipation, self-respect and aroused self confidence among people about their past as well as present capabilities. He highlighted India's glorious past as well as oneness of its people so as to bind them in one nation.
2. ***Public service:*** Vivekananda remarked that 'service of jiva (man) is service of god (shiva)'. He urged people to respect their fellow human beings. He also motivated public leaders to devote themselves for serving their people as it is the most noble deed.

Views on society and culture

1. ***Emancipation and empowerment:*** Vivekananda worked for a society and culture which provided maximum opportunity to

people and directed them towards ethical behaviour. He opposed inequality and exploitation of man by man.

2. ***Welfare:*** He considered it to be the duty of the state and society to uplift the downtrodden. He once said, "So long as the millions live in hunger and ignorance, I hold every person a traitor who, having been educated at their expense, pays not the least heed to them!"
3. ***Youth:*** He focused on the power of youth to change the world. Vivekananda went around the country recruiting young volunteers for the selfless social work of the Ramakrishna Mission. The Government of India celebrates National Youth Day on the birth anniversary of Swami Vivekananda.
4. ***Education:*** Vivekananda supported a model of education that synthesized western sciences, Indian tradition, Indian values, spirituality and so on. He saw education not as a welfare program but as the key to unleash human potential. He said, "Education is the manifestation of the perfection already in man".
5. ***Religion:*** Vivekananda opposed dogmatism, superstition etc. He sought reform of religion in such a way that it becomes rational and humanistic. Vivekananda gave equal status and respect to all religions. For him, different religions were different paths to the same ultimate truth. He also sought to reshape religion on spiritual lines, so that it can direct individuals towards salvation.

Views on economy

1. ***Innovation and modernization:*** Along with philosophy, Vivekananda also promoted innovation in agriculture as a means of augmenting livelihoods and incomes of people. Basic livelihood and amenities were a prerequisite for spirituality and national empowerment.
2. ***Indigenous enterprise:*** Vivekananda encouraged people to use their native skills and creativity to produce quality products for local markets as a way to resist colonial economic destruction. He believed in the quality and uniqueness of Indian enterprise.

AMARTYA SEN Main Contribution 1. Human development: Sen changed the focus of developmental economic from GDP centric to people centric approach by presenting idea of Human Development Index to include health and education along with income for measuring development.

2. ***Development as freedom***: Sen gave the new idea that development means providing people all possible freedom and opportunity to 'lead the kind of lives they value'. It includes removing 'unfreedoms' which refers to various barriers that hinder people from leading their preferred lives such as illiteracy, corruption, lack of connectivity etc.
3. ***Capability approach:*** Drawing from 'Development as Freedom', Sen also adds that only freedom is not enough. Human beings must also have the 'capability' to achieve their desired skills or competencies, that is, they must have the education, health, nutrition etc. to gain a good job, respect, social standing and so on.
4. ***Beyond utilitarianism(Right course of action):*** Sen believes utilitarianism merely suggests that course of action which benefits the greatest number of people to the greatest extent. But it fails to consider some essential rights and principles that are part of human conscience and should not be violated. In a nutshell, Sen highlights that policies should not only ensure maximum benefit but also uphold some basic rights and freedoms. For instance, Sen criticizes the Indian government's policy and actions in Kashmir on similar grounds.

5. ***'Views on human rights - Entitlement and deprivation':*** Sen analyzes poverty and famine from the lens of entitlement and deprivation. Sen makes the point under welfare economics that citizens should be entitled to bare minimum necessities such as food, water, clean air etc. as part of their social contract with the state. He argues that famines occur not because people are poor and incapable but because they are deprived of their entitlements which the state fails to provide. Similarly, poverty is not scarcity of money or resources but a deprivation from basic rights and lack of fair opportunity (lack of education, skills, health, connectivity, equality, liberty).

Views on Economy And Governance

1. ***Democracy:*** Sen sees democracy as a natural human instinct and a basic prerequisite for human development. Sen also points out in his 'The Argumentative Indian' that democracy is an age-old Indian tradition and it is the reason for India's glorious civilization. He appreciates India for being the first post-colonial non-Western country to adopt democracy.
2. ***Inequality:*** Sen sees inequality as not disparity in capability, effort etc. but as a systemic malfunction. He describes that hierarchical social structures created around an existing socio-political system inhibit social mobility due to vested interests of the privileged class. For instance, income inequality is due to failure of wage balance, weak welfare provision, corruption, social abuse and so on. Sen makes these arguments in his book 'An Uncertain Glory' by arguing that even though India has achieved economic growth but has failed on inclusion and equity.

SAINT TERESA

Moral Contribution

1. ***Social service:*** Saint Teresa dedicated her entire life to working for the needy and it became her way to salvation, as she saw it as God's work.
2. ***Will power:*** She taught the world that an individual's will power can lead him/her to do great things and contribute to the world, despite opposing pressures from the world. She said, "I alone cannot change the world, but I can cast a stone across the waters to create many ripples."
3. ***Selflessness:*** She was an epitome of selflessness as she gave away all worldly pleasures for her social cause. She even gave to charity the cash prize she received with the Nobel Peace Prize in 1979.
4. ***Compassion:*** This moral value drove Mother Teresa in her life. She showed care for the most marginalized people such as abandoned elderly, HIV/AIDS patients, leprosy patients etc. She emphasized upon humane and sincere treatment for such people.
5. ***Charity:*** Saint Teresa sustained all her work and initiative with charity and not private income or profits. Organizations set up by her always worked as non-profit organizations.
6. ***Serenity:*** She showed the world how nobility can be achieved even with serenity. She was simple in her dressing, habits, behavior and so on.
7. ***Voluntarism***: Saint Teresa worked independently and did not ask much from governments. She believed in the merit and ability of voluntary initiative by people. With the help of civil society, she served innumerable people and created many facilities for the weak and marginalized.

Life Lessons

1. ***Women empowerment:*** She took the life of a nun and brought great change and happiness with her leadership skills. She still inspires the new generation.
2. ***Recognition:*** Her life proves that noble work is duly recognized by the world and can stand out despite simplicity and selflessness. She was recently canonized (declared Saint) by the Vatican Church.
3. ***Human values:*** Her life and work were based on upholding human values like love, justice, care etc. She emphasized upon humanity and universal brotherhood.
4. ***Determination:*** She was not discouraged even after a lot of criticism from various corners and continued to pursue her cause due to her courage of conviction, sense of detachment and strong conscience.
5. ***Organization:*** Mother Teresa was not only a social worker but also a great organizer and manager. Under her leadership, many shelter homes, schools, hospitals have been set up. She also set up the famous Missionaries of Charity in Kolkata.
6. ***Honesty:*** Despite being a Christian missionary, she openly declared that she has not witnessed the existence of God and was not a strong believer in God.
7. ***Cosmopolitanism:*** Despite being born in Albania, Saint Teresa dedicated her life to work in India and even took Indian citizenship. She traveled across the world as a compassionate and motivated global citizen. She also appealed for peace and cooperation among nations for betterment of the world.

Other Views

1. ***Freedom of religion and faith:*** She always maintained that each person should have absolute freedom of religion and belief. She was against conversions by coercion, lure or deceit. She believed in the oneness of all religions.
2. ***Governance:*** For Saint Teresa, government's first and foremost duty is to end the suffering of the weaker sections, provide them their due entitlements, uphold their human rights etc

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9 ETHICS IN PUBLIC ADMINISTRATION

- Public Administration encompasses all activities that aim to achieve or implement public policy.
- This encompasses both military and civil matters, such as the operations of courts and various specialized government sectors including law enforcement, education, healthcare, public infrastructure development, environmental conservation, social security, and more.

Understanding Administrative

- Ethics Administrative Ethics are the professional code of morality in civil services. Administrative ethics regulate the conduct, behaviour and actions of administrators. Since civil services occupy positions of trust, it is not enough for them to act merely within the bounds of rule. Civil servants are expected to reflect the highest standards of morality while conducting the affairs of the state. Further, civil servants are expected to set the highest moral standards not only for themselves but also for the community at large.
- This has become even more important in changing times characterized by media vigilance, rising public awareness and culture of transparency in governance. Administrative ethics are codified in form of code of conduct and code of ethics. These provide the "rules for the game of administration." The code consists of traditions, precedence and standards which must be upheld by the civil servants. Germany (Prussia) was the first modern state to professionalize its civil service and developed a professional code for the civil servants. But it was set in a different temporal and situational background characterized by authoritarian, bureaucratic and other non-democratic elements.
- Britain was the first modern state which framed a democratic type of professional code for the civil servants. The British civil service is known for its administrative ethics. The Indian administration is modelled on British administration and corollary to that is reflection of British administrative ethics in Indian administrative standards.

BASIC CHARACTERISTICS OF PUBLIC ADMINISTRATION

- Neutral System: It refers to a politically neutral public administrative system functioning within a political framework.
- Collective Will: Its primary focus is on the objectives of the state, the collective will of the people, public interests, and adherence to laws.
- Policies Implementation: It is involved in both the formulation and implementation of policies.
- Executive Branch: While it exists across all branches of government, it is typically more concentrated within the executive branch.
- Improving Life of the People: Its main purpose is to provide regulatory oversight and deliver services to the public, aiming to improve quality of life.

- Emphasis on Public Sphere: It differs significantly from private administration, particularly in its emphasis on the public in terms of goals and methods.

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 administration of private business organizations.

- Following are the four principles that differentiate public from private administration:

1. Principle of Uniformity	• Common and uniform laws and regulation
2. Principle of External Financial Control	• Legislative body control government revenues and expenditure
3. Principle of Ministerial Responsibility	• Accountable to its political masters and through them to people
4. Principle of Marginal Return	• Main objective of a business venture is profit; however, the objectives of public administration cannot be measured in money terms.

Scholars On Administrative Ethics

1. ***Chester Barnard*** described the ethical conduct in administration as "governance by beliefs or feelings of what is right or wrong regardless of self interest or immediate consequences of a decision to do or not to do specific things under particular conditions."
2. ***Glen Stahl (in his book Public Personnel Administration) writes*** "the problem of ethical conduct of public official arises by virtue of the power and influence that he commands and the commitment that he undertakes of loyal and disinterested service to the public."
3. ***Paul H. Appleby (in his book Morality and Administration in Democratic Government)*** argues that morality and administration cannot be separated. He remarked: "it is not merely 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."
4. ***P.R. Dubhashi*** writes while commenting on administrative ethics in India, "In India, though there is no ethical code for public administrators, there are, what are called, the government servant conduct rules. These rules lay down what constitutes misconduct for the public servant. It is apparently implied that such misconduct, which is not permitted, is also unethical conduct."

NEED OF ETHICS IN PUBLIC ADMINISTRATION

Public administration in India has been largely focused on political, legal and financial domains only, but the ethical dimension is equally important, which can be understood from the following points:

1. ***Public Resource Utilisation:*** Efficient and effective resource utilisation without corruption in India is important because of resource deficit and ethics make a public administrator accountable to his/her actions.
2. ***Social Justice:*** Ethical public administration is important to achieve the goal of social justice as envisaged under Article 38 and other Directive Principles of State Policy (DPSPs) of our Constitution. It ensures equality and equity for vulnerable sections of the society.

3. ***Resolve Dilemma:*** Public administration is becoming complex day-by-day and this creates frequent dilemmas for public administrators. Ethics ensures public good is given priority and resolves ethical and value conflicts and dilemmas.

4. ***Decision Making:*** Public administrators take key decisions and when those decisions are based on objectivity, fairness, justice and above the personal interest, they yield required results for the society.

5. ***Public Trust:*** Ethical public administration creates confidence and trust in the people towards the competence, fairness, honesty, impartiality and sincerity of the public services.

6. ***Social Capital:*** Ethical public administration ensures credibility in the eyes of the people and ensures civil society cooperation and thus building social capital of the country.

7. ***Sarvodaya/Antyodaya:*** Ethical public administration brings empathy, compassion for poor and vulnerable sections of the society leading to better understanding of societal problems and thus finding their solutions.

   Example - Implementation of Bonded Labour Abolition Act by IAS officer S. Shankaran.

What Values Are Included In Administrative Ethics?

A draft 'Public Service Bill' was framed for the Ministry of Personnel, Public Grievances and Pensions which seeks to lay down a number of generic expectations from civil servants, referred to as "values".

The salient 'values' envisaged in the Bill are:

- Allegiance to the various ideals enshrined in the Preamble of the Constitution
- Apolitical functioning
- Good governance for betterment of the people to be the primary goal of civil service
- Duty to act objectively and impartially
- Accountability and transparency in decision-making
- Maintenance of highest ethical standards
- Merit to be the criteria in selection of civil servants consistent, however, with the cultural, ethnic and other diversities of the nation
- Ensuring economy and avoidance of wastage in expenditure
- Provision of healthy and congenial work environment
- Communication, consultation and cooperation in performance of functions i.e. participation of all levels of personnel in management.

NOLAN Committee – In 1994 Committee on Standards in Public Life was appointed by United Kingdom government to advise the PM on ethical standards of public life under the chairmanship of Lord Nolan. It promoted a certain code of conduct called Seven Principles of Public Life

1. Selflessness Holders of public office should act solely in terms of the public interest.

   Example- Tukaram Omble- During 26/11 terror attack in Mumbai, Omble stood in front of Ajmal Kasab and held on to the barrel of Kasab's rifle, thus preventing the bullets from hitting anyone else but him. The rest of the team managed to overpower and apprehend Kasab. Omble took over 40 bullets from an Ak-47 at point blank range and accepted martyrdom.

2. ***Integrity Holders*** of public office must avoid placing themselves under any obligation to people or organizations that might try inappropriately to influence them in their

work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships. Example- TN Seshan was the 10th Chief Election Commissioner of India (1990–96), who reformed elections by largely ending its malpractices in the country and redefined the status and visibility of the Election Commission of India. T.N. Seshan's name has become synonymous with integrity.

3. ***Objectivity Holders*** of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. ***Accountability Holders of public office*** are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. ***Openness Holders of public office*** should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

   Example- Supreme Court held that the office of Chief Justice of India comes under RTI to enhance transparency and openness in judicial system.

6. Honesty Holders of public office should be truthful.

7. Leadership Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

   Example- Senior IAS officer Parameswaran Iyer, secretary to the Union ministry of drinking water and sanitation, got inside a twin toilet pit in a Telangana village and removed faecal matter with his hands. He led by example in showing that scavenging is not a menial job and changed attitude of people toward pit cleaners. With the shifting paradigm in governance Emotional Intelligence has been recognized as a virtue in ethical governance.

   An emotionally intelligent administrator has multiple desirable values includingDedication- The quality of remaining committed to public cause and citizen welfare even in face of hardships, threat and temptation.

STATUS AND PROBLEMS OF ETHICS IN INDIAN PUBLIC ADMINISTRATION

Provisions for Inculcating Ethics in Indian Administration

- ***Central Services Conduct Rules, 1964:*** The rules provide for do's and don'ts for civil servants and require them to maintain absolute integrity, devotion to duty and political neutrality while discharging their duties.
- ***All India Service Conduct Rules, 1968:*** These rules provide that the officials of IAS, IPS and IFoS should maintain high ethical standards, integrity and honesty, political neutrality, promote principle of merit, fairness and impartiality in the discharge of duties along with accountability and transparency.
- ***Code of Ethics, 1997:*** It was the first initiative to introduce code of ethics for public servants in India aiming for better governance in India. However, it was not issued for public servants.

ETHICAL ISSUES IN INDIAN ADMINISTRATION

1. ***Misuse of Discretionary Powers:*** Discretionary powers are misused for

personal gains and extend favoritism in the administration and public welfare is largely disregarded.

2. ***Undue Importance to Rules And Regulations:*** Indian administration gives undue importance to compliance of rules and regulations, which leads to excessive red-tapism and disregard of the justice, fairness etc. and more focus on accountability rather than responsibility in the administration.
3. ***Poor Reward and Punishment Mechanism:*** Reward and punishment is determined by favoritism and political nexus disregarding merit in the administration.
4. ***Lack of Communication:*** Indian administration is characterized by closed communication and limited public contact. Rigid hierarchy within the organizations further hinder communication.
5. ***Negligence:*** A public official either does not perform his professional responsibilities or performs them in a delinquent manner, causing damage to the state or community. This is mostly because of the lack of interest that one has in one's duties and responsibilities.
6. ***Corruption:*** Bribery and corruption are seen as reward for performance of obligatory work and considered as necessary evil greasing the wheels of the government departments.

   Example: India has been ranked 85th in Corruption Perception Index, 2021.
7. ***Evasive Tendency:*** There is lack of initiatives on the part of administrators facing a difficult situation and the problem is evaded by passing the task from one department to another.
8. ***Patronage:*** Political patronage plays an important role in appointment of administrators, especially at the higher levels.

   Example: Post-retirement assignments to senior officials to Regulatory and other bodies are largely done on the basis of political patronage.
9. ***Excessive Security:*** Article 311 of the Constitution provides excessive security to public servants and this reduces the enforcement of accountability.
10. ***Ill-Conceived Goals:*** When incentives are given for achievement of any goal but they promote a negative behavior.

    Example: The Bank Manager of Utkala Grameen Bank in Odisha insisted on physical verification of a 100-year-old lady for withdrawal of money from Jan Dhan Account.
11. ***Nepotism:*** The practice of nepotism (the appointment of relations and/or friends to public positions, thereby ignoring the merit principle), may lead to the downgrading of the quality of the public service.
12. ***Lack of Compassion:*** Indifference towards the feelings or the convenience of individuals and by an obsession with the binding and inflexible authority of departmental decisions, precedents, arrangements or forms, regardless of how badly or with what injustice they work in individual cases.
13. ***Overvaluing Outcomes:*** It is about giving more importance to the end result and not to the process.

    Example - Certifying a drug developed by a drug company, even if it has used unethical means.
14. ***Lobbying:*** Various pressure groups convey huge political capital and they lobby for their interest. Sometimes these demands may not be beneficial in the long-term but due to political pressure government/ administrators have to fulfil their demands.

Example - Various political parties have given into the demands of loan waivers.

Observations of Second Administrative Reforms Commission (ARC) with respect to Ethical Issues in Indian Administration:

- Corruption is a matter of concern particularly at the cutting-edge levels of bureaucracy.
- Perceptible lack of commitment in public servants towards redressal of citizens' grievance.
- Red-tapism and unnecessary complex procedures add to the hardship of citizens.
- Government servants are rarely held to account and complaints to higher authorities usually go unheeded.
- Attitude of many public functionaries is one of arrogance and indifference.
- Frequent transfer of officers reduces their effectiveness and also dilutes their accountability.
- Nexus between politicians and bureaucrats.

PROBLEMS OF ETHICS IN INDIAN ADMINISTRATION

1. ***Lack of Ethical Literacy:*** It refers to inability to understand the ethical issues that are involved in any situation and the decision is entirely based on the rule-books. This limits the understanding of the situation where cultural, social, environmental etc. factors play major roles.
2. ***Secrecy:*** In spite of RTI Act, 2005, there is greater secrecy in the Indian administration and even the information sought under RTI Act is denied in the context of official secrecy.
3. ***Societal Pressures:*** Irrational and unreasonable demands are made upon the officers by families, relatives, peers and other close ones.
4. ***Political Superiority:*** Bureaucrats are accountable to their political masters and they have to abide by their decisions, even if they are not economically sound but based on the political exigencies and short-term goals.
5. ***Lack of Grievance Redressal Mechanism:*** There is lack of organization of public opinion regarding administrative deficiencies, which is compounded by lack of awareness among people about their rights and entitlements and grievance redressal mechanism against officials.
6. ***Information Leaks:*** Sometimes officials have not been able to hold on to the sensitive information such as pending tax increase, cost-cutting of staff etc. and this information is leaked into the public domain.
7. ***Lack of Whistleblower Protection:*** Although Whistleblower Protection Act, 2014 is present there is victimization of whistleblowers and no penalty against any public servant victimizing the complainant.

Suggestions For Creating Strong Ethical Framework For Administration:

The OECD identifies eight key components of an ethics infrastructure as follows:

1. ***Political Commitment***- Political leadership and commitment are one of the most significant elements of the ethical infrastructure of public life. Ethically committed leadership instil confidence in people who work with honesty and lead the way by being role models.

   Example – Lal Bahadur Shastri took moral responsibility for the train accident and resigned as Railway Minister.

2. ***Effective Legal Framework***- India has a legal framework with provisions to cover various

unethical and corrupt practices such as the breath of official trust and duties, abuse of power, misappropriation, and extortion, corrupt practices, acceptance of undue advantage and abuse of officials influence.

- Prevention of Corruption Act
- Civil Servants Conduct Rules
- Indian Penal code The key problem is not lack of legal framework, but weak enforcement. Without effective enforcement mechanisms, legal and administrative provisions on ethics and corruption are in themselves ineffective.

3. ***Efficient Accountability Mechanisms-*** Accountability system is determined by the strengths and weaknesses of the existing organizational arrangements and procedures to detect and punish corruption and other unethical practices. The current administrative structure in India is characterized by large hierarchies, red-tapism, complex processes and opaqueness. Individual civil servants wield too much power and discretion without effective accountability. An efficient accountability mechanism with clearly defined rules, avenues for public participation and public scrutiny, promotion to transparency and government process reengineering is needed for an effective ethical administrative framework

4. ***Workable codes of conduct -*** Code of conduct should be clearly and unambiguously worded. The values being promoted in code of conduct/ethics should secure genuine employee acceptance. The creation of a code of conduct will be counterproductive if it remains a collection of mere slogans and it will further promote a cynical form of moral corruption.

5. ***Professional Socialization Mechanisms-*** Professional socialization includes soundness of training programmes organized to inculcate public spirited values among administrators. It also includes administrative culture prevalent in the office or department.

6. ***Supportive Public Service Conditions, As Rose-***Ackerman has pointed out "if public sector pay is very low, corruption tends to be a survival strategy." Public service conditions like salary, promotion, posting, transfers etc directly influence the conduct of civil servants. Public service conditions are also directly related to ability to attract and retain quality human resources.

7. ***Existence Of Central Ethics Coordinating Body-*** Bodies that coordinate the overall ethics framework range from parliamentary committees, central agencies and departments or specially created independent agencies mandated to oversee ethics in the public service.

- Central Vigilance Commission (C.V.C.) AND State Vigilance Commission
- Central Bureau of Investigation Institutions of LokPal and LokAyukta
- Department of Personnel and Training They serve as a watchdog for the violation of code of conduct and ensure the expected ethical behavior is displayed by the civil servants.

The presence of protection for civil servants under Article 311 has often been mentioned as a reason for poor performance of these agencies. The existing bodies must be sufficiently empowered to check incidence of corruption and other grafts.

8. ***An Active Civil Society -*** The effectiveness of civil society is determined by the level of public criticism of the government tolerated in the particular society. The presence of

free, unbiased and independent media is an important factor in exposing corruption and other unethical actions. Civil society must be able to question government decisions and official actions to ensure that they abide by the rule of law and ethical standards in the public service. Government oversight and internal mechanisms for accountability are not sufficient for combating corruption and other unethical behavior unless they are supplemented by strong civic institutions..

ETHICAL DILEMMA IN GOVERNMENT AND PRIVATE INSTITUTIONS

- Dilemma refers to a situation in which a problem is offering two possible solutions, neither of which is practically acceptable.
- Ethical dilemma refers to a situation that necessitates a choice between a competing set of principles neither of which is absolutely ethical.
    - ***Example*** - A civil servant is approached by an old person, who is eligible under the public distribution system but does not have required documents. This is a situation which puts the civil servant in an ethical dilemma.

ETHICAL CONCERNS AND DILEMMAS IN GOVERNMENT

Ethical dilemma is a situation when a person has to choose between two equally desirable or undesirable options. For instance, choosing one tourist destination among many to go for vacations. However, an ethical dilemma is a situation where a person has to opt from two ethical values where opting one over another ultimately leads to violation of non-opted principle.

For instance – a civil servant needs to have compassion as well as objectivity as core values which in turn may be contradictory to each other. An ethical dilemma is a situation before a moral actor such that whatever choice he makes, he is likely to violate at least one moral principle. An ethical dilemma is not just a decision-making problem. In this the choice is between two possible moral imperatives, neither of which is clearly acceptable or preferable. It's sometimes called an ethical paradox in moral philosophy. It often amounts to choosing between two evils. For example, a whistle-blower is always in an ethical dilemma because it requires one to either violate loyalty to the organization/people in the organization versus the public benefit of disclosure.

Jean Paul Sartre (1957) presented a case to show ethical dilemmas in real world situations. He tells of a young boy whose brother was killed in the German attack 1940. He wanted to avenge his brother's death and to fight German forces which he considered evil. But the boy's mother was living with him and he was her only support in her life. The boy thus had a conflicting obligation- one of limited scope but certain efficacy, personal devotion to his mother; the other of much wider scope but uncertain efficacy, attempting to contribute to defeat unjust evil. Boy can do each of these things, but not both. Such ethical dilemmas are difficult to resolve and every individual has a different opinion about what is the greater obligation of the boy. Thus, ethical dilemma has following features-

- The moral agent is required to perform each of the two or more actions.
- The moral agent has freedom to choose between the competing options.
- The moral agent can do each of the actions, but the agent cannot do both the actions. The agent thus seems to be condemned to ethical failure, no matter what option he chooses

Ethical Dilemma in Governance

Public servants in India have to work under different sets of conditions such as resource crunch, political leadership, different societal values etc. and under such situations they face multiple ethical dilemmas. These dilemmas include are caused by the following relationships of Civil Servants:

- Civil Servants and Political Office holders;
- Civil Servants and Citizens; and
- Intra – Civil Service (Ministries, Departments and Agencies, that make up the Country's or State's Civil Service).

ETHICAL DILEMMAS FACED BY PUBLIC SERVANTS

Conflict of Interest

1. It is a situation involving conflict between private interest and public interest when an individual is at a position of power and trust.

   Example - Arun Jaitley did not handle vodafone case because he had conflict of interest as he was advisor to vodafone earlier.

2. Conflict between personal values and values of public administration.

   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).

3. Conflict between professional ethics and unjustified demand by superiors.

   Example - A Public servant might be against loan waivers but because of orders of seniors will have to abide by the order.

4. Various aspects of code of conduct, such as motivation versus not accepting rewards for performance of duty.

   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 code of conduct.

5. Professional Commitment versus Public Welfare.

   Example - A public servant denying government entitlements to a destitute due to lack of documentary proofs.

RESOLVING ETHICAL DILEMMA IN GOVERNANCE

Ethical dilemma can be solved by keeping following key aspects in mind:

1. ***Giving Priority to the Public Interest:*** Public officials should prioritize the public's welfare over their own self-interest when making decisions or taking actions.
2. ***Thorough Assessment:*** Ethical dilemmas should be carefully evaluated by considering all available options and selecting the decision that maximizes the well-being of the majority.
3. ***Impartiality:*** Public servants should remain unbiased when faced with ethical dilemmas and make decisions without favoritism, similar to a neutral referee.
4. ***Fusion:*** Integrating individual, organizational, and societal goals helps alleviate ethical dilemmas, as a suitable choice can align with all these objectives.
5. ***The Rule of Law and Legality:*** The rule of law is essential in politics and society, and adhering to the principles of legitimacy is crucial when exercising authority. The law sets the minimum ethical standard and aids decision-making during ethical dilemmas.

ETHICAL CONCERNS IN PRIVATE INSTITUTIONS

1. Business ethics applies to all aspects of a business conduct and is relevant for conduct of individuals and the entire organization. Although fundamentals remain the same, it varies from organization to organization. Individuals of an organization might find themselves in a conflicting situation.

   Example: An honest salesman might have to sell a defective medical product which might affect the patient's health.It gives rise to a number of ethical concerns in a private organization such as.

2. Conflict of Interest arises when an individual is involved in multiple interests.

   Example - BCCI Ethics officer served a notice on Conflict of interest to Rupa Gurunath as 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).

3. Excessive competition in the market often forces people for unethical practices like insider trading and manipulation of share prices. It is also when personal interests take precedence over the organizational and the share-holders' interest.

4. Nepotism and Favouritism are generally seen in employment and appointments in an organization where caste, clan or other identities overtake merit. This is also seen in the positions of board of directors.

5. Integrity of the Audit Process is questioned when companies manipulate their business accounts in order to show good financial health and maintain good credit ratings in the market and this is not brought to the public by audit processes.

   Example - Yes Bank scam which highlighted the directors' inability to unravel deviations.

6. Lobbying in some countries is ethical. In India there is no law which defines Lobbying. Defense contracts are often heated topics for the lobbying angles involved in the same. Lobbying in a regulated manner is often recommended by experts.

7. Cartelisation and Manipulation of Market by private business enterprises in order to displace new entrants in the market or to earn higher profits.

   Example - Manipulation of prices by Arhartiyas in APMCs, tax evasion, insider trading etc.

Factors responsible for ethical dilemmas and concerns in private institutions:

(a) Ambiguous rules and regulations of the institutions

(b) Lack of law and policy to supervise the private sector

(c) Asymmetric organizational structure favoring the top management and leaders

(d) Absence of self-conscience among employers and employees

(e) No focus on building emotional intelligence Ethical concerns

1. ***Fiduciary responsibility-*** A fiduciary is a person or an entity entrusted with the responsibility to take care of money or other assets of its clients. Thus as a fiduciary, a company or its employee is legally as well as ethically answerable to the client. For example, the trustees of a mutual fund have a fiduciary duty to protect and further the interests of investors In India, Sahara

India Pariwar investor fraud presents the concern regarding misappropriation of funds of millions as it jeopardized the lives of so many investors who mainly belonged to the lower strata of the society and barely earned enough to keep their body and soul together. It tried to gamble the life of majorly illiterate group of people who have less or no idea of the financial position of a company and thus, are ambiguous about harnessing the opportunity to make benefit out of schemes such as Optionally Fully Convertible Debentures. The scheme requires knowledge about performance of the company and basic knowledge about proper time to turn such debentures into shares which will be profitable for them.

2. ***Accountability towards shareholders-*** A company generally has major and minor shareholders. Minority shareholders are dispersed geographically and have little say in decision making while by virtue of majority shareholding, the large investors can manipulate the decisions of the corporates. Thus, it becomes necessary for the board, especially independent and nonexecutive directors, to ensure that interests of all shareholders are protected, their views respected and their grievances resolved. While the majority shareholders have privileges, the minority are often neglected in many aspects. The ethical concern, thus, is that rights of minority shareholders needs to be protected especially in adverse situations.

3. ***Gender discrimination*** – Gender gap is a major ethical concern in private institutions as laws made by Parliament are generally applicable for public institutions only. For instance, Maternity benefit act provides for maternity leave to female working in formal sector only. In private institutions, glass ceiling, sexual harassment at work place and wage gap are the major ethical concerns as they violate the right to equality and is against prohibition of discrimination based on gender. Gender discrimination, recently was highlighted in the Harvey Weinstein case followed up by #metoo campaign all over the world.

4. ***Green washing-*** It is the process of conveying a false impression or providing misleading information about how a company's products are more environmentally sound. Companies, as per national and international laws are required to produce goods and services sustainably. However, the methods, processes used cause harm to environment like air pollution, water pollution which evokes negative response from environmentalist and citizens. Further, environmental laws impose heavy fines and punishment on such violators. Thus, emerge the ethical concern of greenwashing where such institutions show their unsustainable products as eco-friendly and this goes against ecocentric values promoted in wake of global warming, pollution and climate change.

5. ***Quality of product and services*** – Private institutions has not only legal obligation but also ethical obligation to provide quality products and services. Since, economies take into account consumption by citizens to measure growth rate of country, so the consumption-oriented culture drives institution to engage in unethical practices to reduce the cost of production. This in turn degrades the quality of goods and services. Other reasons for the same are poor law enforcement by government agencies, lack of awareness among citizens etc. For instance, India's food regulator had banned Nestlé's Maggie in 2015 after tests showed it contained excessive lead and for alleged

mislabeling over flavor enhancer MSG (monosodium glutamate).

6. ***Organizational duty versus public responsibility*** – This is the classic ethical concern in which the moral actor has to choose from duty towards the organization and public responsibility. Duty towards organization has features of loyalty, secrecy and following norms of institution. In many cases, these duties are in conflict with public responsibility thus, eliciting ethical behavior on part of moral actors.
7. ***Profit driven agenda versus purpose driven agenda*** – Although private institutions are mainly profit oriented, recent debate of compassionate capitalism or purpose driven agenda has highlighted the ethical concerns related to the former. In its bid to maximize the gain and concentrate wealth, private institutions get involved in unfair trade practices like poor wage labour, unbridled exploitation of resources, evading tax, unusually higher cost of goods and services and other such unscrupulous activities. In the last decade, purpose driven agenda has come to the forefront because of the unethical challenges caused by profit driven agenda. Purpose driven agenda is a holistic approach which apart from maximizing profit aims at inclusive development of all. Thus, it's a tectonic shift from anthropocentric values to ecocentric values which focuses on sustainable development.
8. ***Lobbying*** - Lobbying is the act of attempting to influence the actions, policies, or decisions of officials, most often legislators or members of regulatory agencies. Private institutions engage in lobbying to further their own interest in market. Ethical concerns related to lobbying are complex as sometimes it can be useful for presenting concerns of under-represented sections or vulnerable groups. Lobbying can provide decision-makers with valuable insights and data, as well as grant stakeholders access to the development and implementation of public policies. Lobbying can also lead to undue influence, unfair competition and regulatory capture to the detriment of the public interest and effective public policies. Thus, nations need to clearly define the terms 'lobbying' and 'lobbyist' when they consider or develop rules and guidelines on lobbying. Further, providing a level playing field by granting all stakeholders fair and equitable access to the development and implementation of public policies is a needed measure to ensure transparency in lobbying.
9. ***Conflict of interest*** - According to transparency international, conflict of interest may occur when a government official has two competing interests; one related to official duty and other related to private interest. Private interest could be related to financial obligations or providing undue advantage to family and friends. For instance, In the ICICI Bank case, a whistle-blower has alleged that Chanda Kochhar faced a conflict of interest as CEO and Managing Director of ICICI Bank, when the bank decided to lend ₹3,250 crore to the Videocon group in 2012 and with Videocon Chanda Kochhar's spouse, had business ties. Thus, there is conflict of interest as ICICI Bank's CEO informally pushed the loan to the Videocon group because of benefits received by her family members from the group's promoters.
10. ***Corporate social responsibility***- Corporate social responsibility (CSR) is a business model that helps a company be socially accountable—to itself, its stakeholders, and the public. By practicing corporate social responsibility, companies can be conscious

of the kind of impact they are having on all aspects of society, including economic, social, and environmental. Although, it's a positive model if followed generally but many times CSR is nothing more than an opportunity for publicity. As a firm, it tries to look good through various environmentally or socially friendly initiatives without making systemic changes that will have long-term positive effects. Thus, the value of truth and honesty is violated in such dubious attempts by companies.

11. ***Commoditization of data*** – With technological companies witnessing a giant leap in market as mankind embraces the technological age of artificial intelligence, big data, internet of things, the ownership of data produced and its commoditization has raised ethical concerns. Commoditization of data refers to personal data becoming an independently valuable asset that is freely available on the market. The companies use the data of its customers without their consent for its own monetary and other benefits, thus, violating their right to privacy. Thus, to resolve ethical concern related to commoditization of data, the parameters for responsible data use, rights, ownership, security and privacy need to be defined, implemented and enforced consistently across industries and around the globe.

FRAMEWORK FOR ETHICAL DECISION MAKING

In order to resolve the ethical dilemmas following steps can be considered:

1. ***Recognizing the ethical dilemma*** – It is necessary that the government functionary is capable of recognizing that there is an ethical dilemma in a given situation. For this one, should ask following questions to himself:
   (a) Does the decision involve choice between a right and a wrong or between two rights or two wrongs?
   (b) To what extent choosing one right over other will impact the stakeholders?
2. ***Getting the facts***
   (a) What are the relevant facts in the case? Are the facts genuine or collected from the right source?
   (b) What are the options available for taking the ethical decision?
3. ***Approaches to solve the ethical dilemma***
   (a) Virtue approach – According to Virtue school of ethics, character of agent determines the morality of the task. Thus, the government official acts according to his virtues to reach the ideals which have been set by him. According to Plato, these virtues can be courage, wisdom, temperance and justice.

   In an ethical dilemma, a moral actor following a virtue approach asks himself whether the decision represents the kind of person he is or he wants to be. Criticism- There is no objective list of virtues for the government functionaries. Further virtues are culture as well as context dependent, thus changes from individual to individual leading to non-uniformity in resolving ethical dilemmas.

   (b) Kantian categorical imperative- According to categorical imperative, a person has to always choose duty principle over other values. Ethical dilemma can be solved by doing the right things so that people are treated as ends and thus, their own rights can be fulfilled. Criticism– Only rights of people cannot be sole factor in resolving

ethical dilemmas as economical, social as well as environmental costs are also involved.

For instance– Building a dam will ensure rights of many citizens but without proper safeguards like rehabilitation, it harms the forest dwellers as well as forest animals in long run.

(c) Utilitarian approach- In ethical dilemmas, the value can be chosen by finding out which option will produce the most good for the maximum number of people. This approach takes into account the economic and social welfare of a larger number of people. For instance– In the post-independence period, the government has to opt between capitalism and socialism to ensure the prosperity of the citizens. India being a newly independent country with an impoverished manufacturing and agricultural base needed government's support for growth in initial year. Thus, socialism as a principle value was added in the preamble.

Criticism- It is not always possible to measure goodness of outcomes. Also, utilitarianism focuses on maximum happiness for maximum number which in turn discriminates against the minority.

(d) Justice approach – Justice approach focuses on treating the individuals equally in the ethical dilemma. Also, if there is any difference in treatment then the difference should be justified. Criticism – principle of justice can harm social welfare in the long run. For instance- In an appointment if a male and a female candidate have scored equal marks, consideration can be given to the female as it will send a message of empowerment to larger society.

(e) Gandhi's Talisman – Mahatma Gandhi's Talisman is a novel approach to solve ethical dilemmas. Consciously reminding it when needed helps to make moral decisions in larger public interest. "I will give you a talisman. Whenever you are in doubt, or when the self becomes too much with you, apply the following test. 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 he [she] gain anything by it? Will it restore him [her] to a control over his [her] own life and destiny? In other words, will it lead to swaraj [freedom] for the hungry and spiritually starving millions? Then you will find your doubts and yourself melt away."

(f) Situational ethics: In the modern day ethical dilemma the context and the situation in which a decision has to be made is also very important. So, considering and assessing the background of an action also becomes important for resolution of any ethical dilemma.

(g) Conscience as a guide to resolve ethical concerns – Conscience is an internal dialogue of man with himself about right and wrong. These are the internalized values which make us reflect on life and ask "what is it that I should do to make the ethical choice", and that ethical choice is not influenced in any way by any other person and event. When the other approaches fail to resolve the ethical dilemma, the moral actor can rely on his conscience to know what is more ethical to do in a given situation.

(h) ***Law as source of ethical guidance –*** Laws are rules and regulations made by the state which aims to regulate the decision making and conduct of its citizens. Since law derives its authority from the constitution, citizens themselves as their elected leaders frame it and are based on best practices followed worldwide to uphold human rights; they are one of the legal and widely opted sources for resolving ethical dilemma. For civil servants constitution is final arbitrator in case of ethical dilemma as it is the supreme law based on which other laws are framed Criticism – Inconsistency in laws, loopholes, coercive and collusive nature of laws render them ineffective and thus, act as incompetent guide to resolve ethical dilemmas.

4. ***Decision-making –*** After careful consideration of all the above approaches, the best option can be chosen to address the situation. The decision in ethical dilemmas also depends on the attitude, aptitude as well as emotional intelligence of the government functionary. The attitude and emotional intelligence can be strengthened during training, mid-career review and evaluation using multi-stakeholder feedback. Also, the basis for justification of the option needs to be clearly communicated, if need be, to address the concerns of all the stakeholders. This ensures collective participation of citizens in governance and thus, strengthens democracy.

LAWS, RULES, REGULATIONS AND CONSCIENCE AS SOURCE OF ETHICAL GUIDANCE

- Laws are usually based on an ethical framework and aim to bring social order while controlling the immoral and unethical behaviour of individuals in the society.
- Rules are elaborate frameworks that are usually framed with an aim to bring simplification, facilitation, convenience etc. in the order to guide the behaviour of individuals or organisations.

Example: Information Techn ***Thomas Aquinas further explains*** ology Act, 2000 is a law and Information Technology Intermediary Guidelines Rules 2021 are framed to give effect to the law.

Thomas Aquinas On Law And Its Types

Thomas Aquinas described law as "Law is a rule and measure of acts whereby man is induced to act or is restrained from acting". Thus, law and rules are tools to regulate human decisions and actions. According to Aquinas there are four types of law, namely, the eternal, the divine, the natural and the human.

Eternal laws: Eternal laws are the laws which are reflection of divine wisdom and God's will. God has created everything and all his creations follow eternal law. Eternal laws are not made but they are eternally existing. Simply we can think of eternal law as comprising all those scientific (physical, chemical, biological, psychological, etc.) 'laws' by which the universe is ordered (laws determining planetary motions, flow of energy, mass of matter etc.)

Divine laws: Divine laws are eternal laws which are revealed to humans through sacred texts and teachings. The sacred scriptures of religions such as Islam (Quran), Christianity (Bible) and Hinduism (Bhagwad-geeta) can be considered as divine laws as they tend to guide human behavior with the claim that they are nothing less than God's revelation to form an ethical and just society.

Natural laws: Natural laws are eternal laws that can be perceived by beings with reason. God has given reason/rationality to humans and has made him able to understand some of the eternal laws. Natural laws are related to innate human ability to know what is naturally right. Natural laws are objective, changeless, universal principles of action for ethical and political life. ***For example-*** good is to be done and evil, to be avoided; a needy should be helped, others shall not be harmed etc. While actions of animals are determined by the eternal law but for humans, natural law provide an understanding of how to act ethically through use of reason.

Human laws: Human laws are the laws which is derived from the natural law by the humans. It is based on interpretation of natural laws. Human laws are devised by human reasons which are adapted to particular geographical, historical and social circumstances. Aristotle already pointed out that most people are kept from crime by fear of the law. Thomas accepts this judgment, suggesting that by coercion, even men who are evilly disposed may be led in the direction of virtue. that the human law is not obliged to repress all vices. It is aimed at the more grievous vices from which the majority can abstain, i.e., those which are to the hurt of others, e.g., murder, theft, and the like. Aquinas says that if human laws attempt to legislate perfection, it would make people hostile to the law and defeat its purpose. Further, human laws are subject to change because experience in practical matters may allow us to improve them. The regulation ensures that citizens act with reason and uphold modern democratic values like equality, liberty, democracy etc

Difference between Laws and Rules

Laws and rules may seem like overlapping terms, but there are some differences on which distinction can be made between the two:

Parameter	*Rules*	*Law*
Objective	Rules usually focus on individual good	Law seeks to increase public good and serve public interests
Framing	Rules can be set by individuals, or by organisations	Laws are enacted only by those in exercise of sovereignty or government
Flexibility and Violation	Rules are more flexible and have lighter consequences when broken	Laws are inflexible and carry stiff penalties including imprisonment and, in some cases, death.

HOW LAWS, RULES AND REGULATIONS ARE SOURCE OF ETHICAL GUIDANCE

1. ***Regulating Discretionary Powers:*** Public servants have discretionary powers for governance, and that can be used for personal benefit. Laws, rules and regulations regulate this power by laying specific 'dos and don'ts' for use of that power.

   Example: Central Civil Services Conduct Rules, 1964 provides dos and don'ts for the civil servants to prevent misuse of discretionary powers.

2. ***Commanding Action and Inaction:*** Laws, rules and regulations act as positive and negative enablers and encourage or prohibit action.

   Example: Prevention of Corruption Act prevents corruption and Mahatma Gandhi National Rural Employment Guarantee Act enables social audit.

3. ***Fostering Social Justice:*** Laws, rules and regulations foster social justice by providing modern human rights, such as equality, liberty etc.

   Example: Prevention of Civil Rights Act 1955 prohibits untouchability.

4. ***Human Rights Protection:*** Laws, rules and regulations encourage empathy towards

the needy and thus promotes human rights protection.

Example: Motor Vehicle Amendment Act, 2019 provides for Good Samaritans and protects them against civil or criminal actions.

LIMITATIONS OF LAWS, RULES AND REGULATIONS AS SOURCE OF ETHICAL GUIDANCE

1. ***Lack of Enforcement:*** Laws, rules and regulations demand official machinery for their enforcement, lack of which might lead to unethical behavior by individuals or organizations.

   Example - There are laws preventing crimes in the society, but still crimes are prevalent in the society.

2. ***Evasive Tendency:*** Enactment of laws, rules and regulations may not translate into ethical behavior from individuals or organizations because of tendency of non-compliance.

   Example - People avoiding fines under Motor Vehicle Amendment Act by carrying their vehicle by hand.

3. ***Finding Loopholes:*** Laws, rules and regulations might not be able to envisage every possible scenario and therefore people might find loopholes in them.

   Example - Tax evasion by finding loopholes in the Income Tax Act.

4. ***Negative Perception:*** Some laws, rules and regulations might have negative perception among those who are obliged to perform under them.

   Example - Corporate Social Responsibility is perceived as additional tax by some corporations.

5. ***Lack of Social Maturity:*** Laws, rules and regulations might have good intentions, but the society might not be mature enough to accept them.

   Example - Opposition to Triple Talaq law by some sections of Muslim society, opposition to the Supreme Court verdict on Sabarimala case by some sections of Hindu society.

6. ***Cultural Evils:*** Laws, rules and regulations cannot always provide protection against social evils.

   Example - In spite of legal provisions for protection of women but still rapes/dowry cases are witnessed in literate society like Kerala.

Way Forward

- Hence, laws, rules and regulations are external sources for ethics. However, an ethical society can be made by an ethical conscience.

CONSCIENCE AS SOURCE OF ETHICAL GUIDANCE

There is a higher court than courts of justice and that is the court of conscience. It supersedes all other courts." Mahatma Gandhi

The word conscience comes from the Latin word "conscientia" which means "knowledge within oneself". It is something internal to a person which determined the goodness or badness of a human action. It is a special act of mind that comes into being when the intellect passes a moral judgment on the goodness or badness of a particular action. Conscience is not a feeling or an emotion but a mindful and intellectual decision. It is not a random thought but it is related to a moral judgment on a particular action. It can pass a moral judgment on an action that happened in the past or that is about to happen in the future. Conscience is a cognitive act of mind based on the value system of a person. It is the voice of inner self but it is not irrational. It is not based on superficial choices which wax and wane with

moods and preferences. It is the internal moral compass of a person. As conscience is based on a value system, it develops over time based on various sources of knowledge, such as common sense, law, experience, society, family, educational institutions and religion.

Conscience acts as a source of ethical guidance in following ways:

1. Conscience is the most immediate source of information which helps in evaluating different options and guiding human actions. Voice of Conscience is the first response towards any situation. It is the first thing that comes to mind when a person passes moral judgment on any action. Being the first response, it has a deep influence on decision and action.
2. Since conscience is an intellectual decision, it allows man to exercise reason and transcend his animal instincts.
3. Conscience is not a feeling or an emotion, but rather a rational decision, taking place at a level of subconsciousness after millions of calculations, permutations and combinations. This ensures that most ethically sound decisions are taken.
4. Violation of the voice of conscience causes internal dissonance which provides a drive for a person to avoid unethical actions.
5. Voice of conscience is immutable and accompanies a person throughout his life. It ensures that a person takes moral actions to the best of his abilities even when no one is watching him or when he is not under supervision. Conscience not only helps in taking decisions but also staying with the decision in difficult circumstances i.e. integrity.
6. It is through conscience that a person evaluates his own moral philosophy, character and motivations for action. Thus, it constantly nudges a person to become best version of himself and helps in moral development.
7. By nature, laws are incomplete. Conscience helps in interpreting laws in light of prevailing circumstances and filling voids left in law.
8. Conscience helps a person evaluate prevailing norms and laws and challenge unfair laws and norms. Thus, it helps in keeping society morally upright. Example: Efforts of Raja Ram Mohan Roy and Sati Law, breaking of unjust Salt Law by Mahatma Gandhi, Abolition of Slavery in the West etc.
9. Conscience helps in integrating prescribed norms with moral consideration which ensures that both letter and spirit of the law is followed. Conscience becomes even more important for civil servants as they enjoy lot of powers and discretions without adequate accountability mechanisms in system. If a civil servant has a doubtful conscience, then he will not be able to take decisions in situations of value conflict. Further if a civil servant lacks conscience, then it results in self-serving attitude, corruption, nepotism and abuse of office. N.R. Pillai, first cabinet secretary of India, "The new Civil Servant should possess all the traditional virtues namely, efficiency, integrity and loyalty. The public servant of today should be one richly endowed with human sympathy and a widely awakened social conscience.

Difference between Conscience and Law:

Law	*Conscience*
Law applies principles of morality outside human beings	Conscience acts within human beings and checks the morality of human actions.
Law states a general rule	Conscience provides practical rules for specific action and applies law and rules to that specific action.

Antecedent Conscience and Consequent Conscience:

1. ***Antecedent Conscience:*** Antecedent Conscience is that which acts as a guide to future actions, prompting 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.

2. ***Consequent Conscience:*** 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.

CONSCIENCE AS A SOURCE OF ETHICAL GUIDANCE

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:

1. ***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: A person known for professionalism would prefer professional values when faced with a conflict of interest vis-à-vis his/her relatives.

2. ***Guilt Consciousness:*** 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 sometime because of his/her conscience and might not break traffic rules next time.

3. ***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.

IS CONSCIENCE AN ABSOLUTE GUIDE TO ETHICAL BEHAVIOUR? NO

1. ***Crisis of Conscience:*** Crisis of conscience is a situation when conscience fails to provide moral guidance to an individual in any specific situation. Individuals lose the ability to get guidance from his moral sense about what is right and what is wrong.

   Example - If a police officer is administering a peaceful protest and suddenly asked to resort to strict measures irrespective of the nature of protest. This makes the situation ambiguous and the officer is faced with a crisis of conscience as his/her moral sense cannot guide him/her about right and wrong actions.

2. ***During the recent Anti-*** Encroachment drive, Municipality officials have been ordered to forcefully evict illegal shelters constructed by squatters on government land. The official observes that the occupants are poor people who have small infants to take care of. In such cases the official has to choose between his/her conscience of giving them time to vacate or follow government order and perform his duty.

3. ***Wrong Training of Conscience:*** Conscience develops with good habits but following wrong habits provides wrong training to conscience and it does not provide us moral

guidance.

Example - A person who has always lied will not be guided by his/her conscience to tell the truth.

4. ***Impact of Morals/Cultures:*** Conscience also depends on the morals/cultures of the place and time.

   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.

5. ***Impact of Societal Pressure:*** Conscience can be overtaken by societal or professional pressure.

   Example - People do not agree for inter-caste/inter-religion marriage for their children under societal pressure, even if they want to agree.

ACCOUNTABILITY AND ETHICAL GOVERNANCE

ACCOUNTABILITY

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:*** This refers to the responsibility of the government, its agencies, and public officials to disclose information about their decisions and actions, and to provide justifications for them to both the public and the institutions entrusted with overseeing accountability.
2. ***Enforcement:*** This aspect suggests that either the public or the accountable institution has the authority to take measures against the party that has acted inappropriately or to rectify the behaviour that has violated established rules. Consequently, different accountability institutions may be responsible for either or both of these stages.

Need of Accountability

- ***Answerability:*** It prevents the public services from turning into tyrants as they are held answerable to their deeds and misdeeds.
- ***Avoids Conflict of Interests:*** Setting accountability clearly demarcates the area of one's actions where he or she is required to act.
- ***Public Interest:*** The first and last beneficiary of public service is the public, as the public services are required to act in the interest of the public and they are answerable for their actions.
- ***Justice & Equality:*** Promotes justice, equality, and egalitarianism because public servants are required to realise these constitutional ideals and at the same time, they are answerable for their actions.
- ***Legitimacy to Public Services:*** Accountability promotes the loyalty to service as actions are carefully calculated and keeps a check on arbitrary and ill-conceived actions and policies.

Ways of Ensuring Accountability

- Capacity building of Stakeholders to question the public officials about their discharging of official duties.

  Example - The concept of Social Audit under MGNREGA. Also, effective implementation of laws like Prevention of Corruption Act should be ensured.

- By promoting transparency, through effective implementation of RTI in full

earnest, especially the pro-active disclosure, then public officials would be more careful to function strictly according to the spirit of the law and constitution. Secondly, it would educate the people about their rights, entitlements and how to question their fulfilment.

- The independence and effective role of judiciary is crucial for upholding the rule of law in India, thus various steps like Memorandum of Procedure, e-courts among others should be promoted.
- The final expression of accountability in a democracy is through the medium of periodic elections which is an instrument for punishing and rewarding the Government of the day, and therefore, serves as an ultimate instrument of accountability. The electoral reforms and democratic maturity of people is the ultimate bulwark of accountability.

Types of Accountability

- ***Horizontal Accountability:*** It is the capacity of state institutions to check exploitations by other public agencies and branches of the government.

External (Outside the Executive)	Parliament, Judiciary, Lokpal, Comptroller and Auditor General, Central Vigilance Commission
Internal (Within the Executive)	Superior Officers: Reward and Punishment, disciplinary procedures, Performance management system • Internal audit • Grievance redressal mechanism

1. ***Vertical Accountability:*** These are the means through which standards of good governance are enforced by the citizens, mass media and civil society on the bureaucrats. Parliament is also an important forum for vertical accountability.
2. ***Political Accountability:*** It refers to the accountability that is established in the form of individual ministerial responsibility.
3. ***Social Accountability:*** It is society driven horizontal accountability that relies on civic engagement and ordinary citizens and civil society organisations participate directly or indirectly to enforce accountability of officials.

Institutions and Mechanisms that Promote Accountability

Outside the State: Vertical	*Within the State: Horizontal*
To the People through elections • Through RTI Act to Citizens • Citizen' Oversight Committees • Civil Society/ Watchdog bodies • Media • Service Delivery Surveys • Citizen's Charters • Integrity Pacts • Citizen Report Cards • Through Whistle Blower Act	External (Outside the Executive) - Parliament, Judiciary, Lokayukta, CAG, CVC • Internal (Within the Executive) - Superior officers - Rewards/Punishments - Disciplinary Procedures - Performances Management System • CBI/Police/Vigilance • Internal Audit • Grievances Redressal Mechanisms (Prevention Of Corruption Act, Official Secrets Act) • E- Governance mechanisms (Pragati, NeGP etc.)

Significance of Accountability in Governance

1. ***Democratic Governance:*** Accountability ensures democratic governance in the country where officials are directly or indirectly responsible to the people and not only to their superiors only.
2. ***Public Trust:*** Accountability ensures officials are made answerable for their actions for any wrongdoing. This improves public trust, confidence, cooperation and coordination in

the government performance.

3. ***Clarity:*** Accountability also requires clear specification of tasks to be performed, time frame for the task and also financial and other resources available at disposal, against which an official is held accountable. This improves governance.
4. ***Administrative Irregularities:*** Accountability prevents administrative irregularities and improper implementation of government policies and programmes and thus helps improve governance.
5. ***Remedial Measures:*** Accountability ensures that officials are held liable for any wrongdoing and remedial action can be taken.
6. ***Transparency:*** Accountability ensures that officials take decisions more transparently in order to reduce absolute accountability. This makes citizens stakeholders in governance.
7. ***Feedback Mechanism:*** Accountability also generates a feedback mechanism that ensures that the feedback from beneficiaries reach the decision-makers.

RESPONSIBILITY

- It means accountability to oneself, i.e. when the accountability turns inward. It is a moral concept, where a person feels answerable to oneself for all his actions, even if it is not covered by any law.
- It is more enduring than accountability, because it is based on ethical reasoning, and the person would always do the right thing, even if nobody is there to watch his action, as he holds himself answerable to oneself. Here the person takes ownership of one's actions and decisions.

Difference between Accountability and Responsibility

1. Responsibility refers to being in-charge of certain duties which are expected to be performed by virtue of being in a certain post/position. Accountability is one step ahead. It includes answerability, i.e. being liable for the outcomes achieved due to performance of the duty. Therefore, accountability can be held on to a person only after the task is done.

   Example - A judge is responsible for delivering a judgement, but is not accountable if the outcomes are not as expected. A DM is both responsible as well as accountable for ensuring compliance with Right to Education in her district.
2. In individualistic terms, responsibility can also refer to what one expects of oneself or the others. To be morally responsible for something, is to be worthy of a particular kind of reaction, such as praise or blame in pursuance of the act.

   Example - Helping a destitute is a responsibility of the affluent and empathetic. However, they cannot be held accountable for not helping them. They can be condemned, if one wishes so.

GOVERNANCE, GOOD GOVERNANCE AND ETHICAL GOVERNANCE

- According to the UNDP, Governance is the exercise of political, economic and administrative authority to manage a country's affairs.
- According to the World Bank, Good Governance refers to the manner in which power is exercised in the management of a country's economic and social resources for development.

Eight Principles of Good Governance by United Nations:

1. ***Participation:*** People should be able to

voice their opinion and become part of governance, including men and women, vulnerable sections of society etc.

2. ***Follow Rule of Law:*** Impartial enforcement of legal framework and full protection to human rights, particularly those of minorities and vulnerable sections.
3. ***Consensus Oriented:*** It requires mediation of different interests to meet the best interests of a community.
4. ***Transparent:*** It means enough information is provided to public in easily understandable form.
5. ***Responsive:*** It means redressal of citizen grievances, citizen orientation, timely delivery of services etc.
6. ***Effective and Efficient:*** It means that processes and institutions result in optimum utilisation of resources at their disposal.
7. ***Equitable and Inclusive:*** It ensures that different sections feel that they have a stake in it and are not excluded from the mainstream.
8. ***Accountable:*** It acknowledges and assumes responsibility for actions, products, decisions and policies.

   Ethical governance is formulating, implementing and complying with the policies, rules, laws and orders in an organisation in such a manner that it does not merely concentrate on administrative efficiency but uphold universal values such as truth, honesty, integrity, dedication to duty etc.

IMPORTANCE OF ETHICAL GOVERNANCE

India is a country with a huge population and a comparative resource crunch. Therefore, ethical governance becomes important for ensuring:

1. ***Social Justice:*** Constitution of India envisages social justice for the people of India and ethical governance ensures that inequalities are reduced in the society.
2. ***Confidence of Public:*** Ethical governance based on truth ensures transparency in the governance and ensures that people's trust is upheld along with cooperation and coordination from the public.

   Example - Right to Information Act, 2005 uphold transparency in the governance of the country.
3. ***Upholding Basic Human Rights:*** Ethical governance based on altruism and welfare ensures that citizens are given basic human rights that they are entitled.

   Example - National Food Security Act ensures that the poor section of the society gets their right to food.
4. ***Upholding Universal Value System:*** Ethical governance based on objectivity and fairness absorbs the pressure of nepotism and extends favours in the governance, appointment etc.
5. ***Efficiency:*** Ethical governance based on integrity would ensure that the public money is spent for the purpose that it is laid out for and thus reduces the chances of corruption in the governance.
6. ***Compassion:*** Ethical governance based on compassion would ensure that poor and vulnerable sections and their necessities are given especial importance in the governance.

   Example - Affordable rental housing scheme by government ensures housing for migrant workers at affordable cost.
7. Ethical governance is a continuing process, starting with the administration and extending to all citizens. With transparency and unwavering ethics, people will seek to

earn the trust of those they partner with, forge lasting service relationships and strengthen business over the long term.

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.

SIGNIFICANCE OF INTERNATIONAL ETHICS

The significance of International Ethics can be understood through various roles it plays in international relations:

- ***Responsibility:*** Ethics ensures that affluent and developed countries contribute to the progress of Less Developed Countries, making them accountable for human development in these nations as well.

  Example- The Paris Climate Change Agreement and the concept of Common, But Differential Responsibilities in mitigating climate change.

- ***Humanitarian Ethics:*** Ethics guarantees that advancements in science, defense, and security, as well as cooperation between countries in these areas, do not impede human rights. For instance, countries imposing restrictions on the end-use of weapons through organizations like the Missile Technology Control Regime (MTCR), Australia Group, and the Nuclear Suppliers Group.

Compassion: Ethics fosters compassion in international relations, prompting countries to stand in solidarity with each other during challenging times. For example, countries collaborating through the COVAX Program to provide COVID-19 vaccinations to impoverished nations.

- ***Peace and Harmony:*** Ethics ensures that global affairs are conducted in a manner that promotes peace, harmony, and equality among nations. The establishment of the United Nations serves as an example of an effort to maintain peace worldwide.

- ***Legitimacy:*** Ethics grants legitimacy to countries, but it can also revoke legitimacy based on their actions. The Taliban in Afghanistan, for instance, lacks international legitimacy due to its violation of human rights.

- ***Human Rights Protection:*** Ethics drives countries to work towards safeguarding human rights rather than solely pursuing their narrow national interests. Cooperation among nations in addressing refugee crises exemplifies this commitment.

- ***Solutions to Global Problems:*** Ethics encourages countries to cooperate in addressing global problems rather than pursuing short-term goals solely for their own interests. Cooperation among countries in combating terrorism serves as an example.

- ***Business Ethics:*** Ethics ensures that multinational companies pay their fair share of taxes in the countries where they operate, preventing them from evading taxes through offshore havens. Recent developments such as the Global Minimum Tax deal and efforts to combat Base Erosion and Profit Shifting (BEPS) reflect this concern.

- ***Racism:*** Ethics compels countries to work towards eradicating racism from their policies. An example of this is the international pressure that led South Africa

to end apartheid.

ETHICAL CONCERNS IN INTERNATIONAL RELATIONS

1. ***Lack of Responsibility and Equity:*** Although climate change is a global phenomena and developed countries are responsible for climate change, the impact of climate change would be on developing and Least Developed Countries.

   Example: Developed countries are not willing to take responsibility for climate change and are against common but differentiated responsibility.

2. ***Global Poverty:*** While people in richer countries enjoy a lavish lifestyle, people in poorer countries lack even the basic human rights.

   Example: While there is considerable hunger in African countries, richer countries are known for food wastages.

3. ***Apathy Towards Third World:*** In difficult times countries look for their self-interest rather than on the global interest.

   Example: Russia's attack on Ukraine and China's aggression towards Taiwan for self-strategic interests are disturbing the supply chain. As a result, there is an increase in the price of commodities like Crude oil.

4. ***Terrorism:*** Terrorism is a challenge for humanity, especially in the age of social media but countries around the world have not been able to agree on a basic definition of terrorism.

   Example: Comprehensive convention on counter-terrorism proposed by India has been pending in the United Nations since 1996.

5. ***Lack of Accountability:*** Global organisations have not been able to ensure accountability of powerful countries.

   Example: Chinese expansionism and refusing to abide by the award of Permanent Court of Arbitration on South China dispute.

6. ***Selfishness:*** Countries have often looked to work for their parochial selfish interests and not the global community.

   Example: Controlled production of crude oil by the OPEC countries, for higher market price of Crude oil, Lack of Consensus on Patent Waiver for Covid -19 vaccines

7. ***Lack of Universal Standards:*** Countries have often tended to protect their national interest and have moved away from universal standards in working towards this.

   Example: China supporting Pakistan in United Nations listing of Masood Azhar

8. ***Racism:*** Although global institutions have been working to end racism, it is still prevalent.

   Example: George Floyd case in USA, Megan Merkel's child issue.

9. ***Weakening Global Institutions:*** The global institutions still reflect the second world war era and therefore have been weakening due to absence of reforms along with present realities.

   Example: WHO was criticised over the issue of tackling of COVID-19 in the initial period.

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:

1. ***Subverting Sovereignty of Nations:*** While giving funding to the recipient countries donor agencies put several conditions that are best decided by the people and

governments of the countries.

Example: IMF conditions on loans given to India during 1991 financial crisis.

2. ***Exploiting Compulsion:*** Countries often exploit the compulsion of the recipient countries to further their own interest.

   Example: China's debt-trap diplomacy exploits infrastructure requirements of poorer countries.

3. ***Funding to NGOs:*** Countries provide funding to NGOs to further their own interests.

   Example: Greenpeace protesting in India against Nuclear Power Plants.

4. ***Clinical Trials:*** Pharma countries often conduct clinical trials in poorer countries and provide funding to recipient countries for this, which is a violation of human rights.

5. ***Neo-colonialism:*** Countries use their market-tactics and funding to promote neo-colonialism in the recipient countries with the setting up of factories and creating dependence on them.

   Example: Multinational companies are alleged for promotion of western culture.

6. ***Terror Financing:*** Many times, international funding has been channelised for terror funding and also black money has been round tripped in the host country.

GLOBAL EFFORTS TO DEAL WITH INTERNATIONAL ETHICAL ISSUES

Issues of Human Rights Violations:

- Political interventions frequently lead to Human Rights Violations.
- ***Terrorism:*** States use Terrorism as a tool of foreign policy and indulge in human rights violation. (For Example - Pakistan (supporting LeT, JeM), Iran (supporting Hezbollah)).
- ***Refugee Issue:*** European nations are closing their borders to refugees fleeing war-torn areas.

Global Efforts

- ***Universal Declaration of Human Rights (UDHR):*** The 30 rights and freedoms include civil and political rights, like the right to life, liberty, free speech and privacy and economic, social and cultural rights, like the right to social security, health and education, etc.
- Human Rights Council and the Office of the High Commissioner for Human Rights (OHCHR).
- ***Amnesty International:*** An international organisation of volunteers who campaign for human rights. This organisation brings out independent reports on the violation of human rights all over the world.
- Efforts of countries like India and Bangladesh to provide shelters and aid for Rohingya refugees.
- Humanitarian approaches extended by the world to reduce hardship in Afghanistan related to food shortages andother essential items.

United Nations Peacekeeping Army are sent to establish Peace and harmony in the conflict zone.

Climate Change Issues

- ***International Equity Concerns:*** Countries that are least responsible for climate change and have the least economic capacity to fight the effects of climate change are the most affected ones. For example Marshall Islands.
- ***Issue of Common but Differentiated Responsibilities:*** There are issues in defining and differentiating the responsibilities between present and future generations as

well as developed and developing countries.

- Climate Sceptics don't consider climate change to be real.

Global Efforts

- Commitment to strong climate action including the promotion of sustainable lifestyles based on mindful consumption and reduction of waste.
- Financial tools adopted such as – Polluter Pay Principle, Carbon Tax, Energy Saving Certificates, green Bonds etc.

Mission Innovation: It is a global initiative of 22 countries and the EU to accelerate global clean energy innovation. Participating countries have committed to double their governments' clean energy R&D investments over 5 years.

- Decoupling economic growth from greenhouse gas emissions.
- Glasgow Climate Summit and Major countries disclosed their target of becoming Carbon Neutral. Ex, India will become carbon neutral by 2070.
- ***Clean Development Mechanism (CDM):*** It refers to a market mechanism for achieving GHG emissions reduction under the Kyoto protocol. It allows an industrialised/ developed country with an emission-reduction target under the Kyoto Protocol to implement an emission-reduction project in any of those developing countries and earn tradable Certified Emission Reduction (CER) credits, each equivalent to one ton of CO2.
- Proposal made for Climate finance and Climate Finance Delivery Plan at the Glasgow summit.
- Focus on sources of Renewable Energy and Establishment of international institutions. Ex. International Solar Alliance.
- Increasing Green Cover to create more Carbon sinks.

Other Issues

Global commons are defined as those parts of the planet that fall outside national jurisdictions and to which all nations have access.

- Zoonotic diseases like Covid-19
- Overfishing
- Accumulation of plastic waste
- Accumulation of Space debris

Global Efforts Panel set up by WHO to monitor Zoonotic diseases.

- International Cooperation for the development of Vaccines
- Framework for patent waiver on medicines, vaccines and other medical devices related to Zoonotic diseases such as Covid-19

IPRs (Intellectual Property Rights)

- The developed countries are depriving the poor countries of accessing the new technologies (even life-saving drugs) by the restrictive clauses of IPRs.
- It is essential to determine whether it is justifiable for a country to defend its IPRs on commercial grounds, or whether it should share technology for the greater interest of humanity.

Global Efforts

- Guidelines set up by WTO regarding enforcement of IPRs.
- Invoking of Compulsory Licencing clauses in the case of emergency

WAY FORWARD

International ethics is a set of universal values that governs the actions and behaviors 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.

CORPORATE GOVERNANCE

According to the Cadbury Committee, corporate governance is the "system by which companies are directed and controlled."

It is a set of systems, processes and principles which ensure that a company is governed in the best interest of all stakeholders. It is about promoting corporate fairness, transparency and accountability.

IMPORTANCE OF CORPORATE GOVERNANCE

Good corporate governance benefits not only the company but also the environment around it in the following way:

1. ***Premium:*** Well governed companies across the world command a premium of anywhere between 10 to 40 percent more than their not so well governed counterparts.
2. ***Foreign Investment:*** Good corporate practices based on transparency and sound business principles attract foreign investment, which is much more liberalised now.
3. ***Weak Corporate Laws:*** A good firm-level governance often makes up for weaknesses in a country's corporate laws or the enforcement of such laws as such organisations uphold the values such as integrity, fairness, honesty, transparency etc.
4. ***Vulnerable to Corruption:*** Often scandals and fraud within a company become more likely where directors and senior management do not have to comply with a formal governance code.
5. ***Corporate Sustainability:*** Corporates that are run in the best interests of all the stakeholders enjoy the trust and confidence in the organisation and provide long- term sustainability.
6. ***Curbing Nepotism:*** Good corporate practices curb nepotism and favouritism while valuing merit in appointments.
7. ***Internal Checks and Balances:*** Good corporate practices better internal checks and balances to curb mismanagement, conflict of interests, and misuse of company resources.

ISSUES OF CORPORATE GOVERNANCE IN INDIA

1. ***Collusion:*** Companies sometimes indulge in collusion with auditors to mislead the investors, regulators, board and other stakeholders.

   Example: Satyam scandal, DHFL Case etc.
2. ***Huge Risks:*** In some cases, the owners of the companies have taken huge risks in their private capacity and were unable to pay.

   Example: V. Siddhartha in the case of Café Coffee Day.
3. ***Promoter-Led Board:*** It is seen that the Board is chaired by promoters and this makes the board to serve at the wish and command of the promoter-chairman.

   Example: Naresh Goyal in case of Jet Airways.
4. ***Lack of Oversight:*** Although statutory changes have been made, the enforcement mechanism has not followed with these changes which leads to poor oversight.
5. ***Favouritism:*** Often lending institutions favour their closed ones to give loans, while overlooking professional values such as integrity.

   Example: ICICI Bank, Chanda Kochar case.
6. ***Lack of Independence:*** Independent

directors are not given free hand in their working and are pressured by other members of the board towards particular decisions.

Example: Tata-Mistry case.

7. ***Crony Capitalism:*** It is also an issue where closed ones receive mutually advantageous treatment.

   Example: Captive coal block allocation in Coal scams in early 2010s.

8. ***Credit Rating Issues:*** Credit ratings agencies provide credit ratings to companies but they themselves suffer from conflict of interest from non-rating business, lack of information availability etc.

   Example: Recent IL&FS crisis

EXISTING MEASURES TO ENSURE ETHICAL CORPORATE GOVERNANCE IN INDIA

1. ***Companies Act, 2013:*** It regulates incorporation, formulation and functioning of companies in India. It makes comprehensive provisions to govern all listed and unlisted companies in India. It empowers shareholders and highlights higher values for corporate governance.
2. ***The Securities Contracts (Regulation) Act, 1956:*** The Act aims to prevent undesirable transactions in securities by regulating the business dealings.
3. ***Competition Commission of India:*** CCI was established to promote and sustain competition culture and inspire businesses to be fair, competitive and innovative. It aims to curb monopolistic tendencies in the working of the market.
4. ***National Company Law Tribunal:*** Established under Companies Act, 2013, it deals with the corporate disputes of civil nature. It is also the adjudicating authority under the Insolvency and Bankruptcy Code.
5. ***Accounting Standards:*** These are issued by the Institute of Chartered Accountants of India to bring much needed structure to the financial reporting and mandates disclosure of accounting policies, cash-flow statements, construction contracts, borrowing cost, related-party disclosures etc.
6. ***Securities and Exchange Board of India (SEBI) Guidelines:*** SEBI being the regulatory authority, having jurisdiction over listed companies, issues regulations, rules and guidelines to companies to ensure protection of investors.
7. ***Secretarial Standards:*** These are issued by the Institute of Company Secretaries of India (ICSI), an autonomous body, that issues secretarial standards in terms of the provisions of the New Companies Act.

COMMITTEES RELATED TO CORPORATE GOVERNANCE IN INDIA

Kumar Mangalam Birla Committee Report (2000)

- The report made certain mandatory recommendations for listed companies with a paid-up share capital of 3 crore or more.
- ***These recommendations include:***
  - The board of directors should have an appropriate mix of executive and non-executive directors.
  - The audit committee should consist of three independent directors.
  - The establishment of a remuneration committee.
  - The board should hold a minimum of four meetings per year.

- Shareholders should be provided with information regarding investments.

Naresh Chandra Committee Recommendations (2002)

- The committee presented its report on Corporate Governance and Audit in November 2002.
- ***The committee made the following recommendations:***
- Certain non-audit services, such as valuation services and internal audit, should be prohibited for audit clients.
- There should be compulsory rotation of auditors, with audit partners and at least fifty percent of the team members being rotated every five years.
- Audit firms should 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 Recommendations (2002

- The committee focused on the responsibilities of the audit committee, the quality of financial disclosure, and the requirement for boards to assess and disclose business risks in annual reports.
- ***The key mandatory recommendations include:***
- 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.
- Improving the quality of financial disclosures, especially those related to related party transactions.

Uday Kotak Committee Recommendations

- The committee made several recommendations for corporate governance in top 500 listed companies, including:
- Separation of the roles of chairperson and CEO/MD.
- Imposing a maximum limit of eight directorships for an individual.
- Requiring at least half of the board members in listed companies to be independent directors.
- Mandating minimum qualifications for independent directors and disclosing their relevant skills.
- Granting powers to SEBI (Securities and Exchange Board of India) to provide immunity to whistle- blowers.
- Suggesting that public sector companies should be governed by listing regulations rather than nodal ministries.
- Enhancing disclosure requirements, such as full disclosure of fund utilization, auditor credentials, audit fees, etc.

CORPORATE SOCIAL RESPONSIBILITY

According to the World Business Council for Sustainable Development, Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. Provision of Corporate Social Responsibility under Companies Act, 2013:

Section 135 of the Companies Act, 2013

which contains CSR provisions is applicable to companies:

- With an establishment of a remuneration and more, or
- A net worth of INR 500 crore and more, or
- A net profit of five crore INR and more.
- The Act mandates companies 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, medicine.
- Incubators funded by the Centre or State or any state-owned companies.

Companies (CSR Policy) Amendment Rules, 2021

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

Significance for Corporate Social Responsibility

1. ***Moral Appeal:*** It appeals to companies to be good citizens on the lines of Gandhiji's Trusteeship principle.
2. ***Satisfaction:*** This proposes that companies should not only look to satisfy their shareholders but other stakeholders who are directly or indirectly in the affairs and environment of the company.
3. ***Public Image:*** Companies that under CSR activities tend to enjoy brand value and good public image.
4. ***Example:*** TATA Group of companies.
5. ***Licence to Companies:*** CSR provides companies to gain the trust of local communities and ensures that the resources are also allocated for the development of local communities.
6. ***Profitability:*** CSR activities increase profitability of the company as ethical

conduct exerts a growing influence on purchasing decisions of the customers.

7. ***Competitive Advantage:*** Businesses that show how they are more socially responsible than their competitors tend to stand out.
8. ***Morale Boost for Employees:*** CSR practices have a significant impact on employee morale, as it reinforces his confidence on Company's empathy.
9. ***Consumers' Trust -*** Many consumers actively seek out companies that support charitable causes. Therefore, CSR attracts customers.

ISSUES WITH CORPORATE SOCIAL RESPONSIBILITY

1. ***Poor Implementation:*** There is very little strategic thinking and innovation in implementation of CSR. The larger goal of CSR is not understood, companies view it as only a charitable endeavor.
2. ***Lack of Robust Policy:*** There is lack of long-term robust CSR policy which leads to failure in giving definitive direction to CSR spending.
3. ***Duplication of Activities:*** Duplication of activities by different corporate houses results in competitive approach rather than collaborative approach.
4. ***Viewed as Additional Corporate Tax:*** The CSR obligation is often viewed as a 2% tax, albeit spent by the firms rather than given to the government.
5. ***Skewed Pattern of Expenditure:*** Many CSR efforts are mainly driven by the company's operational perspective and ease of implementation.

Way Forward

- ***Annual Awards:*** Annual awards for incentivizing companies to take up CSR activities be set up – one each for the two categories of companies, large and small, as recommended by Anil Baijal Committee.
- ***Accountability:*** Companies should ensure that their CSR activities have clear objectives and monitorable targets, which are diligently and stringently monitored.
- ***Collaboration:*** Companies should engage with local NGOs for understanding ground situations and also utilize their expertise in that field.
- ***Greater Awareness:*** Greater awareness should be created, especially at Gram Sabha level to ensure that they get their due share of social development in the company profits.

Injeti Srinivas Committee Recommendations

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

ETHICAL ISSUES IN NEWS

ALCOHOLISM IN INDIA

- In recent years deaths due to consumption of poisonous alcohol in States where alcohol is banned has become a serious problem.
- At the same time, overall consumption of

alcohol has also increased in the country questioning the direction of social progress.

Ethical Concerns:

- Ethical dilemma arises in the relationship between the State and the individual regarding whether to prioritize the protection of individual liberty and autonomy as guaranteed by Fundamental Rights or fulfill constitutional responsibilities under Directive Principles of State Policy (DPSPs) by intervening in public health matters.
- The consumption of alcohol is associated with various chronic health issues, social violence, and an increase in road accidents.
- An aspect of this is regarding the balance between the revenue generated by the liquor business for the state government and its duty to protect weak, vulnerable, and impressionable individuals.
- Another ethical dilemma emerges in marketing products that have a harmful impact on individuals and families in order to maximize profits, as opposed to following social responsibility to promote sensible drinking.
- There is a challenge in protecting jobs in the liquor industry while also addressing the growth of illegal liquor businesses resulting from prohibition measures.
- Ethical considerations arise regarding the use of social norms or social pressure to protect relationships and families, or allowing individuals to exercise personal discretion within certain limits.
- Societies have differing views on alcohol consumption, with some considering it a part of socio-religious rituals while others advocate for abstinence.

Way Forward

- These ethical dilemmas highlight the need for thoughtful decision-making and balancing conflicting interests, such as individual freedom, public health, social responsibility, and economic considerations.
- It requires considering the broader societal impact and striving for solutions that prioritise the well-being and interests of individuals while upholding ethical principles and legal frameworks.

CHANGING WORK CULTURE

Observed Changes:

The work culture has undergone significant changes in recent times, influenced by various factors. These changes in work culture are driven by various factors, including evolving workforce needs, technological advancements, and the impact of the COVID-19 pandemic.

Following are the major 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

The above mentioned changes have given rise to new phenomena and trends.

Here are some key shifts:

1. ***Hustle Culture:*** The influence of the startup culture has had a spill-over effect on the overall work culture, resulting in the emergence of hustle culture. This culture promotes and encourages employees,

workers, or labourers to work more than the standard hours. Work becomes a constant presence in their minds, even during their free time or holidays.

2. ***Quiet Quitting:*** The blurring of boundaries between work and home, coupled with longer work hours, has given rise to the concept of quiet quitting. This refers to employees who only do the bare minimum at their job, such as leaving work promptly at the end of their shift, demanding extra compensation for additional work, and establishing clear work-life boundaries.
3. ***Quiet Firing:*** Quiet firing has been a prevalent practice, particularly in large companies. It involves creating an unpleasant work environment and subtly encouraging employees to quit by neglecting them through a lack of feedback or resources.
4. ***Moonlighting:*** The combination of remote work and technological advancements has led to an increase in moonlighting, where individuals take on additional jobs or assignments without their employers' knowledge, outside of their regular full-time job, often after office hours.

Ethical Concerns

- The rapid digitization of work processes brings about new ethical challenges. There are concerns about the impact on individuals' well-being, including increased anxiety related to technology dependence and cyber security threats.
- The advancement of technology and the rise of hybrid work culture have led to a decline in the sense of community among employees.
- This has also exacerbated issues like loneliness, posing ethical concerns related to the well-being and social connection of individuals in the workplace.

Practices like Quiet Quitting and Quiet Firing hinder honest communication between employees and employers, ultimately eroding trust within the organization.

This raises ethical issues surrounding transparency, fairness, and mutual respect in the workplace.

- Long working hours have been linked to detrimental health effects, such as increased risks of stroke and heart disease.
- The rise of burnout and mental health concerns in the workplace is a pressing ethical matter.

Way Forward

- These ethical issues highlight the importance of creating a work culture that values human connection, trust, well- being, and responsible use of technology to ensure a sustainable and healthy work environment.
- Balancing the benefits of digitalization with the need for privacy, security, and healthy technology usage becomes an ethical consideration.
- There is a need to prioritize employee well-being and strike a balance between productivity and their physical and mental health.

ETHICS OF PROTEST

- Protests were witnessed at various places after the government launched the Agniveer Scheme for tri-services recruitment. Aspirants were protesting against the short tenure of service and absence of pension benefits among others.
- Previously on several occasions, public agitations have caused large scale damage to public property which in most cases have never been recovered.

- Jat Agitation in Haryana, Gujjars Movement in Rajasthan, Patidar Stir in Gujarat and various protests in the national capital itself are examples of absence of ethical conduct in the public arena.

Legal and Constitution Position

- Right to Protest is granted under Article 19 of the Indian Constitution. It gives the right to freedom of speech and expression, the right to assemble peaceably and without arms, and the right to form associations and unions.
- According to the Supreme Court's ruling in Mazdoor Kisan Shakti Sanghatan vs Union of India:
  - The Constitution guarantees the fundamental right of people to engage in peaceful protests,
  - demonstrations, and other forms of expression under Articles 19(1)(a) and 19(1)(b).
  - Freedom of speech, the right to assemble and demonstrate through peaceful protests and agitations are essential elements of democratic morality.

Check on the Right to Protest

- While citizens enjoy the freedom to protest, the Indian Constitution also provides for reasonable restrictions on this right.
- Democracy is a system where the people rule, by the people and for the people, ensuring the active participation of citizens in governance.
- Restrictions on rights under Article 19 can be imposed in the interests of India's sovereignty and integrity, state security, friendly relations with other countries, public order, decency or morality, or in cases related to contempt of court, defamation, or incitement to an offence.
- Section 144 of the Code of Criminal Procedure (CRPC) empowers a magistrate to issue an impartial order imposing restrictions on movement, carrying arms, and unlawful assembly.

The Ethical Aspect

- Citizens have a fundamental duty of protecting public or private property and are expected to not resort to violence during protest.
- Upholding of civic sense of the society as a whole is based on the observance of ethical behaviour by individual members.
- It is also in observing our ever-cherished ideals of peaceful existence, well being for all and non violence.

POLICING ETHICS

While ethics applies to various aspects of human life, the role of the police holds a distinct ethical and moral dimension not found in most other occupations.

Policing ethics encompasses various dimensions such as:

The act of Protection of life and liberty brings scenarios where a police personnel has to balance the freedom and restrictions at the same time.

Many times protesters are physically removed from the protest site by police officers and they sometimes get hurt in the process.

Complexity in decision-making

- An ethical dilemma faced by police officers involves deciding whether to grant bail to habitual offenders or keep them as undertrials in jail.
  - Upholding Rule of law and maintaining order also puts the police in a tough situation.

- Emotional Intelligence
- Protection of Human Rights
- Police are expected to use Ethical Means to reach Ethical Ends.
- Political interference and politicization of the police at times obstructs the policing and sometimes puts the resources of the police to misuse by those in power.

LAW VERSUS ETHICS: BILKIS BANO CASE

- This debate over law versus ethics came to the fore when in the famous Bilkis Bano case, the Gujarat government released 11 criminals convicted of gang rape and murder, invoking the remission policy.
- In the post-Godhara riots, Bilkis Bano, a five months pregnant lady was gang raped by neighbours on March 3, 2002, after witnessing the murder of 15 members of her family including her three-year-old daughter.
- It is said that in a civilised society, laws should be based on ethical principles. However, in this case, the law was followed strictly in its literal form, neglecting its spirit and raising concerns about its impact on society's ethics.
- The case of releasing convicts convicted of heinous crimes raised ethical concerns.

10 PROBITY IN GOVERNANCE

WHAT IS PUBLIC SERVICES

- It implies the delivery of goods and services by the government institutions to the public. It forms the interface between the citizens and the administration.
- It is seen as amalgamation of legal and moral obligation of the government.
- It includes services such as healthcare, education, maintenance of law and order, public utility etc.
- Availability, affordability and accessibility forms the prime criteria for the success of public service.

Conceptual roots of public service

1. ***Social Contract:*** Thinkers like Thomas Hobbes, John Locke etc. propounded that public service is the contractual obligation of the government as the people have surrendered some of their rights and resources to them in return for certain basic services. Hence, public servants are bound to serve the people.
2. ***Spirituality:*** Thinkers like Mahatma Gandhi viewed public service as a way to salvation. He believed that public service elevates individual consciousness and produces the highest sense of fulfillment. He said, "The best way to find yourself is to lose yourself in the service of others."
3. ***Giving Back:*** It is also believed that public service is the duty of those who have enriched themselves using public resources, so that a stable and happy society is achieved. It is the duty of those who are capable to serve those who are in need. This is the view held by rich philanthropists such as Bill Gates, Narayan Murthy etc.
4. ***Spirit of Service:*** Public service is also viewed as a manifestation of individual morality which motivates public servants towards working for others. Such public service is based on individual conscience and social goodwill. Swami Vivekananda said, "service of man is the service of God."

Attributes of Public Service

1. ***Intangible:*** Unlike manufacturing and production of goods, public service is the provision of services which are essential for a society or are their basic right. Such services cover provision of justice, education, sanitation etc. Involvement of tangible goods in such provision is considered incidental. The intangible nature of public service, however, leads to certain challenges in quantification, performance evaluation and so on.
2. ***Morality:*** Public servants are driven by their values and morals which motivate them to serve the people. Serving the people is based not just on authority or responsibility (as is the case with public officials) but is also on certain foundational values such as compassion, integrity, civic consciousness etc
3. ***Obligatory:*** Public service is not only a voluntary ethical undertaking but is also an obligation for the government and other actors. Since governments run with

the consent and resources of people, they are politically as well as morally obliged to provide certain services to its people. Moreover, in modern times, obligations have been imposed even on the private sector to contribute to public service in the form of corporate social responsibility. Even civil society groups that are financed and supported by the government are mandated to work in the direction of public service.

4. ***Government-led:*** Even though public service can be provided by a host of stakeholders (as aforementioned), public service is largely and centrally provided by the government. Governments have large scale resources (raised from the public itself) at its disposal and hence, leads the domain of public service. Moreover, in the modern era, states have adopted the idea of a welfare state which obliges governments to ensure the well-being of people. The Directive Principles of the Indian Constitution also mandate the state to provide certain services to the people.

5. ***Citizen-Centric:*** The ultimate objective of public service is to serve the people, particularly in a democracy. Thus, services are provided as per the public's needs, demands, interests, rights and convenience. Various measures are adopted to ensure citizen-centricity in public service such as Code of Conduct, Right to Information, Citizen Charters etc.

6. ***Collectively:*** Public service is provided to people as a collective group and not to individuals separately or discriminately. This is particularly true for a democracy where all citizens enjoy equality and other civic rights. Due to the attribute of collectiveness, public service is geared towards achieving goals that are good for the public at large and not just for selective individuals. For instance, peace, environmental preservation, public parks, street lights etc. are provided to people collectively and not selectively. However, with the rise of marketization and privatization, public services are being provided to people on a user-pay basis e.g. toll collection, bus fare etc.

7. ***Equality:*** Public service is provided to all persons on an equal basis and all individuals are equal in the eyes of the service providers. For instance, courts see all individuals as equals while delivering justice. Public service is also aimed at establishing equality among groups or individuals when they originally suffer from inequalities. For instance, subsidized food, water, and transport is provided to the needy so as to ensure their upliftment and achieve an egalitarian society.

8. ***Vitality:*** Public service also works as the enabling factor for people as they use the service as the means to achieve other ends. For example, free education provided by the government or NGOs enables the youth to achieve stability and prosperity in their lives.

9. ***Sovereignty:*** Some services in the public service domain have traditionally been provided by the sovereign, that is the government such as law and order, defence, justice and so on. The government is bound to provide these basic services to the people due to the social contract between them. Some public services are exclusively provided by the government because only the government has the authority or capability to provide them in an effective manner.

How are civil servants different from public servants

1. ***Professional:*** Civil service is a profession and not a voluntary initiative like civil society or movement like that of politicians.

Civil servants are supposed to adhere to norms of professionalism like specialization, objectivity, efficiency etc.

2. ***Career:*** Civil servants usually work in a lifelong career service with assured career advancement and job security. Their work is not temporary or ad hoc like elected politicians or activism.
3. ***Appointed:*** Civil servants are appointed for their merit and capability by the governments whom they work for. They are not elected like politicians or civil society representatives. As they are appointed for their merit, they are able to take decisions as per their stated professional objectives rather than populism.
4. ***Civil Service Values (neutrality, impartiality, anonymity):*** Civil servants, especially in democracies and multi-party systems, are supposed to be politically neutral, impartial towards any individual or group and maintain anonymity in their functioning. These values enable civil servants to work in a stable, fair and effective manner. Other types of public servants may have political leanings and work publicly by mobilizing people.

Significance of Public Service

1. ***Morality:*** Public service is the manifestation of individual morality and values that motivate public servants. It is a way to achieve self-fulfillment and salvation for individuals. Besides, public service is also a reflection of social morality which drives members and sections of society to work for each other's well-being. For instance, Indian tradition has the concept of 'punya' (good deed) which one can carry out by serving others, especially the needy.
2. ***Rights and Entitlements:*** In modern democratic states, public service is also a right of the public as a whole. The social contract theory lays down that people surrender some of their rights and resources so as to ensure provision of certain services in return from the government.
3. ***Essential:*** Public service is not just a voluntary good deed but is also indispensable for a society. For a healthy society, it is important that some persons and sections come forward to work as public servants so that the society remains healthy and offers a good life to people. Besides, certain services and amenities are essential in nature (such as water, food, sanitation etc.) that must be provided to the public by the public servants.
4. ***Equality and Equity:*** A large component of public service is aimed at supporting and serving the needy and disadvantaged. Such public service ensures social mobility and an egalitarian social order and the betterment of all in the long run. This is the basic principle behind the concepts of 'Antyodaya' and 'Sarvodaya'.
5. ***Social Stability:*** Public service is so crucial for a society that in its absence, unrest and chaos is likely to arise. Public service is necessary so that basic rights such as justice, equality, liberty, dignity etc are protected. Public service provides a good life to people who in turn respect the prevailing social order. Kautilya said that in the absence of state, 'matsyanyaya' (large fish eating the small fish) will prevail.
6. ***Performance Evaluation:*** In the era of good governance, the character and quality of public service is used by people as the key criteria to evaluate government performance and then fix accountability through elections, legal recourse etc. For instance, the integrity and service delivery of government are used by people while deciding their votes.

Changing Nature of Public Service

1. ***Privatization and Marketization:*** As governments are falling back from the domain of public service, the private sector is taking over the domain. Private sector is taking up not only the contracted-out service delivery (roads, electricity) but is also taking up altruistic public service through corporate social responsibility.
2. ***Increasing Role of State:*** While there is roll back of state to eliminate inefficiencies, at the same time, the role of the state is also expanding into newer domains. Economic redistribution, industrial regulation, environmental conservation, welfarism etc. are new domains where public service is the key basis of functioning and larger public interest is the goal.
3. ***Quality of Service Delivery:*** With growing public awareness of their rights, people have begun to demand reasonable quality in service delivery. This has made public servants move a step further from passive top-down manner of public service to active participative manner of public service. It has also necessitated public service to fulfil certain quality norms such as citizen charter, six sigma and so on.
4. ***Third Sector:*** As governments are falling short of public expectations (corruption scandals, communication gap, unresponsiveness etc.), people are beginning to mobilize and organize themselves as alternate actors in public service. They are serving the public at large, sometimes in a more professional, responsive and effective manner. For instance, Teach for India, Mazdoor Kisan Shakti Sangathan, Self Help Groups etc. are some voluntary organizations that are serving people and complementing the roles of both the market and state.
5. ***Multi-Stakeholder Collaboration:*** Public service is no longer confined to the traditional state but is seeing the participation of new actors who work to serve the people as per their own strengths. The latest paradigm of public service is based on collaboration, coordination and cooperation among all stakeholders. Public Private Partnership is one example where private production and government regulation work together for public purposes. Nowadays, civil society is also getting involved in PPP to ensure fairness and accountability in its functioning, leading to a new paradigm of PPPP i.e. Public Private People Partnership.

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Different Views on Public Service

1. ***State Minimalism:*** This is the classical western view of public service where state is expected to carry out the very basic essential functions (law and order, taxation etc.) and leave the rest to private initiative. It not only carries out economic activity but also does social work for the good of all. This leads to efficient allocation of resources, liberty and prosperity but also leads to social inequality, exploitation and possibly, consequent social unrest.

2. ***Statist:*** This view believes that the state is the only capable and suitable actor for public service as it does not work with the profit motive and is responsible to the public at large. It advocates a socialist kind of state that performs all possible functions with the aim of benefitting the greatest possible number of people, especially the needy. It leads to equitable development and fairness in the society but involves some inefficiency and ineffectiveness due to the inherent problems of government such as red-tapism, lack of expertise, bureaucratic apathy etc.

3. ***Good Governance:*** This concept promoted by World Bank calls for convergence of state, private sector and civil society so as to combine the strengths of all and eliminate their weaknesses. It requires public service to ensure certain qualitative features such as transparency, accountability, participation, efficiency and effectiveness etc

Ethical Obligations

1. ***Selflessness:*** Public service requires selflessness on the part of public service provider who want to serve the people without expecting large rewards in return. Their satisfaction and motivation is to come from the very act of serving others.

2. ***Integrity:*** Public service must necessarily ensure integrity in its work as public servants are vested with great resources and authority which must be used only in public interest.

3. ***Honesty:*** Public servants must also be truthful in their behaviour and not conceal anything that concerns the people who are the ultimate masters.

4. ***Compassion:*** Public servants must have care and concern for the suffering of others and

a desire to help them. This drives people to work selflessly in order to serve others and ensure their well-being.

5. ***Dedication to public service:*** Public servants must have the willingness to make personal sacrifices while working towards the good of the people at large. As public service involves various challenges (tough working conditions, opposition, resource crunch etc.), dedication is needed so that public servants can overcome challenges and continue to work for the people.
6. ***Probity:*** Public service requires that the public servants actively and strongly adhere to the basic norms of public service and ensures ethical conduct in their area. Voluntary disclosure of information, assets etc. by politicians, civil servants, NGOs etc. is an example of having probity in public service
7. ***3Es (Efficiency, Effectiveness, Economy):*** In modern times, public service not only needs to ensure availability and accessibility but also quality in its working. Public servants must ensure Efficiency, Effectiveness and Economy in their working so as to best utilize public resources and deliver the best returns to the public.

Ethical Concerns in Public Service

1. ***Self-aggrandizing:*** Public servants use the authority and resources vested in them to maximize their selfish gains rather than public interest. Bureaucrats using official facilities (vehicles, equipment etc.) for private use is one example.
2. ***Opacity:*** Public service providers often lacks transparency in its functioning due to various reasons like lack of public awareness, hiding wrongdoing etc. Such lack of transparency becomes the breeding ground of corrupt practices.
3. ***Corruption:*** Misuse of power to enrich oneself through coercive and collusive methods is a rampant problem across the world which is undermining people's faith in public service.
4. ***Lack of Accountability:*** Public servants are provided great resources and powers but are seldom subject to accountability for their actions. This leads to inefficiency as well as misconduct in their functioning.
5. ***Authoritarianism:*** Public servants often misuse their authority to supress dissent or further their selfish gains. Suppression of peaceful constitutional protests by governments to avoid questions is an example.
6. ***Inefficiency and Ineffectiveness:*** Public service is often seen to be done just for namesake and lacks the quality to produce the desired outcomes. Poor quality of education provided in government schools is one example.

PROBITY

- Probity literally means "the quality of having strong moral principles; honesty and decency."
- It is more than avoiding corrupt or dishonest conduct, for it implies values such as impartiality, accountability and transparency.
- It is regarded as strict adherence to code of ethics.
- In a democracy, probity espouses the principles of equality before law and respect for the rights and duties of leaders towards their citizens.

PROBITY IN GOVERNANCE

- It is concerned with procedures, processes and systems rather than outcomes.

- It is essential for an efficient and effective system of governance and for socio-economic development.
- Important requisites for ensuring probity in governance are:
    1. Effective laws, rules and regulations.
    2. Effective and fair implementation of these laws.
    3. Absence of corruption.

PHILOSOPHICAL BASIS OF GOVERNANCE AND PROBITY

Understanding Governance and Probity The World Bank defines governance as "the manner in which power is exercised in the management of a country's economic and social resources."

The World Bank refers to the three aspects of governance:

(i) the form of political regime,

(ii) the process by which authority is exercised in the management of a country's economic and social development

(iii) the capacity of the government to design, formulate, and implement policies and discharge functions.

In 1997, the UNESCO defined governance as a process whereby citizen needs and interests can be articulated for the positive social and economic development of the entire society and in the light of a perceived common good. Governance is not limited to the actions of government. It is said that the task of governance is too difficult for the government to handle alone. This assertion that governance goes beyond the scope of government reflects the essence of democratic governance which ensures continuous citizen participation and engagement in the process of governance. Good governance promotes equity, participation, pluralism, transparency, accountability, democracy, and the rule of law in a manner that is effective, efficient, and enduring.

2nd ARC has recognized some core principles of good governance

1. Rule of law which requires that laws and their implementation be transparent, predictable, equitable and credible.
2. Accountability at each level of administration
3. Minimization of unfettered discretion
4. Putting the citizen first- citizen centric governance
5. Governance to be built on strong ethical foundation
6. Principle of subsidiarity (which implies both devolution and delegation of authority).

The concept of good governance is now being extended to the concept of ethical governance and this forms the basis of probity. Probity means being morally and ethically above reproach. Probity in governance is sum total of public-spirited values like integrity, honesty, uprightness, dedication to public service and objectivity. Probity implies not just absence of dishonest behaviour or corruption but also an added element of ethical trust. Probity stands for impeccable standards of morality in public life. It goes beyond financial honesty or non-corrupt behaviour. Probity means that public servants will take no undue advantage of any sort from their office. They will avoid any semblance of impropriety.

OBJECTIVE OF PROBITY IN GOVERNANCE

1. To ensure governance accountability.
2. Maintaining the highest level of integrity in government services.
3. To maintain public trust in the government's decision-making process.
4. To avoid the potential for fraud, misconduct and corruption.

5. It is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development.
6. It is required to serve the motto of the Constitution. i.e. to provide Social, Political and economic justice to all. It enhances faith in governance.
7. It helps address nepotism, Favoritism, Political partisanship. Public reposes more trust in governance and therefore it facilitates participatory governance.

PRIVATE INTEREST

- It includes financial as well as non-financial components.
- It includes not only the personal, professional or business interests of the officer but also that of friends, relatives and even rivals and enemies.
- It involves actual or potential financial gain or loss.
- It can involve property, shares, unpaid debts, some form of gifts or benefits like job opportunity or employment.

PUBLIC DUTY TO SERVE PUBLIC INTEREST

- A public servant has the responsibility to serve the interest of the entire community.
- The public office should not be used to serve the interest of a particular individual or community or for private gain.

CHALLENGES ASSOCIATED WITH PROBITY IN GOVERNANCE

1. ***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.
2. ***Colonial Legacy:*** Due to ingrained culture of indiscipline resulting out of colonial legacy of bureaucracy/executive functioning, those in authority can exercise power in an unchallenged way.
3. ***Historical and Social Asymmetries of Powers in Society:*** Nearly 90% of the people work in the unorganized sector. Two thirds of the remaining work in the organized sector and are employees of the state either directly or indirectly. Such asymmetry of power reduces societal pressure to conform to ethical behavior.
4. ***Culture of Corruption Ingrained in Society:*** It is so deeply entrenched that corruption is now considered a social norm. Greed for Illegitimate Money, Over Centralisation is some of the reason for the culture of corruption.
5. ***Lack of Transparency in the Working of Institutions:*** Due to the opaque working environment in the organization, it is difficult to maintain probity in the governance of the Institutions.

IMPORTANCE OF CIVIL SERVICES TO GOVERNANCE

Civil service is the executive branch of the government which excludes the army and the judiciary.

1. Strong binding character and presence throughout the country.
2. Effective policy making and regulation.
3. Coordination between government institutions.
4. Leadership at different levels of governance.
5. Service delivery at the cutting-edge level.
6. Continuity Provides continuity and change to the administration.
7. Implementing social and economic development programs, ensuring law and order etc.

APPROACHES IN PUBLIC ADMINISTRATION TO IMPROVE QUALITY OF SERVICE DELIVERY

DEVELOPMENT ADMINISTRATION

- According to E Weidner, it is an action oriented and goal oriented administrative system. Emphasis is on government influenced changes, i.e. progressive social, economic and political changes.
- Behavioral parameters for development administration are:
  1. Change orientation
  2. Result orientation
  3. Citizen participatory orientation
  4. Commitment to work

DIFFERENCE BETWEEN TRADITIONAL PUBLIC ADMINISTRATION AND DEVELOPMENT ADMINISTRATION

Traditional Public Administration	Development Administration
1. It is status quo oriented.	1. It is change oriented.
2. It is hierarchical and rigid.	2. It is flexible and dynamic.
3. It believes in centralisation.	3. It believes in decentralization.
4. There is not much involvement of people.	4. It stresses on people's participation

NEW PUBLIC SERVICE

- It was formed in response to social and political turbulence which was observed in the USA during the 1960s, where traditional public administration was unable to solve the problems.
- The seven broad principles which should be followed by government and administration to improve service delivery are:

1. Serve citizens, not customers
2. Seek the public interest
3. Value the citizenship over entrepreneurship
4. Think strategically, act democratically
5. Recognise that accountability is not simple
6. Serve rather than steer
7. Value people, not just productivity

NEW PUBLIC MANAGEMENT (NPM)

The focus of NPM is on 3Es i.e., Efficiency, Economy and Effectiveness.

Salient Features

1. Thrust is on efficiency, management and performance appraisal.
2. Cost cutting.
3. Contracting out to foster competition.
4. Its management is characterized by output targets, limited term contracts, monetary incentives and freedom to manage.

ENTREPRENEURIAL GOVERNMENT

Osborne and Gaebler suggested a ten-point programme for Entrepreneurial government.

Entrepreneurial Government

1. Promote competition between diverse providers of goods and services.
2. Empower citizens by shifting control out of bureaucracy.
3. Measure performance through outcomes and not through inputs.
4. Is driven by mission and not by rules and regulations.
5. Redefine clients as customers and offer them choices.
6. Prevent problems rather than curing them.
7. Emphasis is not only on spending money but also spending them.

8. Embraces participatory management.
9. Prefer market mechanisms to bureaucratic mechanisms.
10. Stimulate public, private and voluntary sectors to solve community problems.

SOCIAL CONTRACT THEORY

- According to this theory, people surrender some of their rights to a state or authority for protection of remaining rights.
- The idea of self-government emanates from this concept.

Features

- The will and not the might is the basis of government.
- The value of justice or right or might is the basis of all political society.

INFORMATION SHARING AND TRANSPARENCY IN GOVERNANCE

"Truth never damages a cause that is just." - ***Mahatma Gandhi.***

"A people who mean to be their own governors must arm themselves with power that knowledge gives."***- James Madison***

"Popular government, without popular information, or the means of acquiring it is but a Prologue to a Farce or a Tragedy; or perhaps both."***- James Madison***

- "Transparency means shedding light on shady deals, weak enforcement of rules and other illicit practices that undermine good governments, ethical businesses and society at large."
- Transparency International Introduction Transparency as a mechanism in governance is the practice that enables the people to obtain accurate information about government activities. Transparent information can be details on anything from accounting figures to how decisions are taken in government to information about rules or laws that govern the system etc.
- Transparency is about accurate information sharing with various stakeholders and citizens. Expanding the concept further transparency is a behavioral virtue of government or politicians, a style of relationship between a political actor and public forum, and a system of formal and informal rules.
- Lack of transparency may lead to deliberate concealment of information from the public. Transparency ensures constant public scrutiny and makes the government more responsible, citizen centric and accountable. There can be different mechanisms through which transparency in the government system can be assured. Within a government system, transparency can be passive, proactive or forced.
- It can be brought through mechanisms like right to information (passive), provided through public websites and open data (proactive), or initiated anomalously through the system in whistle-blowing or leaking (forced).

Importance of transparency and information sharing in government

Information is the building block of conscious goal setting by actors in government. When public policy makers seek to share information for better decision machining and coordination, transparency becomes practically relevant for efficiency.

The process of transparency may be divided into three kinds:

1. Informational transparency where the new data used to inform policy making is transparent.

2. Decision-making transparency when the content and the actors involved in making policy decisions are known and identified.
3. Policy outcome transparency where the actual policy consequences and their causal dependency is transparent to public and other decision makers

- Transparency cuts down the discrepancies of the government officials and politicians. This raises a question as to why a global movement to promote transparency has found acceptance across countries and reforms were introduced by the governments which reduces their autonomy. The causal explanation of the transparency movement can be explained on the basis of external pressures that act on the government. For example, the demand for Right to Information in India started with the agitation of Mazdoor Kisan Shakti Sangathan. Given the right incentives politicians are likely to comply with the popular just demands.
- Transparency is coextensive with the rise of civil society and the growth of democracies. Increasing trends of transparency is also a result of political competition. In representative democracies, elected politicians choose to adopt transparent administration to capitalize on political superiority provided that the political competitors are subjected to the same level of transparency. Resistance to transparency may result in negative publicity. The risk of being looked at as an anti-democratic government brings a greater cost than accepting transparency. Internal resources and decisions must also be taken into account.
- Maintaining transparency requires adequate resources and strong internal organizational capacity. Transparency in any organization also depends upon the technological capacity of the organization as transparency is increasingly reliant on digital forms of information disclosure. Today as a result of technological development, popular pressure and political will, transparency policies are proliferating all over the world.

Cost-Benefit of Transparency and Information

- Sharing Benefits of transparency are wide ranging and it improves the functioning of the government.
- An international observation shows that countries with transparent governments tend to have higher GDP and lower levels of corruption. Transparency alleviates information asymmetry that exists between the government and the rest of the public.
- When the public is empowered with knowledge, they are better able to hold those in positions of power accountable.
- Transparency leads to evidence based policy making and brings in objectivity in policies. Transparency builds and strengthens public trust in the government. But, scholars world around accept that transparency can be a double edged sword.
- Transparency may lead to involvement of too many parties in policy making and the exercise of policy making may slow down substantially.
- Transparency may even encroach upon the privacy of those who hold public offices. Small matters can blow out of proportion and attract court cases which may lead to costly legal delays. Even when information is suppressed in public interest, it is termed as hypocrisy of the government affecting the citizens' trust in the government.

- On one hand, transparency can lead to a healthy habit of politicians to act properly in order to avoid blame. But if the spirit of transparency is not followed, transparency may be turned into a game of tinkering and spinning of information in order to generate favorable public opinion. Similarly, politicians may not be willing to take tough decisions and focus more on managing the perception of the public by spending time and resources convincing them of his own credibility. Another unintended consequence of transparency is that perceptions of political ineptitude or corruption is magnified to the collective level of the organization. This may generate negative public opinion not only of the officer/ politician but, this negative perception is generalized for the entire organization. False opinions may be formed on this basis and may even become ingrained in the social consciousness. Further, if this is repeated frequently citizens or civil society actors may decide to withdraw and disengage from politics as a response to political dysfunction rather than seeking remedial action and holding government accountable which is the core aim of transparency.
- The most contentious topic of transparency costs and benefits is the impact of transparency on citizen trust and attitudes towards the legitimacy of government action. The principle of government transparency becomes ever more complex with the challenge of balancing good kinds of transparency such as political accountability and public participation with dangerous kinds of transparency such as surveillance and invasions of personal privacy

Institutional Means to Achieve Transparency in Administration

Transparency is not just a means to fulfill certain functions but an end in itself.

1. Parliamentary controls.
2. Legislative framework. Example - RTI.
3. Ombudsman scheme. Example - Lokpal and Lokayukta
4. Independent judiciary
5. E-Governance
6. Free Press

Issues with Respect to Transparency in India

Official Secrets Act (OSA):

- The presence of abundant discretion converts every legal matter into confidential matter.
- OSA broadly deals with two aspects:
- Spying or Espionage, and
- Disclosure of secret information of the government.
- However, the OSA does not define the secret information, the government follows the Manual of Departmental Security Instructions, 1994 for classifying a document as secret.

RTI Act

- In 1987, a few laborers in Rajasthan were refused their wages on charges of inconsistent performance. Mazdoor Kissan Shakti Sanghathan (MKSS), an activist group fought for these workers and demanded that the government produced the necessary proof to verify the worker's performance records. After a series of protests, the MKSS got the copies of rolls, which also brought to surface the corruption that existed among the officials. Provoked by such discrepancies, the MKSS protested for the RTI. This protest turned into a national event leading to the

passing of the Freedom of Information Act 2002 which became the RTI Act 2005.

- It is the law that gives an ordinary citizen the right to ask questions to the government. It is a tool of participatory democracy which augments good governance and socio-eco service delivery.
- The Right to Information Act 2005 is a path breaking legislation which marks the end of culture of secrecy and the dawn of transparency. The main features of RTI act are as under

1. ***Any person can request any information*** through a request in writing or through electronic means in English or Hindi or in the official language of the area in which the application is being made along with a fee (10 rupees) (fee is exempt for certain categories of applicants).
2. ***An applicant making a request for information*** shall not be required to give any reason for requesting the information or any other personal details except those that may be necessary for contacting him.
3. ***'Public Authorities'*** include bodies of self-government established under the Constitution, or under any law or government notification. For instance, these include Ministries, public sector undertakings, and regulators. It also includes any entities owned, controlled or substantially financed and non-government organizations substantially financed directly or indirectly by funds provided by the government.
4. ***Public Central/ State Public Information Officer,*** as the case may be, on receipt of a request shall provide information as expeditiously as possible, and in any case within thirty days of the receipt of the request. If the information sought for concerns the life or liberty of a person, the same shall be provided within forty-eight hours of the receipt of the request.
5. ***Public Information Officer has,*** without any reasonable cause, refused to receive an application or has not furnished information within the time specified or malafidely denied the request for information or knowingly given incorrect, incomplete or misleading information or destroyed information. It shall impose a penalty of two hundred and fifty rupees each day till information is furnished, however, the total amount of such penalty shall not exceed twenty-five thousand rupees.
6. ***Exemptions.***
   - ***a.*** Information, disclosure of which would prejudicially affect the sovereignty and integrity of India, the security, strategic, scientific or economic interests of the State, relation with foreign State or lead to incitement of an offense.
   - ***b. Information which has been expressly*** forbidden to be published by any court of law or tribunal or the disclosure of which may constitute contempt of court.
   - ***c. Information, the disclosure*** of which would cause a breach of privilege of Parliament or the State Legislature.
   - ***d. Information including commercial confidence,*** trade secrets or intellectual property, the disclosure of which would harm the competitive position of a third party, unless the competent authority is satisfied that larger public interest warrants the disclosure of such information.

e. ***Information available*** to a person in his fiduciary relationship, unless the competent authority is satisfied that the larger public interest warrants the disclosure of such information.

f. ***Information received*** in confidence from foreign Government.

g. ***Information which*** would impede the process of investigation or apprehension or prosecution of offenders.

h. ***Cabinet papers including*** records of deliberations of the Council of Ministers, Secretaries and other officers.

i. ***Information which relates to personal information,*** the disclosure of which has no relationship to any public activity or interest, or which would cause unwarranted invasion of the privacy of the individual unless the Central Public Information Officer or the State Public Information Officer or the appellate authority, as the case may be. It is satisfied that the larger public interest justifies the disclosure of such information.

7. ***In case of conflict between RTI and Official Secrets Act, 1923*** a public authority may allow access to information, if public interest in disclosure outweighs the harm to the protected interests. The provisions of this Act shall have effect notwithstanding anything contained in any other law or any instrument having effect by virtue of any law other than this Act.

8. ***Any information relating to any occurrence***, event or matter which has taken place, occurred or happened twenty years before the date on which any request is made shall be provided to any person making a request.

9. ***Certain categories of organizations*** have been exempted from the provisions of the act like intelligence and security organizations.

RTI Amendment Act 2019

The Right to Information (amendment) Act 2019 has made following changes:

- The amended act gives power to the central government to fix the salary, which could be lower — given that the Information Commission is a statutory body unlike the EC which is a constitutional body. However, the current incumbents' salaries will not be affected by the amendment.
- The amended act gives the power of appointment and the term as well as the salary of SCIC and SIC to the Central government.
- The new act gives the central government the power to fix tenures. If the tenure of the CIC, IC, SCIC and SIC are to be fixed by the Centre, it follows that their removal from office is also dependent on the Centre.

Importance of RTI

RTI has emerged as a tool of citizen empowerment in India. The RTI has given statutory rights to the citizens so that they can ask questions to those who hold power on their behalf. It has helped not only solving personal grievances but also long-standing societal issues.

The RTI has helped in following ways:

1. ***Transparency:*** RTI has ensured that the relevant information regarding government activities, rules and regulations available with the public.

2. ***Strengthen governance:*** Good governance requires that laws and their implementation be transparent, predictable, equitable and

credible. RTI ensures that violations of laws are identified as well as rectified at the earliest.

3. ***Accountability at each level of administration:*** RTI has armed citizens with information which has enabled general public to hold public servants accountable for their act of commission and omission.
4. ***Minimization of unfettered discretion:*** RTI has enabled people to seek justification from the power holder regarding their conduct and decisions in public service. This has reduced the discretionary power that is enjoyed by the officials and the rule of law has been strengthened by the RTI.
5. ***Citizen centricity in decision and action:*** The RTI has brought citizen to the center of every action as now officials cannot take any random decision. The decisions have to be objective so that it can be defended in future by the decision makers before the public.
6. ***Corruption reduction-*** The RTI act has helped people identify various cases of corruption and graft. This creates a fear among the corrupt officials. The overall corruption in the governance and contracting has come down because of the RTI act. Scams like 2G scam, Adarsh society scam, commonwealth games- diversion of dalit funds, Indian red cross society scam etc. were detected using RTI applications.
7. ***Improved government-public relations:*** The information has helped the public to understand genuine difficulties that the government suffers. It has built trust in the public regarding the functioning of the government.
8. ***Improved quality of service:*** Through RTI a person can ask why he has been denied a service or why the services are delayed. This has strengthened the grievance redressal system of the country and improved the quality of service delivery in the government offices.

Issue in RTI

Although RTI has brought in a culture of transparency and accountability, lot of issues regarding implementation of RTI in spirit remain.

Some of the important issues are as under:

1. ***Whistle-blower protection:*** RTI act does not afford protection to whistle-blowers. There is a lack of provision to give protection to whistle-blowers by maintaining their privacy. More than 300 instances of attacks on or harassment of citizens and at least 51 murders and five suicides can be linked to information sought under The Right to Information Act.
2. ***Poor record keeping:*** Most of the old records are not available in digital format. This creates a problem for replies of RTI where instead of providing accurate and succinct information, large amounts of unnecessary information is provided. The Second ARC first report RTI- Master key to Good Governance cites an example "When Rakesh Shukla, a poor farmer from the central Indian state of Chhattisgarh, asked local authorities for information on paddy field purchases in his area, he was handed a bill for 182,000 rupees Authorities told him that the bulk of the expenses- 108,000 rupees had been spent photocopying over 90,000 copies of official papers relating to the purchases. The documents filled an entire room."
3. ***Delay in decision making and policy logjam:*** Critics have pointed out that the RTI has hampered decision making exercise. Decisions taken in good faith may result in undesirable consequences. Even if the official enquiry exonerates them, the negative public image and lost reputation may never be recovered.

4. ***Intrusion into privacy:*** Some of the information sought under RTI are intrusive in nature and can violate the privacy of public officials. On the other hand, some vital and relevant information is denied to the public under the excuse of privacy. Now that the Supreme Court has declared privacy as a fundamental right the issue has become even more complex.

5. ***Lack of institutional capacity:*** Many government departments are already short on staff. The RTI has put an additional compliance burden on them. Given the strict timelines, the government departments are engaged in managing RTI applications rather than doing what they are supposed to do. It is a time-consuming exercise and a large number of frivolous RTI applications are also putting extra and unnecessary burden on the government.

6. ***Time limit of 20 years:*** Information up to 20 years in the past can be obtained through RTI. Most of the RTI applications are related to land record and property records and a time limit to 20 years is too less to determine how properties have changed hands in the past.

7. ***Citizens only:*** Under the Act, the right to information is available only to the citizens and not to non-citizens, whereas in most countries such distinction is not made.

8. ***Exemptions:*** The list of exemptions is large. Exemptions like sovereignty and integrity of a nation, relations with the foreign nations etc are very broadly worded. Relevant information is denied to the public in the name of these restrictions.

9. ***Lack of awareness in public:*** Although many know that the right to information exists but not even 20 percent of the Indian population know how to exercise this right and how to seek information from the public.

10. ***Power of Central Information Commission:*** The power of CIC is limited in scope as it does not have powers to enforce its orders. The CIC in the past has ruled that the political parties fall within the definition of public authorities and must disclose their financing details to the public. But this decision was not followed by the political parties. Further, a large number of cases are pending before the CIC. In June 2019, about 31,000 appeals were pending, over 9,000 of those pending for over a year.

Now, that the RTI act has been amended the independence of CIC is further reduced and its ability to take decisions which are against the government of the day has substantially declined

Suggestions

RTI Act was passed in 2005 and years of experience with the act has led to identification of certain issue and ways to address those issues.

Following are the suggestions for improving the effectiveness of RTI act:

1. ***Streamline various laws and rules:*** The Official Secrets Act, 1923 should be repealed, and substituted by a chapter in the National Security Act, containing provisions relating to official secrets. Civil services conduct rule and Evidence Act has to be brought in line with the RTI act. The oath of secrecy can be replaced by an oath of transparency for ministers when they enter their office. (Recommendations of the Second ARC First report RTI-Master-key to good governance)

2. ***Prune the exemption list:*** The current exemptions are wide and have to be clarified and sharpened. Blanket exemptions in the RTI like "security, intelligence, research and economic institutes" deny much important information to the public.

3. ***Digitization of records:*** Just scanning old records is not enough. The records have to be converted into machine readable format so that relevant information sought by the people can be given to them succinctly and quickly.
4. ***Capacity building of the government organizations:*** Training programmes should not be confined to merely PIOs. All government functionaries should be imparted at least one day training on Right to Information every year.
5. ***Awareness generation in public:*** The government should run a widespread campaign to make the public aware of how to exercise their right to information. NGOs and civil society can be included in this exercise. A change in the attitude of the people is a crucial factor responsible for the success of the Right to Information Act in India.

   CASE STUDY - In Mexico, Federal Institute for Access to Public Information (IFAI) has engaged in a broad public relations campaign involving pamphlets, posters, radio and television spots, academic publications and a massive and successful Internet drive, spearheaded by an extensive and user-friendly website. The oversight body has initiated a project called 'IFAI Communicates', aimed at bringing together people within communities to identify and then request information that they need.
6. ***Whistle-blower protection act:*** Whistle-blower Protection Act 2014, passed by both houses of the Parliament and signed by the President in 2014, is yet to be operationalised. In absence of an effective mechanism to protect whistle-blower, there is always a genuine fear of violence in whistle-blowers. Further, the provisions of the whistle-blower 2014 act also needs to be strengthened to effectively protect whistle-blowers. The USA's mechanism for whistle-blower protection can act as a role model in this regard.
7. ***CIC as a constitutional body:*** The 2019 amendment has reduced the independence of the CIC by giving a reason that the Central Information Commission is not a constitutional body like Election Commission. Instead of diluting the independence of the CIC, it should be converted into a constitutional body and granted the same independence and authority as available to the election commission.
8. ***Reducing Pendencies:*** Currently four out of the ten positions of information commissioners are vacant. These positions should be filled as early as possible. The organizational capacity of the information commission has to be strengthened to ensure that cases are allocated fairly and disposed of quickly.
9. ***Political parties under RTI:*** In 2013, the CIC had declared six national political parties as public authorities under the RTI Act and ordered them to make voluntary disclosures and respond to information requests. However, all parties refused to comply with the decision, prompting the petitioners in the case to approach the Supreme Court in 2015, which is still hearing the case. Political parties should be expediently brought under RTI to check flow of illicit funds.
10. ***An effective filter mechanism:*** A lot of frivolous RTI result in wasting of too much precious time. An effective filter mechanism needs to be developed for filtering out frivolous RTI applications. In case of applications that are filed online, new technologies like machine learning and AI can provide a solution to this.

11. ***Creation of RTI implementation cell:*** Information Commission is dependent on resources of the appropriate Government and Public Authorities for the implementation of the orders issued by them. RTI implementation cells may be created to set up implementation measures to promote compliance of information commissions directed by the public authorities and oversee the status of implementation.
12. ***Inter-departmental coordination:*** Many times the information sought by the applicants is spread over multiple ministries and departments. In such cases, a coordination mechanism must be there to ensure that information from various sources can be collected and dispatched timely.
13. ***Performance audit:*** Internal and third-party audit for the status of implementation of the RTI shall be carried out to identify department specific bottlenecks.

Supreme Court Comes under the RTI

In 2010 Delhi High court held that the office of Chief Justice of India is a public authority and falls under the ambit of the RTI act. The Supreme court in November 2019 upheld the decision of the Delhi HC. The SC held that judicial independence and accountability go hand in hand, and transparency does not undermine judicial independence. Right to Information and Right to Privacy are two sides of the same coin. They have to be balanced while deciding to give out information from the office of the Chief Justice. Further, the Court has asked the information commissioner to apply a test of proportionality while entertaining applications seeking information from the CJI's office, keeping in mind the right to privacy and independence of judiciary.

RTI and the Judiciary

- In the Subhash Agarwal Case, The Supreme Court declared the office of the Chief Justice of India as a public authority under the RTI Act.
- 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 cannot be used as a tool of surveillance and that judicial independence has to be kept in mind while dealing with transparency.

RTI and Political Parties

- Except for political strategy, other matters relating to finance and administration can be made available to the public because political parties are public institutions, receiving money from the public.
- Further, it is morally incorrect to remain aloof from RTI and demand other institutions to be transparent.

Impact of the Act

- The act improved the life of the poor and the marginalized.
- The details of beneficiaries of government subsidized programmes were made public, which helped in checking corrupt practices.
- It has helped in exposing some of the biggest scams like the Adarsh Society scam, Commonwealth games scam.

Whistleblower Protection Act

- The act establishes a mechanism to receive complaints related to disclosure of allegations of corruption or wilful misuse of power or discretion, against any public

servant, and to inquire or cause an inquiry into such disclosure.

- It allows any person, including a public servant, to make a public interest disclosure before a Competent Authority, which is yet to be operationalized.

Way Ahead

- Specific responsibilities for implementation of specific provisions should be clearly spelt out.
- Creation of mass awareness campaign at Central and state levels.
- Training modules on RTI should be incorporated in the training institutes.
- Consensus on a common set of minimum rules for filing RTI from one state to another should be developed.

Way Forward

Therefore, we can say that in a broad sense, Transparency refers not only to the level of openness, accessibility and reliability of information but also to style of functioning and the priorities accorded by the government in policy making.

MECHANISM TO ENSURE PROBITY IN INDIA

RIGHT TO INFORMATION ACT

About:

- RTI was passed in 2005 that heralded an era of transparency from darkness of secrecy which creates elaborate machinery for the supply of information.
- It consists of Public Information Officers (PIOs), Asst. PIOs, Departmental Appellate
- Authorities, State and Central Information Commissions.
- The definition of Public Authorities who are placed under obligation to provide information is also wide.

Time Period

- In normal course, information to an applicant is to be supplied within 30 days from the receipt of application by the public authority.
- If information sought concerns the life or liberty of a person, it shall be supplied within 48 hours.
- In case the application is sent through the Assistant Public Information Officer or it is sent to a wrong public authority, five days shall be added to the period of thirty days or 48 hours, as the case may be.

Appellate Authority

- It caters to the appeals against decisions of the Public Information Officer.
- State Information Commission or the Central Information Commission (CIC): Their major function is to listen to appeals against the order of the Appellate Authority.

Penalties

The act contains provisions for penalties on those who fail to publish information in the prescribed time limit.

Problems with Working of the Act

1. Section 4 of the RTI Act requires suo motu disclosure of information by each public authority.
2. Section 8 (1) mentions exemptions against furnishing information under RTI Act.
3. Frivolous RTI applications have been filed in many cases and the information obtained have been used to blackmail the government authorities.

4. ***Incompatible Laws:*** Some provisions of Indian Evidence Act (Sections 123, 124, and 162) provide to hold the disclosure of documents.
   a. The Atomic Energy Act, 1912 provides that it shall be an offense to disclose information restricted by the Central GoveWrnment.
   b. The Official Secrets Act, 1923 provides that any government official can mark a document as confidential so as to prevent its publication.
5. ***Huge pendency of cases:*** more than 2.2 lakh cases are pending at the Central and State Information Commissions, which are the final courts of appeal under the law.

Case Studies

Attendance of Village School Teacher in Banda District (UP), Volunteers from Delhi based organizations like Kabir and Parivartan along with local workers filed RTI for attendance record of teachers. This resulted in quick action from the administration and regular teaching began in the school.

WHISTLE BLOWING

- It is done by an employee where he finds that ethical rules are broken knowingly or unknowingly and there exists an imminent danger to the company, consumers or the public.
- Whistleblowers are the best source of information on malpractices in any organization either public or private.

Arguments Against Whistle Blowing	*Arguments in Support of Whistle Blowing*
1. Violation of Organizational Culture: where secrecy is maintained for several reasons.	1. Fosters Accountability: Which strengthens the organization in the long run.
2. Breakdown of Trust: Between the employer and the employee.	2. Ethical: As it is for the greater good of the company, consumers or the public.
3. Unethical: If it is done solely to grab the attention.	3. Moral Commitment: It is done for the moral commitment to the law and society at large.
4. Endanger the Existence of Organization or Institution: For Example- if sensitive data is leaked, it can cause threat to national security.	4. Exposes Corruption : It also highlights the corruptions and wrong doings.

CODE OF ETHICS

About:

- It is a written set of guidelines issued by an organization to its employees to guide their conduct.
- It contains general principles and values that the organization tries to achieve.
- There is no code of ethics prescribed for civil servants in India.

Generally, it Includes Values Such as:

- Integrity
- Impartiality
- Commitment to public service.
- Accountability.
- Devotion to duty.
- Exemplary behavior.

Purpose of Code of Ethics and Conduct

Three main purposes that the codes of ethics serve, which are as following:

(a) Codes assure people outside the profession or organization that they can expect a degree of uniformity as relates to expectation of performance and moral conduct from employees of the profession or organization.

(b) Codes assure individuals within the organization or profession that they can rely

upon colleagues within the organization and profession to maintain a level of standards in exchange for that individual conducting himself in adherence to the same principles upon which the others are held.

(c) Codes serve as a notice that people outside of the organization or profession are not bound by the code and, perhaps may be seen as adhering to lower standards pertaining to ethics.

Limitations of Code of Ethics

Code of Ethics may generate several limitations, some of which are as following;

a. A code of ethics cannot provide guidance for every individual in every situation.

b. Ethical code through guidelines helps ensure public trust but cannot be enforced through criminal or civil code.

c. Limited to the imagination of individuals.

d. Public service is a profession that must be governed by an inherent set of rules that do not come from reading a specific code.

CODES OF CONDUCT

- It is a set of rules outlining expected behavior from members of the organization.
- In India, the Central government has issued conduct rules for government employees known as Central Civil Service Conduct rules, 1964.

Some of the Rules are

1. ***Using the Best Judgment:*** Civil servants should act independently according to the rules and unmindful of any external influences.
2. ***Written Orders:*** oral orders should be followed by written orders.
3. ***Integrity and Devotion:*** a civil servant should not only refuse bribes but also display intellectual honesty. Devotion implies completing the work in prescribed time limits within expected quality limits.
4. ***Bar on Influence Peddling:*** rules prohibit civil servants from using their influence to secure jobs for their family members.
5. ***Financial Propriety:*** civil servants are not allowed to organize subscriptions or donations. They are expected to arrange their private finances prudently.
6. ***Observing social laws and cultural norms:*** For example, they should neither accept nor offer dowry.

DIFFERENCE BETWEEN CODE OF ETHICS AND CODE OF CONDUCT

Code of Ethics	Code of Conduct
1. It covers broad guiding principles of good behavior and governance.	1. It is more precise and stipulates a list of acceptable and unacceptable behaviors.
2. It is expected to be followed.	2. It is mandatory.
3. It is generally applicable to culture, education, or religion.	3. It is generally applicable to an individual's official or professional conduct.
4. It is a set of principles which influence judgment.	4. Code of Conduct is a set of guidelines that influence employee's actions.
5. Generally, Ethical standards are non-specific and are designed to provide a set of values or decision making.	5. Conduct standards generally provide a fairly set of expectations about which actions are required, acceptable or prohibited.
6. It enables employees to make independent judgements about the most appropriate course of action.	6. It enables employees to work in compliance with rules and actions are guided by the codes.

SECOND ARC SUGGESTIONS ON ENSURING ETHICAL CONDUCT

The Second Administrative Commission report (ARC) has suggested the following:

1. Partial state funding of elections.
2. Tightening of anti-defection law.
3. Tightening the provision of Prevention of Corruption Act.
4. Making corrupt public servants liable for paying damages.
5. Confiscation of illegally acquired property.
6. Speedy trials.
7. Creation of Lokpal at national, state and local level.
8. Deletion of Article 311 so that quick actions can be taken against delinquent public servants.
9. There should be measures to protect honest civil servants.

CITIZEN'S CHARTER

- It is an undertaking by a public institution to provide a certain level of service to its customers. It is the means of solving day to day problems which citizens experience.
- It places the citizens at the center of administration instead of treating him as passive recipient.

The World Bank document Citizens' Charters: Enhancing Service Delivery through Accountability has identified following benefits of the citizen's charter:

1. Citizen's charter enhance transparency and accountability by providing citizens with a clear understanding of service delivery standards, including timetables, user fees for services, options for grievance redress and how agencies have performed against those standards.
2. Citizen's charter decreases opportunities for corruption and graft by increasing transparency and educating citizens about their rights.
3. It increases organizational effectiveness and performance of the government organizations by making a public commitment to adhere to measurable service delivery standards.
4. It creates a way for both internal and external actors to objectively monitor service delivery performance. Create a more professional and client-responsive environment for service delivery. It also fosters improvements in staff morale.
5. Increase government revenues by ensuring that the money citizens pay for services goes into the government's coffers (and not into employees' pockets).

OECD in its handbook for Improving Quality of Public Services has further pointed out that citizen's charters help public agencies to manage the expectations of service users. It also provides a framework for consultations with service users, encouraging public agencies to measure and assess and improve performance where promised standards have not been achieved. This increases satisfaction of service users.

s'nezitiC fo selpicnirP retrahC	*Significance of Citizen's Charter*
1. Wide publicity on the standards of performance of public agencies.	1. Citizens now have a clear understanding of service delivery standards which has helped in ensuring accountability.
2. Assured quality of services.	2. It has minimized the opportunities for corruption.
3. Access to information along with courtesy and helpful attitude.	3. It makes the citizens aware of the intent of service providers.
4. Choice of and consultation with citizens.	4. It incorporates citizen's feedback in improving service delivery.
5. Simplified procedures for receipt of complaints and their quick redressal.	5. It ensures better service quality grievance redressal mechanism.

CITIZEN'S CHARTER MOVEMENT

For a long time, government organizations

viewed the citizen as recipient and beneficiary or client of the services they provide. The government organization dominated this relationship because of monopoly over essential services. This left citizens with little choice and they were forced to accept whatever quality services they were provided. Citizen's charter movement sought to change this perspective and bring a fundamental change in the relationship that existed between public service providers and citizens.

It sought to turn citizens into consumers of the services and made service providers dependent upon the citizen-consumer. In simple words it transformed the way public organizations look at or treat citizens from their 'beneficiaries/ clients' to their 'Customers' who have got rights and the capacity to "choose".

The Citizens' Charter sees public services through the eyes of those who use them and emphasizes on ensuring that these services are demand driven rather than supply driven. Citizen's charter movement started in the late 1980s and early 1990s. The UK was the pioneer nation in the wake of a broader privatization program. UK under John Major government launched citizen's charter scheme in 1991 as a national programme with a simple aim: to continuously improve the quality of public services for the people of the country so that these services respond to the needs and wishes of the users.

The Citizens' Charter movement (1991) was based on six principles:

1. ***Quality:*** Improving the quality of services
2. ***Choice:*** Wherever possible
3. ***Standards:*** Specify what to expect and how to act if standards are not met
4. ***Value:*** For the taxpayers' money
5. ***Accountability:*** Individuals and Organizations
6. ***Transparency:*** Rules/ Procedures/ Schemes/Grievances.

Evaluation Of Citizen's Charter Movement In India

Citizen's charter movement in India is a mixed story. On the positive side, Citizen's charters have acted as a tool of organizational transparency and accountability:

1. Citizen's Charter has increased participation of common man in efficient working of an organization by making the citizens aware of the aims and goals of the organization.
2. It has helped in reducing corruption through transparent provisions and thus, ensured accountability.
3. It has led to citizen friendliness, citizen convenience, raised efficiency and effectiveness in the public delivery system.
4. It has reduced cost, prevents delay and red tapism and thus, promotes good governance.
5. Citizen's Charter set standards of service, allowing high expectations from an organization, pushing them to work diligently.
6. It encourages access and promotes choice and thus, treats all fairly.

An initial evaluation in 2003 of citizen's charter development showed lack of stakeholder consultation, which could have resulted in a lack of improvement in client satisfaction and quality of services provided. In 2007 after ten years of implementation, the Public Affairs Centre carried out a comprehensive national review of charters. DARPG sponsored the Indian Institute of Public Administration to conduct its own evaluation of the progress made under citizen's charter scheme in India. Following are the findings of different evaluation (including The Second ARC's twelfth Report-Citizen Centric Administration)

efforts regarding issues faced in successful implementation of citizen's charter

1. ***Poor design and content:*** Most organizations do not have adequate capability to draft meaningful and succinct Citizens' Charter. Critical information that end-users need to hold agencies accountable are simply missing from a large number of charters.
2. ***Lack of public awareness:*** There is lack of awareness among the citizens to exercise their right to get the services as per Citizens' Charter. Also, implementing agencies doesn't focus much on citizens' awareness initiatives.
3. ***Inadequate groundwork:*** Government agencies often formulate Citizens' Charters without undertaking adequate groundwork in terms of assessing and reforming its processes to deliver the promises made in the Charter.
4. ***Charters are rarely updated*** and some departments are still using charters framed during 1990's.
5. ***End-users and NGOs are not consulted*** when Charters are drafted. The consultation with the stakeholders is often ignored and the charter is prepared by the top authorities defeating the very purpose.
6. ***The needs of senior citizens*** and the disabled are not considered when drafting Charters.
7. ***Resistance to change:*** The new practices demand significant changes in the behaviour and attitude of the agency and its staff towards citizens. At times, vested interests work for stalling the Citizens' Charter altogether or in making it toothless.
8. ***There is a lack of training,*** customer focus and sense of ownership among those implementing the provisions of Citizens' Charter.
9. ***Often Citizens' Charters are written*** in the English language or state's official language which may be difficult to comprehend for the masses.
10. ***Lack of focus attributes to the top*** down approach of the initiative.
11. ***There is often a lack*** of independent audit of the outcomes of implementation of Citizens' Charter.
12. ***Process of lodging*** complaints may be complex and grievance redressal officers may be inaccessible.
13. ***Concerned officers' transfers*** and reshuffle during early formulation and implementation of the charters hampered the progress. 14. Sometimes, a citizen's charter sets unrealistic standards which results in disinterested implementation as the desired result cannot be achieved irrespective of the efforts put in its implementation.

Suggestion for Better Implementation of Citizen's Charter

The Second ARC says that in order to make these Charters effective tools for holding public servants accountable, the Charters should clearly spell out the remedy/ penalty/ compensation in case there is a default in meeting the standards spelt out in the Charter. It emphasized that it is better to have a few promises which can be kept than a long list of lofty but impractical aspirations. Second ARC makes following recommendations for successful implementation of citizen's charters

1. ***Internal restructuring should precede Charter Formulation -*** Citizen's Charter that are put in place after these internal reforms will be more effective than those designed as mere desk exercises without any system re-engineering. Thus, there has to be a complete analysis of the existing systems

and processes within the organization. These should be reformed if such a need is felt.

2. ***One size does not fit all*** - There is a huge variation among different governments and departments when it comes to formulation and implementation of Citizens' Charters. Variations exist on account of different capabilities and resources that governments and departments need to implement Citizens' Charters and differing local conditions. Therefore, the formulation of Citizens' Charter should be a decentralized activity with the head office providing broad guidelines.
3. ***Wide Consultation process*** - Extensive consultations within the organization followed by meaningful dialogue with civil society as well as inputs from experts.
4. ***Firm commitments to be made*** - Commitments made to citizens/consumers in Citizens' Charter must be precise and firm in quantifiable terms wherever possible. Over time, the standards of service delivery should be made more stringent.
5. ***Redressal mechanism in case of default*** - along with relief which the organization is bound to provide.
6. ***Periodic evaluation of Citizens' Charter*** - preferably through an external agency. The result of such evaluations must be used to improve upon the charter since Citizens' Charter is a dynamic document which must keep improving in accordance with changing citizens' needs, underlying processes and technology.
7. ***Benchmark using end-user feedback*** - Performance and accountability tend to suffer when officials are not held responsible for the quality of a Charters' design and implementation. In this context, end-user feedback can be a timely aid to assess the progress and outcomes of an agency.
8. ***Hold officers accountable for results*** - The monitoring mechanism should fix specific responsibility in all cases where there is default in adhering to the Citizens' Charter.
9. ***Better give a few promises*** that can be kept, rather than a long list of lofty but impractical aspirations.

Preconditions of Successful Implementation of Citizen's Charter

Accountability and transparency through citizen's charter can be achieved only in a conducive administrative ecosystem.

The World Bank has identified certain preconditions for successful implementation of citizen's charter -

1. ***There is strong official*** support for the citizen's charter initiative, especially during the start-up phase.
2. ***The citizen's charter is*** developed with input from both internal and external stakeholders through participatory processes.
3. ***Staff have an incentive*** to adhere to the conditions outlined in the citizen's charter, because their performance appraisal reviews and/or additional compensation are tied to the organization's success in achieving the service delivery targets outlined in the charter.
4. ***Employees and citizens are*** aware of the citizen's charter initiative, and civil society is involved in holding service providers accountable.
5. ***Progress is tracked through*** a project-level monitoring and evaluation system and linked to other social accountability interventions to verify that service delivery improvements have been achieved.

CITIZENS' CHARTER BILL

- The Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011 was tabled by the then Minister of State for Personnel, Public Grievances and Pensions, in Lok Sabha in 2011.
- The Bill deals with government departments that deal directly with citizens
  - Constitutional bodies,
  - Statutory authorities,
  - Public-private partnerships,
  - NGOs substantially funded by the government and companies that provide services under a statutory obligation.

Provisions

- Every citizen is given the right to get time bound delivery of goods and services. o If not delivered, there is a redressal mechanism.
- It makes it mandatory for every public authority to publish a Citizens' Charter within six months of the commencement of the Act, failing which the official concerned would face action, including a fine of up to ₹ 50,000 from his salary and disciplinary proceedings.

Provides a format for Citizens' Charter

- List the details of the goods and services provided by a public authority;
- The name of the person or agency responsible for providing the goods or services;
- The time frame within which such goods or services have to be provided;
- The category of people entitled to the goods and services; and
- Details of the complaint redressal mechanism.
- Bill aims to establish Public Grievance Redressal Commissions at Centre and State levels. It lapsed due to dissolution of the 15th Lok Sabha.

Challenges with Citizen Charter

- Lack of legal status which makes it toothless.
- Lack of awareness among the citizens.
- Limitation of resources particularly at the local level affects supply side.
- All the characters under the parent organization remain the same which overlooks the local issues.
- Lack of flexibility to change as per the evolving needs of the society.
- Issues with the standards delivered in absence of criteria to measure standards.

Way Ahead

- ***Sevottam Model of Service Delivery:*** it is based on three factors viz., implementation of citizen's charter, implementation of grievance redressal system and service delivery capability.
- ***Updating Citizen Charter:*** with the changing times and Scenarios.
- ***Seven Step Model for Citizen Centricity:*** which has been suggested by second ARC. It creates a database on consumer's grievance and redressal, educates the public, considers the needs of the senior citizens and the disabled while framing the charter.

WORK CULTURE

- the way employees interact with each other and how the organization functions.

- It is the product of the organization's history, traditions, values and vision.

Characteristics of Healthy Work Culture:

Features of a Good Work Culture

1. ***Interpersonal relations:*** Healthy relations among employees having respect and cooperation for each other are a mark of good work culture. It requires values of tolerance, team work, respectfulness etc. Various studies like the famous Hawthorne Studies have shown that human relations have greater impact on motivation levels than physical factors like wages, equipment etc.
2. ***Timely work:*** Timely completion of all work and meeting of deadlines shows a good work culture as it leads to higher efficiency and productivity and also, meeting of client expectations. Timeliness is even more important in public administration because completion of such work benefits a large number of people.
3. ***Impartiality and objectivity:*** Supervision by management and relations with peers should not be based on any bias or prejudice. Relations among employees as well as rewards and penalties should only be based on facts related to performance and productivity and not any personal factors. This will enhance incentive for higher performance and chances for career advancement.
4. ***Participative decision making:*** Such decision making democratizes the work space and gives a sense of ownership and belongingness to the employees apart from the top management. It also ensures that the interests and needs of lower rung of employees are protected and unfair practices do not prevail.
5. ***Three-way communication:*** Top-down, bottom-up, peer-to-peer communication allows for free flow of information, better decision making, consultations with employees, identification of grievances, interpersonal relations and so on. It also helps in clearing the air which helps prevent and minimize conflicts.
6. ***Punctuality:*** Coming to workplace on time and working for full hours is a mark of sincere work culture. It goes on to enhance the productivity of the organization and also improves the reputation of the organization in the eyes of the clients and customers.
7. ***Cordiality and responsiveness (towards clients):*** Courteous behaviour towards clients and prompt response fulfilling their demands reflects commitment and dedication of the workforce. It also enhances the reputation of the organization in the eyes of the clients, contributing to better clientele in the long run.
8. ***Performance evaluation and rectification:*** Quantitative, fair and objective performance evaluation increases the motivation of the employees as it becomes the fair basis for rewards and recognition. It also makes the employees aware of their shortcomings and management can take measures to correct their errors.
9. ***Motivated workforce:*** High levels of motivation in the employees is a result of a healthy work culture. Such motivated workforce shows willingness to put in their best effort and contribute towards organizational objectives.
10. ***Productivity:*** High levels of productivity means the workforce produces the maximum output by using the least amount of resources. It is a mark of efficiency and high performance.

11. ***Skill upgradation and career advancement:*** A good work culture ensures that the abilities of its employees are regularly upgraded and the employees have the opportunities to be promoted regularly once they have the requisite skills. Career advancement increases motivation level and sets in a virtuous cycle of motivation and performance.
12. ***Conducive working environment:*** A healthy work culture provides good physical conditions and equipment for the workforce which is used to improve their performance and productivity. Swachh Bharat Abhiyan in government offices focuses on the same objective. Conducive environment also covers providing women a safe, secure and fair environment with gender equality and empowerment.
13. ***Quality service delivery:*** A healthy work culture leads to good quality of services to its clients. This is a result of qualities like punctuality, commitment, integrity and so on.
14. ***Stability and security:*** Job security and stability of tenure are essential features of a good work culture as such conditions lead to higher morale, lesser conflicts, stronger focus on work and so on.

Features of a Poor Work Culture

1. ***Inefficiency:*** A poor work culture shows high resource use, slow pace of work due to the 'chalta hai' attitude and complacency among workers. This is itself a result of lack of accountability and weak supervision.
2. ***Lack of accountability:*** Poor performance is not penalized and workers are not made to account for their poor quality of work. This pattern of behavior slowly spreads to other workers as it is not penalized.
3. ***Poor grievance redressal:*** Sufficient care is not given to needs and complaints of the clients who are unsatisfied with the services. It results from a lack of commitment to service and weak institutional mechanisms to redress grievances.
4. ***Improper behavior:*** Behavior of employees is seen to be rude, apathetic, unprofessional etc. towards each other and also clients. Spitting while talking, improper language, abuse etc. are signs of poor work culture.
5. ***Conflicts:*** Disputes between managers and subordinates and among fellow employees are rampant and remain unresolved. They lead to logjams, stagnation and loss of productivity.
6. ***Nepotism and favoritism:*** Human resource management is based on favoring loyalists and favorites instead of being based on performance. This goes on to encourage sycophancy among employees and feudal attitude among supervisors and at the same time, fails to reward good performance.
7. ***Low morale and motivation:*** Workforce suffers from lack of motivation due to low compensation, poor human relations, poor working conditions, lack of recognition and so on. This results in a fall in productivity and casual attitude among employees.
8. ***Elitism:*** Managers do not consult employees or encourage their participation in decision making. Managers remain aloof and show high handed behaviour. It leads to tensions in employer-employee relations or a passive subservient attitude among employees.
9. ***Red-tapism***: Organization works with a process-orientation rather than resultorientation. It is caused by rigid rules and procedures and lack of incentive for risk taking and swift decision making.

10. ***Status-quoism:*** Organizations resist any changes due to presence of vested interests or lack of incentive for bringing reforms. This is a common feature of government bureaucracy across the world.
11. ***Corruption and rent seeking:*** Official authority and resources are used to maximize selfish personal gains at the expense of the clients or public. This involves exploitation of the clients and subordinates and gives a bad name to the organization.
12. ***Apathy:*** Managers are apathetic to the needs and demands of the subordinates and the employees are apathetic towards the public. This results into low motivation and performance levels. In public administration, it undermines development of the people and also breeds discontent among the public.
13. ***Work as burden:*** Work is seen as a burden and employees try their best to avoid work. This leads to buck-passing, inefficiency and so on.

Reasons of poor work culture in public sector

1. ***Lack of performance evaluation:*** Performance by employees is not evaluated properly in a fair, quantitative and objective manner. Due to this, there is a lack of rewards and recognition for high performance and thus, low levels of motivation and effort by workers.
2. ***Job security:*** Excessive job security and life-long service is a cause of complacency as employees believe they will remain in their job regardless of their poor performance.
3. ***Process-orientation:*** The focus in government is on strictly following the rules and procedures and not on achieving results.
4. ***Lack of performance accountability:*** Civil servants are not made to answer for their poor performance, errors or delays. This encourages poor performance and does not weed out the poor performers.
5. ***Seniority principle:*** Promotions are based on seniority and completion of certain years of service and merit is not given adequate importance. This leads to complacency among employees and reduces incentive to perform.
6. ***Lack of public awareness:*** Low levels of literacy and awareness among the people reduces their ability to exercise their rights and hold the administration accountable. This allows the employees to take advantage of the public and exploit them.
7. ***Resource crunch:*** The amount of funds available with the government is limited, particularly in developing countries which leads to lack of investment in human resource and office conditions.
8. ***Poor training:*** Civil servants, particularly of the lower rung, are not properly trained to imbibe the civil service values and skills for higher productivity. This leads to lack of commitment and poor performance across the workforce.
9. ***Bureaucratic apathy:*** Bureaucracy enjoys a privileged life in the ivory towers and is observed to not have adequate concern for the public's needs, particularly the weaker sections. Bureaucracy continues to enjoy high salaries and promotions regardless of their performance. Karl Marx elaborated on such weaknesses of bureaucracy.

Ways to improve work culture in government

1. ***Pre-entry and mid-career training:*** Training can be used to improve the values, attitudes and skills of employees which automatically leads to greater performance and commitment to duty.

2. ***Sensitivity training:*** The technique devised by Chris Argyris (also called T-Group training), aims to enhance mutual understanding and respect among employees which leads to better interpersonal relations. This reduces conflicts and improves morale.
3. ***Public hearing:*** Public hearings should be organized periodically to redress grievances of the citizens in a transparent and effective manner. This leads to responsiveness and improves quality of service delivery. This has been a success story in Rajasthan under the name of Jansunwai.
4. ***Feedback:*** Organizations and employees should get clear and regular feedback about their performance. This drives them to make reforms and improve their functioning.
5. ***Public Service Guarantee:*** Legal mechanisms can be used to set certain enforceable standards for service delivery, such as Public Service Guarantee Acts enacted in various states of India. This creates a legal compulsion for employees to fulfil their duties and also increases awareness among employees.
6. ***Performance-linked pay:*** Salary of civil servants should not be entirely fixed and should have a component that increases with their performance. This encourages good performance and also offers recognition.
7. ***CCTV surveillance:*** Surveillance puts an eye over the employees which increases the push for working sincerely. It also works to prevent wrong practices.
8. ***Private sector practices:*** Private sector work culture is seen to have certain advantages over public sector and hence, some practices of private sector can be adopted by government. This can include performance targets, performance-linked pay, managerial autonomy, ease of hiring and firing etc.
9. ***Leadership:*** Good quality leadership has to work to ensure a good work culture in the organization. This can be done through participative management, trust, constructive feedback and so on.
10. ***Recognition:*** Employees should be recognized for their good performance through rewards, newsletters, employee-of-the-month award etc. This not only motivates the high performing employees but also encourages the peers.
11. ***Accountability:*** Civil servants should be made accountable for their work towards the superiors, public, clients and so on. This creates a pressure upon the employees to deliver. It also invokes their conscience to fulfil their duties.

Recent administrative reforms to improve work culture

1. ***360-degree performance evaluation:*** Recently, the government has proposed performance evaluation by various stakeholders including superiors, clients, subordinates, peers, civil society and so on. This ensures holistic feedback and thus, provides clarity to employees on the areas of improvement.
2. ***Compulsory retirement:*** The government has invoked compulsory retirement recently to remove officers with poor performance track record and doubtful integrity. This enforces a perform-or-perish principle and pushes civil servants to deliver.
3. ***Performance Management System:*** The traditional Annual Confidence Report has been upgraded recently to enhance performance evaluation. The new Performance Appraisal Report introduced for All-India-Services provides for regular,

participative, detailed, quantitative performance evaluation instead of the earlier top-down secretive ACR.

4. ***Biometric attendance:*** This technique aims to ensure punctual behaviour and discipline on part of employees which improves productivity and work culture.
5. ***Swachh Bharat Abhiyan:*** It seeks to improve the physical working environment which partly contributes to higher motivation and satisfaction. It also specifically caters to women by ensuring separate toilets.
6. ***Gender empowerment:*** Women must be provided a safe and secure working environment and also special amenities for women. This covers Internal Complaints Committee (for sexual harassment), maternity benefits, creches and so on.
7. ***Citizen Charter:*** It increases transparency for the citizens about the rights available to them and also makes it mandatory for the organization to fulfil certain service standards and thereby, improve work culture.
8. ***E-governance:*** Digitization ensures transparency, timeliness, accountability, quality etc. in the functioning of the organization which goes on to improve the performance and quality of work.
9. ***Lateral entry:*** Private sector personnel are directly recruited into the government and they bring their own healthy values and work culture with them which can then spread into the government working.
10. ***Civil Services Day Awards:*** Such awards provide recognition to officers doing good work and also inspires other officers to raise their level of performance.
11. ***Social audits:*** Such audits puts in place monitoring and evaluation of the working of organizations by the people which pushes government officials to work honestly as well as effectively.
12. ***New India Manthan:*** It is an initiative where the Prime Minister directly interacts with District Collectors to provide certain features of work culture that they are expected to introduce in the administration under them.
13. ***PRAGATI:*** This is a digital video-conferencing platform used by the Prime Minister to regularly monitor the working of the central and state governments in order to ensure timely completion of work. This makes the top officials to work upon improving the work culture of organizations under them and enhance their performance

Some success stories

1. ***Ahmednagar:*** Administrative reforms for office management such as single window system, scientific record keeping etc. were introduced by the District Collector Anil Kumar Lakhina in order to improve service delivery and grievance redressal for the public.
2. ***Indian Space Research Organization:*** The organization has gained global fame for its work culture and its productivity, cost-effectiveness, team work, quality of work and so on. It is well-known for the practices of human resource development, zero-based budgeting and so on.
3. ***Passport Seva Kendras:*** PSKs have incorporated outsourcing, digitization, office modernization etc. to improve service delivery and benefit the public at large.
4. ***Public Grievances Commission, Delhi:*** It is an external institutional oversight mechanism to effectively redress the grievances of the people and improve urban governance. The Second Administrative Reforms Commission recommends the

setting up of such integrated grievance redressal bodies by all cities.

5. ***Google:*** The organization has provided a holistic healthy environment to its employees in order to improve productivity, motivation and satisfaction levels. It uses freedom of workspace, resting area, free cafeteria and so on.

WORK ETHICS

It is the commitment to fulfill the official responsibilities with dedication, involvement and sincerity. It implies that work is appreciated and not taken as a burden.

Characteristics of Ethical Work

1. ***Values:*** like the blood nourishes the body, values nourish the organization.
2. ***Effective leadership:*** leaders set the tone that permeates the organization's culture.
3. ***Balancing of stakeholders:*** so that mutual tension is resolved.
4. ***Integrity of process-*** where all the processes of the organization are aligned with its values, like recruiting, hiring, promoting, marketing, sales etc.
5. ***Long term perspective-*** where the leadership is dedicated to strategic planning for the long term.

SERVICE DELIVERY

- Public Service Delivery is the most important aspect of good governance as it touches the lives of millions of people.
- Through better public service delivery inclusive and sustainable socio-economic development can be achieved.
- It helps in achieving equity based governance as enshrined in our preamble.

Challenges

1. ***E-Governance Index :*** India has been ranked 100th in the UN E-government survey 2020.
2. ***Focus on Service Providers:*** For years convenience of service providers and not the service receivers has been the primary focus.
3. ***Complex Regulations:*** It has been marred with complex regulations, complicated forms, lack of information, absence of performance standards, lack of accountability, corruption, incompetence etc.
4. ***Inefficiencies:*** At the grassroot or cutting-edge level.

Suggestions for Improvement

- Treating people as participants and not as beneficiaries and giving them choices.
- Providing service with specified standards such as one-stop service, single window, automated service delivery etc.
- Creating a stable and conducive environment for the public servants to deliver results based on clarity of vision, mission and objectives.
- Ensuring value for money and cost-effectiveness in service delivery.
- Promoting decentralization and strengthening rural and urban local bodies as grass root levels of self-institutions.

CORRUPTION

"Power tends to corrupt and absolute power corrupts absolutely"-Lord Acton

- It is the use of one's position, status or resources directly or indirectly for personal benefits.
- It can be material gain or non-material like enhancement of power or prestige beyond

what is legitimate for him.

- ***As per 2nd ARC report, there are two facets to corruption:***
  - The institution which is highly corrupt;
  - Individuals who are highly corrupt.
- There is a need to work on public profiteering and also value to be attributed to the services rendered by officers. Interlocking accountability is a process by which evaluation could be done easily and accountability ensured.

Types of Corruption

Coercive Corruption	Collusive Corruption
• Here the citizen is compelled to pay a bribe in order to get the service.	• There is collusion between the bribe giver and the public servant.
• It can be in the form like delays, harassment, lost opportunity, loss or precious time and wages, and at times even potential danger of loss of life or limb.	• Both of them benefit at the cost of society.
• It can be in the form like delays, harassment, lost opportunity, loss or precious time and wages, and at times even potential danger of loss of life or limb.	• For example, in awarding contracts for public works and procurement of goods & services, recruitment of employees etc.

Challenges Posed by Corruption

- People benefitting from corruption try to maintain the status quo and resist any reform.
- Corruption discourages capital inflows and FDIs.
- It lowers productivity and reduces effectiveness of industrial policies.
- Countries with higher corruption have lower social investments like education, healthcare etc.
- It leads to inequality among the masses. The recent Oxfam's report on inequality points towards this.
- Undermines ease of doing business
- Corruption in the public services sector carries high risks for conducting good businesses. Companies are likely to receive unwanted red tapes, petty corruption, bribes for finalizing any procedures or deals.
- Corruption leads to the loss of legitimacy of the political systems and gives free hand to non-state actors.

  Example-Left-wing extremism

Causes of Corruption

- Santhanam committee identified the following causes of corruption in India:
- Government taking upon itself more than what it could manage by means of regulatory functions.
- Scope of discretion in the exercise of powers vested in the various categories of government servants.
- Cumbersome procedures in dealing with various matters in dealing with the public which were of importance to citizens in their day-to-day life.

Other Reasons

- The Weak Legal Framework for Punitive Action: Because of ill-defined policies, weak regulatory frameworks and large indiscretion among ministers and high public officials.
- Political Corruption: Due to the vast geographical area of a constituency, with more than two million voters in many cases, a candidate has to spend huge money to contest the elections.
- Over-Regulation: combined with a weak state fosters corruption.

- Bureaucratic Red-Tapism and Abetting Corruption: This has been highlighted suitably by Robert Merton as, "When the rule becomes more important than the game itself".
- Rise of the Elites and the Post Liberalization Corruption: The mega corruption thrives because of a nexus between big business, politician and bureaucrat as highlighted by Transparency International.

Ways to Tackle Corruption

1. ***Strict Adherence of Code of Conduct and Code of Ethics:*** The code of conduct established for various officials needs to be backed by a Code of ethics which needs to be imbibed internally by the officials. This will ensure that there will be no need to coerce public officials to show ethical behavior.
2. ***Effective Implementation of Institutional Measures:*** Strict and evolved implementation of the accountability mechanisms be it effective laws, mechanisms, procedures and tools in accordance with the changing dynamics of the requirements of the society is crucial.
3. ***Use of Technology:*** Use of e-governance and ICT tools to build dynamic and continuous exchanges between key stakeholders ensuring transparency and accountability in governance.
4. ***Act Globally and Locally:*** Corruption is a global problem that requires global solutions. Keep citizens engaged in corruption at local, national, international and global levels – in line with the scale and scope of corruption.
5. ***Power of the People:*** Citizens also need to undergo attitudinal change and must refrain from bribing officials through 'speed money' to get their work done faster.

WAY FORWARD

- If corruption levels in India are reduced to those in Scandinavian countries, GDP would increase by 1.5% and investment would increase by 12%. If all overseas black money is brought back, India can pay back its debt.

CORRUPTION LAWS IN INDIA

INDIAN PENAL CODE, 1860

- Section 169 has provision for up to two years of imprisonment with fine for unlawfully buying or bidding property.
- A provision of prior sanction from the state or the Central government is required in order to prosecute a public servant.

THE BENAMI TRANSACTIONS (PROHIBITION) ACT, 1988

It prohibits benami transactions (property in the false name of the other person who does not pay for it) except when it is purchased in the wife's or unmarried daughter's name.

The Benami Transactions (Prohibition) Amendment Act, 2016

- Imprisonment has been extended up to seven years with fine.
- Furnishing false information is punishable by five years of imprisonment and fine.
- Initiating Officer may pass an order to continue holding property and may then refer the case to Adjudicating Authority which will then examine evidence and pass an order.
- The Appellate Tribunal will hear appeals against orders of the Adjudicating Authority.

- The High Court can hear appeals against orders of the Appellate Tribunal.

PREVENTION OF CORRUPTION ACT,1988

- It provides for penalties in relation to corruption by public servants and also for those who are involved in the abetment of an act of corruption.
- Amendment of 2018 criminalized both bribe-taking by public servants as well as bribe giving by any person.
- Prevention of Money Laundering Act, 2002
- Money Laundering is the process of making money earned through illegitimate sources appear as legitimate.
- The act empowers the Enforcement Directorate to conduct money laundering investigations.
- It has provisions for rigorous imprisonment along with fines.
- Banking companies and financial intermediaries are obliged under the act to maintain record of financial transactions of specified nature and value.

THE COMPANIES ACT, 2013

- It provides for corporate governance and prevention of corruption and fraud in the corporate sector.
- The term 'fraud' has been given a broad definition and is a criminal offense under the Companies Act.
- In cases involving fraud specifically, the Serious Frauds Investigation Office (SFIO) has been set up under the Ministry of Corporate Affairs, which is responsible for dealing with white collar crimes and offenses in companies.
- The SFIO conducts investigation under the provisions of the Companies Act.

INSTITUTIONS FOR DEALING WITH CORRUPTION

LOKPAL AND LOKAYUKTA

- Lokpal and Lokayukta Act, 2013 provided for the establishment of Lokpal at the Union level and Lokayukta at the state level.
- They inquire into allegations of corruption against certain public functionaries.
- Jurisdiction of Lokpal includes the Prime Minister, Ministers, MPs, Group A, b, C and D officers and officials of the Central government.
- It has powers of confiscation of assets or other benefits acquired through corrupt means.

Issues With Lokpal

- ***Complete Exclusion of Judiciary:*** Which hampers the prospects of making judiciary accountable.
- ***No Full Authority to Investigate the Prime Minister:*** The act prohibits inquiry against the PM in certain cases like atomic energy etc.
- ***Not Much Protection to Whistle-Blowers:*** Which acts as an impediment in drives against corruption.
- ***Delay in Appointment of Lokpal:*** For years appointment of Lokpal was delayed over technical issues.

CHIEF VIGILANCE COMMISSION

- The Central Vigilance Commission is the apex vigilance institution.
- The CVC was set up by the Government

in 1964 on the recommendations of the Committee on Prevention of Corruption, headed by K. Santhanam.

- The CVC is independent of any Ministry or Department that is only accountable to Parliament.
- Following institutions, bodies, or a person can approach to CVC:
- Central government
- Lokpal
- Whistle blowers
- It is empowered to inquire into offenses alleged to have been committed under the Prevention of Corruption Act, 1988 by certain categories of public servants.
- Its annual report gives the details of the work done by the commission and points to systemic failures which lead to corruption in government departments.

Limitations

- It is treated as an advisory body with no power to register criminal cases.
- It lacks resources and powers to take action on cases of corruption.

CENTRAL BUREAU OF INVESTIGATION

- The CBI was formed as the Special Police Establishment in 1941, to investigate cases of corruption in the procurement during World War II.
- The CBI was formed by a resolution of the Home Affairs Ministry on the recommendations of Santhanam Committee.
- Its important role is to prevent corruption and maintain integrity in administration. It works under the supervision of the CVC.
- It investigates cases connected to infringement of economic and fiscal laws at the request of the department concerned or in consultation with the concerned department.
- It investigates crimes of a serious nature, that have national and international ramifications, and committed by professional criminals or organized gangs.
- It coordinates the activities of the various state police forces and anti-corruption agencies.
- It maintains crime statistics and disseminates criminal information.
- The CBI is India's representative for correspondence with the INTERPOL.

Issues

- ***Lack of Independence-*** CBI is dependent on the home ministry for the staff.
- ***Political Interference-*** CBI has been termed as a caged parrot by the Supreme Court due to excessive interference by the government.
- ***Dependence on the State Government:*** CBI needs consent of the state in question before starting the investigation.
- Recently state of West Bengal withdrew the general consent given to the CBI
- ***Lack of Accountability:*** As CBI is outside the ambit of RTI.
- ***Prior Consent:*** Central government is required to start an investigation on officers of the level of Joint secretary and above

HOW TO BRING PROBITY IN GOVERNANCE?

1. Bringing accountability and transparency in governance through RTI and digitizing the process.
2. Strengthening Panchayati Raj Institutions as

platform for citizen's participation.

3. Making grievance redressal mandatory.

4. Bringing public participation in service delivery through PPP model.

5. Privatization of certain sectors where private firms have proven efficiency.

6. Imparting values-based training to officials.

7. Electoral reforms and strict adherence to guidelines and rules.

8. Strengthening of the ombudsman system for independent scrutiny.

9. Effective implementation of Citizen Charter.

10. Removing human to human contact with e-governance

11. Regularizing social audit.

E-GOVERNANCE

- It is the application of Information and Communication Technologies (ICTs) to the process of government functioning to achieve simple, accountable, speedy, responsive and transparent governance.
- It represents a journey from passive information giving to active citizen's involvement.

Why e-Governance?

ICT applications impact upon the structures of public administration systems. Technological advancements facilitate the administrative systems by enabling:

1. Administrative Development; and

2. Effective Service Delivery

Administrative Development: ICTs can be used and are being used now to give further impetus to the process.

They help in the following manners

- Automation of Administrative Processes
- Paperwork Reduction
- Improving quality of Services
- Change in Administrative Culture by introducing transparency, accountability etc.

Elimination of Hierarchy

- ***Effective Service Delivery:*** ICTs play an important role in effectively delivering services to the people.

ICTs ensure

1. Transparency

2. Economic Development

3. Strategic Information System ie; making available all the aspects of information to the management.

4. Social Development

ISSUES WITH E-GOVERNANCE

Ethical Skillset	Appreciation for Universal Rights	Appreciation for Universal Rights
• Cost: It is one of the important factors which acts as a hindrance in digital access.	• Digital Divide: It can • occur between the populations who have access to the digital facilities and those who lack it.	• Privacy: With citizens trusting their confidential information to the government, their privacy has to be protected from getting into the hands of third parties who may misuse it.

• Fraudulent Transactions: Government has to ensure that Fraudulent transactions don't take place and at the same time the burden of excessive checks has to be avoided.	• Resistance to Change: Among some groups of citizens, government employees and public policy administrators can lead to laggards.	• Tampering of E-Governance System: As soon as the system is compromised and privileges are raised, the classified information of the E- Governance mechanism becomes very much susceptible to illegal adjustments.
• Funding: It is the foremost issue in e- Governance initiatives. The projects that are part of the e-governance initiatives need to be funded either through the Government sector or through the private sector.	• Management of Change: The delivery Government services through the electronic media including EDI, Internet and other IT based technologies would necessitate procedural and legal changes in the decision and delivery making processes. It demands fundamental changes such as employees need to be delegated more authority; De- layering of the decision-making levels leads to re- engineering and appropriate sizing of the decision-making machinery.	• Interoperability: A major design issue for integrated service delivery sites is how to capture data in a Web-based form and transfer it to an agency's systems for processing and sharing that information in a common format.
		• Repudiation: Even the attacker can mount a refutation attack during the E-Governance transaction, which is the ability of the user to reject its performed transaction.
		• Disclosure of E-Governance Information: In case of the compromised E-Governance system, the undesirable information disclosure can take place very easily.
		• Denial of Service: In this technique, an attacker can perform a Denial of Service (DoS) attack by flooding the E-Governance server with a request to consume all of its resources so as to crash down the mechanism.
		• Cyber Crimes: Advancement of science and technology increases the rate of cybercrime. It is a threat to the transactions accomplished between the Government and its Citizenry within the E- its performed transaction. Governance methodology.

EXAMPLE OF E-GOVERNANCE INITIATIVE IN INDIA:

Digital India Initiatives: which is an umbrella program to prepare India for a knowledge-based transformation.

Some of the initiatives under the given initiatives are:

- ***Agriculture:*** e-NAM- to link pan India agri-mandis digitally
- ***Women:*** Naari portal for the empowerment of women
- ***Child:*** Pencil for eliminating child labour
- ***Science and Technology:*** SKiran for promoting women in science
- ***Public:*** RTI
- ***Election:*** SVEEP app for educating voters to participate in elections
- ***Internet:*** NFON to trigger broadband revolution in rural areas
- ***Mobile Seva:*** It provides government services to the people through mobile phones and tabs.

Way Forward:

- Probity in governance is an essential and vital requirement for an efficient and effective system of governance and for socio-economic development.
- An important requisite for ensuring probity in governance is absence of corruption and dealing with corruption is not limited to governance structure, but it pertains to every stakeholder involved in and out of the system.

ETHICAL ISSUES IN NEWS

MEDIA ETHICS

- The Press Council of India, along with similar organizations around the world, has the responsibility of promoting media standards by creating a code of conduct for it.
- It is commendable that our legislators refrained from entrusting the council with the responsibility of "laying down" a code of behavior.

Ethical Significance

- A crucial element of democracy is freedom of the press. Public opinion is gathered and shaped by it. Parliamentary democracy can only thrive under media scrutiny.
- The press's obligation to defend the interests of the people and the country has increased tremendously at a time when the Indian economy is becoming more globally integrated, the media environment is drastically altering, and the Indian press is also going international.
- The media of today has gained popularity in society and Governance has outgrown its role as the Fourth Estate..
- These standards include making sure that the news is accurate, using restrained and socially acceptable language to ensure objectivity and fairness in reporting, and considering how the news will affect society, people, and institutions.
- Freedom of expression must be regulated and limited by society obligations and ethical standards even if it is undeniably a fundamental right.
- Fundamentally, journalistic ethics are the voluntary self-control that journalists must exercise in order to protect and advance the public's trust, uphold their own credibility, and avoid betraying the public's trust.
- Integrity and fairness; obligation to consult the subject of any critical reporting before publishing; obligation to correct factual errors; obligation not to alter or misrepresent photographs.

Way Forward:

- The renowned journalist Mahatma Gandhi famously observed, "The only goal of journalism should be service. The newspaper press is a powerful force, but just as an unchecked flood submerges the entire countryside and destroys crops, so does an unchecked pen only serve to damage. The evidence is stronger if the control is external.

CORRUPTION AND CIVIL SERVICES IN INDIA

What Causes the High Level of Corruption in the Civil Service?

1. ***Politicization of the Public Service:*** Opportunities for high degrees of corruption dramatically rise when public service positions are given in exchange for political support or bartered for bribes.
2. ***Lower Wages Than the Private Sector:*** Civil

servants now receive lower pay than those employed in the private sector.

3. ***Administrative Delays:*** The primary source of corruption is a delay in the clearing of files.
4. ***Colonial Legacy of Unchallenged Authority:*** In a culture that exalts power, it is simple for public servants to stray from moral behaviour.
5. ***Weak Law Enforcement:*** Several laws have been passed to combat the evil of corruption, but their lax enforcement has made it difficult to do so.

What Effects Might Corruption Have?

On Individuals and Public Life:

- Judiciary corruption results in insufficient justice. And the offended parties might endure consequences.
- Due to a lack of evidence or even evidence that has been destroyed, a crime may be proved with the benefit of the doubt.
- The inquiry process has been ongoing for decades as a result of police corruption.

Regard for Officials in Society

- The people have less esteem for national leaders like the president or prime minister. The main standard in social interactions is respect.
- People vote in elections because they respect the candidate and hope that the winner will raise their standard of living.
- People will lose respect for politicians if they are corrupt, and they won't want to vote for them if they are aware of this.

Regarding the Economy

- A government official who must approve clearances for projects or industries delays the
- procedure in order to profit financially and receive other illegal benefits.
- Investments are delayed as a result, and industries take longer to launch and flourish.
- Companies are reluctant to establish themselves in areas without good access to electricity, water, and roads, which impedes the region's economic development.

Way Ahead

1. ***Civil Service Board:*** The government can reduce undue political interference by establishing the Civil Service Board.
2. ***Simplifying Disciplinary procedure:*** It is possible to prevent dishonest civil officials from holding sensitive positions by streamlining the disciplinary procedure and stepping up preventive vigilance inside the departments.
3. ***Stress Value-Based Training:*** To preserve integrity in public life, it is crucial to stress value- based training to all government officials.
4. ***Code of Ethics for civil officials:*** Based on the recommendations of the 2nd Administrative Reforms Commission (ARC), a thorough Code of Ethics for civil officials was demanded and should be a fundamental component of all training programmes.
5. ***Reduce delays :*** In light of the significance of "good institutions" for "good governance," it is necessary to re-engineer our institutions and streamline the procedures in order to reduce delays and guarantee timely service delivery.

DARK PATTERN

- Dark Patterns are immoral UI/UX (user

interface/user experience) interactions that are intended to deceive or fool users into doing something against their will.

- Digital platforms violate users' rights to complete disclosure of the services they use and control over their browsing experience by employing "dark patterns."

Ethical Concerns Associated with Dark Patterns:

- To their advantage, social networking businesses and large technology companies like Apple, Amazon, Skype, Facebook, LinkedIn, Microsoft, and Google use sneaky or dubious techniques to degrade the user experience.
- Pop-up ads from Google-owned YouTube push users to join up for YouTube Premium while covering a video's last few seconds with thumbnails from other videos.
- Users are harmed by dark patterns because they compromise their online experience and leave them more open to financial and data theft by Big Tech companies.
- Dark patterns trick consumers, present online barriers, lengthen the completion of routine tasks, get them to sign up for undesirable services or products, and coerce them into paying more money or disclosing more personal information than they had originally meant.

Way Ahead

- Dark and misleading patterns are not limited to cellphones and laptops.
- Internet users can select more user-friendly platforms that will respect their right to choice and privacy if they are able to spot and distinguish dark trends in their daily life.

BALANCING DEVELOPMENT AND ENVIRONMENTAL PROTECTION

- The main causes of climate change and its consequences are changes caused by humans and the exploitation of the natural world for economic gain.
- This is a result of the underlying assumption that while environmental regulations have been perceived as limiting economic prosperity, development policies really encourage it.
- Therefore, it is necessary to strike a balance between economic development and environmental protection in order to achieve sustainable development.

BALANCING DEVELOPMENT AND ENVIRONMENT PROTECTION

Developmental Factors Affecting the Sustainability of the Environment

- One of the main causes of preventable deaths from natural disasters is the disregard for
- environmental standards.
- Any effort to determine a region's risk from natural disasters scientifically is hardly ever
- made in the correct spirit.
- Unrestricted quarrying and the haphazard cutting of hills from slopes raise the danger of landslides by escalating the likelihood of soil erosion.
- The connections between underdevelopment and environmental degradation often get worse as the population grows.
- Additionally, poverty creates strong motivations for having big families and encourages migration, which renders urban places unsustainable from an environmental standpoint.

Way Forward

Agenda 21, the UNCED's blueprint for sustainable development, places a strong premium on the adoption of "win-win" policies that take advantage of the synergy between environmental protection, economic efficiency, and poverty reduction.

The following actions can be taken to put this vision into action:

- Economic policies that are prudent may aid in achieving environmental sustainability. Examples include the rationalization of price subsidies, the clarity of property rights, and the facilitation of technology transfer.
- By rationalizing subsidies, you can save money, increase productivity, and considerably reduce pollution.
- Indigenous knowledge and understanding of big ecosystems can be useful to regions and nations.
- The importance of integrating biodiversity issues into global decision-making is highlighted by the relationship between biodiversity and environmental sustainability.

Way Forward

- Humanity's main goal and greatest struggle continue to be development. However, poverty, starvation, and environmental degradation still exist on a worldwide scale despite the unheard-of economic and social development made over the past century. Therefore, development objectives must be accomplished without violating environmental laws.

ETHICS OF GLOBAL GOVERNANCE

The economy and social order are supported invisibly by a good governance model. It is time for the world to transition from its outdated models of governance to Governance 4.0, which was put forth at the World Economic Forum's Davos Summit and focuses more on inclusive, long-term strategic thinking.

Significance of Ethical Global Governance

- ***Strategies for Long-Term Strategic Planning in Governance 4.0:*** Long-term strategic thinking must replace the current short-term management under Governance 4.0.
- ***Environmental Aspect :*** Actions to combat climate change, stop biodiversity loss and environmental damage brought on by human activity, and handle related issues like forced migration must be combined with a focus on issues like the pandemic, socio economic crises, and people's mental health.
- ***Companies to Assume Responsibilities:*** The previous top-down strategy and tunnel vision will be replaced with the new model. The duties of each stakeholder in society must shift in the complicated, linked, and discontinuous environment we live in.
- ***Changing Priorities:*** It is time to stop emphasizing a limited understanding of economics and short-term financial concerns. Any new system of governance must instead be based on the premise that society and nature come first.
- ***New Leaders:*** Business executives that support environmental, social, and governance metrics as well as some political leaders are among the many leaders eager to usher in a new era of governance. Such trailblazing leaders who advocate for specific action to combat climate change and address social injustice should be commended for acting outside of their narrow interests. Today's best indicators of responsive and

accountable governance assess how much a leader accepts stakeholder duty over shareholder responsibility.

- Thus, It will be necessary for leaders to embrace a new, inclusive governance paradigm in order to address global issues.

CORPORATE GOVERNANCE

Corporate governance is the set of laws, customs, and procedures that regulate and control an organization, and is essential to ensuring that enterprises are operated morally and in the best interests of their stakeholders.

Corporate Governance Principles

- ***Fairness:*** The board of directors is required to treat all stakeholders fairly and equally, including shareholders,
- employees, vendors, and communities.
- ***Transparency:*** The board should notify shareholders and other stakeholders in a timely, accurate, and understandable
- manner on issues like financial performance, conflicts of interest, and hazards.
- ***Risk Management:*** The board and management must identify all potential hazards and decide how to most effectively control them.
- ***Responsibility:*** The board is in charge of regulating business operations and management decisions.
- ***Accountability:*** The board is responsible for evaluating a firm's capability, potential, and performance along with the company leadership.

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Ethical Issues Associated with the Corporate Governance:

- ***Separation of Ownership and Management:*** In family-run businesses, the division of ownership and management continues to be a major obstacle for the majority of businesses, including some of the top ones in India.
- ***Conflict of Interest:*** The issue of managers potentially benefiting themselves at the expense of shareholders.
- ***Weak Board:*** There have been concerns regarding the board's ability to act in the shareholders' overall best interests.
- ***Independent Directors:*** Independent directors lack the ability to check the unscrupulous behavior of promoters since they are partisan.

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11 Current Issues from Ethical Point of View

RUSSIAN WAR AND COGNITIVE DISSONANCE OF DURING COVID-19 TREATMENT

- People of Russia – Whether to support their country or lean towards humanism.
- Covid-19 treatment and medical Experts.

WHAT IS COGNITIVE DISSONANCE?

- It is Mental conflict or discomfort which occurs when a person holds conflicting beliefs or when actions contradict their beliefs.
- Cognitive dissonance is a sense of internal anxiety that is experienced when a person holds two inconsistent cognitions.
- In other words, Cognitive dissonance is when your behaviour is in contradiction to your belief system.

Examples

- People believe that drinking and smoking are injurious to health. Still, they drink and smoke.
- Russian people have been facing Cognitive Dissonance whether to support their country in these testing times or lean towards humanism for understanding the plight of the Ukrainian people.
- Eating meat while also thinking of themselves as an animal lover who dislikes the thought of killing animals.
- Purchasing a new car that is not fuel efficient, despite being environmentally conscious.
- Telling a lie despite the person thinking of themselves as honest.

Causes

- ***Forced Compliance Behaviour:*** Sometimes one might find oneself engaging in behaviour that is opposed to one's own beliefs due to external expectations. This might involve going along with something due to peer pressure, prior commitments or as one's duty
- ***Making Decision:*** When faced with choices which involve conflicting beliefs, people often are left with feelings of dissonance.
- ***Gaining New Information:*** Sometimes learning new information can lead to feeling of cognitive dissonance. For example, if you engage in a behaviour that you later learn is harmful, it can lead to feelings of discomfort.
- ***Effort:*** Putting a great effort in achieving something, later realise that the accomplishment was not really that special, then it can cause serious cognitive dissonance.
- Change the Conflicting Action or Behaviour
- Reduce the Significance of the Conflicting Belief

SIGNS OF COGNITIVE DISSONANCE

- Feeling uncomfortable before doing something or making a decision.
- Trying to justify or rationalise a decision that you've made or an action you have taken
- Feeling embarrassed or ashamed about

something you've done and trying to hide your actions from other people.

- Experiencing guilt or regret about something you've done in the past.
- Sense of internal anxiety that is experienced when a person holds two inconsistent cognitions.

COPING WITH COGNITIVE DISSONANCE

- Changing Attitude
- Be open to new Information
- Question the value of Conflicting Cognitions

Case Study

A. Cognitive Dissonance among Medical Experts due to COVID-19

- Recently, a number of medical experts wrote to health authorities to stop the use of medications and diagnostics that are inappropriate for the clinical management of COVID-19. This was the result of persistent cognitive dissonance faced by doctors due to issues like:
- Use of Limited Efficacy Drugs with greater risks over its benefits, violating the medical ethics of Beneficence (maximum good).
- Doctors' cognitive dissonance over use of unreliable drugs or wait for proper drugs availability.
- Use of High-cost drugs with no National Task Force endorsement and informed patient consent, i.e., violation of autonomy.
- Doctors' cognitive dissonance due to price and inconsistency between CDSCO approved COVID-19 drugs and drugs endorsed by National Task Force on Covid-19. Example- Itolizumab, a monoclonal antibody, with a price of ₹32,000 for four vials was approved by CDSCO after trial over 30 patients.
- Increased Hospitalisation cost and black marketing during Covid-19, violating the medical ethics of equality/equity as well as moral ideals like justice and proportionality. All this cognitive dissonance led to irrational drug use, higher costs for patients and confusion within the medical community, leading to moral distress.

WAYS TO OVERCOME COGNITIVE DISSONANCE IN THIS SITUATION

- ***Coordination:*** Address the lack of coordination between the National Task Force on COVID-19 and Central Drug Standard Control Organisation (CDSCO).
- ***Transparency:*** The drug's approval should be more transparent, i.e., open and accessible for all to avoid misuse of power and make citizens more aware.
- ***Objectivity:*** CDSCO should have more objectivity in drug's approval to avoid hasty approval and ensure that the efficacy of the drug is periodically monitored.
- ***Awareness:*** The medical professionals and citizens should be made aware of pros and cons of drugs to remove moral distress and ensure informed consent.

B. Cognitive Dissonance among Russian People over War

- The Russian invasion of Ukraine highlighted the ambivalent attitude of many Russian people whether to support their country in these testing times or lean towards humanism for understanding the plight of the Ukrainian people. This has been due to Cognitive dissonance faced by people because of issues such as:

Disinformation: It has become a primary vehicle of the war waged by the Russian Federation against Ukraine, leveraging entrenched

narratives to convince Russians how its military forces carry out a "special military operation" to liberate the people in Ukraine.

- ***State Censorship and Biassed Pollsters:*** Censorship over liberal voices and making a narrative in the favour of Russia by the state run media, has been causing biassed opinions. Brainwashing through media censorship, state propaganda, and disinformation are leading cognitive dissonance among the people.

Geopolitical Tensions: Cold war among world powers fumes feelings of chauvinism among common people. As a result, people start thinking of their own country as a super aggressor and zero tolerance towards others.

Use of Lethal Weapons causing death of innocent people in Ukraine. Mass killing and destruction of infrastructures bringing thought of empathy towards humanism for understanding the plight of the Ukrainian people

Way Forward

- International Cooperation to establish peace
- Compassionate view towards vulnerable sections
- Mutual Agreement for long lasting peace
- End of arm race
- Mutual respect for respective sovereignty

OPINION POLLS AND ETHICAL ISSUES

- Issue with authenticity and transparency of Opinion polls for the recently conducted Assembly elections.

OPINION POLL

- An opinion poll is a pre-election survey to gather voters' views on a range of election-related issues.
- On the other hand, an exit poll is conducted immediately after people have voted, and assesses the support for political parties and their candidates. Since this exercise has become more of a ritual, it is required to connect such polling directly to morality and democratic processes.
- Some opinion polls may be sponsored, motivated and biassed. Also, almost all polls are non-transparent, providing little information on the methodology.
- With such infirmities, many "polls" amount to disinformation that can result in "undue influence", which is an "electoral offence" under IPC Section 171 (C). It is a "corrupt practice" under section 123 (2) of the RP Act. It is unethical to release such data on the eve of an election since it can impact the mind of the voter.

ETHICAL ISSUES WITH THE OPINION POLLS

- ***Paid News:*** It is a very common action, therefore, it is highly possible that some opinion polls may be sponsored, motivated and biased.
- ***Undue Influence:*** Opinion polls directly affect the sanctity and integrity of the electoral process. They are able to influence electoral behaviour and distort electoral outcomes.
- ***Disinformation:*** Almost all polls are non-transparent, providing little information on the methodology. With such infirmities, many "polls" amount to disinformation that can result in "undue influence", which is an "electoral offence" under IPC Section 171 (C). It is a "corrupt practice" under Section 123 (2) of the RP Act.

- ***Suspicious Affair:*** A survey getting some elections right is not proof of its credibility or robustness.
- ***Bandwagon Effect:*** The bandwagon effect claims that voters "jump on the bandwagon," which means that if a party is gaining in the polls, the party will gain additional support from the voters, and vice versa if the party is losing in the polls.
- ***Issues with the Smaller Parties:*** It adversely impacts the small and new parties because the voter sees two things –
- which is the party he likes and whether it is in a position to win.
- ***Vague and Excessive Claims:*** Pollsters make matters worse by making excessive claims, nothing short of black magic.
- ***Less Focus on Methods:*** A general unwillingness on the part of polling agencies and the media to share even basic methodological details about their polls compounds the problem.
- ***Based on Negligible Data:*** Due to this, the opinion polls do not reflect the actual figure. Also, they are telecast before the elections only to benefit select political parties.

Way Forward

- ***Code of Conduct:*** There should be a Code of conduct for the Opinion Polls. Sampling frame, sample size and the exact technique used to draw the sample; the social profile of the achieved sample to be disclosed.
- ***Transparency:*** The ownership and track record of the organisation carrying out the survey, details of the sponsors to be made in Public
- ***Effective Alternative Method:*** There is required efforts to explore alternatives to the present procedure of the Opinion polls, alternatives that have been successfully used all over the world.
- ***Methodology:*** Raw vote shares reported in the survey and how they were converted into vote estimates and seats forecast

Way Forward

- Opinion polls do not just reflect the opinions of people but influence them to create an aura of winnability.
- Analyzing the vulnerability of voters to such influence, there is a crying need to regulate this to protect the sanctity of India's democracy. Once in place, such a mechanism would help the public tell the difference between a genuine and rogue poll and incentivise transparent practices.

ETHICS OF METAVERSE

'In the digital realm, code dictates life'. The time has come when life should dictate the code.

- Recently, In Tamil Nadu a couple hosted India's first wedding reception in Metaverse. The bride's father had passed away but attended and blessed the couple in a digital avatar at the wedding.
- Metaverse is a combination of multiple elements of technology, including virtual reality, augmented reality and video where users "live" within a digitally enhanced surrounding.

ETHICAL ISSUES RELATED TO METAVERSE

1. ***Biometric Data and Privacy:*** Virtual and augmented reality devices are set to provide users with access to the metaverse but will track brain wave patterns and deduct user thought processes. This technology will offer companies exciting new ways of engaging with consumers and predicting their behaviors but it also means that even more

of our intrinsically private and personal data can be gathered, stored, and kept on the blockchain forever.

2. ***Protecting the Vulnerable:*** The vulnerable section, i.e., children, senior citizens and digitally unaware among others are more vulnerable to the influences of the metaverse environment.

   Example - Hyper-reality experiences could trigger a sensory overload and induce fits or seizures in users who have a disorder like epilepsy.

3. ***Toxicity:*** Platforms like metaverse have become a breeding ground for toxicity, bullies and hate speech. People vocalise opinions that they would never express in real life.

4. ***Issues of Inequality in the Tech Industry:*** Inequality in digital space has created a new class of 'haves' and 'have nots'. As a result, the socio-economic divide has been aggravated. The prevalence of metaverse could create further divide due to economic capacity, urban-rural gaps etc.

5. ***Lack of Decentralisation:*** A centralized metaverse which is governed, owned, and operated by tech giants then the problems such as data privacy, thefts, manipulations, and conditioning to favour some and not to favour some, will come to rise.

6. ***Misuse and Unfair Ownership of Data:*** In a seamless environment such as metaverse, it would be difficult to implement the current consent based permission structure for private data resulting in muddled ownership of data and increased vulnerability to misuse.

7. ***Translation of Laws and Rights from Real to Digital Space:*** In the absence of a regulatory framework in the form of laws, it is difficult to understand what are the Rights that will be protected and how will they be protected.

8. ***Psychological Issues With Multiple Identities:*** Metaverse would enable the individual to create a digital identity without the pushes and pulls of the society and the situation one is born in. This could create more identification with the digital identity leading to issues like self-pity and dissatisfaction with oneself in reality.

Way Forward

1. ***Regulatory Frameworks and Awareness:*** Preventing cyberbullying and sexual harassment and ensuring inclusivity through community guidelines and privacy protections. Projects involving children or other vulnerable populations should be given special consideration.

2. ***Consumer Centric Approach:*** All aspects of Metaverse to be examined thoroughly which affects the life of the consumer legally, personally, socially and emotionally.

3. ***Decentralization:*** A democratized platform by all and for all will provide an environment of transparent and safe digital space.

4. ***Transparency in Data Collection:*** Ensuring that privacy policies specifically mention Metaverse data and how that data will be used, shared, and protected.

5. ***Tackling Inequality in the Tech Industry:*** For the metaverse to be inclusive, digital divide to be bridged by reducing existing inequalities and creating digital environments where everyone can belong.

6. ***Secure the Experience:*** Use the best security protocols and protection to ensure that malicious actors cannot alter or harm users while they are in the VR experience.

7. ***Example -*** A community member might get voted off the island if enough token holders think someone is not operating in a way that adheres to the community guidelines.

GUIDING PRINCIPLES: ENGAGING IN THE METAVERSE

Ethical Skillset	Appreciation for Universal Rights
• Self-esteem/Sense of Security: Issue of insecurity could get aggravated in the Metaverse as peer comparisons are more engaging and closer to reality.	• Right to Equality: Equality in the Metaverse would imply equal right to digital spaces and actions for equally situated people (digitally).
• Emotional Intelligence: It is important that the user has emotional understanding of differences in their experiences of the real world and the metaverse.	• Right to Freedom: Within the boundaries collectively agreed by the platform and the participants, the user should have all the freedom that they enjoy in real life.
• Flexibility/Adaptability: Engaging in the • Metaverse prerequisites intellectual and emotional adaptability towards experiences.	• Right to Privacy: In this data driven ecosystem, the Right to privacy is a sine – qua – non for fair and just participation on the platform.
• Regard for others: For Metaverse to be a • community space, it is important that the users regard the existence of other users with respect.	• Right to Security: It is the Right of the user and responsibility of the platform that every participant is secured from issues like emotional trauma, cybercrime, digital abuse.
• Understanding of digital etiquettes: Like real life, the digital life would also have social norms which extend beyond the rigid rules. Example - Not intervening in digital spaces uninvited.	• Right to non-participation/exit: The user needs to be accorded a 'Right to Exit' on lines of the 'Right to be Forgotten'. This would entail ensuring non- usability of the information generated and created by the user such as their digital home, avatar etc.

Way Forward

In this dynamically evolving domain, to ensure that these principles are incorporated in both letter and spirit, the platforms, developers and users will have to innovate continuously and proactively.

GLOBAL AGREEMENT ON ETHICS OF ARTIFICIAL INTELLIGENCE

- The United Nations adopted a historical text defining the common values and principles needed to ensure the healthy development of artificial intelligence.

ARTIFICIAL INTELLIGENCE (AI)

It is a branch of computer science that deals with creating computers or machines as intelligent as human beings. It refers to the ability of the machines to perform human intelligence processes like thinking, perceiving, learning, problem-solving and decision making.

"AI doesn't have to be evil to destroy humanity – if AI has a goal and humanity just happens to come in the way, it will destroy humanity as a matter of course without even thinking about it, no hard feelings." Elon Musk (On Emotionless AI)

AI Ethics

AI ethics is a system of moral principles and techniques intended to inform the development and responsible use of artificial intelligence technology. Ethical Challenges with AI

1. ***Explainability:*** When AI systems go misaligned, teams need to be able to trace through a complex chain of algorithmic systems and data processes to find out the reason. Organisations using AI should be able to explain the source data, resulting data, what their algorithms do and why they are doing that. AI needs to have a strong degree of traceability to ensure that if harms arise, they can be traced back to the cause.
2. ***Risk of Unemployment:*** The hierarchy of labour is concerned primarily with automation. Robotics and AI companies are building intelligent machines that perform tasks typically carried out by low-income workers.

Example: self- service kiosks to replace cashiers, fruit-picking robots to replace field workers, etc.

3. ***Responsibility:*** Society is still sorting out responsibility when decisions made by AI systems have catastrophic consequences, including loss of capital, health or life. Responsibility for the consequences of AI-based decisions needs to be sorted out in a process that includes lawyers, regulators and citizens.
4. ***Misuse:*** AI algorithms may be used for purposes other than those for which they were created. These scenarios should be analysed at the design stage to minimise the risks and introduce safety measures to reduce the adverse effects in such cases.
5. ***Tech Addiction:*** Technological addiction is the new frontier of human dependency. AI has already become effective at directing human attention and triggering certain actions. When used right, this could evolve into an opportunity to nudge society towards more beneficial behaviour. However, in the wrong hands, it could prove detrimental.
6. ***Discriminating Robots:*** AI systems are created by humans, who can be biased and judgemental. It can create AI facial recognition and surveillance technology that discriminates against people of colour and minorities.
7. ***Data Privacy Concerns:*** AI also presents serious data privacy concerns. The algorithm's never-ending quest for data has led to our digital footprints being harvested and sold without our knowledge or informed consent.

   Example - The case of Cambridge Analytica, in which such algorithms and big data were used to alter voting decisions.
8. ***AI Turning Against Humans:*** If artificial intelligence itself turned against humans then it will become catastrophic for humanity.

   Example - If an AI system is asked to eradicate cancer in the world. After a lot of computing, it spits out a formula that does, in fact, bring about the end of cancer by killing everyone on the planet.

Way Forward

- "Whole of Society" approach to AI governance will enable us to develop broad-based ethical principles, cultures and codes of conduct. Given the global reach of AI, such a "Whole of society" approach must rest on a "Whole of world" approach.
- Awareness among the Executives, data scientists, front-line employees and consumers all need to understand policies, key considerations and potential negative impacts of unethical AI and fake data.
- Strike the right balance between AI promotion and AI governance.
- Executives need to architect AI systems to automatically detect fake data and unethical behavior.
- Organizations need to invest in defensive measures rooted in open, transparent and trusted AI infrastructure.

Way Forward

- The world needs rules for artificial intelligence to benefit humanity.
- The Recommendation on the ethics of AI is a major answer. Without ethical guard rails, AI will widen social and economic rift, amplifying any innate biases at an irreversible scale and rate and lead to discriminatory outcomes.

CUSTODIAL VIOLENCE

- Recent death of a father-son duo from Tamil Nadu, allegedly due to custodial violence, has sparked anger across India.
- As per the report of National Crime Records Bureau (NCRB), the number of deaths in police custody between 2001 and 2018 was 1,727. But only 810 cases were reported, 334 were charge-sheeted out of which just 26 policemen were convicted.

CUSTODIAL VIOLENCE

Custodial violence primarily refers to violence in police and judicial custody. It includes death, rape and torture. Justification of Torture in Certain Cases: Different Perspectives

Utilitarian View

- Believes that an act is right if it brings about the greatest good for the greatest number.
- Example - If someone has kidnapped a child and left him/her to die somewhere. In this case, If torturing someone is the only way to find out the whereabouts of the child, then it might be the right thing to do.
- In similar cases, if torturing a terrorist uncovers a plot, then it might save many lives.

Categorical Imperative

- As per Immanuel Kant's theory, not hurting others is a categorical imperative, which all human beings must follow throughout their lives.
- Torture is unjustified as it consists of intentional infliction of severe physical, mental or emotional suffering on the other person.
- Immanuel Kant also said one should never treat people merely as instruments; and just as means to one's goals.

  Example- There's a difference between a tape recorder and a person. If you're having trouble getting information out of a tape recorder you can pound on it or kick it. This may not be very effective, but it isn't immoral. But if you want to get information out of a person, you should convince them to tell you what you want to know.

Human Rights Approach

- Torture of human beings consists of curtailment of individual autonomy. Given the moral importance of autonomy, torture is also unjustifiable on this account.
- It is sometimes also used to suppress independent thought and make people comply with the more accepted beliefs of the society.
- Torture treats the victim as a means to an end and not an end in themselves. It often explicitly dehumanise their victims to make it easier to torture them. It violates the rights and human dignity of the victim, including the legal right to remain silent when questioned.

Consequentialist Arguments Against Torture

1. ***Torture is a slippery slope:*** Each act of torture makes it easier to accept the use of torture in the future.
2. ***Ineffective Tool:*** It is an ineffective interrogation tool as there is no guarantee that the person who is being tortured will give the correct information because under torture a prisoner will eventually say anything to stop the pain. More effective methods of interrogation that don't involve torture are available.

3. Also, if a suspect is tortured it may be impossible to prosecute them successfully as many countries' laws, including India, excludes involuntary statements or confessions on the ground that such evidence is inherently unreliable.

4. ***Torture Damages the Humanity:*** Those who carry out torture are likely to become brutalised by their acts, and desensitised to humanity.

5. ***Institution:*** Torture damages the institution that carries it out. It damages the reputation and moral authority of the institution. Its use is likely to produce internal dissent among the members and so damages the integrity of the institution.

6. ***Use as Propaganda and the Non State Actors:*** Torture provides 'the enemy' with something they can exploit for propaganda.

   Example - Terrorist organizations like ISIS use state brutalities as an excuse to radicalize the youths to pick up arms.

Way Forward

- Though, torture is unjustified from many ethical perspectives, but there may be situations when the unity and integrity of the State is under threat or the lives of innocent people may be in danger.
- Under such situations, a law enforcement officer or a person with noble intentions might feel compelled to undertake any means necessary to protect the country or to save their lives.
- It is important to note here that the actions of the officer in such a scenario are guided by the supreme value of nationalism and Protecting lives. Thus, it would be unjustified to conclude that the person undertaking such an action is ethically wrong.
- Thus, the issue of torture is complicated and needs to be discussed in public domain to evolve a consensus on the same. The feedback of the states on the draft prevention of custodial torture bill will be the first step towards developing consensus. Later, views of the civil society and legal and ethical experts should also be solicited.
- ***India should ratify the UN Convention Against Torture:*** It will mandate a systematic review of colonial rules, methods, practices and arrangements for the custody and treatment of persons subjected to any form of arrest, detention or imprisonment. It will also mean that exclusive mechanisms of redress and compensation will be set up for the victim besides institutions such as the Board of Visitors.
- ***Police Reforms:*** Guidelines should also be formulated on educating and training officials involved in the cases involving deprivation of liberty because torture cannot be effectively prevented till the senior police wisely anticipate the gravity of such issues and clear reorientation is devised from present practices.
- ***Access to Prison:*** Unrestricted and regular access to independent and qualified persons to places of detention for inspection should also be allowed. CCTV cameras should be installed in police stations including in the interrogation rooms. Surprise inspections by Non-Official Visitors (NOVs) should also be made mandatory which would act as a preventive measures against custodial torture which has also been suggested by Supreme Court in its landmark judgment in the DK Basu Case in 2015.
- ***Implementation of Law Commission of India's 273rd Report:*** The report recommends that those accused of committing custodial torture – be it

policemen, military and paramilitary personnel should be criminally prosecuted instead of facing mere administrative action.

Way Forward

- Torture is always wrong, and it should always be illegal. Those who torture put themselves at risk of legal punishment. But there may be cases where they can show good reasons why torture was necessary.
- Hence, custodial torture must always be done as per rule of law. It should be used as a tool in order to ensure safety and security of citizens and nations.

USE OF BULLDOZER AND PRINCIPLE OF NATURAL JUSTICE

- Recently, It has been alleged that the authorities riding bulldozers have razed buildings or house extensions built "illegally" in neighbourhoods that recorded communal clashes recently in Delhi, Madhya Pradesh and Gujarat. Critics have called these demolition drives a move to "bulldoze" a particular community. But officials defended their actions as "routine exercises" against illegal constructions.
- Uttar Pradesh and Karnataka, Haryana have laws in place for the recovery of damages to the property during a disturbance. From the administrative point of view, it may appear to be reasonable but it also endangers the fundamental rights of citizens.

ISSUES OF ENCROACHMENT

- ***Constriction of the Public Space:*** Land is a scarce commodity, and when the unplanned, illegal structures are built on public land it results in constriction of the public space like public roads. Pedestrians would suffer as people would have fewer spaces to walk.
- ***Non-Enforcement of Strict Regulations:*** Regarding the public encroachment by the local authorities provides encouragement to the public to take this issue lightly.
- ***Lack of Basic Amenities:*** Areas coming out of illegal construction lack basic amenities such as water, electricity, sewage system leading to health issues.
- ***Issues of Law and Order:*** Unauthorized colonies also face issues of law and order, as access of police gets limited due to temporary structure and constricted spaces.
- ***Vulnerable to Disasters:***Disasters such as Fire, water logging on rainy days and extreme weather, etc.
- ***Unplanned Growth:*** The unplanned growth of city population and expansion of slum areas, cause difficulty in expanding developmental work.

ETHICAL ISSUES OF ANTI-ENCROACHMENT DRIVE

- ***Hardship to Common People:*** The worst hit in the anti-encroachment exercise have been the pool of several thousand workers whose livelihood vanished.
- ***Loss of Physical Asset:*** Anti encroachment drive causes destruction of physical structure, It leads to loss of wealth and makes many people homeless.
- ***Loss for the Society:*** Children and old age people suffer a lot. Their school schedule gets disrupted and old age people experience acute shortage of water, sanitation, medication etc.

JUSTIFYING THE DEMOLITIONS

- ***Punitive Action:*** Actions such as demolition of illegal structure, against an accused person can demotivate others to act unlawfully or take law in his/her hand.

- ***Free Constricted Space:*** Anti encroachment drives pave the way for the availability of open space and the public could get better life experiences. Many development projects have come to a halt due to the issue of land encroachment on public land. Road widening would be a problem as it is occupied by religious structures. Pedestrians would suffer as people would have fewer spaces to walk.
- ***Avoid Interfaith Tension:*** Illegal constructions are used to create religious structure. Later the same structure can become a bone of contention among groups.
- ***Increase in Revenue of the Authority:*** Local and state authorities can use the increased revenue post demolition in the rehabilitation of needy people.

Way Forward

- Rehabilitation must be fixed according to the community or category of people being displaced which should ensure them basic amenities
- Creating awareness among the lot about community right's provision
- Compassionate ground to be adopted towards vulnerable section such as pregnant women, children, old age people
- Right to hearing and principles of natural Justice to be followed.

DEMOLITION OF ILLEGAL STRUCTURES OF ACCUSED

- Uttar Pradesh and Karnataka, Haryana have laws in place for the recovery of damages to the property during a disturbance. From the administrative point of view, it may appear to be reasonable but it also endangers the fundamental rights of citizens.

ETHICAL ISSUES IN DEMOLITION OF ILLEGAL STRUCTURES

1. ***Fairness:*** It involves a procedural requirement. It is also known as substantial justice or fundamental justice/ Universal justice/fair play in action. Action should not be taken based on political vendetta.
2. ***Impartiality:*** The principles of natural justice should be free from bias and parties should be given a fair opportunity to be heard and all the reasons and decisions taken by the court should be informed by the court to the respective parties. Biased implementation of laws not only violates the fundamental rights enshrined in Article 19 of the Constitution (freedom of expression), but it also reflects the mentally of the executives by leaving the scope for different interpretations.
3. ***Restoration:*** Resorting to the destruction of the properties of alleged wrongdoers by means of bulldozing is clearly against our constitutional ethos and the criminal justice system, as also in violation of the rights of accused persons.
4. ***Violation of Right to Property:*** According to Article 300A- No person shall be deprived of his property save by authority of law. However, actions which take away a person's property without accordance with an Act or Rules or other statutory instrument passed by the central or state government, are violation of Right to Property.
5. ***Absence of Law for Demolition:*** In any case, even if certain people are ordered to pay compensation under the rule of law and their properties are attached to ensure payment is made, there is no provision in the law for the demolition of properties.
6. Neither the Parliament nor any State Legislative Assemblies, allow the demolition of property of those accused of being

involved in riots and damage to public/ private property.

Way Forward

- Any country which doesn't want to be a dictatorship or a feudal monarchy has to follow the principles of natural justice. These principles find their mention in the "Magna Carta" which argues in favour of the trinity of "hear, interrogate and adjudicate."
- The contentious practice of using bulldozers to pull down residential and commercial properties of persons "suspected" goes against the spirit of impartial justice and results in irreparable harm to the residents of the area.
- The consequence of rampant bulldozing without proper hearing will be faced by common people of another community. These actions are short-lived but the scar has a lasting impact and raises questions about the justice delivery mechanism in the country. It is important that the court should send a message indicating that the rule of law firmly prevails in India.

JOURNALISM

- Recently, the government has issued an advisory letter to the media on television coverage of the Ukraine-Russia conflict and the recent violence in Delhi's Jahangirpuri.
- The objection pointed out that in the recent past, several satellite TV channels have carried out coverage of events and incidents in a manner which appears to be unauthentic, misleading, sensational and using socially unacceptable language and remarks, offending good taste and decency, and obscene and defamatory and having communal overtones. These appear to be violative of the Programme Code and infringement of the provisions of sub-section (2) of Section 20 of the Act.
- The Ministry of Information and Broadcasting has blocked several YouTube news channels from India as well as Pakistan for spreading "fake news".

ETHICAL PRINCIPLES OF JOURNALISM

Based on Gandhian Principle (Truth, Fairness, Humanity) & Utilitarian Principle (Minimising harm, Avoiding Libel)

1. ***Truth and Accuracy:*** Journalists cannot always guarantee 'truth' but getting the facts right is the cardinal principle of journalism.
2. ***Independence:*** Journalists must be independent voices. They should not act, formally or informally, on behalf of special interests whether political, corporate or cultural. They should tell the audience of their political affiliations, financial arrangements or other personal information that might constitute a conflict of interest.
3. ***Fairness and Impartiality:*** Most stories have at least two sides. While there is no obligation to present every side in every piece, stories should be balanced and add context. Objectivity is not always possible and may not always be desirable.

   Example - In brutality or inhumanity, but impartial reporting builds trust and confidence.
4. ***Humanity:*** Journalists should do no harm. Their reporting or broadcast may be hurtful, but they should be aware of the impact of our words and images on the lives of others.
5. ***Fairness:*** In addition to being independent, journalists should show impartiality and balance in their reporting. Most news stories have more than one side, and journalists should capture this.

6. ***Avoiding Libel:*** This is a legal as well as a moral imperative for journalists. Journalists cannot print false statements that damage a person's reputation. In most jurisdictions, true statements cannot be libelous, so journalists can protect themselves by rigorously checking facts.
7. ***Proper Attribution:*** Journalists must never plagiarize. If they use information from another media outlet or journalist, they need to attribute it to them.
8. ***Harm Minimization:*** Journalists should follow the Utilitarian principle while showing news. Not every fact that can be published should be published. If the amount of harm that could come to private individuals particularly children—as a result of disclosure exceeds the public good that would come of it, then news outlets might choose not to publish the story.

JOURNALIST ETHICS VIOLATION

- Publishing allegations by a single source without attempting to verify accuracy.
- Omitting facts provided to the journalist that would clearly lead the reader/viewer to a different conclusion.
- Calling for comment after normal business hours when there would have been time for the journalist to call earlier.
- Using editorial positioning of quotes to impact readers' conclusions e.g., putting quotes critical of an organisation in the lead paragraphs.
- Biases in ideology and focus on sensationalization of news to increase TRP.
- Media trial by the journalist. Example- Susant Singh Rajput case.

Way Forward

- There are scores of codes and statements to guide journalists in their important work of sharing information with the public.
- Adhering to the Ethical guidelines brings transparency and accuracy in the information. It serves the core function of the fourth pillar of democracy.

REFUGEE CRISIS

- Recently some people from Sri Lanka came to Tamil Nadu as a refugee because of economic stress.
- In a recent incident, an Afghan Refugee posted a photo of food served at a US camp on Twitter and was met with severe criticism combined with sympathy from some corners.
- People from Ukraine have been seeking shelter in different parts of Europe.
- The Chakma and Hajong refugees who once lived in the Chittagong hill tracts, most of which are located in Bangladesh, have been living as refugees in India for more than five decades.
- Rohingyas seeking shelter, safety from religious persecution in their own country

ABOUT REFUGEE

- According to the UN High Commissioner for Refugees (UNHCR), a refugee is someone who has been forced to flee his or her country because of persecution, war, or violence.

  Example- Rohingyas seeking shelter, safety from religious persecution in their own country.
- The refugees also have an impact on the economy and society of their host nations. Large numbers of refugees can have a devastating impact on the host nation.

- Large number of refugees actually lose their lives while trying to reach different countries which give them shelter. They could be used by terrorist organisations, for sex or slave trade etc., thus denial of basic human rights leading to disruption of global peace.
- It is often seen that immigrants are exploited for their cheap labour. Immigration sometimes also becomes a social or political issue; racism is used to exploit feelings or as an excuse for current woes of the local population.

WHY ARE REFUGEE RIGHTS BECOMING A FAVOUR ON PART OF THE STATES?

The core issue in this scenario stems from the lack of empathy within the public of the host nation and limited resources at the ground level. These core reasons manifest themselves in following ways-

1. ***Mistrust as a Norm:*** Lack of empathy with the refugees creates mistrust about the culture, situation, and genuineness of their claim at asylum. This translates to a general policy of rejecting claims, making grant of refuge a special favour.
2. ***Perception as an Economic Competitor:*** Limited opportunities combined with the image of a refugee as a 'freeloader from the other nation' creates a perception of them being unworthy of rights. This makes 'grant of rights' a favour which is subject to collective sympathy.
3. ***Viewed as a Security Threat:*** The mistrust combined with lack of awareness and misinformation creates fear and makes the local population view refugees as a security threat. This indirectly increases the conditionalities on grant of rights, thus making it more like a favour by states.
4. ***Issue of Legal Enforcement Limits Enforceability of Rights:*** The limitation of international laws makes refugee rights contingent upon the discretion and perception of the host country.

   Example - many European countries tend to be more sympathetic to LGBTQIA+ refugees when compared to victims of war crimes in African countries.
5. ***Limited Capacity of the Host:*** Fulfilment of all rights of refugees is dependent upon the capacity of resources within the host countries.

   Example - in many developing countries Right to Housing cannot be fulfilled for the domestic population, guaranteeing the same claim for refugees becomes difficult and hence becomes selective.
6. ***Politicization of the Issue:*** The image of the refugees, the associated fear psychosis, and political implications of assimilating the refugees leads to politicisation of the issue. It leads to the creation of a political question- 'Should we grant refuge?'. Deliberation on this question changes the context from 'Right of the Refugee' to 'Decision of the state'. Absence of enforceability and ambiguity in the asylum-seeking process has made it extremely discretionary in nature. This has led to the emergence of the idea of selective humanitarianism.

Way Forward

- ***Generating Awareness About Refugee Situations And Their Rights:*** Creating awareness about the situation would translate to empathy for refugees and fading of the prevalence of fear against them. This may lead to more social acceptance and faster assimilation.
- ***Making Objective Procedures and Authorities Accountable:*** The anxiety and

uncertainty faced by the refugees can be ameliorated to a large extent if procedures for granting asylum be made objective and clearly communicated.

Also, making the criteria objective could be a first step in holding the authorities accountable and thus moving towards a rights-based approach.

- ***Creating an Effective Transition Mechanism:*** The resolution of the refugee issue remains complicated considering its social, economic, and political implications and thus takes time. In this scenario, it becomes important that an effective transition mechanism is created which can provide at least limited rights to refugees.
- ***Strengthening the System of Refugee Camps:*** The system of refugee camps has emerged as an effective solution and hence should be adequately funded and managed.
- ***Adopting a Multilateral Approach:*** States have a limited capacity with regard to fulfillment of refugee rights. In this context, it becomes important that the host country, the source country, the group of refugees and the entities engaged on the ground like NGOs, social groups etc. come together for realization of these rights.
- Integrating Efforts with Sustainable Development Goals (SDGs) for making rights accountable. Nonfulfillment of rights directly affects the realization of SDG 16 (Peace, Justice, and strong institutions) and indirectly affects other SDGs. Efforts should be made to make the authorities more accountable by linking refugee rights to the SDG targets.
- The essence of resolution of the refugee crisis lies in the political economy of providing refuge (i.e., economic cost of refuge and its socio-political implications) and the moral economy of asylum (the values and effects attached to the internationally recognized principle of providing protection to refugees and extent of humanitarianism among the host). Managing these two factors could render a long-term solution to this crisis.

INCREASE IN RELIGIOUS ACTIVITIES IN SCHOOLS

The Gujarat government has decided to include Shrimad Bhagavad Gita in the school syllabus for Classes 6-12.

Hijab Row: Recently, the government of Karnataka passed an order stating that students of pre-university colleges will have to mandatorily wear the uniform prescribed by the college administrative board. In the absence of any prescription, "clothes which disturb equality, integrity and public law and order" couldn't be worn.

QUOTE

"You see, spirituality has no religious overtones. The essence of spirituality is to make a person pure in his mind and his thoughts. When I started reading our old scriptures, like the "Bhagavad Gita," I found it was useful for day-to-day life, so I started practising it. I consider it an administrative gospel, one that will help you in doing things like running an organisation". - E. Sreedharan (Metro Man of India)

ETHICS OF BHAGAVAD GITA

- The ethics of Gita are anti-hedonistic. The Gita condemns Carvaka's hedonism. According to the Gita, moral life consists in the regulation of base emotions and instincts. Hence, one must strive to conquer these. Bhagavadgita means 'The Lord's song', that is, the discourse of Lord Krishna to persuade the reluctant Arjuna to perform his dharma.

- The Gita enjoins the performance of duties for the welfare of humanity (lokasamgraha) . The ideal aspirant has to work for humanity in the spirit of perfect detachment, with no desire to reap the fruit. Just as a liberated 'cave-dweller' in Plato goes back into the cave to free others.
- Kant's conception of the 'kingdom of ends' comes close to this. However, while Kant's ethics is deontological the ethics of Gita is teleological.
- Kant enjoins the renunciation of all feelings and emotions. But the Gita talks about renunciation of only base emotions and passions. It does not negate love and compassion for the creatures. Selfishness shall be renunciated but selfless humanism ought to be cultivated.
- The Gita's classification of the specific duties in accordance with one's capability and aptitude comes close to Plato's classification of duties for the different classes of men in an Ideal Republic. According to some critics, absolutely disinterested action is a psychological impossibility. But, essentially the Gita recommends not the annihilation of all desires but the merging of all desires in one profound supreme desire- the attainment of self-realization or the Ideal.

ETHICS OF INTRODUCING BHAGAVAD GITA IN SCHOOL

- ***Directive of Dai:*** In view of the fact that the Gita contains a long description of duties concurring to a number of different natures of man, it must be admitted that it affords assistance in the understanding of daily duties.
- ***Leadership Development:*** Bhagavad Gita stresses on performance of Svadharma, i.e., own duty or dharma. When leadership performs its duties in a righteous way, subordinates also recognize and revere the leadership and follow the path of action.
- ***Motivation:*** Studies have highlighted that most of the reasons behind work related stress are related to mind such as pressure of performance, relationships, media pressure etc. Bhagavad Gita focuses on mind and distinguishes between subconscious and conscious actions to promote Sattva and divinity in all- removing jealousy and creating motivation for work.
- ***Emotional Intelligence:*** Bhagavad Gita calls for Sthitaprajna, i.e., to acquire equanimity or calmness with firm resolve. It can help administrators to have control over senses and build a steadfast resolve towards the goals/objectives.
- ***Objectivity in Decision Making:*** Bhagavad Gita promotes Lok Samgraha, i.e., holding all together. It inspires towards universal welfare (inclusive and sustainable development) through firmness of mind and preference to Shreya over Preya, i.e. Goodness or Objectivity over pleasure or happiness. As verse 22 of Chapter 16 says – Those who are free from the three gates to darkness endeavour for the welfare of their soul, and thereby attain the supreme goal.

ROLE OF BHAGWAT GITA IN ADMINISTRATION

- Bhagwat Gita is one of the earliest texts in any tradition to emphasise that it is important not to do one's duty, but to do in a certain kind of way i.e. detachment. The principle of world welfare provides the basis for assessing the nature of an administrator's duty in a changing world, even when faced with competing duties as in the case of moral dilemmas.

- Gita's virtue theory also emphasises virtues that are indispensable for righteous administration. Virtues such as as –
- Unagitated mind (anuvignamanas)
- Firm mindedness (Prajna pratisthita)
- Disinterestedness (anapeksas, udasinas)
- Contentment with one's own duty (svakramaniratas)
- Indifference to pleasure and pain
- Being the same towards friend and enemy and towards honour and disgrace (samah satru ca mitra ca)
- Leadership Development
- Resolution of Ethical Dilemmas
- Emotional Intelligence

Through the concept of dharma, Gita also identifies the essential ideas and governing principles of our cultural life and through karma yoga and Jnana yoga, also identifies a course of action for man's search for eternal bliss which is the source of truth and joy.

One has the right to work, but never to the fruit of work:

- The doer has the right to work.
- The doer has no control on outcomes/ fruits of action.
- The doer has no control on the root cause of the fruits of action.
- There is no choice to reveal inaction.

MESSAGE OF BHAGAVAD GITA

The message of Bhagavad Gita is that either you can perform your actions with attachment or you can perform the same without attachment by thinking that nature is performing the actions.

1. ***Good for Society and Individuals:*** Gita's ethics have synthesised both social and individual interests. The individual is not inconsiderable but his soul and the universal soul are not two separate entities. All distinctions are the result of ignorance. The ultimate end is absolute perfection of the individual but this perfection can be attained only through consolidation of society and God realization.
2. ***Theory of Division of Labour:*** Gita's conception of the varna system is not only the equivalent of the modern scientific division of labour but it is superior in some respects because man does not become entangled with his actions because he fulfills his duty with the intention of God realisation. In this way, Gita has also achieved a magnificent synthesis of spiritualism and social welfare.
3. ***Integrity in Actions:*** Central to the scripture, Bhagavad Gita promotes Nishkama Karma (detached involvement) over Sakama Karma (attached involvement). Nishkama Karma or selfless actions will lead to integrity by removing attachments, egoism or actions with personal gain in mind.
4. ***Synthesis of Enjoyment and Austerity:*** Gita's theory of nishkama Karma Yoga is the supreme means not only from the spiritual viewpoint but also from the practical and worldly viewpoints. It is itself an expert synthesis of action and abstinence, enjoyment and asceticism.
5. ***Divinization of Passion:*** In spite of the ideal of detachment, Gita's path is natural and integral. It preaches the Divinization and transformation of passions and not their repression, as was Kant's contention.
6. ***Directive of Daily Duties:*** In view of the fact that the Gita contains a long description of duties concurring to a number of different natures of man, it must be admitted that it affords assistance in the understanding of daily duties.

7. ***Based on Sound metaphysics:*** The ethics of Gita is based on sound metaphysics. Although it is theistic, it does not encourage blind faith in any instance.

8. ***Determinism and freedom of will:*** Gita has synthesised determinism and freedom of will. It is God who controls the result of action and the order of the world but in order to become a dynamic instrument of divine action after understanding this order and complete self-submission to God, it is essential to act with determination.

9. ***Resolution of Ethical Dilemmas:*** Nishkama Karma detaches individuals from the results of their action. It can help administrators in resolving conflict between moral imperatives, especially dilemmas caused by conflict between Self Interest and Public Benefit.

10. ***Universal Message of the Gita:*** The message of Gita is universally comprehensive and everlasting. In today's atomic age when human society is grievously endangered by excessive materialism some of the messages of the Gita, like 'nishkama karma yoga' have assumed an ever greater importance. Gita treasures elements which can faithfully serve as a motive to men of any society and any age. In India from ancient scholars like Samkara and Ramanuja men like Gandhi, Tilak and Sri Aurobindo have been inspired by it.

HIJAB ROW

Recently, the Government of Karnataka passed an order stating that students of pre-university colleges will have to mandatorily wear the uniform prescribed by the college administrative board. In the absence of any prescription, "clothes which disturb equality, integrity and public law and order" couldn't be worn.

ETHICAL ISSUES OF HIJAB

- ***Not an Essential Practice of Religion:*** Wearing a hijab is not an Essential practice of the Religion. It is a reflection of culture rather than an accepted interpretation of Islam and it remains an alien imposition in large areas of the Muslim world. The Supreme court in 2006, held that keeping a beard was not an essential part of Islamic practices and argued that wearing of the hijab is an essential element of Islam, and its prohibition violates the students' constitutionally guaranteed freedom of religion.Educational Institutions such as college spaces ought to be free of any public displays of religion.
- ***Against Right to Freedom:*** the compulsory wearing of Hijab is imposition of the religious tirade on the personal freedom of women and girls.
- ***Reflection of Patriarchal Society:*** It is also seen as a form of patriarchal dominance. Promotes gender equality and helps in women empowerment.
- ***Against uniform Dress Code:*** Wearing a symbol of religion is the disrespect of rules of dress code in the premises of educational institutions.

WHY SHOULD IT BE ALLOWED?

1. ***Against Equality:*** Ban is against the tenets of equality to all religions and is seen as a majoritarian suppression of the minorities in a country.
2. ***Issues of Privacy:*** Religious faith is a part of the fundamental right to privacy
3. ***Against Secular Principle:*** Protest on choice of clothes is against the ethos of the Constitution and composite culture of the country.

4. ***Encourage Rift in Society:*** It leads to polarisation of the society by targeting a particular community.

INTERNATIONAL PRACTICE

- The German model recognises the value of including religious education in schools. Article 7 (3) of the German constitution permits religious instruction in public schools; however, the participation in such classes is strictly voluntary.
- In recognition of the growing religious diversity due to immigration, German states have started including Islamic religious content in their schools.

Way Forward

- Religious sentiments should not prevail while taking decisions on such matters but it should be based on the combination of rationality and modern views.
- Educational institutions should avoid the violation of the rights of individual students in the name of their right to administer a school or college.
- Our daily lives require us to live together with people who look different from us, wear different clothing, and eat different food. Why should those differences be shut out from educational spaces in particular.
- Our Constitution guarantees to everyone an inviolate "zone of freedom" in personal matters, as long as the effect of this freedom does not cause harm, or discrimination, at a broader social level. However, an Essential Religious Practices Test is required for Hijab as it was done for keeping a beard.

BODILY RIGHTS OF WOMEN AND ABORTION LAW

- Recently, The Government has incorporated new rules under the "Medical Termination of Pregnancy (Amendment) Act, 2021, which was passed in March 2021.

ABOUT ABORTION

- Abortion is the deliberate termination of a pregnancy due to removing an embryo or foetus before it can survive outside the uterus. An abortion that occurs spontaneously is also known as a miscarriage. When deliberate steps are taken to end a pregnancy, it is called an induced abortion, or less frequently an "induced miscarriage".
- Abortion considerations require deep reflection on law, convention, social and religious norms, family contexts, emotions, and relationships.

UNICEF INDIA AND WORLD BANK DATA

India has one of the highest numbers of maternal deaths. (45,000 maternal deaths every year or an average of one maternal death every 12 minutes).

- Unsafe abortions are the third leading cause of maternal deaths in India.
- Reasons women give for wanting abortions, worldwide:
  - Disruption of education or employment.
  - lack of support from father.
  - Poverty, unemployment or inability to bear children.
  - Interrelation problems with husband or partner.
  - Women's feeling that she is too young to have a child.

ETHICAL ISSUES WITH ABORTION

1. ***An Act of Taking Life:*** Since life begins at conception, abortion is akin to murder as it is the act of taking human life. It is in direct

defiance of the commonly accepted idea of the sanctity of human life.

2. ***Issues of Medical Complication:*** An abortion can result in medical complications later in life. The chances of miscarriage and other health issues also increases.
3. ***Psychological Pain and Stress:*** Abortion frequently causes intense psychological pain and stress.
4. ***Son Meta Preference:*** Abortion based on Sex determination mainly occurs because of preference of baby boy.
5. ***Punishing Unborn Child:*** Abortion punishes unborn children who committed no crime, instead it is the perpetrator who should be punished.
6. ***Lack of Bodily Rights:*** Abortion concerns the autonomy and dignity of the pregnant woman herself. If a woman who is pregnant wishes to stop being pregnant, it cannot be taken away from her.
7. ***Issues of Self Determination:*** Attitudes to pregnancy are, however, intertwined with how society views sex, women, and the fertile woman specifically. Pregnancy and birth are not trivial inconveniences, such as having a headache. They constitute a major life event, which even when desired causes immense discomfort and disruption to many women.
8. ***History of Oppression of Women:*** Abortion is seen as a compromise with liberty, self respect, self right on body.

ARGUMENT IN FAVOUR OF ABORTION

1. ***Right of Women:*** A female is considered a moral person, she is entitled to rights, including the right to life. So, abortion is deemed acceptable as the foetus is not a person. A list of criteria of personhood is identified, which includes consciousness, reasoning, activity, communication and self-awareness. A foetus undeniably is incapable of fulfilling these criteria.
2. ***Priority of Female over Foetus:*** The mother, who is a person, has a right to life and it supersedes the rights of the foetus to choose whether or not it remains connected to her body.
3. ***To Avoid Unwarranted Pregnancy:*** Pregnancy is assumed to be a foreseeable consequence of heterosexual intercourse, that too when there is no intention to 'have a baby'. So, denying her the right to abort the child when she was not planning for it, is unwarranted.
4. ***Health Issues of the Foetus or Mother:*** Sometimes, delivering a baby could be life threatening to the mother, in this case abortion of the foetus could be justified. It may be more ethical for a mother to have an abortion to defend herself from the danger to her mental or physical health than continuing with the pregnancy.
5. ***Gender Equality:*** The right to abortion is vital for gender equality. The right to abortion is vital for individual women to achieve their full potential. Banning abortion puts women at risk by forcing them to use illegal methods that may be more harmful.

Way Forward

- Adoption can be a viable option to abortion
- Free and Informed choice
- Bodily rights of women to be protected
- Rights of Self determination
- Securing Privacy of women
- Ensure better Medical facility

Conclusion

- The decision of whether or not to bear a child is central to a woman's life, to her well-being and dignity. She ought to be the one deciding it for herself.
- When the Government superintends that decision for her, she is being treated as less than a fully adult human accountable for her own choices. We need to bestow much greater support to women who may want to conceive and raise their children, but opting out of it for financial, psychological, health, or relationship reasons Criminalizing abortion does not stop abortions, it just makes abortion more unsafe.
- Above all, the right to life should always outweigh the right of an individual to equality or to control their own.

MARITAL RAPE AND CONJUGAL RIGHTS

- The Delhi High Court recently observed that while there can be no compromise with women's right to sexual autonomy and any act of rape has to be punished.
- The court questioned as to why the exception from the offence of rape granted to a married couple had remained in the legislature for several years. This exception remained in spite of the wide scope of Section 375 of Indian Penal Code which included even a single act of "unwilling sex" as rape.

MARITAL RAPE

- Marital rape can be defined as any unwanted sexual intercourse or penetration obtained by force, threat of force, or when the wife does not give consent.

Conjugal Rights

Conjugal rights are rights created by marriage, i.e. right of the husband o+r the wife to the society of the other spouse. The law recognises these rights— both in personal laws dealing with marriage, divorce etc, and in criminal law requiring payment of maintenance and alimony to a spouse.

Ethical Issues

1. ***Violation of the Right to Live with Human Dignity:*** Marital rape violates the right of a woman or wife to live her life with human dignity. The right to live with human dignity forms a part of the right to life (a Fundamental Right) under Article 21 in the Constitution of India.
2. ***Issues of Sexual Privacy:*** In the case of the State of Maharashtra v. Madhukar Narayan, the Supreme Court held that every woman is entitled to her sexual privacy and it is not open to any and every person to violate her privacy as and whenever one wishes.
3. ***Right to Bodily Self-Determination:*** Every person has the right to make decisions regarding his/her body. Similarly, the decision of a woman whether to have sex or not or to give consent is amongst the most individual decisions that a lady holds for herself. It comes as a right to self-expression.
4. ***Violation of the Right to Equality:*** Similarly, the differential treatment of rape and marital rape in India under Section 375 of IPC and differential punishments awarded for both under Section 376 of IPC violates the right to equality before the law (Article 14).
5. ***Rape Not Ground for Divorce:*** As marital rape is not a ground for a divorce in any personal laws and even the Special Marriage Act, 1954, It cannot be used as a ground for divorce and cruelty against the husband.

Thus, the women remain helpless and keep suffering in silence.

ARGUMENTS AGAINST CRIMINALIZING MARITAL RAPE

1. ***Destabilise Marriage as an Institution:*** It may create absolute anarchy in families and destabilise the institution of marriage and thereby destroy the family platform which upholds family values and helps in sustaining the country. Indian society believes that marriage is a sacrament
2. ***Misuse of Law:*** It may become an easy tool for harassing the husbands by misusing the law similar to the growing misuse of Section 498A (harassment caused to a married woman by her husband and in-laws) of the IPC.
3. ***Awareness is more Important:*** Merely criminalizing marital rape may not stop it as "moral and social awareness" plays a vital role in stopping such an act.
4. ***Burden of Proof:*** The concept of burden of proof is a complex issue. When marital rape would be considered a crime, there will be a burden either on the wife to prove the offence or the husband to prove himself innocent and therefore it will be very difficult to apply.
5. ***Against Privacy:*** Some argue that making marital rape a crime would allow the State to interfere in the personal affairs of individuals. This will be a violation of the right to privacy inherent in the Right to life guaranteed under Article 21 in the Indian Constitution.
6. ***Cultural Diversity:*** India has its unique problems due to various factors like literacy, lack of financial empowerment of the majority of females, the mindset of the society, vast diversity, poverty, etc. and these should be considered carefully before criminalizing marital rape.

Way Forward

- Marital rape is a complex issue that needs a deep and detailed discussion. Criminalizing marital rape will not merely help. Rather there is a need for rectifying and filling the gaps in existing laws and doing away with archaic ones that tend to function against the well-being of women and the society as a whole.
- Public consultation and discussion with all the stakeholders may be the way forward.

EUTHANASIA

- A nine-year-old boy died of a rare blood disease just within two hours after his mother had applied for his mercy killing in court.
- A famous case, Aruna Shanbaug case, was heard in the Supreme Court (SC) and final judgement came in the year 2018 making the Right to die in a dignified way a part of Right to Life under Article 21.
- Only passive Euthanasia is allowed in India by the Supreme Court.

ABOUT EUTHANASIA

Euthanasia is a controversial issue in medical ethics. It is defined as an act or practice of painlessly putting to death or withdrawing treatment from a person suffering an incurable disease. Euthanasia is intentionally killing another person to relive his or her suffering.

Arguments For Euthanasia

- ***Right to Self Determination:*** The essence of human life is to live a dignified life and to force the person to live in an undignified way is against the person's choice. Thus, it expresses the choice of a person which is a fundamental principle. People have a right to self-determination, and thus should be allowed to choose their own destiny.

- ***End of Pain:*** Euthanasia provides a way to relieve the intolerably extreme pain and suffering of an individual. It relieves the terminally ill people from a lingering death. Assisting a subject to die is a better option than continuing to suffer.
- ***Treatment for Others:*** In many developing and underdeveloped countries like India, there is a lack of funds. There is a shortage of hospital space. So, the energy of doctors and hospital beds can be used for those people whose life can be saved instead of continuing the life of those who want to die.
- ***Dignified Death:*** Article 21 of the Indian Constitution clearly provides for living with dignity. A person has a right to live a life with at least minimum dignity and if that standard is falling below that minimum level then a person should be given a right to end his life.
- ***Addressing Mental Agony:*** The motive behind this is to help rather than harm. It not only relieves the unbearable pain of a patient but also relieves the relatives of a patient from the mental agony.
- ***Right Based Approach:*** People got an explicit right to die. Death is a private subject and if there is no harm done to others then state and other people have no right to interfere (libertarian case)

ARGUMENTS AGAINST THE EUTHANASIA

1. ***Weaken Society's Respect for the Sanctity of Life:*** Human life is sacred. Human lives are special because God created them. Human beings are made in God's image. Therefore human life should be protected and preserved, whatever happens
2. ***Issues of Regulation:*** Accepting euthanasia would mean that some lives (those of the sick or disabled) are worth less than others. It exposes vulnerable people to pressure to end their lives.
3. ***Value of Life:*** Voluntary euthanasia could start on a slippery slope that may lead to involuntary euthanasia and the killing of people who are thought undesirable.
4. ***Non-harm – The Principle of Non- Violence:*** Hinduism and Buddhism regard all life as precious (not just human life). They say that we should try to avoid harming living things and therefore this also rules out killing people, even if they want to die. Euthanasia might not be in a person's best interests.
5. ***Issue of Care:*** Permitting euthanasia will lead to less good care for the terminally ill. It could undermine the commitment of doctors and nurses to save lives.
6. ***Discourage Medical Research:*** Allowing euthanasia could discourage the search for new modes of treatment for the terminally ill.

Issues of Euthanasia

- ***Medical Ethics:*** Medical ethics call for nursing, caregiving and healing and not ending the life of the patient. In the present time, medical science is advancing at a great pace making even the most incurable diseases curable today. Thus instead of encouraging a patient to end his life, the medical practitioners have to encourage the patients to lead their painful life with strength.
- ***Moral Wrong:*** Taking a life is morally and ethically wrong. The value of life can never be undermined.
- ***Vulnerable People Will Become More Prone to it:*** Groups that represent disabled people are against the legalisation of euthanasia on the ground that such groups of vulnerable people would feel obliged to opt

for euthanasia as they may see themselves as a burden to society.

- ***Suicide v/s Euthanasia:*** When suicide is not allowed then euthanasia should also not be allowed. A person commits suicide when he goes into a state of depression and has no hope from life. Similar is the situation when a person asks for euthanasia. But such a tendency can be lessened by proper care of such patients and showing hope in them.
- ***X-Factor:*** Miracles do happen in our society especially when it is a matter of life and death, there are examples of patients coming out of coma after years and we should not forget human life is all about hope.

Way Forward

- Achieving peace with God and pain control are nearly identical in importance for patients and bereaved family members.
- The futile treatment that doesn't have any reasonable chance of doing good - other than keeping the patient from dying could be stopped to lessen the agony of the family.
- At the same time, allowing voluntary euthanasia makes it easier to commit murder, since the perpetrators can disguise it as active voluntary euthanasia. That must be avoided.
- We should look at the brighter side of it than thinking of it being abused.

ETHICS OF PHARMACEUTICAL ECOSYSTEM

- The Supreme Court termed "immoral or illegal" the practice of pharmaceutical companies offering freebies to doctors, saying it affects common people by driving up healthcare costs.
- According to the IT Department, the Dolo-650 maker had distributed freebies of about Rs 1,000 crore to doctors and medical professionals in exchange for promoting its products.
- These freebies also referred to as the "Doctors' Commission" have always been a part of the system and pharma companies have handed out gifts, in cash or kind, to medical professionals to prescribe their brand of drug.

CAN DOCTORS ACCEPT FREEBIES FROM PHARMACEUTICAL INDUSTRIES?

- As per the Indian Medical Council (Professional Conduct, Etiquette and Ethics) Regulations, Medical practitioners are disallowed from accepting emoluments in the form of inter alia gifts, travel facilities, hospitality, cash or monetary grants.
- Acceptance of freebies could result in a range of sanctions under the regulations ranging from a "censure" for incentives costing up to Rs 5,000 to removal from the Indian Medical Register or State Medical Register for periods ranging from three months to one year.

Ethical Issues in Providing Freebies to Doctors

- ***Misleading the Patient:*** Doctors prescribe medicine brands that have offered them gifts or freebies.
- ***Unfair to the Patient:*** Owing to the cost incurred by the patients who purchase these medicines.
- ***Lack of Transparency:*** Such dealings between the doctors and the Pharmaceutical companies are done in secrecy.
- ***Against the Prescribed Laws and Norms:*** Defies the Indian Medical Council (Professional Conduct, Etiquette and Ethics) Regulations

ETHICS OF PHARMACEUTICAL ECOSYSTEM/MEDICAL ETHICS

Medical ethics is concerned with the obligations of the doctors and the hospital to the patient along with other health professionals and society. It is based on the following pillars:

- Beneficence (doing good)
- Non-maleficence (to do no harm)
- Autonomy (giving the patient the freedom to choose freely, where they are able)
- Justice (ensuring fairness)

- These four principles represent a framework for analysing the best action to take in a given situation.

International Case

- In countries like the United States, France, Germany, Hungary, Italy, UK, etc, there are stringent laws in place to reduce corruption in the pharma sector.
- The nexus between pharma firms and doctors continues to increase the sale of medicines.
- A study found that seven major pharma companies spent a total of Rs 34,186.95 crore on marketing in eight years, which significantly increased the price of the drug.

Way Forward

- Although there are regulations in place that may get the licences of doctors revoked for violating the code outlined in the IMC Regulations 2002, there is nothing to hold pharmaceutical companies accountable for the benefits doctors receive.
- Doctors getting gifts, travel facilities, cash or other monetary benefits, etc from pharmaceutical companies are subjected to litigation, but pharma firms get away scot-free.

MORAL DILEMMAS FACED BY SELF DRIVING CARS

Context

- Despite the advances made in self-driving technology, there is still no car that is 100% fully autonomous today.
- While carmakers such as Tesla, General Motors, etc. have developed features such as pedestrian detection, lane departure warnings, traffic sign recognition, and blind-spot detection, fully automated self-driving vehicles likely won't be ready any time before 2030.

PROS OF DRIVERLESS TECHNOLOGY

1. ***Social Advantage:*** Driverless cars have the potential to transform society in positive ways. It can increase mobility for senior citizens and the disabled for efficiency and convenience.
2. ***Road Safety:*** Higher levels of vehicle automation are also expected to increase road safety by reducing traffic accidents and, ultimately, preventing them altogether. Many self-driving vehicles are equipped with advanced driver- assistance systems, which prevent drivers from drifting out of their lanes or help them stop in time to avoid a crash or reduce its severity.
3. ***Protect Environment:*** Driverless technology can be beneficial for society by lowering carbon emissions and paving the way for more sustainable ways of living.

CONS OF DRIVERLESS TECHNOLOGY

1. Vehicle Malfunctions, for instance, can be a safety hazard for road users. Last year, Tesla

came under investigation after its vehicles operating on autopilot crashed into parked emergency vehicles.

2. ***Vulnerable to Cyber-attacks:*** Since they are primarily software-driven products compared to traditional cars. As they become increasingly dependent on software to operate, there are growing concerns that hacking and cyberattacks could compromise the proper functioning of self-driving cars and pose a threat to both drivers and car manufacturers.
3. ***Lack of Clear Regulations: To govern the self-driving car industry. The lack of regulatory clarity has legal implications, including the issue of liability. It raises the question:*** When cars can operate themselves, are accidents the responsibility of the manufacturer or the driver?

ETHICAL ISSUES INVOLVED IN SELF DRIVING CARS

1. ***Testing of Self Driving Cars on Public Roads:*** Despite their potential to improve road safety, the testing of AVs on public roads could put unwitting drivers at risk.
2. ***This highlights the moral dilemma that carmakers, regulators, and the public face:*** Does Automated Vehicles regulation create safer roads for people, or will it slow the adoption of driverless technologies that can reduce traffic accidents?
3. ***Ability of the Machines in Making Moral Decisions:*** While the introduction of autonomous vehicles may reduce the number of road accidents, such events cannot be ruled out based on past records. In the event of a crash, ethical decisions have to be made, which often puts people in a moral quandary, based on a study by researchers from the Massachusetts Institute of Technology.
4. ***Absence of Consensus on Moral Code:*** Moral principles that guided drivers' decisions varied from country to country and men to women as both each viewed the situation differently from an ethical point of view.

Way Forward

- It is important to broaden the public discussion from a focus on the crash behaviour of vehicles to the many types of social change that Automated Vehicle technology can be involved in. These include looking at factors such as required levels of safety, the distribution of responsibilities between regulators and vehicle providers, and the trade- offs between privacy and other interests.
- In particular, policymakers, carmakers, and the public will need to develop an agreement on compromises and prioritisation among these ethical considerations.

ETHICS OF WAR

- ***Just War Theory:*** The most famous way of ethically assessing war is to use 'Just War Theory'; a tradition going back to St. Augustine in the 5th Century and St. Thomas in the 13th Century.
- Just War theory considers the reasons for going to war (Jus ad bellum) and the conduct of war (Jus in bello).
- A war might be ethical but the means unethical, for instance, using landmines, torture, chemicals, drones, etc.

Russia- Ukraine Conflict

- Just War theory sets out principles for a war to be ethical.
- The war must be:
- Waged by a legitimate authority (usually states)
- In a just cause
- Waged with right intention.

- Have a strong probability of success
- Be a last resort
- Be proportional

  In addition, there are three principles for conduct in war:

  - Discrimination (distinguishing between enemy combatants and non-combatants)
  - Proportionality (the harms must be proportional to the gains)
  - Actions must be militarily necessary

CONSEQUENCES OF WAR

- Loss of Life and Cause of Misery.
- Mass Destruction of Property.
- Negatively Impacts the Economy and the Source of Livelihood of the people.
- Denial of Basic Human Rights.

The Idea of Military Ethics

- Military Ethics is an interdisciplinary study, incorporating concerns about the conduct of war, decisions on how and when to engage in military operations, and issues relating to the moral psychology and care of those who serve and of veterans of military service.
- Military Ethics focuses on the core values and moral principles that collectively govern the men and women serving in the military forces of nations around the world, as members of what is sometimes termed the "military profession" or "the profession of arms."

WAY FORWARD - INTERNATIONAL AGREEMENTS AND CONVENTIONS

- The Geneva Conventions and their Additional Protocols are at the core of international humanitarian law, the body of international law that regulates the conduct of armed conflict and seeks to limit its effects.
- They specifically protect people who are not taking part in the hostilities (civilians, health workers and aid workers) and those who are no longer participating in the hostilities, such as wounded, sick and shipwrecked soldiers and prisoners of war.
- The Universal Declaration of Human Rights (UDHR) is a milestone document in the history of human rights. The declaration was proclaimed by the United Nations General Assembly in Paris on 10 December 1948 (General Assembly resolution 217 A) as a common standard of achievements for all peoples and all nations.
- It is a document that acts like a global road map for freedom and equality – protecting the rights of every individual, everywhere.

ETHICS OF EARLY EMBRYO RESEARCH

- Embryonic stem cell research forces one to choose between two moral principles:
  - The duty to prevent or alleviate suffering.
  - The duty to respect the value of human life.
- To obtain embryonic stem cells, the early embryo has to be destroyed. This means destroying a potential human life. But embryonic stem cell research could lead to the discovery of new medical treatments that would alleviate the suffering of many people. So which moral principle should have the upper hand in this situation?
- The answer hinges on the view of the embryo. Does it have the status of a person or not?

ETHICAL ARGUMENTS IN FAVOUR OF EARLY EMBRYO RESEARCH

- Embryo is not exactly a child yet, because unless it is embedded in the uterus wall, it will never have the chance to develop into a baby.
- Every year fertility clinics create many embryos that are destroyed because they are made in surplus.
- Using cells from these surplus Embryos for research and developing medical treatments could help improve and save people's lives, which is much better than throwing them away.

ETHICAL ARGUMENTS AGAINST EARLY EMBRYO RESEARCH

- ***Potential to Develop into a Full Human:*** Hence, killing it during research would amount to killing a life.
- ***Religious Perception:*** It believes that Soul enters the body at the moment of conception. Human beings are not things. Their lives must not be sacrificed against their will, even for the sake of good ends, like saving other people's lives.

Way Forward

All Research on Stem Cells must be conducted in an ethical and scientifically responsible manner.

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