

**TITLE:** PROPOSAL FOR A STRATEGY SUPPORTING REFORM IN THE DELIVERY OF SOCIAL SERVICE.

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Page No.	Para. No.	Text
1	1.33	..... the skills and capacities of healthy and educated citizens can increase and improve their full and active participation in modern dynamic democracies.
4	2.4	..... When we look at the political structures and the broad organization of society, resource allocation and subsequent delivery of services tends to be skewed in favor of those who have more voice. In many cases, powerful groups who are able to effectively demonstrate their interest in receiving social services manage to get the lion’s share of the funds. In other instances, service providers are able to shape the systems to serve their own personal and professional goals at the expense of equitable delivery.
4	2.5	The limited “voice” of politically weak or disenfranchised clients is exacerbated when combined with direct provision of services in virtual public monopolies. Providers are further insulated from client reactions because individuals have limited capacity for “exit”, that is, the ability to leave one provider and select another.
4	2.6	Furthermore.....lack of voice in the political system is compounded with the difficulty poor clients of public services have in providing direct feedback to those accountable for providing services. Citizens have limited capacity to improve the services provided through participating, informing, and making recommendations to service providers.
5	2.9	..... In many places, non-government solutions [to social service system] such as the mutualistas of Uruguay or the church-supported schools in the Dominican republic have flourished.
6	2.14	..... In fact it may respond well to the conveniences and advantages of strong stakeholders. .... Particularistic modes of decision favor those who wield power.
9	3.12	..... IDB loans have supported efforts to increase community participation in the management of basic health and education services;
10	BOX 1	.... The Bank has followed and supported a long-term process of public debate over health reform in Trinidad and Tobago.
12	4.8	These alternatives encompass innovations in non-governmental action, both for-profit and non-profit.

13	4.11	It is also important to consider the dynamic effects of promoting private sector expansion. .... Promoted by encouraging the private sector to involve itself in social service delivery, however, once active, the private sector develops its own interest and capacities to affect initiatives to modify or alter the regulatory framework.
13	4.12	..... In the health sector, ministries can purchase medical services from independent hospitals, hospitals can purchase linen services from private companies, NGOs can be contracted to staff rural clinics.
16	4.24	Organizing constituencies, mobilizing stakeholders and creating an increased sense of participation are some of the tools that can be deployed to reduce clientelistic manipulation of the delivery of social services. Well-organized and informed local constituencies can dialogue with local system providers who have de autonomy to respond. This web of relatively close relations increases the legitimacy of the providers at the same time that it restricts their freedom to respond to agendas of small cliques and spurious interest groups. Incentives must be in place for decision markers to be held accountable to those whose lives are affected by the results of their decisions.
17	4.29	In addition to providing strong technical support, project teams composed of headquarters and field office staff can help to foster a dialogue among stakeholders, encouraging country authorities to listen on an ongoing and systematic basis to all users of their services.
18	4.33	..... “Process” projects have a key role to play, in supporting the politically possible, creating “voice” by providing information and support for organization to clientele, and experimenting with new approaches.
18	4.35	..... Fixed and rigid rules need to be replaced by flexible trial and error. Standardized formula and blueprint planning are replaced by the art of operating in a complex and changing environment.
19	5.2	Successful reforms rely not only upon rigor in technical analysis but also upon strong ownership and engagement of stakeholders, design resilience, and an ability to continuously learn and incorporate new findings from the changes being implemented.
20	5.5	Institutional assessments are also a priority for country studies. The positions and motivations of all de stakeholders who will both affect and be affected by change need to be understood. Such analyses can benefit from listening, in a systematic way, to service providers and their clients, as well as examining organizational structures, with the aim of understanding the effectiveness of existing organizations and their readiness, or lack thereof, for change. This new scope of institutional analysis will require building and deploying expertise in this area.
20	5.6	..... The Bank’s prestige and legitimacy vis a vis the

		local establishment allows it to promote workshops, conferences and discussions with critical actors from the government and from civil society.
21	5.11	..... The practical implication is the need to allocate more resources to support the new activities proposed in this strategy.
21	5.13	Finally, the Bank should manage risks explicitly and prudently.
22	5.16	.....grants to allow counterpart staff to visit similar projects in other countries and to incorporate lessons learned from experiences across the Region. Finally, project design can benefit from the inclusion of lessons learned from pilot approaches already being implemented in the country by NGOs, or other agencies.
24	5.21	...The Bank should continue to recognize on a case by case basis, other forms of counterpart, such as in-kind contributions from communities, taking into account the legal and financial constraints.