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NEXT IAS (Head Office) : 27-B, Pusa Road, Metro Pillar no. 118, Near Karol Bagh Metro, New Delhi-110060
Bhopal Centre: Plot No. 46, ZONE-2, M.P. Nagar, Bhopal-462011
Ph: 8081300200, 8827664612 | E-mail : mts@nextias.com | **Web:** www.nextias.com

(To be filled by candidate)

Name of Candidate : POOJA NALANI

Roll No. : 1

Registration Number : PTTP220889 Date of Examination : 17-08-23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

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Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
			Grand Total	

Signature

MACRO COMMENTS

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
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5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
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खण्ड–A / Section–A

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1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss. (Answer in 150 words) 10 Marks

Public servants strive for efficient public service delivery. In this quest, they must perform both legal as well as morally principled duties. Legal duties will help them in observing values like - objectivity and rule of law.

Importance of morally principled duties will make sure that they are compassionate and ready to go an extra mile to serve public.

Ex Jharkhand's district collector - Mr Faiz

Legal duty → make report of redundant government building

Morally principled duty → They converted those buildings into 'free libraries for community' using CSR funds.

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Loyalty to Constitution

→ i) Help in preserving citizens' fundamental rights and rule of law

→ ii) Help in fulfilling their oath of duty.

Loyalty to Laws → i) Check on arbitrary decision making by bureaucrats

↓

ii) create deterrence and preserve honesty and integrity.

(Ex) – Law against – corruption ⇒ POCA Act

Loyalty to Ethical principles

→ i) Values like compassion, empathy, probity will be held.

→ ii) Base for good governance.

Among these **Constitution** must acquire primacy because –

(a) Constitutional morality is the supreme ethic as other ethical principles are subjective.

(Ex) ⇒ One's ethical principle may consider homosexuality as a crime but constitution doesn't allow to discriminate.

(b) Some laws are in contradiction with Constitutional principles so latter should prevail.

(Ex) – No law against marital rape violates article – 14 and 21 for women.

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(b) "सत्यनिष्ठा पर आधारित सविनय अवज्ञा" से आप क्या समझते हैं? क्या आपको लगता है कि व्यक्तिगत सत्यनिष्ठा को चुनौती देना सिविल सेवाओं में जिम्मेदार अवज्ञा का न्यायसंगत कारण हो सकता है? व्याख्या कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain.

(Answer in 150 words) 10 Marks

Civil disobedience refers to disobeying unjust laws. As Henry Thoreau has said - "We all have a moral duty to disobey immoral and inhumane laws", So when some laws attack our personal integrity, we tend to disobey them to preserve our integrity, this gives rise to integrity based civil disobedience.

Disobedience in civil services can be understood as - not following seniors' directives and working against the organisational ethics.

Personal Integrity is a justifiable cause - YES

Integrity refers to strict adherence to one's values, so when it is challenged, it gives justifies disobedience in following ways:-

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(1) Following directive laws by compromising integrity can cause crises of conscience which is detrimental for character of a public servant.

(Ex) - Seniors are directing to follow their guidelines even they are indulged in immoral acts → disobeying them is correct thing.

(2) Integrity if held in toughest circumstances will ~~make~~ help in realising true goals of public service - one of them - probity in governance

(Ex) - IAS ASHOK KHEMKA, never neared to fellow members and senior and stands against corruption.

(3) Revealing truth which is in larger public truth is more important than oath of administrative secrecy.

(Ex) - Becoming a whistle blower against unethical practices

Not Justified → 1) Integrity based on subjective morals. If seniors morals are greed and self interest

2) Frequent cases of disobeying laws will open a Pandora BOX

then civil disobedience will be detrimental

(Ex) IAS POOJA in Jharkhand - Scam in MGNREGA

Hence, the solution lies in adopting a Madhyam Marg between one's integrity and obedience to certain laws and directives. Discussing before obeying with seniors can help.

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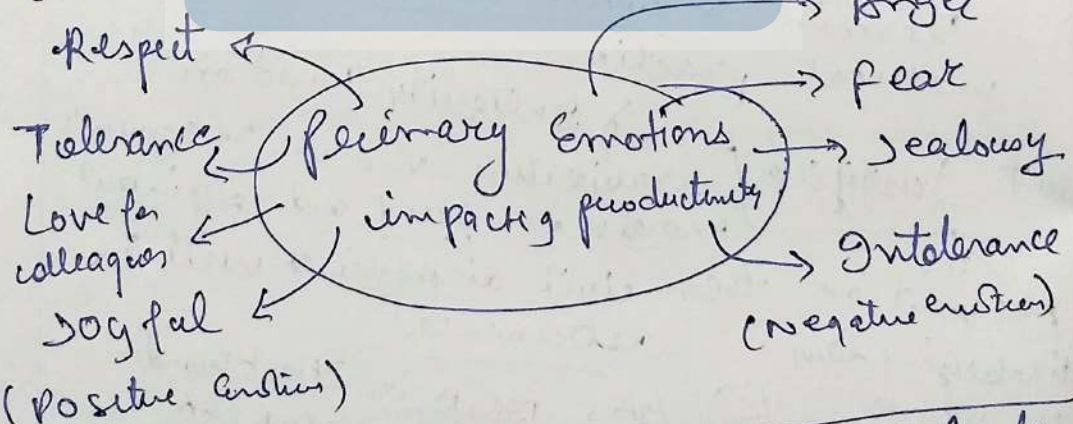
2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are driving forces behind formation of affective component of attitude. These drive human actions and also form a predisposed way of thinking towards something.

(Ex) (1) Emotion of love attached with animals cause people to become vegan in personal lifestyle.

(2) Protection and Ethical treatment of Animals (PETA) NGO - personification of emotion.



Negatively impacting Work productivity

(1) Anger ⇒ It kills the thinking and understanding capability of an individual.

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→ leads to impulsive decision making which harms the workplace productivity as team spirit can't be developed with angry persons

(Ex) - Boss shouting on employees rather than understanding their concerns.

(2) Fear of failure inhibit new innovations.

(Ex) → No innovation → status quo → not full potential of workers realised

(3) Jealousy with fellow beings create a toxic environment, no one is willing to work with each other

(Ex) → Jealousy → bitterness and unfair competition ← impacts productivity

Positively Impacting

(1) Respect for employees will enable Boss to be a leader from back

(Ex) They will empower colleagues to do better, they allow innovation boosting productivity

(2) Tolerance and Camaraderie among workers help in developing good work place relationship as Elton Mayo suggested, human relations are important to observe good productivity Therefore it can be said that positive emotions lead to positive attitude and environment.

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2. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्त्वपूर्ण है? क्यों/क्यों नहीं?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not? (Answer in 150 words) 10 Marks

Technical efficiency requires professional competence and objectivity in taking decisions. This will ensure optimum resource utilization, i.e., working with all tools and techniques to observe results

Social Efficiency gives primacy to social results, i.e., social goals of any scheme/ task must be fulfilled.

Ethical Efficiency requires adherence to socilal norms and one's values to achieve maximum good. It ensures that ethical principles are not being compromised in both means and ends

Ethical Efficiency is more important

(1) It helps in analysing ethical dimension of process of technical efficiency and social efficiency.

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Ex - Taking lands from tribals for development purpose → Technical Efficiency
giving compensation and rehabilitation → Social Efficiency
Analysing impact to environment and holding environmental ethics → Ethical Efficiency

2) Guides new innovations and ensures maximum good.

Ex Usage of funds under POSHAN Abhiyan → Technical Efficiency
fulfilled Addressing and monitoring malnutrition → Social Efficiency
Employing women under NRLM as POSHAN ration distributors & monitoring over nutritional targets - holds compassion and innovation in efficient public delivery → Ethical Efficiency

Not More important

1) Ethics are Subjective → :) Greed → Hampers technical Efficiency due to corruption
:) Self interest
:) Dishonesty
Hampers social efficiency → No fulfilled social needs

Hence, in most of the cases ethical efficiency holds primary when there is adherence to organisational values. But before being ethical efficient to personal values, one must follow Gandhiji Talisman

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3. (a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.

Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

(Answer in 150 words) 10 Marks

Given quote explains presence of some universal ethics which guides a person's professional and personal life. Gandhi ji held the view - if a person does immoral acts in one part of life, s/he tend to repeat those in other spheres as well. This goes same for moral actions as well.

Ethics impacting: Professional life
Personal

(1) Respecting women → If one in personal life is not respectful to women then gender equality at workplace can't be expected.

(Eg) Civil servant engaged in domestic violence against women will not honour female colleagues

(2) Honesty → If one is not honest in personal relationships, Expecting honesty

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from them at workplace would be wrong.

Ex - A person cheating his/her spouse or deceiting a good friend has notion of self interest. S/he can be detrimental to any organisation in longer term.

3) Compassion → It is one's compassionate in personal life towards vulnerable section then their professional decisions will also be mindful of others.

Ex Gandhi ji personally devoted to cause of untouchables. Professionally also they build compassion when they fought for Indian labourers in South Africa.

Possibility of Compartmentalization

1) Constitutional and legal morality prevails at workplace

Ex - One can be religious in personal sphere but professionally they will behave in similar way

2) changing social structure → different behaviour in both spheres

Ex - Practicing caste endogamy in marriage but following equality → inter dining in professional life.

However, one should try to follow constitutional ethos of respect and equality in both personal and professional life

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3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसके स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree? Discuss. (Answer in 150 words) 10 Marks

Goodness can be defined with the help of some attributes :—

(1) Dedicated to values - Integrity in life

(2) Working for upliftment of Vulnerable

(3) Being courageous to stand against injustice

All these attributes will come when a person is guided by internal imperatives and not from moral sanctions or outer rewards :—

(1) Voice of conscience compels one to go against moral sanctions if they are unjust.

Eg - Raja Ram Mohan Roy - opposed Sati which was morally sanctioned as it hinders women dignity — goodness

(2) Kant's categorical imperative states one should follow moral imperatives while doing actions and not just

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good ends despite goodness

(Ex) - Mahatma Gandhi not worried about consequences of withdrawing non cooperation movement - but he withdrew as movement went violent - upholding fair means, integrity and goodness

(3) Driver of change

General aspirations → to serve people

manifestation of goodness ← creating a better world for people

(Ex) - GAs of Chandigarh - Indicate 'Choo ho' Aasman to educate children in navelite areas - not driven by rewards/moral rules but by dedication to public service

However sometimes people tend to be selfish and they want to be good in eyes of certain section of people. when goodness becomes selective, it hampers collective welfare. (Ex) - Note bank politics over caste.

Hence, people should follow collective ethics of welfare, mutual trust and institutional ethos of justice - to achieve goodness in one's life.

निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए तथा उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।

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Explain the meaning of the following quotations and discuss their contemporary relevance.

(a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सद्गुण का सार है। सहिष्णु होना एक ताकत है।"

(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."

(Answer in 150 words) 10 Marks

Tolerance refers to acceptance of people's beliefs and culture even if they seem contrary to ours.

It is an act of mind as it allows one to think objectively, following constituted morality and thinking about others as well.

People following religious tolerance are mindful of negatives of communal violence and positives of ~~relig~~ communal harmony like Swami Vivekananda

It is essence of virtue as all virtues consider humanity as highest virtue. Upholding human

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rights and freedom to express views even if they are contrary to mainstream views is a sign of tolerance.

(Ex) - A-19 gives freedom of speech and expression making constitutional morality - essence of virtue.

To tolerate is a strength as - tolerating other views makes us open to criticism which will help us to improve.

(2) Cultural tolerance → Harmony in society → Enhancing social well being and social capital ← strength in society to bring peace and positive change

(Ex) Singapore - world class example of societal strength and peace which comes from religious tolerance.

Hence, tolerance is a combined effort of mind, heart and soul.

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4. (b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उ में पूर्णतः भाग ले सकते हैं।" (150 शब्दों में उत्तर दीजिए) 10

"It is our first duty to serve society, and after we have done that, we may attend wholly to salvation of our souls." (Answer in 150 words) 10 Ma

Given quote explains the prevalent contradiction in contemporary society following ~~to~~ fulfilling responsibility to society or practicing Asceticism.

First duty to serve society

1) Gandhiji's Talisman - state an implicit duty to think about most vulnerable sections of society.

2) Being voice of voiceless is the highest virtue

3) Serving society demands adherence to compassion and integrity which helps in upholding inner conscience.

(b) - Savitribai and Jyotiba Phule fulfilled their duty to society by

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enabling women and girls to get education
Even though they were socially ostracised,
they continue to serve society.

Even Salvation of soul lies in
dedicating oneself to others' cause. As
Gandhiji said - 'The best way to
find yourself is to lose yourself
in service of others'.

Practicing superstitions and following
some 'Godmen' (Babas) - increase
divide in society. As one person
is being considered as supreme who
can be bring salvation to our souls,
it gives arbitrary and unbalanced
power to them → crimes
e.g. Narayan Bapu case.

Hence, one should be first mindful
of their responsibility to society and
then also be conscious of the person
they are taking for salvation.

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(c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अं

"Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Mark

Given quote explains the bi'asedness of ~~history~~ historiography towards war and battles.

Prominent Hindu History books are full of details of war, homicide and inter rivalries. Only few of them highlight periods of peace even that in too little space. Nothing is written about peaceful coexistence of Hindu and Muslim during pre British era, they are left as blank pages.

This shows how history was written to support one sided narrative

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(a) सिविल सेवा के संदर्भ में नैतिक और गैर–नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों की पहचान कीजिए जो किसी भी विभाग की सभी सेवाओं के लिए आधारभूत मूल्यों के रूप में काम कर सकते हैं। कारण बताइए कि क्यों उन मूल्यों को आधारभूत माना जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

In the context of civil service, distinguish between moral and nonmoral values. Identify 5 basic moral values that can serve as foundational values for all services irrespective of the department. Give reasons why those values can be considered foundational.

(Answer in 150 words) 10 Marks

Moral values refer to those values which can be traced their origin to moral scriptures or societal morals have internalized those values morals (Ex) - value of 'honesty' derived from societal morals 'respecting others' efforts and being honest in conduct.

non moral value are those which are specific to civil services. They are foundated for good governace but have not been internalized by society or contrary to societal norms.

(Ex) Transparency key value in civil service but people in society respect privacy and are not interested in being transparent, so, specific to civil service

Moral values can become foundational values for civil services due to :-

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5 Basic Moral Values

1) Compassion — helps in reaching last mile & public service delivery.

2) Honesty in power will ensure probity in Governance

3) Integrity ⇒ strict adherence to one's values will deter unethical administrat

Ex) Honesty + Integrity → Zero Tolerance against corruption

4) Truthfulness help in maintaining other ~~deep~~ specific values

Ex) Truthfulness → Accountability, responsibility

5) Tolerance will help in creating ethical work culture.

Hence, Ripple Effects (multiple) of moral values help in realising goals of dedication to public service.

Ex) 1) Compassion → collector in one district of Kerala launched telemedicine in remote village

2) Honesty and integrity → IPS Durga Shakti Nagpal against illegal sand mining

3) Truthfulness ⇒ helps in whistle blowing — Ex - IAS Satyendra Dubey published frauds in Golden Quadrilateral

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(b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता–संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance? (Answer in 150 words) 10 Marks

Ethics in governance refers to fulfillment of two pre-requisites

→ a) Probity in Governance in each sphere (Eg) - fiscal probity

→ b) Civil servants upholding foundational values (Eg) - accountability) civil service.

Citizens' involvement in decision making can be an important means to achieve ethics driven administration as follows :-

Civic Engagement mechanisms →

- a) Social Audit
- b) Participatory governance
- c) Constant feedback by stakeholders

↓

Good and Ethical Governance

↓

- a) Accountability
- b) Transparency
- c) Nsility in Policy
- d) Rule of Law

↓

- a) Dedication to public service
- b) Probity in governance

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Successful Examples

(1) Indore – Public hospitals are managed by Public committees of local people. They suggest – what changes need to be brought, Infrastructure need to be built – depicting civic participation leading to best service.

(2) In Bihar, Teachers' and parents' committee decides menu of mid day meal and monitor implementation → to assure nutritional security of children.

Mechanisms that citizens have

(1) Right to Information Act help in revealing corruption (Ex) – Adarsh Society Scam

(2) Social Audit tool under MGNREGA

(3) CPGRAMS – for Grievance redressal

(4) PRAGATI – platform to monitor progress of any scheme implementation

(5) citizen charter to demand services and know about them.

Hence, effective mechanisms for civic participation are sine qua non for good and ethical governance.

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6. (a) "बेटी बचाओ बेटी पढ़ाओ" जैसे सामाजिक रूपांतरण कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks

Aim) persuasion is to bring attitudinal change in persons. Amid many tools - persuasion by fear is also an important tool.

Little force is necessary

(1) To create deterrence so that advice and counselling becomes meaningful.

(Eg) PCPNDT Act - punishment - against female foeticide along with Beti Bachao Beti Padhao ⇒ brings real social transformation for gender equality

(2) Create long term and sustainable change which empowers vulnerable

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section.

(Ex) Transgender protection Act to give them rights against discrimination along with persuasion by schemes

(3) Age old conservatism can't be solely removed by persuasion. Force is necessary to prevent social crimes.

(Ex) - Inter caste marriages being promoted (act of persuasion) but couples need to be protected against Honor killing.

So, Punishment against Honor killing is necessary.

However, Force needs to be coupled with other acts like

↳ 1) creating social influence to bring change of heart - (Ex) - Organising inter dining events in villages among different castes

↳ 2) Active intervention of district administration needed

(Ex) Project Sweekruti in Odisha → to employ transgenders in public sector to increase their acceptance in society

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(b) अंततः प्रत्येक देश की विदेश नीति उस देश की शक्ति पर निर्भर करती है। शक्ति सैन्य या वित्तीय हो सकती है और...नैतिक भी हो सकती है। क्या आपको लगता है कि आज के विश्व में सैन्य या वित्तीय शक्ति के बिना नैतिक शक्ति का सम्मान किया जाएगा? अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral." Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position. (Answer in 150 words) 10 Marks

Foreign policy of any country ems with certain objectives – a) serving national interests b) recognisability of country's strength in world.

These goals require three types of strength

(1) Military strength needed to
- 1) Protect territorial integrity
- 2) security of borders and people

(2) financial strength needed for
- 1) stable Economy so that country is not financially dependent
- 2) maintaining food and economic security of people

(3) Ethical and moral strength is depicted in recognition of country's soft power.

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→ It is often backed by other two strengths. (Ex) - American influence / westernisation is greater due to USIS military and financial strength.

However, ethical strength without other two is also expected :—

(1) Collective future of humanity can be emphasised

(Ex) India's theme for G20 presidency — "One Earth, One Family one Future"

(2) Denies comfort towards vulnerable neighbours. (Ex) — vaccine maitri

(3) Reaching last mile ~~of neighbourhood~~ while addressing climate change

(Ex) - IRIS project for ~~super~~ resilient infrastructure in Pacific island states.

Ethical Strength not enough

→ (1) Influence of China in central Asia is more due to more financial strength.

(2) In Taliban, India's foreign policy is limited even after ethical strength.

Hence, except certain circumstances, ethical strength is ~~not~~ holds primacy over other two.

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खण्ड–B / Section–B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर बॉल बियरिंग और ऑटो पा के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ है। जिनमे उत्पादन स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर म में उपलब्ध है।

जैसे–जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढती गई, जिससे शहर में मजदूरों की सं लगातार बढती गई। शहर में इस बड़ी संख्या में लोगो के आगमन के कारण फुटपाथों पर गन्दी बस्तियों (झुग्गियों) अ अतिक्रमणों में अल्प अवधि में तेजी से वृद्धि हुई। बीच–बीच में निगम ने गंदी बस्तियों को हटाने के लिए अभियान चला लेकिन कुछ समय बाद गंदी बस्तियाँ फिर से स्थापित हो जाती थी। यह अवैध गंदी बस्तियाँ शहरी दुःस्वप्न बन थीं।

आपको पुलिस अधिकारियों की मदद से अतिक्रमण और गंदी बस्तियों को हटाने की जिम्मेदारी दी गई। जैसे ही आ अभियान शुरू किया, आपको एहसास हुआ कि फुटपाथ पर रहने वाले लोग मलिन बस्तियों (slum) में रहने वालों तुलना में अधिक दयनीय स्थिति में हैं। कई फुटपाथवासी हाल ही में अपने गाँवों में अपनी संपत्ति बेचकर शहर अ हैं। अब यदि आप उन्हें बाहर निकालेंगे तो उनके पास जाने के लिए कोई जगह नहीं होगी। आपका हृदय उनके लि दुखी है, और आपको लगा कि आपकी विभागीय कार्रवाई अमानवीय है, लेकिन आपकी आधिकारिक ज़िम्मेदारियाँ क निष्पक्ष कार्रवाई की माँग करती हैं। आप अपने आधिकारिक कर्तव्यों से समझौता किए बिना फुटपाथ पर रहने वा की मदद करने का तरीका खोजने के लिए आतुर हैं।

(a) उपरोक्त स्थिति में आपको कौन–से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?

(b) क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजि

(c) उपरोक्त स्थिति में कौन–से विकल्प उपलब्ध हैं?

(d) शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अं

You are a young officer working with the Municipal Corporation of an industrial city. The city w known for manufacturing ball bearings and auto parts. Most manufacturing units were small-sca units with very little production process automation. The units relied on manual labor, which was abundance due to the villages close by.

As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflo of laborers into the city. This influx of people into the town led to a mushrooming of slums ar encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out t slums, but after a time, the slums came back. The illegal slums had become an urban nightmare.

You were given the responsibility of clearing out the encroachments and slums with the help of Poli authorities. As you started the drive, you realized that the people living by the sidewalks were vulnerab compared to the slum dwellers. Many sidewalk dwellers had recently come to the city after selling the properties in their villages. Now if you drive them out, they have no place to go. Your heart went out them, and you felt that your departmental action was inhumane, but your official responsibiliti demanded stern impartial action. You are desperate to find a way to help the sidewalk dwellers witho compromising your official duties.

(a) What value conflicts do you notice in the above situation?

(b) Can an administrator compromise the value of impartiality for empathy? Discuss!

(c) What are the options available in the above situation?

(d) Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 mark

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Urbanization has been increased from 16.1% (2001) to 31.1% (2011). Most of this has been unplanned leading to mushrooming of slums in urban areas.

a) **Value conflicts** in given case

(1) **Compassion v/s objectivity** → feeling pain of homeless people drives me to not conduct departmental action. But this compromises objectivity - a mandated value of civil service.

(2) **Social responsibility v/s professional duty** → responsibility towards vulnerable section of society is in conflict with duties as an officer.

(3) **Impartiality v/s Empathy** ⇒ Responsibility should be carried out impartially but Empathy towards them compels one to be little **sleeting** in actions

(4) **Personal integrity and conscience v/s organisational Ethics** →

⇒ Adherence to betterment of vulnerable is voice of conscience, following department instruction is essence of organisational ethics.

(b) Value conflict between impartiality and empathy is common :-

(Case I) ⇒ Compromising impartiality is justified

↳ when larger public good is being hindered and never our ethical means aren't making our ends ethical → impartiality empathy stems us to being an innovative solution.

(Ex) ⇒ Helping some elderlies without documents in getting social security benefits by going an extra mile - compromises impartiality but ensures public service delivery to last mile.

(Case II) Compromising impartiality is not justified.

→ when empathy towards one individual is inconsistent with larger public good and compromises organisational

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Hiiary → impartiality must be maintained

Exp - While making appointments rather than being empathetic to candidate's vulnerability, one should be impartial and maintain a fair competion.

c) Options Available

① Fulfilling professional duty without much thinking

Merits	Demerits
① Professional integrity upheld	① Crisis of Conscience
② The act of encroachments removed	② Vulnerability of homeless people increases

② Not following departmental actions and let encroachments continue

Demerits	Merits
① I may be suspended from job	① Slum dwellers will not be evicted
② New officer will continue task.	② Personal Integrity is upheld

(3) Taking help of a NGO to construct temporary shelters in short term and in long term, creating sustainable residence for them using Scheme funds and CSR fund

Merits	Demerits
(1) Both professional and personal integrity ensured.	(1) May increase work burden over administration
(2) People won't be homeless	

(d) Viable solution for tackling slums

(1) Robust implementation of schemes creating legal residences

(Ex) Affordable Rental housing complex under PM

(2) Using CSR funds to create township for migrant workers

(Ex) Reliance township near reliance refinery

(3) Slum redevelopment projects by administration which includes availing basic service to them

(Ex) - Dharavi slum development Mumbai.

Hence, to achieve SDG-10 of decreasing inequality & SDG 11 of sustainable urbanisation - slums should be tackled in sustainable way.

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क राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी ोजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल म्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और ार्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए ज़िम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए ज़िम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार–विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफ़ाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

(a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

(b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन है? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

A certain State government was running a welfare scheme for promoting safe motherhood among rural landless laborers' families. The scheme involves the transfer of funds to the beneficiaries to enable them to mitigate income loss due to maternal care responsibilities. Since its implementation, the scheme has done reasonably well on maternal health and economic indicators.

You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bona fide. The families committed the fraud with the help of local officials responsible for scrutinizing the bonafide.

You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates, birth certificates, bank details, and other personal assets. By merging all the data sets, the department would be able to develop the beneficiary's economic profile. And this will help the department scrutinize the documents and detect fraud. This was a comprehensive strategy, but it risked violating an individual's data privacy. As a Department head, you wanted to detect and prevent fraud, but at the same time, you were apprehensive about violating the Data privacy of the stakeholders.

(a) What are the issues involved in the above case?

(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

(d) Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

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Given case reflects the prevalence of corruption in f. implementation of schemes which compromises the ultimate goal of serving the public. This is common in other schemes as well

(Ex) - In west Bengal, well off families are found getting house subsidies under PM Awas Yojana.

(9) Issues involved in case

(1) Compromising probity in governance by some corrupt officials - defeating purpose of efficient public service delivery.

(2) Erosion of fiscal prudence and increasing burden on fiscal exchequer due to fraud beneficiaries

(3) menace of corruption in department Officers Agent - Administrator nexus.

(4) Cornering of benefits by well off families depriving most vulnerable from their right.

(5) wh

(b)

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(5) Concerns of data protection and privacy while implementing a comprehensive strategy.

(b) Violating data privacy to prevent welfare fraud :-

↳ Justified ⇒ As data protection cell holds, with consent of data principal and in quest of targeting beneficiaries, use of personal data is by administrative is justified.

↳ It will ensure proliferation of benefits to those who are the most needy.

↳ Unjustified ⇒ It will open Pandora box for exceptions and create a slippery slope. This can lead to frequent privacy violations and surveillance over citizens by state.

↳ Threat of data leak by miscreants (Eg recent co-win data leak controversy

↳ Solution ⇒ Certain safeguards for citizens should be there :-

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a) Right to be forgotten, when they want, they can opt for non disclosure.

b) Consent before merging all kind of data must be taken.

c) Information and awareness to citizen must be carried out.

(C) Reasons for welfare frauds

(1) Centralisation of power to check bonafides, give benefits in certain authorities → Arbitrariness in working.

(2) No periodic monitoring over functioning of scheme, once it is launched.

(3) Collaborative corruption where agents, officers and public is involved. A kind of acceptance - 'Chalta Hai' attitude to earn easy money.

(4) Loopholes in beneficiary targeting measures arising from lack of use of technology.

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(5) For civic participation and moral role of civil society in implementation of schemes.

(d) Ways and Means to prevent fraud

(1) Division of work among different offices — No centralisation → Appropriate checks and balances can prevent corruption — 2nd ARC

(2) Periodic monitoring of schemes by regular field visits and involvement of civil society to monitor effective functioning.

(3) Use of technologies like big data, biometric to confirm eligibility of beneficiaries.

(4) Mandatory social audit mechanism, empowering SHGs to complaint against any irregularities.

(Ex) In Tamil nadu, SHGs are being used as volunteer force to monitor unfair practices at fair price shops.

Hence multidimensional efforts are needed along with awareness generation among public to prevent corruption.

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9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुई और मानदंडों के अनुसार निविदाएँ आवंटित की गईं यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता हैं?

(b) आपके पास कौन–से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।

(d) क्या आपको लगता है कि कभी–कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

(250 शब्दों में उत्तर दीजिए) 20 अं

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by the consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

(a) What are the issues and value violations you notice in the above case?

(b) What are the options available to you?

(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

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iven case reflects age old dialectic discourse of environment v/s development.

Q) Issues and Value violations

(1) Departmental development v/s Environmental ethics ⇒ unsustainable projects for revenue generation will harm environment disproportionately.

(2) Personal integrity v/s Departmental ethics ⇒ responsibility towards environment is in conflict with follows departmental directions.

(3) Violation of Laws of land which tends to conserve environment

(Ex) - Neglecting of EIA under Environment protection Act

(4) Against constitutional principles & conserving environment (A-48)

(5) To gain profit and revenue, Social responsibility towards society and environment is being neglected

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(b) Options available and (c) advantages & disadvantages of each

(1) Following head's advice and do my work

Merits	Demerits
(1) Professional integrity and departmental ethics ensured.	(1) Irreversible harm to environment
(2) Revenue generation targets will be fulfilled	(2) Crisis of conscience

(2) Disrupting the mining process by highlighting irregularities to seniors

Merits	Demerits
(1) Unsustainable mining will be stopped	(1) I may be suspended from work
(2) No harm to environment	(2) Department will come in bad light

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(3) Persuading Head to look for alternative bidders who can carry sustainable mining and if not agreed then threat to go to seniors

merits	demerits
(1) Department reputation will not decrease.	(1) may increase time in execution of projects
(2) Environment and development will be balanced	(2) manner that Head may not agree.
(3) Revenue target can be fulfilled	

My chosen course of action will be option 3 as it is justified on grounds of

↳ Sustainable development
↳ Environmental ethics
↳ Justifies fair means to achieve fair ends

Also demerits can be addressed by:-

→ Taking seniors into confidence
→ Following best practices of sustainable mining as given by FAO

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Also existing bidders can be given chance to submit new and concrete plans to address environmental issues. This can address time overrun.

(c) Yes, sometimes environmental concerns are overlooked for development as visible through:-

(1) Construction of dams → threat to tribals and their environment → Social movements

(Eg) Narmada Bachao Andolan for Sardar Sarovar project

(2) Environment concerns are considered as hurdles in ease of doing business.

(3) Addressing damage to environment increases project cost so people tend to ignore

However need of hour is to go for environmentally conscious life and livelihood in consonance with LiFE initiative. Also, circular economy is next step in direction

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ीय हित को बढ़ावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभाव और शक्ति प्राप्त करना प्रत्येक देश की विदेश नीति के दो
मंत्र हैं।

पिछले दशक से, ABC देश ने आक्रामक तरीके से शक्ति हासिल की और विदेशों में अपने व्यावसायिक हितों का विस्तार
किया। ABC देश जिन व्यवसायों को विकसित करने में रुचि रखता था उनमें से एक रक्षा उपकरण और उपग्रह
द्योगिकी था। यह अपने अंतरिक्ष और रक्षा उत्पादों के लिए बाज़ार तलाश रहा था।

ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाज़ार खोजने और अन्य देशों के साथ विनिर्माण सहयोग तलाशने
लिए प्रोत्साहित किया। प्रमुख रक्षा उपकरण निर्माताओं में से एक, GAMA ने हाल ही में सैन्य सरकार (मिलिट्री
टा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगिकी हस्तांतरण और उपकरणों से संबंधित कई अरब डॉलर
एक बड़ा सौदा किया। जो कि एक अच्छा व्यवसाय था।

से ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA की बहुत आलोचना हुई क्योंकि XYZ अपने खराब
वाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परित्यक्त देश था। इसके अलावा, सैन्य सरकार अल्पसंख्यक
ातीय समुदाय के मूक नरसंहार में शामिल था। इस बात पर काफ़ी हंगामा हुआ क्योंकि इस सौदे में संवेदनशील
ोगिकी का हस्तांतरण शामिल था जिसका गलत हाथों में दुरुपयोग हो सकता था। संक्षेप में कहे तो, यह अच्छा
साय था लेकिन संदिग्ध ग्राहकों के साथ। इस बीच, ABC की सरकार GAMA व्यापार समझौते के बारे में चुप
और अन्य सरकारों ने चुप्पी को एक ऐसे राष्ट्र के साथ संबंध बनाने का एक सूक्ष्म तरीका बताया जो एक अंतर्राष्ट्रीय
से अछूत था।

उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक ज़िम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

omoting National interest and gaining influence and power in the International arena are the two sic mantras of every country's external policy. Since the last decade, country ABC has aggressively rsued power and expanded its business interests overseas. One of the businesses ABC was interested developing was Defence equipment and Satellite technology. It was seeking markets for its space and efense products.

he country encouraged its defense equipment manufacturing companies to find new markets and xplore manufacturing collaborations with other countries. GAMA, one of the major defense equipment anufacturers, had recently struck a massive multi-billion dollar deal involving sensitive technology ansfer and equipment with a country XYZ ruled by Military Junta. It was good business.

s the business details became public, much criticism came GAMA's way because XYZ was an ternational pariah because of its poor human rights record. Further, the Junta indulged in a silent enocide of a minority ethnic community. There was a lot of uproar because the deal involved transferring ensitive technology that could be misused in the wrong hands. In short, it was good business but with uestionable clients. Meanwhile, the government of ABC kept silent about the GAMA business deal, and ther governments interpreted the silence as a subtle way of building relations with a nation that was an nternational pariah.

a) What are the ethical issues involved in the above case?

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(b) Do you think corporate businesses such as GAMA must consider international ethics wh pursuing business interests? Why/why not?

(c) Do you think a corporate's social responsibility extends beyond one's immediate community the international community? Why/Why not?

(d) Do you think the Defence sector companies marketing sensitive technologies must be regulated b their respective governments, or regulation may curtail their entrepreneurial and innovatio energy? Discuss. (Answer in 250 words) 20 mark

Given case reflects the possibility of detrimental use of technology for by receiving country.

(a) Ethical Issues involved

(1) Corporate interests of a good deal are in conflict with human rights restoration in country.

(2) Silence towards injustice increas confidence of exploitator.

(3) Value of human lives is minimu in comparism to value of business relations and deals.

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(b) Corporate business must consider international ethics :-

-Yes → (1) ~~We are~~ "One family with World is one future" so ethics of humanity and respecting human lives must be followed by all.

(2) Injustice Anywhere is threat to Justice Everywhere. One should observe virtue of justice regardless of borders.

(3) Earning profit through unethical means leads to neglect of social responsibility towards world community which is not justified.

Argument Against → 1) Sometimes lead to unnecessary delay

→ 2) International ethics guided by some western power to maintain domination, must not be followed.

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(c) Corporate social responsibility extent beyond borders to international community

Yes → (1) As per Kant's categorical imperative, regardless of place and situation one must follow certain ethical principles. Compassion towards humanity is one such principle.

(2) Ethical businesses is need of hour amid cases of genocide and 'nationalism' in world. Roots of ethical capitalism lies in ~~practice~~ realising CSR towards integrating society also.

(3) Beneficial for good brand image for corporations also.

Challenges → may increase financial burden on companies.

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(d) Arguments in favour for govt control

(1) Guided by country's foreign policy, dual technology transfer will be in responsible hands

(2) International conventions & reflects international ethics must be followed in such agreements

(3) Government control will ensure accountability recipient govt too

Argument against

(1) Too much control can suffocate core of doing business

(2) Private sector will be less interested in defence sector.

Solution

(1) Freedom in process and innovation of equipments

(2) Limited regulatory control guided by consensual consultation can be a perfect Madhyam Marg.

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11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। क के मुख्य बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वा केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतं दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य नि अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्म पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचा रूप से इन तीनों को उनके बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इ बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-स ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खज़ाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यव किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट कि जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दु में थे कि मामले को कैसे आगे बढ़ाया जाए।

(a) इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?

(b) श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?

(c) क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्प हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।

(d) जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अ

Mr. Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 cror The company's main markets were small towns and tier 2 cities. Further, the company did a sizeal amount of business with state government hospitals and health centers.

Mr. Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices w clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to governme hospitals and health centers at a higher price than they were selling to other private hospitals and heal centers. The employees were with the company for over five years and were good performers. A few sal staff informally raised the issue of the three getting relatively higher commissions because of their inflat deals. And this was creating a sense of unease among the sales staff. A cursory review of the account the three showed that, in many instances, the government hospitals were paying more than other priva institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscio customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purcha

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department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

(a) What are the ethical and business issues involved in the case?
(b) What are the options available to Mr. Sharma and the CEO?
(c) Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
(d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

Facts of case

Scam with government

Exorbitant rates are being charge

Unfair competition among collagues

(a) Ethical and business issues :-

1) Corporate - Administration - nexus resulting in corruption leading to burden on fiscal exchequer

2) Unfair means to earn more commissions and extra income - against kantls deontological perspective

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(3) Erosion of professional integrity and probity in governance by some corrupt officials.

(4) Threat of being backlisted if truth is revealed. Conflict between truthfulness and business ethics of ascertaining secrecy.

(b) Options available

(1) Telling truth to govenrit and firing sales staff

Merits	Demerits
(1) Scam and corruption will stop (2) No fiscal burden on govt	(1) Company may be blacklisted for future deals. (2) Harm to company's reputation

(2) firing sales staff but not informing govermet

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Merit	Demerit
(1) Fair competition no corruption (2) and no blacklisting	(1) Corrupt officials still entrenched (2) Compromises transparency

(3) Being a whistle blower to government and requesting for not being blacklisted as they revealed truths.

merit	Demerit
(1) corruption nexus will be broken (2) company can't be blacklisted	(1) possibility that govt may not listen (2) Social responsibility is upheld

(1) No, I don't think that organizational culture of freedom to sales dept cause problem because:

Freedom → innovation in marketing and product

↓

Decreases alienation from process → ·) Boost workers productivity
·) Good results to business

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It is more due to corrupt nature of individuals because - people guided by greed, self interests are present everywhere.

(d) Ethics mechanism can be created

by protecting whistle blowers

by Mandatory disclosure if exorbitant profit or commision is earned

by Ethical training by taking officials to slums so that they can dedicate themselves towards working for vulnerable.

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सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण संयंत्र को छोड़कर न्यूनतम एवं अपेक्षाकृत अल्पविकसित औद्योगिक क्रियाकलाप है, जो रोजगार का प्राथमिक स्रोत है। यहाँ स्वास्थ्य, साक्षरता आदि जैसे विकास संकेतक राष्ट्रीय औसत से काफी नीचे थे।

इन चिंताजनक विकासात्मक मुद्दों के साथ–साथ, एक और गंभीर चिंता बाल विवाह में हो रही धीमी वृद्धि थी। कानूनी प्रतिबंधों के बावजूद, बाल विवाह बेरोकटोक बढ़ता जा रहा था।

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच गईं, ने बाल विवाह पीड़ितों को बचाने और पुनर्वास के लिए एक गैर सरकारी संगठन शुरू किया। पिछले पाँच वर्षों में उसने कई युवा लड़कियों को बाल विवाह का शिकार होने से बचाया। उसकी कार्यशैली सरल थी। उसने गाँवों में मुखबिरों का एक नेटवर्क विकसित किया था जो उसे सूचनाएँ देता था और सत्यापन करने के बाद, स्थानीय कानून प्रवर्तन कर्मियों की मदद से रश्मि बाल विवाह को होने से रोक देती थी।

रश्मि ने सराहनीय काम किया, लेकिन इस दौरान उसने कुछ दुश्मन भी बना लिए। स्थानीय नेता विशेषकर महिलाओं और युवा लड़कियों के बीच उसकी लोकप्रियता से नाराज थे। अपनी गतिविधियों का विस्तार करने के लिए, रश्मि ने जिले की एकमात्र औद्योगिक इकाई के प्रबंधन से संपर्क किया। उसने सफलतापूर्वक कंपनी को अपनी गतिविधियों और एनजीओ में योगदान देने के लिए राजी कर लिया। कंपनी ने उसे बाल विवाह के मुद्दे के बारे में जागरूकता बढ़ाने के लिए श्रमिकों के लिए कार्यशालाएँ आयोजित करने हेतु अपनी सुविधाओं तक पहुँच भी दी।

उसने कंपनी परिसर में अपनी कार्यशालाएँ और अभियान शुरू किया। यद्यपि प्रारंभिक प्रतिक्रिया ठंडी और कभी–कभी शत्रुतापूर्ण थी तरह से उदासीन थी। लेकिन वह डटी रही। कुछ महीनों के बाद, एक दिन कंपनी यूनियन के सदस्यों ने उसे कंपनी परिसर में प्रवेश करने से रोक दिया और उसके साथ हिंसा करने की धमकी भी दी। रश्मि ने प्रबंधन से बात की, जिन्होंने उसका समर्थन किया और उसकी सुरक्षा सुनिश्चित की। प्रबंधन ने रश्मि और उसके एनजीओ का समर्थन करते हुए एक सर्कुलर (परिपत्र) जारी किया।

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो टूक जवाब दिया कि हर सामाजिक समस्या उनकी नैतिक जिम्मेदारी नहीं है। रश्मि प्रबंधन के फैसले से निराश थी और सोच रही थी कि कंपनी को अपने अभियानों में कैसे शामिल किया जाए।

a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

b) आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।

c) क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

d) श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए? (250 शब्दों में उत्तर दीजिए) 20 अंक

Singh Garh is a primarily rural district with minimal, relatively insignificant industrial activity, except for one consumer goods manufacturing plant, which was the primary source of employment. Development indicators such as health, literacy, etc., were much below the national average.

Along with developmental issues, another grave concern was the slow rise in child marriages. Despite the legal sanctions, child marriage continued to rise unabated.

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Rashmi, a social work postgraduate who escaped an early marriage, started an NGO for rescuing and rehabilitating child marriage victims. In the last five years, she saved a lot of young girls from becoming victims of child marriage. Her modus Operandi was simple. She had developed a network of informants in villages who relayed information to her, and after verifying, Rashmi with help from local law enforcement personnel, prevented the marriage from happening.

Rashmi did commendable work, but she made some enemies in the process. The local leaders resented her popularity with women and young girls in particular. To expand her activities, Rashmi contacted the management of the only industrial unit in the district. She successfully persuaded the company to contribute to her activities and the NGO. The company even gave her access to their facilities to conduct workshops for workers to raise awareness about the issue of child marriage.

As she started her workshops and campaign on the company premises, the initial response was lukewarm and, at times, complete indifference. But she persevered. After a couple of months, one day, the company union members stopped her from entering the company and even threatened her with violence. Rashmi spoke with the management, who supported her and ensured her safety. The management issued a circular supporting Rashmi and her NGO.

To management's surprise, after a week of the circular, the Union called for a flash strike and threatened to continue the work stoppage if the NGO activities continued. The workers believed that Rashmi's campaign was corrupting the women's minds and disrespecting their traditions. The company's management seeing the aggressive reaction sought to assuage the workers by stopping the NGO activities. Rashmi tried to persuade the management by highlighting their social responsibility to the community. But the management was curt in replying that every social problem is not their moral responsibility. Rashmi was disappointed with the management's decision and wondered how best to involve the company in her campaigns.

(a) What are the issues involved in the above case?

(b) What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.

(c) Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?

(d) What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union? (Answer in 250 words) 20 marks

Protection and against and prevention of child marriages — is constitutionally guaranteed and legally sanctioned in our country.

a) Issues involved

b) Stereotypical and conservative attitude of local leaders and workers of industries. They

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Consider development of progressive thinking among women as a threat to tradition

(a) Evasion of social responsibility by company when their production activity disrupted. Giving more primacy to work and profit over social with

(b) Following Rashmi should do

(1) Taking into confidence local educated women and college going girls

(2) Contact with Sarpanch and panchayat to explain her cause and discuss evils of child marriage

(3) Good idea to involve local administration as people listen to them. They can help in persuasion and attitudinal change.

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(4) take use of innovative methods to expand their activities

(Eg) Nanhat Suraj initiative in Rajasthan - helpline number and career counselling details for girls - can be accessed by simple phone call.

(c) Yes, companies should accept responsibility to remove social evils as:-

- Ethical business rests on the pillar of serving society and inclusive development
- Given their strong financial position, they can initiate good initiatives needs

Case study:- NALCO LAADLI scheme - PSU company prevents child marriage and funds girls' education

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d) Reasons for aggressive reaction

(1) Patriarchal social structure and conservative attitude.

(2) They consider - education pollutes women minds. want to get married their daughter at an early age

(3) Threats of women safety after she hits puberty. they are worried in allowing her work.

(4) Cultural factor propagates daughter as liability and 'Paraya Dhan' concept - want to get rid of as soon as possible

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What Rashmi can do?

(1) 'Nukkad-Natak' and Role model influence to change thinking

(2) Self defence to women, daughter to show how girls are capable to protect themselves.

(3) Taking into confidence - girls and women member of their families. To make a family peer pressure to change thinking.

Active efforts are needed to curb menace of child marriage and achieve SDG-3.