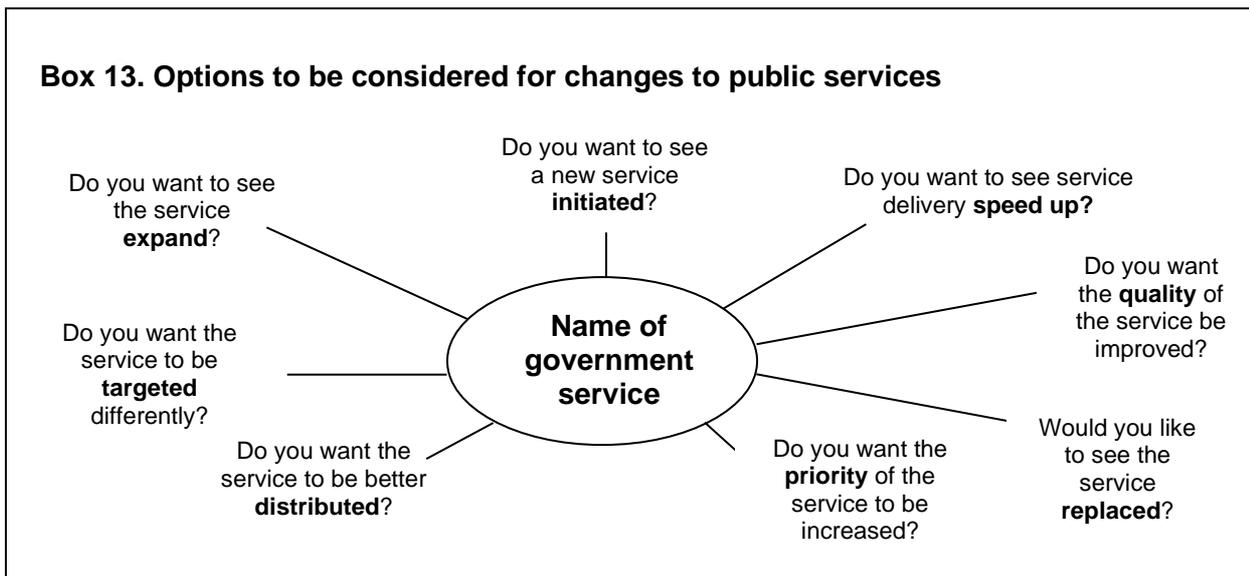


Tool: Eight ways to change service delivery

It is not always clear how a government service should change in order to have the effect you seek, and it is often impossible to predict which solution will work best. Budget advocates are therefore obliged to make assumptions about multi-dimensional, often turbulent problems and circumstances. Usually, a complex web of factors influences the delivery and uptake of services and the results in terms of development outcomes and peoples' well-being. It may be useful to try different possible changes in service delivery before selecting one you consider could have the desired impact.

Box 13, adapted from reference 4, presents eight options to be considered in relation to changes to typical public services. Create your own chart for the objective you are pursuing in your project or campaign:

- Write the name of the service or programme you want to change at the centre of the chart; e.g. "training midwives" or "school transport services".
- Use the eight questions in the box to try different solutions. Discuss whether or how well each possibility could further your objective.
- Select one change in the service or programme for which you will advocate.



- **Initiating:** You might decide to advocate for introduction of a new service to advance a human right or meet an unmet need, such as safety patrols on public trains used by schoolchildren.
- **Expanding:** You might be satisfied with the content or quality of a service, such as inoculation of babies against measles, but want to extend the service to more beneficiaries.
- **Speeding up:** You might be satisfied with the content and nature of a service, such as payment of disability grants, but want to extend the service faster to new beneficiaries.
- **Improving quality:** The scale and distribution of the service may be adequate, such as provision of basic education to primary school students, with a high enrolment rate; however, the quality of education being received is low.
- **Targeting:** A service about which you are concerned may be adequate in scale and quality but is not reaching the beneficiaries who need it most. For example, a school feeding scheme may provide nutritious food efficiently but not to the most undernourished children.
- **Distributing:** A service may reach its target beneficiaries but not be available everywhere it should be. For example, support services for households headed by women may reach such households only in urban areas or only in some districts.
- **Replacing:** The existing service may not be the best means to fulfil its development function. For example, a state school bus service should be replaced with a system of coupons for public transport.
- **Prioritizing:** A service may be defined adequately in policy documents, such as a new programme for early childhood development to be delivered at state-subsidized pre-schools. In reality, however, the service is of low priority for implementation and requires more dedicated commitment.

There are many other ways to change a government service. It could, for instance, be made more accessible, combined with another, replaced, revised, divided, out-sourced, centralized, decentralized or phased out.