

Q1:

Ethics is a normative science guiding us what to do and what not to do. But the basis of this decision is not solely determined by reason, feelings also an important role.

Feelings and Ethical Life

Humans are complex serio-psychological beings. Our decisions are guided by emotions as much as reason. This is why we don't have perfect rationality and our rationality is bounded by our feelings.

Impact of feelings on ethical decisions

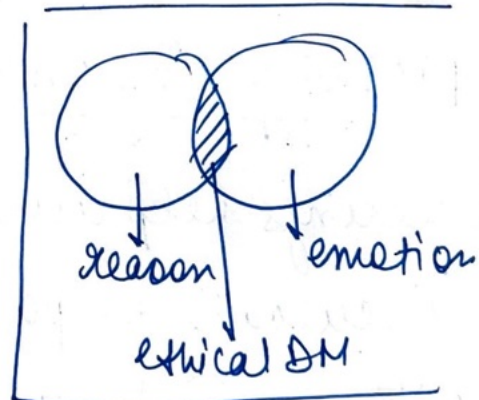
- ① feelings help us develop the ability to inculcate empathy for the suffering of others (eg) Mother Teresa for poor
- ② feelings help us understand and interpret our own subjective reality (eg) death of loved one triggers grief.

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- ③ feelings help us cultivate pro social behaviour (eg) one who feels respect for women will never indulge in same lying
- ④ feelings help us guide away from anti-social and unethical behaviour (eg) a person who cares for animals will be immediately disgusted by instances of animal cruelty.
- ⑤ feelings bind humanity together (eg) Varudena kutumbakam.

But at the same time we should avoid the trap of indulging in emotive decision making, (eg) Drithrashtra's blind love for his sons led to a disaster



To have an ethical life we must find the balance between reason and emotion.

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② Ethics management is a practice to cultivate and encourage ethical decision making based on a strong value system. In public life it ensures professionalism in administration and in furtherance of public interest.

Managing ethics at workplace	v/s	Managing budgets, policies, people
① is a qualitative exercise		① is an objective quantitative evaluation
② deal with adherence to values of <u>honesty</u> , <u>integrity</u> , <u>justice</u>		② deal with ensuring <u>rule of law</u> , <u>efficiency</u> , <u>effectiveness</u> and <u>economy</u> .
③ concerned with ethical issues, dilemmas, crisis of conscience		③ concerned with grievance redressal, inter departmental coordination etc.

Therefore given the contrasting nature, demands and processes involved; public officials need to develop different techniques for ethical management

Efficacy of Codes

① Codes of Conduct by clearly outlining the do's and don'ts help deter possibility of misconduct and unethical behaviour.

② Codes of Ethics lay out broad values which public officials must adhere to in their conduct, thereby motivating them to be ethical.

Limitations

- codes of conduct need to be enforced by an authority
- code of ethics can't be enforced and are subjectively interpreted

More solutions

- sensitivity training
- capacity building (eg Mission Karmayogi)
- platforms for discussing ethical dilemmas and issues for public officials
- increasing exposure of good role models

Ethical management can help ensure Indian administration is able to live up to the slogan of "Yogesh Karamashu Kaushalam".

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02A

Ethics is knowing the difference between what you have the right to do and what is right to do; both traditional and care ethics guide public officials in this regard.

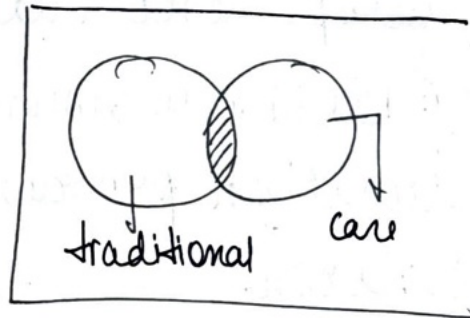
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Approach in ethical decision making

The choice of approach should be guided by →

① contextual needs of the situation



② concerns, needs, aspirations of the stakeholders involved

③ legal obligations under the Constitution, laws, rules regulations.

Traditional Ethics Approach

This approach will be more suitable when we need to uphold our duty and ensure rule of law.

Q a public servant being offered a bribe should decline and report such activity in line with her categorical imperative.

Care ethics approach

More appropriate when dealing with the special and unique needs of weak & vulnerable sections of the population. It would help in increasing sensitivity and empathy in public officials and ensure inclusive development (leaving no one behind)

① Delhi government offers home based education programmes for specially abled children.

We thus must invest in ethical training of public officials to ensure they use their wisdom & discretion wisely in deciding which approach is appropriate in which situation.

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⑧

"Quality" in service delivery is concerned with the satisfaction of consumers. Higher the satisfaction of consumers post service delivery better is the quality.

Components of Service Quality

- ① Reliability: ensures consistency in service delivery without arbitrariness
- ② Assurance: means a ~~guarantee~~ of service delivery by service provider
- ③ Transparency: ensures openness regarding service standards, grievance redressal mechanisms, processes etc.
- ④ Empathy: ensures sensitivity on the part of officials towards the needs and problems of people
- ⑤ Responsiveness: ensures proactiveness of officials in service delivery, grievance redressal, clarification of queries.

Ways to ensure total quality

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Efficiency → identifying gaps and loopholes
→ building capability of both officials and departments
→ encouraging a culture of continuous improvement

Economy → leveraging technology to decrease leakages (e.g. DBT, digital tracking)
→ collective scrutiny through social audits

Effectiveness → code of ethics & conduct for officials
→ role clarity & goal clarity via Citizen charters
→ performance appraisals based on consumer feedback

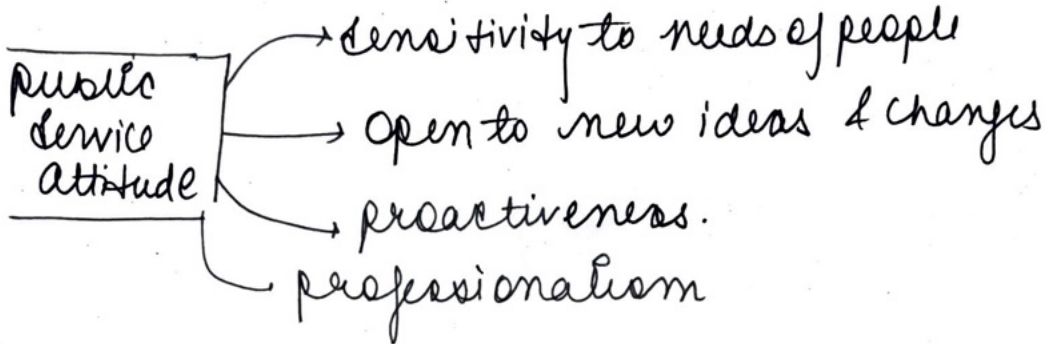
Improving public service quality will not only enhance citizen centrality and professionalism but will also help us achieve goal of Viksit Bharat.

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Q3A)

Public Service attitude reflects core public service values of honesty, dedication to duty, justice, fairness to ensure public interest and well being.



Attitude Biases in field Decision Making

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3B

Manatma Gandhi is trying to highlight that god is one and we are all bound by the thread of humanity. This is the essence of sarva dharma sambhava.

Religion is harmful to moral life

Thinkers like Karl Marx had called religion as the opium of the masses because it promotes pseudo values, superstitions, irrationality and discrimination against weak & vulnerable

⑨: Sati practice ~~violated~~ violated the idea that human life (especially women) is sacrosanct
communalism fueled by blind religiosity is also violent and immoral

Religion is important for moral life

As it guides to differentiate between dharma v/s adharma

② it helps us formulate core values

⑨ ahimsa — Jainism

③ It motivates us to work for the wellbeing of others.

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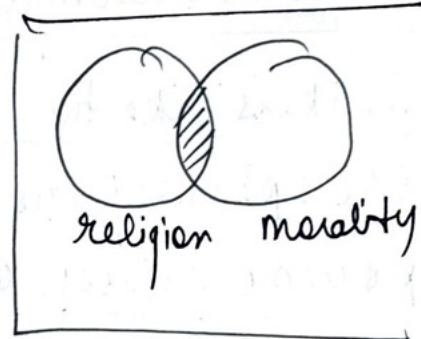
(e) concept of sewa in community kitchens

④ it helps us bond with members of the community over celebrations like festivals.

Relationship between religion & morality

Religion can both encourage and discourage moral acts.

What we need is to develop a strong sense of rationality by which to view religious tenets. We must also refrain from blind religiosity and always practice religion with reason.



Our socio-religious reform movements in the 19th century are excellent examples of how religion should be and can be interpreted to advance morality in society.

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Corporates are guided by the need to maximise profits but this does not absolve them from their legal and moral responsibility towards the society.

Corporates and social endeavours

By indulging in social responsibilities corporates →

① ensure commerce with morality and abstain from committing a social sin.

② they enhance their public image attracting goodwill

③ they gain tangible benefits as working towards ESG (environment, society, gender) goals increases their ability to attract investments

④ Enables them to productively participate in the developmental discourse in a multi actor paradigm of governance..

⑤ enables them to develop social capital which not only ensures the wellbeing of

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the society but also benefits them in improving their access of quality workforce.

② Corporates undertaking skill development programmes.

Successful
CSR
Initiatives

→ Tata's Nankhali Initiative for improving girl child education

→ HUL's Project Shakti empowerment for rural women

Ethical capitalism is not a burden but an imperative to ensure sustainable and inclusive development.

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Q4:

While public servants are guided by duty, laws, rules, regulations etc the influence of our traditional wisdom can also serve as a moral foundation to guide their conduct.

Relevance in Modern Public Service

① Tyaga: guides public servants to denounce irrationality, selfishness, greed, hubris, nepotism, favouritism and other pseudo values.

② Seva: motivates devotion to duty in letter and spirit to ensure wellbeing of the public; decreasing their suffering

(eg) Delhi police officer Deema Dhakla went beyond her call of duty to save children from being trafficked

③ Daanam: encourages them to inculcate sympathy & empathy for those in need of help and motivates them to work towards their upliftment.

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eg Beti Bachao Beti padhao → betterment of girl child

④ Daman : is essential for public servants to

4.1 to manage their social & personnel relationships in a sensitive manner

4.2 : to remember not to overstep one's jurisdiction by respecting legal boundaries

4.3 to be able to resist the urge of self seeking behaviour by indulging in misappropriation of resources for personal gains.

Thus these values can make public administration ethical, but at the same time we must also ensure adherence to core public values like impartiality, integrity, neutrality and honesty.

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Q5:

Decision making is the essence of administration, but this is a highly complex process which often deals with conflicts namely among interests and sources of authority.

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Conflict among Interests

Conflict among sources of authorities

① Occurs when personal interest overlaps with official duty.

② A public official may face a conflict of interest if his family member applies for a government tender for which the said officer is the granting authority.

③ It is possible to avoid this conflict by recusing oneself from the situation.

① Occurs when one is confused between obeying the orders of 2 or more equally competent authorities.

② A public official (IAS) may face a conflict when both centre & state governments give her mutually conflicting directives.

③ Refusal is not an option in this situation as orders are by competent authorities.

③ this happens at a personal level

② this can happen at a personal or departmental level

④ to deal with this officials need to uphold values of honesty & integrity

① to deal with this officers need courage and impartiality

Public officials must be trained to use their discretion wisely and ethically to solve such conflicts.

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Complexity and challenges of government are daunting and confusing, this is often used by administrators as an excuse for inaction and inertia.

governance challenges

→ uncertainties: transfers; suspension
change in incumbency, global events like war, pandemic
→ ambiguities: lack of legal clarity and loopholes.

Relevance of inner courage

While there are legal and constitutional safeguards to protect civil servants, inner courage helps them to —

- ① to maintain their integrity in problematic situations (eg) IAS officer Ashok Khemka's commitment despite multiple transfers
- ② to act in an impartial and neutral manner (eg) former CEC TN Seshan
- ③ to be able to take tough decisions and exercise one's authority (eg) taking action against staff for misconduct

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- ④ to be able to stay calm and composed even in the face of crises (eg) riots, natural disasters
- ⑤ to be able to raise their voice against administrative malpractices (eg) Satyagrah, exposed irregularities in NHAI
- ⑥ to be able to provide unbiased and non-partisan feedback on performance of policies
- ⑦ to be able to address the needs and concerns of weak & vulnerable sections
- ⑧ to be able to face societal backlash for unpopular yet necessary progressive reforms
- ⑨ to be able to manage political pressures.

Inner Courage is thus like a moral powerhouse for civil servants empowering them to fulfil their duty fearlessly.

6A

Adam Smith is trying to highlight that what makes humans the most advanced species is their ability to feel for people other than themselves.

① He is trying to highlight that benevolence is intrinsic to human nature.

② by restricting the selfish and enhancing selflessness we can further the interests of humanity.

③ He highlights the need to inculcate sympathy, compassion and care for others to minimise their suffering.

④ He emphasises the need for mutual cooperation for collective welfare.

⑤ focuses on ideas of brotherhood & fraternity.

counter perspective → ETHICAL EGOISM: it preaches us to act in a manner which minimises our pain and enhances our pleasure. Guiding us to prioritise the self.

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Present context

- ① It urges to realise the idea of VASUDEVA KUTUMBAKAM to achieve common goals like combating climate change.
- ② encourages ethical capitalism instead of selfish crony capitalism.
- ③ encourages a culture of daanam (charity) in society to decrease suffering of others.
- ④ encourages public participation in development to ensure policy success.
- eg) NGOs + SHGs → Swachh Bharat Mission

"The best way to find yourself is to lose yourself in the service of others"
- Mahatma Gandhi.

We must inculcate the value of service before self.

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6B:

Aristotle is trying to highlight that we humans are equally capable of committing both virtues and vices; it also depends on how we exercise our power.

Power to Act

- ① We can act to further moral, legal, ethical values @ Abraham Lincoln abolished slavery to uphold human rights
- ② But at the same time we can act to compromise moral values @ Hitler's anti-semitic values → genocide of Jews.

Power to not act

- ① Sometimes it takes great power to not act in a situation to adhere to moral values @ APT Abdul Kalam exercised his veto against office of profit bill and did not pass it
- ② But at the same time inaction can be misused to advance ulterior motives @ governors abusing article 200 and sitting on bills in state assemblies

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Present Context

- ① While some countries choose to provide safe havens to refugees (Lebanon) some choose to enact strict anti immigrant legislations (UK-Rwanda bill) -
- ② While some businesses commit to environmental sustainability through CSR others indulge in greenwashing
- ③ While some politicians productively engage in healthy debates others use hate speech for political gains.
- ④ While some public officials go beyond the call of duty (e.g. DC Amstrong's case → people's read) others indulge in corruption.

We as humans are capable of both virtues and ~~vices~~ vices. But to make wise decisions we must pay heed to our voice of conscience.

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6C

Socrates is trying to highlight that true wisdom & intelligence lies in embracing intellectual humility.

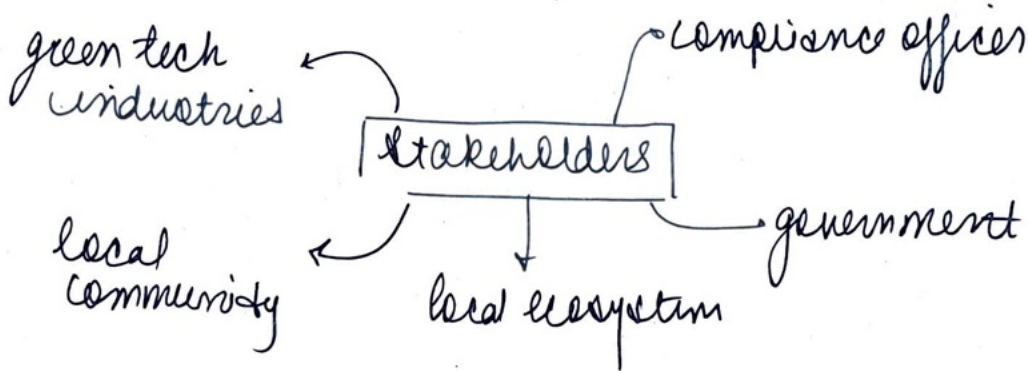
- ① He highlights that we as people have bounded rationality
- ② Nobody can know and understand everything under the sun.
- ③ Accepting the limits of our knowledge does not mean we are foolish, but instead that we are smart.
- ④ Not knowing, leads to culture of continuous learning and developing a 'growth mindset'
- ⑤ Knowing everything on the other hand breeds stagnancy, inertia, decay and hubris
- ⑥ Not knowing opens our minds to new and creative ideas; allowing us to learn, unlearn and relearn
- ⑦ Not knowing triggers curiosity which in turn makes us more intelligent.

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CS(1)

Laws often prescribe the bare minimum ethics on the other hand are broad and exhaustive. But what is ethical may not be legal and what is legal may not be ethical. This case study also deals with a similar grey area.



Ethical issues

- ① violation of core corporate value of environmentalism of Greentech companies.
- ② limited impact of laws, rules and regulations in ensuring ethical behaviour.
- ③ violates formula of the end as environment is being used as an ~~end~~ means alone to advance profits.

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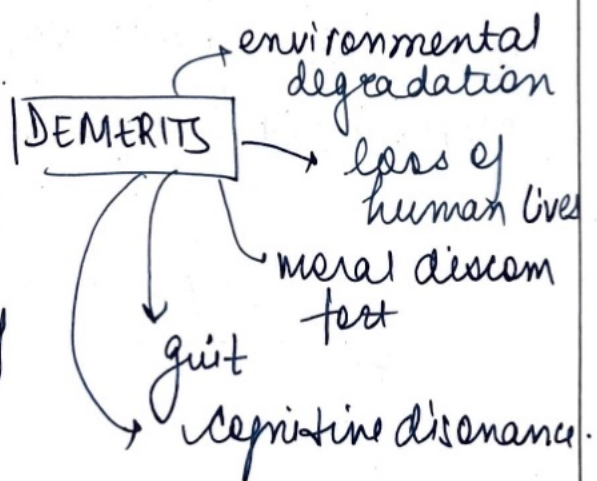
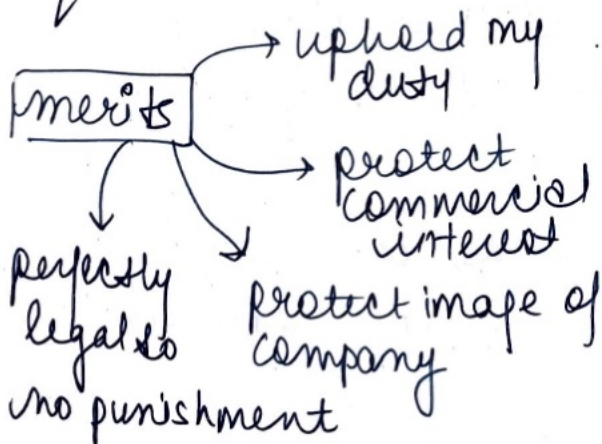
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Ethical Dilemmas

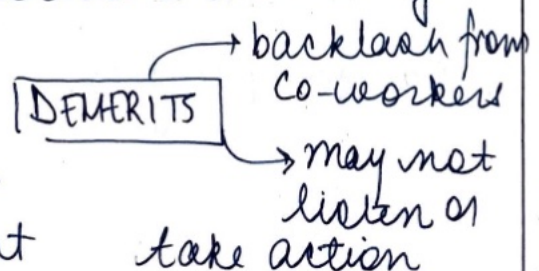
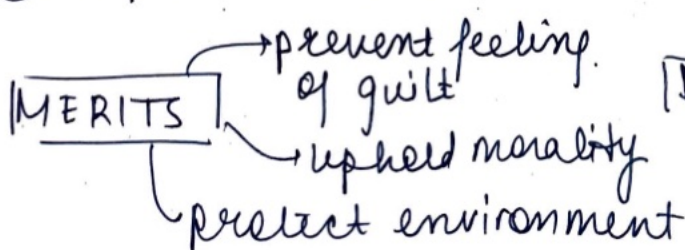
- ① adhering to established laws or listening to the voice of conscience.
- ② protecting the commercial interests of the company or protecting the environment and people
- ③ Duty to ensure compliance or showing compassion for the wellbeing of locals.

Available options

- ① Ignore the issue and maintain status quo.



- ② Report the issue to relevant authority.



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+ prevent any ecological/
industrial action in
the future.

+ we may have to face
job insecurity

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(C) Expose it to media by blowing the whistle

MERITS

- attract attention
- increase pressure to address issue
- encourage other companies to rectify their practices

DEMERITS

- sensationalisation of issue
- media trial
- may not lead to tangible solution as issue will soon die out.

Course of Action

After evaluating the pros and cons of all possible options, I would go ahead with reporting the findings of the audit to the Board of Directors. This is based on —

- ① ethical capitalism as suggested by Gandhiji
- ② doing commerce without morality is a social sin
- ③ ensure greater good of the greater number in the long run

④ it would uphold the values of justice and honesty

~~By the board of~~

⑤ In the long run, I would advice to formulate a specialised task force to come up with affordable & sustainable industrial waste management practices

⑥ For this purpose, I would advice to look into green bonds and ESG investment channels

⑦ I would try to highlight that though such a move has cost implications in the short run, it will yield rich dividends in the form of public trust, goodwill in the long run.

Greening industries is an important part of the long term low emission development plan of India. Corporates must take a lead here.

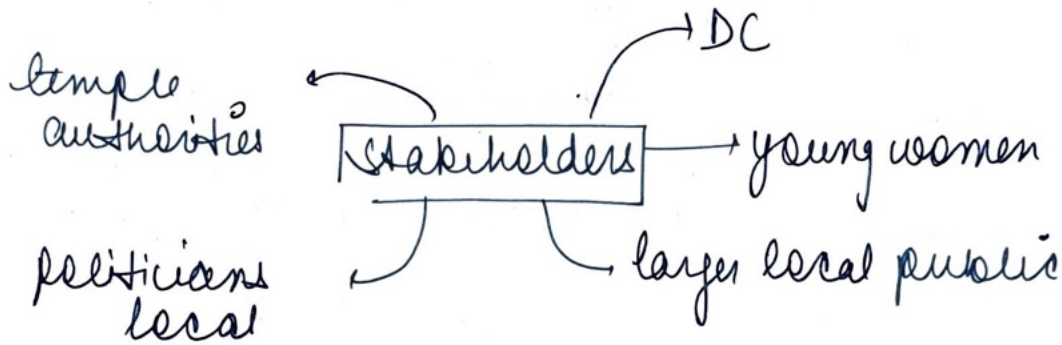
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CS2 Indian Society is deeply religious and religion influences all facets of our life, but sometimes this happens at the cost of constitutional morality, as is the issue in this case



④ Administrative Issues

- ① possibility of unrest and riots, which may threaten safety of not only the people but also administration
- ② difficulties in enforcing laws due to pressure from society and religious leader.
- ③ managing crowds in the event of an uproar

Ethical Issues

- ① Violation of dignity of women
- ② perpetuation of the evil mentality of

patriarchy

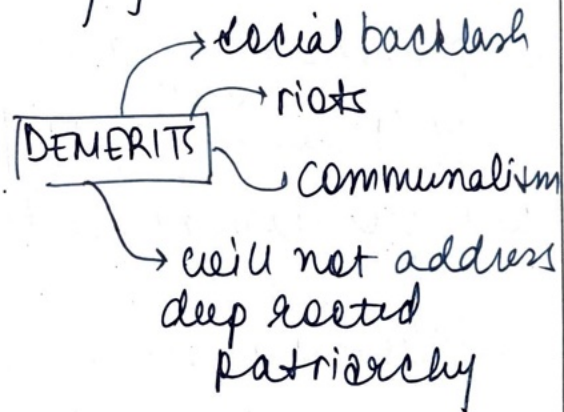
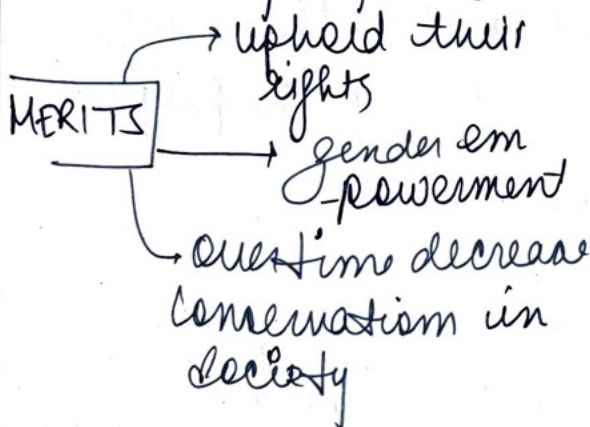
③ rigid resistance to change by temple authorities

④ violation of human rights like right to equality, right against discrimination and right to practice religion.

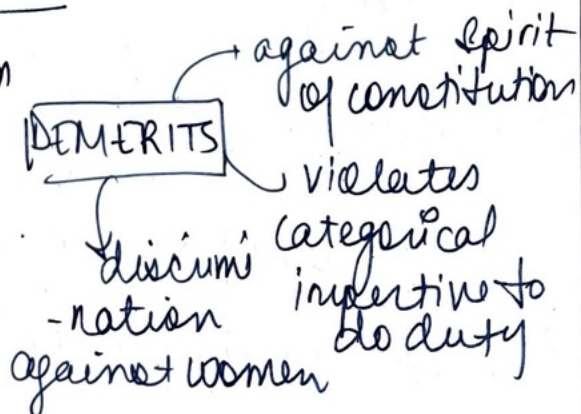
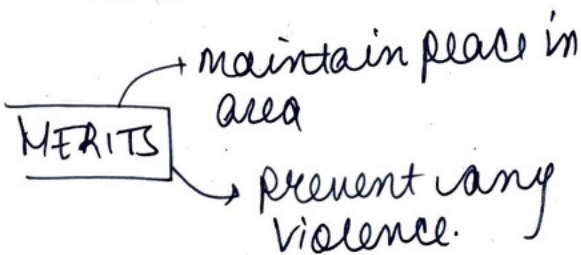
⑤ dilution of constitutional morality.

Options Available

① strictly enforce free entry of women in temple



② Maintain Status Quo



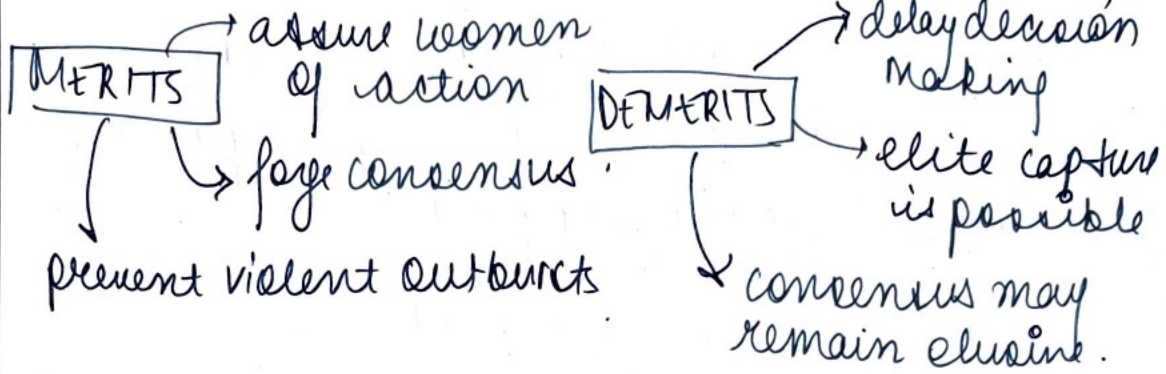
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① Set up a broad based committee with
concerned stakeholders



Chosen Course of Action

I would go with the third option and set up a committee and start the process to ensure access of rights to women because

- ① Indian model of secularism is positive
- ② All religious practices are subject to reasonable limitations
- ③ religion must be able to stand up to the scrutiny of constitutional morality.

I would also ensure that the committee has access to legal counsel and facilitate justice via judicial intervention if need be.

Even in Lakshmi Devi Case, the SC court intervention ensured temple entry for women. Once there is legal clarity, I would ensure women are able to enter the temple by providing security support.

In the long run I would focus on conducting gender sensitisation and constitutional awareness programmes to enable behavioural change in public at large.

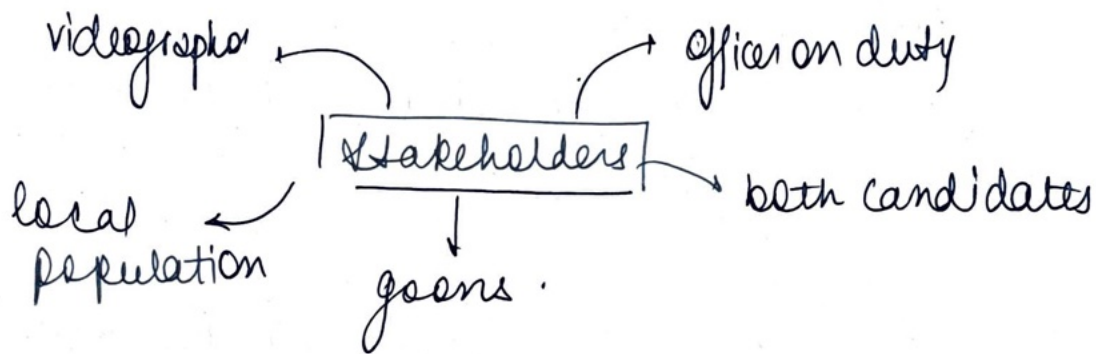
'I judge the progress of a society by the way it treats its women'. We must ensure gender equality we aspire to be Viksit Bharat

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CS ③

Free and fair elections are a part of the basic structure of the constitution and the cornerstone for a democracy, but issues like electoral malpractices continue to put a damper on them



Issues

① rampant criminalisation of politics and politicisation of criminals (e.g. In 17th LS 43% MPs — criminals)

② threat to personal safety of officers in line of duty

③ use of violence to create fear psychosis in the minds of administration and people

④ casteism and communalism being instigated using hate speech undermining sarva dharma Samabhava in society

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⑤ undermining of democratic values like equality, justice, fairness, and secularism.

⑥ Violation of formula of ends as politics is being used as means to only advance electoral gains not public welfare.

⑦ this amounts to the total sin of politics without principle

Devotion to duty at the cost of personal safety of staff

arguments in favour

① upholds the categorical imperative by doing our duty

② ensures adherence to rules, laws, regulations

③ it ensures greater good of the electorate by deterring hate speech and electoral malpractices

arguments in ~~for~~ against

① human life is sacrosanct

② it amounts to bad leadership as officer in charge is also responsible for the welfare of staff.

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⑤ it would cause guilt, moral discomfort and cognitive dissonance

Therefore to perform duty knowing that it would lead to endangering life of staff does not pass the test of ethicality.

SOLUTION

① First & foremost I would lodge a police complaint against the goons and ensure they are kept in police custody.

② I would also write to ECI to send across more personnel and security (CRPF) to ensure I am able to do my duty effectively.

③ I would write to the Chief Secretary communicating the seriousness of the situation and urge him to provide all possible assistance.

④ I would also reach out to CSOs and media to raise awareness to build up pressure on the candidates.

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⑤ I would also press charges against them under RPA 1951

In the long term the solutions involve

- political reforms
- improving intra party democracy
- voter awareness campaigns
- decriminalisation of politics.

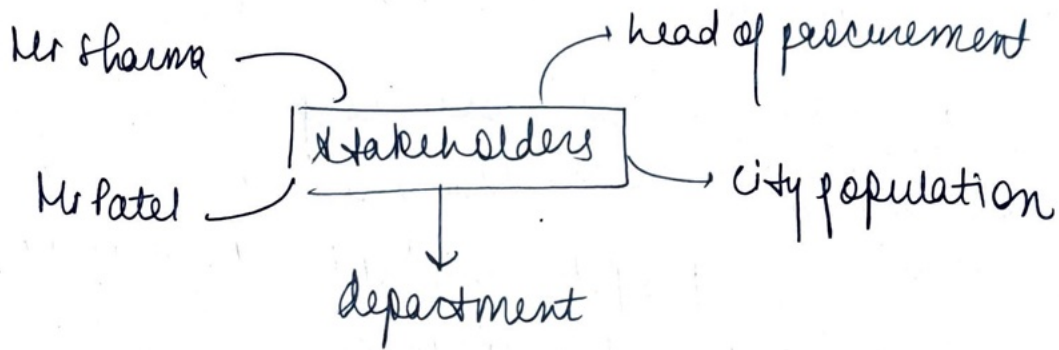
All steps must be taken to ensure free & fair elections, meanwhile we should also explore One nation one election alternative.

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CS ④

Public officials often have to balance professional commitments & duty and personal relationships



Conflict of interest

is a situation wherein our experiences, values, social connections, ideology etc may hamper our ability to make objective and rational decisions.

This case study is a classic case of conflict of interest because

① The head of procurement has —

1.1 had a clean record

1.2 based his decision to award contract on the basis of competency not favouritism

1.3 he tried to uphold professionalism

— personal ties to Mr Sharma are very

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But on the other hand he erred because not only important for justice to be done it's even more important for justice to be seen to have been done.

By failing to disclose his personal association with Mr Sharma he created a reason for people like Mr Patel to question his credibility and competence.

Relevance of Impartiality & Non partisanship

Impartiality is the ability to act without bias. Non partisanship ensures we act fairly without favoritism or nepotism. Both these have the following relevance in public service

- ① it ensures efficiency and professionalism
- ② it deters self serving behaviour and motivates public officials to work for public interest
- ③ it helps inculcates a sense of service and dedication to duty

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- ④ facilitates rational decision making
- ⑤ helps public officials maintain their integrity and display probity
- ⑥ it deters against indulging in discrimination against any group of population
- ⑦ it deters misappropriation of public funds and ensures optimum utilisation of public resources.

Deciding the Situation

- ① I would have refused myself from the position citing my personal connections with Mr. Sharma.
- ② Given that his bid was the most competent, any rational officer would have seen his merit and awarded him the contract nevertheless.
- ③ It would have prevented
 - project delays
 - damage to my reputation
 - potential loss to Mr. Sharma due to delay

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- not carved my relationship with
Mr Sharma.

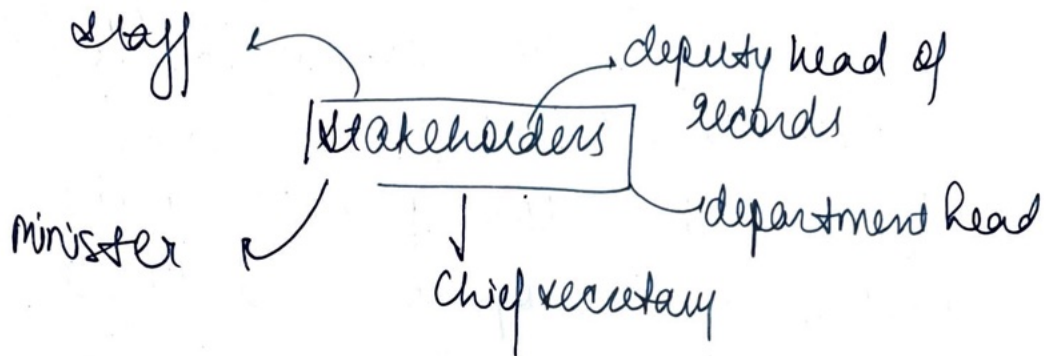
Professionalism along with integrity and
impartiality are sine qua non for good
governance.

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CS5

This is a case highlighting the issue of conflict of source of authority that public officials face in their dealings



Administrative issues

- ① low levels of professionalism and efficiency in staff
- ② issue of compliance with senior's order
- ③ disregard for chain of command, hierarchy and the scalar chain of the department.

Ethical issues

- ① lack of empathy for the concerns of the staff
- ② ego issue; prioritising positional authority
- ③ neglecting genuine well intended advice

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④ pass expedited corps within the department and its employees.

Writing to the Minister

Yes I believe it was morally right for me to write the minister as

① I resorted to this option only after exhausting all other options and standards of procedure.

② I also marked a copy to the chief secretary and the head of department

③ My intentions were guided by

3.1 empathy for staff.

3.2 ensuring their wellbeing

3.3. compassion for their troubles due to job insecurity

3.4 justice for the staff

Options Available

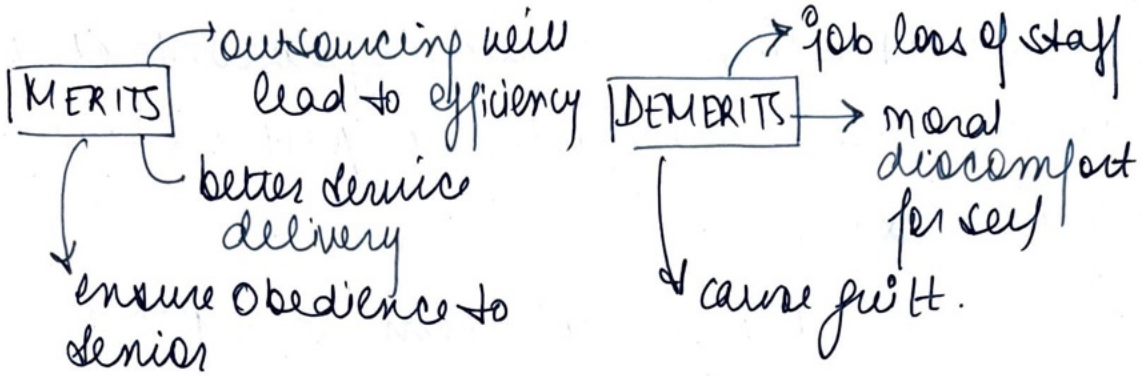
① Comply with transfer orders immediately

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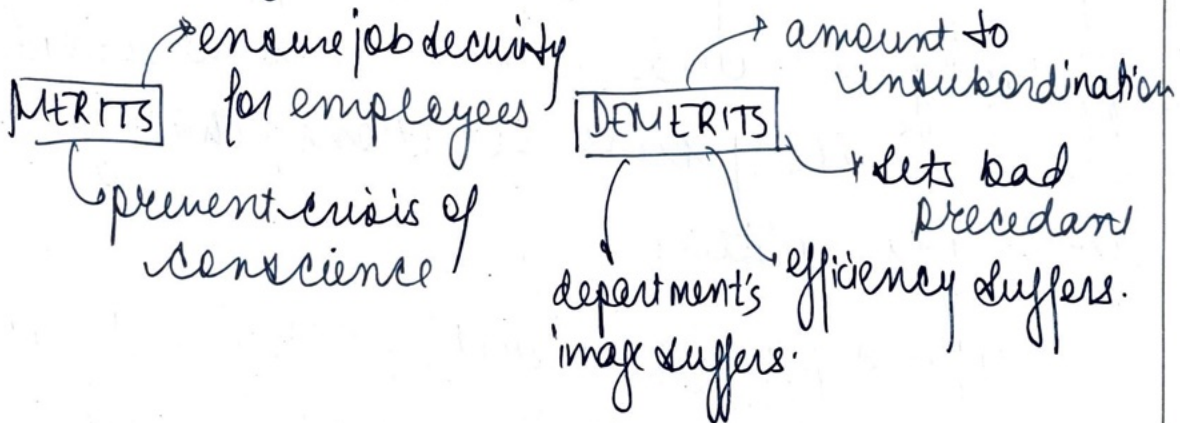
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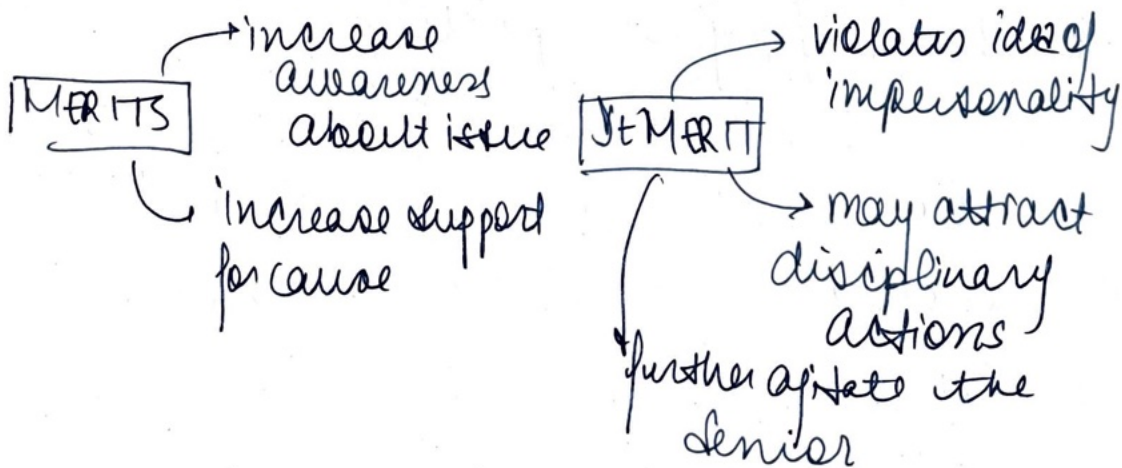
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② Defy the orders and continue resisting outsourcing



③ Blow the whistle, report to media



In this situation, I would try to contact the Chief Secretary & Minister to put a stay on my transfer.

I would also urge them to explore alternatives to outsourcing like PPPs (Passport Sena Kendra by TCS + govt) and Capacity building to increase departmental efficiency. I would advise them to consider the merits of such solutions through ~~and~~ a committee.

After a proper evaluation if it is found that Outsourcing is the best possible solution for quality service delivery, I would humbly take charge of my new posting.

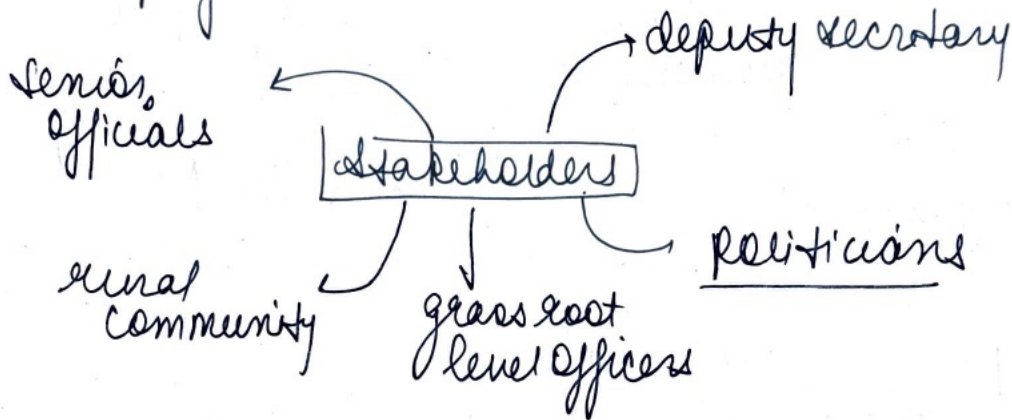
Both adherence to morals and rules should guide officials to ensure Ethical Administration.

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CS⑥

65% of the population lives in villages, rural development is crucial for their progress, but financial irregularities retard this progress.



Ethical issues

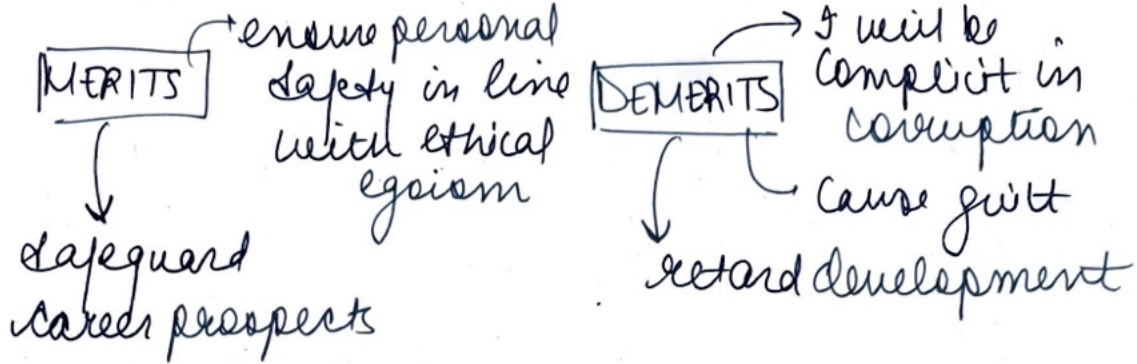
- ① selfishness leading to misappropriation of public funds for personal gains
- ② violation of impartiality, neutrality and non partisanship due to politician-bureaucrat nexus
- ③ issue of corruption
- ④ use of coercion to intimidate officials
- ⑤ misuse of authority by seniors
- ⑥ poor integrity of administration
- ⑦ apathy for wellbeing of rural community

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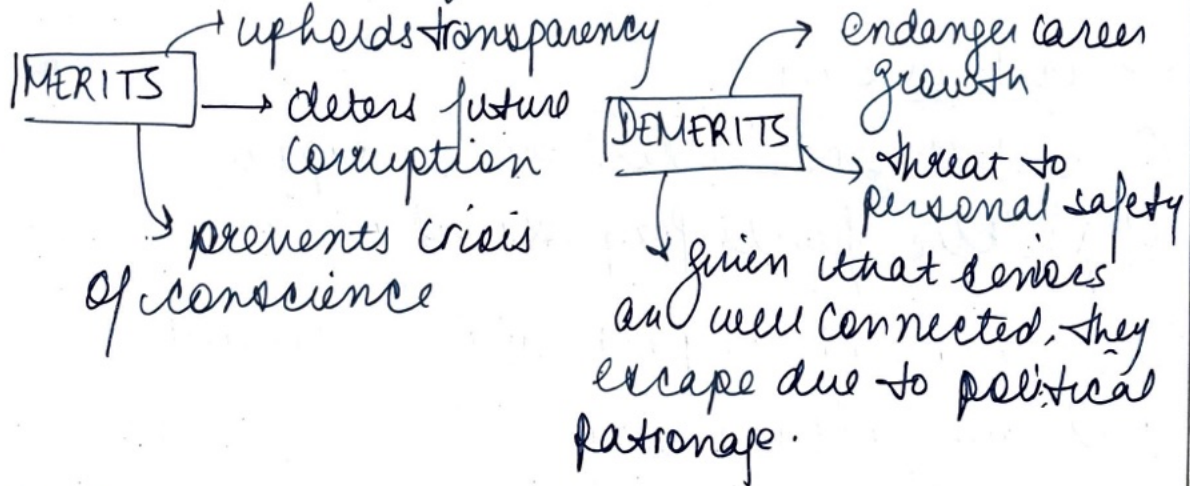
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Available Options

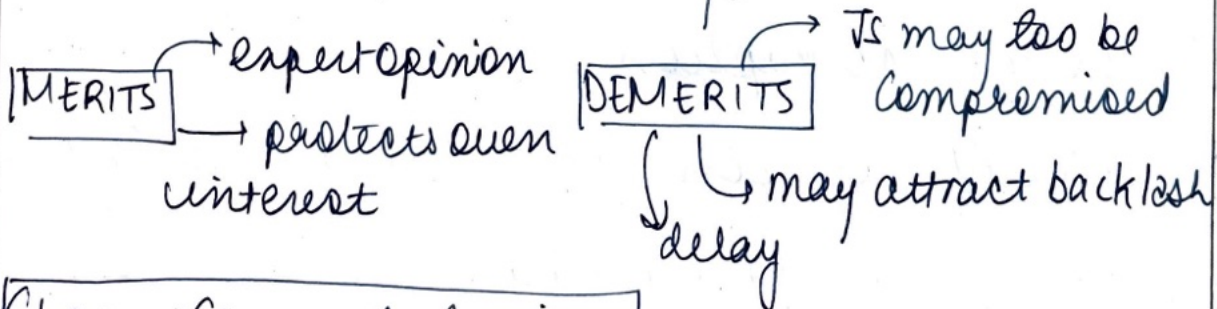
① Keep Quiet, and maintain status quo



② Expose the irregularities



③ Consult Joint Secretary.



Chosen Course of Action

I would go with option C, first I would like to exhaust all possible formal recourse

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by consulting my immediate senior. If they refuse to cooperate, then I would write to ^{Cabinet} ~~Chief~~ secretary communicating the seriousness of the situation.

In the long run to prevent corruption I would

- ① focus on local capacity building to conduct effective social audits to identify leakages at the grass root itself.
- ② leverage technology for tracking and transfer of funds after proper KYC.

India ranks 86th on the corruption perception index, there is an urgent need to address this issue. Code of ethics is the need of the hour for public servants.

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Present Context

- ① When government realises its limitations only then can it come up with policy reforms to address lacunae.
- ② When societies accept their shortcomings like patriarchy, casteism, racism, sexism only then can it work towards addressing these challenges and become advanced in the true sense.
- ③ As individuals when we accept our limitations, we are able to be motivated to remove them and excel in all spheres (professional, academic, personal etc) of life.

In a world where ego and pride are all pervasive, Socrates's words offer a fresh change of perspective through embracing of humility.

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