DIGI CONNECT

NISG Newsletter

Volume 1 | Issue 3 | November, 2021

IN THIS ISSUE

Editorial Board @ NISG

FROM THE CEO'S DESK

Dear all

The efforts of NISG saw fruition in the month of November. The CBC (Capacity Building Commission), i.e. *Mission Karmayogi* signed an MoU with NISG for hiring services. This provides an opportunity to NISG to take a holistic view of training across the country.

During the month, the Government of Haryana passed a cabinet resolution to give work to NISG on a nomination basis. This is the first Comprehensive Cabinet Clearance by any state in the country.
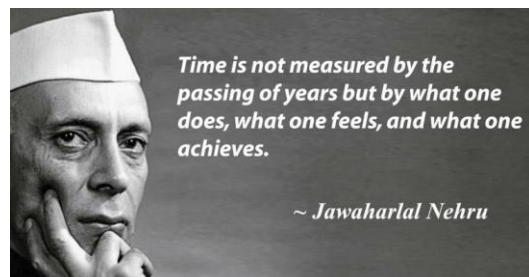
During the month RERA, Patna awarded a turnkey project to NISG, to develop a portal. This was given on a nomination basis, and hopefully, the software developed will help offer the same solution across the country.
The month also saw on-boarding of fresh talent at NISG. Most of the fresh recruits joined us on word-of-mouth reputation.

During the month, we also streamlined our finance department. Mr. Mukesh Gupta took over as head of Finance Department. Ms. Sharmila Chavaly joined us as Advisor (Corporate Finance and Corporate Governance). She is a known authority on Infrastructure Finance and PPP models.

NISG is poised to take-off in Management Consultancy, besides execution of IT projects.

**J Rama Krishna Rao, IAS, (Retd.)
CEO NISG**

QUOTE OF THE MONTH

Time is not measured by the passing of years but by what one does, what one feels, and what one achieves.

~ Jawaharlal Nehru

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EXPERT SHARE

GeM
Government
e Marketplace
Procurement Reimagined
india.gov.in

PUBLIC PROCUREMENT ECO-SYSTEM:
e-Marketplace (GeM)

Sh. Prashant Kumar Singh IAS

Working on the direction set by the Hon'ble PM Sh. Narendra Modi, Government e-Marketplace (GeM) is consistently working to enhance India's public procurement ecosystem for seamless, hassle-free, transparent and digital procurement services.

Public procurement involves purchasing of goods or services by ministries and government departments for public service delivery. Efficient procurement system is a strong element of public expenditure management which helps an entity in taking appropriate budgetary decisions and identifying the required investment opportunities. However, the procurement systems in many countries are constrained by several bottlenecks. The need for reforms in procurement has been getting increasing attention from stakeholders for enhanced competitiveness, transparency, and accountability which remain central to public procurement.

Public procurement in India was characterized by inefficient, opaque, and time-consuming manual processes, further complicated by a fragmented and complex policy landscape. Buyers were limited by uncompetitive prices and unreliable quality of products/services while suppliers were hindered by protracted payment cycles and inconvenient repetitive processes. It is in this context that the Central Government zeroed in on the need for a technology-driven platform to facilitate procurement. In what would become one of the largest change management exercises undertaken by any agency, GeM's mandate has been to transform India's procurement landscape through the digitization of processes and the digital integration of all its diverse stakeholders - while pursuing the goals of transparency, efficiency and inclusiveness in its design and development.

GeM owes its genesis to the recommendations of two committees of Secretaries made to the Hon'ble Prime Minister

in January 2016. They recommended setting up of a dedicated e-market for goods & services procured or sold by Government/PSUs. Subsequently, the finance minister in his Budget speech for FY 2016-17, announced setting up of a technology driven platform to facilitate procurement of goods and services by various ministries and agencies of the Government. DGS&D with technical support of the National eGovernance Division (Ministry of Electronics and Information Technology) developed the GeM portal . The portal was launched on 9th August 2016. Procurement on GeM was authorized by General Financial Rules by making necessary changes in government rules.

GeM is a completely paperless, cashless and system driven e-market place which has minimal human interface and a comprehensive digital platform. It digitally integrates the current buyer-seller ecosystem, with a focus on underserved and marginalised seller sectors such as medium, small, and micro-enterprises, rural sellers, and women. The task was to create a modern, radically new platform that would ensure all stakeholders had the ability to participate and benefit from these reforms. GeM first started with just 3,000 sellers and around 1000 buyers. Today there are around 30 lakh sellers and more than 55,000 registered buyers on GeM. The Gross Merchandise Value (GMV) on GeM alone has grown from Rs10,000 Crore in its first year to 38,000 Crore in transactions in the last financial year.
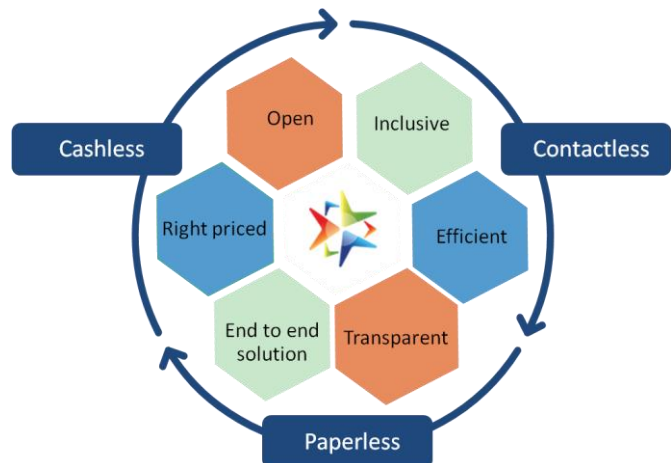
GeM recognizes its critical role in providing an impetus to the "Make in India" initiative as part of the larger vision of self-reliance for an "*Atmanirbhar Bharat*" and promoting local products through the "Vocal for Local" initiative. GeM has implemented targeted functionalities such as the mandatory registration of the "country of origin" for new products, a "Make in India" filter etc. Roughly there are 7.28 Lakh MSE merchants on GeM who account for more than 57% of the entire order value. Since last FY, the number of MSEs registered on the GeM platform has gone up by 62%. Since its establishment in 2016, GeM has facilitated 80.13 lakh orders worth Rs 1,34,674 Crore for 55,511 government customers from 30.98 lakh registered merchants and service providers. GeM is expected to reach a GMV of over Rs 1 lakh Crore in 2021-22, and then double to Rs 2 lakh Crore by 2022-23. Simply expressed, this astronomical leap would catapult the platform into a new operational stratosphere.

Yet another initiative by GeM focussed on MSMEs and handhold them in seamless onboarding. The MSME Ministry launched a new "*Udyam*" form for MSMEs to register on its portal last year, and it includes a provision for enterprises to consent to auto-registration on the GeM portal. GeM has implemented API integration with Udyam Registration databases to do this. Similarly, "*Hunar Haat*" – launched by Ministry of Minority Affairs is also working with GeM to ensure local sellers are given a national level platform to showcase their products. To ensure ease of doing business with government, GeM also integrated platforms like Aadhaar, Ministry of Corporate Affairs21 (MCA21), Public Financial Management System (PFMS), PAN, GSTN, Controller General of Defence Accounts

(CGDA), SAHAY, FSSAI, TRIFED, BIS etc. This robust registration process enabled all seller types to come on board the GeM platform and gain access to buyers nationwide. To attract and support start-ups, the GeM platform now runs a specific programme called "Startup Runway". It has around 10,000 start-ups as part of its ecosystem with scores of them enlisting their innovative products.

GeM is also actively engaging various national and state women organizations for providing training to women entrepreneurs on using the GeM platform. Presently, over 112,386 women entrepreneurs are registered as sellers on GeM, a seven-time increase since last year. Similarly, since March 2020, GeM has on-boarded over 180,000 artisans and weavers providing them with much-needed livelihood opportunity and recover after the pandemic. The "Green Gold Collection" provides Government buyers access to bamboo artisans, weavers, and entrepreneurs in rural areas.

GeM originally began as a marketplace for sale of products. However, over the years several services categories also found place on GeM. GeM now offers 180 different types of services and is growing at a faster pace than commodities. This is a positive step forward in making GeM a unified platform for procuring both services and products. GeM now has a bunch of star performers in goods as well as services that are driving the show. Utility vehicles, carbon steel coated line pipes, desktop computers, and even buses and bicycles are key commodities on the goods side. Human resource outsourcing, security personnel services, monthly transportation hiring etc., are the main items in its services portfolio.

During the COVID-19 pandemic, GeM has played a vital role in helping Government agencies procure critical health equipment and goods. GeM created several COVID-19 specific categories in the marketplace, such as RT-PCR test kits, ventilators, diagnostic kits, and personal protective equipment (PPEs) etc. In addition to this it also implemented a set of new business rules viz., shorter length bids, short delivery timelines etc., to ensure that procurement for these products is quick, easy, and efficient. Product/brand certifications for COVID-19 categories have been prioritised by GeM to get them published in the GeM at the earliest. GeM currently offers 225 Covid-19 medical categories with 41,574 sellers and around 359,905 unique orders were placed during the pandemic.

Another innovative initiative, the "GeM SAHAY", a mobile based service was started in partnership with Indian Software Product Industry Round Table (Ispirt). The initiative will provide instant loans without any collateral to Sole Proprietors in obtaining loans, primarily to satisfy their working capital needs. The loans will be secured by a work order acquired from a GeM buyer. It facilitated credit financing worth Rs 24 lakhs across 76 agreements in the first month. Ugro Finance, ICICI Bank and 121 Finance have already joined this initiative. Till date, GeM Sahay has disbursed 468 loans leading to total loan value of Rs. 2.04 Crore.

Chartered Institute for Procurement and Supply (CIPS) has awarded GeM as the winner under the 'Best use of digital technology' category at its Excellence in Procurement awards, 2021. GeM emerged the winner in this category after competing with some of the biggest and best names in procurement globally, including GEP, Jaguar Land Rover, Royal Dutch Shell and Vendigital. GeM was also named the winner of the Dun & Bradstreet India's Top PSUs Awards, 2021 in the category of "E-Governance Solutions for Public Procurement."

As a technology-driven, end-to-end public procurement platform, GeM has continued to transform the public procurement landscape. GeM is an example of how digital platforms created with a strategic and clear intent to transform legacy processes can bring about lasting change for the nation as well as the underserved. A key learning has been the significance of deep engagement with the diverse spectrum of stakeholders on the platform, especially the underserved and marginalized niche sellers. Focussed technical functionalities and strategic offline initiatives for capacity building and outreach for specific seller segments has seen tremendous success-over 57% of GeM's GMV coming from the micro, small and medium enterprises. Perhaps the best testament to the learnings and success of GeM has been the Government of India's decision to consolidate the GeM platform as the foundation for a "Unified Procurement Portal" for India, as stated by the Hon'ble Finance Minister in the 2020 Budget speech.

Sh. Prashant Kumar Singh is a 1993 batch IAS officer and the Chief Executive Officer (CEO) of Government eMarket Place (GeM). He is a graduate from IIT Delhi and holds a master's degree in Public Policy & Sustainable Development from TERI. Mr. Singh held many positions both at State and Central Government levels. As Deputy Secretary, Ministry of Steel he was instrumental in framing the National Steel Policy. He was also the Director and later the Joint Secretary at the Ministry of Petroleum & Natural Gas from 2010-14.

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THE FRONTIER
Best Practice in eGovernance

SEVOTTAM

In the previous edition we discussed about SOGF (State of Governance Framework) which is a practical guide in understanding the state of governance in a state or across the country, but can we measure the quality of the services that provided to the citizens/ clients by a government agency? A Big Yes.

The Department of Administrative Reforms and Public Grievances (DARPG) has developed a model called Sevottam - translating to "Service Delivery Excellence" in 2011.

The Sevottam Model takes into consideration the standards defined by the Bureau of Indian Standards – Quality Management Systems - IS 15700:2005. The Standard stipulates that a Quality Management System helps an organization to build systems which enable it to provide quality service consistently and is not a substitute for 'service standard'.

The primary principle of Sevottam is laying down and clearly communicating service standards (including standards for grievance redress) and taking necessary steps to ensure that the

standards are consistently met. 'Time-lines' are the simplest and most frequently used form of 'Standards'. The Sevottam Model is essentially categorized under three practices.
1. The Citizen's Charter
2. Grievance Redressal Mechanism
3. Excellence in Service Delivery

While the "Citizen's Charter" helps empower citizens and clients to demand committed standards of service and avail remedies in case of non-compliance by service provider organizations, the "Grievance Redressal Mechanism" enables the citizens to make the service provider accountable for their actions and eventually the "Service Delivery Capability" helps in building the capacity in the government agency to deliver services using its resources as per the standards prescribed in the charter.

Read more on Sevottam at https://darpg.gov.in/relatedlinks/sevottam.

Important Links

1. Read the article on "Government data management for the digital age" published by McKinsey & Company. The article suggests five actions (clear vision, navigate relevant data landscape, central infrastructure components, deliver end-to-end use cases, setup a central data agency) that can help public institutions modernize their data infrastructures and unlock significant value across state, economy, and society. https://www.mckinsey.com/industries/public-and-social-sector/our-insights/government-data-management-for-the-digital-age

2. Read the article on "Disruptive Technologies: Catching the Wave", published by Harvard Business Review. The article suggests that to remain at the top of their industries, managers must first be able to spot the technologies that fall into this category. To pursue these technologies, managers must protect them from the processes and incentives that are geared to serving mainstream customers. And the only way to do that is to create organizations that are completely independent of the mainstream business. https://hbr.org/1995/01/disruptive-technologies-catching-the-wave

3. Earn a free certificate by completing a course on "Effective Policy Making to Build the Impact Economy" offered by British Council. Learn how to develop policy that supports businesses to respond to pressing challenges and create an inclusive and fair economy. https://www.futurelearn.com/courses/effective-policymaking-to-build-impact-economy

TRAILBLAZER
Institution in Focus

Gfactors

In this fast paced, data driven world, it has become imperative to understand what customer thinks and feels about quality of products and services across large corporates, multi-national conglomerates, SMEs, government, Qazi-government organisations, universities and practically every organisation.

From knowing in-depth insights about which new feature of a latest phone in market is "liked socially Vs used regularly", to understanding the depth of social media rumours that prohibit the entire region not to take COVID-19 vaccine. It is important for the leaders to know precise insights of their customer/users/clientele/subjects.

In all, piles of data that the Organisation accumulates, creates bias and personalised view if not structured and analysed. "Deeper & Accurate insights" is paramount for decisive and holistic actions for all Leaders and Senior Managers. While they make better business in some cases, it saves lives and livelihoods in some cases.

AI & ML has come to the aid of doing all that and more by gathering huge data points in the transactions between the Organisations and their subjects and seek to know:

• Product Quality Insights /Service Quality Insights
• Geography based Product/Service Insights
• Sentiment Analysis of products & Services

Intutive Insights on consumer behaviour

Gfactors has honed this data for fortune 500 clients for over 3 years now and helped them derive better milage of the data that they accumulate.

Gfactors brings "sense" into "data" of various industries using
• **SentiCheck** Platform
• **Deep-domain Conversational AI Platform**

Gfactors enterprise grade platform, SentiCheck, helps hundreds of the world's leading brands understand and improve their customer experience. Using advanced **text analytics, Video and Audio and Image annotations**, SentiCheck Platform transforms survey, customer voices and all other forms of customer feedback from customers' own channels and social media channels into **actionable insights.**

Real data, high quality data and large volumes of data are all key to accurate predictions and great ML models. Gfactors has trained their modules with over **100 million data-points** over the last 3 years and add millions every week. Humongous Training data sets have enabled them to get deeper and specific insights.

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As a result of the above, several fortune 500 Brands have built **intelligent customer experience interfaces** by understanding user intent, and structure customised responses that include:

• Product Quality Insights/Service Quality Insights
• Geography based product/Service Insights
• Sentiment Analysis of products & Services
• Customer Intent & Behaviour Analysis
• Smart Responses to enquires and Customer questions
• Bots
• Image/Audio/Video Annotation

Gfactors has
• Ai based customer experience management platform
• Highly skilled Text annotations platform
• Highly Skilled annotators who can manually validate first and feed the machines
• Quality, consistency, and accuracy of trained models derived from millions of data points
• Confidentiality of data & agreements
• Skills, Training, Competence & Expertise according to different industry requirements
• Data maintenance

Practically helped
• Boost consumer engagement & reduce response time in Social Media platforms
• Location intelligence across industries
• Real time Emotion detection & aspect-based sentiment analysis
• Virtual agents or BOTS to handle consumer queries and product recommendations
• Email Bot segment queries and auto respond

Govt sector use cases
• Some of the use cases where Gfactors can contribute to the government sector are:
• Govt service bot for service discovery & information
• Eligibility check and filtration
• Govt Service delivery
• Citizen Feedback

Other Solutions offered by Gfactors
• Machine translation
• Call analysis
• Social Media
• Document Processing
• Autonomous vehicles
• Retail and e-commerce

Other solutions offered by Gfactors

Machine translation is automated translation. It is the process by which computer software is used to translate a text from one natural language to another. Gfactors's machine translation training and evaluation services also include machine translation retraining, machine-generated speech evaluation, and parallel text translation corpus.

Machine translation

Machine Learning helps analyse calls that land during service requests or during sales conversations and by Govt. Services. It can be designed to give detailed call analysis. It helps spot verbal clues that prove the difference between losing and closing a deal in sales situations.

Call analysis

Social media platforms are the largest and constantly updated datasets about human behaviour. Machine learning and sentiment analysis can give you an objective overview of how people reacted to industry news or Public Policy or sentiment trends.

Social media

The ability to manage all manner of documents, whether scanned, faxed or generated from applications, is critical to maximize efficiency, adaptability and the customer experience. Gfactors process documents with customized machine learning models for data extraction at highest quality.

Document processing

To perceive their surroundings accurately to coordinate with other vehicles and drive safely on public roads, autonomous vehicles depend on a wide range of machine learning systems.

Autonomous vehicles

Gfactors helps understand customer behaviour to deliver recommendations that will convert to a purchase. Understand the true intention behind a search term and surface the most relevant results for a customer. Analyse facial expressions, user reviews, social media, and support calls to understand customer sentiment.
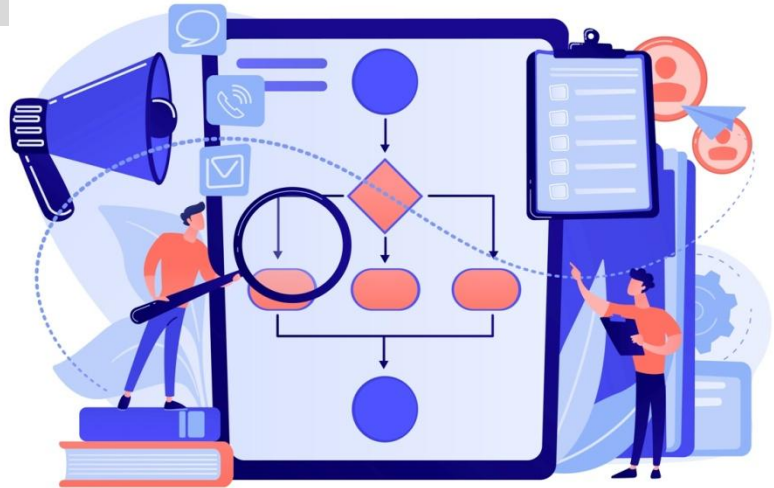
Retail and e-commerce

Get in touch with Gfactors – email: admin@gfactors.co.in or visit their website www.gfactors.co.in

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NISG Newsletter

SPECIAL ARTICLE

Business Process Reengineering (BPR) in the Government – A short appraisal

Ashish Bhatnagar
Vice President, NISG, New Delhi

Reengineering essential business processes to achieve major improvements in productivity, cycle times, and quality is known as business process reengineering. In the context of a democratic and developing country like India, ministries/departments begin with a clean sheet of paper and rethink existing processes to provide enhanced value to its internal and external stakeholders in Business Process Reengineering.

Most of the BPR initiatives in the government are characterized by complex multi-layered government machinery reaching down to the village level. The challenges can be formidable when the adoption is attempted in a 'big-bang' manner, in a very short time frame, and across a large geographical spread - all these in partnership with a private organization for the implementation and operational management. The linkages between the stages of adoption - motivations to adopt eGovernance, the nature of decision-making engaged in by the leadership and the quality of implementation are complex. A cascading effect of one stage on the next, and a cumulative impact of all the stages on the success of adoption should be considered.

Most of the ministries/departments have been through Wave-1 of e-governance i.e., automation that refers to the computerisation of existing business process. Automated processes resulted in incremental changes. Many ministries/departments followed up with Wave-2 of e-governance that had an objective of streamlining the inward-centric processes with mixed success, if measured at all.

With vast penetration of internet & mobile in India, access to quality bandwidth and changing citizen expectations, its time for Wave-3 of e-governance with the objective to improve citizen centricity. Citizen centricity is not about offering government services through discrete applications, but e-services aligned to the citizen lifecycle with near real-time integration to back-office to reduce manual interventions.

The traditionalist line of reasoning for BPR is that it can only be done in a radical manner, and incremental approaches just will not work. Despite this preference for `holistic BPR or bust', there is a need for techniques for incremental reengineering, for following reasons:

- Timely implementation.
- Risk minimization.
- Maintaining the impetus and commitment to the complete BPR programme
- More effective project management
- Reduced impact on day-to-day operations

Some of the best practices gained from the large scale complex BPR initiatives across private & government sector include:

- The objectives of the BPR project should be clearly stated out upfront. Mixing too many diverse objectives in one project in a limited time may make the initiative too complex with limited results.
- Draft the overall BPR strategy but prioritize the improvement portfolio into agile scrums (incremental steps) basis the value addition and ability to manage change. The incremental steps could be in the form of express workshop-based Express Improvements or Focussed Improvements (FI) that are smaller and take less time than a blank-sheet reengineering approach. FI projects are larger and take more time than the workshop-based Express approach.

- Representation from the internal as well as external stakeholders in the core BPR team. BPR initiative should not be treated as a technology project – technology is just an enabler and not a driver for BPR. However, the technology group should be part of the project since the technology dimension would highlight certain areas of improvement that may otherwise get omitted from the improvement portfolio.
- The current state assessment and the future state definition should necessarily cover the definition & metrics for the measurement of success, which is arguably an ambivalent construct, especially in the context of e-governance in a developing democratic country like India
- The internal team members who are part of the BPR initiative should be ensured continuity till - at least - the future state definition, if not till go-live through technology interventions
- The timelines for a BPR initiative should be realistic with sufficient time to the internal and external stakeholders for review comments.
- Risk management hinges on the identification and evaluation of risks. This process must be carried out perpetually throughout the reengineering project. For each ominous risk, a plan for a course of counteraction must be furnished.

Not only does reengineering cause changes to the business process itself, but it also causes changes to other aspects of the organisation. Everything involved with the process, including job designs, organisational structures, and management systems, must be redesigned in a holistic manner. Assessing the need for change management, internal as well as external, and planning for the same is extremely critical for the success of the BPR initiative.

Ashish Bhatnagar
Vice President, NISG, New Delhi

Ashish Bhatnagar is a goal-oriented leader who is proficient in leading & managing country level operations, business model restructuring, creating partnerships & alliances, business process re-engineering, technology driven process improvements and cost control.

Opinions expressed here are personal to the author and are not the opinions of the publisher

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NISG Newsletter

NISG Bulletin
Updates from NISG

Consulting

- The Government of U.P. through a cabinet resolution, entrusted work to NISG as a consultant and implementation agency, on nomination basis. NISG would be involved in installation and management of 'news extractor software' and 'analytics database software' and establishing a dedicated 'social media monitoring centre' for tracking information on social media to help the government become more responsive to the needs of the citizen.

- NISG North-East Regional Office through its PMU services has successfully supported the Commissionerate of Taxes (CoT), Assam in establishing, Assam Society for Comprehensive Financial Management System (AS-CFMS). The Commissionerate of Tax's portal has been formally inaugurated by Finance Minister to the Govt. of India, Smt. Nirmala Sitharaman on 7th October 2021.

- NISG North-East office has been awarded the project to design, develop and implement a Human Resource Management System (HRMS) for the Assam Rural Infrastructure and Agri Services Society (ARIAS), Directorate of Agriculture, Assam.

Manpower Augmentation

- The efforts of the Hyderabad, Manpower Augmentation Team at NISG bagged the assignment to provide technical manpower for a period of 2 years on Single-Bid basis from the Centre for Air Borne Systems (CABS), Defence Research and Development Organization (DRDO). The value of the contract is Rupees 2.71 crores.

Capacity Building & Knowledge Management (CBKM)

- CBKM (NISG) has organized a 3-day online training program for Tripura Government on social media, mGovernance and Government Process Re-engineering.

- NISG has successfully initiated 'Employee Skill Training Programme' in collaboration with Google, Microsoft, SAP and Amazon Web Services (AWS).
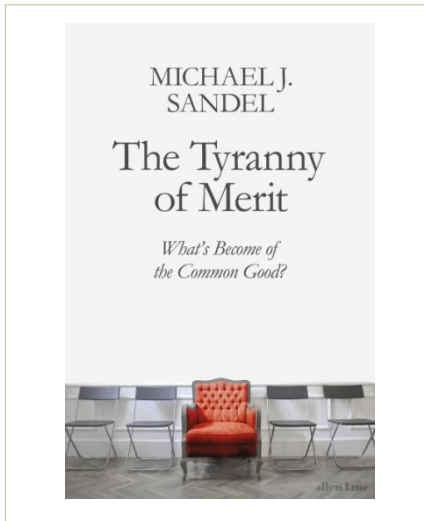
Plugged-in
eGovernance Tech News

1. India secures Top-10 position in Global Cybersecurity Index 2020 rankings, published by International Telecommunication. The index is measured on five key pillars i.e., Legal measures, technical measures, Organizational measures, Capacity Development measures and Cooperation measures. India scores 97.49 out of 100 and secured 10th position amongst 194 countries. https://www.itu.int/en/myitu/Publications/2021/06/28/13/22/Global-Cybersecurity-Index-2020

2. World Bank Group published a book on "GovTech Maturity Index : The State of Public Sector Digital Transformation" . The GovTech Maturity Index (GTMI) measures the key aspects of four GovTech focus areas—supporting core government systems, enhancing service delivery, mainstreaming citizen engagement, and fostering GovTech enablers—and assists advisers and practitioners in the design of new digital transformation projects. India scores0.82 on Citizen Engagement Index (CEI); 0.77 on Core Government

Systems Index (CGSI); 0.86 on GovTech Enablers Index (GTEI); 0.82 on GovTech Maturity Index (GTMI); 0.82 on Public Service Delivery Index(PSDI). https://openknowledge.worldbank.org/handle/10986/36233

3. The Emerging Technologies Wing, Department of IT & Electronics and Communications, Government of Telangana published a draft "Space Tech Framework". The main pillars are (1) Enabling Access to Infrastructure, (2) Business Facilitation and Collaboration (3) Skill Development & Training, (4) Promoting Research and Innovation. The focus areas are (a) Agriculture and Insurance, (b) Urban Planning & Development, (c) Disaster Management (d) Environment and Natural Resources (e) Internet and Communication https://it.telangana.gov.in/wp-content/uploads/2021/09/Telanganas-SpaceTech-Framework-Draft-2021.pdf

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BOOK REVIEW

MICHAEL J. SANDEL

The Tyranny of Merit

What's Become of the Common Good?

allen lane

They say with hard work, you can achieve whatever & rise to wherever you want. But does it hold completely true now. They say democracy is of the people for the people & by the people. But it isn't. They say globalization is the key to open the world for fair opportunities for everyone regardless of gender, race & ethnicity. But it doesn't play that way now. Public goods are not public in true sense. The book "Tyranny of Merit" dives deep into some of the powerful arguments to unveil the concerns of the rising populist lobby which fuel the discourse of the autocratic Nature of the merit accepted in the society.

There are many factors which decide the fate of an individual to become successful or unsuccessful. The winners are not winners just because of their own efforts & talents and losers are not losers just because of their lack of competence & insufficient efforts. Not all talents & lacking are our own doings. Behind success or failure of anyone, there are major roles to play by that Individual itself, Government & Market forces. There is no question that up to what extent individual efforts are necessary to get to the top rung of the success ladder. But talking about the role of Government & market forces, the scenario has changed drastically over the past few decades. The equation has not only become complex over the time but has also gone out of control to produce the fair results.

It has always been believed that the meritocratic approach is considered to be one & only justifiable solution to all the hues & cries of the rising voices. Any other approach comes with excess benefits for a part of the society & huge disadvantages for many others. However, all issues find its source when at first place we question the merit system itself which is being followed. The merit which is being referenced during selections & admissions is not the actual representative of the merit. Today, more than a protest against immigrants & outsourcing, the populist complaint is about the tyranny of merit. This tyranny is driven by many forces. Some of those forces have been there since time immemorial & some of them have emerged in the recent decades as

our society is gradually evolving into a new era of innovations & their uncontrolled reactions.

These forces are (i) Necessary College Credentials- One among the deepest divides between with & without college degree, (ii) Skewed Meritocratic rewards- When our society accords winners with outsized rewards & saw losers with many downsized perspectives., (iii) Income Inequality- Rich getting richer & richer and poor getting poorer & poorer , (iv) Globalization- when our society lavishes rewards to those fortunate people who have gained from financialization of the economy such as hedge fund managers, investment bankers, management consultants, etc., (v) Undemocratic & elite-led governance- Most of those who are governing today anywhere in the world are not visionary, fair, liberal & democratic in true sense & taking short-term decisions benefitting only a fewer sections of the society, (vi) Rhetoric of Responsibility- Where society believes that- *I am successful because of my abilities & you are unsuccessful because of your own inabilities*, (vii) Fake Promises of Upward mobility- When leaders boast that no matter what you look like, no matter where you come from, no matter what your last name is, no matter what setbacks you may experience, in this modern world, if you work hard, you can make it, but it no longer fits the ground (viii) Non-recognition of work- in this deeply polarized time when large numbers of working people feel ignored and unappreciated, & (ix) Aristocratic benefits- where some richer sections in the society which enjoy the hereditary benefits, got some privileges from their very birth which give them a very good head start to learn anything they desire.

If meritocracy is the problem, then what is the solution? Should we hire people based on nepotism or prejudice of various kinds, rather than their ability to do the job? No. Overcoming the tyranny of merit does not mean that merit should play no role in the allocation of jobs and social roles. Instead, it means rethinking the way we conceive success, questioning the meritocratic conceit that those on top have made it on their own.

Ankush Chawla
Manager, NISG

On the Canvas

Please enter your password

Source: https://www.rd.com/list/technology-cartoons/

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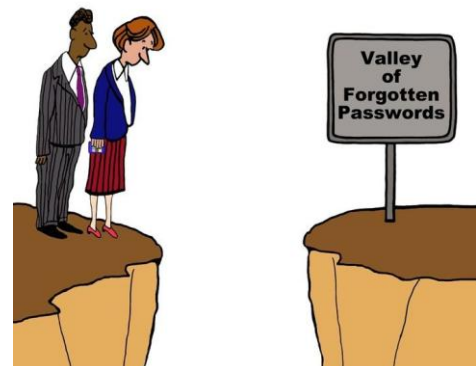
TRIVIA

1. Name the country with the highest digital penetration in governance and everyday functionality.
a. Sweden **b.** Japan **c.** Singapore **d.** United States of America

2. The state which recently launched "Medicine from Sky" project, using drones?
a. Tamil Nadu **b.** Kerala **c.** Telangana **d.** New Delhi

3. Can you name the Indian City with highest surveillance?
a. Mumbai **b.** New Delhi **c.** Hyderabad **d.** Bangalore

4. Name the state that were first integrated to be part of Integrated Criminal Justice System (ICJS) project?
a. Tamil Nadu **b.** Kerala **c.** Maharashtra **d.** Telangana and Andhra Pradesh

5. Name the country that first passed legislation on computer crimes and digital forensics?
a. Switzerland **b.** United states of America   **c.** Canada **d.** United Kingdom

1. Answer: The United States of America in 2021 ranked as the most digitally competitive country in the world with 56% penetration. Digital competitiveness rankings aim to analyze a country's ability to adopt digital technologies and implement these technologies within enterprises and government organizations.

2. Answer: Telangana became the first State in the country to embark on Beyond Visual Line of Sight (BVLoS) flights to deliver a payload comprising vaccines, with the launch of Medicine from the Sky project in Vikarabad. The project, which seeks to deliver medicines, vaccination, and units of blood to remote, rural areas by means of drones, is a collaboration of the Telangana government, World Economic Forum, HealthNet Global and NITI Aayog.

3. Answer: India's national capital Delhi has ranked first with most cameras installed per square miles. Based on the analysis of the world's 150 cities, Delhi has installed the highest CCTV cameras in public places. As per the Forbes data, Delhi has a total of 1,826.6 cameras per square mile.

4. Answer: India's first e-court was opened at High Court of Judicature at Hyderabad. Telangana and Andhra Pradesh were first two states in the country to be chosen for Integrated Criminal Justice System (ICJS) project. One of the reasons for the decision to launch the ICJS as a system was to integrate police stations with the courts, with jails, with the prosecution and with the forensic science laboratories".

5. Answer: Canada is the first country to introduce laws related to computer crimes and digital forensics in 1983. The laws define the procedures and types of evidence that are part of a cyber/computer crime investigation and evidence. Similarly, this was followed by the US Federal Computer Fraud and Abuse Act in 1986, Australian amendments to their crimes acts in 1989 and the British Computer Misuse Act in 1990.