



**Mains Marathon**  
**Compilation**

**26<sup>th</sup> Sep to 1<sup>st</sup> Oct, 2022**

## Mains Marathon Compilation for the Month of September, (Fourth Week) 2022

1. Even if multilateralism has failed in addressing the present global crises, that should not prevent it from being strengthened in dealing with issues and problems that have a somewhat longer time horizon. Comment.
2. Can a country's performance in sports increase its soft power? How can India increase its sporting performance and soft power?
3. Highlight the significance of NavIC (Navigation in Indian Constellation) for India and compare it with the GPS navigation system.
4. What do you understand by an ethical dilemma? How an administrator should deal with situations of ethical dilemma?
5. The Bay of Bengal (the Bay) is significant in terms of geo-economic, geopolitical, and geo-cultural activities. In the light of the statement, highlight the challenges faced by the region and how the Centre for Bay of Bengal Studies (CBS) can be helpful in tackling those challenges.
6. In light of the cataclysmic floods in Pakistan and the visible effects of climate change, discuss the measures required to tackle the challenges. How UNWC or the UNECE Water Convention can be helpful in tackling those challenges?
7. Hydropower projects planned or under construction in the Himalayas are under threat due to hazards related to Climate Change. Comment.
8. Discuss the economic significance and concerns associated with international trade settlement in rupees.
9. Considering the harmful impacts of pesticide usage, minimizing its use should have become a national priority. In light of the statement, highlight the harmful impacts of excessive usage of pesticides and suggest some measures to control it.
10. Comment on the need for Public-private partnerships in achieving the Sustainable Development Goals (SDG) concerning sanitation.

## Mains Marathon Compilation for the Month of September, (Fourth Week) 2022

**Q.1) Even if multilateralism has failed in addressing the present global crises, that should not prevent it from being strengthened in dealing with issues and problems that have a somewhat longer time horizon. Comment.**

### **Business Standard**

**Introduction:** Contextual introduction.

**Body:** Explain **how** multilateralism has failed in addressing the present global crises. Also write some needs to strengthen multilateralism.

**Conclusion:** Write a way forward.

Multilateralism is also called as a rule-based international order. Since 2008, and after decades of accelerated expansion, the global integration of trade, markets and finance has slowed down and we are in a period of “**slowbalization**” or even “**deglobalization.**”

### **How multilateralism has failed in addressing the present global crises?**

- Advanced economies (AEs) are now disenchanted by globalization. For Example, Brexit and inward-looking policies of many developed countries like US.
- The **BRICS** failed to determine the dynamics of the future course in the Indo-Pacific.
- In the **G7 Summit 2022**, the members were preoccupied with its increasing involvement in the war through supply of money, sophisticated weapons, etc. It failed to produce any results on other major **issues like climate change etc.**
- As the Appellate Body of the **WTO** is unable to hear new appeals, causing widespread concern in the context of escalating global **trade protectionism.**
- Despite its massive size, the **United Nations** has become hostage to geopolitical competition and ideological struggles. E.g. mostly refrained from criticizing **Beijing’s actions against the Uighurs.**
- The performance of the **World Health Organization during the Covid-19 pandemic**, and the ambiguity and lack of transparency of its investigation on the origins of the virus.
- The **conflict in Ukraine** has exposed fault lines in European security that most multilateral actors had failed to acknowledge.

### **Need to strengthen:**

- The new realities of the **digital economy and rapid technological development** necessitate coordinated action to address crucial challenges.
- As, the effects of economic slow-down cut across the boundary lines of countries, there is a need to act on the UN general agenda to revive and strengthen our capacity to fight against issues like **poverty, equal participation, biodiversity loss**, justice etc.
- To improve the **fairness of corporate taxation**, especially of digital companies, and to shore up the **privacy treatment of consumer data** across borders.
- **Achieving the SDGs**, including ambitious targets on climate action, universal healthcare and financing for development, will require stakeholders to work together at all levels in innovative partnerships and initiatives.
- There is also a need to **enhance cooperation** among the UN, regional organization, international finance institution at both policy and operational levels.

### **Way forward:**

- India needs to support reform not only to expand the permanent members’ category of the Security Council but also to revitalize the role of the General Assembly.
- India, Germany, Japan and Brazil [G-4] have sought to refocus the UN on UNSC reform, they must remain focused and determines even if these changes do not happen easily.

**Q.2) can a country's performance in sports increase its soft power? How can India increase its sporting performance and soft power?**

**The Hindu**

**Introduction:** Contextual introduction.

**Body:** Explain how a country's performance in sports increases its soft power and also write some points against this view. Also write some measures to increase sporting performance and soft power of India.

**Conclusion:** Write a way forward.

Soft power is a "power of attraction through culture, political ideas, and policies rather than coercion" that military hard power exhibits. It aims to persuade and not coerce. At the most fundamental level soft Power is about **winning the hearts and minds of people** i.e. a people centric approach.

**Increases soft power:**

- China uses its superiority in elite sports **to build "people-to-people" relations** with other countries. E.g. athletes from African countries are trained in swimming, badminton, table tennis, etc.
- Mega sporting events generate viewership in their billions. So they provide a platform for countries to **showcase their culture, values and tradition**.
- A powerful means of **showcasing a nation's achievements and its ability to manage major projects**.
- It can create **positive pathways for young people**, giving skills, confidence, and self-respect and **generates role models**. It reduces violence and **promotes community cohesion**.
- Russia used the Games and World Cup to change the image of Russia from that of an authoritarian closed nation, to that of an open one which welcomed the World in 2014 and 2018.

**Not necessarily increases the soft power:**

- It is obvious that performance in sports increase soft power, but is not sufficient. This is because foreign policy outcomes are not unilateral decisions.
- It has been ruined by **drugs, cheating, and hooliganism**.
- It can **also worsen the relationship between nations**, as the example of El Salvador and Honduras shows. The poor relationship between the two nations was further exacerbated by playing against each other in the World Cup in 1969.
- Sport teams and athletes can serve a **national propaganda** machine meant **to support a negative narrative**.

**Ways to increase sporting performance:**

- India should concentrate on forging **MoUs with nations that excel in specific sports**. For example, Australia and the United Kingdom can assist us in swimming, African countries such as Kenya in running.
- **Focusing on a few sports** is beneficial for a country such as India. India needs to **boost the number of athletes under TOPS**.
- **Private investment** needs to be harnessed to develop infrastructure. This also creates a huge market for private players to invest in.
- As recommended by NITI Aayog, the government should **work on a public-private partnership (PPP) model** to create basic sporting infrastructure at the district level so that talent can be captured at an early stage.

As **Nelson Mandela once stated**, "Sport has the power to change the world, to inspire and to unite people in a way that very little else can", placing the spotlight on a nation through sports can be advantageous and provide worldwide attention to positive changes.

**Q.3) Highlight the significance of NavIC (Navigation in Indian Constellation) for India and compare it with the GPS navigation system.**

**The Hindu \**

**Introduction:** Contextual introduction.

**Body:** Write some significance of NavIC (Navigation in Indian Constellation) for India. Also write its comparison with GPS navigation system.

**Conclusion:** Write a way forward.

Navigation with Indian Constellation (NavIC) is an independent regional navigation satellite system designed to provide position information in the Indian region and 1500 km around the Indian mainland. It is a regional system and consists of seven satellites.

**Significance of NavIC for India:**

- It give real time information for **standard positioning service** open for civilian use and **restricted service** for authorised users like for military.
- It will help in **scientific & technological advancement** of India.
- It will make **Indian Armed Forces self-reliant**.
- Further with extensive coverage, one of the stated future uses of the project includes sharing the project with the SAARC nations. This will help in **integrating the regional navigation system** further and a diplomatic goodwill gesture from India towards countries of the region.
- It is important for the **country's sovereignty and strategic requirements**.
- Relying on systems like GPS and GLONASS may not always be reliable as those are operated by the defence agencies of respective nations and it is possible that civilian services can be degraded or denied.

**Comparison with GPS navigation system:**

- **Coverage:** GPS caters to users **across the globe** and its satellites circle the earth twice a day, while NavIC covers India and some neighboring countries.
- **Satellites:** currently, NavIC has a total of 7 satellites in Earth's orbit whereas **GPS has a total of 31 operational satellites** rotating around the Earth. While GPS needs only 24 satellites to cover all the regions.
- **Frequency:** NavIC uses **L5 frequency** for Standard Positioning Service (SPS) and **S band frequency for military use**. GPS uses L1 and L5 frequencies for both general and military use.
- **Accuracy:** The reason for NavIC's pinpoint accuracy is **the direct line of sight between the satellite and India's region- all the time**. Since NavIC satellites are much above the Earth's surface (approx 35k km above), **signals can't be blocked by mountains**. GPS satellites are operating at medium orbit so there are chances of signal blocking by mountains. **NavIC has a position accuracy of 5-20 meters for general users** and 0.5 meters for military use. GPS has a similar position accuracy of less than 20 meters.

Having a global navigation system bolsters the ability of a nation to serve as a net security provider. It can also play a significant role in relief efforts post disasters such as the tsunami in the Indian Ocean region in 2004.

### Q.4) What do you understand by an ethical dilemma? How an administrator should deal with situations of ethical dilemma?

**Introduction:** Explain ethical dilemma.

**Body:** Explain how an administrator should deal with situations of ethical dilemma.

**Conclusion:** Write a way forward.

An ethical dilemma is a situation of conflict among various principles, creating a difficulty in decision making. An ethical dilemma arises when one has to choose between ethical values and rules in order to determine the right-thing-to-do. Administrators too face ethical dilemmas many times. This led to difficulty in decision making and requires conscience to resolve such dilemmas.

There are several different types of ethical dilemmas that one may encounter in the course of performing their roles and responsibilities:

- **Epistemic dilemmas** take place in a decision-making context where moral standards conflict and the one cannot readily determine which ethical principle should take precedence over the other.
- **A self-imposed dilemma** is created by the one's own errors in judgment, such as making competing promises to multiple organizations that cannot be fulfilled simultaneously. In contrast, a **world-imposed dilemma** is caused by circumstances outside the one's control.
- An **obligation dilemma** is one where person has multiple options and more than one of them is obligatory, while a **prohibition dilemma** occurs when all available options are prohibited.

#### How an administrator should deal with situations of ethical dilemma?

- Personal self-interest should be secondary to the common good in all situations, especially when such circumstances give rise to conflict of interest.
- A dilemma should be dealt appropriately by considering and reformulating all the options in a systematic and coherent manner.
- To resolve such ethical dilemmas, an order or a sequence of logical reasoning is must to integrate and rearrange the process of dealing with ethical dilemmas.
- The decisions should be guided by following principles:
  1. The provisions of Indian Constitution.
  2. Democratic accountability of administration.
  3. The rule of law and the principle of legality.
  4. Professional integrity.
  5. Impartiality and neutrality.
  6. Larger public good.
  7. Responsiveness to civil society.
- The bureaucracy should be loyal to the country and its people while decision making considering consequences of such decisions.
- It is fundamental ethical duty of civil servants to show a spirit of neutrality and discretion and keep their own personal preferences out in the performance of their duties and responsibilities.

Civil servants are responsible for providing justice to many lives. Their impartiality and neutrality is must to uphold his/her duty towards a society. Dilemmas arise many times in life of civil servants while performing their duties. What required is the objective decision making for larger public benefit.

**Q.5) The Bay of Bengal (the Bay) is significant in terms of geo-economic, geopolitical, and geo-cultural activities. In the light of the statement, highlight the challenges faced by the region and how the Centre for Bay of Bengal Studies (CBS) can be helpful in tackling those challenges**

**The Hindu**

**Introduction:** Contextual introduction.

**Body:** Explain some challenges faced by the Bay of Bengal region. Also explain how the Centre for Bay of Bengal Studies (CBS) can be helpful in tackling those challenges.

**Conclusion:** Write a way forward.

The Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) is a regional organization comprising **seven Member States** lying in the littoral and adjacent areas of the Bay of Bengal constituting a contiguous regional unity. This sub-regional organization came into being in 1997 through the **Bangkok Declaration**.

**Challenges faced by the region:**

- The region's maritime environment has changed as a result of **major powers expanding their economic and geopolitical influence**.
- The Bay's ecosystem is going through an unprecedented crisis brought on by widespread **environmental exploitation and geopolitical unrest**. **Species extinction** has severe consequences on biodiversity.
- Problems such as **population growth, altered land use**, excessive resource exploitation, **salinisation**, sea level rise, and climate change are exerting significant strain on the Bay's environment.
- **Operational discharge** from small and medium feeder ships, shipping collisions, unintentional oil spills, **industrial waste**, pollution, and the accumulation of non-biodegradable plastic litter are all contributing to the deterioration of the Bay.
- A **dead zone** has formed as a result, and the mangrove trees that protect the shore from the fury of nature are under more threat than ever.

Recently, India has implemented its promise to set up a **Centre for Bay of Bengal Studies (CBS) at Nalanda University, Bihar** for research on art, culture and other subjects related to the Bay of Bengal. This can be helpful in tackling these challenges by following ways:

- **Trade and connectivity:** The Bay region is a key transit route between the Indian and the Pacific Oceans. CBS can help in harnessing and sharing the Bay's natural wealth.
- **Maritime security and maritime law:** collaboration on controlling drug trafficking, facilitating intelligence-sharing, counter-terrorism, coastal security, cybersecurity, etc.
- It can help member states to **tackle any future uncertainties**. Especially like challenges in climate change, COVID-19 pandemic and balancing US-China relations, etc.
- This will strengthen India's overall framework for **maritime engagement**, which aims to advance sustainable economic growth for all by fostering closer nautical ties.
- Strengthening Cultural heritage and Blue economy.

**Way forward:**

- Littoral governments need to support and **promote skill-building, research, and training**.
- Countries in the region will need to mobilise incentives and investments, manage oceanic affairs more effectively, and support people as they switch to alternative lifestyles.

**Q.6) In light of the cataclysmic floods in Pakistan and the visible effects of climate change, discuss the measures required to tackle the challenges. How UNWC or the UNECE Water Convention can be helpful in tackling those challenges?**

**The Hindu**

**Introduction:** Contextual introduction.

**Body:** Explain some measures to tackle the challenges of floods and climate change. Also explain how UNWC or the UNECE Water Convention can be helpful in tackling these challenges.

**Conclusion:** Write a way forward.

Recently Pakistan has been devastated by heavy floods which led to heavy loss of life, essentials shortages. Pakistan experienced a monsoon in 2022, which is unusually wet, called “**monsoon on steroids**” by UN. It is an imprint of a **global-warming-induced extreme weather event**.

**Measures:**

- **Flood Detection Systems:** gives vital information that can protect properties from excessive damage and save lives.
- **Prompt Storm Drain Cleaning:** Drains can eventually gather debris, making it challenging for the water to drain properly.
- **Plant More Trees:** since it will benefit the environment and also help to avert flooding. **Mangroves and eucalyptus** trees are particularly good at reducing flood risk.
- **Construction of Dams:** Pakistan consistently endures flooding due to a lack of dams in the nation. With the increase in rainfalls, dams must be constructed around the nation to store surplus water and avert further flooding catastrophes to stop this.
- More **robust flood management practices** including in urban areas, adoption of **climate resilient agriculture systems**. Government should continue to pursue its **mitigation measures promised under Paris Agreement**.
- Strategic **environment assessment of development activities** needs to be undertaken in flood prone areas.

The UNECE Water Convention was adopted in 17 March 1992 and entered into force on the 6 October 1996. The Convention requires states to, ‘prevent, control and reduce transboundary impact, use transboundary waters in a reasonable and equitable way, and ensure their sustainable management’. UNWC or the UNECE Water Convention can be helpful in following ways:

- A **legal binding framework** by which a state can conduct its activities related to transboundary rivers, lakes and aquifers which provides for **predictability and transparency**.
- Legal frameworks help create an enabling stable environment for **encouraging investments**.
- Being a Party sends a clear signal to non-Parties of the type of **legal commitments** that a country is willing enter into.
- **Recognition by countries** and the international community of a country’s long-term commitment to transboundary water cooperation.
- **Stronger water management** at the national level linking to transboundary management.
- Accession process offers a means by which to **strengthen national awareness and capacity** on transboundary water issues amongst key stakeholders across sectors.

It is important that all riparian states must comply with all the procedural duties pursuant to the no harm rule. They must also think of becoming a party to either the UNWC or the UNECE Water Convention.

**Q.7) Hydropower projects planned or under construction in the Himalayas are under threat due to hazards related to Climate Change. Comment.**

**Times of India**

**Introduction:** Contextual introduction.

**Body:** Explain how hydropower projects in the Himalayas are under threat due to hazards related to Climate Change.

**Conclusion:** Write a way forward.

With its **steep topography and abundant water resources** the Himalayas offer sustainable, low-carbon hydropower for energy-hungry South Asia. But three out of seven projects, Tapovan-Vishnugad (520 megawatts), Phata Byung (76 megawatts) and Singoli Bhatwari (99 megawatts), have already been severely damaged by floods and landslides in 2013 and 2021. Several other hydropower projects in the Himalayas have also suffered similar damage.

**Threat due to hazards related to Climate Change:**

- Climate change has driven **erratic weather patterns** like increased snowfall and rainfall. The thermal profile of ice is increasing, making it more susceptible to melting.
- **Glacier retreat and permafrost thaw** are projected to decrease the stability of mountain slopes and increase the number and area of glacier lakes.
- Global warming is expected to lead to more glacier melt and **extreme precipitation events** in the region.
- Many of the projects are **significantly upslope** in locations closer to glaciers and glacial lakes in high altitude areas, making them more hazard-prone.
- The Himalayan region is in a **seismic zone**, so greater chances of earthquake, landslides, rock-ice avalanches, debris flow and lake outburst floods.
- **Lake outburst floods are often unpredictable** and cause severe downstream damages to the infrastructure system such as hydropower.
- The risks of **increased erosion and sediment flow** in the high mountains may reduce reservoir storage capacity, undercutting their supply of water for irrigation and power.
- **Temperature rise** from climate change could **increase rockfalls** in the Himalayas.

**Way forward:**

- An **independent scientific assessment** of the immediate or long-term implications of construction work for hydropower development should be commissioned.
- **Citizens' engagement and public consent mechanisms** need to be strengthened at the planning stage.
- **Microhydel project** may be promoted, as these have less of an adverse social and environmental impact on local communities and are a very suitable for this region.

**Q.8) Discuss the economic significance and concerns associated with international trade settlement in rupees.**

**Live Mint, Business Standard, The HinduBusinessLine**

**Introduction:** Contextual introduction.

**Body:** Write some economic significances of international trade settlement in rupees. Also explain some concerns associated with it.

**Conclusion:** Write a way forward.

The Reserve Bank of India recently allows for International Trade settlements in Indian Rupees (INR). This is where trade settlement in rupees comes in – instead of paying and receiving US dollars, the invoice will be made in Indian rupees if the counterparty has a Rupee Vostro account.

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### Economic significance:

- It will make much easier for Indian exporters and importers to **trade with countries** (like Russia and Iran) facing difficulties in invoicing trade in the US dollar.
- With global inflation unlike to abate, (Russia-Ukraine conflict and its impact on global food and energy prices), the US dollar will strengthen further, leading to the weakening of the INR.
- A weakening rupee worsens the threat of imported inflation in India. This policy would largely **lower demand for foreign exchange** for the settlement of current account-related trade flows.
- This would **help accept the INR as a currency of choice** for trade among India's major economic partners and its **recognition as a global currency**.
- Since India runs a **trade deficit**, settling trades in rupees **will also save dollar outflows**.
- The move could assist Indian exporters in collecting **advance payments** in Indian rupees from overseas clients.
- The move could have a favourable **long-term influence on regional nations** wanting to trade with India.

### Concerns:

- **Accepting the rupee will be difficult** in the prevailing global trade protectionism and geopolitical rivalries as each country wants to promote exports and reduce imports.
- Invoicing in Indian Rupee and not depending on US Dollar **may upset India's relationship with the US**.
- It may also have an **indirect impact on services sector** for which we are dependent on developed markets like the US and Europe.
- India's share in global trade is not significant enough and dependence for import of fossil fuels, edible oils etc. are quite large. It is unlikely that exporting countries will consider Indian rupee as a currency of invoicing, unless it suits their interests.
- The international trade transactions to be settled in Indian rupee **needs to be analysed from bilateral trade equilibrium** to understand their potential scope and scale.

### Way forward:

- To promote this, India should increase exports and imports so that rupee becomes a highly tradable currency.
- This should be supported by **critical reforms in financial markets** which include capital account convertibility, deepening financial markets etc.

**Q.9) Considering the harmful impacts of pesticide usage, minimizing its use should have become a national priority. In light of the statement, highlight the harmful impacts of excessive usage of pesticides and suggest some measures to control it.**

### Indian Express

**Introduction:** Contextual introduction.

**Body:** Write some harmful impacts of excessive usage of pesticides. Also write some measures to control it.

**Conclusion:** Write a way forward.

Chemical compounds that are employed to eliminate pest organisms are called pesticides. The term pesticide covers a wide range of compounds including insecticides, fungicides, herbicides etc. The **Insecticides Act of 1968** covers the registration, manufacture and sale of pesticides in India.

### Harmful impacts of excessive usage of pesticides:

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- **Impact on humans:** Exposure to various pesticides can cause short-term health problems (**acute**) like nausea, diarrhoea, dizziness, breathing problems, etc. as well as long-term diseases (**chronic**) birth defects, cancers, neurological harm, reproductive harm, etc.
- **Impact on environment:** Excessive use can be toxic to a host of other organisms including birds, fish, beneficial insects, and non-target plants. This is one of the major causes of the world-wide decline in honeybee population- affecting the pollination process that is vital for the agricultural sector.
- **Water contamination:** Pesticides can reach surface water through runoff from treated plants and soil. Once groundwater is polluted with toxic chemicals, it may take many years for the contamination to dissipate or be cleaned up.
- **Effect on soil fertility:** They persist for a long time in the soil and atmosphere and influence various biotic and abiotic factors. eg: certain pesticides are known to impede the nitrogen fixing function of soil bacteria.

### Measures to control it:

- **Using technology:**
  - Mobile technology can be roped in to develop a multi-purpose **Pesticide Prescription and Transaction System (PPTS)**. It will also provide information about hazards and help to limit the selling of illegal and non-genuine pesticides.
  - **Geographical information systems (GIS)**, **global positioning systems (GPS)**, and various sensors, can be used to decrease risks for environmental pollution and to enhance economic benefits stemming from the reduction in the use of pesticides.
- **Alternate business model:** The business model of the farm chemical input industry must transform to become a service industry.
- **Transparent data collection:** Shopkeepers should report each sale of farm chemicals to the government in real time. There is a need for a mandatory QR code on each farm chemical package. These measures will allow for better-targeted farm advisory and grievance redressal.
- **Independent regulator:** Same officials and departments who advocate pesticide use also regulate the trade. The regulation of farm chemicals needs to be transferred to the health ministry.

Pesticides can help farmers to create economic gain, but interventions are needed to reduce the extent of pesticide overuse to protect farm workers, consumers and the environment as well as to reduce unnecessary farm expenses on inputs.

### Q.10) Comment on the need for Public-private partnerships in achieving the Sustainable Development Goals (SDG) concerning sanitation.

#### Indian Express

**Introduction:** Contextual introduction.

**Body:** Explain some benefits of Public-private partnerships in achieving the Sustainable Development Goals (SDG) concerning sanitation.

**Conclusion:** Write a way forward.

Public-private partnerships involve collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects. **Sustainable Development Goal 6.2** targets to achieve access to adequate and equitable sanitation and hygiene for all. The second phase of the **Swachh Bharat Mission (SBM)** targets will be achieved through the help of technology and private sector engagement.

#### **Need for Public-private partnerships in achieving SDG6.2:**

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- **Infrastructure-intensive sector:** There is need of massive investment in chronically **under-funded and inefficient** sanitation sector. Public-private partnerships (PPPs) can be a mechanism to help governments fund much needed investment and bring **technology and efficiency** that can improve the performance and financial sustainability of the water sector.
- **Inclusive sanitation:** PPPs help to build solid and liquid waste management structures. This will be done by employing a **participatory and consultative approach** through mobilisation of the village communities, corporates, district and block administration and gram panchayat officers. E.g. **Lighthouse Initiative** (LHI) by the Ministry of Drinking Water and Sanitation as part of the Azadi ka Amrit Mahotsav.
- **Multi-stakeholder platform:** These stakeholders include the private sector, government, financial institutions, civil society groups, media, donors, etc. E.g. in **India Sanitation Coalition** (ISC), corporates such as ITC, Jindal Steel and Power, etc. have come forward for collaboration.
- PPPs enable the public sector to **profit** by financial, business and other types of knowledge and skills and an **innovative entrepreneurial approach** in project implementation and management.
- **Small scale private operators** are becoming more and more commonplace in developing countries, with many donor-sponsored sanitation PPP projects **for rural and peri-urban areas** having been successfully implemented and scaled up, with new local operators emerging.

One of the main challenges in introducing PPPs in sanitation lies in the proper definition of structures and 'rules for the game' for all actors. So, roles and responsibilities must be assigned and regulatory mechanisms must be established from the outset. Moreover, for a successful PPP the **involvement of civil society** is imperative.