



## INNOVATIONS IN PUBLIC SERVICE DELIVERY IN INDIA: GENERATING IDEAS THAT WORK TO IMPROVE GOVERNANCE

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### ABSTRACT:

During the past decade, public service delivery came under scrutiny due to increasing awareness and rising expectations of citizens. Public service is treated as a basic right, not a privilege. Moreover, the government is viewed as a service provider, not an administrator of a public service delivery system. Since the poor and the marginalised are almost exclusively dependent on public services, may that be for health, water supply, education, nutrition etc., sincere efforts are needed to improve public services both in scale and quality. To meet these challenges, the governments of India initiated innovative processes, products, services, and methods of service delivery, which resulted in considerable improvement in outcome efficiency, effectiveness, and quality in governance. Innovations in the private sector are very common; however, in the public sector, innovations are not encouraged and mostly not preferred as the process of innovation is lengthy, interactive and social; many people with different talents, skills and resources have to come together. This paper highlights the significance of innovation in improving public services delivery system, enablers of innovations in public service delivery, and impediments to innovations in public service delivery. This paper aims to give an overview of the innovations in relation to the public service delivery system, drawing on Indian experiences. This paper presents illustrative cases of Innovations in the public service delivery system.



**KEY WORDS:** Innovation, Public Service Delivery, Governance, e-Governance, Public Management.

### INTRODUCTION:

In recent years it has been noted in India that the process of governmental reforms and decentralisation has resulted in new roles and has led to effective and poor-friendly service delivery at various levels of government across the country. Here it is important to mention that mere access to public service is not enough; citizens want assurance of quality and effectiveness. Governments of the developing nations like India are striving towards building capacities at institutional, organisational, and individual levels to use available resources with utmost efficiency and effectiveness and more innovatively to enhance government accountability and responsiveness towards citizens. While the first-generation reforms to public services focused on access, the second-generation reforms must concentrate on the quality-of-service delivery. The Public Affairs Center conducted a survey of 36542

households for five basic public services on four dimensions namely – easy access, extent of use, quality and reliability, and satisfaction with service. Their findings indicated that low service delivery quality hit the poor the hardest and that the poor do not have an alternative option to the inadequate public services. Therefore, the necessity of innovation in public service delivery has been felt in this backdrop by many practitioners. However, many questions arise here about the meaning of innovation in context of public service delivery, process of innovation, converting ideas into action, reasons to innovate, and some successful cases of innovations in public service delivery system. The term innovation is derived from the Latin word *innovatus*, which means "to renew." As a result, innovation can be defined as the process of renewing something that already exists rather than, as is commonly assumed, the introduction of something new.

According to Mulgan and Albury (2003), whilst a substantial body of research has emerged in the past four decades on innovation in the private sector, a significant knowledge gap exists with regard to innovation within the public sector, where quality research on the subject is rather limited. The aim of this paper is to provide an overview of innovation in relation to the public service delivery, drawing on Indian experiences. In addition, it presents illustrative examples of innovations in public service delivery system in India. The basic focus of this paper is an attempt to spark academic intellect for further substantial research in the area to make innovation in public service delivery a durable progressive trajectory in which the quality of life will improve in a continuous and self-sustaining mode.

For developing proper understanding of the theme among the readers following have been discussed in the paper:

- i. The significance of innovation within public services;
- ii. The key concepts in understanding what innovation is, especially in context of public service delivery;
- iii. The process, instruments and milieu which should be known to encourage innovation in the public service delivery;
- iv. The drivers that generate ideas have also been discussed in detail.
- v. The main hurdles to innovation; and
- vi. The factors responsible to innovate alternative ways of providing better services to the citizens, and the lessons that the public sector practitioners can learn from their own experiences as well as working of private sector in relation to successful innovation. Instances of such innovation in public service delivery, each highlighting a different spotlight, process and instrument of implementation, success factors and lessons for innovation in public services have also been discussed.

### **SIGNIFICANCE OF INNOVATION IN PUBLIC SERVICE**

Generally, the practice and study of innovation is linked with the private sector, where the drive to innovate new methods and technology is indispensable, as it provides base for the organisational existence as well as survival in the competitive market. The main factors, which trigger off to innovate for business firms are to maintain or increase profits for the survival in a highly competitive global market. There are many incentives for private sector to innovate like reducing costs, increasing market share, and creation of better-quality products and services for their clients. In the contrary, innovations in public service organisations or departments are not important determinant for the survival of the organisation or department, as these public organisations operates under a different set of pressures viz. interest of political representatives, restrictions laid by the rule of law, and aspirations and demands of citizens. The public sector is a more complex system in comparison to the private sector and innovations have not been given high priority in public services as incentive to innovate for public sector organisations or department and their employees has been low and the risk associated with is quite high. Therefore, innovations in public sector have not accorded a high priority. According to Mulgan and Albury (2003), in the public sector, innovation is typically viewed as "an optional extra or an added burden," rather than as a core activity that is both necessary and of significant value, albeit of a different kind of value than that sought by the private sector. However, this does not prevent the

government from developing new methods and techniques to solve problems in an efficient and effective way while making the best use of available resources. Given that public organisations touch the lives of so many people and are frequently entrusted with socially significant tasks, innovation in this sector is critical for better public services in the changing environment of citizen-centric governance.

"Innovation in the public sector enables new needs to be met, and old needs to be met more effectively, and it can result in far greater value than gains achieved in analogous improvements in corporate environments," writes Donahue (2005). Contrary to this, failure to innovate or distorted innovation in public services entails a correspondingly large surrender of potential benefit for the public.

In recent years, policymakers have become increasingly aware that the public sector must learn to innovate in order to respond adequately to a rapidly changing environment and citizen/business expectations. The current push for public sector innovation is driven by a number of factors, the most prominent of which is the need to provide citizens with timely, improved, and personalised public services. In other words, the public sector has recognised that it needs to cater more effectively to public needs and expectations by building public services around citizen's requirements; as opposed to make them fit its own organisation and structure. "One-size-fits-all" approach has become outdated to solve the problems of citizens in the era of globalisation, in which use of ICT revolutionised the whole system of service delivery in private as well as public sector. Besides, rising customer expectations from the private and public sector further pressurised both the sectors to innovate. Moreover, with the advent of 24x7 services provided by the private sector through ICTs, expectations of the public have enhanced even more. Therefore, in order to address demands aroused for better and efficient governance innovative approaches to policy, practice, provision and delivery are required.

The key factors which have the drive to innovate in public sectors are costs and efficiency both in the delivery of public services and in the way the public sector operate, it pronounced even more in view of increasingly tighter budgetary/fiscal constraints. In this context, According to Mulgan and Albury (2003), "costs of public services tend to rise faster than the rest of the economy owing to a lack of competition in the public sector and because gains in labour efficiency lag behind gains in capital efficiency." As a result, in order to keep public service costs from outpacing the economy, efficiency must be increased through innovation. Alternatively, in response to cost-cutting pressures, governments have attempted to reduce direct costs while restructuring the work and operations of the public sector".

Therefore, we may say that one has to innovate to respond more effectively to altered public needs and rising expectations as "one-size-fits-all" approach has become outdated; to contain costs and increase efficiency, especially in view of tight budgetary constraints; to improve delivery and results of public services, including addressing areas where past policies have made less advancement; to capitalise on the full potential of ICTs.

### WHAT INNOVATION IS, ESPECIALLY IN CONTEXT OF PUBLIC SERVICE DELIVERY?

There are countless definitions of the term innovation; however, the best suitable definition in context of public service delivery is as follows:

*"Successful innovation is the creation and implementation of new processes (e-offices/Sevottam), products (generic medicines), services (Activity based learning) and methods of delivery (Jan Seva Kendra) which results in significant improvement in outcomes efficiency, effectiveness, or quality"* (Mulgan and Aulbury 2003). Leadbeater (2003) observed that "the process of innovation is lengthy, interactive, and social; many people with different talents, skills, and resources must come together." Innovation is a multifaceted phenomenon that emerges in the context of numerous intervening variables, and no simple universal formula exists to ensure successful innovation (Borins, 2001). However, innovation is all about putting a big idea into action.

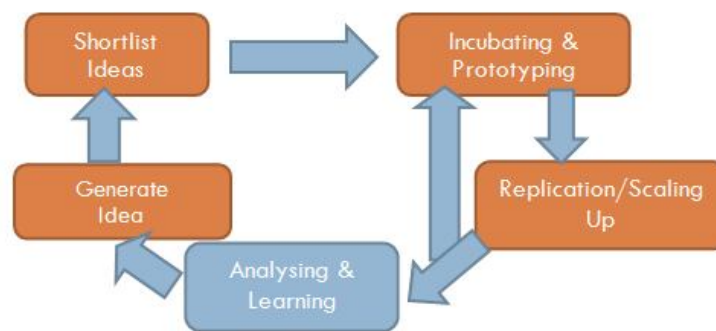
It does not seem important here to describe the major theoretical frameworks that can be used in understanding innovation in the context of the public sector. However, it is pertinent to mention here

that innovation in the public sector can be supported through drawing upon five main theoretical frameworks viz. (i) innovation theory, (ii) organisational theory, (iii) studies of public policy, (iv) theories of learning, and (v) New Public Management.

As per the existing literature innovation may be categorised into various types. A common typology applicable to both private sector and public sectors differentiates between three types of innovation (Baker, 2002), i.e., Process; Product/Service; and Strategy/Business Concept innovation. Besides, there are two other types of innovation subsists relating to the delivery of public services and the wider system interaction. Innovations in the area of strategy/policy refer to new missions, objectives, strategies and rationales that signify a departure from current reality, while Service/Product innovation results in changes in the features and design of services/products, although service delivery innovation involves new or altered ways of delivering services or otherwise interacting with clients. Process innovation itself came to prominence as a result of the quality and continuous improvement movements and refers to the way new internal procedures, policies and organisational forms may be required for supporting innovation. Finally, innovation in system interaction means new or improved ways of interacting with other actors and knowledge bases changes in governance.

### INNOVATION PROCESS

According to Mulgan and Albury (2003) there are four key elements that are integral to understand the innovation process. Besides, it one element i.e shortlisting of ideas or possibilities may also be added in it to understand the generating process of an innovation. Innovation process is not linear, it is somewhat as depicted below:



- i. Generating ideas or possibilities, i.e., how ideas for innovation are stimulated and supported.
- ii. Short list of ideas or possibilities: selection of the best possible means to achieve the end.
- iii. Incubating and prototyping, i.e., the mechanisms that are used to develop ideas and manage associated risks.
- iv. Replicating and scaling up, i.e., the promotion of effective and timely diffusion of successful innovation.
- v. Analysing and learning, i.e., evaluation of what works with a view to promoting continuous learning and improvement in public services. Although critical, it is the most neglected element in the innovation process.

The above diagram given by Mulgan and Albury depicts the process of innovation, which clearly illustrates the non-linear nature of innovation, whilst stressing that the simplicity of the representation does not capture the complexity and serendipity of the innovation process in the real world.

Based on the above discussion one thing is very clear which is developing a new idea, which require two fundamental inputs viz. (i) Break the Square-think out side the traditional way of solving problem, (ii), refresh our mental map to be in sync with the rapid changes in our context and environment.

**Drivers for Idea Generation- Public Sector Example:**

There are many drivers which foster innovation; some of them have been listed below:

Drivers	Examples
Manifestos and political commitments	Right to Information (Typically radical or systematic innovation (e.g. the creation of Right to Information Act) is driven by manifestos and political commitments providing a broad framework that encourages the sharing of information with the citizens).
Adapting experience from other sectors	Generic Medicine, Chittorgarh
Scanning the Environment	ICDS Kitchen Garden Initiative- Mizoram
Capacity for Creative Thinking	Swantah Sukhay Scheme, Gujarat
Rephrasing the problem	ABL improving teaching to Improving Learning, TN
Crisis	Tricky Community Policing
Breaking the rules	Nashik Model for PDS
Incentives	Civil Service Awards
External Impetus	Innovation Fund , DARPG & Rajasthan
Inviting Ideas from all	<a href="http://www.ideasforcm.net">http://www.ideasforcm.net</a>
Digital Forums	Governance Knowledge Center/Ash Center

**ENABLERS OF INNOVATION**

Now the questions arise here what are the enablers to innovate. According to the Osbourne and Plastrik's (2000) fieldbook for government re-inventors, and Light's (1998) work on innovative non-profits and small public sector organisations, Borins provides the following prescriptions about supporting innovation in public sector organisations:-

- i. An innovative culture must be supported from the top
- ii. Increase the rewards for innovative individuals and teams
- iii. Resource for innovation
- iv. Ensure diversity of staff in terms of background
- v. Learn about innovation by looking at what is being done externally
- vi. Innovation is everyone's responsibility
- vii. Scope for experimentation is essential for innovation
- viii. Innovation requires evaluation
- ix. Innovation Champions
- x. Ensure full range of requisite skills are available
- xi. Learning to accept and manage risks

**BARRIERS TO INNOVATION**

There are a number of important barriers to innovation that are particularly prevalent in the public sector. These have been identified by Mulgan and Albury (2003) as amounting to:

- i. Delivery pressures and administrative burdens;
- ii. Short-term budgets and planning horizons;
- iii. Opposition from rank and file;
- iv. Inadequate funding/resources
- v. Poor rewards and incentives to innovate;
- vi. Culture of risk aversion;



- vii. Lack of alignment of technological, cultural, organisational goals
- viii. Legislative and regulatory constraints;
- ix. Turf fights;
- x. Coordination difficulties;

Mulgan and Albury's list of key barriers to innovation focuses largely on the characteristics of the public sector which inhibit innovative thinking, which implies to some degree that the public sector is an infertile ground for innovation. However, more constructively, Borins (2001) observes that thinking innovatively and designing an innovative programme is really only the beginning of the journey, and suggests that actually developing a culture of innovation in the public sector is about achieving and learning from successful cases of implementation of innovations.

#### ISSUES RELATED TO PUBLIC SECTOR INNOVATIONS:

- i. Potential incompatibility of values, e.g., private sector/NPM vs. public sector and volunteer values; public interest vs. fiscal /political concerns; citizens vs. customers/clients
- ii. Limits on innovation, e.g., lack of incentives; systemic barriers; capacity; lack of opportunities to experiment; aversion to risk taking
- iii. Concern over higher-order tasks, balancing efficiency and the public interest; global and local issues; preserving purpose of the public service; sharing policy capability
- iv. Questions of cultural receptivity, e.g., citizen focus vs. system focus vs. procedure focus
- v. Questions around fairness, equity and access, e.g., digital divide
- vi. Questions about accountability, e.g., public understanding of multiple accountabilities; transparency; performance measurement

#### FOSTERING INNOVATIONS

- i. Persuasion: Showing the benefits of an innovation; establishing demonstration projects; and social marketing.
- ii. Accommodation: Consulting with affected parties; co-opting affected parties by engaging them in the governance of the innovation; training those whose work would be affected; compensating losers; and ensuring the programme was culturally and linguistically sensitive.
- iii. Finding additional resources
- iv. Resolving logistical problems
- v. Gaining political support and building alliances
- vi. Having a clear vision and focusing on most important aspects of innovation
- vii. Modifying technology
- viii. Changing legislation or regulations
- ix. Providing recognition for programme participants or supporters

#### LESSONS FOR PUBLIC SECTOR INNOVATORS

- i. Make the project exciting for staff
- ii. Promote the programme and ensure positive media coverage
- iii. Make sure that the programme objectives reflect and are in line with the organisation's aims and objectives
- iv. The project manager who is the primary change agent should be task-oriented
- v. Involve stakeholders as far as possible throughout the innovation stages
- vi. Establish and maintain effective communication with all programme participants
- vii. Secure support from senior management
- viii. Have a clear mission and end goal
- ix. Allow staff the freedom to innovate and tolerate mistakes
- x. Have a small implementation team who hold the decision-making power
- xi. Think strategically and consider the wider implications of the programme

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- xii. Have a champion who feels ownership for the programme
  - xiii. Be dedicated and persistent as innovation programmes are not easy
  - xiv. Well managed documentation is tedious but essential
  - xv. Develop adequate control mechanisms and support governance structures with agreements
  - xvi. Solicit regular feedback from programme participants and demonstrate early ongoing success
  - xvii. Implement quickly to avoid losing focus and momentum
  - xviii. Learn from mistakes as they occur and do not be afraid to change plans based on new information or in response to a changing environment
  - xix. Learn from other innovators
  - xx. Ensure that you have the necessary resources
  - xxi. Lessons from the Private Sector for Innovation [Ling, 2002]
  - xxii. Different skill sets required at each stage of innovation cycle
  - xxiii. Single successful innovation does not indicate all right processes are in place
  - xxiv. Heavy investment in understanding customer's needs and suppliers' experiences
  - xxv. Effective publicity/dissemination of innovation

### How do we make innovation in government pervasive in a not so progressive state- some thoughts?

- i. Top and Middle management be convinced that innovation is critical Institutionalise innovation.
  - a. Offsites (Chintan Shivirs)
  - b. Innovation Fund
  - c. Solicit Ideas from citizens, civil society, industry
  - d. Recognition and award for innovators
  - e. Study tours to best practice sites and also invite the innovators from other states (Innovation Learning Series)
- ii. Research on how innovation happens
- iii. Repository of Best Practices

### Examples of Innovations in Public Service Delivery

#### 1. Generic Medicine-Chittorgarh:

In India doctor prescription is by brand name, which creates artificial monopoly and therefore high cost of drugs which most of the poor, cannot afford. Medicines account for 50-80 percent of health care costs.

**Innovation proposed:** Ensure prescription and widespread availability of generic drugs

**Idea:** The champion, Dr Samit Sharma, before joining IAS worked with Indian Railways, which promotes generic drugs in Railway Hospitals. He transplanted the idea at the district level.

#### IMPLEMENTATION:

- i. Enforce existing government orders requiring govt doctors to prescribe medicines by the salt name only;
- ii. A team of doctors constituted to recommend reputed companies manufacturing generic drugs (57 companies approved);
- iii. Tender for purchasing 564 generic medicines and more than 100 surgical and IV fluids;
- iv. Medicines sold through government cooperative medicine stores at 20% profits;
- v. Price list displayed outside the cooperative stores;
- vi. Awareness campaign launched for promoting generic drugs amongst citizens.

**Impact:** Medicines are available at significantly low prices

Generic Drug	Chittorgarh Price Rs.	MRP Rs.
Amoxycillin 500 mg	23.09	62
Micro IV set pediatric	4	84
Diclofenac	3.36	16

**Recognition:** Prime Ministers Award for Excellence in public administration was given to Dr. Samit Sharma for his innovativeness in imploring idea from other department or ministry for the welfare of the common mass.

## 2. Kitchen Garden at ICDS Centres for producing greens and vegetables for inclusion in the SNP, Mizoram

There is significant malnutrition problem in the States across the country and the kitchen garden would provide a low cost, perennial and low logistics intensive source of nutrition to the beneficiaries of the ICDS. Green Leafy vegetables are a source of micronutrients, which are generally missing in the Supplementary Nutrition Programme (SNP) menu. Micronutrients are very important for overall development of the child especially for his/her mental development. Therefore, keeping this in mind the District Magistrate of Baroda District of Gujarat started Kitchen Gardens at ICDS Centers to ensure adequate micronutrients intake amongst the beneficiaries, through making available green vegetables in the Supplementary Nutrition Programme (SNP) menu under the ICDS Programme. Since there is a significant gap of micro nutrient availability in the SNP menu, and the deficiency of micronutrients can lead to severe complications in children including slowing of brain development, physical growth and effect working of vital organs in the body. There are pockets of severe malnutrition in Mizoram. To deal with this Social Welfare Department proposed to adopt a strategy i.e., cost effective, intuitive and logistically manageable. This strategy has been successfully adopted in Baroda district, Gujarat, wherein kitchen gardens have been developed at approximately 1200 anganwadies. After observing the success of the innovative idea of Kitchen Garden at ICDS centers in Baroda district, Gujarat, the Department of AR & PG under the DFID funded CBPR Programme tried to roll out it across the country.

### The characteristics and processes are elucidated below:

- The average size of a kitchen garden would be approximately 10-15 sq mt.
- The greens would be sowed in a staggered manner so as to ensure continuous supply throughout the year and depending on the duration of crops, cropping patterns an optimum mix would be suggested
- Anganwadi supervisor and Mothers Committee would supervise the harvesting of the vegetables and greens as and when the vegetables come to maturity. Production register, utilisation register and employment register will be maintained. The harvested vegetables would form part of the cooked meals to children/pregnant/ Lactating women
- A study of health indicators like Hb and Vitamin A symptoms etc would be undertaken to know the impact of fresh greens and vegetables. Samples from Kitchen Garden anganwadi and control anganwadies would be drawn and observations made for Hb level and Vitamin A deficiency symptoms.
- The ICDS project staff, agriculture extension staff, mothers' committees will work in close conjunction for getting the project off the ground.

### Progress made under the programme:



- i. The project has been rolled out in 100 ICDS centers as proposed. The State Government has made provisions in its budget for extending the pilots in more ICDS centers and continuing the once already in place (funded by DARPG). Therefore, sustainability of the pilot project is being taken care of beyond the currency of the CBPR Programme
- ii. The kitchen gardens have been planted with appropriate crop rotation, so that there is at least one vegetable available at any given point in the year. At the time of the visit by DARPG team, mostly beans were growing in the Gardens and the rest of the garden was being prepared for next season crop. The gardens have been fenced and appropriate manure, lime etc has been added to make the solid appropriate for vegetable growth. Care has been taken that the vegetables are organic.
- iii. Cooked vegetables are now a part of the regular menu of the ICDS centre for five days. Vegetables also form part of the take home ration. The DARPG team found in two ICDS centers those green vegetables were a part of the food that was served. In Selling ICDS center pumpkin was served and in Tlanguam I beans were served. However, in Ailawng I no vegetable was growing at that point of time in the garden and therefore no vegetable was found in the food served to children
- iv. Village community has in many cases provided land for the kitchen garden. The committee which takes care of the Kitchen Garden include Aganwadi Worker (member secretary), Village Committee Member (Chairman), A representative of Young Mizo Association, Representative of MHP (Women's organisation), Member from Mother's committee, Member from MVP (Mizo Older Persons association, one prominent citizen of the village. The team was informed that there is complete accountability of the village for the kitchen garden project
- v. ICDS centers which harvest more vegetables than they require, sell the additional harvest in the market and use it for procuring kerosene, condiments, edible oil etc.
- vi. One interesting practice being done at some of the ICDS centers is that the money from sale of additional harvest is used for procuring vegetables from the market when there are no vegetables in the garden. CDPO accompanying DARPG Team (which went for a spot visit) informed that this practice will be institutionalised in other ICDS centers so that vegetables is always made available to the children
- vii. The beneficiaries value the provisioning of greens in midday meals and appreciate the initiative.
- viii. Baseline data on sample basis on Haemoglobin Count has been collected in collaboration with the Health Department.

### 3. Swantah Sukhay Scheme, Gujarat

**Problem Statement:** Government programmes are designed at the Central and State level and implementation is done by district (or lower) level officials. There is limited freedom to initiate programmes or projects based on an officer's own ideas, concepts and capabilities. The procedure for sanctioning such non- budgetary schemes is complex and time consuming, making it almost impossible to fund from budgetary allocation.

#### Innovation:

- i. Autonomy in Designing own Scheme or Project: District/taluka level officers encouraged to select a project of his/ her choice. Prior permission of the State Government for the same was not required.
- ii. Freedom to collaborate with external agencies: For facilitating implementation and financing of projects collaboration with external agencies were permitted;
- iii. Convergence with existing government departments or programmes: While no separate budgets for these schemes, the officer can take support of funds from other schemes whenever work needs to be carried out to enable implementation of these projects without any hindrance.
- iv. Motivating the Employees through Awards: At the offsite (Chintan Shivir) three-day conference of District Collectors/DDOs, the three best projects from each district are presented. A CoS (Principal Secretary Revenue, Panchayat, Administrative Reforms) evaluate the entries and the best project

from each district is given cash awards. An annual competition of SS scheme was also introduced. Selection of the best district project by a CoS on predefined norms has been started.

### Some Projects under the Innovative Idea

- i. **Gobar Bank-** A community based Gobar gas plant managed by WSHG. Purchase of dung and supply of piped gas, with a profit margin. DDO, Surendranagar District. Planning Commission, GoI has recommended that it may be replicated nationally.
- ii. **Model Fair Price Shops:** The fair price shop converted to a shopping mart. The shops were specified with standardised design and would stock a large variety of products including gas cylinders, cosmetic items, mobile recharge vouchers, seeds & fertilisers etc. The FP shops became viable as well as rural consumers have products at easy reach. The scheme has been replicated across the state with 5000 MFPS.
- iii. **Model Fortification and packaging of edible oil:** Edible oil fortified with Vitamin A and D (as per GoI guidelines) piloted in two oil mills in Rajkot and sold as packaged oil. The success of this experiment replicated across the state with all millers, producers and refineries to sell only fortified edible oil from 01-02-2006.

### 4. Home Delivery of Food Grains- Nashik Model

**Problem Statement:** PDS system is ailed by a variety of problems including non-availability, pilferage, poor quality and high logistical costs (transport & storage)

**Innovation:** Beneficiary would get the quota of food grains either 3/6/12 month, instead of monthly basis and at doorsteps.

**Idea:** Outcome of the effort made by Shekhar Gaikwad, Deputy Collector, Nashik to business processes for PDS in Nashik district.

#### Implementation:

- i. Each hamlet with fifty households is taken as the basic unit. Each beneficiary family is expected to indicate consent for 3/6/12 month foodgrain supply and provide money in advance to the talathi or supply officer on a scheduled day. 3-month advance payment – Antodaya (Rs 250), BPL (Rs.550), APL (Rs 825).
- ii. The distribution of foodgrains in 50 kg sacks is done before the gram sabha at a community place.

#### Advantages

- i. One time Distribution: Savings in transport (estimate Rs. 2 crore each year /district);
- ii. Food Security: Food stored with the household, and not in Govt godowns. This ensures less probability of nutrition stress;
- iii. Transparency in distribution: Help weed out bogus beneficiaries (estimate Rs. 2cr saving);
- iv. Women Empowerment: Food grain in custody of the woman;
- v. Black-marketing weeded: Pilferage of food grains stopped. Buying back of food grains from each individual household is an expensive proposition.

### 5. Activity Based Learning

**Adapt ABL Model of Tamil Nadu and Pilot it in select Government Schools at Block Level in Maharashtra.**

**Problem Statement:** Despite heavy investment in teaching infrastructure and high school enrollment, the learning levels of students not commensurate

**Innovation Proposed:** Introduction of Activity Based Learning Methodology in all government run primary schools (37500) schools in Tamilnadu

**Idea:** Falling learning levels made the State rephrase the problem – “*Improving teaching to improving learning*”. Adopted the methodology of the Rishi valley school and Montessori methodology of teaching

**Implementation:**

- i. Comprehensive changes in curriculum
- ii. Self learning materials introduced- learning by doing, learning cards, models, puppetry,
- iii. Teachers trained to be facilitators
- iv. Formal assessment through examinations done away with, continuous assessment through an achievement chart
- v. Classrooms reorganised, each child has his/her own blackboard, no chairs and tables in class room- teacher sits on the floor with students
- vi. Methodology adapted by the team of government school teachers from Rishi Valley material, it was field tested in 13 schools in Chennai, later extended to 264 schools and to all 37500 schools subsequently in period of two years covering 7 million primary school children
- vii. Very close monitoring – Assistant Education Officers asked to look beyond attendance and notes of lessons
- viii. High stakeholder involvement- political leadership and parents

**Impact**

Subject	2003	2007	Difference
Maths	53.48	75.20	21.72
Eng	66.51	79.74	13.23

**Recognition:** Shri MP Vijay Kumar, awarded the PM award to excellence in Public Administration (individual category).

The states namely Chattisgarh, MP, Maharashtra, UP have adopted the ABL model and pilots are being rolled out.

**6. Trichy Community Policing**

**Problem Statement:** For first time in 1999, communal riots took place in Trichy. The simmering tension between the community continued, and credibility of the police force to contain law and order was low

**Innovation Proposed:** Community policing introduced to make police force partner with the citizens, Govt. agencies, elected representatives and NGOs.

**Idea:** The impetus for change was adverse police-public ratio, and highly stretched resources to face the challenge of communalism and lawlessness which could erupt again at short notice.

**IMPLEMENTATION:**

- i. Beat Officers System: City divided into 57 beat Zones of 12000 cops and four beat officers appointed permanently. They were the neighbourhood policemen and interacted with the community including facilitating civic devices like roads, streetlights and aid to senior citizens. They ingrained themselves with the community. They made an inventory of the households under their charge, did antecedent verifications and maintained a locked house register to keep watch on locked houses. Policeman became a part of the community and this helped in gathering grass root intelligence, intervenes in local conflagrations, and provided a sense of security amongst women, senior citizens and poor. The beat officers were now a familiar face and people knew them by name.
- ii. Complaint/Suggestins Box System: These boxes were placed at different locations in the city for citizens who wanted to pass information to the police and remain anonymous. The information was quickly acted upon.
- iii. Wide Area Network: All the police stations were connected so that lodging a FIR was not restricted by jurisdictional issues.
- iv. Helpline for Women in Distress:

- v. Slum Adoption Programme: Adopted initially 12 slums and police coordinated with the civic agencies and NGOs to improve living conditions by providing basic amenities as well as awareness on issues like health and education. Women SHGs were formed for vocational training, youth were facilitated with job counseling and ex convicts provided with loans (many times beat constables stood as guarantors')

**Impact:** Crime dropped from 11289 in 1999 to 7750 in two years, and till date has not crossed the 1999 mark. 260 police force transformed the crime map of trichy.

**Recognition:** Shri JK Tripathy, then Police Commissioner was awarded the PM Award for Excellence in Public Administration for the same.

## 7. Prime Ministers Civil Service Awards

**Objective:** The Government of India has instituted "*Prime Minister's Awards for excellence in Public Administration*" to acknowledge, and reward the extraordinary and innovative work done by officers of the Central and State Governments.

**Thrust Areas:** An illustrative list of thrust areas under which nominations may be considered for the Award, is given below:

- i. Introducing and implementing an innovative scheme/project
- ii. Bringing perceptible improvements in systems and building up institutions
- iii. Making public delivery systems efficient and corruption free
- iv. Extraordinary performance in emergent situations like floods, earthquake etc.

## 8. Some Ideas funded under Innovation Fund of DARPG

### Gujarat

- i. Convergence of Poverty Alleviation Programs at the Household level –Pilot at Jamnagar District;
- ii. Improving Capacity of the Agriculture Extension Department through a telemedicine application for crops- Pilot in Ahmedabad District

### West Bengal

Develop an institutional mechanism whereby the line ministries can be influenced to take into account the minorities while targeting the existing development programs.

### Karnataka

Creating training and employment option for disabled for employment in the ITES-BPO industry through PPP.

### Meghalaya

- i. Provisioning the facility of virtual classroom for poor students to avail coaching for national entrance tests.
- ii. Development of PDS Management System.

### Tamil Nadu

- i. Setting up of a miniature call centre for public grievance registration and feedback at a collectorate;
- ii. Smart Card (with bio-metric identification) based attendance monitoring device under NREGA in Villipuram District;
- iii. Biometric identification on BPL Cards.

### Maharashtra

- i. Mobile Computer Lab

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ii. Rotating Library- ICDS

**Mizoram**

ICDS-Kitchen Garden

**CONCLUSION:**

These examples of innovations in public service delivery have in common that they were all implemented successfully. Both service deliverers and service users felt that the frameworks created, approaches chosen and results achieved benefited them and their community. Since improving public service has become ongoing endeavours of the governments and public services organisations, innovations in service delivery are being welcomed by the policy makers and actual beneficiaries of these services. In this context, enhancing the innovation capacities of public service institutions to find out gaps in service provisions or modes of delivery is indispensable for public service innovation.

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