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Basic Concepts of Service Delivery

Enid Slack

Institute on Municipal Finance and Governance

Munk School of Global Affairs, University of Toronto

to

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Transitioning States

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Outline of Presentation

- Services delivered by local governments
- Barriers to accessing services
- Why do women need to get involved in local decision-making?
- How can women get involved?
 - Budgeting
 - Improving services: Performance measurement
 - How to pay for services

Local Services

- Local governments have an important impact on the standard and quality of life of people living and working in their jurisdiction
- Impact comes from the provision of services

Local Services

- Water and sewerage
- Roads and transit
- Police and fire protection
- Garbage collection and disposal
- Primary and secondary education
- Day care centres
- Health and hospitals
- Land use planning
- Economic development

Barriers to Access to Services

- Geography: physical distance or travel time to get to services
- Availability: having the right type of service available to those who need it (e.g. hours of operation, waiting times for health services)
- Financial: price of services and ability and willingness to pay (e.g. water)
- Acceptability: satisfaction with service

Role of Women in Service Delivery

- What services should be delivered at the local level?
- How should the budget be allocated to various services?
- How can service quality (location, access, etc.) be improved?
- How do we pay for services?

Services at Local Level

- Which services should be delivered at the local level?
 - What are the priorities?
- How should services be delivered?
 - Location
 - Time of operations etc.
- What is the role for the central government?
 - Standards
 - Funding

HOW CAN WOMEN GET INVOLVED?

Municipal Budgeting

- Municipal budget: document that sets out the local government's plan for revenue and expenditure
- Could be annual or multi-year
- Provides a way to control expenditure so that spending does not exceed municipal revenues

Municipal Budgeting

- Budget serves as a necessary management and planning tool
- Contributes to the accountability and transparency of the overall financial system of local governments
- Reduces the possibility of corruption and misuse of funds

Citizen Involvement in Municipal Budgeting

- Participatory budgeting: practice of including citizens in decisions on how the budget is formulated
- Participate individually or as part of an organization (such as a residents' association, women's group).

Participatory Budgeting

- Residents represented in each sub-area of the city in the decision-making process
- Municipal officials accountable for previous year's budget and estimates of current budget
- Transparency through direct popular participation and open voting system
- Objectivity through the use of quantitative criteria to prioritize funding requests and the allocation of resources

Participatory Budgeting

- Improves communication and dialogue between local government and citizens
- Fosters social inclusion by allowing marginalized groups to have a voice in budgeting decisions
- Empowers neighbourhood associations and small organizations

Participatory Budgeting

- But, it can take a long time to implement budgetary decisions – need to teach citizens the details of how the process works
- Number of people from the community that participate is often very small
- Participants not always representative of the youngest or the poorest in the population

Participatory Budgeting: Brazil

- Introduced in 1989 in Porto Alegre to address inequalities in services (especially water and sanitation) and quality of life around the city
- Residents can decide on local matters (e.g. location of street improvements or a park) plus citywide issues (e.g. programs for the homeless population)

Participatory Budgeting: Brazil

- Neighbourhood associations given direct say in how local funds are spent
- From 1989 to 1996, significant increase in proportion of households in Porto Alegre served by piped water and the municipal sewerage system

Gender Budgeting

- Examines local budgets from a gender perspective
- Ensures that spending on programs that affect women is maintained from year to year
- Raises awareness of impact of local government programs on women
- Problem: perception that women contribute little to local revenue and should have little say on expenditures

Improving Service Delivery: Benchmarking

- Helps local governments understand how they perform compared to other local governments – “why are we spending more per capita than another similar municipality?”
- Objective: to improve service delivery
- Uses specific indicators to measure performance (e.g. service costs per user)

Performance Measurement

- Efficiency: amount of resources used to produce a given amount of service (e.g. cost per kilometer of road)
- Effectiveness: extent to which a service is achieving its intended results (e.g. use of road in providing convenience, safety, lower time costs)

Why Performance Measures?

- Helps local governments improve services and decrease costs
- Enhances accountability by allowing elected officials, administrators, taxpayers, and citizens to monitor and evaluate municipal expenditures over time and in comparison to other local governments
- Reinforces managerial accountability
- Provides incentive for staff creativity and productivity
- Helps local governments develop budgets based on realistic costs and benefits

Performance Measures: Efficiency

- Need information on input costs and measures of outputs
- Measures of output easy for sewage disposal, garbage collection, water where unit of output can be clearly defined
- Output measures more difficult for education, social services, crime prevention

Performance Measures: Effectiveness

- Measure extent to which activity achieves stated goals
- If cannot determine benefits from local services, could measure demand for services through citizen surveys, number of complaints received, expert evaluations etc.

Ways to Pay for Services: Different Services – Different Revenue Tools

Private

Water
Sewers
Garbage
Transit



User fees

Public

Police
Fire
Local parks
Street lights



Property tax
Sales tax

Redistributive

Social assistance
Social housing
Health



Income tax

Spillovers

Roads
Transit
Social assistance
Education



**Intergovernmental
Transfers**

Final Comments

- Local governments provide services that affect the quality of life of residents
- Women can affect the quantity and quality of services if they are involved in local decision-making
- Three ways to get involved – through the budgetary process, performance measurement, finding ways to pay for services