



Training Module on **Public Service Ethics** for **Officers/ Officials** of Local Governments



Local Government & Community Development Department
Government of The Punjab

Imprint:

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:

Punjab Municipal Development Fund Company (PMDFC)

Address:

184 Scotch Corner Upper Mall Scheme
Lahore

Programme/ Project Description:

Support to Strengthen the Local Services by Local Governments

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Place and Date of Publication:

Lahore, 01 January 2024

Funded by:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

The 'Participatory Local Governance Programme' is supported by the German Development Corporation, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. It is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). Punjab Municipal Development Fund Company (PMDFC) is implementing the project in close coordination with the Local Government and Community Development (LG&CD) Department, Punjab.



Implemented by

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Zusammenarbeit (GIZ) GmbH



**TRAINING ON PUBLIC SERVICE ETHICS
FOR LOCAL GOVERNMENT & COMMUNITY
DEVELOPMENT DEPARTMENT**

Program Detail

Reporting time at Training Hall at 08:30am

Part One (09:00 to 11:30 am)

01

1. Pre-Test
2. Introduction to Ethics In Local Govt.
3. Islamic Concept of Ethics
4. Ethical Leadership & Ethical Culture
5. Discussion on Local Governments Core Ethical Issues

Part Two (11:45 to 01:30 pm)

02

1. Conflict of Interest & Ethical Decision Making
2. Success Stories of Ethics in Pakistan (Sense of Responsibility / Value Addition)
3. Discussions & Presentations
4. Case Studies

Part Three (2:45 to 5:15 pm)

03

1. Ethical Dilemma
2. Situational Analysis
3. Code of Ethics for LG (Class Activities)
4. Discussion & Presentations
5. Case Studies
6. Post Training Test

**LUNCH
TIME**



1. PREAMBLE

Ethics in public service are broad norms that delineate how public servants should exercise judgment and discretion, while carrying out their official duties. These values and norms are better reinforced, if there exists a system of administrative policies, management practices, and oversight agents that provide incentives and penalties to encourage public servant to professionally carry out their duties and observe high standards of conduct. The global changes warrant a re-examination of the role of the state and the public services in sustainable human development. Although, integrity in public services is an important condition, however, it is continually ignored in the effective functioning of government services; in engendering public trust in the government, and in creating conditions for sustainable social and economic development. Ethics training for public officials is one of the key instruments for making integrity a crucial element in Public institutions and ensuring good quality public governance.

A MAN WITHOUT ETHICS IS A WILD BEAST
LOOSED UPON THIS WORLD.



There is a dire need to "Promote education and training programs to enable public officials to meet the requirements for the correct, honorable and optimal performance of public functions aiming to provide them with specialized and appropriate training to enhance their complete adherence to best ethical practices leading to peak performance of their functions in Punjab Government. Citizens have a right to expect ethical behavior from local government officials. In the municipal context, "ethical behavior" generally means the conduct of public business in a manner that will preserve or restore the public's trust in government. In many instances, local government officials are unaware of the rules and guidelines governing their official behavior. This training outlines framework for ethical behavior for local government officials and advocates on the premise that limited but enforceable local regulation is necessary to protect the public trust.

Serving the public interest is the fundamental mission of governments and public institutions. Citizens expect individual public officials to perform their duties with integrity, in a fair and unbiased way. Governments are increasingly expected to ensure that public officials do not allow their private interests and affiliations to compromise official decision-making and public management. In an increasingly demanding society, inadequately managed conflicts of interest on the part of public officials have the potential to weaken citizens' trust in public institutions. New forms of relationship have developed between the public sector and the business and non-profit sectors, giving rise for example to increasingly close forms of collaboration such as public/private partnerships, self-regulation, interchanges of personnel, and sponsorships. New forms of employment in the public sector have also emerged with potential for changes to traditional employment obligations and loyalties. In consequence, there is clearly an emerging potential for new forms of conflict of interest involving an individual official's private interests and public duties, and growing public concern has put pressure on governments to ensure that the

DOING SO.

CODE
OF
ETHICS

CODE OF
CONDUCT

ETHICS

Ethics refers to standards and practices that tell us how human beings ought to act in the many situations in which they find themselves—as friends, parents, children, citizens, businesspeople, professionals, and so on. Ethics is also concerned with our character. It requires knowledge, skills, and habits. Ethics are a set of moral principles that govern an individual's behavior or the way they carry out an activity while discharging their official duty; and here, in this case- as a service provider in Punjab's local government. A work environment is considered ethical, only if it has well-defined codes of personal and professional conduct in place. These codes not only ensure the government department is operating within the confines of the law- following various rules and regulations closely, with maximum delight to the recipient of services, but are also cognizant of employee comfort, safety, and genuine positive image creation within the confines of morality at least cost.

There is an acute need to fulfill the expectations of beneficiaries of civic amenities providers to explore core ethical values with a view to giving fair, honest and transparent services in cities. Learning how to refine and apply ethical reasoning skills to uphold public trust is now getting much in demand by civil society in Pakistan. There is hardly any institution in Punjab that could be witnessed as being religiously dedicated to ethical fairness and strictly customer-focused service delivery. Consequently, general masses developed an impression that in almost all instances, the users of Punjab civic services extended by the Provincial govt., suffer in the hands of a complex and less friendly work environment where customer delight is an after thought.



It is helpful to identify what ethics is NOT:

Ethics is not the same as feelings.

Feelings do provide important information for our ethical choices. However, while some people have highly developed habits that make them feel bad when they do something wrong, others feel good even though they are doing something wrong. And, often our feelings will tell us that it is uncomfortable to do the right thing if it is difficult.

Ethics is not the same as religion

Many people are not religious but act ethically, and some religious people act unethically. Religious traditions can, however, develop and advocate for high ethical standards, such as the Golden Rule.

Ethics is not the same thing as following the law.

A good system of law does incorporate many ethical standards, but law can deviate from what is ethical. Law can become ethically corrupt - a function of power alone and designed to serve the interests of narrow groups. Law may also have a difficult time designing or enforcing standards in some important areas and may be slow to address new problems.

**Great people have great values
and great ethics.**



It is helpful to identify what ethics is NOT:

Ethics is not the same as following culturally accepted norms

Cultures can include both ethical and unethical customs, expectations and behaviors. While assessing norms, it is important to recognize how one's ethical views can be limited by one's own cultural perspective or background, alongside being culturally sensitive to others.

Ethics is not science

Social and natural science can provide important data to help us make better and more informed ethical choices. But science alone does not tell us what we ought to do. Some things may be scientifically or technologically possible and yet unethical to develop and deploy.

Grub first, then ethics.

ethics
ethics are the mo
and wrong



**Ethics and power are
separate.**

OBJECTIVE OF TRAINING RESOURCE MATERIAL

Govt. Employees and officials today, in developing countries, are facing many temptations and challenges. Merely documenting and officially distributing the policies and procedures is not enough to ensure that every employee completely understands these standards and possesses knowledge on how to discharge their duties, using these sets of rules. This first-ever, comprehensive, “Ethics in Public Service Training Program for PMDFC, GOP” will not only explicitly define and reshape the not-so-positive and shady behaviors, but will also explore the gray areas in which the conduct is not always easy to define.

It is a breath of fresh air, that the Local Government & Community Development Department, Government of Punjab is putting up its best efforts to create departments that showcase and encourage those, who are proving to be ethically strong in their respective sector, in order to be on the right track to achieve ambitious performance goals, while also addressing more complex ethical issues. Every staff member has to act in accordance with the rules, policies, and fiduciary responsibilities of the public sector organization. So the main aim of ethics training for public officials is to prevent corruption and to enhance the quality of public service to end users with higher levels of satisfaction in a fair manner. Ethics training can deliver results only in the long term and in combination with other anti-corruption law-enforcement and preventive measures.

The purpose of this intensive training is also to provide participants with an understanding of the ethical dimensions of public service.



Ethics and power are separate.

BROAD AREAS OF TRAINING ON ETHICS.

This training in the government sector is crucial to ensure that Local Government public officials adhere to high ethical standards and maintain the public's trust. Here are some key components that can be included in ethics training for government employees:

Code of Public Dealing:

Introduce and emphasize the organization's code of conduct of Public Dealing. This document should outline the expected behavior of employees, including ethical principles, conflicts of interest, and the importance of maintaining the public trust.

Legal Compliance:

Provide an overview of relevant laws and regulations that govern the conduct of government employees. This includes laws related to bribery, corruption, conflict of interest, and other areas that are pertinent to the specific government sector.

Gifts and Hospitality:

Provide guidance on accepting gifts and hospitality. Employees should understand the limits and reporting requirements associated with receiving gifts to prevent any undue influence.

Conflict of Interest:

Train employees on identifying and managing conflicts of interest. Emphasize the importance of disclosing potential conflicts and avoiding situations where personal interests could compromise the integrity of their work.

Engage employees in interactive workshops and discussions to encourage active participation and a deeper understanding of ethical principles. Create a space for open dialogue and questions.



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BROAD AREAS OF TRAINING ON ETHICS.

Whistleblower Protection:

Ensure that employees are aware of whistleblower protection policies and mechanisms. Encourage reporting of unethical behavior without fear of retaliation.

Transparency and Accountability:

Highlight the importance of transparency in government operations. Stress the need for accurate record-keeping, open communication, and accountability in decision-making processes.

Diversity and Inclusion:

Include content on the significance of diversity and inclusion in the workplace. Promote a culture that values and respects differences among employees and the public.

Decision-Making Scenarios:

Use case studies or scenarios to help employees apply ethical principles to real-life situations. This can enhance their ability to make ethical decisions in various contexts.

Training on Ethical Leadership:

For those in leadership positions, provide training on ethical leadership. Leaders should set an example by modeling ethical behavior and fostering a culture of integrity within their teams.

Continuous Learning and Updates:

Ethics training should not be a one-time event. Regularly update training materials to reflect changes in laws, regulations, and organizational policies. Encourage ongoing learning and discussions on ethical issues.

Ethics and power are separate.

ISLAMIC CONCEPT OF ETHICS



(بخاری شریف: 2399)

قرآن قیامت تک انسانیت کی رہنمائی کے لئے آخری آسمانی کتاب ہے۔ یہ انسانیت کے تمام ضروری پہلوؤں کے لئے رہنمائی فراہم کرتا ہے۔ اس انتخاب میں اخلاقیات نمایاں ہونے والے ایک اہم پہلو میں سے ایک ہے۔ اخلاقیات اخلاقی مسائل کے بارے میں سوچنے کی ایک عام انسانی صلاحیت ہے جو فلسفہ کے لئے خاص نہیں ہے۔ اخلاقیات فلسفیانہ اخلاقیات یا اخلاقی فلسفے کا حوالہ دے سکتی ہیں۔ تمام مذہب اخلاقیات پر زور دیتے ہیں۔ دین اسلام میں اخلاقیات کی بہت زیادہ اہمیت ہے وجہ یہ کہ عبادات اور اخلاقیات ہی اسلامی تعلیمات کے دو بنیادی ستون ہیں۔ علم کے معنی جانتا ہے اور اس علم کا استعمال ”ادب و اخلاق“ ہے۔ یعنی قرآن و سنت سے حاصل ہونے والے علم کو دنیا میں استعمال کیسے کرنا ہے؟ اس کے متعلق ادب اور اخلاق ہماری رہنمائی کرتے ہیں۔ مسلمان جب حسن اخلاق سے اپنی حیات کو آراستہ کر لے، تو پھر وہ بارگاہ خداوندی اور مخلوق خداوندی، دونوں میں مقبول ہو جاتا ہے۔ دین میں اخلاقی حسن کی اہمیت اجاگر کرنے والے کلمات مبارک کہ پیش ہیں:

وَاعْبُدُوا اللَّهَ وَلَا تُشْرِكُوا بِهِ شَيْئًا وَبِالْوَالِدَيْنِ إِحْسَانًا وَبِذِي الْقُرْبَىٰ وَالْيَتَامَىٰ وَالْمَسْكِينِ وَالْجَارِ ذِي الْقُرْبَىٰ وَالْجَارِ الْجُنُبِ وَالصَّاحِبِ بِالْجَنبِ وَابْنِ السَّبِيلِ ۚ وَمَا مَلَكَتْ أَيْمَانُكُمْ ۚ إِنَّ اللَّهَ لَا يُحِبُّ مَن كَانَ مُخْتَلًا (سورہ الن: ۳۶)

اور اللہ ہی کی بندگی کرو اور کسی چیز کو بھی اس کا شریک نہ ٹھہراؤ اور والدین، قرابت مند، یتیم، مسکین، قرابت دار پر دوسی، بیگانہ پر دوسی، ہم نشین، مسافر اور اپنے مملوک کے ساتھ اچھا سلوک کرو۔ بیشک اللہ اترائے اور بڑائی مارنے والوں کو پسند نہیں کرتا۔ [۳۳۹]



Ethics and power are separate.



میثاقِ مدینہ (سماجی اور انفرادی اخلاقیات کا حسین مرقع)

جب ہم عرب کی تاریخ کا گہری نظر سے مطالعہ کرتے ہیں تو یہ واضح ہوتا ہے کہ مدینہ منورہ کی اکثر آبادی اوس و خزرج کے قبائل پر مشتمل تھی۔ مدینہ میں اوس و خزرج کے علاوہ یہودیوں کی بھی ایک طاقتور جمعیت موجود تھی۔ وہ معاشی لحاظ سے بھی خوشحال تھے اور صاحبِ کتاب ہونے کے باعث علمی طور پر بھی اوس و خزرج پر فوقیت رکھتے تھے۔ بنو نضیر، بنو قینقاع اور بنو قریظہ وغیرہ یہودیوں کے مشہور قبائل تھے۔ جو مدینہ اور خیبر میں آباد تھے اور ان کے بڑے مضبوط قلعے تھے۔ مدینہ منورہ اور خیبر میں ان کے دینی اور علمی مدارس و مراکز قائم تھے۔ یہ لوگ اہل کتاب تھے لہٰذا علمی قابلیت اور آسانی کتب کے علوم کی وجہ سے سر زمین حجاز کے مشرکین پر فوقیت رکھتے تھے۔ کتبِ سادیہ کے ذریعے یہ لوگ حضور علیہ الصلوٰۃ والسلام کے احوال و اوصاف سے بخوبی واقف تھے لیکن حضور علیہ الصلوٰۃ والسلام کو نبی نہیں مانتے تھے۔ دوسری طرف ان لوگوں نے اپنی دولت، علم اور سیاسی جوڑ توڑ کی بنا پر اوس و خزرج کو آپس میں لڑا کر اس قدر کمزور کر دیا تھا کہ اوس و خزرج یہود کے سامنے بالکل بے بس تھے۔ یہود ہمیشہ اسی پالیسی پر عمل کرتے رہے کہ اوس و خزرج باہم متحد نہ ہوں۔ اوس و خزرج کا آخری معرکہ جنگِ بعاث اس بات کا ثبوت ہے۔ معاشرہ میں اس وقت تک اتحاد پیدا نہیں ہو سکتا تھا۔ جب تک یہودیوں کو ساتھ نہ ملایا جائے نیز اسلام کے اولین دشمن و رُساہ مکہ ابھی مسلمانوں کی بیخ کنی کے درپے تھے اور کسی وقت بھی وہ مدینہ پر حملہ آور ہو سکتے تھے۔ ان تمام اندرونی اور بیرونی مشکلات سے نبرد آزما ہونے کیلئے ایک وسیع البنیاد منشور کی ضرورت تھی۔ اسلئے حضور علیہ الصلوٰۃ والسلام نے ایک ایسی دستاویز تیار کی جس میں مہاجرین و انصار کے علاوہ یہاں کے یہودیوں اور مشرکین کو بھی شامل کیا گیا۔ اس دستاویز کے ذریعہ مدینہ کے جملہ باشندوں بلا امتیاز مذہب و قومیت، اندرونی و بیرونی خطرات کا مقابلہ کرنے کے لئے ایک اتحادِ عمل میں آیا۔

یہ تحریری معاہدہ مدینہ کے مندرجہ ذیل طبقوں کے درمیان ہوا۔

۱۔ حضرت محمد رسول اللہ صلی اللہ علیہ وسلم ۲۔ مہاجرین ۳۔ انصار ۴۔ مدینہ کے یہودی ۵۔ مدینہ کے غیر مسلم





Ethics and power are separate.

میشاق مدینہ کے اہم نکات



- ۱۔ اللہ تعالیٰ کے نام سے شروع جو نہایت مہربان اور رحم کرنے والا ہے۔
- ۲۔ یہ تحریری معاہدہ اللہ تعالیٰ کے نبی محمد علیہ الصلوٰۃ والسلام اور قریش و یثرب کے ان لوگوں کے مابین ہے جو مومن ہیں، اطاعت گزار ہیں، جو ان کے تابع ہیں، جو ان کے ساتھ شامل ہو جائیں اور ان کے ساتھ مل کر جنگ میں حصہ لیں۔
- ۳۔ یہ سب مسلمان دوسرے لوگوں کے مقابلے میں ایک علیحدہ سیاسی وحدت ہیں۔
- ۴۔ قریشی مہاجر اسلام سے پہلے دستور کے مطابق خون بہاؤا کریں گے اور اپنے قیدیوں کا فدیہ ادا کیا کریں گے تاکہ مومنوں کا باہمی برتاؤ نیکی اور انصاف پر مبنی ہو۔
- ۵۔ بنی عوف کے لوگ اپنے دستور کے مطابق خون بہاؤا کریں گے اور اپنے قیدیوں کا فدیہ ادا کر کے انہیں رہائی دلائیں گے تاکہ مومنوں کا برتاؤ آپس میں نیکی اور انصاف کی بنیاد پر مستحکم ہو۔
- ۶۔ بنی حارث اپنے دستور کے مطابق خون بہاؤا کرنے اور اپنے قیدیوں کا فدیہ ادا کرنے کے پابند ہوں گے تاکہ اہل ایمان کے باہمی تعلقات نیکی اور انصاف کے مطابق استوار ہوں۔
- ۷۔ بنو ساعد اپنے دستور کے مطابق خون بہاؤا کی ادائیگی اپنے گروہ کے قیدیوں کا فدیہ دے کر رہائی دلوانے کے ذمہ دار ہوں گے تاکہ مومنوں کے تعلقات نیکی اور انصاف کی بنیاد پر قائم ہوں۔
- ۸۔ بنو حشم اپنے دستور کے مطابق خون بہاؤا کریں گے اور اپنے قیدیوں کا فدیہ دے کر آزاد کریں گے تاکہ مسلمانوں میں نیکی اور انصاف کی بنیاد پر خیر سگالی اور خیر خواہی کی فضا قائم ہو۔
- ۹۔ بنو نجار اپنے دستور کے مطابق خون بہاؤا کریں گے اور اپنے قیدیوں کی رہائی کے لئے فدیہ کی ادائیگی کے ذمہ دار ہوں گے تاکہ اہل ایمان کے باہمی روابط بھلائی اور انصاف کی بنیاد پر مضبوط ہوں۔
- ۱۰۔ بنو نضیر اپنے دستور کے مطابق خون بہاؤا کرنے اور اپنے گروہ کے قیدیوں کا فدیہ ادا کر کے رہائی دلانے کے ذمہ دار ہوں گے تاکہ اہل ایمان کا باہمی میل جول بھلائی اور انصاف کا آئینہ دار ہو۔
- ۱۱۔ بنو اوس اپنے دستور کے مطابق خون بہاؤا کریں گے اور اپنے قیدیوں کا فدیہ ادا کر کے رہائی دلائیں گے۔



Ethics and power are separate.



میثاق مدینہ کے اہم نکات

اہل ایمان کی ذمہ داریاں

- ۱۰۔ اہل ایمان میں سے کوئی شخص مفلس ہے یا قرض کے بوجھ تلے دبا ہوا ہے تو اس کے ساتھی ایسے شخص کو لازمی امداد دیں گے تاکہ اس کے حق کا خون بہا یا فدیہ بخوبی ادا ہو سکے۔
- ۱۱۔ کوئی مسلمان دوسرے مسلمان کی اجازت کے بغیر اس کے مولیٰ (معاہداتی بھائی) سے معاہدہ نہیں کرے گا۔
- ۱۲۔ اہل تقویٰ اور اہل ایمان متحد ہو کر اس شخص کی مخالفت کریں گے جو سرکشی، ظلم، زیادتی اور گناہ کا مرتکب ہو۔ ایسے شخص کے خلاف تمام اہل ایمان کے ہاتھ ایک ساتھ اٹھیں گے، خواہ وہ ان میں سے کسی کا بیٹا ہو۔
- ۱۳۔ کوئی مومن کسی مومن کو کافر کے بدلے میں قتل نہیں کرے گا اور نہ کسی کے خلاف کسی کافر کو امداد دی جائے گی۔
- ۱۴۔ اللہ تعالیٰ کا ذمہ وعہد ایک ہی ہے۔ اہل اسلام کا ایک معمولی درجے کا فرد بھی کسی شخص کو پناہ دے کر سب پر پابندی عائد کر سکے گا۔ اہل ایمان دوسروں کے مقابلے میں آپس میں بھائی بھائی ہیں۔
- ۱۵۔ یہودیوں میں سے جو اس معاہدے میں شریک ہوں گے، انہیں برابر کی حیثیت حاصل ہوگی۔ ایسے لوگوں پر ظلم ہو گا اور نہ ان کے خلاف کسی کو مدد دی جائے گی۔
- ۱۶۔ اہل اسلام کی صلح ایک ہی ہوگی۔ اللہ تعالیٰ کی راہ میں جنگ کے موقع پر کوئی مسلمان دوسرے مسلمان کو چھوڑ کر دشمن سے صلح نہیں کرے گا اور یہ صلح سب مسلمانوں کے لئے برابر اور یکساں ہونی چاہیئے۔
- ۱۷۔ وہ تمام گروہ جو ہمارے ساتھ مل کر جنگ میں حصہ لیں گے باری باری انہیں آرام کا موقع دیا جائے گا۔
- ۱۸۔ مومنوں کو اللہ تعالیٰ کی راہ میں جو جانی نقصان اٹھانا پڑے اس کا بدلہ وہ سب مل کر لیں گے۔
- ۱۹۔ بلاشبہ متقی مومن سب سے اچھے اور سب سے سیدھے راستے پر ہیں۔
- ۲۰۔ اس معاہدے میں شریک کوئی مسلمان، مشرک قریش کے مال و جان کو پناہ نہیں دے گا اور اس سلسلے میں وہ کسی مسلمان کی راہ میں رکاوٹ نہیں کھڑی کرے گا۔
- ۲۱۔ جو شخص کسی مومن کو قتل کرے گا اس کا ثبوت ملنے پر اس سے قصاص لیا جائے گا۔ ہاں اگر مقتول کا وارث خون بہا لینے پر راضی ہو جائے تو قاتل قصاص سے بچ سکتا ہے۔ تمام اہل ایمان پر لازم ہو گا کہ وہ مقتول کے قصاص کے لئے اٹھ کھڑے ہوں۔ اس کے سوا ان کے لئے کوئی صورت جائز نہیں ہوگی۔
- ۲۲۔ کسی ایسے مسلمان کیلئے جو اس عہد نامے کو تسلیم کر چکا ہے اور اللہ تعالیٰ اور آخرت پر ایمان رکھتا ہے جائز نہ ہو گا کہ وہ ایسے شخص کو پناہ دے جو نئی بات نکالنے والا اور فتنہ انگیزی کرنے والا ہو۔ جو ایسے شخص کی حمایت کرے گا یا اسے پناہ دے گا وہ قیامت کے دن اللہ تعالیٰ کی لعنت اور غضب سے نہیں بچے گا۔
- ۲۳۔ اس عہد نامے کی پابندی کرنے والے لوگوں کے درمیان جب کسی معاملے میں اختلاف پیدا ہو جائے تو وہ اللہ تعالیٰ اور اس کے رسول محمد علیہ الصلوٰۃ والسلام کی طرف رجوع کریں گے۔

Ethics and power are separate.

میشاق مدینہ کے اہم نکات

یہودیوں کے حقوق

- ۲۴۔ یہودی مسلمانوں کے ساتھ مل کر جب تک جنگ کرتے رہیں گے تو وہ اپنے حصے کے جنگی اخراجات بھی خود ہی برداشت کریں گے۔
- ۲۵۔ بنی عوف کے یہودی، مسلمانوں کے ساتھ ایک سیاسی وحدت تصور ہوں گے۔ یہودی اپنے دین پر رہنے کے مجاز ہیں اور مسلمان اپنے دین پر۔
- ۲۶۔ بنو نجار کے یہودیوں کے بھی وہی حقوق ہوں گے جو بنی عوف کے یہودیوں کے ہیں۔
- ۲۷۔ بنو حارث کے یہودیوں کے حقوق بھی وہی ہوں گے جو بنو عوف کے یہودیوں کے ہیں۔
- ۲۸۔ بنو ساعد کے یہودیوں کے حقوق بھی وہی ہوں گے جو بنو عوف کے یہودیوں کے ہیں۔
- ۲۹۔ بنو حشم کے یہودیوں کے حقوق بھی وہی ہوں گے جو بنو عوف کے یہودیوں کے ہیں۔
- ۳۰۔ بنو ادس کے یہودیوں کے حقوق بھی وہی ہوں گے جو بنو عوف کے یہودیوں کے ہیں۔
- ۳۱۔ بنو ثعلبہ کے یہودی بھی انہی حقوق کے مستحق ہوں گے جن کے بنو عوف کے یہودی ہیں، مگر جو ظلم اور جرم کا ارتکاب کرے گا اس کی مصیبت اور اس کا وبال اس کی ذات اور اس کے گھرانے پر ہو گا۔
- ۳۲۔ جعفر، بنی ثعلبہ کی شاخ ہیں۔ لہذا جعفر کے یہودیوں کے حقوق بنو ثعلبہ کے یہودیوں کے حقوق کے برابر ہوں گے۔
- ۳۳۔ دفا شعاری کے صورت میں یہودی بنی شیطیہ کے حقوق وہی ہوں گے جو یہودی بنی عوف کے ہیں۔
- ۳۴۔ بنو ثعلبہ کے موالی کے حقوق وہی ہوں گے جو اصل کے ہیں۔
- ۳۵۔ یہودیوں کے تمام موالی کے وہی حقوق ہوں گے جو اصل کے ہیں۔

(۱) الحج: ۵۔ (۲) السجدة: ۹/۷۔ (۳) سنن الترمذی کتاب التفسیر مع توفہ الاحوذی ۱۵۵/۹۔

(۴) الاعراف: ۶۵۔ (۵) الروم: ۲۲۔ (۶) النحل: ۹۳۔ (۷) المائدہ: ۴۸۔

(۸) الاسراء: ۷۰۔ (۹) البقرة: ۲۵۶۔ (۱۰) الحجرات: ۱۳۔ (۱۱) صحیح البخاری، حدیث نمبر: ۱۲۵۰۔

(۱۲) تفسیر طبری مطبوعہ بیروت، تحقیق علامہ احمد شاکر ۳/۲۲۲۰۔

(۱۳) الطبقات الکبریٰ ابن سعد ۱/۲، ۳۶، ۸۳، ۸۵۔

(۱۴) طبقات ابن سعد ۱/۲، ۲۸، ۳۰۔

میثاق مدینہ کے اہم نکات

قیام امن اور دفاع کی مشترکہ ذمہ داریاں

- ۳۶۔ معاہدے کا کوئی فریق بھی حضرت محمد رسول علیہ الصلوٰۃ والسلام کی اجازت کے بغیر کسی سے جنگ کرنے یا جنگ کے ارادے سے نکلنے کا عہد نہیں۔
- ۳۷۔ زخم کا بدلہ لینے میں کوئی رکاوٹ نہیں ڈالی جائے گی۔ خونریزی کے مرتکب کی ذمہ داری اسکی ذات اور اس کے گھر پر عائد ہوگی۔ مظلوم کے ساتھ اللہ تعالیٰ ہیں۔
- ۳۸۔ یہودی اپنے خرچ کے ذمہ دار ہوں گے مسلمان اپنے خرچ کے ذمہ دار ہوں گے۔
- ۳۹۔ اس معاہدے کے شریک کسی فریق کے خلاف اگر کوئی جنگ کرے گا تو تمام شرکاء ایک دوسرے کی مدد کریں گے۔ آپس میں مشورہ کریں گے، ایک دوسرے کی خیر خواہی اور وفا شعار کاروبار اختیار کریں گے اور عہد شکنی سے اجتناب کریں گے۔
- ۴۰۔ کسی شخص کو حلیف کی بد عملی کا ذمہ دار نہیں ٹھہرایا جائے گا، مظلوم کی ہر حالت میں مدد کی جائے گی۔
- ۴۱۔ یہودی جب تک مسلمانوں کے ساتھ مل کر جنگ کرتے رہیں گے وہ جنگ کے اپنے مصارف خود برداشت کریں گے۔
- ۴۲۔ معاہدے میں شریک تمام فریقوں کے لئے یثرب کا میدان مقدس و محترم ہوگا۔
- ۴۳۔ پناہ حاصل کرنے والے کے ساتھ وہی برتاؤ ہوگا جو پناہ دینے والے کے ساتھ ہو رہا ہو۔ نہ اسے نقصان پہنچایا جائے گا اور نہ وہ عہد شکنی کرے گا۔
- ۴۴۔ کسی عورت کو اس کے خاندان والوں کی اجازت کے بغیر پناہ نہیں دی جائے گی۔
- ۴۵۔ اس معاہدے میں شریک افراد یا گروہوں کے درمیان جھگڑا پیدا ہو جائے جس سے فتنہ فساد کا اندیشہ ہو تو اللہ تعالیٰ اور حضرت محمد علیہ الصلوٰۃ والسلام کی طرف رجوع کیا جائے گا۔ عہد نامے کی اس دستاویز میں جو کچھ درج ہے وہ اللہ تعالیٰ کی نگاہ میں پسندیدہ ہے اور وہ چاہتا ہے کہ پوری احتیاط اور وفا شعار کے ساتھ اس کی پابندی کی جائے۔
- ۴۶۔ نہ قریش کو پناہ دی جائے گی اور نہ ان کے کسی معاون کو۔
- ۴۷۔ یثرب پر حملے کی صورت میں معاہدے کے شرکاء یعنی مسلمانوں اور یہودیوں پر لازم ہوگا کہ وہ ایک دوسرے کی مدد کریں۔
- ۴۸۔ اگر یہودیوں کو صلح کر لینے اور اس میں شرکت کی دعوت دی جائے گی تو وہ اسے قبول کر لیں گے۔ اسی طرح اگر یہودی مسلمانوں کو شرکت کی دعوت دیں گے تو اسے قبول کرنا بھی ان پر لازم ہوگا۔ سوائے اس کے جو اللہ تعالیٰ کے دین کی مخالفت میں جنگ کرے گا تو اس سے صلح نہیں کی جائے گی۔
- ۴۹۔ معاہدے میں شریک ہر شخص اور ہر گروہ پر یثرب کے اسی حصے کی ذمہ داری ہوگی جو اس کے سامنے بالقابل ہوگا۔
- ۵۰۔ اس کے یہودیوں کو خواہ وہ موالی ہوں اصل وہی حقوق حاصل ہوں گے جو اس معاہدے کو قبول کرنے والوں کو حاصل ہیں۔
- ۵۱۔ یہ عہد نامہ کسی ظالم اور خطاکار کو نہیں بچا سکے گا اور جو کوئی یہاں سے نکلے گا وہ مامون ہوگا اور جو یہاں رہے گا وہ بھی مامون ہوگا سوائے اس کے جو ظلم اور گناہ کرے گا۔
- ۵۲۔ اللہ تعالیٰ اس کا حامی و نگہبان ہے جو اس اقرار و عہد میں مخلص اور سچا ہے۔ اللہ تعالیٰ کے رسول علیہ الصلوٰۃ والسلام بھی اس کے حامی ہیں۔



Ethics and power are separate.

میثاق مدینہ کے اہم نکات

میثاق مدینہ کے سماجی ثمرات



مورخین کے نزدیک یہ ایک دفاعی معاہدہ تھا، لیکن اگر غور سے اس کا مطالعہ کیا جائے تو یہ بات واضح ہو کر سامنے آتی ہے کہ یہ دنیا کی تاریخ ساز اور انقلاب انگیز دستاویز تھی۔ اس کے نتیجے میں ایک ایسی نظریاتی اور فلاحی ریاست وجود میں آئی جس نے انسانی تاریخ کے دھارے کا رخ موڑ دیا۔ اس دستاویز میں ریاست کی بنیادی حکمت عملی (پالیسی) شہریوں کے حقوق و فرائض، ریاست کے دفاع و استحکام کے لائحہ عمل، خارجہ حکمت عملی (پالیسی) کے اصول و ضوابط اور ریاست کے وقت میں شامل ہونے والی مختلف یونٹوں (اکائیوں) کے حدود کار تفصیل سے بیان کر دیئے گئے ہیں۔

پہلی یعنی ایک ہجری میں اس میثاق کی رو سے یثرب کی سر زمین پر جو منظم ریاست قائم ہوئی وہ صرف بیڑہ سومر یا کلوینز پر محیط تھی، لیکن صرف دس سال میں اس میں اتنی توسیع ہوئی کہ ابجری میں پندرہ لاکھ کلو میٹر کے وسیع و عریض علاقے پر اس کا علم لہرا رہا تھا۔ امن و سلامتی کا گہوارہ تھا۔ سب کے جان و مال اور عزت و آبرو محفوظ تھی۔ پورا معاشرہ منظم تھا، باہمی اعتماد، اتحاد، تعاون اور رواداری کا دور دورہ تھا۔ معاشرے کی تمام قوتیں پورے جوش و خروش سے انسانییت کی تعمیر و فلاح کی مثبت سرگرمیوں میں مصروف تھیں۔ اس میثاق کو مرتب کرنے والی اس کے لئے زمین بنو کر کرنے والی اہمیت تھی جسے اللہ تعالیٰ کے آخری رسول علیہ الصلوٰۃ والسلام ہونے کا شرف حاصل ہے۔ حضور علیہ الصلوٰۃ والسلام کو مبعوث ہی اس لئے کیا گیا کہ وہ دین حق کو باطل پر غالب کر دیں اور ظلم و ستم کی پکیوں میں جلی ہوئی انسانیت کو امن و سلامتی اور عدل و انصاف میسر ہو۔ اب عید و سبک الاموال میں لگتے ہیں کہ یہ عہد نامہ یا معاہدہ جزیرہ کا حکم نازل ہونے سے پہلے لکھا گیا تھا۔ اس وقت کچھ مالی مشکلات درپیش تھیں اس لئے یہ حکم تھا کہ اگر بیود مسلمانوں کے ساتھ کسی غزوہ میں شرکت کریں تو ان قیمت میں سے ان کو بھی کچھ دے دیا جائے اس وجہ سے اس معاہدہ میں بیود پر شرط عائد کی گئی تھی کہ جب تک اخراجات میں ان کو بھی حصہ لینا پڑے گا۔

حضرت علی کا مالک اشتر کے نام خط

امام علی (ع) نے اس خط کو مالک اشتر کیلئے اس وقت تحریر فرمایا جب آپ نے اسے مصر کی گورنری پر منصوب فرمایا تھا اسلئے اس کے اکثر مضامین حکمرانوں اور حکومتی کارندوں کا عام مسلمان اور غیر مسلمان شہریوں کے ساتھ برتاؤ اور ملک کی ترقی اور پیشرفت کیلئے حکمرانوں کے وظائف کی بیان میں ہے۔ اس حوالے سے امام علی (ع) کی جانب سے مالک اشتر کو مصر کے گورنر کے عنوان سے کرنے والے بعض سفارشات درج ذیل ہیں:

1. ہر حال میں عدل اور انصاف کی رعایت کرنا۔
2. عام لوگوں [اکثریت] کی خوشنودی کا حصول [2]
3. لوگوں کی عیب جوئی کے پیچھے نہ پڑھنا اور ان کے عیبوں کو چھپانا۔
4. لوگوں پر حسن ظن رکھنا۔ [3]
5. شہروں کی آبادی کیلئے دانشوروں سے مشورہ کرنا۔ [4]
6. معاشرے کی طبقہ بندی اور یہ کہ ہر طبقے کے مخصوص حقوق۔ [5]
7. قاضی کے اوصاف۔ [6]
8. حکومتی مسئولین کے اوصاف۔
9. نکلیں سے زیادہ شہروں کی آبادی پر توجہ دینا۔ [7]
10. شرائط کا تبین۔
11. تاجروں اور صنعتکاروں کے ساتھ اچھا برتاؤ۔ [8]
12. معاشرے کے نچلے طبقے کی خاص نگرانی۔
13. نماز جماعت کے دوران ضعیف اور ناتوان نماز گزار کی رعایت کرنا۔
14. بیت المال میں رشتہ داروں اور خواص کو فوقیت نہ دینا۔ [9]
15. لوگوں کی بدگمانی کو دور کرنا۔ [10]
16. دشمن کے ساتھ صلح (اگر دشمن کی طرف سے صلح کی درخواست اور خدا کی رضایت بھی اسی میں ہو) [11]
17. عہد و پیمان کو پورا کرنا اور اس پر ثابت قدم رہنا۔ [12]

(نہج البلاغہ)

Ethics and Power are Separate.

اعلانِ قدرتِ محمدی ﷺ

مَنْ وَلِيَ مِنْ أَهْلِ الْمُسْلِمِينَ شَيْئًا فَأَمَرَ عَلَيْهِمْ أَحَدًا مِنْهُمْ أَنْ يَفْعَلَ اللَّهُ لَا يَفْعَلُ اللَّهُ مِنْهُ شَيْئًا وَلَا عَدَلَ حَتَّى يَنْزِلَهُ جَهَنَّمَ
وَمَنْ أَحَقَّنَ أَحَدًا جَمْعَ اللَّهِ فَقَدْ انْتَهَكَ فِي جَمْعِ اللَّهِ شَيْئًا يَغْيِبُ حَقَّهِ فَعَلَيْهِ نَعْنَةُ اللَّهِ أَوْ قَالَ تَبَأَتْ مِنْهُ دَعَةُ اللَّهِ عَزَّ وَجَلَّ
رسول اللہ صلی اللہ علیہ وسلم نے ارشاد فرمایا ہے کہ جو شخص مسلمانوں کے کسی اجتماعی معاملے کا ذمہ دار بنے اور وہ دوسروں سے مخصوص کر کے کسی منصب پر کسی شخص کو مقرر کر دے، اس پر اللہ کی لعنت ہے، اللہ اس کا کوئی فرض اور کوئی نفعی عبادت قبول نہیں کرے گا، یہاں تک کہ اسے جہنم میں داخل کر دے۔ اور جو شخص کسی کو اللہ کے نام پر حفاظت دینے کا وعدہ کر لے اور اس کے بعد ناحق اللہ کے نام پر دی جانے والے اس حفاظت کے وعدے کو توڑ دیتا ہے، اس پر اللہ کی لعنت ہے یا یہ فرمایا کہ اللہ اس سے بری ہے۔

(مُسْنَدُ الْخَفَاءِ الرَّاشِدِينَ)

“Whoever is appointed in charge of any affairs of the Muslims and appoints over them anyone by way of favouritism, the curse of Allah be upon him and Allah will not accept any obligatory or nafl prayer from him until he admits him to Hell. And whoever allows anyone to transgress the sacred limits set by Allah has transgressed the sacred limits of Allah unlawfully, and on him will be the curse of Allah and Allah will forsake him”. (Musnad Ahmad: 21)



Ethics and power are
separate.

اخلاقیات حدیث نبوی ﷺ کی روشنی میں

مَا كَسَبَ الرَّجُلُ كَسْبًا أَطْلَبَ مِنْ عَمَلِ يَدِهِ

رسول اللہ صلی اللہ علیہ وسلم نے فرمایا: آدمی کی کوئی کمائی اس کمائی سے بہتر نہیں جسے اس نے اپنی محنت سے کمایا ہو

سنن ابن ماجہ کتاب التجارات باب الحث علی الکاسب (حدیث رقم: 2138)

طَلَبُ كَسْبِ الْحَلَالِ فَرِيضَةٌ بَعْدَ الْفَرِيضَةِ

رسول اللہ صلی اللہ علیہ وآلہ وسلم نے فرمایا: ”فرائض کے بعد کسب حلال کی تلاش بھی فرض ہے۔“

الطبرانی فی الکبیر (۱۰/۹۰ ح ۹۹۹۳)

Ethics and power are separate.

اخلاقیات حدیث نبوی ﷺ کی روشنی میں

قَالَ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ لَا يَدْخُلُ الْجَنَّةَ سَبِيْلُ الْمَلِكَةِ فَقَالَ رَجُلٌ يَا رَسُولَ اللَّهِ الْيَتْسُ أَخْبَرْتَنَا أَنَّ هَذِهِ الْأُمَّةَ أَحَبُّ الْأُمَمِ مَمْلُوكِينَ وَأَبْنَاءُ مَا قَالَ بَلَى فَأَخْبَرُوهُمْ خُرَافَةً أَوْلَادِهِمْ وَأَخْبَعُوهُمْ وَمَا تَأْكُلُونَ قَالُوا فَمَا يَنْتَعِنَا فِي الدُّنْيَا يَا رَسُولَ اللَّهِ قَالَ فَرَسٌ صَالِحٌ تَرْتَبِلُهُ تَقَاتِلُ عَلَيْهِ فِي سَبِيلِ اللَّهِ وَمَمْلُوكٌ يَنْغِيكَ فَإِذَا صَلِيَ فَهُوَ أَخُوكَ

رسول اللہ صلی اللہ علیہ وسلم نے ارشاد فرمایا کوئی بد اخلاق شخص جنت میں نہ جائے گا، اس پر ایک شخص نے یہ سوال کیا کہ یا رسول اللہ! کیا آپ ہی نے ہمیں نہیں بتایا کہ سب سے زیادہ غلام اور یتیم اس امت میں ہی ہوں گے؟ (یعنی ان کے ساتھ بد اخلاقی کا ہو جانا ممکن ہی نہیں بلکہ واقع بھی ہے) فرمایا کیوں نہیں! البتہ تم ان کی عزت اسی طرح کرو جیسے اپنی اولاد کی عزت کرتے ہو، اور جو خود کھاتے ہو اسی میں سے انہیں بھی کھلایا کرو، لوگوں نے پوچھا یا رسول اللہ! اس کا دنیا میں ہمیں کیا فائدہ ہو گا؟ فرمایا وہ نیک گھوڑا جسے تم تیار کرتے ہو، اس پر تم اللہ کے راستہ میں جہاد کر سکتے ہو اور تمہارا غلام تمہاری کفایت کر سکتا ہے، یاد رکھو! اگر وہ نماز پڑھتا ہے تو وہ تمہارا بھائی ہے، یہ بات آپ صلی اللہ علیہ وسلم نے دوسرے درجہ دہرائی۔

مسند احمد، حدیث نمبر 75

ETHICS IN THE PUBLIC GOVERNANCE



Government ethics applies to the processes, behavior, and policy of government and the public officials who serve in elected or appointed positions. The role of government and its officials is to serve the public interest with ethical awareness and ethical actions. When governments serve the public interest and avoid engaging in behavior that promotes any private interests, they are acting for the common good. On taking office, every public servant enters into a covenant with the people: that as a public official they will seek to promote the public interest in all public processes and ensure that policy adoption and service provision occur without favoritism or discrimination.

Moreover, a public official must not his position for personal gain and should avoid even the appearance of having a conflict of interest. An ethical awareness of the obligation to act in the public interest will normally promote fairness and justice, and advance the common good. The ethics of process, which focuses on public officials, the methods they use, and the institutions in which they act; and the ethics of policy, which concentrates on judgments about the policies and laws governments make.

ETHICS IN LOCAL GOVERNMENT



Ethics in Local Government (LG) refers to the moral principles and values that guide the behavior of public officials and employees of LG in their decision-making, actions, and delivery. Ethics in Local Government include policies that govern the prevention of nepotism, accepting gifts, conflict of interest, and misuse of public funds & and official positions. It is an essential aspect of good governance and is critical to maintaining public trust in government. Local governments (LG) have an obligation to track and report outcomes related to ethics and integrity issues and address them timely, without any fear of repercussions.

The ethical norms and standards for local government administrators include “a deep sense of social responsibility as a trusted public servant” in executing policies for the betterment of the communities and organizations they serve. Citizens have a right to expect ethical behavior from local government officials, and ethical behavior generally means the conduct of public business in a manner that will preserve or restore the public’s confidence and trust in government.

ETHICS IN LOCAL GOVERNMENT

How can LG Official promote Ethical Conduct in Local Governance in Punjab?

**HOW CAN I
START?**



Ethics and Power are separate.

ETHICS IN LOCAL GOVERNMENT

Establishing a Code of Ethics

Developing and implementing a code of ethics for local government officials effectively sets clear expectations for ethical behaviour. This code should outline core principles, values, and guidelines that public officials must adhere to in their decision-making and conduct.

Training and Education

Regular training and education on ethics for local government officials can help them understand the importance of ethical conduct and recognize potential ethical dilemmas. Training sessions should cover conflict of interest, transparency, confidentiality, and fair decision-making.

Monitoring and Enforcement

Establishing mechanisms to monitor and enforce adherence to ethical standards is crucial to maintaining ethical conduct in local governance. This may include appointing ethics committees, independent oversight bodies, or external audits to ensure public officials are held accountable for their actions.



Ethics and Power are separate.

ETHICS IN LOCAL GOVERNMENT

Encouraging Transparency and Openness

Local governments should promote a culture of transparency and openness by sharing information about their decision-making processes, finances, and activities with the public. This can be achieved through accessible online platforms, regular community meetings, and other forms of public engagement.

Fostering Public Participation

Encouraging community involvement in local governance helps to ensure that public officials remain accountable and responsive to the needs of their constituents. Creating opportunities for public input, such as community forums, town hall meetings, and participatory budgeting processes, can empower citizens and promote ethical decision-making.

Leading by Example

Ethical conduct should start at the top, with local government leaders demonstrating a commitment to upholding ethical standards in their behaviour. Leaders can inspire and motivate others to act ethically by setting a positive example.

WE NEED TO DO THIS!

- **Stay Informed**

Citizens should seek information about their local government's activities, decisions, and policies. By staying informed, they can better hold public officials accountable and engage in constructive dialogue on matters that affect their community.

- **Participate in Public Consultations**

Engaging in public consultations, attending town hall meetings, and providing feedback on proposed policies and projects allows citizens to voice their opinions and ensure their concerns are considered during decision-making.

- **Join or Support Civil Society Organizations**

Citizens can join or support non-governmental organizations, community groups, or local watchdogs promoting ethical conduct and local government transparency. These organizations often monitor local government activities, advocate for policy changes, and raise public awareness about ethical issues.

- **Report Unethical Behavior**

Citizens can contribute to upholding ethical standards by reporting corruption, fraud, or other unethical practices they witness or experience. Many local governments and European countries have hotlines, online reporting systems, or ombudsman offices where citizens can file complaints or report concerns.

OPEN
TO
THE
PUBLIC



WE NEED TO DO THIS!

• Engage in Local Politics

By actively participating in local political processes, such as voting in local elections, joining political parties, or running for public office, citizens can directly influence the ethical conduct of their local government officials.

The importance of ethical standards in local governance cannot be overstated. We can build stronger, more resilient communities across Europe by fostering public trust, ensuring accountability, promoting fairness and equality, and encouraging sustainable development. As citizens, and residents of Punjab have a crucial role in upholding these standards and promoting ethical conduct in our local governments.

By staying informed, participating in public consultations, supporting civil society organizations, reporting unethical behavior, and engaging in local politics, we can actively contribute to improving our communities. Local government officials, in turn, must lead by example and commit to adhering to ethical standards, promoting transparency, and fostering public participation. Together, we can create a brighter future for our communities of Punjab, built on a solid foundation of trust, accountability, and ethical governance at City/Tehsil council etc.



ETHICAL LEADERSHIP IN GOVERNMENT OFFICES

Public Officer in various leadership positions are capable of setting the tone for ethical conduct in local governance, as they are responsible for the implementation of policies according to the company's values. If you are to run a n LG service provider, you first need to know that what types of issues you can expect to face and may need to overcome.

“ETHICAL LEADERSHIP
IS MUCH CLOSER TO
HOME THAN WE MAY
READILY ADMIT.”



• Unethical Leadership

Having a personal issue with your boss is one thing, but reporting to a person who is behaving unethically is another. This may come in an obvious form, like manipulating numbers in a report or spending company money on inappropriate activities; however, it can also occur more subtly, in the form of bullying, accepting inappropriate gifts from suppliers, or asking you to skip a standard procedure just once. With studies indicating that managers are responsible for **60% of workplace misconduct**, the abuse of leadership authority is an unfortunate reality.

• Toxic Workplace Culture

Organizations helmed by unethical leadership are more often than not plagued by a toxic workplace culture. LG Leaders who think nothing of taking bribes, manipulating sales figures and data or pressuring employees or business associates for “favors”(whether they be personal or financial), will think nothing of disrespecting and bullying their employees.

With the current emphasis in many organizations to hire for “cultural fit,” a toxic culture can be exacerbated by continually repopulating the company with like-minded personalities and toxic mentalities. Even worse, hiring for “cultural fit” can become a smokescreen for discrimination, which can result in more ethical issues and legal ramifications.

ETHICAL LEADERSHIP IN GOVERNMENT OFFICES

- **Discrimination and Harassment**

The second major ethical issue businesses face is harassment, which is often related to racism or sexism. This can come in the form of verbal abuse, sexual abuse, teasing, racial slurs, or bullying. Harassment can come from anyone in the company, as well as from customers. In particular, it is an ethical issue for the business if a supervisor is aware of harassment from a client and takes no action to prevent it. In addition to causing a toxic workplace, harassment can cause employees to leave the company prematurely — a second reason why some businesses lack diversity. Harassment can have a long-term impact on employees: psychologically, in terms of earnings, and even impacting a person's entire career.



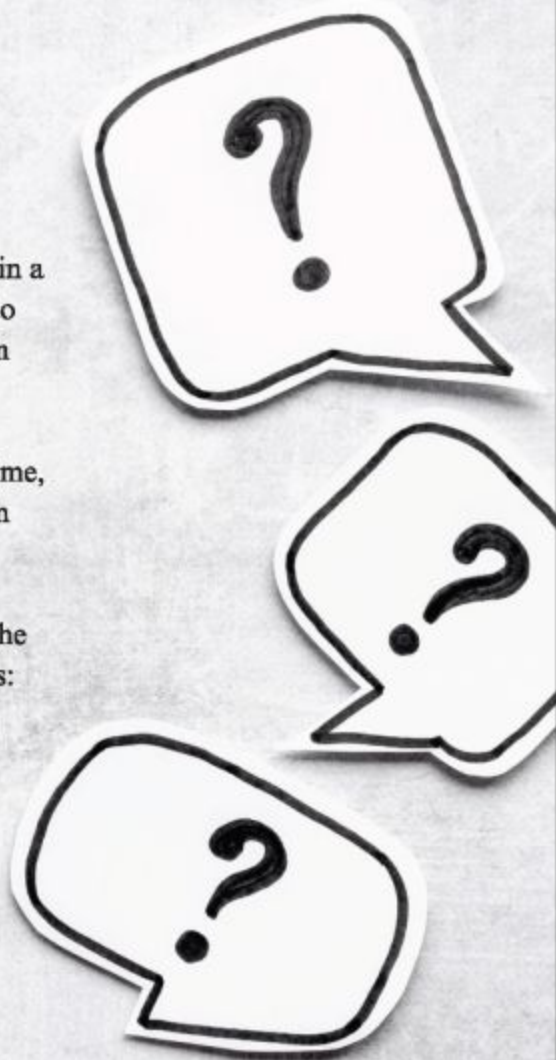
CASE STUDY 01

• Integrity

The husband of a Lady Dy. Mayor of Metropolitan is involved in a business dispute over a contract with a private sector company to provide security services including armed guards. There has been considerable public debate in the national newspapers and TV recently, concerning the need for reform of the security service industry, involving allegations of connections with organised crime, using illegal Afghan immigrants as employees, failure to perform the services contracted for, tax evasion, and trafficking in drugs and illegal weapons.

The Deputy Mayor writes on Official letterhead to the head of the ministry, which licenses companies who provide security services: she complains about the conduct of the company, and asks for their business license to be reviewed.

Question: What are the integrity issues here?



CASE STUDY 01

• Workplace Harassment

In a small town in Pakistan, nestled between rolling hills and fertile fields, there was a local government office that appeared tranquil on the surface but hid a darker reality within its walls. The story revolves around Sara, a young and ambitious woman who recently secured a position in the office, eager to contribute to her community.

As Sara delved into her work, she soon realized that the seemingly harmonious atmosphere was marred by the pervasive issue of harassment against female employees. It wasn't just an occasional comment or a misplaced gesture; it was a systemic problem that affected many women working in the office.

Sara, determined and resilient, couldn't ignore the plight of her colleagues. She witnessed their discomfort, fear, and frustration but also noticed a shared silence—a code of secrecy that protected the harassers and perpetuated the toxic culture. Despite her initial hesitation, Sara decided it was time to break the silence. She discreetly began gathering information, documenting instances of harassment, and talking to her female colleagues to understand the depth of the problem. Sara discovered that many of them had endured harassment silently, fearing retaliation or damage to their reputation.

One day, fueled by a sense of justice and a desire to make a difference, Sara took her findings to the office's Human Resources department. She faced initial skepticism and resistance, but she persisted, presenting evidence and testimonials that painted a stark picture of the hostile work environment. The HR department, compelled by the undeniable truth, initiated an official investigation.

As the investigation unfolded, it became apparent that the harassment was not limited to inappropriate comments; it extended to unfair treatment, discriminatory practices, and even career impediments for those who resisted advances. The findings prompted the local government to take decisive action.

The harassers faced disciplinary measures, and policies were revamped to provide a safer and more inclusive workplace. Sara's bravery in breaking the silence sparked a cultural shift within the office.

Empowered to speak up, and a support network emerged, challenging the deeply ingrained norms that had allowed harassment to persist.

The story of Sara and her colleagues became a rallying point for advocacy against workplace harassment. The local government, now aware of the importance of fostering a safe and respectful environment, implemented training programs and awareness campaigns to prevent future incidents.

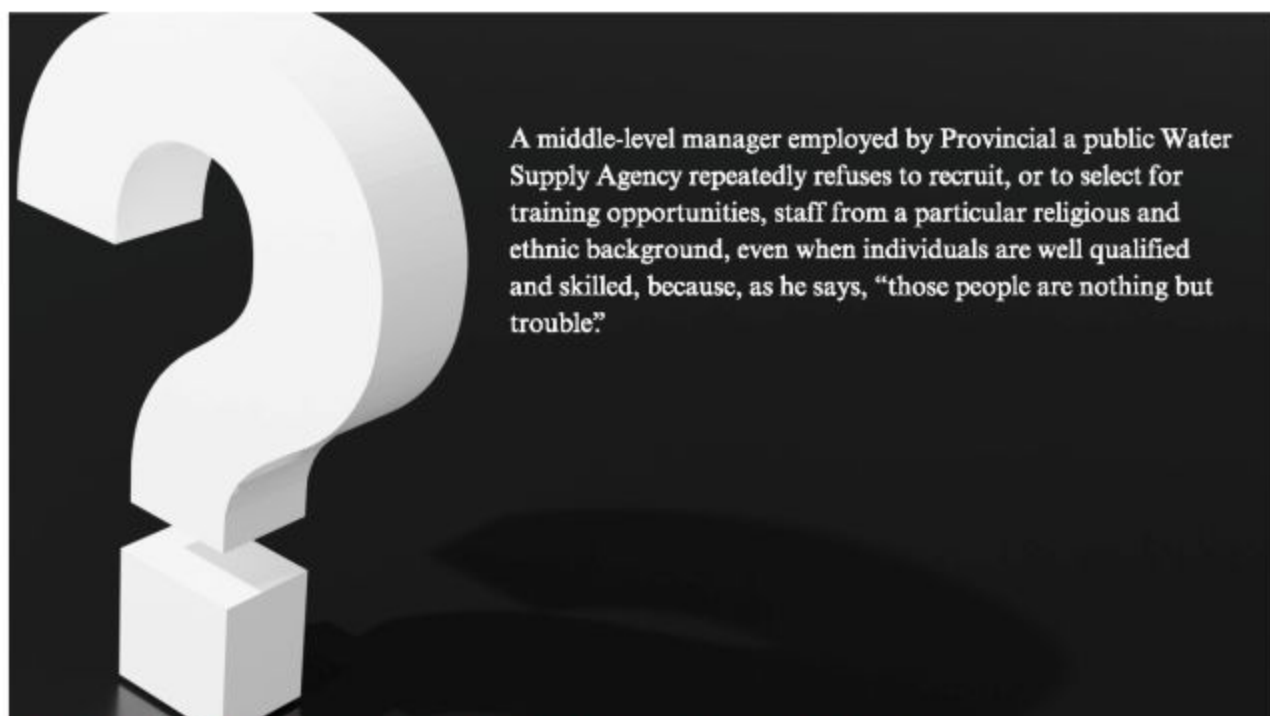
Sara's courage not only transformed the local government office but also inspired a broader conversation about the need for systemic change in addressing harassment within workplaces across Pakistan.

Questions:

Discuss any of your own experience in workplace Harassment and draw logical conclusions from a legal and moral perspective.

CASE STUDY 03

- **Conflict of interest**



Question: Is there a serious conflict of interest here, or is it just a matter of personal preference?

CASE STUDY 04

• Success Story in Ethics: Preventing Discrimination and Harassment:

At the forefront of this transformation was Aisha, a passionate and empathetic officer who had grown increasingly concerned about the prevalence of discrimination and harassment within the office. Instances of biased treatment, inappropriate comments, and unequal opportunities had created a toxic environment that hindered both professional growth and personal well-being. Aisha, with a resolve to make a difference, initiated a campaign to raise awareness about preventing discrimination and harassment. She began by organizing workshops and seminars within the Metropolitan Office, bringing in experts to educate employees about the detrimental effects of such behavior and the importance of fostering a respectful and inclusive workplace culture. The workshops sparked candid conversations about the experiences of discrimination and harassment that some employees had endured silently. Aisha's commitment to creating a safe space encouraged others to share their stories, breaking the silence that had allowed these issues to persist.

Recognizing that awareness alone was not enough, Aisha collaborated with the human resources department to establish a robust reporting mechanism. A confidential hotline was set up, and employees were assured that their concerns would be taken seriously and addressed promptly. The Metropolitan Office committed to conducting thorough investigations into any reports of discrimination or harassment, promising accountability for wrongdoers.

As the initiative gained momentum, Aisha faced resistance from some who were resistant to change. However, she persisted, understanding that creating a culture of inclusivity required a collective effort. Aisha enlisted the support of like-minded colleagues and garnered the backing of senior management, emphasizing that a workplace free from discrimination and harassment would enhance productivity and morale. To reinforce the commitment to preventing discrimination and harassment, the Metropolitan Office implemented diversity training for all employees. The training aimed to sensitize individuals to unconscious biases and promote a culture where differences were celebrated rather than stigmatized. Regular check-ins and surveys were conducted to gauge the effectiveness of the initiatives and gather feedback for continuous improvement.

Over time, the Metropolitan Office underwent a transformation. The once prevalent discrimination and harassment were replaced by an atmosphere of respect and appreciation for diversity. Employees felt empowered to report incidents without fear of retaliation, knowing that the office had their back. Aisha's

CASE STUDY 05

• Ethical Dilemma

Nabeel, having observed the corrosive effects of bribery within the Metropolitan Office, decided it was time to take a stand. Corruption had become a cancer eating away at the integrity of the institution, and Nabeel was determined to be the agent of change. He believed that eradicating bribery was not just a professional duty but a moral imperative. Armed with a conviction to make a difference, Nabeel began by educating his colleagues about the detrimental impact of bribery on the office's reputation and, more importantly, on the citizens it served. He organized seminars, invited experts in anti-corruption measures, and initiated open discussions to foster a culture of transparency and integrity within the Metropolitan Office. However, Nabeel knew that merely talking about anti-bribery measures wouldn't suffice. He recognized the need for concrete policies and mechanisms to prevent and report bribery. With the support of like-minded colleagues, Nabeel approached the higher-ups and proposed the establishment of an anti-bribery task force. This task force would be responsible for creating and implementing policies, conducting regular audits, and ensuring that every employee understood the consequences of engaging in bribery.

The proposal was met with initial resistance from those who had grown accustomed to the status quo. Nabeel faced subtle pushback and attempts to undermine his efforts. However, he persevered, leveraging public opinion and garnering support from citizens who were tired of corruption tainting their government. As the anti-bribery task force came into existence, a sense of accountability began to permeate the Metropolitan Office. Employees were made aware of the consequences of engaging in bribery, and a confidential reporting system was established to encourage whistleblowers. Nabeel knew that fostering a culture of reporting was crucial to identifying and eliminating corruption from its roots.

To ensure the effectiveness of the anti-bribery measures, the Metropolitan Office collaborated with external auditing agencies to conduct independent reviews. This transparency reassured the public that the office was committed to eradicating bribery, and it sent a clear message to employees that any attempts to engage in corrupt practices would be met with severe consequences. Over time, the Metropolitan Office underwent a transformation. The once prevalent culture of bribery began to wither, replaced by a commitment to honesty and accountability. The success of Nabeel's anti-bribery initiatives not only restored public trust but also set a precedent for other government offices across Punjab.

Nabeel's story became a beacon of hope, proving that change was possible even in the face of entrenched corruption. His unwavering dedication to anti-bribery measures not only cleansed the Metropolitan Office but also paved the way for a new era of ethical governance in the heart of Lahore.

Question

1. Do you think it is ethical & legal for Farah to engage an external Journalist in the internal issues of Govt. Dept.?
2. Can Aisha do these positive and bold steps without support of Nabeel
3. Any Social Ramification of this chain of activities she might face?

UNREALISTIC AND CONFLICTING GOALS

Your organization sets a goal—it could be a monthly sales figure or product production number—that seems unrealistic, even unattainable. While not unethical in and of itself (after all, having driven leadership with aggressive company goals is crucial to innovation and growth), it's how employees, and even some leaders, go about reaching the goal that could raise an ethical red flag. Unrealistic objectives can spur leaders to put undue pressure on their employees, and employees may consider cutting corners or breaching ethical or legal guidelines to obtain them. Cutting corners ethically is a shortcut that rarely pays off, and if your entire team or department is failing to meet goals, company leadership needs that feedback to revisit those goals and re-evaluate performance expectations.

Employers can now monitor all worker activity on laptops and cellphones. Whereas this is supposed to check that employees are sticking to work-related activities during the business day, some employers take it further, tracking keystrokes and reading emails. The question is where to draw the line between monitoring and spying.

• Unethical Accounting

Publicly-traded companies may engage in unethical accounting to appear more profitable than they actually are. In other cases, an accountant or bookkeeper may change records to skim off the top.

• Abuse of Leadership Authority

Abuse of power often manifests as harassment or discrimination. However, those in a leadership role can also use their authority to pressure employees to skip over some aspects of proper procedure to save time (potentially putting the employee at risk), punish workers who are unable to meet unreasonable goals, or ask for inappropriate

• Nepotism and Favoritism

Nepotism is when a company hires someone for being a family member. Favoritism occurs when a manager treats an employee better than other workers for personal reasons.

Not only are nepotism and favoritism unfair, they are also disheartening to employees. Workers often find they have to work much harder to receive a promotion or other rewards.

• Health and Safety

Another type of ethical issue that is often protected by law is health and safety.

Companies may decide to cut corners to reduce costs or perform tasks faster. As well as injuries, failing to take workers' safety into account can lead to psychosocial risks (like job insecurity or lack of autonomy), which can cause work-related stress.

In addition, abuse of authority can extend beyond the workforce. Managers can use their position to change reports, give themselves credit for the work of a subordinate, misuse expenses, and accept gifts from suppliers or clients.

• Privacy

Employees have recently found that the distinction between work life and personal life has become less clear. This is mainly due to the advances in technology.

CASE STUDY 05

• Success Story in Ethics -Disclosure of Personal Investment Interest:

Case unfolds issue at Metropolitan Office of Punjab, a narrative of transparency and ethical governance. At the center of this story was Ms. Hina, a dedicated officer who believed that the disclosure of personal investment interests was not just a formality but a crucial step towards maintaining the integrity of public service. The Metropolitan Office, responsible for overseeing diverse governmental functions, had long struggled with issues of accountability and conflicts of interest. Hina, however, saw an opportunity to address this by championing a culture of openness and disclosure. Recognizing the potential for personal investments to influence decision-making within the office, Hina proposed the establishment of a comprehensive system for the disclosure of personal investment interests. She believed that such a system would not only enhance transparency but also serve as a safeguard against conflicts of interest that could compromise the public trust. Working closely with the ethics committee, Hina developed guidelines that required all employees to disclose their personal investment interests regularly. This included details about stocks, real estate, and other financial holdings that might be perceived as having the potential to influence their professional duties.

Initially met with skepticism from some quarters, Hina embarked on an awareness campaign within the Metropolitan Office. She conducted workshops and seminars to explain the importance of personal investment disclosure in upholding the principles of accountability and ethical conduct. Hina emphasized that such disclosures were not meant to be punitive but rather a proactive step towards preventing conflicts of interest.

To ensure the effectiveness of the disclosure system, Hina collaborated with the IT department to implement a secure and confidential online platform. Employees could submit their disclosures electronically, safeguarding sensitive information while streamlining the process. A dedicated team within the ethics committee was assigned to review and analyze the disclosures, ensuring compliance and addressing any potential conflicts of interest promptly. The implementation of the personal investment disclosure system brought about a significant shift in the culture of the Metropolitan Office. Employees, once hesitant about revealing their financial interests, began to appreciate the transparency and fairness embedded in the new process. The public, too, gained confidence in the institution, knowing that those responsible for crucial decisions were held to a higher standard of accountability.

Hina's initiative did not go unnoticed. Other government offices in Punjab took note of the Metropolitan Office's pioneering approach and began considering similar measures to enhance transparency in their ranks. Hina's efforts were recognized as a model for promoting ethical conduct within bureaucratic structures.

Over time, the Metropolitan Office became a symbol of progressive governance in Punjab. The disclosure of personal investment interests became an ingrained part of the office's operational ethos, fostering a sense of trust among both employees and the public. Hina's commitment to transparency had not only transformed the Metropolitan Office but had also set a precedent for principled governance in the heart of Lahore.

Questions.

Question

- 1.1. Do you think Hina can do a difficult job of the disclosure of personal investment interests without the support of top leadership? If not, what should be a more professional way to do this?
2. Any way we can enforce this across Punjab public sector Org, how and up to what level?

CASE STUDY 06

• Integrity-(Impartiality on Award of Contract)

On occasions, and often in their own time, the most senior officials of a government agency (the Ministry of Infrastructure Development) attend lunches or dinners with a wide range of business people, including representatives of Private Colleges, schools, the local newspapers and TV Channels, property developers, consultants, manufacturers and construction companies. This has been an understood part of senior officials' activities in this ministry, and as there is no fee or other money involved. The activity has never been seen as a problem for the Ministry.

On one recent occasion, three of these officials attended what was reported in a newspaper the next day as a "lavish" lunch hosted by a prominent local construction company. This occurred a week before the ministry decided finally on awarding a number of major construction contracts. It was reported that the company which had hosted the lunch won the majority of the contracts.

Question: What are the integrity issues here?



CASE STUDY 05

- **Justice and Fairness?**

Justice means giving each person what he or she deserves or, in more traditional terms, giving each person his or her due. Justice and fairness are closely related terms that are often today used interchangeably. In any case, a notion of being treated as one deserves is crucial to both justice and fairness.



CASE STUDY 07

• Conflict of interest in Govt jobs

The Metropolitan Office, like many bureaucratic institutions, had been marred by skepticism about the fairness of its processes. Allegations of favoritism in promotions, biased decision-making, and opaque practices had eroded the faith of citizens in the integrity of their government. Farah, however, saw an opportunity to change this narrative.

Farah began by assembling a diverse task force within the Metropolitan Office, comprising individuals with varied backgrounds and perspectives. The aim was to infuse the decision-making processes with a breadth of viewpoints, ensuring that fairness was not just an abstract ideal but a lived reality for every employee.

To address concerns about biased promotions, the task force worked collaboratively with the human resources department to establish transparent and merit-based promotion criteria. Objective metrics were introduced to assess performance, and a panel of representatives from different departments was assigned to oversee the process, ensuring checks and balances.

Recognizing the importance of fair treatment in day-to-day operations, Farah instituted training programs for employees and managers alike. Workshops focused on unconscious bias, diversity and inclusion, and the importance of equitable treatment in fostering a healthy workplace culture. Farah understood that the appearance of fairness required a collective commitment to change embedded in the daily practices of the Metropolitan Office. To further enhance transparency, the Metropolitan Office implemented an open-door policy that encouraged employees to voice concerns without fear of reprisal. A confidential hotline was established, allowing individuals to report instances of perceived unfairness or bias. The complaints were diligently investigated, and corrective actions were taken when necessary.

Farah's commitment to the appearance of fairness extended beyond internal operations to public-facing initiatives. The Metropolitan Office began hosting town hall meetings and engaging with citizens through surveys to gather feedback on their experiences. This two-way communication allowed the office to address concerns promptly and demonstrate a genuine commitment to serving the public fairly. As the initiatives took root, the Metropolitan Office underwent a profound transformation. The appearance of fairness was not merely a façade but a fundamental shift in the organizational culture. Employees felt a renewed sense of pride, knowing that their workplace was committed to justice and equity.

Farah's leadership and the collaborative efforts of the task force had successfully restored public trust in the Metropolitan Office of Punjab. The narrative had changed from one of skepticism to one of confidence, and citizens began to see the institution as a beacon of fairness and transparency in the heart of Lahore. The appearance of fairness was no longer an illusion but a tangible reality, and the Metropolitan Office stood as a testament to the transformative power of principled leadership.

Question: 1. Do you think Farah is over doing these things to curb the culture of conflict of interest in Govt jobs?

2. Do you think Farah is bold enough to face negative fallout /consequences of these actions or she should club herself with some inner group of these departments?

ACCOUNTABILITY

Public ethics and accountability are essential concepts underpinning an effective local or regional authority. Adhering to a code of ethics ensures that the public receives what it needs in a fair manner. It also gives the administration guidelines for integrity in their operations. That integrity, in turn, helps foster the trust of the community. Public servants must be held accountable to the public, even if they're not elected. Unethical behavior is antithetical to public service and the principles of democracy.

How to Avoid Ethical Issues in Local Government?

A common method used to manage by the Management of Local Govt, in the developing countries in the presence of ethical issues is to simply deny the problem exists. Staff often combine this with a gag order to stop employees talking. If you want to maintain a good reputation, this is the worst thing you can do. After all, sooner or later through ethical leadership, by display of his/her unethical behavior. A better strategy is to take an active role, seeking out and correcting unethical behaviors in the discharge of Public Services to ordinary citizens of Punjab as early as possible. There are a few key tactics that every LG Official needs to implement.

• Provide Ongoing Training

This should cover aspects like harassment prevention. It's worthwhile seeking outside support for this from a reputable agency or professional, as low-quality training can even make the problem worse.

• Create LG Ethics Policies

Make sure employees read company policies when they start working at your business. Include both a privacy policy and a social media policy. The first should tell workers what computer activity and other information you will be able to access; the second should lay out how you expect employees to behave publicly on social media.

• Require Employees to Sign a Nondisclosure Agreement

Employees should sign a nondisclosure agreement before they start working with any sensitive information. To create an effective deterrent, specify that violating agreements will result in severe penalties.

• Create a Meritocracy

Strive to create a meritocracy where you reward employees according to performance.

SYMPATHY VS EMPATHY

• Emphatic Culture

Before we talk of this, it is essential to understand difference between Sympathy vs. Empathy. Although both words are used in situations that involve emotions, they cannot be used interchangeably as they have different meanings. The main difference between sympathy and empathy is how we express and experience our emotions toward someone's situation. According to the American Psychology Association Dictionary of Psychology, the definitions of sympathy and empathy are as follows:

Sympathy: feelings of concern or compassion resulting from an awareness of the suffering or sorrow of another."

Empathy: understanding a person from his or her frame of reference rather than one's own, or vicariously experiencing that person's feelings, perceptions, and thoughts."

In other words, you aren't putting yourself in their position and imagining yourself struggling with their situation. Therefore, it is possible to have sympathy but not empathy. When we sympathize with someone's unfortunate situation, we feel bad for them. We have thoughts and feelings about what they are going through but we don't have a deep understanding of how they are feeling.

The words sympathy and empathy share the same suffix, "-pathy" which originates from the Greek word "pathos." Pathos refers to "emotions, feelings, or passion."³ Sympathy involves a superficial understanding of someone's situation; therefore, it is easy to pass judgment. Empathy allows a person to explore another person's thoughts and feelings which helps them remove judgment.

For instance, if your sibling mentions they are getting a divorce, you sympathize by saying, "That's terrible. It's going to be hard on my nephew. He's going to grow up in a broken home." An empathetic response would be, "Let me know if you want to talk about it. I'll be here for you through it all." Sympathizing does not involve feeling someone's emotions; therefore, when we hear about their problem, we immediately feel the urge to fix it because we pity them. We suppress our own emotions. We don't know exactly what they are going through and it's easier to focus on the solution rather than validate their experiences.

When we empathize with a close one, we connect deeply to their experience. We ask questions to understand, practice active listening, read their facial expressions and body language and behave sensitively to their needs. Which Is Better—Empathy or Sympathy? Neither is better; it depends on the context and knowing when to use empathy or sympathy. Both empathy and sympathy are needed for emotional and mental well-being.

When to Show Empathy It is essential for building deep and meaningful relationships with others. If you are unable to understand another person's perspective, it can be challenging to effectively communicate and problem-solve together. For instance, if you and your partner are fighting, it can be difficult to resolve the conflict if you are unable to empathize with their point of view. Instead of working as a team toward a solution, you focus on trying to convince the other that you are right which creates a bigger divide in the relationship.

● **Sympathy:**
Feelings of concern or compassion resulting from an awareness of the suffering or sorrow of another."

VS

● **Empathy:**
Understanding a person from his or her frame of reference rather than one's own, or vicariously experiencing that person's feelings, perceptions, and thoughts."

CASE STUDY 08

• Conflict of Interest

You overhear (in the wash-room) a conversation between two staff members from another Section in your Municipal Corporation in which one employee claims, laughing, how she had recently got her supervisor to give her a promotion. The employee claims that she had told her supervisor that she would not report him for taking bribes, from citizens on zoning issues, who would otherwise have been investigated for various criminal offenses.

As a senior official, you know that bribe-taking by Municipal officials is a serious criminal offense. Your Local Govt. has recently introduced a strict policy to reduce bribe-taking by employees, which includes requiring its supervisors to set an example to other staff. You are also aware that the supervisor concerned is very popular among his staff and the senior management of the Municipal Corporation.

Question: Is there a conflict of interest in this situation?



ETHICAL DILEMMA IN PUBLIC SECTOR

• Dilemma:

A situation in which a difficult choice has to be made between two or more alternatives, especially ones that are equally undesirable:

A dilemma is a problem offering two possibilities, neither of which is unambiguously acceptable or preferable.

Meaning in Urdu The meaning of Dilemmas in Urdu is "گونگون کا مقابلہ" as written in Urdu script, or "Goongon ka muqabla"



Public officials face a variety of ethical dilemmas in their line of work. These include:



Dilemmas Involving Fairness:

Public officials must ensure that they represent all constituents equally and fairly. They must avoid favoring family, friends, or neighbors over another petitioner, campaign contributor over another constituent, or disfavoring a constituent who supported an opponent. They must also ensure that they give all of their constituents equal access and allow all parties the right to be heard at public meetings.

Conflicts between Personal Interests and the Public's Interest

Public officials must ensure that they do not have personal interests that conflict with their duty of loyalty to the public they have been elected to serve. They must avoid conflicts between their duty to their family that may affect their decision making, the pursuit of personal financial gains taking precedence over good governance, and the interest in furthering personal, community, or political relationships conflicting with their public duties. They must also avoid using the indicia of their office for personal gain and using public resources for personal or political purposes.



Dilemmas Involving Integrity:

Public officials must ensure that they act with integrity at all times. They must avoid accepting gifts or favors that could influence their decision-making, using confidential information learned in office for purposes outside of official business, and participating in decisions involving parties with whom they have a relationship or subjects in which they have an interest.

ETHICAL DILEMMA IN PUBLIC SECTOR

Public officials face a variety of ethical dilemmas in their line of work. These include:



DILEMMA

Dilemmas Involving Transparency:

Public officials must ensure that they are transparent in their actions. They must avoid hiding information from the public, failing to disclose conflicts of interest, and failing to disclose the sources of campaign contributions.

Moral Dilemma

This is when individuals face a conflict between two or more moral principles or personal values. It involves a choice between different actions associated with moral consequences. Moral dilemmas usually arise within an individual's private life or decision-making process instead of in a professional context. They often involve deeply held beliefs, values, and cultural norms that shape an individual's moral compass. The conflicting choices in a moral dilemma can challenge one's integrity and invoke a sense of moral responsibility towards oneself and others. Moral dilemmas are subjective and depend on an individual's values and moral framework



MORAL
DILEMMA
AHEAD

Ethical Dilemmas in Local Government Offices in Punjab

This Portion aims to equip participants and local Govt Officials with a comprehensive understanding of ethical dilemmas in local government offices in Pakistan, providing them with the tools to navigate these challenges responsibly. Through situational Analysis and case studies and practical applications, they will develop Critical thinking skills and ethical decision-making abilities essential for future roles in public service. Ethical dilemmas are complex situations where individuals must navigate conflicting moral principles or values.

In the context of local government offices in Pakistan, various ethical challenges arise, impacting decision-making, organizational culture, and public trust. This section explores the types of ethical dilemmas encountered in local government offices, supported by case studies that shed light on real-world situations. An ethical dilemma is a scenario in which a person must make a choice between two or more conflicting moral principles, where each alternative carries ethical consequences. This decision-making challenge arises when there is ambiguity about the morally right course of action, and the available options pose ethical conflicts.

NATURE OF ETHICAL DILEMMAS IN LOCAL GOVERNMENT OFFICES:

Complexity and Multifaceted Nature

Ethical dilemmas in local government offices are often complex, involving multiple stakeholders, interests, and perspectives.

Decision-makers must navigate through a web of interconnected ethical considerations, making the resolution intricate and challenging.

Decision-Making Under Uncertainty

Ethical dilemmas in local government offices are often complex, involving multiple stakeholders, interests, and perspectives.

Decision-makers must navigate through a web of interconnected ethical considerations, making the resolution intricate and challenging.

Conflicting Values and Priorities

Public servants may face dilemmas where adherence to one ethical value, such as transparency, conflicts with another, such as loyalty or efficiency.

Balancing conflicting values becomes a central challenge in ethical decision-making within government contexts.

Legal and Moral Obligations

Ethical dilemmas may arise when public servants must choose between fulfilling legal obligations and adhering to higher moral standards.

Navigating the fine line between legal compliance and moral responsibility is a recurring theme in government ethical dilemmas.

Power Dynamics and Conflicts of Interest

Power dynamics within local government offices can contribute to ethical challenges.

Conflicts of interest, where personal or familial connections influence decision-making, are prevalent and can compromise the impartiality of officials.

Understanding the definition and nature of ethical dilemmas is foundational for individuals working in local government offices in Punjab/Pakistan.

Acknowledging the complexity, conflicts, and moral considerations inherent in these situations allows public servants to approach decision-making with heightened awareness, ethical reasoning, and a commitment to upholding the values essential for responsible governance.

Public Trust and Accountability

Ethical dilemmas in local government significantly impact public trust and accountability.

Decisions that compromise integrity or fairness erode trust in government institutions and may have long-lasting consequences.

CASE STUDY 09

• Doing Personal Job while on Duty!

As part of his official duties, an official driver is required to use the Development Authority's vehicle to deliver messages and to carry out official errands. His job, which is not well paid, requires him to be "on call" and away from the ministry for lengthy periods on most days, and he is trusted to carry out his duties with minimal supervision. The driver has been with the ministry for many years, and has never been in any trouble.

Because of the flexibility of the driver's work arrangements, he finds it very useful to carry out personal business, such as shopping, or taking his children to school, during the working day.

Question: Is it acceptable for the driver to carry out his private business in the ministry's vehicle? Or is this a case of corruption?



CORRUPTION & ITS IMPACT ETHICS ON THE PUBLIC SECTOR

- **Definition: Abuse of entrusted power for private gain.**

Corruption erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division and the environmental crisis. Exposing corruption and holding the corrupt to account can only happen if we understand the way corruption works and the systems that enable it. Corruption can take many forms, and can include behaviours like: Public servants demanding or taking money or favours in exchange for services, politicians misusing public money or granting public jobs or contracts to their sponsors, friends and families, corporations bribing officials to get lucrative deals.

- **Corruption can happen anywhere:**

In business, government, the courts, the media, and in civil society, as well as across all sectors from health and education to infrastructure and sports. Corruption can involve anyone: politicians, government officials, public servants, business people or members of the public. Corruption happens in the shadows, often with the help of professional enablers such as bankers, lawyers, accountants and real estate agents, opaque financial systems and anonymous shell companies that allow corruption schemes to flourish and the corrupt to launder and hide their illicit wealth.

Corruption adapts to different contexts and changing circumstances. It can evolve in response to changes in rules, legislation and even technology. To Fight Corruption, We Must Embrace Transparency. Transparency is all about knowing who, why, what, how and how much. It means shedding light on formal and informal rules, plans, processes and actions. Transparency helps us, the public, hold all power to account for the common good. Seeking and receiving information is a human right that can act as a safeguard against corruption, and increase trust in decision makers and public institutions.



CASE STUDY 10

• Bribe for personal Gains in Municipality

You overhear (in the wash-room) a conversation between two staff members from another Section in your Municipal Corporation in which one employee claims, laughing, how she had recently got her supervisor to give her a promotion. The employee claims that she had told her supervisor that she would not report him for taking bribes, from citizens on zoning issues, who would otherwise have been investigated for various criminal offenses. As a senior official, you know that bribe-taking by Municipal officials is a serious criminal offense. Your Local Govt. has recently introduced a strict policy to reduce bribe-taking by employees, which includes requiring its supervisors to set an example to other staff. You are also aware that the supervisor concerned is very popular among his staff and the senior management of the Municipal Corporation.

Question: Is there a conflict of interest in this situation?



TRANSPARENCY AND RELATED ETHICAL ISSUES IN PAKISTAN

Pakistan is in grave need of transparency and freedom of information. The public expects policymakers to design policies and device measures to give them the right to look into the public records and track corruption. However, transparency and freedom of information are not much debatable topics in Pakistan. When it comes to the public's rights, they are only aware of five fundamental living rights: food, education, clothing, shelter, and the right to live.

The implementation of laws by the government lacks transparency in most cases rather it signifies restrictive operations. External parties become illegitimately involved in state affairs and the government pays no heed to it because of high dependency on them. Obviously, with the strong involvement of external parties, there will be no insurance of good governance and transparency, Lack of Transparency and Freedom of Information in Pakistan.

Core Issue of Transparency in Pakistani Environment

Right to freedom of information - should be accessible to the people of Pakistan to be aware of their government actions. The violation of the public's right is due to absence of legal regulation for it. Our existing public laws are not enough to protect this right, and owing to this reason, the government can easily go against the interests of the public.

Pakistan is eager to provide the public freedom as per Islamic teachings and a welfare society where transparency prevails. so far hardly any government is able to make a strong relationship of understanding and trust with the public. The Pakistani nation has always been concerned about spending public funds, exploiting national assets, shabby public infrastructure, and increasing corruption in all the sectors and departments of government. These significant problems create a culture of non-transparency in government operations. The public is unaware that the government cannot exercise power in every domain without the consent of the public. It is not a matter of concern for the Pakistani nation.

It is the right of all citizens without any discrimination. This ordinance clearly shows that the regulations available in Pakistan advocate transparency and freedom of information to citizens. It also included some sections about revealing the information and details related to the performance of staff working there. There will be standardized forums on which information will be released and its' access to the public will be possible

TRANSPARENCY AND RELATED ETHICAL ISSUES IN PAKISTAN

• Freedom of Information Ordinance

The freedom of information ordinance was passed in 2002 by the President of Pakistan. Its' objectives were to ensure transparency and freedom of Information in Pakistan, so that the public can have access to any information related to the operations of the government and will help in evaluating the government's performance. This ordinance makes the government accountable to its citizens. However, it is not adequately regulated and there was no proper implementation of this law. One major flaw in its' implementation is that it compromises the widely recognized principles of freedom of information legislation.

The public departments have to follow these regulations for transparency of their operations. The thing recognized and accepted all across the world is that transparency is dependent on accountability. All the public departments would become transparent and fair in their operations if they have a strong body for accountability, just like the National Accountability Bureau.

• Involvement of General Public through Local Governments

Local government can involve the general public through implementing and regulating the LGO 2001. This regulation directs the local government to share the details about their performance to the public through communication channels like media where people can easily access them. It indicates that the provincial governments also need to know about article 137 and the freedom of information. It does not facilitate GRMs (grievance redress mechanism).

The deficiency in this ordinance is that it failed to provide guidance and direction to the general public about the actions they should take if the government refused or failed to share information. There is a strong need for accountability in public offices of Pakistan. The national accountability bureau should be made independent in its' operations so that no external party or political pressure can influence them. There is a need for a uniform national policy favoring public interest over the government. This policy should be efficient enough to differentiate secrecy from freedom of information. This policy can be devised by modifying existing laws that limits the freedom of information.

TRANSPARENCY AND RELATED ETHICAL ISSUES IN PAKISTAN

• Situational Analysis: A Case Study in Pakistani Circumstances

Pakistan, like many developing nations, faces significant challenges in its public sector, including issues related to corruption, lack of transparency, and inefficiency. This case study explores instances of ethical leadership within government offices in Pakistani circumstances, shedding light on the positive impact such leadership can have on organizational culture and public trust. The public sector in Pakistan has historically been plagued by corruption and ethical lapses. Addressing these challenges requires a commitment to ethical leadership, characterized by honesty, transparency, and accountability. This case study examines specific instances where ethical leaders within government offices have made a difference.

• Case: Promoting Transparency and Accountability:

In a government department responsible for public finances, a senior official initiated measures to enhance transparency and accountability. This leader implemented a robust system for tracking expenditures, ensuring that every transaction was documented and subject to regular audits. This move not only reduced the likelihood of corruption but also set a precedent for ethical behavior within the organization.

Question; Take one Dept. of Punjab Local Govt., Punjab and suggest 3 to 4, solid workable and economically viable steps to boost transparency and transparency in that department.



CASE STUDY: 11

• Success Story in Ethics: Transparency

In the heart of Punjab, the Metropolitan Office stood tall and imposing, its grand façade betraying the hidden shadows that lingered within. The corridors echoed with the clatter of bureaucracy, a symphony of paper shuffling and hushed conversations that masked the lack of transparency that festered within its walls.

As the seat of governance for the region, the Metropolitan Office was entrusted with overseeing a multitude of public functions. However, the lack of transparency had become an insidious plague, eating away at the trust citizens placed in their government. Far from the prying eyes of accountability, decisions were made behind closed doors, and financial transactions were shrouded in secrecy.

In this murky environment, a diligent young officer named Sara found herself caught in a web of confusion and frustration. Assigned to handle public procurement, Sara witnessed a pattern of opaque dealings that raised eyebrows and fueled her growing sense of unease. Contracts were awarded without due process, and bids seemed to favor a select few companies with mysterious connections to high-ranking officials.

Unable to turn a blind eye, Sara began to investigate. She delved into the labyrinth of financial records, only to be met with elusive trails that led nowhere. It became evident that a deliberate effort had been made to obscure the details of financial transactions, making it nearly impossible to trace the flow of public funds.

As Sara gathered more evidence of the lack of transparency, she faced subtle resistance from within the office. Colleagues, entangled in the web of secrecy, warned her against prying too deeply. The higher-ups, wary of their questionable practices being exposed, exerted pressure on Sara to conform to the established norms of opacity.

Undeterred, Sara decided to take a bold step. Frustrated by the culture of secrecy that pervaded the Metropolitan Office, she anonymously leaked key documents to investigative journalists who specialized in exposing corruption and lack of transparency. The documents, carefully curated to protect Sara's identity, painted a damning picture of the clandestine dealings within the office.

As the exposé hit the headlines, the citizens of Punjab were gripped by a sense of betrayal. The lack of transparency in the Metropolitan Office, laid bare for all to see, sparked outrage and demands for accountability. Public pressure mounted, forcing the government to initiate an external inquiry into the allegations of corruption and opacity. Sara, despite facing potential consequences for her whistle blowing, became a symbol of resistance against the entrenched culture of secrecy. The investigation that followed uncovered a web of corruption, kickbacks, and under-the-table dealings that had long thrived in the shadows of the Metropolitan Office.

The fallout was significant. Heads rolled, and reforms were hastily introduced to bring about a new era of transparency. The Metropolitan Office, once synonymous with opacity, underwent a transformative journey. Openness became the order of the day, and citizens could now scrutinize the workings of their government with a watchful eye. Sara, though scarred by the challenges she faced, emerged as a hero in the fight against the lack of transparency. Her actions not only exposed the dark underbelly of the Metropolitan Office but also paved the way for a more accountable and open governance in the heart of Punjab.

Questions.

1. Did you ever find any young Professional like SARA in your past career?
2. Do you think SARA should take these measures on her own? If not then suggest some alternative workable strategy for her?

GIFTS & HOSPITALITY AS PART OF CORRUPTION.

• Gifts & Hospitality as Part of Corruption.

Defining gifts and bribes may seem like a simple-minded activity, but, try posing the question another way, and you will see why this is an important issue in government ethics: What is the difference between a gift and a bribe? A gift is something of value given without the expectation of return; a bribe is the same thing given in the hope of influence or benefit. Because it is often impossible to determine the expectation of the giver, all federal, state, and local officials, both elected and appointed, are governed by rules restricting gifts. In some cases, gifts over a certain amount are disallowed; in others, they must simply be reported. These rules can vary significantly from locality to locality, indicating disparities in each legislature's understanding of when a gift becomes a bribe.

Gifts and bribes can be actual items, or they can be tickets to a sporting event, travel, rounds of golf, or restaurant meals. In this context, it is well for government officials to remember the old saying, "There's no such thing as a free lunch," or even a free pencil. While many scoff at the idea that a pencil or notepad from a developer may influence political decision making, one question needs to be answered: Why does the developer go to the trouble and expense of making these items.

• What do gifts and bribes have to do with ethics?

This is a simple matter of fairness. When decision makers take gifts, even if their votes are not influenced, they give the appearance of being on the take, which undermines public confidence in government. By the same token, it is incumbent upon businesses to comply with government regulations on gift giving. While it may be common in the private sector to acknowledge important customers with extravagant holiday gifts, this practice is disallowed in the public sphere; the gravel company that tries to reward the mayor of a city that has made a big purchase with 10 pounds of expensive chocolate simply puts the mayor in the awkward position of returning the gift.

• The Ethics of Gifts & Hospitality.

The giving and accepting of gifts and hospitality has an important role in facilitating business relationships and practice. A meal out with a supplier can help build a relationship; a pen with your firm's name on it can remind a customer of you when they need a quote. When giving or accepting gifts and hospitality, organizations and their employees need to bear in mind: When is a gift appropriate or inappropriate? When is a gift a bribe? (i.e. given to influence your decision)

Ethical issues when giving or accepting gifts/hospitality The acceptance of gifts, services and hospitality can leave an organization vulnerable to accusations of unfairness, partiality or deceit, or even unlawful conduct. Commercial relationships may be subject to bias and an organization's reputation for 'doing business ethically' will be put at risk. Companies which operate outside their home market need to be particularly aware of cross-cultural differences in what is considered appropriate in gift giving and accepting. Although in some markets gifts and hospitality are a prevalent and fundamental part of business transactions, the extraterritorial reach of the UK Bribery Act (2010) has made the giving and accepting of gifts and hospitality a real concern for businesses and their employees around the world

CASE STUDY: 12

• Hospitality as a Bribe to Minister

You are the Chief Anti-Corruption Officer in the Office of Enforcement of Ethics, Lahore for the Ministry of Law & Home Affairs. Your Deputy Minister has overall responsibility for the ministry's current major review of the national Criminal Code.

A consultant from the company which is advising on the review project asks you whether it would "cause difficulties" if the company were to invite your Deputy Minister to attend the forthcoming Soccer World Cup finals in Doha, Qatar?

The consultant says that the company would provide the airfares and accommodation, and the Deputy Minister would also be a guest in the company's corporate hospitality tent at the National Stadium. This would give the Deputy Minister a good opportunity to meet other ministers from neighboring Mid-Eastern countries, who will also be there. The Deputy Minister is very keen on soccer, and as he has been a former President of Pakistan's National Soccer Federation & represented the country in FIFA.

If you stop Dy. Minister he may be offended as it would be a great Networking Opportunity for countries especially KSA and Oil rich Arab countries are also coming in this VVIP Tent. Local Press and Dunia TV Show Kamran Khan including social media is actively reviewing this issue.

Review Questions:

1. How would you handle this ethical Dilemma?
2. Would you resign if Dy. Minister does not pay attention to your negative note?
3. Any mid way solution?

CASE STUDY: 13

• GIFT to Bribe for Favours in Decision Making

You are a senior official in the Corporate Services Division of Local Govt.,. A contractor, who has serviced the ministry's computer equipment for the past two years offers you a computer to use at home – free of charge. Over the time, this person has become a close friend of yours. You do a lot of work for the Local Govt, Punjab at home, at the weekend especially, and the computer would also be very useful for writing assignments for your current studies at university. You cannot afford to buy an Expensive Laptop for your own.

Your friend the contractor says the LAPTOP is fairly old, and so is not worth much: he says you can keep it for as long as you want to. You accept the offer. The LG HQ s 100m plus computer equipment service contract is due for renewal inthree months' time, and you normally be a member of the committee which will decide on the winning bid.

Question:

1. Do you think his offer to retain Laptop is a form of bribe? If yes, would you accept that offer? Is this fair and ethical?

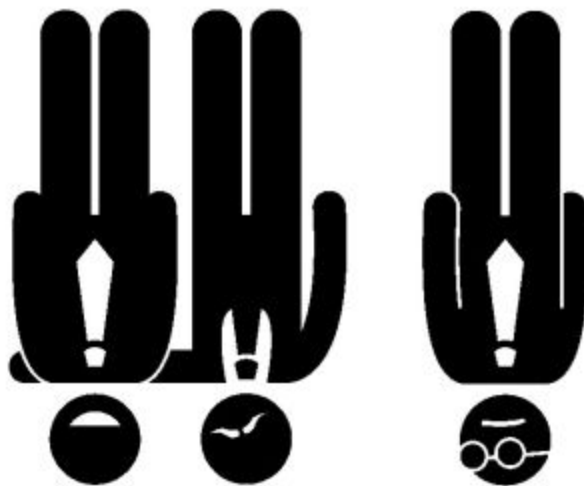
2. Do you think he wishes to do you a favour and then would expect to get a contract from you?



FAVORITISM, CRONYISM, AND NEPOTISM.

Favoritism in the workplace happens when a team member or manager gives unfair preferential treatment to another. This type of special treatment generally has less to do with someone's job performance and more with nepotism or personal relationships. As favoritism is the broadest of these related terms, we'll start with its definition. Basically favoritism is just what it sounds like; it's favoring a person not because he or she is doing the best job but rather because of some extraneous feature-membership in a favored group, personal likes and dislikes, etc. Favoritism can be demonstrated in hiring, honoring, or awarding contracts. A related idea is patronage, giving public service jobs to those who may have helped elect the person who has the power of appointment.

Is Favoritism a Form of Discrimination? Taken at face value, favoritism is not unlawful at work. However, favoritism can also be a mask for other discrimination motives that are unlawful. Favoritism may sometimes cross the line into unlawful territory if it is used as an excuse for discrimination or harassment. Favoritism, like nepotism, is not generally unlawful. That means your boss is perfectly entitled to hire, promote, or offer additional perks to people simply because he or she likes them – even if those people are less qualified than other employees. So your manager is not violating the law by favoring his close buddies, family members, or even someone he or she has a crush on, as long as those actions are motivated by neutral reasons. However, favoritism becomes unlawful when it's driven by preference for a specific race, national origin, age, gender, religion, or other protected category. For example: You're continually passed over for promotions that you're qualified for, while employees who are members of the boss's College group move up the corporate ladder. Younger employees seem to land all the high-profile accounts because the boss wants to promote the image of a youthful company. A manager only assigns men to projects that require travel to exotic locations. All the supervisor positions are staffed by people of a certain ethnic origin.



FAVORITISM, CRONYISM, AND NEPOTISM.

- **Unfair leverage.**

In other scenarios related to favoritism, a manager may leverage his or her position as a means to act inappropriately. For example, a supervisor may give more favorable schedules to female staffers. You've spent your career building new skills and expertise to start an upward path and thrive as an employee. But favoritism in the workplace, whether it comes from managers or coworkers, can impede your growth and create a Toxic Work Environment. Favoritism could be the reason your manager chooses others over you for important promotions, raises, and responsibilities. It could also make you feel left out of social events where only the "favorites" get invited. Favoritism might spur a lack of motivation and have serious impacts on engagement at work, team relationships, and your career path. If you fear favoritism is contributing to poor morale, learn the signs and how to approach the subject with your supervisor or team.

Here's how favoritism impacts different professional relationships. Favoritism between a manager and a direct report Managers, supervisors, or even employees with seniority can practice favoritism with the people who report to them, and it starts with the hiring process. A higher-up could sway human resources or hiring managers to pass over more qualified candidates in favor of friends or family. People in charge of hiring could also favor candidates based on their relationships, shared connections, or work history.

- **favoritism between managers and reports can manifest in the following ways:**

Perks: Managers might give certain employees the upper hand with vacation time, paid time off, a company car, work expenses, or a nicer office.

Career development opportunities: Favored employees could be more likely to get promotions, mentorship opportunities, and special assignments.

Relaxed consequences: When employees aren't performing well, managers might not give them the same consequences. Managers could brush off tardiness, absentecism, and poor work performance.

Extra attention and help: Leaders could offer extra assistance or time with projects. They might also take favored employees'

NEPOTISM IN THE WORKPLACE

- **Nepotism**

Nepotism is an even narrower form of favoritism. Coming from the Italian word for nephew, it covers favoritism to members of the family. Both nepotism and cronyism are often at work when political parties recruit candidates for public office. Nepotism is the act of granting an advantage, privilege, or position to relatives or close friends in an occupation or field. These fields may include but are not limited to: business, politics, academia, entertainment, sports, religion, and other activities. Nepotism is the act or practice of favoring a family member, and it can cause discord in your company's ranks if that favoritism is unwarranted. If you work in a company where management is littered with wives and husbands, sons and fathers, or you sit across the aisle from the boss's daughter, you may wonder how nepotism will affect your career. The first step is to recognize the types of nepotism that commonly cause problems in the workplace. Some of them are placed below:

- **Lack of Diversity**

Nepotism in the workplace can also create a significant lack of diversity within the workplace. Diversity is important because, when companies hire employees with varying skill sets, they can all learn from one another. This improves morale and team-building exercises. However, if the boss is only hiring employees because they are friends or relatives, and they are not as skilled as someone else, then he is only bringing the company down by creating a lack of diversity. This is essentially watering down his team's skillset. A lack of diversity causes ideas, and by proxy the company, to grow stagnant. It is also more difficult for a company to claim it practices diversity and discourages discrimination if all they do is hire from within.

- **Fair Play**

Keep in mind that family members working in the same place does not automatically lead to nepotism. Many employers recognize the problems nepotism causes in the workplace and bend over backwards to ensure family members are both qualified and willing to work just as hard as the rest of the employees. Before judging family members too harshly, give them a chance to prove their worth. You may be pleasantly surprised.

NEPOTISM IN THE WORKPLACE

- **Inconsistency**

When the boss expects you to be at work on time and yet her son shows up routinely late and nothing is said about it, nepotism may be in play. When family members are held to a lower set of standards than other employees in the same position, it makes other employees feel devalued. Negative impact of Nepotism could be:

- **Promotion**

If you are in line for a promotion only to find out the owner's wife is being brought in to fill the position, your heart may break just a little. After all, you put in all that hard work and all she did was marry the owner. This may or may not be nepotism, depending on whether the wife is actually better qualified for the position. Try to give the benefit of a doubt until you know for sure.

- **Perks**

The perks of the job are those little things that make it all worthwhile. You might like to have company credit cards, expense accounts and company cars. You can't blame an uncle for wanting to make the way easier for his nephew unless you are doing the same job, maybe even better, and you are still racking miles up on your personal vehicle while working on a shoestring budget.

NEPOTISM IN THE WORKPLACE

• Nepotism Policy

When the boss expects you to be at work on time and yet her son shows up routinely late and nothing is said about it, nepotism may be in play. When family members are held to a lower set of standards than other employees, nepotism is in play. A nepotism policy, or "anti-nepotism policy" as it is more commonly known, is a policy put in place by a company or agency to prevent employees from engaging in nepotism. Many companies do not want their employees to work with family members because it creates a conflict of interest as well as issues of loyalty within the company. Some organizations allow employees to work together but restrict their interactions with each other. For instance, employees are not to directly supervise their own relatives. If, however, a project comes up where the family members must work together, then a provision within the policy often requires the supervisor to come up with a management plan to effectively navigate the situation. A nepotism policy can have negative effects on employee morale and productivity. For one thing, if employees feel like their workplace promotes the idea of inequality, they will be less motivated to work. This can manifest in one of two ways:

- They can actively set out to sabotage their peers; or
- They can passively take a defeatist attitude and stop giving their job their all.

A work environment's culture starts at the top, and if the boss is engaging in nepotism in the workplace, then that negative energy flows down to the workers. This makes for a thoroughly toxic work environment. For example, nepotism in the workplace can lead to employees turning in half-hearted work or just simply looking for jobs elsewhere. They may also spread negative word-of-mouth about the public sector organization, which reduces the number of potential employees the company can hire. In the same position, it makes other employees feel devalued. Negative impact of Nepotism could be:

NEPOTISM IN THE WORKPLACE

• Cronyism VS Nepotism

Cronyism and nepotism are similar, as they involve favoritism and biases in decision-making. However, they differ in the nature of the relationships used to confer advantages. Cronyism is the act of favoring close friends, associates, or allies in positions of power or authority. It involves using relationships with individuals who may not necessarily be qualified or deserving to gain preferential treatment in hiring, promotions, contracts, or other opportunities. On the other hand, nepotism specifically favors family members in organizational decisions. It can include hiring, promoting, or granting special privileges or benefits regardless of capabilities.

• Cronyism VS Favoritism

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NEPOTISM IN THE WORKPLACE

• Is Cronyism Unethical?

Cronyism is considered unethical because it often involves giving preferential treatment to someone depending on personal connections rather than competence. This practice can undermine public trust in institutions and erode confidence in the fairness of the selection process exclusivity, where merit and performance are not the primary drivers of success. Cronyism can take many forms, including giving jobs or promotions to family members or close friends, awarding contracts or business deals to favored individuals or companies, or using personal relationships to influence hiring or investment decisions. Cronyism can be challenging to.

• Cronyism and Ethics.

Public Sector ethics include the principles and values that guide ethical behavior in service, including how organizations and their members should conduct themselves. From a moral standpoint, cronyism is considered unethical as it involves using personal relationships and biases to gain privileges rather than evaluating individuals based on their worthiness. It can undermine the principles of fairness, meritocracy, and equal opportunity, which are fundamental ethical principles in most organizations. An emergency board meeting may allow cronyism to flourish, as decisions need to be made quickly without proper oversight or scrutiny. Organizations should draft a board meeting agenda to establish clear protocols for emergency board meetings to avoid giving undue advantage to friends or family members.

• Cronyism is unethical for several Reasons

- Lack of fairness, as it involves giving preferential treatment to individuals depending on relationships rather than evaluating them objectively based on their skills and value.
- Breach of trust and confidence in the organization, as it creates a
- Perception that decisions are made from intimate connections instead of Objective criteria.
- Lack of transparency, as cronyism involves making decisions without proper transparency or accountability, creating an environment where unethical behavior can flourish. Preventing cronyism can be especially challenging in closed board meetings.
- Negative impact on performance as the chosen individuals are often less qualified. As a result, their performance may harm the organization and morale. Decisions.

NEPOTISM IN THE WORKPLACE

- What do favoritism, cronyism and Nepotism have to do with Ethics?

Favoritism, cronyism, and nepotism all interfere with fairness because they give undue advantage to someone who does not necessarily merit this treatment. In the public sphere, favoritism, cronyism, and nepotism also undermine the common good. When someone is granted a position because of connections rather than because he or she has the best credentials and experience, the service that person renders to the public may be inferior.

- What is Cronyism?

Cronyism occurs when people in power or authority use their influence to favor their friends or associates, regardless of their qualifications. It's a form of corruption in many organizations, including businesses, governments, and nonprofit organizations. Cronyism is a more specific form of favoritism, referring to partiality towards friends and associates. As the old saying goes, "It's not what you know but who you know," or, "It's not what you don't know; it's who your college roommate knows." Cronyism occurs within a network of insiders-the "good old' boys," who confer favors on one another. This practice can solidify organizational power structures, making it challenging for individuals without the right connections to advance or succeed. It can create a culture of favoritism. An example of cronyism could be when a government official gives a lucrative contract or job to a close friend or associate without checking their eligibility, instead of using a fair and transparent process to select the most accomplished candidate. Cronyism is not necessarily illegal, but can lead to unlawful actions such as nepotism, bribery, or conflict of interest. However, in some cases, cronyism can violate anti-discrimination laws if it discriminates against eligible candidates.

CIVIC ENGAGEMENT?

Civic engagement (also known as citizen engagement and civic participation) is the process of working to make a positive impact in the civic life of communities. Knowledge of the key issues in your locality and motivation to address these challenges collaboratively between your local government and citizens is the key to improving the quality of life in your community through both political and non-political processes. The more that constituents, through their active participation and electoral participation, feel heard and can see that their government is willing and able to address issues of public concern, the better social cohesion is.

Civic engagement helps local governments improve citizen engagement and benefit community-members and your government workers.



ETHICAL DECISION MAKING PROCESS

When you come across a difficult problem that threatens your company's integrity or beliefs (or could be illegal), you'll want to employ these six steps to make an ethical decision.

Step One: Define the Problem

Use Ethical filters to define your problem, and how it might affect one of the PLUS acronyms. Is it illegal, or does it violate your company's values? Make sure you've outlined the full scope of the problem -- be honest with yourself about it, even if you're partially at fault.

Step Three: Brainstorm a List of Potential Solutions

When you're brainstorming a list of potential solutions to your problem, you don't want to only consider what's been done before. Stay open to new and different ideas, and urge other people to share their advice. Consider outside resources, including what other companies have done. Ultimately you'll want a list of at least three to five potential solutions. This way, you avoid feeling like it's an either/or situation.

Step Two: Seek Out Resources

It can be difficult, if not impossible, to reach an objective solution on your own. To fairly evaluate your problem, you'll want to seek out all available resources. These resources might be mentors, coworkers, or even friends and family, but they could also be professional guidelines and organizational policies. Make sure you've armed yourself with knowledge to understand the extent of the damage.

Step Four: Evaluate Those Alternatives

Dive into your list of potential solutions, and consider all positive and negative consequences of taking each action. It's important you consider how likely those consequences are to occur, as well. You'll again want to refer to resources, guidelines, and standards. For instance, you might decide one solution has only one negative consequence, but that negative consequence has a high likelihood of happening. Another solution has two negative consequences, but both are extremely unlikely. These are important factors to weigh when making your decision.

ETHICAL DECISION MAKING PROCESS

Step Five: Make Your Decision, and Implement

At this stage, you've got all the information you need to make a fair and ethical decision. If you've made the decision alone but need to share it with your team, create a proposal outlining why you chose this route, and what alternatives you considered, so they can understand your steps. Transparency is key. Your team needs to understand you used appropriate and objective measures to find a solution.

Step Six: Evaluate Your Decision

Now that you've implemented your solution, decide whether your problem was fixed or not. If there are unforeseen consequences, perhaps you want to consider alternative measures to combat the problem, or refer to outside guidance.



CASE STUDY: 16

Ethical Decision Making

As manager of a section, you are asked to act as Chair of the selection committee for a vacant permanent position in your Section. One of the applicants is from outside the ministry, and is socially a friend of yours as you are related to her husband. This is not known to the other members of the selection panel. You decide that you will not allow this relationship to influence your judgment. You decide to tell the panel members that you will stand aside from the final assessment, because the applicant is a friend, but as Chair you insist that you will make the final decision in accordance with the views of the committee.

Question; Is your decision to remain final decision making rested with you is fair and ethical.



CASE STUDY: 16

Distorting/hiding Official Information leading to Collective damages

A public servant in Chang Manga is directed to summarize the public's responses to his ministry's recent survey on the Government's proposed changes to the laws regulating environmental protection in the forestry industry. The official secretly discards those survey responses which are in conflict with the official's well-considered personal beliefs about the need for stronger government protection of the environment, and forests in particular. The official is a well-qualified and experienced forestry scientist.

Question: Is the public servant acting wrongly in this example?

Question: What is wrong with putting forward your own views ,as long as you have a clear conscience that you are right?



CASE STUDY: 17

A Success Story in Ethics:

A public servant in Chang Manga is directed to summarize the public's responses to his ministry's recent survey on the Government's proposed changes to the laws regulating environmental protection in the forestry industry. The official secretly discards those survey responses which are in conflict with the official's well-considered personal beliefs about the need for stronger government protection of the environment, and forests in In the bustling corridors of the Metropolitan Office of Punjab, where whispers of corruption often lingered, there existed a beacon of integrity named Hasan. Hasan, a seasoned officer with years of service, was known for his unwavering commitment to honesty and transparency in an environment where such virtues were often scarce. The Metropolitan Office, responsible for overseeing a myriad of governmental functions, had long struggled with issues of corruption and malfeasance. Many turned a blind eye to the unethical practices that had become ingrained in the system, but Hasan was not one to compromise his principles.

As a senior officer, Hasan had witnessed the erosion of integrity over the years. Misappropriation of funds, favoritism in contracts, and unethical decision-making had become an accepted part of the office culture. Yet, Hasan remained resolute in his belief that public service should be guided by the principles of fairness and honesty. One day, as Hasan was reviewing financial records, he stumbled upon discrepancies that raised red flags. The numbers didn't add up, and Hasan sensed that something nefarious was afoot. Instead of turning a blind eye, Hasan delved deeper into the records, meticulously gathering evidence of financial irregularities.

Haunted by the knowledge of wrongdoing, Hasan faced a difficult decision. He knew that exposing the corruption within the Metropolitan Office could jeopardize his own position and put him at odds with powerful colleagues. However, the fire of integrity burned within him, compelling him to take action for the greater good. Rather than resorting to sensationalism or external exposure, Hasan chose a methodical and discrete approach. He compiled a detailed report of the financial discrepancies, supported by irrefutable evidence. With great care, he presented his findings to the internal ethics committee, urging a thorough investigation.

CASE STUDY: 17

A Success Story in Ethics:

The committee, initially skeptical given the pervasive culture of corruption, couldn't ignore the compelling evidence Hasan presented. As the investigation unfolded, Hasan faced subtle threats and attempts to discredit his character. Yet, he remained steadfast, knowing that his commitment to integrity was the bedrock of a just and accountable government. As the truth emerged, the Metropolitan Office was shaken to its core. Corrupt practices were exposed, and those responsible were held accountable. Hasan's act of integrity not only cleansed the office of its vices but also served as a catalyst for a cultural shift. Other officers, inspired by Hasan's example, began to question unethical practices and demand accountability.

Hasan's journey was not without personal sacrifice. He faced professional isolation and subtle retaliation from those who had once wielded unchecked power. However, the citizens of Punjab, learning of Hasan's courageous stand, rallied behind him. Hasan became a symbol of hope and a testament to the transformative power of integrity. In the end, Hasan's commitment to honesty and transparency reshaped the Metropolitan Office of Punjab. The narrative shifted from one of corruption and apathy to one of accountability and responsibility. Hasan's legacy endured, inspiring a new generation of public servants to uphold the principles of integrity, ensuring that the Metropolitan Office became a beacon of honesty in the heart of Punjab.

Questions.

- 1. Discuss application of this case in your respective department. Did you find any similar case like this in your service.**
- 2. Do you think these issues could be addressed by one young female worker alone**
- 3. Has anyone ever pointed out a Conflict of Interest Matter in his/her office?**

RESPECT:

A Success Story in Ethics:

The second principle is respect. It's about acknowledging the inherent value of all individuals and treating them with dignity. Doing so involves honouring others' rights, opinions, and beliefs, even when they differ significantly from our own. In a world brimming with diversity, respect enables us to appreciate differing viewpoints and fosters a culture of acceptance. Beyond interpersonal interactions, respect extends to the environment and all its inhabitants. Recognising our interconnectedness with nature and treating all living beings with kindness and respect is a critical component of ethical decision-making.

- a) **Responsibility.** The third principle is responsibility. Responsibility means being aware that our decisions have consequences and being prepared to accept them, be they positive or negative. This principle is intrinsically tied to accountability, suggesting that we should answer for our actions, particularly to those who are affected by our decisions. From a broader perspective, responsibility also means being a good steward of the resources we use and the tasks we're given, further highlighting the role of ethics in our daily lives.
- b) **Fairness.** The fourth principle is fairness. Ethical decisions must be unbiased, treating everyone with equal consideration regardless of their status, position, or personal attributes. Fairness involves making decisions based on objective criteria, avoiding favouritism, and giving others equal opportunities. It supports justice and equity, fostering an environment where everyone can thrive.
- c) **Compassion & Empathy.** The fifth principle is compassion. It involves empathy and understanding towards others, even if we disagree with them or their actions. Compassion drives us to consider others' feelings and circumstances when making decisions, encouraging us to choose kindness over harm and understanding over judgment. Further, it urges us to acknowledge the human element in every decision we make, bridging the gap between impersonal principles and humanistic ethics.
- d) **Courage.** The sixth principle is courage. It requires us to stand up for our beliefs, even when it's difficult, risky, or unpopular. Courage may involve making tough decisions that may not be instantly gratifying or could lead to criticism. But, true ethical leadership comes from having the courage to do what's right, not just what's easy or what's expected.
- e) **Wisdom.** The seventh and final principle is wisdom. It involves making informed decisions based on the facts while allowing room for intuitive guidance. Unlike popular belief, wisdom isn't about knowing all the answers but understanding the complexities of ethical decision-making, asking the right questions, learning from past experiences, and foreseeing the possible outcomes of our decisions. It's about balancing head and heart in decision-making, applying both rational thought and emotional intelligence.

CASE STUDY: 18

Cash Theft -Ethical Dilemma

You discover that, for the last two years, a close friend at work has been stealing small amounts of cash and altering official financial records to disguise the thefts, and taking office supplies from your ministry.

She has been selling the supplies at the market in the next town. Because of the ministry's extremely poor accounting systems, no-one suspects that anything is wrong. Your friend has a sick husband and a young family to support and her salary as a civil servant is too low for the family to live on comfortably.

Question: Is there a conflict of interest in this case?



CASE STUDY 20

• Integrity-Conflict of Interest

An elected Councillor in the municipal council in a small community has voted in favour of a new, and controversial, road, which is to be built through changing manga old forest which was a popular place for wilderness tourism. The road will benefit the Councillor's brother, by giving better access to his farm.

It is alleged by opponents that the road will drive away hikers, by reducing the remoteness of the area, and increasing pollution of local streams and rivers. Opponents have claimed that the Councillor had a conflict of interest, which should have been declared, as it was a breach of the Council's new code of ethics to vote on a Council matter in a way, which secretly benefited a relative. In response, the Councillor used his influence with local newspapers to conduct a campaign to damage the reputations of those people, who have complained about him.

When questioned, the Councillor said: "This is a small community and conflicts of interest don't mean anything here, as everyone knows everyone else and many people are related by family or marriage. Anyway, everyone knows what is being decided by the Council, and 'academic' codes of ethics and so on are unnecessary: that's just the way we do things here."

Question: Q: What are the integrity issues here?



WHISTLE BLOWING IN THE PUBLIC SECTOR

“The etymological origins of whistle blowing are gloriously obscure.” Yet even without knowing the term’s pedigree, we get a vivid picture from the words themselves. Whistle blowing means calling attention to wrongdoing that is occurring within an organization. There are four ways to blow the whistle:

- reporting wrongdoing or a violation of the law to the proper authorities.
- such as a supervisor, a hotline or an Inspector General
- refusing to participate in workplace wrongdoing
- testifying in a legal proceeding
- leaking evidence of wrongdoing to the media

What does whistle blowing have to do with ethics?

Whistle blowing has to do with ethics because it represents a person’s understanding, at a deep level, that an action his or her organization is taking is harmful—that it interferes with people’s rights or is unfair or detracts from the common good. Whistle blowing also calls upon the virtues, especially courage, as standing up for principles can be a punishing experience. Even though laws are supposed to protect whistleblowers from retaliation, people who feel threatened by the revelations can ostracize the whistleblower, marginalizing or even forcing him or her out of public office.

Organizations should encourage internal whistle blowing so that problems are solved within the organization before employees feel they must go outside to get action. The same is true for government bodies, which need to know about problems early—before illegal contracts must be renegotiated or aquifers have been polluted or the public’s money has been squandered or unethical behavior has become front-page news. Suggestions about how to encourage internal whistle blowing in a government context Local Govt. Official of Punjab must create a policy about reporting illegal or unethical practices, which should include: Formal mechanisms for reporting violations, such as hotlines and mailboxes

- Clear communications about the process of voicing concerns, such as a specific chain of command, or the identification of a specific person to handle complaints
- Clear communications about bans on retaliation

Get endorsement of the policy from top officials—mayor, manager, councilmembers, boards—and publicize the organization’s commitment to the process. Elected and administrative leadership must encourage ethical behavior and hold everyone within the organization to the highest standards, including the disclosure of activities that would have a negative impact on the public’s business. Investigate and follow up promptly on all allegations of misconduct. report on these investigations to the council or board.

What ethical dilemmas does whistle blowing present?

When a person encounters wrongdoing in the public sphere, his or her first step should probably be to use the organization's internal whistle blowing mechanisms. Whistleblowers in the public sector often face the unique problem that their disclosure may constitute a crime. This can create an ethical dilemma when the ongoing misconduct is severe and there is no reasonable prospect that the abuse will end absent blowing the whistle. All government bodies should have fairly straightforward lines of authority. For example, if a councilperson has a problem with city staff, he or she would go to the city manager. If an employee of the LG sees wrongdoing, he or she would start with a supervisor and move up the chain of command, and so forth.

It's always best to start with the mechanisms the organization has set up to deal with problems because these represent the best chance at an amicable solution. On the other hand, a leaker must determine if the conduct he or she is exposing represents actual wrongdoing or if it simply represents a policy disagreement. Of course, much of the public's business should be debated in public, and speaking up about disagreements on most issues is not only acceptable but also desirable. Closed-door sessions, however, are secret for a reason. Revelations about a city's interest in a particular piece of property may boost the price of that parcel. Exposure of sensitive information about a hiring or firing decision may needlessly cause harm to an individual. As much as council or board members' views may differ on these issues, they should remain secret if the problem does not rise to the level of misconduct. Public officials should also note that dilemmas involving favoritism extend beyond hiring and contracting practices to the more general problem of influence. Golfing partners, people who come over for Sunday dinner, members of the same congregation all are likely to exert a greater influence over an official than a stranger might.

CASE STUDY 21

• A Success Story in Ethics Whistle Blowing in Offices

In the heart of the bustling city of Lahore, within the towering walls of the Metropolitan Office of Punjab, a tale of courage and integrity unfolded. The office, responsible for overseeing various governmental functions, was a labyrinth of corridors and offices, where whispers of corruption had long been ignored.

Amidst the routine paperwork and seemingly mundane tasks, there worked a diligent young officer named Ayesha. Ayesha, armed with a keen sense of justice and an unwavering commitment to the principles of transparency, found herself increasingly troubled by the subtle signs of corruption that seemed to permeate the office.

It all began with small discrepancies in financial records, a few suspicious contracts awarded to favored companies, and the occasional hushed conversations in dimly lit corners. Ayesha, though a relative newcomer to the office, couldn't turn a blind eye to the rot that was slowly spreading. The dilemma weighed heavily on her conscience, and she knew she had to act.

One evening, after meticulous research and gathering evidence, Ayesha decided to blow the whistle on the corruption she had uncovered. She knew the risks involved, aware that speaking out could jeopardize her career, and possibly her safety. However, the fire of justice burned brighter within her than the fear of consequences.

Ayesha discreetly contacted investigative journalists, sharing the details of the corruption she had unearthed. With careful planning, the story was to be exposed to the public, putting a spotlight on the nefarious activities within the Metropolitan Office. The journalists, intrigued by the potential scandal, agreed to protect Ayesha's identity.

As the news broke, the city was abuzz with shock and disbelief. The revelations were not only an embarrassment to the Metropolitan Office but also a wake-up call for the citizens of Punjab. The corruption, once hidden in the shadows, was now exposed to the harsh light of public scrutiny.

The media storm triggered a series of investigations, both internal and external, and the higher-ups in the Metropolitan Office were forced to answer for their actions. Ayesha's act of whistleblowing had set in motion a chain of events that led to the identification and removal of corrupt officials. The people of Punjab, initially skeptical of their government's integrity, were heartened by the courage displayed by one conscientious officer.

Ayesha's journey, however, was not without its challenges. She faced backlash from some colleagues who viewed her as a traitor, and her personal and professional life became a battleground. Yet, she stood firm, fortified by the belief that her actions were a small step towards a cleaner, more accountable government. In the end, Ayesha's courage and commitment to justice not only transformed the Metropolitan Office but also inspired a new generation of public servants to prioritize integrity over complacency. The echoes of her whistle blowing reverberated far beyond the walls of the office, leaving an indelible mark on the fight against corruption in Punjab.

REVIEW QUESTIONS.

- 1. Discuss Applicability of the Concept of Whistle Blowing in our Office?Is this workable thing and these issues could be addressed by one young female worker alone ?**
- 2 .Do you think we can formalize it in our Local Govt. Offices? If Yes, can we add it in our CODE of Ethics?**
- 3. Do you think the Govt Officer will welcome this new initiative ?**



CONFLICT OF INTEREST?

A conflict of interest occurs when an entity or individual becomes unreliable because of a clash between personal (or self-serving) interests and professional duties or responsibilities. Such a conflict occurs when a company or person has a **vested interest**—such as money, status, knowledge, relationships, or reputation—which puts into question whether their actions, judgment, or decision-making can be unbiased. Some examples of a conflict of interest could be:

- Representing a family member in court
- Starting a business that competes with your full-time employer
- Hiring an unqualified relative or friend

When such a situation arises, the party with the conflict of interest is usually asked to remove themselves, and it is often legally required of them. A conflict of interest occurs when a person's or entity's vested interests raise a question of whether their actions, judgment, and/or decision-making can be unbiased. In Organizations, a conflict of interest arises when a person chooses personal gain over duties to their employer, or to an organization in which they are a stakeholder, or exploits their position for personal gain in some way. Conflicts of interest often have legal ramifications. A conflict of interest normally refers to a situation in which an individual's personal interest conflict with the professional interests owed to their employer or the company in which they are invested. A conflict of interest arises when a person chooses personal gain over the duties to an organization in which they are a **stakeholder** or exploits their position for personal gain in some way.

What are conflicts of interest?

Because of the multiple roles individuals play in their daily lives, they inherently possess many different interests and loyalties. At any given time these interests may compete. Such conflicts are a part of life and are unavoidable. Public officials, as stewards of the public trust, are required to put the public's interest before their own. Impropriety occurs when an officeholder, faced with conflicting interests, puts his or her personal or financial interest ahead of the public interest. In the simplest terms, the official reaps a monetary or other reward from a decision made in his or her public capacity. Conflicts of interest in both the public and private sectors have become a major matter of public concern world-wide. In government and the public sector, conflict-of-interest situations have long been the focus of specific policy; legislation and management approaches intended to maintain integrity and disinterested decision-making in government and public institutions. In a rapidly changing public sector environment, conflicts of interest will always be an issue for concern. While a conflict of interest is not ipso facto corruption, there is increasing recognition that conflicts between the private interests and public duties of public officials, if inadequately managed, can result in corruption. The proper objective of an effective conflict-of-interest policy is not the simple prohibition of all private-capacity interests on the part of public officials, even if such an approach were conceivable. The immediate objective should be to maintain the integrity of official policy and administrative decisions and of public management generally, recognising that an unresolved conflict of interest may result in abuse of public office.

Conflicts of interest in the public sector are particularly important because, if they are not recognised and controlled appropriately, they can undermine the fundamental integrity of officials, decisions, agencies, and governments. "Integrity" is used in the public sector to refer to the proper use of funds, resources, assets, and powers, for the official purposes for which they are intended to be used. In this sense the opposite of "integrity" is "corruption," or "abuse." Conflict of interest is both a straightforward and a complex matter: in principle easy to define – in the public sector a conflict of interest arises "when a public official has private-capacity interests which could improperly influence the performance of their official duties and responsibilities."

Establishing effective policy frameworks to control conflicts can be a complex task. To resolve a specific conflict, it is necessary to establish relevant facts, apply the relevant law and policy, and distinguish between "actual," "apparent," "real," and "potential" conflict situations. This requires technical skill and an understanding of the many issues which are usually involved.

The most common conflicts in local government happen when officeholders face a vote on real property/land use issues that affect their own holdings. Other examples include voting to grant a benefit to a company in which the officeholder owns stock or even to a non-profit organization on whose board the officeholder may sit. When a conflict of interest is possible, an officeholder is expected to abstain from the discussion and the vote.

What do conflicts of interest have to do with ethics?

Public service is always about protecting the common good, which may be defined as the common conditions that are important to the welfare of everyone-police, fire, parks, libraries, and other services. A public servant must always put the common good ahead of any personal, financial, or political benefit they might receive from a decision about such matters as where to situate a park or who should collect the garbage.

Also, conflicts of interest interfere with the basic ethical principle of fairness-treating everyone the same. A public official should not take unfair advantage of his or her position by voting on a matter that could benefit them at the expense of others. Finally, conflicts of interest undermine trust. They make the public lose faith in the integrity of governmental decision-making processes.

CASE STUDY 22

- **Award of Contract by Minister (Conflict of Interest)**

A ruling party MPA, and now a minister, who is responsible for the final decision in awarding the ministry is building maintenance contracts, awards a contract to a company which employs his son in a middle-level technical job. The procurement process leading to the decision was very minimal, allowing the minister considerable discretion in his choice of contractor for this work.

The minister did not mention the situation to anyone in the ministry when he decided on the contract as he did not believe it was a personal conflict of interest.

Question: Is this situation a serious apparent conflict of interest?

Question: What would make it OK?

Question: Is this situation a serious apparent conflict of interest?

Question: What would make it OK?



• Special Considerations

A conflict of interest may lead to legal ramifications as well as job loss. However, if there is a perceived conflict of interest and the person has not yet acted maliciously, it's possible to remove that person from the situation or decision in which a possible conflict of interest can arise. Using the prior example of a board member who owns a truck company, they could simply remove themselves from all decisions that could positively or negatively affect their personal business.

Common Types of Conflicts of Interest

Self-dealing is the most common type of conflict of interest in the business world. It occurs when a management-level professional accepts a transaction from another organization that benefits the manager and harms the company or the company's clients. Finally, the hiring of, or showing favorable workplace treatment to, a relative or spouse—known as nepotism—can result in a potential conflict of interest. Analysts concluded that these cases demonstrate that the problem with governmental efficiency isn't government itself - or the people who work for it. Rather, it is the set of restrictions that limit government's flexibility and the lack of incentives to improve their productivity.

Make a strong incentive - such as the potential loss of jobs- and city workers can produce remarkable efficiencies. Level the playing field, and they can even win out over the private sector. Private competitors countered that they could provide even cheaper service at lower cost if the city were to change its ground rules. Beyond the procedural disputes, however, there's a surprising nugget of truth to be found in this mixed experience. What "everyone" knows- that the private sector is more efficient than the public sector- isn't true. Armed with the right incentives, government can outcompete the private sector.

Most people are uncertain about this area of public sector ethics, partly because the language itself can be confusing. "Having an interest" in, for example, the outcome of a decision is not the same as being "interested" in the outcome, i.e. curious. If officials could gain something personally from their decision they can be said to "have an interest" in it. A "conflict of interest" therefore involves a conflict between officials' personal interests (what they could gain, not necessarily financially) and their duty as a civil servant and is to be avoided as far as is reasonably possible.

In general, the appearance of a conflict of interest is also to be avoided, to minimize the risk to the organization's reputation (and officials' personal reputation) for integrity. As perceived conflicts of interest could be similarly harmful to the trust in public decision making, managers should also consider perception when they decide on specific cases. New forms of partnership between government and the private sector and increasing engagement by governments with civil society, mean that conflicts of interest take new forms, presenting new challenges to policy- makers and public managers. Conflict-of-interest situations cannot be avoided by simply prohibiting all private-capacity interests on the part of public officials: instead, public officials must take personal responsibility for identifying and resolving problem situations, and public institutions must provide realistic policy frameworks, set enforceable compliance standards, and establish effective management systems.

CASE STUDY 23

• Conflict of Interest in Printing Contract

You are the complaints officer in the Office of District Education (ODE), in South Punjab area. You are asked to investigate a complaint that the ODE's contracting and tendering processes are corrupt.

The ODE contracts for the supply of a lot of printed material every month. The three printing firms which have always done all of the ODE's printing work in the past are well respected for the quality and cost-effectiveness of their work.

On investigation, you discover that a senior contracts officer in the ODE has an uncle, who has just purchased a local printing business. The contracts officer's job is to process all tenders for small to medium printing contracts.

Your enquiries reveal that on several occasions he has awarded the contract to his uncle's printing company, even though his tender price was the same as that of other competing companies.

In each case he gave the reason that her uncle's company was more reliable and would do a better job.

Question: Is this a conflict of interests?

Question: Is there an "abuse of office" involved in this case?



CASE STUDY 24

Success Story in Ethics: Conflict of Interest in Lahore Based Govt. Dept.

At the center of this narrative was a seasoned officer named Ahmed, a man whose reputation for astuteness was both a shield and a vulnerability. Ahmed had climbed the ranks within the Metropolitan Office, accumulating influence and connections along the way. However, it was precisely these ties that would lead him into the murky waters of conflict of interest.

As the head of a department responsible for awarding lucrative contracts, Ahmed found himself entangled in a complex web of relationships. Unbeknownst to the public, his family had business interests in several companies that regularly bid for government contracts. The conflict of interest was a ticking time bomb, threatening to compromise the integrity of the entire office.

Ahmed, torn between familial loyalty and professional duty, grappled with the ethical dilemma that unfolded before him. The bids from companies linked to his family were consistently favored, and the lines between personal and professional became increasingly blurred. Whispers of favoritism and unethical dealings began to circulate within the office, casting a shadow over the credibility of the Metropolitan Office.

As concerns about the fairness of the contract awarding process grew, a diligent and principled officer named Farah began to notice the irregularities. Farah, known for her commitment to integrity, meticulously documented instances where bids from companies linked to Ahmed's family were given preferential treatment. The conflict of interest was no longer a secret whispered in the corridors; it was a stain on the reputation of the Metropolitan Office. Farah, recognizing the gravity of the situation, decided to confront Ahmed privately. The conversation was tense, with Ahmed initially denying any wrongdoing. However, faced with irrefutable evidence, he reluctantly acknowledged the conflict of interest. The realization that his actions had compromised the integrity of the office weighed heavily on Ahmed.

Rather than sweeping the issue under the rug, Farah and Ahmed decided to address the conflict of interest openly. They approached the office's ethics committee, presenting the evidence and acknowledging the need for accountability. The revelation sent shockwaves through the Metropolitan Office, as the conflict of interest was exposed to the scrutiny of internal investigators.

The fallout was swift and severe. Ahmed, despite his years of service, faced disciplinary action for breaching ethical standards. The contracts awarded under questionable circumstances were reevaluated, and measures were put in place to prevent such conflicts of interest in the future. The story of conflict of interest in the Metropolitan Office served as a cautionary tale. The incident prompted a reevaluation of internal policies, and transparency became a cornerstone of the office's operations. The scars left by the conflict of interest were a reminder that even the most influential figures were not above the principles of integrity and accountability. Farah, who had risked her own standing to expose the truth, became a symbol of the importance of ethical conduct within the Metropolitan Office. Her actions, coupled with the reforms that followed, gradually restored the public's trust in the institution, ensuring that conflicts of interest would no longer undermine the integrity of governance in Punjab.

Requirement: Discuss Lessons learnt from this ethical success story and draw some similar cases from your experience in Local Govt. Offices.

WHAT ETHICAL DILEMMAS DO CONFLICTS OF INTEREST PRESENT?

Many times, government officials honestly believe that they are not being unduly influenced by their personal stake in an issue. They may feel, to the contrary, that their interest in the matter gives them special insight into the subject. A city council member, who ran on a platform of revitalizing the downtown, for example, may feel entirely justified in supporting measures to improve the area, even if part of the benefit of such improvement might go to their own business. Another common misconception about conflicts of interest is that office holders are absolved of their responsibility merely by being transparent about their stake in the issue. It is not sufficient for government officials to make conflicts public. They must take themselves out of the decision-making process altogether.

Core Principles for Managing Conflict of Interest

In the interests of maintaining public confidence in public institutions, the Guidelines reflect the fact that public officials may be expected to observe in particular the following core principles in dealing with conflict-of-interest matters to promote integrity in the performance of official duties and responsibilities:

Serving the public interest

Public officials should make decisions and provide advice on the basis of the relevant law and policy, and the merits of each case, without regard for personal gain (i.e. be “disinterested”). The integrity of official decision-making, in particular in the application of policy to individual cases, should not be prejudiced by the religious, professional, party-political, ethnic, family, or other personal preferences or alignments of the decision-maker. Public officials should dispose of, or restrict the operation of, private interests that could compromise official decisions in which they participate. Where this is not feasible, a public official should abstain from involvement in official decisions which could be compromised by their private-capacity interests and affiliations.

Public officials should avoid private-capacity action which could derive an improper advantage from “inside information” obtained in the course of official duties, where the information is not generally available to the public, and are required not to misuse their position and government resources for private gain. Public officials should not seek or accept any form of improper benefit in expectation of influencing the performance or non-performance of official duties or functions. Public officials are expected not to take improper advantage of a public office or official position which they held previously, including privileged information obtained in that position, especially when seeking employment or appointment after leaving public office.

Supporting transparency and scrutiny

Public officials and public organisations are expected to act in a manner that will bear the closest public scrutiny. This obligation is not fully discharged simply by acting within the letter of the law; it also entails respecting broader public service values such as disinterestedness, impartiality and integrity. Public officials' private interests and affiliations that could compromise the disinterested performance of public duties should be disclosed appropriately, to enable adequate control and management of a resolution. Public organisations and officials should ensure consistency and an appropriate degree of openness in the process of resolving or managing a conflict-of-interest situation. Public officials and public organisations should promote scrutiny of their management of conflict-of-interest situations, within the applicable legal framework.

Promoting individual responsibility and personal example

Public officials are expected to act at all times so that their integrity serves an example to other public officials and the public. Public officials should accept responsibility for arranging their private- capacity affairs, as far as reasonably possible, so as to prevent conflicts of interest arising on appointment to public office and thereafter. Public officials should accept responsibility for identifying and resolving conflicts in favour of the public interest when a conflict does arise. Public officials and public organisations are expected to demonstrate their commitment to integrity and professionalism through their application of effective conflict-of-interest policy and practice.

CASE STUDY 25

• MISUSE of POWERS of Municipal Official

An elected Municipal Deputy Mayor operates a business in the town in which one of her closest friends is the wife of the Chief of Police. The Deputy Mayor claims to be owed quite a lot of money by a merchant who has a shop in the next town. The merchant has been very sick, and slow to pay his debt as a result. The Deputy asks her friend whether her husband, the Chief of Police, can do anything to help her to obtain the money which, she says, is owed to her.

Later, the Chief of Police gives one of his ASI an instruction, unofficially, to “make life difficult” for the merchant, without giving any reason for the instruction. The merchant is not under any suspicion of wrongdoing, and has no criminal record. The ASI then telephones the merchant and suggests that he can expect a visit from police every day until he pays the debt.

Question 01: Is there a conflict of interest in this case? If yes, what is it?

Question 02: Is there an “abuse of office” involved in this case?

POWER

ENGENDERING AN ORGANIZATIONAL CULTURE WHICH IS INTOLERANT OF CONFLICTS OF INTEREST

Public organizations should provide and implement adequate management policies, processes, and practices in the working environment to encourage the effective control and management of conflict-of-interest situations. Organizational practices should encourage public officials to disclose and discuss conflict-of-interest matters, and provide reasonable measures to protect disclosures from misuse by others. Public organizations should create and sustain a culture of open communication and dialogue concerning integrity and its promotion. Public organizations should provide guidance and training to promote understanding and dynamic evolution of the public organization's established rules and practices, and their application to the working environment.

Developing the Policy Framework. Defining a policy approach to dealing with conflict of interest is an essential part of the political, administrative and legal context of a country's public administration. These Guidelines do not attempt to cover every possible situation in which a conflict of interest might arise, but instead are designed as a general policy and practice reference that is relevant to a rapidly changing social context. The proposed measures are intended to reinforce each other to provide a coherent and consistent approach to managing conflict-of-interest situations. The key functions of this approach are:

Definition of the general features of conflict-of-interest situations which have potential to put Govt. organizational and individual integrity at risk.

- b) Identification of specific occurrences of unacceptable conflict-of-interest situations.
- c) Leadership and commitment to implementation of the conflict-of-interest policy.
- d) Awareness that assists compliance, and anticipation of at-risk areas for prevention.
- e) Appropriate disclosure of adequate Information, and effective management of conflicts.
- f) Partnerships with other stakeholders, including contractors, clients, sponsors and the community.
- g) Assessment and evaluation of a conflict-of-interest policy in the light of experience.
- f) Redevelopment and adjustment of policy and procedures as necessary to meet evolving situations.

Transparency of decision-making – Registrations and declarations of private interests, as well as the arrangements for resolving conflicts, should be clearly recorded in formal documents, to enable the organisation concerned to demonstrate, if necessary, that a specific conflict has been appropriately identified and managed. Further disclosure of information about a conflict of interest may also be appropriate in supporting the overall policy objective, for example by demonstrating how the disclosure of a specific conflict of interest was recorded and considered in the minutes of a relevant meeting.

Implementing the Policy Framework

While it is primarily the responsibility of individual public officials to be aware of possible conflicts of interest, public bodies and government organisations have the responsibility to ensure that the conflict-of-interest policy is implemented effectively. Particular attention needs to be paid to at-risk areas and functions, especially where significant conflicts are more likely to arise or to prove more damaging to organizational integrity and public confidence. In so doing, the potential for overly-complex procedures to discourage compliance should be recognized.

Demonstrate leadership commitment

Leadership All public officials, particularly more senior public officials and senior managers, should arrange their private-capacity interests in a manner that preserves public confidence in their own integrity and the integrity of their organization, and sets an example to others. Mere compliance with the letter of the conflict-of-interest policy or law, narrowly interpreted, is not generally sufficient to encourage public confidence in an organization's integrity.

Commitment – Organizations should take responsibility for the effective application of their conflict-of-interest policy, by:

Deciding in individual cases – Managers must be prepared to exercise judgment when dealing with a disclosure of private interests. In particular, they should consider carefully the larger question of whether a reasonable person who is in possession of the relevant facts would be likely to think that the organization's integrity was at risk from an unresolved conflict of interest.

When determining the most appropriate solution to resolve or manage the actual conflict situation, managers should weigh the interests of the organization, the public interest, and the legitimate interests of employees, as well as other factors – including in specific cases the level and type of position held by the public official concerned, and the nature of the conflict.

Monitoring and evaluating the effectiveness of the policy – Over time, organizations should ensure that the policy remains effective and relevant in dealing with current and anticipated conflicts in a continuously evolving environment, and change or redevelop the policy as necessary.

PROPOSED COMPONENTS OF CODE OF ETHICS

Preventing Discrimination and Harassment

This will help LG staff to create an ethical culture of respect, inclusion, and civility. Through this, staff and managers of LG, GOP will know what behaviors are acceptable and what should be done to prevent discrimination, retaliation, and harassment. By raising awareness and encouraging positive behaviors and actions from the LG team, we can create a long-term strategy that'll leave your workplace free of unwanted breaches. The part will include definitions and examples of discrimination and harassment, avoiding discrimination in the hiring process, retaliation, bystander Intervention, diversity and inclusion, unconscious biases etc.

Integrity, Anti-Bribery and Anti-Corruption Policy

Bribery and corruption are two words, as a manager or leader, we never want anyone in our Organization to be accused of so the team will know what behavior is unacceptable. This includes collusion, extortion, embezzlement, insider trading and more. This part will remind them that anti-bribery and anti-corruption policies should start at the door. Bribery and corruption, assessing the risk of bribery and corruption, how to come up with an ethical decision, prevention of bribery and corruption, department-specific guidance. A sample of PIDC Pakistan Anti Bribery is attached in Annexure A.

a) Race, Gender, Values, Morality and Workplace Equity

LG Staff of Govt of Punjab would also be given exposure to matters of racism and gender inequality, and for such topics, this module can help. Through this Race, Gender, and Workplace Equity part, they'll be able to understand and avoid racist and discriminatory behaviors and foster a safer and healthier work environment. When a team is able to work together harmoniously, it becomes easier to hit their goals and produce higher productivity in the workplace. Unconscious bias, communication skills for dialoguing across differences, facing racism and emotional tax in the workplace, understanding gender equity. Social Media Policy. Since the boom of social media, Public Sector Organizations have been using it as a tool to reach their End Users, share updates on LG affairs, and get relevant information on community issues. However, handling social information can be quite daunting. LG officials of the Punjab Government must be aware of social media policies to make sure that they're not violating any rules, especially when posting and sharing through these platforms. This would help to educate the LG team about Social Media Policy and ensure that they're exercising the best practices. It will include complying with social media policies, protecting LG& CD, GOP information, being ethical and responsible while going online, use of official accounts for personal needs/projection, and remaining ethical while disseminating professional information.

PROPOSED COMPONENTS OF CODE OF ETHICS

Nepotism is the practice of favoritism based on kinship. Nepotism provisions aim to keep family patronage out of local government service delivery and in the award of contracts. Examples will be discussed in training.

إِنَّ اللَّهَ يَأْمُرُ بِالْعَدْلِ وَالْإِحْسَانِ وَإِيتَاءِ ذِي الْقُرْبَىٰ وَيَنْهَىٰ عَنِ
الْفَحْشَاءِ وَالْمُنْكَرِ وَالْبَغْيِ يَعِظُكُمْ لَعَلَّكُمْ تَذَكَّرُونَ

بیشک اللہ عدل اور احسان اور رشتے داروں کو دینے کا حکم فرماتا ہے اور بے حیائی اور ہر بری بات اور
ظلم سے منع فرماتا ہے۔ وہ تمہیں نصیحت فرماتا ہے تاکہ تم نصیحت حاصل کرو۔

(سورہ نحل آیت نمبر 90)

Nepotism Favoritism & Cronyism



قرآن مجید کے نزول کا اصل مقصد یہ ہے اس نظریہ کے مطابق ایک امت کو میدان میں لایا جائے ایک ایسی سوسائٹی تشکیل دی جائے جو ان تعلیمات پر عمل پیرا ہو۔ ایک نیا جہاں پیدا کیا جائے اور ایک نیا نظام تشکیل دیا جائے۔ ایک ایسی عالمی دعوت اور تحریک برپا کی جائے جو کسی گروہ، قبیلے اور کسی نسل کی طرفدار نہ ہو۔ اس دعوت میں اجتماعی رابطے اور تعلق کی بنیاد کسی حصیت اور قومیت پر نہ ہو۔

چنانچہ اس کتاب کی تعلیمات ان اصولوں پر مبنی ہیں جن کے اوپر سوسائٹی اور امت کی تشکیل ممکن ہے۔ ان تعلیمات اور اصولوں پر افراد اقوام اور اہم کوپور اطمینان حاصل ہو، اور باہم معاملات و تعلقات، وعدوں اور معاہدوں پر پورا بھروسہ ہو۔ اس کتاب کی تعلیمات میں سے پہلی تعلیم عدل سے متعلق ہے۔ ایسا عادیانہ نظام جس میں ایک فرد، ایک جماعت، ایک قوم اور اقوام سب کے حقوق محفوظ ہوں۔ یہ عدل کسی کی خواہش سے متاثر نہ ہو۔ محبت اور بغض سے متاثر نہ ہو۔ رشتہ داری اور اقربا پروری کا اس میں نام و نشان نہ ہو۔ امیر و غریب کے لئے یکساں ہو، قوی اور ضعیف کے حقوق اس میں برابر ہوں۔ یہ عدل لپٹی راہ میں سیدھا چلے اور اس میں سب کے لئے ایک ہی معیار اور ایک ہی پیمانہ ہو۔

اس عدل کے ساتھ ساتھ اس کتاب کی تعلیمات ایک دوسرے اہم اصول، احسان پر مبنی ہیں۔ جہاں تک عدل کا تعلق ہے، اس کی تلواریت ہی تیز، مضبوط اور بے پلک ہوتی ہے اور سیدھا کا تعلق چلی جاتی ہے۔ لیکن اسلامی تعلیمات نے عدل کے ساتھ ساتھ دلوں کو چیتنے کے لئے احسان کا دروازہ بھی کھلا رکھا ہے۔ یہ لازم نہیں کیا کہ بے پلک عدل کے مطابق اپنے حقوق بہر حال لئے جائیں، اگر کوئی اپنے حقوق سے دست کش ہونا چاہے تو یہ اس کے لئے بہتر ہے۔ اس سے دلوں کی دشمنی دور ہو جاتی ہے اس سے زخم مندمل ہو جاتے ہیں۔ نیز فضائل اخلاق اور کریمانہ طرز عمل کا اظہار ہوتا ہے۔

احسان کا مفہوم بہت ہی وسیع ہے۔ ہر چھاکام احسان ہے۔ احسان کے حکم میں ہر عمل اور ہر معاملہ آتا ہے۔ انسان کا اپنے رب کے ساتھ تعلق، انسان کا اپنے خاندان کے ساتھ تعلق، انسان کا جماعت کے ساتھ تعلق اور انسان کا پوری انسانیت کے ساتھ تعلق۔ بعض مفسرین نے محض اس لئے کہ یہ آیت کی ہے، عدل کو عبادات و اہمیر اور احسان کو عبادات نقلی پر محمول کیا ہے کیونکہ مکہ میں اسلامی قوانین نافذ نہ ہوئے تھے۔ لیکن عدل و احسان میں قانون کے علاوہ اخلاقی معاملات اور انفرادی طرز عمل بھی آتے ہیں اس لئے ان کو عبادات کے ساتھ مخصوص کرنا درست نہیں ہے۔

احسان کی ایک قسم رشتہ داروں کے ساتھ صلہ رحمی اور ان پر خرچ ہے اور اس کا خصوصی حکم اس لئے دیا گیا ہے کہ اسلام میں اس کی بہت بڑی اہمیت اور عظمت ہے اور اس کی بہت بڑی تاکید ہے۔ اس میں پائے جانے والی بنیادی سوچ خاندان کی حصیت نہیں ہے بلکہ اس سے فرض و قیادت خاندانی نظام اور خاندانی نظام کے اوپر تعمیر کردہ اسلامی نظام مکاشف اجتماعی ہے۔ اسلام نے اپنے اجتماعی نظام کا پہلا یونٹ خاندان کو قرار دیا ہے اور اس کے بعد وہ اسے بتدریج سوسائٹی تک عام کرتا ہے کیونکہ اجتماعی مکاشف (Security) کے بارے میں اسلام کی اپنی سوچ ہے۔

Nepotism Favoritism & Cronyism

منکر سمجھتی ہے کیونکہ اسلامی شریعت اور اسلامی نظام ایک فطری نظام ہے۔ شریعت اور قانون تو اپنی جگہ قائم رہتے ہیں۔ اور فطرت انسانی بسا اوقات بکڑ جاتی ہے۔ فطرت کے بگاڑ کے وقت پھر شریعت معیار بن جاتی ہے۔ البتہ سے مراد ظلم اور لوگوں کے حقوق پر دست درازی ہے۔

دنیا میں کوئی معاشرہ بھی فاشی، منکرات اور ظلم پر قائم نہیں رہ سکتا۔ ایسا معاشرہ کبھی بھی قائم نہیں رہ سکتا جس میں فاشی وسیع پیمانے پر رائج ہو، نیز ایسی سوسائٹی بھی کبھی پنپ نہیں سکتی، جس میں منکرات نے لوگوں کو اپنا گرویدہ بنا لیا ہو۔ ایسا کوئی کلی نظام قائم نہیں رہ سکتا جس کی اساس ظلم پر ہو۔

کوئی بھی معاشرہ ایسے اجتماعی نظام کو بہت ہی کم عرصہ تک برداشت کرتا ہے، جلد ہی اس نظام کے خلاف لوگ احتجاج شروع کر دیتے ہیں۔ اگرچہ ایسا کوئی عالممانہ اور جابرانہ معاشرہ پر قوت اور پر شوکت ہو۔ اگرچہ ایسے اجتماعی نظام کے با اختیار لوگ ایسے نظام کی حمایت اور بچاؤ کے لئے لڑا جاتا ہے۔ انسانی تاریخ کا اگر تفصیلی مطالعہ کیا جائے تو یہ تاریخ درحقیقت فاشی، منکرات اور ظلم کے خلاف مسلسل احتجاج سے عبارت ہے لہذا اس بات کی کوئی اہمیت نہیں ہے کہ تاریخ میں کچھ عرصے تک کوئی اجتماعی نظام فاشی، منکرات اور ظلم پر قائم رہا ہے۔ ایسے نظاموں کے خلاف چونکہ ہمیشہ احتجاج اور رد عمل ہوتا رہا ہے اس لئے تاریخ سے یہی سبق ملتا ہے۔ ایسے نظام میں اسلامی سوسائٹی کے جسم کے لئے قارن ہاؤی رہے ہیں اور انسانی سوسائٹی نے ہمیشہ ایسے نظاموں کو جھاڑ کر پھینک دیا ہے جس طرح ہر جسم اپنے اندر قارن ہاؤی کے آنے کے خلاف رد عمل کرتا ہے۔ چنانچہ اللہ کی طرف سے عدل و احسان کا حکم دینا اور فاشی، منکرات اور ظلم سے منع کرنا فطرت سلیہ کے عین مطابق ہے۔ اسلام اس فطری رد عمل کو اسلامی جدوجہد قرار دے کر اسے قوت عطا کرتا ہے۔ یہی وجہ ہے کہ اس حکم پر سبق آموز تہرہ یوں آتا ہے۔

یٰۤاَیُّهَا الْمَلِکُ مَذْکُرُن (09:61) وہ تمہیں نصیحت کرتا ہے تاکہ تم سبق لو۔ یہ نصیحت اس لئے ہے کہ تم اپنی اصل فطرت کی طرف رجوع کرو اور اسے یاد کرو۔

Accepting Gifts

This Policy prohibits LG officers from receiving gifts from a source other than thier employer for a matter connected with or related to thier public service. The examples below provide specific discussuion on where to draw the line on gifts to public employees of officers.

حضور نبی پاک، صاحبِ لولاک صلی اللہ تعالیٰ علیہ والہ وسلم نے ارشاد فرمایا: ”لَعَنَ اللہُ الرَّاسِیَ وَالْمُرْتَشِیَ یعنی رشوت دینے اور لینے والے پر اللہ عز و جل نے لعنت فرمائی ہے۔“
(معجم کبیر، ۳۹۸/۲۳، حدیث: ۹۵۱۔)

امیر المؤمنین حضرت سیدنا عمر فاروق اعظم رضی اللہ تعالیٰ عنہ فرماتے ہیں: یہود و نصاریٰ کو والی نہ بناؤ کہ وہ رشوت لیتے ہیں اور اللہ عز و جل کے دین میں رشوت حرام ہے۔
(ابوداؤد، کتاب الخراج، باب فی العزوة، ۱۸۳/۳، حدیث: ۲۹۳۳)

PROPOSED COMPONENTS OF CODE OF ETHICS

a) Prohibited Contract Interests

This prohibits an LG officer from directly or indirectly receiving a financial benefit from a public contract. But deciding where to draw the line on interests in a public contract can be tough, so local governments should supplement the law with their own Codes of Ethics.

a) Misuse of Public Resources or Property

Misuse of public resources or property by employees or officers of a local government could have many implications and this part clearly explains this.

حضرت عمرؓ کا یہ واقعہ آج ہر شخص جانتا ہے کہ عمرو بن العاصؓ کا بیٹا جب مصر میں ایک قبیلے کے بیٹے کو چھڑی سے مارتا ہے تو وہ شکایت لے کر سیدہ امینہ حضرت عمرؓ کے پاس پہنچتا ہے۔ اس کے جواب میں حضرت عمرؓ کی زبان سے نکلا ہوا یہ جملہ بھی آج ہر شخص کی زبان پر ہے جو آپؓ نے اپنے گورنر عمرو بن العاصؓ کو مخاطب کر کے کہا تھا: تم لوگوں نے انسانوں کو غلام کب سے بنالیا جبکہ ان کی ماؤں نے ان کو آزاد پیدا کیا ہے یہ تارخ کا کوئی معمولی وقوہ نہیں!

(ابن عبدالحکم فتوح مصر ص ۲۹۰)

Misuse of Public Position

This part prohibits of LG officer's position to gain special privileges or exemptions for themselves or others directly or indirectly.

حضرت عطاء سمجھتے ہیں کہ حضرت عمر رضی اللہ عنہ اپنے گورنروں کو حکم دیا کرتے تھے کہ وہ حج کے موقع پر ان کے پاس آیا کریں۔ جب سارے گورنر آجاتے تو (عام مسلمانوں کو جمع کر کے) فرماتے:-

اے لوگو! میں نے اپنے گورنر تمہارے ہاں اس لئے نہیں بھیجے ہیں کہ وہ تمہاری کھال او بیڑیں یا تمہارے مال پر قبضہ کریں یا تمہیں بے عزت کریں بلکہ میں نے تو صرف اس لئے ان کو بھیجا ہے تاکہ تمہیں ایک دوسرے پر ظلم نہ کرنے دیں اور تمہارے درمیان مال غنیمت تقسیم کریں۔ لہذا جس کے ساتھ اس کے خلاف کیا گیا ہو وہ کھڑا ہو جائے (اور اپنی بات بتائے)۔
- (چنانچہ ایک مرتبہ انہوں نے گورنروں کو جمع کر کے لوگوں میں یہی اعلان کیا تو) صرف ایک آدمی کھڑا ہوا

اور اس نے کہا اے امیر المؤمنین! آپ کے فلاں گورنر نے مجھے (ظلماً) سو کوڑے مارے

حضرت عمر رضی اللہ عنہ نے (اس گورنر سے) کہا تم نے اسے کیوں مارا؟

- (اور اس آدمی سے کہا) اٹھ اور اس گورنر سے بدلہ لے۔ اس پر حضرت عمرو بن عاص رضی اللہ عنہ نے کھڑے ہو کر کہا اگر آپ نے اس طرح گورنروں سے بدلہ دلانا شروع کر دیا تو پھر آپ کے پاس بہت زیادہ شکایات آنے لگ جائیں گی اور یہ گورنروں سے بدلہ لینا ایسا دستور بن جائے گا کہ جو بھی آپ کے بعد آئے گا اسے یہ اختیار کرنا پڑے گا (حالانکہ اپنے گورنروں سے بدلہ دلوانا ہر امیر کے بس میں نہیں ہے) حضرت عمر رضی اللہ عنہ نے فرمایا:-

جب میں نے حضور صلی اللہ علیہ وسلم کو اپنی ذات اقدس سے بدلہ دلوانے کے لئے تیار رہتے ہوئے دیکھا ہے تو میں (اپنے گورنر سے) کیوں نہ بدلہ دلواؤں؟ حضرت عمرو نے کہا آپ ہمیں اس آدمی کو راضی کرنے کا موقع دیں۔

حضرت عمر رضی اللہ عنہ نے کہا اچھا چلو تم اسے راضی کر لو۔ چنانچہ اس گورنر نے ہر کوڑے کے بدلہ دو دینار کے حساب سے دو سو دینار اس آدمی کو بدلہ میں دیئے



Representation of Third Parties

Local governments should have limited officers and employees from representing a private person in a proceeding in which the local government is a party due to the conflicts of interest such behavior could raise. This is an ignored part of our society.



حضرت شعبی کہتے ہیں کہ حضرت عمر اور حضرت ابی بن کعب رضی اللہ عنہ کے درمیان (کھجور کے ایک درخت کے بارے میں) جھگڑا ہو گیا۔ حضرت عمر رضی اللہ عنہ نے فرمایا:-

آؤ ہم آپس کے فیصلے کے لئے کسی کو جالٹ مقرر کر لیتے ہیں۔ چنانچہ ان دونوں حضرات نے حضرت زید بن ثابت رضی اللہ عنہ کو اپنا ثالث بنالیا۔ یہ دونوں حضرات حضرت زید رضی اللہ عنہ کے پاس گئے اور حضرت عمر رضی اللہ عنہ نے فرمایا:- ہم آپ کے پاس اس لئے آئے ہیں تاکہ آپ ہمارے درمیان فیصلہ کر دیں (اور امیر المؤمنین ہو کر میں خود آپ کے پاس اس لئے آیا ہوں کیونکہ قاعدہ یہ ہے کہ) فیصلہ کروانے والے خود جالٹ کے گھر آ کر رہتے ہیں۔ جب دونوں حضرات حضرت زید رضی اللہ عنہ کے پاس اندر داخل ہوئے تو حضرت زید رضی اللہ عنہ نے حضرت عمر رضی اللہ عنہ کو اپنے بستر کے سر ہانے بٹھانا چاہا اور یوں کہا اے امیر المؤمنین! یہاں تشریف رکھیں۔

حضرت عمر رضی اللہ عنہ نے ان سے فرمایا یہ پہلا ظلم ہے جو آپ نے اپنے فیصلہ میں کیا ہے میں تو اپنے فریق مخالف کے ساتھ بیٹھوں گا۔ حضرت ابی نے اپنا دعویٰ پیش کیا جس کا حضرت عمر رضی اللہ عنہ نے انکار کیا۔ حضرت زید رضی اللہ عنہ نے حضرت ابی سے کہا (قاعدہ کے مطابق انکار کرنے پر مدعی علیہ کو قسم کھانی پڑتی ہے لیکن میں آپ سے درخواست کرتا ہوں کہ) آپ امیر المؤمنین کو قسم کھانے کی زحمت نہ دیں اور میں امیر المؤمنین کے علاوہ کسی اور کے لئے یہ درخواست نہیں کر سکتا۔

حضرت عمر رضی اللہ عنہ نے (اس رعایت کو قبول نہ کیا بلکہ) قسم کھائی اور قسم کھا کر کہا حضرت زید رضی اللہ عنہ صحیح قاضی تب بن سکتے ہیں جب کہ ان کے نزدیک عمر رضی اللہ عنہ اور ایک عام مسلمان برابر ہو

حیات السحابہ ج ۳

DISCLOSURE OF CONFIDENTIAL INFORMATION/PRIVACY OF DATA

Prohibits officers of LG from disclosing confidential information gained by reason of their position, and we must specify what information should be considered "confidential" or for the general public. Respect for protection and privacy of data of end users is also a key element in this regard.

Incompatible Offices

The Doctrine of Incompatible Offices limits an individual from simultaneously holding two "Public offices" that are incompatible with one another. However, some local codes specifically address the extent to which officers or employees can simultaneously hold two or more public offices. It prohibits officials from simultaneously holding any other elected public office, regardless of whether the Doctrine of Incompatible Offices would apply. It also prohibits elected councilors of the City or Zila /Tehsil Council from engaging in employment or providing services for any interest that would be incompatible with the proper discharge of their official duties.

Private Employment or Outside Employment

When local government employees perform outside work, sometimes known as "moonlighting," some conflict of interest questions may arise. Adopting policies is essential for limiting private employment for public employees, as well as laying out procedures for disclosure of outside employment or interests.

Whistleblower Protection

Whistle Blowing is an act of revealing private or classified information about an organization, usually related to wrongdoing or misconduct without authorization. Whistleblowers are often motivated by a commitment to the public interest. The misconduct can be in the form of fraud, corruption, violation of company rules and policies, or any other unethical activities. Whistleblower protection policies assure government employees reporting ethics violations that the process will be handled equitably and there will not be repercussions.

Employment/Conduct after Leaving Office

Address potential conflicts of interest related to public employees' conduct after leaving public employment from LG & CD Dep, GOP.



Appearance of Fairness

This part discusses the application and limitations of the Appearance of Fairness Doctrine, a rule extending due process protections to quasi-judicial decisions. This would require any employee, whose participation in a discussion could violate the Appearance of Fairness Doctrine to excuse themselves from the discussion. LG staff should conduct their official duties objectively and without improper outside influence.

سربراہ کے طرز زندگی کے اثرات رعایا پر پڑتے ہیں، اگر حکمران انصاف پسند، قناعت پسند اور سادگی پسند ہو تو عوام میں ظلم و تشدد، خواہش پرستی اور فیشن پرستی جنم نہیں لیتی جس کی وجہ سے معاشرہ سکون و راحت کی زندگی بسر کرتا ہے۔

حضرت عمرؓ کا وجود اس کے کہ بہت بڑی سلطنت کے فرماں روا تھے لیکن مزاجاً سادگی اور قناعت پسندی کے نحو کرتھے۔ تاریخ ایسے کئی واقعات کی شہادت دیتی ہے۔ ہر مزان سلطنت اہوا کا حکم ران جب قید ہو کر آیا تو اس نے دیکھا کہ آپ مسجد کے فرش پر لیٹے ہوئے آرام فرما رہے ہیں۔ بیت المقدس کی فتح کا مشہور واقعہ تاریخ کی کتابوں میں منقول ہے۔

سن 46ھ میں جب حضرت عمرو بن عاصؓ نے بیت المقدس کا محاصرہ کیا تو وہاں کے اہل کتاب علماء نے کہا: تم بلا وجہ تکلیف اٹھاتے ہو، بیت المقدس کو فتح کرنے والے کا حلیہ اور علامات ہماری کتابوں میں موجود ہیں، اگر تمہارے امام میں وہ سب باتیں موجود ہیں تو ہم آپ کو بیت المقدس حوالے کر دیں گے، چنانچہ آپ کو اس بارے اطلاع کی گئی۔

آپ اپنے ایک غلام کے ہم راہ ایک اونٹ پر سوار ہو کر عازم سفر ہوئے، زاد راہ میں چھوہارے اور جو کے سوا کچھ نہ تھا، اونٹ پر سوار ہونے کی باری مقرر کی، کبھی آپ خود سوار ہوتے اور غلام پیدل چلتا اور کبھی غلام سواری پر سوار ہوتا اور آپ پیدل چلتے، آپ نے جو کر تازیبن تن کیا ہوا تھا اس میں بیوند لگے ہوئے تھے، جب بیت المقدس کے قریب پہنچے تو مسلمانوں نے آپ کے لیے ایک عمدہ جوڑے اور گھوڑے کا انتظام کیا۔ آپ نے نیالباں پہنا، گھوڑے پر سوار ہوئے چند قدم کے بعد فرمانے لگے کہ میرے نفس پر اس کا بڑا اثر پڑ رہا ہے لہذا مجھے میرے وہی کپڑے اور اونٹ واپس کرو، چنانچہ اسی پر سوار ہوئے اور بیت المقدس پہنچے۔

اہل کتاب علماء نے آپ کا حلیہ مبارک اور علامات دیکھیں تو بر ملا کہہ اٹھے کہ ہاں قاریح بیت المقدس یہی ہیں اور آپ کے لیے اس کے دروازے کھول دیے۔ اس سے ہمیں سربراہ کے عام معیار زندگی، عوام میں کھل میں کر رہنے اور صبر و شکر کا درس ملتا ہے۔

DISCLOSURE OF PERSONAL INVESTMENT INTERESTS

In order to ensure transparency and equity, local governments should have policies requiring the regular disclosure of investments and real property interests of their officers. It requires that all LG officials of the GOP should file an annual disclosure of investments, real property, income, and creditors. & financial interests that might create a conflict, as well as a duty to report other members' conflicting interests. It

is in Punjab but after legislation could be made workable in phases in a few years across the road. It also requires Zila/Tehsil Council members with a financial, private, or personal interest in the action pending before the council to disclose the nature and extent of the interest.

سربراہ کے طرز زندگی کے اثرات رعایا پر پڑتے ہیں، اگر حکمران انصاف پسند، قناعت پسند اور سادگی پسند ہو تو عوام میں ظلم و تشدد، خواہش پرستی اور فیشن پرستی جنم نہیں لیتی جس کی وجہ سے معاشرہ سکون و راحت کی زندگی بسر کرتا ہے۔ حضرت عمرؓ اور ابو جہلؓ کے کہ بہت بڑی سلطنت کے فرماں روا تھے لیکن مزاجاً سادگی اور قناعت پسندی کے خوگر تھے۔ تاریخ ایسے کئی واقعات کی شہادت دیتی ہے۔ ہرمزان سلطنت ابوز کا حکمران جب قید ہو کر آیا تو اس نے دیکھا کہ آپؐ مسجد کے فرش پر لیٹے ہوئے آرام فرما رہے ہیں۔ بیت المقدس کی فتح کا مشہور واقعہ تاریخ کی کتابوں میں منقول ہے۔ سن 46ھ میں جب حضرت عمرو بن عاصؓ نے بیت المقدس کا محاصرہ کیا تو وہاں کے اہل کتاب علماء نے کہا: تم بلا وجہ تکلیف اٹھاتے ہو، بیت المقدس کو فتح کرنے والے کا حلیہ اور علامات ہماری کتابوں میں موجود ہیں، اگر تمہارے امام میں وہ سب باتیں موجود ہیں تو ہم آپؐ کو بیت المقدس حوالے کر دیں گے، چنانچہ آپؐ کو اس بارے اطلاع کی گئی۔ آپؐ اپنے ایک غلام کے ہمراہ ایک اونٹ پر سوار ہو کر عازم سفر ہوئے، زادراہ میں چھوہارے اور جو کے سوا کچھ نہ تھا، اونٹ پر سوار ہونے کی باری مقرر کی، کبھی آپؐ خود سوار ہوتے اور غلام پیدل چلتا اور کبھی غلام سواری پر سوار ہوتا اور آپؐ پیدل چلتے، آپؐ نے جو کرتا زیب تن کیا ہوا تھا اس میں پیوند لگے ہوئے تھے، جب بیت المقدس کے قریب پہنچے تو مسلمانوں نے آپؐ کے لیے ایک عمدہ جوڑے اور گھوڑے کا انتظام کیا۔ آپؐ نے نیالباس پہنا، گھوڑے پر سوار ہوئے چند قدم کے بعد فرمانے لگے کہ میرے نفس پر اس کا بڑا اثر پڑ رہا ہے لہذا مجھے میرے وہی کپڑے اور اونٹ واپس کرو، چنانچہ اسی پر سوار ہوئے اور بیت المقدس پہنچے۔ اہل کتاب علماء نے آپؐ کا حلیہ مبارک اور علامات دیکھیں تو بر ملا کہہ اٹھے کہ ہاں فاتح بیت المقدس یہی ہیں اور آپؐ کے لیے اس کے دروازے کھول دیے۔ اس سے ہمیں سربراہ کے عام معیار زندگی، عوام میں گھل میں کر رہنے اور صبر و شکر کا درس ملتا ہے۔

CAMPAIGNING ACTIVITIES

Sets the rules for the use of public facilities during campaigns, but local governments can supplement laws of the Province of Punjab, regarding campaigning activities in order to avoid any conflict of interest or inequality in campaigns. Prohibits LG employees who meet with or may be observed by the public from wearing political stickers and badges while performing their regular official duties. The policy also prohibits employees from campaigning, while on office duties, in a uniform, or while representing the LG& CD in any manner. Addresses political contributions, use of public facilities, and restrictions on mailings by elected or appointed officials. Use of facilities of GOP or LG& for campaign activities; also prohibits communications that might be considered as an official endorsement.

Beneficial/Private Interest in Legislation

Prohibits any private or beneficial interest in contracts, but many local governments have taken this a step further to prohibit employees from having a personal interest in legislation. It also prohibits LG & CD staff/elected officials from having a financial interest in any legislation coming before the City/Tehsil council etc., unless such interest is a remote interest.

Empathy

Empathy is generally described as the ability to take on another's perspective, to understand, feel and possibly share and respond to their experience. It is the ability to see things from another person's perspective and empathize with another's emotions. It plays an important role in our social lives. Due importance to empathetic consideration is a core element of ethical work culture in successful Public Sector Service Providers. Training will also highlight its importance in a great depth.

حضرت عبداللہ بن مسعودؓ بیان کرتے ہیں کہ آنحضرت صلی اللہ علیہ وسلم نے فرمایا
تمام مخلوقات اللہ تعالیٰ کی عیال ہیں اور اللہ تعالیٰ کو اپنی مخلوقات میں سے وہ شخص بہت پسند ہے جو اس کی عیال یعنی
مخلوق کے ساتھ اچھا سلوک کرتا ہے
(مشکوٰۃ باب الشفۃ والرحمة علی المخلوق)

حضرت عمر فاروقؓ کا یہ مشہور واقعہ تو سب کو یاد ہو گا کہ ایک رات آپؓ گشت کر رہے تھے کہ مدینہ کے تین میل
فاصلہ پر مقام حرام پہنچے تو دیکھا کہ ایک عورت کچھ پکار رہی ہے اور دو تین بچے رو رہے ہیں، آپؓ نے پاس جا کر حقیقت
حال دریافت کی، اُس نے کہا کہ بچے بھوک سے تڑپ رہے ہیں اور انہیں بہلانے کو خالی ہانڈی چڑھا دی ہے۔ حضرت
عمر فاروقؓ اسی وقت مدینہ آئے، آنا، گھمی، گوشت اور کھجوریں لے کر نکلے، ساتھ ہی آپ کا غلام بھی تھا۔ جس نے کہا
جب کہ یہ سامان میں لیے چلتا ہوں، آپؓ نے اُسے جواب دیا کہ قیامت کے دن میرا بوجھ تم نہیں اٹھاؤ گے۔ پھر آپ
خود ہی سامان لے کر اُس عورت کے پاس آئے، اُس نے کھانا پکانے کا انتظام کیا، حضرت عمرؓ خود چولہا پھونکتے تھے،
کھانا تیار ہوا تو بچے خوشی خوشی اچھلنے لگے۔

کنز العمال ۱۲/۶۶

ANNEX (A)

• Murree incident

It's high time we as a nation should not only criticize our government and administration for their failures to gain political mileage but at the same time people in their capacity should come up with solutions. It's indeed true that human loss can never be replaced and departed souls cannot be brought back, however, each chaos and turmoil bring opportunities to learn and solve situations to avoid such miseries to happen in the future. This article is an attempt to craft a solution on how automotive smart products can help you enjoy outdoor camping, save money on paying for hotel stays and above all avoid tragic incidents like what happened in Murree at the beginning of the Year 2022.

Most of the solutions do not fit our current Pakistani middle-class lifestyle, however, with the government providing subsidies to automotive OEMs and OESs, a new revolution of such smart products can hit the Pakistani market. With the Prime Minister's beating of the drums for the "Tourism Revolution," we need such out-of-the-box solutions for our society. They may look expensive, however in a long run and to avoid such incidents these solutions will be handier and of course, will attract foreign investment.

Let's first discuss the major incident that shook the whole nation, the death of 22 precious lives, some were young; about to kick start their career, and some were just too young to face this tragedy. The initial report presented to the Punjab government suggests it's the toxic Carbon Monoxide (CO) that accumulated in the car cabin due to tailpipe blockage with snow. In one of the videos circulated on social media by Pakistani users after this incident for public awareness where US National Highway Traffic Safety Administration (NHTSA) warns car owners about snowed-in vehicles.

Due to excessive snow, it is recommended to clear the tailpipe before you turn on your car to get it warm. Once the car engine starts, CO is produced as of chemical reaction in the Internal Combustion (IC) engine. This CO is toxic and must be exhausted through the tailpipe. In cars with clogged tailpipes, the gas enters inside the car cabin and it's so lethal that within less than 2 mins it can reach a dangerous level and can kill within 10-15 mins. It can happen even on a normal day if your tailpipe is choked or damaged and you turn on your engine with closed windows.

According to some historians, During World War II, Nazi Germany killed millions of Concentration Camp victims in gas chambers pumped full of carbon monoxide. This explains the death of several tourists in Murree while being in the car overnight, windows closed and kept engine and heating on to warm inside. This tragic incident could have been avoided if the drivers were aware of tailpipe choking, would have cleared the exhaust and only turned on the engine when needed while being stuck in the middle of a snowstorm.

ANNEX (B)

CASE STUDY

Transformative Reforms for Integrity and Ethical Governance in Pakistan's Civil Service

Background:

In the early 2010s, Pakistan found itself at a crossroads, facing deep-rooted challenges in its civil service, characterized by corruption, nepotism, and a perceived lack of transparency. Recognizing the profound impact of these issues on governance and public trust, the government embarked on a comprehensive initiative to overhaul the civil service, aiming to instill a culture of integrity and ethical governance.

Initiatives to Promote Integrity:

1. Merit-Based Recruitment Overhaul:

- Context: Historically, appointments were often politically influenced, leading to a compromise in the quality and professionalism of the civil service.
- Implementation: The government introduced sweeping reforms in the recruitment process, emphasizing a merit-based approach. Independent selection committees were constituted to oversee the hiring process, ensuring that appointments were made based on qualifications, competence, and experience. This not only addressed concerns about nepotism but also laid the foundation for a more skilled and dedicated civil service.

2. Comprehensive Code of Conduct:

- Context: A lack of standardized ethical guidelines resulted in inconsistent ethical behavior within the civil service.
- Implementation: A robust Code of Conduct was formulated, providing a comprehensive framework for ethical behavior. This encompassed a wide spectrum of areas, including conflict of interest, confidentiality, and impartiality. To ensure widespread adoption, the code was disseminated through extensive training sessions and workshops. Civil servants were not only educated on the code but were also provided with practical insights on its application in real-world scenarios.

3. Holistic Training and Capacity Building:

- Context: Limited awareness about the importance of ethical conduct and a need for continuous learning.
- Implementation: The government invested significantly in training programs designed to instill a deep understanding of ethical governance. Workshops and seminars went beyond theoretical concepts, delving into practical applications and case studies. Civil servants were encouraged to actively participate in discussions, fostering a sense of ownership in upholding ethical standards. Continuous learning modules ensured that the civil service remained abreast of evolving ethical considerations.

4. Whistleblower Protection Framework:

- Context: Fear of reprisals acted as a deterrent to reporting corruption.

- **Implementation:** To empower individuals to report corruption without fear, the government enacted robust whistleblower protection laws. These laws not only shielded whistleblowers from retaliation but also established an anonymous reporting mechanism. A dedicated ombudsman office was established to investigate whistleblower disclosures, ensuring that individuals felt secure in coming forward with information about corrupt practices.

Outcomes and Benefits:

1. Professionalism and Competence:

- The merit-based recruitment overhaul resulted in a civil service characterized by professionalism and competence. This transformative shift contributed to a workforce that was not only more skilled but also inspired confidence among the public.

2. Erosion of Nepotism and Favoritism:

- Transparent and merit-based recruitment significantly reduced instances of nepotism and favoritism. Citizens perceived appointments as fair and based on merit, revitalizing public trust in the civil service.

3. Enhanced Service Delivery Efficiency:

- The newfound professionalism and adherence to ethical standards translated into improved service delivery efficiency. Bureaucratic hurdles were minimized, corruption risks were reduced, and public services became more responsive and citizen-centric.

4. Whistleblower Participation and Corruption Mitigation:

- Whistleblower protection laws successfully encouraged civil servants to come forward with information about corrupt practices. The increased volume of disclosures led to investigations and prosecutions, contributing to a visible reduction in corruption within government departments.

Challenges and Future Considerations:

1. Resistance to Cultural Change:

- Despite significant progress, resistance to cultural change remains a challenge. Continued efforts are necessary to embed ethical behavior as a cultural norm within the civil service.

2. Continuous Training and Awareness:

- Ensuring the continuous professional development of civil servants is critical. Periodic refresher courses, advanced training on evolving ethical standards, and scenario-based learning can reinforce ethical principles.

3. Consistent Enforcement:

- Consistency in the enforcement of ethical standards requires vigilant oversight. Strengthening institutional frameworks and maintaining the independence of bodies responsible for upholding integrity is paramount.

4. Public Engagement and Feedback:

- Incorporating public feedback and engaging citizens in evaluating the impact of integrity reforms is essential. Regular assessments and feedback loops can inform future strategies and address emerging challenges.

Conclusion:

Pakistan's transformative reforms in the civil service stand as a testament to the government's commitment to fostering integrity and ethical governance. The multifaceted approach, from recruitment reforms to whistleblower protections, has not only addressed systemic issues but has also set the stage for continued improvements in governance, public service delivery, and the overall perception of the civil service by the citizens it serves. The journey towards integrity is ongoing, with the government remaining dedicated to refining and expanding these initiatives for sustained positive impact.

ANNEX (C)

ANTI-CORRUPTION & ANTI BRIBERY POLICY

Executive Summary

At a time when corporate dishonesty is dominating public attention, Extraordinary Circumstances makes it clear that the tone set at the top is critical to fostering an ethical environment in the workplace.

Corruption violates the public's trust, threaten economic and social development and hurts fair trade. To combat corruption at National level there have been enacted anti-corruption and anti-bribery laws to make it a crime to give, pay or promise "anything of value" (Bribe) to:

- Influence an act or decision to obtain, retain and/or direct business or
- Secure an improper advantage of any kind.

It is also a crime to accept "anything of value" (Bribe) in these circumstances.

PIDC and its affiliated entities (Including subsidiaries) are committed to doing business with integrity and the highest anti-corruption Standards. All employees, partners and suppliers are expected to conduct themselves with honesty, fairness and high ethical standards, as well as abide by all anti-corruption/bribery laws and avoid even the perception of impropriety or conflict of interest and or perceived corruption.

Policy Statement

We at PIDC do not promise, offer, give or authorize, directly or indirectly or indirectly, a bribe or anything of value to any one- including any government official/employee, representative of a government-owned or controlled entity, a private person or employee of any business- to improperly influence any act or decision to obtain or retain business or to secure any improper advantage.

2. Gifts, invitation and Hospitality

This Policy does not prohibit normal and appropriate hospitality (given and received). As gifts, invitation and hospitality sometimes play an important role in business protocols and customs. However, when given inappropriately may violate one or more laws of the Land. Therefore, laws of the land and PIDC policies must be followed. In addition to the Code of Business Conduct section about Gifts and Entertainment the requirement given in this section must also be followed. The main focus is that gifts need to be:

-
- a) Legal
 - b) Within Policy limits(for giver and receiver)
 - c) Reasonable, appropriate and in good faith
 - d) Transparent and documented
 - e) Occasional
 - f) Not cash or cash equivalent
 - g) Never givenor accepted if something is expected in return-Even if then in policy limit.

It must be noted that in the followingcircumstances accepting a gift giving a gift is prohibited:

- i. It is made with the intentionof influencing a third party to obtainor retain business,to gain a business advantage, or in explicitor implicit exchangefor favors or benefits;
- ii. It is given in your name and not in the name of your Company(PIDC);
- iii. It includescash or cash equivalent (Such as gifts certificates or vouchers);
- iv. It is of an inappropriate type and valueand given at an inappropriate time (e.g. duringtender process); and
- v. It is given secretlyand not openly.

It must be noted in all circumstances that although based on business protocol and customs the practice of giving business gifts may be normal. And as such within the policy limits, they are properly documented and get approved from CEO of PIDC.

But in all circumstances the test to be applied is whether the gift, invitation or hospitality is reasonable, justifiable and is proportionate. The intent behind the gift should always be considered.

2.Facilitation Payments and Kickbacks

“Facilitation Payments” A form of Bribery in which small payments are made with the purpose of expediting or facilitating the performance by a Public Official of a routinegovernmental action and not to obtain or retain business or any other undue advantage. Facilitation payments are typically demanded by low level and low-income Public Officials in exchangefor providing servicesto which one is legallyentitled without such payments.

At PIDC we do not make and will not accept Facilitation Payments or Kickbacks of any kind. Where Facilitation Payments are being extorted or you are being coerced to pay it or your safety or liberty is under threat or you feel you have no alternative but to pay for personal or family peace of mind then pay the Facilitation Payment and Report this to your line manager, as soon as possible.

2. Your Responsibilities

a. It is not acceptable for you (or someone on your behalf) to:

- i. Give, promise to give or offer, a payment, gift or hospitality with expectation or hope that a business advantage will be received, or to reward a business advantage already given;
- ii. Give, promise to give, or offer, a payment, gift or hospitality to a Public Official or third party to “facilitate” or expedite a routine procedure;
- iii. Accept payment from a Third Party that you know or suspect is offered with the expectation that it will obtain a business advantage for them;
- iv. Accept a gift or hospitality from a Third Party if you know or suspect that it is offered or provided with an expectation that a business advantage will be provided by us in return
- v. Threaten or retaliate against another Employee who has refused to commit a bribery offence or who has raised concerns under this policy; or
- vi. engage in any activity that might lead to a breach of this policy or perceived breach of this policy.

a. It is your responsibility to ensure that all accounts, invoices, memoranda and other documents and records relating to dealings with Third Parties, such as clients, suppliers and business contacts, should be prepared and maintained with strict accuracy and completeness. No accounts must be kept 'off-book'.

b. You must declare and keep a written record of all Gifts, Invitations & Hospitality according to Company practice accepted or offered, which will be subject to managerial/audit review.

c. You must ensure all expense claims relating to Gifts, Invitations & Hospitality or expenses incurred to Third Parties are submitted in accordance with the Company's expenses policy and specifically record the reason for the expenditure.

d. The prevention, detection and reporting of any form of Bribery & Corruption are the responsibility of all Employees. You must notify [Chief Internal Auditor/CEO] as soon as possible if you are offered a bribe, are asked to make one, suspect that this may happen in the future, or believe that you are a victim of another form of unlawful activity.

e. All Employees have the responsibility to read, understand and comply with this policy. You should at all times, avoid any activity that might lead to, or suggest, a breach of this policy.

f. Any Employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct leading to dismissal and termination without entitlements of any dues/retirement benefits.

g. This policy should be read in conjunction with the Company's Conflicts of Interest policy and Code of Ethics and Code of Business Conduct.

h. Employees are encouraged to raise concerns about any instance, or suspicion, of malpractice at the earliest possible stage through their line manager or other available reporting mechanisms [as per Whistle Blowing Policy of the Company].

2. Protection

Employees who refuse to take part in bribery or corruption, or report in good faith under this policy their suspicion that an actual or potential bribery or other corruption offence has taken place or may take place in the future will be protected from detrimental treatment/retaliation. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavorable treatment connected with raising a concern. Therefore, any detrimental treatment/retaliation, as reaction be being non-collusive to the bribery and corruption shall not be considered as valid and will be termed as void ab initio.

3. Policy Compliance

a. Compliance to PIDC Policies is required. Compliance to this policy is verified through various methods, including but not limited to, a report from available business tools, internal and external audits, self-assessment, and /or feedback to policy owner.

b. Internal control systems and procedures will be subject to regular audits to provide assurance that they are effective. Chief Internal Auditor will report to Directly to the Board Audit Committee at least annually on the application of this policy.

c. Any exception to the Anti-Corruption and Anti Bribery Policy must be approved from the Board of Directors of PIDC.

d. Noncompliance, deviation or non-compliance with policy, including attempts to circumvent the stated policy/process by bypassing or knowingly manipulating the process, system, record, or data may result in disciplinary action, up to and including termination.

4. Governance

The Board of Directors has overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that all those under our control comply with it.

5. Penalties

Violations or the perception of violations of anti-Corruption laws (like the Prevention of Corruption Act, 1947 and NAB Ordinance, 1999) and together with Company Act, 2017, can cause criminal, civil, and regulatory penalties and/or jail, as well as damage the reputation of PIDC and its employees. If an employee violates laws or this policy, it can result disciplinary action, including termination of employment.

Pre-Test

Multiple-choice questions (MCQs) on ethics for the pre-test:

1. What is the primary purpose of ethical behavior in the workplace?
 - a) To advance personal agendas
 - b) To maintain social status
 - c) To enhance organizational reputation and trust
 - d) To gain financial rewards

 2. Which of the following is NOT a core principle of ethics?
 - a) Integrity
 - b) Respect
 - c) Dishonesty
 - d) Responsibility

 3. An employee discovers that a colleague is engaging in unethical behavior. What should the employee do?
 - a) Ignore the behavior and focus on their own work
 - b) Report the behavior to the appropriate authority
 - c) Confront the colleague directly
 - d) Join in the unethical behavior to avoid conflict

 4. Conflict of interest arises when:
 - a) Personal interests interfere with professional duties
 - b) Professional interests interfere with personal duties
 - c) There is no harmony between personal and professional life
 - d) Personal and professional interests align perfectly

 5. What does the term "whistleblowing" refer to in an ethical context?
 - a) Reporting unethical behavior within the organization
 - b) Spreading rumors about colleagues
 - c) Engaging in unethical behavior for personal gain
 - d) Ignoring unethical behavior
-

Pre-Test

6. Which of the following is NOT a common ethical dilemma faced in the workplace?
- a) Discrimination
 - b) Honesty
 - c) Conflict of interest
 - d) Professional development
7. Ethical decision-making involves:
- a) Prioritizing personal interests
 - b) Considering the consequences of actions on stakeholders
 - c) Ignoring the impact on others
 - d) Avoiding accountability
8. What is the role of a code of ethics in an organization?
- a) To provide guidelines for ethical behavior
 - b) To encourage unethical behavior
 - c) To limit employee autonomy
 - d) To promote discrimination
9. Which of the following is an example of unethical behavior in the workplace?
- a) Respecting diversity
 - b) Honoring confidentiality agreements
 - c) Discriminating against employees based on race
 - d) Seeking guidance from superiors
10. What does the term "integrity" mean in an ethical context?
- a) Consistently behaving ethically
 - b) Manipulating situations for personal gain
 - c) Lacking moral principles
 - d) Avoiding responsibility
-

Post-Test

Please answer the following questions to the best of your ability. Choose the option that you think is most appropriate.

1. Which of the following best describes ethics?
 - a) Following laws and regulations
 - b) Doing what is morally right and fair
 - c) Maximizing profits at any cost
 - d) Achieving personal goals regardless of consequences
 2. Why is ethical behavior important in local government?
 - a) It ensures compliance with laws
 - b) It fosters trust and accountability among citizens
 - c) It maximizes personal gain for officials
 - d) It allows for flexibility in decision-making
 3. Which of the following is an example of unethical behavior in government?
 - a) Providing transparent and unbiased services
 - b) Accepting bribes or kickbacks for favors
 - c) Listening to the concerns of constituents
 - d) Promoting diversity and inclusion in the workplace
 4. What should you do if you witness unethical behavior by a colleague?
 - a) Ignore it and mind your own business
 - b) Report it to the appropriate authorities
 - c) Join in to avoid being ostracized
 - d) Confront the colleague publicly
 5. How can conflicts of interest be avoided in local government?
 - a) By disclosing potential conflicts and recusing oneself from related decisions
 - b) By prioritizing personal interests over public welfare
 - c) By accepting gifts and favors from stakeholders
 - d) By lobbying for personal gain
-

Post-Test

6. What is the role of transparency in ethical governance?
 - a) It allows officials to make decisions without public scrutiny
 - b) It fosters public trust and accountability
 - c) It creates opportunities for corruption
 - d) It undermines the effectiveness of government operations

 7. Which of the following is NOT a core principle of ethical governance?
 - a) Integrity
 - b) Accountability
 - c) Transparency
 - d) Secrecy

 8. How can local government officials demonstrate integrity in their roles?
 - a) By prioritizing personal gain over public interest
 - b) By being honest and consistent in their actions
 - c) By accepting bribes from constituents
 - d) By disregarding laws and regulations

 9. What are the potential consequences of unethical behavior in local government?
 - a) Loss of public trust and credibility
 - b) Promotion and recognition
 - c) Increased efficiency in government operations
 - d) Enhanced community engagement

 10. In ethical decision-making, what should be prioritized?
 - a) Personal interests
 - b) Public welfare and the common good
 - c) Political affiliations
 - d) Financial gains
-

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18. Kutub al Sittah
19. The Mostly Case Studies are depends on my personal experience of last 30 Years