



Service Delivery in Fragile, Conflict-affected States: Exploring Trade-off Questions

Derick W. Brinkerhoff

Presentation at:
World Bank Conference
Making Services Work for Poor People:
the Science and Politics of Delivery
March 1, 2014
Washington, DC

Service delivery and fragility

- Service delivery is a core state function
- Service delivery failures fall unequally across social, economic, ethnic, and/or geographic groups
- Systematic and persistent horizontal inequalities result in exclusion, and become

Sources of fragility

Conflict drivers

To contribute to state institution-building ...



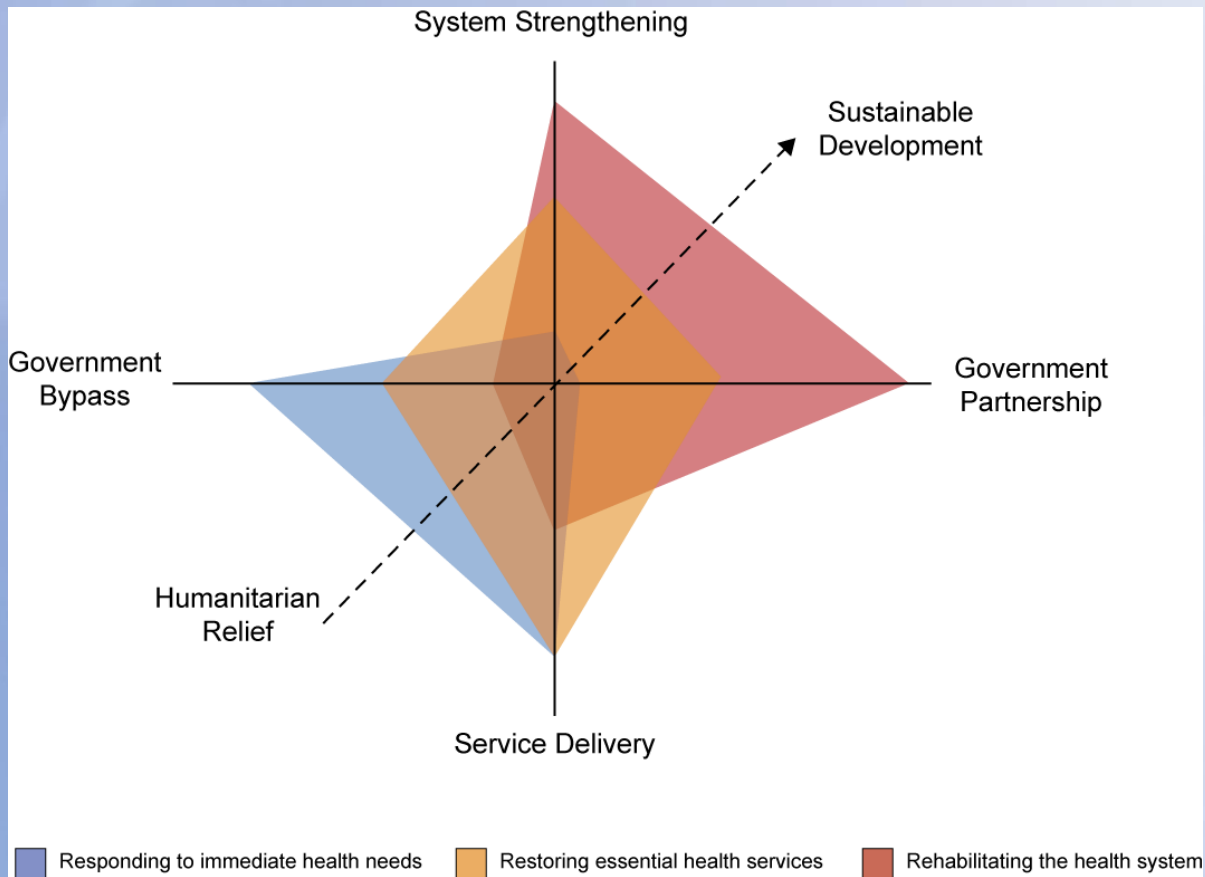
- Service delivery needs to
 - Meet the needs of affected populations
 - Enhance trust, and state legitimacy
 - Reinforce state authority

Key practical challenges for post-conflict transitions

- Avoiding service delivery interruptions during transition
 - ✓ Early stages of transition may require significant external financing of recurrent costs
- Moving from independent, parallel service delivery to integration with new government
 - ✓ Hard to bridge capacity gaps between international NGOs and the state
- Building citizens' confidence in government's ability to deliver basic services
 - ✓ Critical to establishing legitimacy of newly formed government
- Combining service delivery with capacity development
 - ✓ Concrete steps include joint supervisory visits and joint planning exercises

Health sector example

Figure 1. Intervention transitions to sustainable health systems development



Health service delivery transition

- Resources Transition: How to structure donor health sector resources when international NGOs and other agencies leave?
- Leadership Transition: How to move from a highly fragmented system to one led by the government (MOH)?
- Accountability Transition: How to connect government and citizens regarding health service delivery performance?

Trade-offs for whom?

- The poor
- Service providers
- Political elites
- Donors

Contact

Derick W. Brinkerhoff
Distinguished Fellow
RTI International
701 13th St NW, #750
Washington, DC 20005
202-728-2479
dbrinkerhoff@rti.org