

# **PUBLIC SERVICE DELIVERY PERFORMANCE:**

**WHAT ARE THE RIGHT INGREDIENTS FOR  
SUCCESS?**





# OVERVIEW

- **Governance and public service delivery performance – discussions and definitions**
- **Key determinants of performance in public service delivery – a recipe for success**
- **Key services in ASEAN – case study: disaster response management**
- **Discussion**



# **FOCUSING GOVERNANCE ON SERVICE DELIVERY**

- **Governance – about catching the crooks? Or about strengthening service delivery performance and responsiveness?**
  - Focusing on service delivery makes governance tangible (and desirable!) for both government AND the people they serve
- **Different stakeholders have different views, interests and roles in the public service delivery framework**
  - Public sector (government)
  - Private sector (business)
  - Civil society
  - Individuals/households



# HOW CAN WE DEFINE “GOOD SERVICE DELIVERY”?

- **Evaluating whether public service delivery is “good” means we try to answer two questions:**
  - 1) Are service providers *doing the right things* – i.e. delivering services consistent with citizen preferences
  - 2) Are service providers *doing it the right way* – i.e. providing these services at a desired level of quality, for the lowest tax costs to citizens
- **In answering these questions, we can apply the following tests:**
  - **Efficacy test:** What is the extent to which the public programs meet stated goals?
  - **Efficiency test:** Are public services being delivered in a least cost manner for a given quantity and quality of services?
  - **Alternate service delivery test:** Is the access to public services being expanded with appropriate partnership or contractual relationships within and beyond government?
  - **Money’s worth test:** Are the public funds being put to their best use?



# HOW CAN WE DEFINE “GOOD SERVICE DELIVERY”?

- **Good public service delivery is...**
  - ***Responsible*** – follows due process (regulations and rules are consistently applied), is fiscally prudent (makes good use of resources, is sustainable), earns trust (professionalism and integrity, safeguards against malfeasance and corruption), works better and costs less
  - ***Responsive*** – has priorities consistent with citizen needs, is flexible to meet changing context and challenges, is equitable in access, has subsidiarity
  - ***Accountable*** – lets the sunshine in (transparent on performance, transparent on finances – both revenues and expenditures), works to strengthen citizen voice, offers mechanisms for redress, aligns incentives correctly



# KEY INGREDIENTS FOR GOOD SERVICE DELIVERY PERFORMANCE

- **What has international experience suggested about successful principles of good service delivery?**
  - **FLEXIBILITY WITH ACCOUNTABILITY:** Allowing public managers to be responsive to individual environment, context and needs – but holding them accountable for results
  - **RESOURCES:** Timely, transparent and predictable availability of resources to service delivery units
  - **INCENTIVES:** Aligning public manager's incentives to produce the right outcomes – and avoiding systems which create perverse incentives
  - **DATA & INFORMATION:** Appropriate feedback mechanisms for all stakeholders to exercise voice and to address issues
  - **TRUST:** Building the social contract between government and citizens



# KEY INGREDIENTS – FLEXIBILITY WITH ACCOUNTABILITY

- **Service delivery units providing the same services can do so under different demands, contexts or needs**
  - Example – education needs in one part of country may be different than education needs of another
- **Approach is often for central government to strictly control personnel management, budget, practices etc – but one size doesn't fit all**
- **Alternative – give managers flexibility – instead of controlling INPUTS, hold accountable for results**
- **Example – education in Canada:**
  - Individual schools given flexibility to manage/make spending decisions based on their unique needs and context
  - Financed centrally – but contingent on RESULTS (basic standards of education met or improved upon, no students barred access based on income, etc)
  - Shift from controlling inputs, to flexibility with accountability for results



# KEY INGREDIENTS - RESOURCES

- **Service delivery depends on how resources are managed – function best when resources are:**
  - Transparent – clear understanding of how allocations are made
  - Predictable – have reasonable idea of how much resources will be received, and when – no regular major shortfalls or increases
  - Timely – delivered and available to service delivery units without major delays
- **As such, two critical elements of resources in public service delivery:**
  - First – good process, institutions and mechanisms of public financial management within core PFM institutions – including links within service delivery units
  - Second – good understanding and ability of service delivery units to manage resources – plan, prioritize, track, account for and report spending (and revenue!)





# KEY INGREDIENTS: INCENTIVES

- **Service delivery units need to have appropriate incentives for performance – so choice of “performance measurement” matters**
- **Example: Improving education in East Africa**
  - Approach 1: Evaluate teachers based on student attendance
    - Result: teachers falsify attendance records
  - Approach 2: Evaluate teachers based on teacher attendance
    - Result: teachers show up but go to sleep in class
  - Approach 3: Evaluate teachers based on student performance
    - Result: teachers give students answers to tests ahead so they perform well
- **Which approach is right? Needs careful thought!**



# KEY INGREDIENTS: DATA & INFORMATION

- **Good service delivery depends on data and information:**
  - *For government:* to do their work more efficiently and effectively, learn where issues exist and how to address, inform policy making
  - *For citizens:* to hold government to account for the quality and value of services they receive, exercise voice so that government understands citizen needs
- **Two key types of data which are useful in promoting good service delivery performance:**
  - Fiscal data (how much is being spent, on what different programs or services)
  - Performance data (what services are being provided, in what quantity, at what level of quality)



# **KEY INGREDIENTS: DATA & INFORMATION - FISCAL**

- **A range of different approaches to fiscal transparency which promotes good service delivery**
  - OECD's Best Practices in Budget Transparency
  - Budget in Brief
  - Citizen's Budget
  - Public procurement Gazette
  - Program/project specific fiscal information
- **Key questions – what information is useful for citizens? For government? How can it be collected? How can it be disseminated/shared? At what cost?**
- **Important note: Information is not FREE!**



# KEY INGREDIENTS: DATA & INFORMATION - PERFORMANCE

- **Four basic data collection and measurement procedures which are commonly used**
  - *Indicators on service delivery performance from agency records* i.e. disease incidence, traffic accidents, educational achievement etc
  - *Customer feedback surveys* – overall satisfaction with quality, timeliness etc of public services
  - *Focus groups* – small groups providing useful feedback on key issues
  - *Trained observer assessment*-condition of roads, buildings, physical structures
- **Choice of indicator/s depends on the service, and the recipient – what do we want to measure? Who are we trying to inform?**



# KEY INGREDIENTS: DATA & INFORMATION - PERFORMANCE

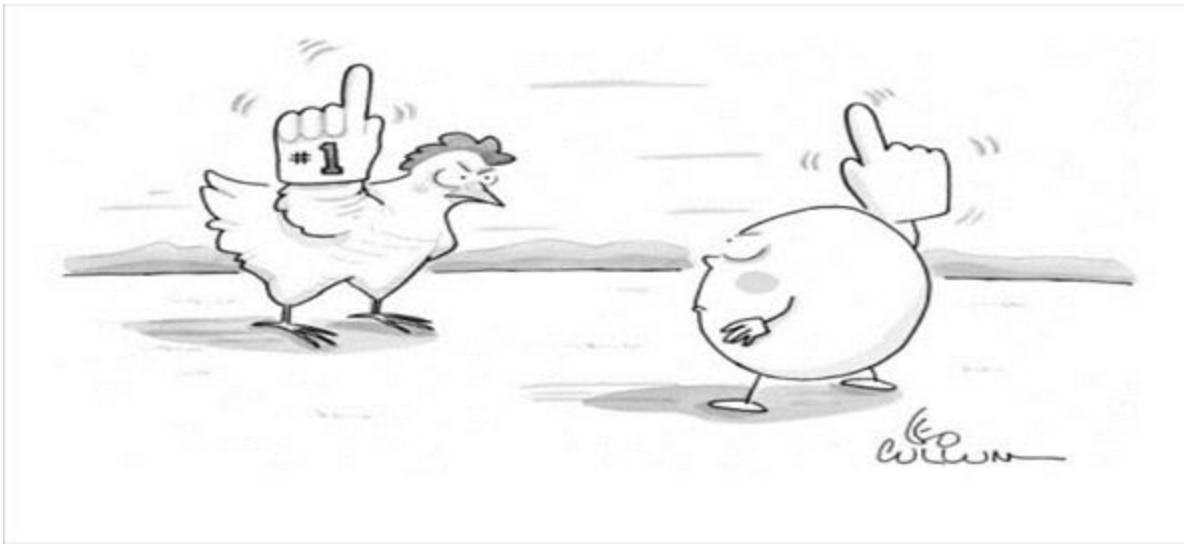
- **Example – evaluating success of health care service – immunizations (World Bank 2005)**

Dimension	Possible indicator
Availability of human resources	Proportion of mothers of children 12–23 months who live within 1 hour of a service delivery point where there is a qualified health technician providing immunization
Availability of material resources	Proportion of mothers of children 12–23 months who have access to an immunization point with continuous availability of vaccines and syringes/needles
Relevance and Utilization of service	Proportion of children 12–23 months having received at least one shot of vaccine



# KEY INGREDIENTS: TRUST

- **Trust is a challenging but critical part of public service delivery**
  - Citizens trust government to use public resources to provide the services they need
  - Governments trust citizens to provide constructive feedback on how issues can be addressed and performance improved
- **Chicken and egg problem – governments resources (tax) from citizens to provide services and build trust – but citizens need trust in government to give tax money!**





# SERVICE DELIVERY IN ASEAN – DISASTER RESPONSE

## Some lessons from World Bank experience:

- Keep project design as simple and realistic as possible within what is likely to be a complex implementation environment
- Base project design on a specific analysis of capacity in the situation of post-disaster disruption, rather than on the “normal” situation
- Streamline procedures as far as possible to meet the need for quick delivery
- Natural disaster responses need to include a broad range of stakeholders, especially the poorest and most vulnerable, as well as the private sector
- Information, communication, and data management systems, which are vital in any disaster related situation, have often proved weak
- Agencies financing natural disaster response projects have reported significant challenges in designing an instrument that provides resources quickly enough or for long enough to achieve their objectives



# DISCUSSION - SERVICE DELIVERY IN ASEAN – DISASTER RESPONSE

- **What do we think of these lessons? What are some “key ingredients” for good service delivery in disaster response management? How we can apply the principles we have discussed?**
  - **Flexibility** – how to allow response to be shaped by specific context of disaster and challenges being faced – while maintaining accountability for results?
  - **Resources** – how to mobilize resources quickly for service delivery needs? What process is needed within PFM institutions (MOF, Planning, etc)? Within service delivery agents (health, construction, national guard)?
  - **Data and information** – Do we have an early warning system for disasters? During a disaster, how do we determine citizen needs in a challenging environment? How do we report on spending and results after a disaster – and learn from the experience?
  - **How can working as a community improve our ability to manage disasters?**





**THANK YOU!**

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