

SERVICE DELIVERY...

The Issues and the Way Forward


**Presentation By: Abdullah Khan Sumbal,
Programme Director, PDSSP**

20.7.2007.



Service Delivery– The Strategic Framework

- Service Delivery is largely devolved; ‘Subsidiarity’ Principle
- Provincial Government still has important roles:



- ❖ Standards Setting
- ❖ Monitoring & Regulation
- ❖ Creation of Enabling & Facilitative Frameworks

- Service Delivery needs **a host of interventions**– both **Basic & Supporting**
- Laying down **Service Delivery Standards** is Basic
- Service Delivery Standards do not operate in isolation

Service Delivery– The Strategic Framework

Comprehensive
& Integrated
Approach

Supporting Interventions include:

- **Sound & Inclusive Planning Mechanisms**
- **Systemic Improvements through Technical Assistance**
- **A well thought –out Monitoring & Evaluation System**
- **An Enabling PPP Framework**
- **A quality Induction/Recruitment System**
- **A demand-driven Capacity Building System**
- **A System to enhance Transparency & Accountability**
- **Policy Instruments (MTDF, MTBF, P-PRSP etc.)**
- **A well-designed Behaviour Change & Communication Strategy**

Service Delivery--- The Pertinent Issues

- **Institutional & Operational Constraints:**
 - **Institutional Weaknesses: Coordination Problems; Lack of effective Horizontal and Vertical Linkages**
 - **Weak HRM & Lack of Continuity**
 - **Gaps/Deficiencies in the Quality & Relevance of Training & Institutions**
 - **An inadequate focus on norms, values & attitudes of public officials**

Service Delivery--- The Pertinent Issues

- **Internal Constraints:**
 - **Lack of institutionalized M&E of Service Delivery & Staff**
 - **Difficulties in Financial Management; Disconnect b/w Budgetary & Planning Cycles + OSR issues [Equity??]**
 - **Inability to acquire the relevant skills & build capacity**
 - **Lack of appropriate IT Infrastructure & Expertise**
 - **Reluctance to innovate for generating efficiency**
 - **Problems in attracting, recruiting, training & retaining appropriate HR**
 - **Failure in instituting an ethical regime that dissuades public servants from corrupt practices**

Service Delivery--- The Pertinent Issues

- **Internal Constraints:**
 - **Planning mechanisms are still largely technocratic; LGPM not being implemented**
 - **Effort at ‘evidence-based’ planning can inadvertently lead to making planning more technocratic, discouraging Stakeholder participation**
 - **‘Elite Capture’ at the local level**
 - **Governments and Civil Society Organizations are still reluctant partners**
 - ❖ **Comprehensive & Integrated Approach has not taken roots so far**

Service Delivery- The Way Forward

- **Comprehensive & Integrated Approach be institutionalized**
- **Service Delivery Standards to be grounded in reality; may be linked with the MTEF**
- **More Inclusive Planning mechanisms be ensured; Adherence to the LGPM**
- **Systemic (T.A-based) Improvements [example: **BPR**] to be taken to their logical conclusion**
- **Reports generated/ Products developed through TA inputs would need updating; some would actually be evolving documents**

Service Delivery- The Way Forward

- Provincial Government to conduct Outcomes-based M&E
- Costed Monitoring Strategies to be developed
- Social Auditing & Citizen Report Cards
- Rightsizing, Demand-driven Capacity Building & **Introduction of Incentives**
- Identify the **Government activities most prone to corruption** & review both substantive law & administrative procedures
- Behaviour Change & Communication Strategies to be essential part of reform initiatives

The 'Emerging' Health Model

