Presentation on
"Innovations in Public Systems – A Roadmap"

Dr Harsh Sharma

Director, CPPGP - ASCI

Administrative Staff College of India, Hyderabad

Definition of Innovations in Public Systems

Innovations in public systems can be defined as implementation of new or significantly improved products, services or ways of doing things, either within the structure of the public sector itself or in the way in which public services are provided.

Understanding Innovations in Public Systems

An innovation in public systems can be defined as a process/policy intervention that:

➢ **Improves** the public service delivery

➢ **Enhances** the efficiency of governance structure, i.e. simplifying procedures etc.

➢ **Improves** citizen satisfaction

➢ **Promotes** transparency and accountability

➢ **Reduces** the time taken for service delivery

➢ **Leverages** the use of technology

Types of Innovations in Public Systems

Service Innovations
- Introduction of a new service product or improvement in the quality of an existing service product *(Ex. Bharat Interface for Money Mobile Application)*

Service Delivery Innovations
- New/improved ways of delivering specific public services to the citizens - Improving Accessibility, Targeting user needs more accurately, Bringing in simplification of procedures etc. *(Ex. Common Service Centres)*

Administrative/ Organizational Innovations
- Changes in the vertical and horizontal structures and routines *(Ex. Electronic National Agriculture Market (Ex. e-NAM)*

Conceptual Innovations
- Development of new views that challenge assumption underlying in existing service products, processes etc. *(Ex. Biodiversity, Bioresources, Access and Benefit Sharing Mechanism)*

Systemic Innovations
- New or improved ways of interacting - Engaging users in service design *(Ex. India Innovation Growth Programme)*

Policy Innovations
- Changes to the thought or behavioural intentions associated with a policy belief system *(Ex. National Policy on Biofuels (2018))*

INDIAN VERSION OF INNOVATION

Innovation is a western word. In spoken Indian languages, there is no equivalent. The act of innovating is referred to as **Jugaad**, meaning an adaptation or practical solution. Although Jugaad sometimes has mildly pejorative overtones, it is used by crores of Indian entrepreneurs to create effective solutions to pressing socio-economic issues.

Three Pillars

Ability

Willingness

Context

AFFORDABLE INNOVATIONS

Innovation is critical for India not only for growth and competitive advantage but also to ensure that our future development is sustainable and inclusive.

Innovating frugal, homespun and simple solutions to the myriad problems that beset everyday life in India – is a challenge. There are unmet needs in critical areas like health, education, agriculture, energy, environment and skills.
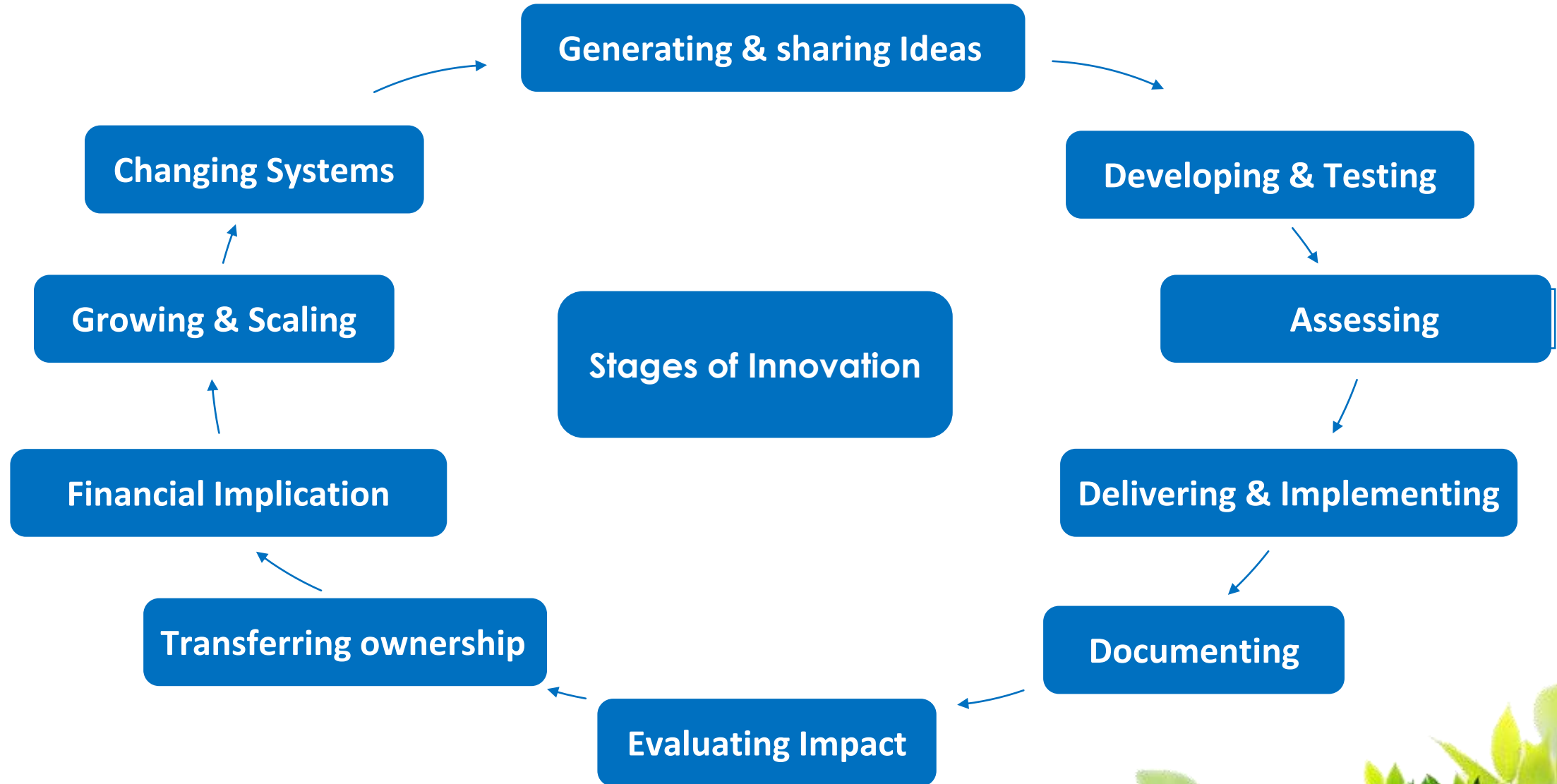
The most terrifying words in the English language are --

I am from the Government and I am here to help

- *Ronald Reagan*

STAGES OF INNOVATIONS

ROLE OF INNOVATIONS IN GOVERNANCE

Encourages open & participatory culture	Creates an opportunity for a series of innovations	Responds constantly to the needs of citizens	Promotes transparency in decision making	Promotes professionalism & accountability	Reduces the cost & enhances the speed of service delivery

PROMOTING INNOVATIONS – A CHALLENGE

We do not see things as they are –

We see things as we are -

LIMITATIONS & OPPORTUNITIES

- Stakeholders and their interests and views may evolve over time

- Issues and/or actors may change over time

- Transfer of ownership may come to a halt after a certain point of time

- Suggest strategies for overcoming present challenges

- Address conflicting interests

- Bring in a flexible, context-specific paradigm that helps focus attention on specific problems, actors and opportunities for change

REPLICATION OF INNOVATIONS - KEY FACTORS

➢ Identifying critical factors in making an innovation sustainable

➢ Identifying end-users, stakeholders and parties directly or indirectly affected by

the introduction of innovation

➢ Performing a stakeholder analysis

➢ Tools used to make an innovation accepted by end-users and stakeholders

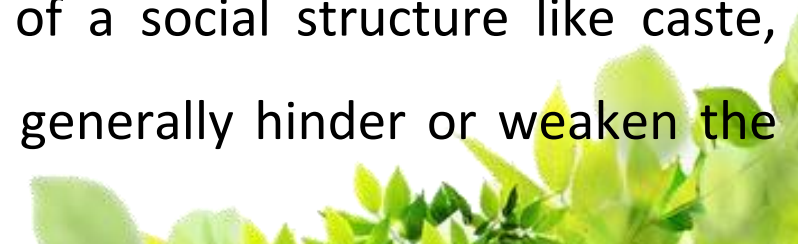➢ Involving different stakeholders in the innovation process

BARRIERS TO CHANGE – CULTURAL

- **Values and Attitudes**: Values and attitudes comprise six major types of barriers, - Tradition, Fatalism, Ethnocentrism, Pride and dignity, Norms of modesty and Relative values.

- **Culture Structure:** Logical incompatibility between systems like Autocracy and Democracy or Monotheism and Polytheism that may affect the fate of innovation adversely.

- **Motor Patterns:** Motor patterns and customary body positioning are culture-specific. This aspect makes it difficult for innovation to diffuse.

- **Superstitions:** Superstitions are a huge blockade on the path of innovation. Due to the absence of education, following blind beliefs, etc., innovation is strongly opposed which needs corrective measures.

BARRIERS TO CHANGE - SOCIAL

- **Group Solidarity:** Group solidarity is an essential characteristic of peasant and folk societies. This solidarity is attached with reciprocity and shared values and customs. When innovation is introduced into such a society, there is a general tendency of opposition at least in the initial stage.

- **Conflict:** There exists some tension along with group solidarity in peasant and folk societies. There is some element of suspicion among groups, and this may act as a barrier to the adoption of an innovation.

- **Locus of Authority:** Locus of authority does not always lie with the same person in all societies which is culture-specific and sometimes family-specific. This makes the diffusion of innovation much more difficult to occur.

- **Characteristics of Social Structure:** Certain aspects that are part of a social structure like caste, gender, etc. make the diffusion of new ideas more complex. They generally hinder or weaken the diffusion of innovation.

BARRIERS TO CHANGE - ECONOMIC

- **Lack of Economic Strength:** Rural innovators generally lack financial resources to publicise or exhibit their innovations, and they often lie suppressed and forgotten.

- **Risk in Replication:** There is generally a risk in replication of innovations in a new place. It is found that risk management is a skilled job which innovators at the grassroots level are not suitably equipped with.

Key Challenges for Change Management

☐ Unfreezing

☐ Changing

☐ Refreezing

Innovation Project Canvas	Education in government schools in semi urban and rural areas during the Pandemic Brief Description with Novelty Component			
Key Partners Who do we Collaborate With	**Key Activities** What activities are required to make implementation of this innovative project successful	**Theory of Change** How this innovation helps the district/state in providing quality education to the children during pandemic?	**Engaging Participants** How will the project initiators ensure widespread participation in the project?	**Impact** Who are the direct and indirect beneficiaries? Why
	Key Resources What human, financial and other resources are needed to make this project successful?		**Key Policies** What policies and support from the local Government is needed for the project to succeed?	**Resistance** Do you foresee any resistance from the beneficiaries and the participants? How to overcome?
Costs Which human resources, infrastructure, material need to be financed so that the project can succeed.			**Income/Revenue Stream** What possible resources for funding are needed to implement the project successfully?	