Governance challenges for innovative public service delivery:

Improving inclusion, transparency and accountability in public services

Presentation By Anga Timilsina, Programme Manager, UNDP Global Anti-Corruption Initiative (GAIN), 24 June 2015, Medellin, Colombia
About the Presentation....

- Setting the stage: Why good governance is important for service delivery?

- Analyzing the problem: A framework to explain the role of inclusion, transparency and accountability in public service delivery

- Digging deeper
  - Finding the building blocks inclusion, transparency and accountability mechanisms in delivery of public services
  - Developing a checklist of ‘To Do” for policy makers and practitioners
Making the Case: Why to focus on inclusion, transparency and accountability?

- Good governance both an ends and means for achieving sustainable development (e.g., the post-2015 development agenda)
- Theoretical linkages/empirical evidence on development dividends of inclusion, transparency and accountability
- Lessons learned from the MDGs: Upscaling resources vs. preventing leakages of resources and improving the governance of service delivery
Increasing the quantity and quality of financial resources in developing countries

Curtailing the outflows leakages of resources/increasing institutional effectiveness, etc.

Unlocking progress: MDG acceleration on the road to 2015
Working definition: What we mean by inclusion, transparency and accountability?

**Inclusion**
- Inclusion/participation
- Citizen/people participation
- Direct vs. indirect participation
- Vote and voice mechanisms
- Citizen vs. Customers Public vs. Users
- Social contract etc.

**Transparency**
- Access to information
- Right to information
- Data transparency (open data movement)
- Budget/expenditure transparency (Open budget)
- Revenue transparency (EITI)
- Procurement transparency

**Accountability**
- Accountees and accouters (check and balance)
- Answerability; enforceability/sanction
- Responsiveness; integrity
- Horizontal accountability
- Vertical accountability
- Diagonal accountability
- Social accountability
Analyzing the problem: Explaining the role of inclusion, transparency and accountability

- Policymakers
  - Vote and voice
  - Information and participation
  - Social contract; Trust
  - Monitoring and feedback mechanisms
  - Policies, regulations, incentives, monitoring, integrity of providers

- People/citizens
- Service Providers
  - Social contract; Trust
  - Monitoring and feedback mechanisms
How relationships of accountability—between policymakers, providers, and citizens break up?

- Policy makers
  - People/citizens
    - No access to info & awareness of rights; Weak monitoring by people/citizens; Trust
  - Service Providers
    - Corruption; policy capture, patronage, rent-seeking, weak monitoring; monopoly, less incentives, integrity

- People/citizens
  - No access to info, no voice/power, no access to info

- Service Providers
Where are the gaps? Key observations

1. It is argued that citizens/people influencing policymakers, and policymakers influencing providers is a long-route (e.g., changing the government or a regime). So, Service outcomes could be improved by strengthening the short route—by increasing the client’s power over providers (Can it be sustainable?)

2. Are democracies are better at providing service delivery? (Evidence is inconclusive, e.g., World Bank Governance Indicators: India vs. China).

3. Corruption undoubtedly negatively impact service delivery in the long-term (TI study).

4. Micro vs. macro-level service monitoring

5. Management solution vs. governance solution in service delivery
Bridging the gap between top-down and bottom-up approach

- Global norms and standards (UNCAC)
- National AC policies and institutions
- Values and principles of public administration

- AC champions at the local level; service charters
- Use of ICT; access to info
- Use of diagnostic tools
- Monitoring of services
- Enhancing participation / representation
The costs of corruption: The Impacts on education, health and water: 2010 TI Report

Graphs showing the relationship between reported levels of bribery and literacy rate (% of 15-24 year olds – 2008) and maternal mortality ratio per 100,000 births – 2005 for various countries, including Georgia, Colombia, Liberia, Ghana, and Mexico.
World Governance Indicators: India vs. China

Source: Worldwide Governance Indicators
Emerging trends on inclusion, transparency and accountability

1. Innovation: Introduction of e-government and online tools to enhance inclusion, transparency and accountability in service delivery

2. Recognition that transparency to contribute to service delivery, information has to be relevant and accessible; timely and accurate.

3. Information on resource scarcity is just as important as information on budgetary allocations and service delivery.

4. The need to move from transparency to accountability: open data, and e-governance tools do not solve problem themselves.
Further research and analysis

• What data, empirical evidence and case studies say about the importance of long route and short route of improving inclusion, transparency and accountability in service delivery?

• Given various definitions and connotations of can we develop a common understanding or a framework for promoting inclusion, transparency and accountability in public services?
Key questions for the experts

1. What you think should be the main building blocks of inclusion, transparency and accountability mechanisms in delivery of public services? (better information, introduction of e-governance/innovative online tools etc.?) (service delivery principles; citizen satisfaction?)

2. What are the main issues and challenges regarding transparency and accountability mechanisms in delivery of public services?

3. What would be major items in the checklist of ‘To Do” for policy makers and practitioners for improving inclusion, transparency and accountability mechanisms in delivery of public services? (e.g., two way communication? Importance of both vote and voice?)