

*The difference between a moral man and a man of honor is that the latter regrets a discreditable act even when it has worked and he has not been caught.*

H. L. Mencken

## Imran Khan's Coronation

Pakistan means uncertainty for India. An uncertainty has been created around the Prime Minister's visit to Islamabad to attend Imran Khan's swearing in ceremony. Earlier reports from Pakistan said that along with some former cricketers of India, Narendra Modi and all heads of governments of SAARC countries had been invited. But the latest reports from Islamabad cryptically say that 'no foreign leaders' are being invited. Does the invitation extended to Narendra Modi stand or not? At the time of writing it is not clear. If the purported invitation has been withdrawn, obviously there is more in it than meets the eye. The Generals, who call the shots in Pakistan, must have intervened.

Imran Khan will have no problem with the Army bosses as long as he does not assert himself as Prime Minister and does not want to interfere in foreign policy, including policy towards India and the defence policy. As long as he plays second fiddle to the Army, it will be all right for him. If the inflammatory speeches he delivered against India and on the Kashmir issue during his poll campaign are any sign he will be happy kowtowing to the Army. If, indeed, the Indian PM is not invited, it will be a clear signal of the Pakistan Army's attitude to India. As Pakistan gets isolated in the world, its anger against India rises because it is India which has been constantly exposing Pakistan as a State promoting terrorism.

Imran Khan may have very good equations with the generals in Rawalpindi, otherwise he would not have been the Prime Minister of his country. But he has to know his limitations, the invisible but very real lakshman rekha. If he crosses it, he will go the way all the past Prime Ministers of Pakistan have gone. His anti-India speeches might have been rhetoric to win elections but if he intends to improve relations with India he will have to have clearance from the Army, a clearance that is hardly like to be given. But as far as India is concerned the most immediate point is whether or not his invitation to Narendra Modi stands or is cancelled. It will be clear soon.

# Ethics of Public Administration for Govt. Servants

## REFLEX ACTION

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Ethics is a system of accepted beliefs, morals and values, which influence human behavior. More specially, it is a system based on morals. Thus, ethics is the study of what is morally right, and what is not. Ethics is a comprehensive concept, encompassing all facts of administration. Emphasis on moral and ethical norms have been an integral part of our tradition. Though voices of corruption, malpractices and bureau pathologies have slowly crept in our system, the combat measures have not been very effective. Administrative reform measures have to be holistic enough taking into their purview questions on nature of work ethics, various dimensions of ethics, focus and concerns of ethics, and also the nature of obstacles to ethical accountability. For any governance system to be transparent, accountable, efficient and sensitive, a code of ethics in the form of service rules, procedural norms and administrative strategies is the requirement of the day.

In public administration, ethics focuses on how the public administrator should question and reflect in order to be able to act responsibly. We cannot simply bifurcate the two by saying that ethics deals with morals and values, while public administration is about actions and decisions. Administering accountability and ethics is a difficult task. The levels of ethics in governance are dependent on the social, economic, political, cultural, legal-judicial and historical contexts of the country. These specific factors influence the nature of ethics in public administrative systems. The gist of wisdom on administrative ethics is that the public administrators are the "guardians" of the Administrative State. Hence, they are expected to honour public trust and not violate it. Two crucial questions raised in the context are: "Why guardians should be guarded?" and "Who guards the guardian?" The administrators need to be guarded against their tendency to misconceive public interest, promote self-interest, indulge in corruption and cause subversion of national interest. And they need to be guarded by the external institutions such as the judiciary, legislature, political executive, media and civil society organizations. These various modes of control become instruments of accountability.

**Context of ethics:** Ethics, whether in an entire society, or in a social sub-system, evolves over a long period of time and is influenced, during its nurturance and growth, by a variety of environmental factors. Administrative ethics is no different. It is the product of several contextual structures and it never ceases to grow and change. Following are some of the contextual factors that influence ethics in public administration systems:

- Historical context
- Socio-cultural context
- Legal-judicial context
- Political context
- Economic context

**Issue of Ethics:** Foci and Concerns is the administrative system confined to acting morally in its conduct or does it

also share the responsibility of protecting and promoting an ethical order in the larger society? Most of the focus on administrative morality is on the aspect of probity within the administrative system, there is a need to consider the issue of the responsibility of the governance system to create and sustain an ethical ambience in the socio-economic system that would nurture and protect the basic moral values. Moral political philosophy assumes that the rulers will not only the moral themselves, but also be the guardians of morality in a society.

**Aspects of Ethics in Public Administration are:**

**Maxim of legality and Rationality:** Administrator will follow the law and rules that are framed to govern and guide various categories of policies and decisions.

**Responsibility and Accountability:** Administrator would not hesitate to accept responsibility for his/her decision and actions. He/she would hold himself/herself morally responsible for his/her actions and for the use of his/her discretion while making decisions. He/she would be willing to be held accountable to higher authorities of governance and even to the people who are the ultimate beneficiaries of his/her decisions and actions.

**Work commitment:** Administrator would be committed to his/her duties and perform his/her work involvement and intelligence. Every duty is holy and devotion to duty is the higher form of worship. This would also entail a respect for time, punctuality and fulfillment of promises made. Work is considered not as a burden but as an opportunity to serve and constructively contribute to society.

**Excellence:** An administrator would ensure the highest standards of quality in administrative decisions and action and would not compromise with standards because of convenience or complacency. In a competitive international environment, an administrative system should faithfully adhere to the requisites of Total Quality Management.

**Fusion:** Administrator would rationally bring about a fusion of individual, organizational and social goals to help evolve union of ideals and imbibe in his behavior a commitment to such a fusion. In situation of conflicting goals, a concern for ethics should govern the choices made. **Responsiveness and Resilience:** Administrator would

respond effectively to the demands and challenges from the external as well as internal environment. He/she would adapt to environmental transformation and yet sustain the ethical norms of conduct. In situations of deviation from the prescribed ethical norms, the administrative system would show resilience and bounce back into the accepted ethical mould at the earliest opportunity.

**Utilitarianism:** While making and implementing policies and decisions, an administrator will ensure that these lead to the greatest good (happiness, benefits) of the greatest number.

**Compassion:** An Administrator, without violating the prescribed laws and rules, would demonstrate compassion for the poor, the disabled and the weak while using his/her discretion in making decisions. He/she would not grant any benefits to the stronger sections of society only; because they are strong, and would not deny the due consideration to the weak despite their weakness.

**National Interest:** Though universalistic in orientation and liberal in outlook, a civil servant, while performing his/her duties, would keep in view the impact of his/her action on his/her nation's strength and prestige. While performing their official roles, have at the back of their mind a concern and respect for their nation. This automatically raises the level of service rendered and the products delivered.

**Justice:** Those responsible for formulation and execution of policies and decisions of governance would ensure that respect is shown to the principles of equality, equity, fairness, impartiality and objectivity, and no special favours are doled out on the criteria of status, position, power, gender, class, caste or wealth. Transparency: An administrator will make decisions and implement them in a transparent manner so that those affected by the decisions, and those who wish to evaluate their rationale, will be able to understand the reasons behind such decisions and the sources of information on which these decisions were made.

**Integrity:** An Administrator would undertake an administrative action on the basis of honesty and not use his/her power, position and discretion to serve his/her personal interest and the illegitimate interests of other individuals or groups. This kind of specific theoretical knowledge on ethics, public administration can be obtained from MA in Public Administration, BA in Public Administration programmes of IGNOU. It covers: Public Systems Management, Decentralization and Local Governance, Electronic Governance and India; Democracy and Development, Administrative Theory, Indian Administration, Development Administration, Personal Administration, Financial Administration and Public Policy.

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A worker gives final touches to an MBT Arjun Tank model, during annual Independence Day Flower Show at Lalbagh in Bengaluru on Friday

# Agenda of taming Lutyen's Delhi scribes

The conservative right in the country values 'true Indian values' even if to find what those values are requires travelling back in time to the Vedic Age or sit down with Union minister Dr Satyapal Singh, who denies with vehemence that he did not descend from the apes! Dr Singh faced much ridicule for that ridiculous claim. If and when he comes face to face with Charles Darwin, he will have to explain that it is he who does land in heaven! Till then, Dr Singh's complaint is with the left-liberal media which laughed at his claim. Journalists wrote humour pieces and cartoonists went ape-crap! The liberal journalist is this regime's No.2 enemy. And dividing the media is a work in progress. Some have been turned. Others are being targeted. Among the second lot are national English newspapers packed with Lutyen's Delhi journalists of the "liberal clique". Liberal journalists are hard sell pieces. They won't shift for love or for Rupaiya. It is harder than taming the shrew. Now, a right-leaning news outlet has come up with a suggestion to make a paradigm shift in "Lutyen's Delhi Journalism" to "right-of-left-liberal cronyism" and "New Delhi

journalists" with "superficial knowledge of what is 'true Indian'." "They are only good in English," says the news outlet. Its solution: Pack national bureaus of English newspapers with 50 percent journalists from non-metro backgrounds. "Only a truly Indian media, plural both in terms of its content and constitution of the newsroom, will bring about a churning of ideas and values that truly reflect the heart of the country. Think of the richness of coverage, when a senior journalist from Nagaland reports on the Ministry of Development of North Eastern Region in Delhi." Stating that national English newspapers have only some folks from Kolkata and a smattering from Mumbai and Chennai, it says: "You would hardly hear about a senior journalist in the national print media, who has earned his stripes from T h i r u v a n a n t h a p u r a m , Bhubaneswar or Shimla! The "liberal clique" of Delhi-based chief editors of national newspapers has packed national bureaus with "liberal" journalists who have a "questionable stance on many issues detrimental to the Republic."

The conservative right is frustrated at the "collusion" between newspaper owners and editors-in-chief of national newspapers. They do raise issues

that concern social justice and affirmative action but it is the stance they take on these issues that bothers the right-leaning conservative. "They (Delhi-based journalists) make one trip to Shimla and think they're experts on Kashmir." The Lutyen's Delhi journalist is also a "sycophant", a product of "cronyism" - his admission/promotion to the "national bureau" is not based on merit but happened because he's "already there" and has "exhibited clear secular and liberal leanings," goes the indictment. "The more 'liberal' you are, the more opportunities for professional growth come your way - lateral job changes, conferences, access to sources, liaising with the global clique of foreign correspondents and so on." The shaming of the liberal journalist doesn't stop there. The New Delhi journalist is "pernicious." The "incestuous arrangement" stifles

opportunities for meritorious journalists from other parts of India, who come with value systems and outlooks that are different from those of "connected" Delhi journalists. The New Delhi journalist's "superficial information and consequent poor coverage shows up." The news outlet makes the claim that a journalist who has covered lower courts in small cities will have a better perspective when it comes to covering the Supreme Court! It sees the "imbalance" and wants to fix it. But is the news outlet's understanding of the newspaper industry "superficial"? National newspapers have state bureaus and state editions to report/write on how national decisions/policies affect states. And nobody is stopping a talented journalist from gatecrashing Delhi bureaus. Also, chief editors do not make it a habit to promote cronies. They, too, have report cards to show. The news outlet says English newspapers sorely need someone who is an equivalent of Modi or Obama to stem the rot. Modi is 'conservative right' and Obama is 'left-liberal'. Clearly, equating Modi with Obama is quite a liberal leap! (IPA Service)

## FOCUS

Aditya Aamir

1	2	3	4	5	6
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8		9		10	11
	12				
	13			14	15
16			17		
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20	21	22	23		
	24				
25			26		

- ACROSS**
1. Commitment
  2. Appropriate
  3. Tallies
  4. Thickness
  5. Agreement
  6. Newer
  7. Connection
  8. Separate
  9. Male sheep
  10. Slope between
  11. Vigour
  12. Standards of
  13. Perfection
  14. Sacrate enclosure
  15. Parched
  16. Area
- DOWN**
1. Small bouquet
  2. Appropriate
  3. Response
  4. Blow
  5. Urweel
  6. Floating structure
  7. Tibetan ox
  8. Crispated
  9. Strong effect
  10. Mind explosion
  11. Cracking system
  12. Circle
  13. Empiric
  14. Corn spike
  15. Snore

## SUDOKU: 2274

9				4	8	5		
7	4	5		6	3			
	5	7		3	4			
			9	5	8			
	4		2				8	
1		4			5	9		
2	7	8					1	

## Yesterday's Solution 2273

3	7	2	6	8	1	4	5	9
1	4	5	9	3	7	8	6	2
8	9	6	5	4	2	3	7	1
9	3	7	2	5	4	6	1	8
4	2	1	8	7	6	9	3	5
6	5	8	1	9	3	7	2	4
2	6	3	4	1	8	5	9	7
7	8	9	3	2	5	1	4	6
5	1	4	7	6	9	2	8	3

## Yesterday's Cross Word Solution 282

S	K	I	N	E	L	A	N
T	D	O	E	T	A	R	O
A	T	O	M	C	A	P	E
N	L	A	M	A	E		
C	L	D	E	N	L	O	G
E	L	M	R	A	W	A	L
L	O	G	L	A	D	A	
A	L	O	N	E	F	U	L
S	O	S	O	P	E	N	O
S	T	E	W	P	R	E	A

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