Public Organization and Management
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Lecture – 57
Innovation in Public Sector Organization - II

Hello dear learners, I am discussing about the concept of innovation in general and in public sector organization. In the previous session, I have discussed about the meaning of innovation and wherein I have talked about the definitions proposed in the literature and also I talked about why innovation is required and we have looked into some of the reasons behind the innovation. Also, I discuss about the global trends in the government innovation across the world and we have seen some of the examples how innovation have been done and taken place in the various contexts and have proven to be successful in the different country contexts. Let's continue the discussion. Now we'll look into the impact of innovation on service delivery, that what impact the innovation has on the delivery of the public services. First is this innovation, you know, fosters the response times.

For example, innovations such as AI chatbots enable quicker responses to citizens' inquiries. So you make use of the artificial intelligence, you know, chatbots to follow the services and create the platform in such a way that there's a quicker response right people need not to wait for longer when it has been done manually moving from offices to offices so the things have gone online let's look an example of use use of whatsapp app services by government of Andhra Pradesh so you can also look at the link number two here which i have mentioned over here it's a news paper article Andhra Pradesh government to launch meta services from november 30. So this particular launch, the program, the state of Andhra Pradesh is committed and of course planning to launch over 100 WhatsApp services from November 30, 2024 and the government has already signed the Memorandum of Understanding with META for providing the various citizens and business services. Now the basic agenda of this is and the focus is on enhancing the public service delivery and the government services delivery and also the ease of doing business and speed with which the business can do their work in the first phase as they have mentioned.

Now one of the major things which are included in this are it will include the services like revenue record verification, issuance of the important documents like ration card, apply for the certificates various kind of certificates caste certificates income certificates, transportation-related services being it tracking the attendance of students skill development and integrating also more than 350 services across 29 departments under the village and ward secretary department Now, the idea here is the government wants that these services will take services to the next level in terms of increasing the effectiveness

and efficiency of the process, which can ensure the speed and transparency and also take care of the corruption. which is at high risk in the public sector context and the context of the government organization. So, innovation can help you in bigger ways to always improve the functioning of the organizations, streamline the processes so that the organization become more and more effective. Another is innovation can help in personalized services. For example, data-driven insights allow for tailored services that meet individual needs.

How data can actually provide insights? So, you see a lot of data is being collected. I've talked about this thing previously also, the cameras which are installed on the roads in terms of infrastructure development, keep a track of traffic and the vehicles, a lot of data is being collected. So, in one way, you know, if we look at the example in terms of personalized services, we're talking about connecting thanes, buses with GPS-based tracking connected by Internet of Things to alert commuters about schedule and the route changes. So you see that the innovation with the help of technology and the data can help to enhance the experience. So the idea here is that we are working for the public, the citizens, and they want better services, better access to the public service delivery.

It can be transportation, it can be the access to the offices for getting important documents, banking, insurance, healthcare, education and so many other things. So in each of the things, they want the experience to be good. hassle-free, the process is quicker and faster, they can get that kind of personalized experience when they are receiving the service from the government. So it only adds to the effectiveness and efficiency of the government and hence is also leading to more level of trust among the citizens with respect to the confidence in the government. So when you apply innovation in terms of Delivering the service.

So what you are doing is you are trying to you know, bring in lot of process changes a lot of operations are streamlined so that the service become quicker It is more effective people are happy about this and they don't have to take any kind of stress So see they should have a mindset that they are going to government office They should not be burdened They should not think that I am going to government office so I have to then deal with lot of bureaucratic delays and so forth. So, innovation can provide the organizations and the government with edge to streamline the processes to enhance the overall experience of the citizens in terms of public service delivery and receiving the benefits of the services provided by the government. also greater accessibility now online services you know all the online services is made of healthcare education or tickets booking online you know getting your certificates online storing your certificates online mapping of your Aadhaar card number with the banking services or others. It helps only to smoothen the process and streamline the way you can easily track the benefits that you are receiving. And government is providing all the help in terms of support, in terms of having platforms to take care of this.

So, online services like these enhance accessibility for all citizens. including those with disabilities and for those living in the remote areas. So, it helps them get that kind of experience because the services have gone online and the processes have become more streamlined. Now let's look into the aspect in terms of types of innovation. What kind of innovation types are available? First is sustaining innovation. So it is a type of innovation that enhances an organization's processes and technologies to improve its product line for an existing customer base. So, you already have the customer base, you already have the product and services. So, this type of innovation only takes care of how you bring in gradual incremental changes in your processes and technologies so that you continue to sustain your position in the market. So, I am talking about innovation in a very general way here irrespective of whether it is applicable to public or private sector organizations. So, here I am only talking about sustaining innovation is only about bringing in incremental changes in the processes and technologies that can help you improve the product line for the existing customer base.

On the other hand, the disruptive innovation, it is a type of innovation which occurs when small companies challenge larger businesses. So, the thing is you do something which is going to at one point in time shake the other things in the market. So, you have done something disruptive, you have come up with something which has been never thought before and the existing businesses who have been the major players, they get a kind of shock from those kind of innovations. So, the two types of innovation, sustaining and disruptive innovation. So, as we go forward, we will talk about the other aspects of innovation as well.

Now, what is innovation in public sector? What is the meaning of innovation in public sector? Though I have taken examples already, but let us try to look at it from the context of public sector and for this, I have taken the content from this particular text. by Stephen Cohen, William Eimicke and Tanya Heikkila and the text is titled Effective Public Manager Achieving Success in Government Organizations. So, the innovation in public sector is about development of new policy design and new standard operating procedures. Development of new policy designs and new standard operating procedures. So see, to meet the needs of the stakeholders with the changing demographics, there is a shift in demographics, more and more younger workforce coming into the organizations, more women entering the workspace, minority entering the workspace, the expectations of the younger generation versus older generation, expectations of the diverse need of the diverse category of people.

See, India is a nation. with huge diversity so when we have people with different you know the cultures coming from different cultures age race gender ethnicity having different you know cultural backgrounds beliefs and have rituals so we need to take care of their demands by coming up with the customized policy designed for them. So, innovation in public sector can be also looked into the way of development of new policy

designs and new standard operating procedures to meet the demands of the various stakeholders. Now, innovation is the key to finding cost-effective solution to complex problems for any organization. From the beginning, only in the course, I have been talking about the concept of efficiency, and the concept of effectiveness in the public organizations.

And we have talked about this at length. See, when I talk about efficiency, I mean that provision of services in a very cost-effective manner. I've talked about that the resources are scarce, budget is limited. So, we have to find out the ways, in what ways we can provide the services at a very cost-effective way. Effectiveness on the other hand is the provision of service, whether people are able to get access to services or not.

So effectiveness is the issue of presence of services, whether people can have access to services or not. Efficiency on the other hand is about on what cost the services are being offered. So, in that way, innovation in the public sector organization is to find cost-effective solutions because we have to go on a larger scale. So, in that way, we have to find out what are the cost-effective solutions to take care of the complex problems for any organization. So, how it is looked upon as in terms of public sector, innovation should be cost-effective because we have to take care of the efficiency principle.

Accountable, both efficiency and effectiveness and capable to take care of the problems that the organizations are confronting. Now, one of the way of look at it is a very good example of to understand the innovation in public sector is India's Digital Public Infrastructure, DPI, which is known as India Stack. We will talk about this at length now. Now, India's digital public infrastructure, what does that mean? Now, digital public infrastructure has been described as an infrastructure-based approach that uses technology to achieve societal goals through an ecosystem. What ecosystem? Which comprise technology, markets and governance built in the public interest that leverages competitive private innovation within regulatory guardrails.

Now this digital public infrastructure has been extensively documented, people are talking about it and it is the way of going forward with the innovations, especially in the digital India thing. So, people are talking about it, leaders are making use of it, people are getting benefits out of it. We'll talk about some of the examples in time to come and I'll also go to, I'll take you to the website when we talk about the innovation process. So, it has been described in a way that it's an infrastructure, we have to create infrastructure-based approach which make use of technology to achieve the societal goals. So, we have to have an ecosystem which is a combination of technology, markets and the governance.

That is build in the interest of the public in that way. So, what are the categories of digital public infrastructure? I will just briefly review these categories here and I will take you to the website also in times to come to look at this. Now, example of how these digital

public infrastructure can supercharge interaction in the society. First is identity verification. Now, if you look at the identity verification and we have the system of Aadhaar with an individual's consent, any entity can verify the identity of the individual and it has also given lot of edge to beneficiaries of the public policy when their Aadhaar cards are linked with their bank accounts.

And with other technology platforms, there is a lot of integration happening. So you can keep track of this thing. So with this e-authentication capability, for example, know your customer thing, tell the agency about yourself more. So what happened is this process of verifiable identity and registries, this process helps in reducing cost of services such as banking and insurances. And also it removes the hassles and try to increase the overall experience of the people in terms of getting the services.

Then is about data sharing, credentials and open models. Now, what it does is it enables individuals or the entities, organizations to verify the authenticity of the certificates or any other documents such as licenses by scanning digitally the signed QR codes in terms of checking the authentication of this particular documents. It facilitates real-time Consent based data sharing between systems thereby reducing the overall cost of the services like lending You know also it includes creation of publicly available data sets for research and analytics available via open platforms. So this another category of digital public infrastructures You can also look into this particular source that I have mentioned here to look into the details of digital public infrastructure, reports of India's G20 task force on digital public infrastructure. Then is the concept of signatures and the consent.

This allows individual to interact and transact without needing to be physically present or make use of any paper. utilizing the digital signature things and public key infrastructures to ensure that their transactions are very secure. Discovery and fulfillment networks, this allow any product or services to be discovered and fulfilled across multiple applications as the report indicates. Whether it is about discovering somebody online, discovering means finding somebody, some help over online. For example, if you want to go for telemedicine, provider and booking you know you know you're looking for some provider in terms of booking an appointment with people choosing a mode of transport or even searching and applying for the various kind of scholarships right then payments Now, this system, I've already talked about the concept of UPIs and how it has changed, this particular thing has changed the way the transactions are done online.

So, this actually enables anyone to make digital payments to any other party. It can also include anybody who is in the process of selling or buying things. So, even if people do not have much of literacy and do not have much of the digital knowledge or digital literacy there, they can also use these platforms. For instance, I've talked about the street vendors making use of UPIs to transact, taking money from the customers. So now this

also lead to the very important aspect of bringing in transparency in the digital transactions that are happening.

So the integration of digital identity and of course the payment systems, it allows the government to efficiently distribute social benefits without leakages. because what happened is now we have identity verification systems. We also have data sharing integration with the other agencies. So one person need not to have multiple identity approves. So one particular identity prove is linked with various multiple agency and the data is integrated and there is a track of the person record is online present.

So it is easy to track the beneficiaries And beneficiary also, they are, you know, experiencing hassle-free processes in terms of receiving the benefits from the government. So, the creation of these digital public infrastructure only helps in improving the overall processes in various aspects of how economy is going to go forward to enhance the experience of citizens for a better society and the nation. Now let's look at the constituent of the innovation in public sector and we are looking at the governance logic. So here I am going to compare the three different models or I will say the way of public management starting from traditional public administration to new public management and new public governance and within this how innovation has been looked upon. and how innovation has been taken care of and understood under the different regimes of these particular Logics, so let's look at if you talk about the system in case of traditional public administration.

So system was highly bureaucratic And we have talked about bureaucracy in module 2 at length We know there are delays in the way the work is done one of the way is bureaucracy is done is to also have control on the processes like in public organizations and government the control is very very important so bureaucracy at that time is was the need of the hour to control the processes in the organization. When we talk about the new public management, it is basically more about following the principle of the business-like practices where the emphasis is on market orientation. The government organizations should start functioning as the private business organization start considering the society as the market and the citizens as the customer to enhance the efficiency and effectiveness of the operation. In case of new public governance, it is about networks, how you make use of networks in terms of making better systems to increase the efficiency and effectiveness of the operations. This particular comparison has been taken from the paper mentioned here Ansell and Torfing public innovation through collaboration and design.

In terms of principle of governance if you look at traditional public administration has strong hierarchy in order to take care of the governance aspect like how you govern the various activities in the organization. In case of new public management it is done by competition and in case of new public governance it is done by collaboration because multiple people coming together multiple societies and the sorry the multiple

organization coming together to solve the issues and the challenges. So, the collaborative effort, the collaboration is happening. So, in that way, in new public governance, collaborative governance is the principle of governance, where multiple organizations, multiple entities, they are involved in the process of governing. Now, the focus of traditional public administration is on public service provision and quality.

We are talking about innovation in public sector governance logic. So, in case of traditional public administration, the focus was on public service provision and quality. In terms of new public management, the focus was on increasing public service efficiency following the managerial processes, business-like orientation, managerialization of the activities of the public sector organization. In case of new public governance, it talks about solve multi-dimensional problems. So, we talked about various time about big problems.

There are problems which cannot be solved by the efforts of any one organization or expertise of only one organization. It requires that multiple organizations and entities come together to solve these kind of problems. So, in order to get into the focus of the new public governance is on solving the multi-dimensional problems. In terms of knowledge, traditional public management, political professional, in terms of new public manager, managerialization of the work, managerial private sector, in case of new public governance, multiple, it is political, professional, private sector and civil society because it is more of collaboration. In new public governance, we are moving towards more bringing in entities together to solve the problem.

So, when multiple partners are involved, the knowledge also comes from multiple sides. So, political, professional, private sector and government. civil society. Role of politicians, visionary, entrepreneurs and commanders. In case of new public managers, meta-governors and in case of new public governance, meta-governors orchestrating interest.

Role of public managers in the traditional public management is implement and refine political ideas as exports. The public managers, I am talking about the role of civil servants or the public officials. In case of new public management, define, refine and implement ideas from private sector as hybrid managers. You are in the context of public organization, you are learning from the private sector and trying to implement all those learning in the public sector context. in case of new public governance it is about managed interaction in networks and participate as experts so there's a lot of coordination effort which is required in case of new public governance so idea also here is the innovation can come from anywhere so networks help network helps organization in in order to learn about innovations and because anybody can come up with the idea You can learn from any other context where they have done some successful innovation strategies and can guide you in implementing and replicating that in your own context.

So coordination is required. You have to manage your interaction in the network and also participate as an expert there. What is the role of citizens? Under traditional public administration, there are more clients which participate in procedures. In case of new public management, they become more customers, express individual preferences on public services and that's how we say that more managerialization of activities is required because we want to enhance the experience of people. In case of new public governance, the man the citizens are more co-creators of public policy right so we talked about this thing right the civil society is also involved citizens are also involved because it's a collaborative effort and also with the help of technology and the platforms like my government i talked about already this people are interacting with the the government and public organization they can have their uh you know views shared providing feedback on the policies and the implementations and other things so this can also act as input to the policy making bringing in changes to the existing policy inputs for the new policy design reducing the lacunas or the weaknesses in the already existing policy and the implementation. So, they are actually the co-creators of the public services. So, with this, I will close this session here. We will continue this discussion in the next session about the innovation process and so on and so forth.