



## **External Support for Decentralization Reforms & Local Governance Systems in the Asia Pacific: Better Performance, Higher Impact?**

### **Sustaining social accountability mechanisms in frontline service delivery:**

### **Citizen empowerment & state response in four Indonesian districts**

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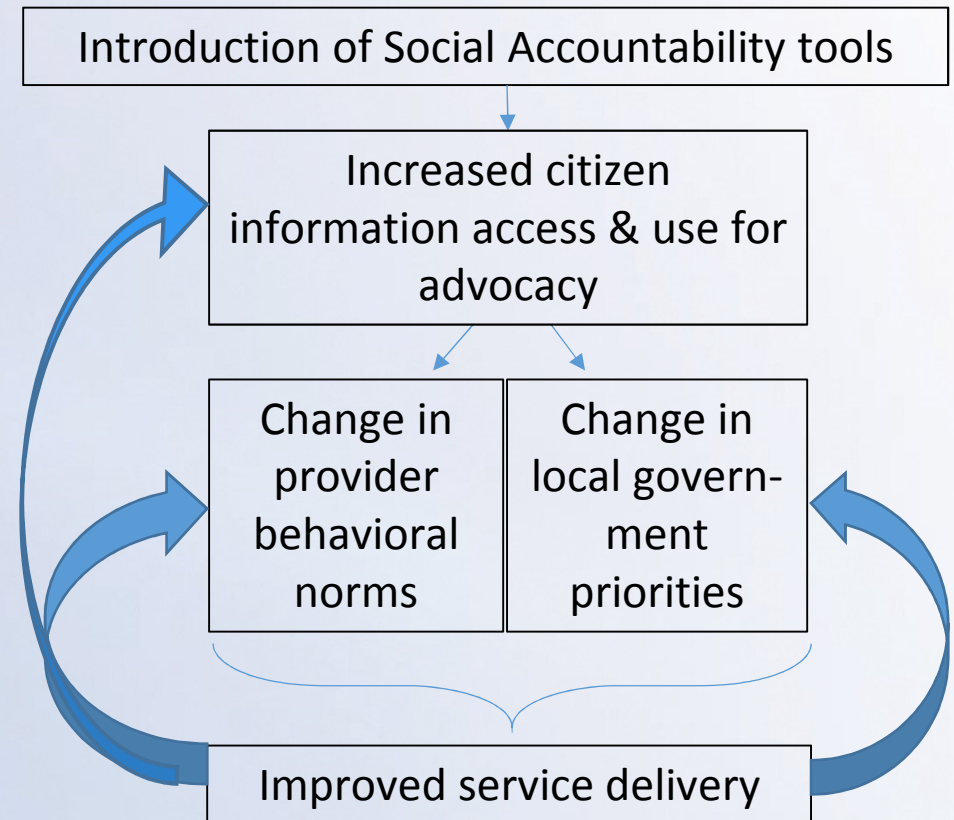
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## Social accountability & frontline service delivery

### *Social Accountability:*

citizens' collective actions to improve public services by

- identifying problems,
- bringing them to providers' attention, and
- constraining the state's use of power.



*Question: Under what conditions are SA tools effective and sustained?*

## Study parameters & methodology

### Kinerja SA tools

- Complaints Handling Survey (CHS)
- Service Charter (SC)
- Multi-Stakeholder Forum (MSF)

### Identify

1. Replication of SA tools
2. Changes in service delivery
3. Attitudes :
  - Towards SA
  - Broader changes in practices from citizen engagement
4. Contextual factors

### Methodology

- 60 semi-structured interviews
- Respondents: MSF members, frontline providers, district officials, CSOs & Kinerja staff
- 4 districts in Aceh & West Kalimantan
- 15 primary health centers
- February-March 2014
- *Topics:* context, Kinerja implementation, outcomes, replication

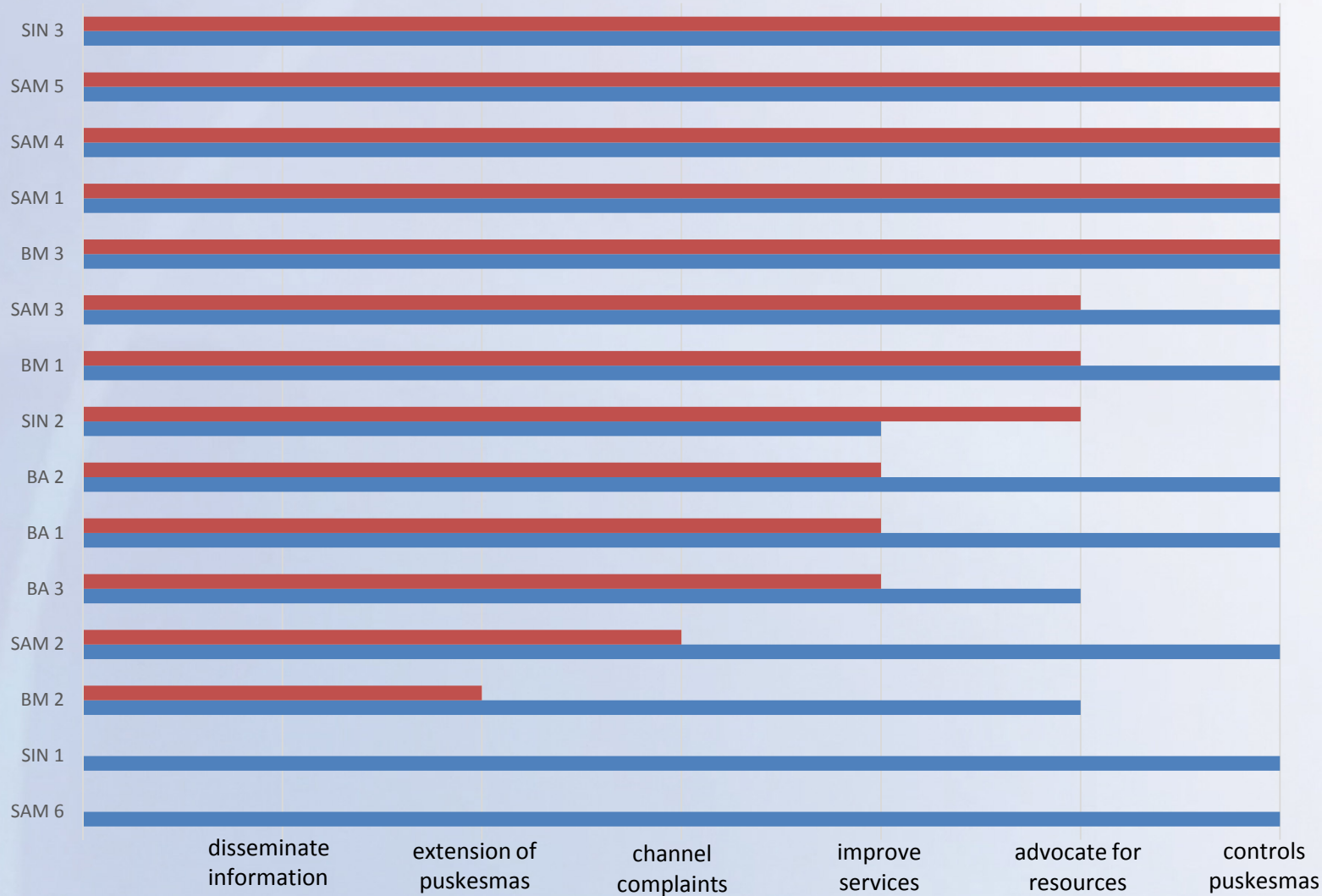
# Perceived changes in service delivery

Site	Provider	MSF
<b>Banda Aceh</b>		
	BA1	
	BA2	
	BA3	
<b>Bener Meriah</b>		
	BM1	
	BM2	
	BM3	
<b>Sambas</b>		
	SAM1	
	SAM2	
	SAM3	
	SAM4	
	SAM5	
	SAM6	
<b>Singkawang</b>		
	SIN1	
	SIN2	
	SIN3	

Source: Authors' interviews

# Divergent views of social accountability

Perceived MSF role: MSF & provider respondents by site



Source: Authors' interviews and Fox (2007)

## Effects of context vary

Comparison of context & implementation factors for **high/low** SA sites

Site	Prior complaints mechanisms	Prior provider-user relations	Provider questions CHS methodology
BM 3	Effective		
SAM 4	Effective		X
SAM 1		Antagonistic	X
SAM 5	Not effective	Antagonistic	
SIN 3	Not effective	Antagonistic	X
SAM 6	Not effective	Antagonistic	X
SIN 1		Antagonistic	X

Source: Authors' interviews

## Contrasts between districts committed to SA

	Bener Meriah	Sambas
Replication plans	2 additional puskesmas	All puskesmas in district Regulatory changes & incentives
Puskesmas context		
prior provider-user relations	None	Antagonistic
prior complaints mechanisms	Effective	Mostly ineffective
negative provider reactions to CHS	None	Consistently negative
Broader changes		
Increased responsiveness	√	√
Inclusion of non-state actors	√	√
Expanded citizen participation	√	
Quotes characterizing commitment to SA	<p>“Criticism is like vitamins; they help to improve our system.”</p> <p>“If it is just the <i>Dinas</i> on its own [w/o civil society], the program will not get very far.”</p>	<p><i>Dinas</i> supports Kinerja “because it changed providers’ mindsets and performance.”</p> <p>“Now we just try to make services comfortable so that more patients will come.”</p>



# Interpretation and recommendations

## Distinct patterns of commitment to SA

1. *Citizen-centered*: involving citizens as partners in improving service delivery
2. *Client-centered*: helping providers identify priorities for improving services

### *Recommendations:*

- Leverage reforms to provide institutional incentives and sanctions for provider responsiveness
- Ensure that invited spaces directly engage providers with citizens





## Interpretation and recommendations

Aligned citizen & provider attitudes towards SA increases sustainability and hard accountability

- Inherent problem of lack of responsiveness from providers who see a smaller role for MSFs than citizens
- If MSFs insist on accountability, but providers do not see as legitimate role, SA may be futile & disempowering

### *Recommendations:*

- Go beyond enumerating progress on SA tool implementation as gauge on sustainability
- Seek out contexts where SA tools are novel & address pressing needs

## Interpretation and recommendations

Contextual factors are salient, but effects are inconsistent.

- Puskesmas demonstrated responsiveness in both positive and negative contexts
- Underscores importance of micro-contextual drivers of citizen engagement (Joshi, 2014)

### *Recommendations:*

- Use contextual data as a guide, but be prepared for unexpected outcomes
- Encourage SA in both conducive and resistant contexts

## More Information

Kinerja website:

<http://www.kinerja.or.id>

The International Development Group Working Paper on which this presentation is based can be downloaded [here](#).

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