

## 6. Probity in Governance

### Public service

1. Public service refers to the broad framework under which government employees extend services with the aim of advancing greater public good. The term is linked with a social agreement. It includes the services provided, the contiguous interactions and the grievance redressal linked with those services. All the aspects of day to day life ranging from health, education, infrastructure and law and order among others that the government provides are under the purview of public service.
2. Public services offer the most common interface between people and the state, and their functioning shapes people's sense of trust in and expectations of government. They may be related with fundamental human rights. Public services need to be delivered with honesty, citizen centricity, responsiveness, particularly to the needs of the most vulnerable. Promoting greater transparency and allowing ordinary citizens to assess the quality, adequacy and effectiveness of elementary services, to voice their needs and preferences and to become involved in innovation offers.
3. In my opinion public service is to be seen as an amalgam of legal and moral obligations that must be provided in a transparent, efficient and time bound manner. Delivering effective public services needs multi-level transformation such as changing the way public sector organisations think and act, how they view their roles.
4. **Public service professionalism means**
  1. Political neutrality.
  2. Transparency and accountability.
  3. Economy, efficiency and equity in utilization/implementation of government scheme.
  4. Citizen Centricity.

### Philosophical basis of Governance

1. The ethical concerns of governance have been underscored widely in **Indian scriptures**. Also the maxims on ethical governance were provided by the Chinese philosophers.

2. The first, inspired by **Aristotle**, holds that **virtues** (such as **justice, charity and generosity**) are dispositions to act in ways that benefit the possessor of these virtues and the society of which he is a part.
3. The second, subscribed to mainly by **Immanuel Kant**, makes the concept of **duty central to morality**. Human beings are bound, from knowledge of their duty as rational beings, to obey the categorical imperative to respect other rational beings with whom they interact.
4. The **third is the utilitarian viewpoint** that asserts that the guiding principle of conduct should be the **greatest happiness of the greatest number**.

## **Moral values in governance**

1. The **ethical and moral values** are a part of personality. These values are formed in the individual through the influence of his or her family, school, friends and the society. It can also be imbibed through **proper guidance and motivation** by the institution, **strictly enforced** through the code of conduct. The accountability and transparency in governance will help to achieve the values.
2. **What should be done to strengthen**
  1. The **training of the officials** should also include the component of inculcation of moral values.
  2. The need of the hour is to promote **moral obligation** in every individual which can come from **code of ethics**.
  3. I will try to bring **transparency** in the **system**. People are inherently ethical and they like to be so when their activities are open to **public scrutiny**.
  4. **Accountability** is very important. This can be done through recommendations of 2nd ARC which include **mid-career reviews, 360 degree** feedback from peers, etc.
  5. Next step will be to **ensure quality of the services**. This can be done by encouraging people's participation in governance by **report cards, social accountability**, etc. The **appraisal of the officers** will take note on these feedback.
  6. **Grievance redressal** mechanisms (Sevottam model).
  7. **Strict implementation** of laws like Prevention of Corruption Act 1988, Indian Penal Code provisions etc. **Better vigilance and autonomy** to the institutions like CBI, CVC etc.

8. **Setting examples through leadership** is very important.
3. **Changes in work culture**
  1. **Improve coordination** between various departments.
  2. Employees need to be motivated by better **reward mechanisms**.
  3. They must also be **sensitised** about **importance of public goals** through persuasion, training, etc.
  4. A **good code of conduct** is necessary to bring **objectivity** in their decision making and reduced moral sacrifices.
  5. **Corporate governance** norms like **independent evaluation**, audit committees, non-executive directors to protect minority shareholders interest.
  6. **Whistle blower protection must be done strictly**. This allows people to come forward to expose the immoral and illegal acts surrounding them.

### **Probity in governance**

1. The **quality of having strong moral principles** such as **honesty, integrity** is probity. Probity in governance is an essential and **vital requirement** for an efficient and effective system of governance and for socio-economic development. It is **concerned with procedures, processes and systems rather than outcomes**.
2. An **important requisite** for ensuring probity in governance is **absence of corruption**. The other requirements are **effective laws, rules** and regulations and their **implementation**. It is true that instilling a sense of **discipline** among the citizens is more the **functions of the society**, its leaders, political parties and public figures and less a matter which can be legislated upon.
3. **Corruption today** poses a danger not only to the quality of governance but is **threatening the very foundation** of our society and the State. Corruption in defence purchases, in other purchases and contracts tend to undermine the very security of the state.
4. **Why is probity important**
  1. To tackle the menace of **corruption** and bring socio-economic development to the country.
  2. To bring **efficient and effective system of governance** through **transparency**, justice, fairness, responsibility, accountability,

responsiveness etc.

3. To **develop trust, credibility** and **social capital**.
4. To **fulfill the expectation of society** from those elected or appointed to the public office.

#### 5. Objectives of probity

1. Ensuring **accountability, transparency** and **integrity** in public service.
2. Ensuring **compliance in all process**.
3. Preserve **public faith and confidence** in the government processes.
4. Avoid **misconduct**, fraud and corruption.

#### 6. Measures required

1. Officer should **avoid conflict of interest** situations and work with keeping public interest as priority.
2. Adherence to the principles enshrined in the constitution, **Code of Conduct for service** and **Citizen Charter**.
3. Judicious use of RTI for maintaining **transparency** in the system.
4. Integrating the government services with **IT** and innovative use of **social media** so that public is informed of all government activities.
5. **Putting in place CVC, CIC, Lokpal** to prevent and investigate unauthorised activities.
6. **Effective feedback** and suggestion mechanism to ensure **public participation** in public services.
7. Necessity for a law providing for **confiscation of illegally acquired assets** of public servants.
8. Strengthening of the **criminal justice** system.

#### 7. Certain steps to inculcate probity among politicians

1. **Mandatory declaration** of **assets, liabilities** and business interests by politicians before elections should be accompanied by a **proper audit** of these declarations by empowering **Election Commission**. The **Chief Minister of Tripura** is one of the poorest in terms of assets and can be considered as a living example of the probity practiced by him in his professional life. This is seen from the state faring well in HDI, when other North eastern states are marred with insurgency and violence.
2. A dedicated unit to oversee violation of **Code of ethics and Code of conduct** by politicians be set up both at state and centre level.

CoE & CoC for politicians should be laid down in public domain indicating violations for public awareness.

3. **Parliamentary conduct** ethics must be taught to MPs. For example, an year back an MP used a **pepper spray to disrupt proceedings**. Similarly, frequent disruptions happen because of MPs coming into well. These must be stringently acted upon.
  4. Illegal expenditure during elections is root cause of corruption among politicians, **partial state funding of elections** could be the way forward in controlling it.
  5. Schemes like **MPLAD** and **MLALAD** should be **abolished** to do away with the conflict of interests among legislators.
  6. **Short duration training like civil servants** on ethical aspects can be provided to first time MPs and MLAs.
- 8. South Asian corruption**
1. Corruption in South Asia occurs up-stream, not down-stream. **Corruption at the top distorts fundamental decisions** about development priorities, **policies** and projects. In industrial countries, these **core decisions** are taken through **transparent competition** and on merit, even though **petty corruption** may occur down-stream.
  2. Most of the **corrupt gains made in the South Asia** region are immediately **smuggled out to safe havens** abroad. In other words, it is more likely that corruption money in the **North Asia** is **used to finance business** than to fill foreign accounts.
  3. Third, corruption in South Asia often **leads to promotion, not prison**. In contrast, **industrialised countries** often have a process of accountability where **even top leaders are investigated** and prosecuted. For instance, former Italian **Prime Minister Bettino Craxi** was forced to live in exile in **Tunisia** to escape extradition on corruption charges in Rome.
  4. **Fourth, corruption in South Asia** occurs with **500 million people in poverty**. While corruption in rich rapidly growing countries may be tolerable but in developing countries. Combating corruption in the region is **not just about punishing corrupt politicians** and bureaucrats but about saving **human lives**. There are two dimensions of corruption.

## Corruption

1. Corruption is operationally defined as the **misuse of entrusted power for private gain** or the use of public office for private gain. The corrupt behaviour would include **bribery, fraud, stealing the public resources**, favouritism, seizure of public assets for private use, etc.
2. **Reasons for corruption**
  1. Lack of **effective management** and organisation.
  2. Lack of **economical stability**.
  3. Lack of **effective leadership**.
  4. Usually, **corrupt practice** creeps in when officials enjoy power and authority but have **lost their self respect**. The causes for **loss of self respect** could be various, ranging from **insufficiency of legal remuneration** to make both ends meet to **constant harassment at workplace** by the senior administrative or political bosses.
  5. An **young officer cannot retain his idealism** for long if, over a period, **he suffers adverse consequences** in his official career because of his honesty and integrity. The honest **get demoralised** by frequent transfers.
3. **Measures to reduce corruption**
  1. **Economic development:** The most honest countries of the world are those which are richest. The least honest countries are also the poorest.
  2. **Simplification of rules and procedure:** Complicated rules promotes corruption.
  3. **Severe punishment:** Expedite the disciplinary proceedings in a time bound manner.
  4. **Transparency:** One of the main instruments to check corruption in public life is to ensure greater openness in the decision making process. Transparency in decision making will also eliminate delay. Delay is one of the reasons for payment of speed money.
  5. **Accountability:** All services must be delivered within a time frame. Action against officers who fail to deliver services in time.
  6. **Incentives:** Financial rewards, out of turn promotions, performance linked pay for honest officers.
  7. **Public campaign:** Awareness campaign to change attitude of people towards corruption. Rewards to the informers/public for

giving information against corrupt officers.

8. **Citizens feedback:** Independent agency to take feedback from the citizens. Feedback through phone, email, SMS, etc.
9. **Proactive action:** Laying traps, identification of illegal assets etc needs to be done
10. **Minimum tenure for officers:** Reduces political-bureaucratic nexus.
11. Finally, **sanction for prosecution under the Prevention of corruption Act, 1988** should not be with the Government of the day as the political executive may be subject to political and other pressures.

#### 4. **Gift vs Bribe**

1. **Gift is given to someone** without any expectation in return and is given as a token of gratitude or **appreciation**. Value of a gift is often based on closeness in relation, time of gifting, economic condition of giver and receiver.
2. **Bribe is given with expectation of favour** toward giver, its economic value is incoherent to closeness in relation, **timing** and **costly**. **Timing of such gifts makes them bribe**. Suppose a gift from someone just before you are going to roll out a tender is a bribe and not gift.
3. **Reporting** to department about any **gifts** that is received from whom, value and date details. This part is **already applicable to judges** in India.
4. There **should be monetary limits** placed on the gifts one can receive. Any gifts above certain monetary values should be avoided.
5. **No gifts received with brand name** should be put on **desk** as it will tarnish the image of official/public servant for lenient toward certain brand.
6. **Provision of filing gift tax** by receiver. IT department should **tally the gift received** as mentioned in department books and filed by receiver. Failure to file tax for gift should be taken seriously.
7. **Scrutiny of gifts received by officials** regularly and checking of property declaration regularly. Repeated gift from same person should be brought under **directorates enforcement** radar.
8. Bribes are **complex thing for receiver** because it puts him into



moral dilemma for how to return the favour and makes them corrupt once they receive.

## **RTI and ethics in Governance**

1. **Ethics in Governance** means implementing **Gandhian, Socialistic** and intelligent thinking in **Governance** where Constitution is silent. In simple words, bringing **welfare, justice and equality toward lesser able** and lesser aware people through governance.
2. **Right to Information 2005** is an act that not only provides right to know to applicant (public) but also make government or government funded authority more **accountable**. Ethics in Governance includes transparency, time-bound delivery and equal and affordable access of Government facilities to everyone.
3. RTI brings **transparency** through letting applicant know his queries **about progress, status, reasons** and any related information about task authority is undertaking. **Time bound reply rule** brings more accountability to keep records intact about any and every information. Hence, transparency and time bound delivery enhanced.
4. **Without RTI**, it is **hard** to find the information about our **rights and entitlement** any government agency owes us. **Especially for poor and lesser educated** person. Now with RTI he can **access information** with nominal fees of 10 rupees and even with e-portal irrespective of his location and physical accessibility.

## **Societal values and Laws**

1. **Laws of the land** are a reflection of a **society's value** systems. However both can sometimes **come in conflict with each other** producing ethical dilemmas for public servants.
2. For instance, **Indian society is deeply religious** while **laws** are **secular** and objective. Thus religious traditions at times come in conflict with laws. A situation like **barring the entry of women into temples** is in violation of their right of equality. Here religious values of society are pitted against constitutional rights of women. Disregarding the former while enforcing law in top-down manner can cause disaffection in society and threaten to disrupt peace.



3. A more sustainable approach to address such conflicts is by **taking sensitivities and concerns** of all stakeholders involved into **consideration**. A bottom-up approach through **consensus** building and **education** about values of equality, dignity etc., will command greater respect and acceptance. Public servants and civil society must have **persuasion** ability, **emotional intelligence** and **leadership** to bring about the social mindset change.
4. At the same time, **objectivity** in application of laws cannot be **overlooked** while resolving such conflicts.
5. **Why laws aren't enough to enforce ethics in public administration**
  1. Mere codification of best practices or set of laws only tend to implement the **laws in letter not in spirit**. Absence of morality coupled with skilled acumen or education makes a person clever devil.
  2. **Laws cannot cover all the dimensions** or situations that is needed to take a decision. For example, Prevention of corruption Act do not punish private officials that lead to collusive corruption.
  3. **Laws become outdated to change** in society and needs frequent amendments.
  4. **It is easy to escape guilt**, responsibility through written laws and can change the ethical discourse into narrow meaning of legality.

## Codes of conduct and Codes of Ethics

1. Codes of conduct are **ethical standards** that help ensure individuals belonging to an organisation have an **consistent approach** in carrying out their **responsibilities** and making **decisions**. They also ensure that members of an organisation maintain a **consistent and appropriate behaviour** towards one another, towards **clients** and persons outside the organisation.
2. **Codes of ethics vs codes of conduct**
  1. Both **code of ethics (CoE)** and **Code of Conduct (CoC)** are an attempt for an organisation to enrich its **professional qualities**. But there is a difference between both of them.
  2. **CoE** contains the **general principles** and values (social, moral etc) that the organisation must strive to achieve. For example in civil services, CoE can prescribe not to take **bribe, help needy,**

maintain integrity, etc.

3. CoC on the other hand are **specific guidelines** that the organisation must follow. CoC explicitly mentions what **actions would be taken** in case of their **violation**. For example, **not taking a political stand**, not briefing media about internal matters, maintaining decorum of organization, following **dress code**, **standard protocols** while **receiving dignitaries** etc., can be some code of conduct rules.
4. Thus **Codes of ethics are implicit** and **codes of conduct are explicit**. Code of ethics is expected to be followed, code of conduct is mandatory.

### 3. Need for CoC and CoE

1. Reliance on **codes** can **reduce the dilemmas involved** in an ethical act. Ex: A cousin of you asked for a Government contract. **Without a code, it would be moral choice** on the part of civil servant. With a code, it would remind the civil servant of his **duty** and consequences of the act.
2. These **written rules** clearly explains what is expected of a employees and thus reduce **unethical behaviour** in the form of **corruption, nepotism**, etc., from the employees as there are **strict punishments**.
3. **Civil servants have special obligations** as they are responsible for **managing the community resources**. The codes which mandate transparency, accountability on part of civil servants can **increase trust among people** and make the organisation people centric.
4. A clearly laid out CoE and CoC will **attract candidates that already** adhere to the said values and behaviours, leading to **better harmony in the workplace** and lesser employee turnover.
5. These codes are a form of **self regulation** by the organisation and help in maintaining **business sustainability** in the long run. Their proper use avoids any unnecessary external regulation of the organisation.
6. **Code of conduct in UK prohibits** deceiving Parliament or the public, misuse of official positions, and unauthorised disclosure of confidential information. The code provides **right of appeal to independent civil service** commissioners on matters of propriety and conscience, if the problem cannot be resolved within the department in question.

#### 4. The five fundamental principles

1. **Integrity:** A professional should be **straightforward** and honest in all **professional and business dealings**.
2. **Objectivity:** An expert **should not allow bias, conflict of interest** or unnecessary **influence** of others to supersede professional or business judgments.
3. **Professional competence:** A professional has a **responsibility to maintain professional knowledge** and skill at the level required to guarantee that a customer or employer receives competent professional services.
4. **Confidentiality:** An expert should respect the **confidentiality of information acquired** as a result of **professional** and business relationships and should not reveal any such information for personal benefit.
5. **Professional behaviour:** A professional **should obey with pertinent laws and regulations** and should avoid any action that discredits the job.

#### 5. Deficiencies of code of conduct

1. **Not all the provisions** of code of conduct are **legally binding**. Their enforcement boils down to **departmental discretion**. These loopholes and arbitrariness results in violation of conduct rules.
2. CoC has to be supported by **strong accountability** and **transparency mechanisms**. However, as they are yet to gain strength at the implementation level.
3. The **erosion of moral values** in public life has occurred to an extent that the cumulative impact is negligible.
4. Lack of **mechanisms** that can **inculcate the public services values** in the employees in particular and public in general is also a reason.

#### 6. Steps to enhance the effectiveness

1. **The code should be legally binding**. Arbitrariness is against the rule of law and hence, it should be eliminated. Code should unambiguously **describe the course of action** that has to be taken in case of violation.
2. Code of Conduct should be supported by **service delivery** standards and **strong accountability** and **transparency** mechanisms to reign in corruption.

3. Certain practices in private organisations have resulted in the employees identifying themselves with the organisation and its objectives. These **best practices from private sector** should be adopted by public sector.
4. Inculcation and rejuvenation of **public service values at an early age** and throughout the career of employees should be done through activities and training.

## **Citizen Charter**

1. The **Citizens' Charter** is an instrument which seeks to **make an organization transparent, accountable and citizen friendly**. A Citizens' Charter is basically a **set of commitments made by an organization** regarding the standards of service which it delivers.
2. The first being the **vision and mission statement of the organisation**. This gives the outcomes desired and the broad strategy to achieve these goals and outcomes. This also makes the **users aware of the intent of their service provider** and helps in holding the organization accountable.
3. Secondly, in its Citizens' Charter, the organization **must state clearly what subjects it deals with and the service areas it broadly covers**. This helps the users to understand the type of services they can expect from a particular service provider. These **commitments** constitute the heart of a citizens' charter.
4. Thirdly, the Citizens' Charter should also stipulate the **responsibilities of the citizens in the context of the charter**.

## **Work culture**

1. **Work culture** is a concept which deals with **beliefs, thought processes and attitudes** of the **employees**. It is the work culture which decides the way employees **interact with each other** and how an organisation functions. An organisation is said to have a strong work culture when the employees **follow the organisation's rules** and adhere to the existing guidelines.
2. It is essential for the employees to **enjoy at the work place** for them to

develop a sense of professional **loyalty**. The organisation must offer **positive ambience** to the **employees** for them to concentrate on the work rather than interfering in each others work. Such a work culture plays an important role in **extracting the best out of employees** and making them stick to organisation for longer time.

### 3. **Characteristics of a healthy work culture**

1. **Employees** must be **cheerful, polite** and **punctual**. One must respect his fellow worker. Backbiting is considered strictly unprofessional.
2. **Appreciating the top performers** is important. Let them feel indispensable for their organization.
3. **Organisation must have employee friendly policies** and **practical guidelines**. Expecting an employee to work till late night on his birthday is simply impractical.
4. **Encourage discussions** at the workplace to reach to better conclusions. Transparency is essential at **all levels** for better relationships among employees and a healthy work culture.
5. Promote **team building** activities to **bind the employees together**. Conduct training programs, workshops, **seminars and presentations** to upgrade the existing skills of the employees.
6. **Partiality** leads to demotivated employees and eventually an unhealthy work culture. Employees should be judged only by their work.

### 4. **How to improve work culture in Bureaucracy**

1. **Accountability** in bureaucracy need to be improved. The recent initiatives taken by the government such as **biometric attendance, punctuality** are long due towards improvement of work culture. **Encourage use of IT** to reduce discretion and bring in transparency and accountability.
2. Moving towards objective **annual assessment of performance** of civil servants and government programs.
3. **Ethical sensitisation** and team spirit are required to develop a work culture that is empathetic to citizens needs and is **resilient to undue external pressures**.
4. There is **very poor reward mechanism** in bureaucracy. In order to encourage and motivate employees, Govt need to **adopt private standards of reward** and **punish mechanism**.

5. Making mandatory to follow guidelines for implementation of **Sevottam model**.
  6. Ensuring compliance to **Citizen charter** and making active **public grievance redressal mechanism**.
5. **Why private has better work culture**
1. **Better communication:** **All the top corporates** believe in wide spread communication of **its policies and decisions** to all its employees, while in government sector there is strict hierarchy of flow of communication, and it generally get filtered in the way downwards.
  2. **Rewards:** **Corporates work on the principle of rewards** for the individual efforts and results. While on the other hand, government departments, so **not give enough recognition** to the efforts on individual. They generally have seniority based promotions rather than merit based.
  3. **Enabling infrastructure:** Most of the **top corporates**, provide shuttle services, after **office relaxation clubs, creche facilities** etc. Infrastructure in government organizations lacks in comparison.
  4. **Code of Ethics and code of conduct:** **Professional code in corporate** and code of civil services followed in government sector.

## Conflict of interest

1. A conflict of interest is a situation when there is a **clash between person's public duty** and **private interests**. Conflict of interest comes under the principle of natural justice and is not codified.
2. **This can arise in the following situations**
  1. **Person's conscience** does not allow him to act in a manner his organisation wants him to act. Ex: **Shooting a person in encounter** might be against personal ethics of the officer.
  2. **Religious notions** and customs might come **against his professional course of action**. Ex: A **religious judge**, who opposes **gay marriage**, encounters a gay marriage case in a country where it is legalised.
  3. Person's **selfish motives** might supersede **organisational goals**. Ex: Son of public servant working in an organisation where govt

has majority stakes.

4. The **malpractices** of organisation might not be acceptable to the employee. Ex: He might resort to **whistleblowing**.

### 3. Arguments against conflict of interest law

1. **While the intention is correct**, framing a **law is fraught with dangers**. For criminal conduct, **criminal intent must be proved**. This is however very difficult if not virtually impossible in such cases.
2. The **legal provisions** of conflict of interest are **already codified** in conduct rules of the many services. So, no need to create another law.
3. What should be done instead is to **codify the principles which** need to be **followed** by officials in cases of conflict of interest.
4. For example, **Canada** has laid down a conflict of interest and post **employment code** while in the UK, MPs need to declare pecuniary interests in a register of financial interest.

### 4. How to deal with conflict of interest

1. **Public interest above private interest:** A public servant should **always work in public interest**. In situations involving conflict of interest he should take a principled stand.
2. **Voluntary disclosure:** A public servant should **voluntarily declare** in situations involving conflict of interest. It will help in taking suitable steps for avoiding the conflict. It is often done by judges to resolve conflict of interest.
3. **File noting:** Public servants should always **mention the reason for taking particular decision**, in the files. This ensures greater degree of **transparency** and accountability.
4. **Identifying risk-areas:** It will help in **providing clear cut guidelines** to the public servants, in order to tackle conflict of interest in those situations.
5. **Developing organisational culture:** It will help in addressing such situations in a better manner. It will also help in **motivating public servants to disclose** the potential conflict of interest.
6. **Asset and interest disclosure:** Civil servants must **report assets and liabilities** when first appointed and **provide updates** on transactions above a certain amount. These are not made public and so far **have not been accessible** under the RTI Act. However,



some states are working to make some information public. Disclosures are not audited, but are open to scrutiny from the CBI and CVC.

7. **Regulation of gifts:** Officials shall be penalised for **accepting gifts** while discharging duty **with imprisonment and fines**. The Rules prevent lavish or **frequent hospitality** from any individual or firm an officer has official dealings with.
8. **Incompatibility provisions:** Officers should **not speculate in any stock**, share or other investments, participate directly or indirectly in business or trade, among other measures. **Civil servants are barred** from taking up commercial employment for a year after retirement.
9. **Political neutrality:** No **Government servant shall be a member** of, or be otherwise associated with, any **political party** or any organisation which takes part in politics nor shall he take part in, subscribe in aid of, or **assist in any other manner**, any political movement or activity.

## Entering politics from bureaucracy

### 1. Arguments for

1. Entering politics is a novel aim. **Politicians truly represent the people** and their ambitions in a Parliamentary democracy like India.
2. There is **greater flexibility and power in decision making** for the people than in bureaucracy.
3. **Policies** can not only be conceived of, but also **approved by the political representatives**.
4. Entering politics through bureaucracy will allow him to **understand the administrative side of things well**. He can ensure programme **implementation is smooth** in the government.
5. He will also **appreciate practical difficulties of bureaucracy** (avoiding decision making due to fear of prosecution) and work accordingly.
6. **Numerous Bureaucrats like Yashwant Sinha, RS Sharma** (former Home Secretary) are politicians today. Entering politics at a young age will allow him to serve masses longer.

## 2. Arguments against

1. **Civil servants are expected to be politically neutral.** His political ambitions may severely affect his neutrality. For example, **he may favour the party** from which he expects an assembly ticket in future.
2. **Political representatives do not hold office permanently.** Their ability to continuously serve the public depends on them **being re-elected**. In this sense, a bureaucrat, a permanent executive, **may serve the public for longer durations**.
3. **Both politicians and bureaucrats** are capable of **serving large numbers of population**. For example, a Cabinet minister and Cabinet secretary both have the responsibility towards the nation as a whole.
4. **Government spends a lot of resources in training IAS officers** with a trust that they will serve the government and society for their entire career. Taking **voluntary retirement** at such a young age would **violate this trust** and unwritten contract.

## Whistle blowing

1. **Whistle blowing** can cause a conflict of interest between the personal, societal and organisational spheres.
2. **Arguments against**
  1. **Organisations practice a culture of secrecy** (deliberations in the Indian cabinet, etc). **Whistleblowing violates** such organisational culture based on strategic reasons.
  2. A whistleblower is seen as **disloyal to their organisation** and its ethics.
  3. If whistleblowing is done solely to grab **public attention** or for **personal benefit**, it is highly unethical.
  4. Whistleblowing in extreme cases can even **endanger the organisation's existence**. For example, if sensitive defence data is leaked by a whistleblower, it can cause **threat to national security**. As in the case of **Bradley Manning**, the Wiki-leaks informant, he was labeled a terrorist by the government for breach of national security.
3. **Arguments for**

1. If the motivation for whistleblowing is **social or organisational good**, it may be ethical. For example, engineers working at a bridge site must report if the construction company is using faulty material. This will save money and lives both.
2. It **fosters a culture of self-regulation and accountability** thus strengthening the organization.
3. The whistleblower is thus ultimately torn between loyalty to their employer and their **moral commitment** to the law and society at large.
4. **A case to case approach to whistleblowing** seems more appropriate rather than legitimising every act of whistleblowing.