



Municipal Management Tools: Using Service Delivery Surveys to Solicit End User Feedback

*SDS Design & Guidance Provided by FAFO (Norwegian
Social Science Research Institute, Oslo, Norway)*

Stephen Karam
Sr. Urban Economist, The World Bank
Fuad Malkawi
Consultant, The World Bank

Fifth Annual Glocalization Forum
Ankara, June 1, 2006

Talking Points

- What is a Service Delivery Survey (SDS)?
- What different SDS methodologies may be employed?
- Some Preliminary Results

What is a Service Delivery Survey?

- A Service Delivery Survey (SDS) helps interested policy or decision makers learn about how service users and providers are thinking about service delivery. It can be an excellent tool for municipal management: a means of listening and responding to citizens/end users.
 - Perceptions of quality and coverage:
 - What qualities make the service acceptable or good?
 - Will people pay more for better services?
 - Preferences for providers:
 - What types of provider organizations are most appropriate for delivery of different types of services?
 - Expansion needs:
 - Is there a need to expand the service?
 - What types of providers are best suited to handle expansion?
 - Accountability:
 - How do users get information about the service, and resolve problems?
 - What makes an organization responsive?
 - How can users influence policy decisions to improve service delivery?

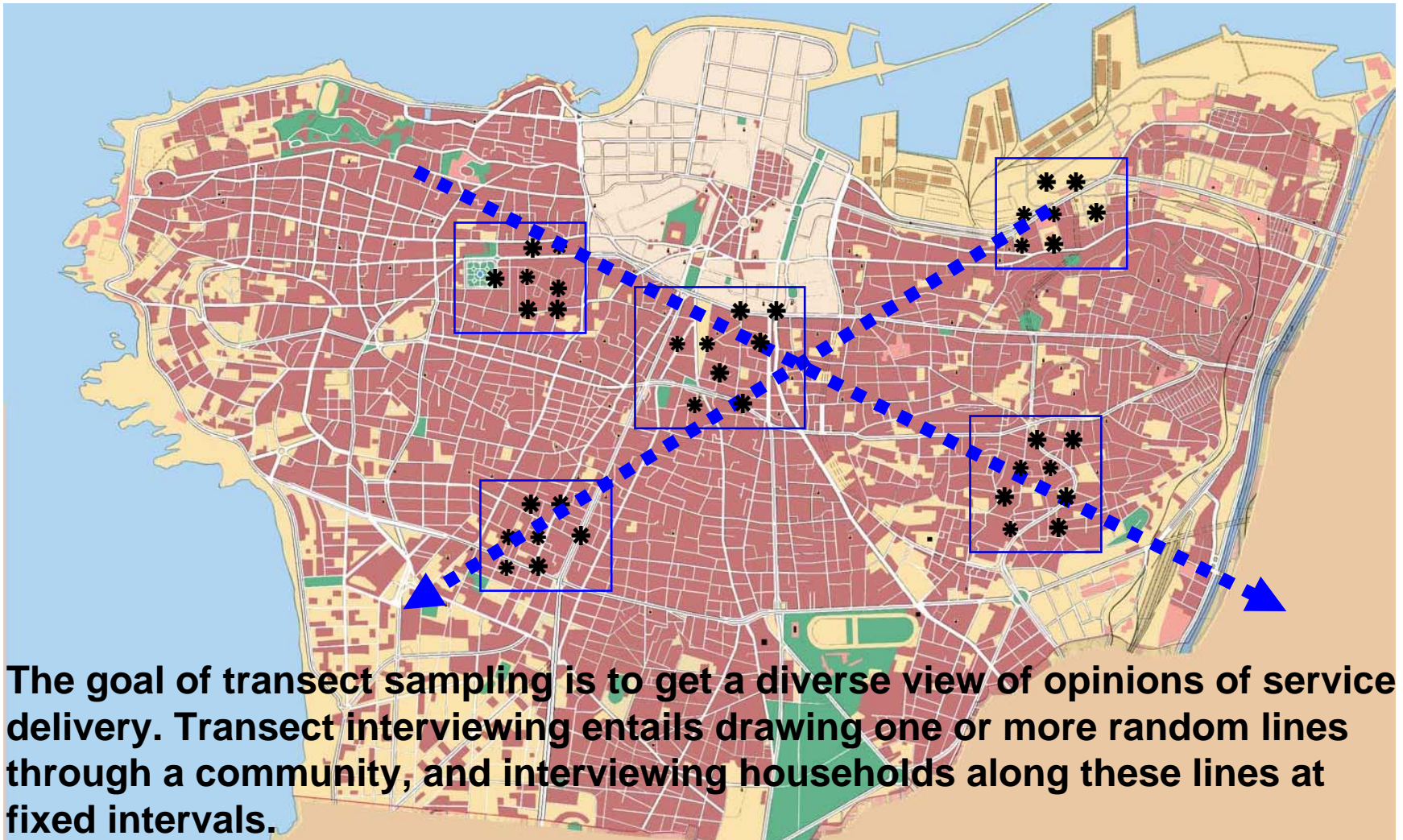
MNA Regional Service Delivery Survey

- Conducted in five countries, two cities each:
 - Egypt: Cairo and Zagazig
 - Morocco: Rabat and Oued Zem
 - Palestine: Ramallah & Bethlehem
 - Iran: Teheran & Saveh
 - Yemen: Sana'a & Dhamar

- Using a combination of Focus Groups & Transect Survey Techniques

- Sample Size: 100 Survey Qs per City; 16 FG Discussions per city (of 7-12 participants each)

Affordable Methodologies: Transect Surveys



Affordable Methodologies: Focus Groups

Section C: Access to services

I would like to ask you some questions about the services that your household uses

C01	Do you have electricity from a network?		Yes No DK NA	1 2 8 9	→ C03
C02	Does this source of electricity give you a stable supply, or do you experience cut-offs from time to time, weekly, or daily?		Stable supply Cut-offs from time to time/a few times monthly Weekly cut-offs Daily cut-offs DK NA	1 2 3 4 8 9	
C03	Which type of toilet does your household use? If you know by observation, do not ask	Pour-Flush Latrine connected to public sewage network Pour-Flush Latrine connected to septic tank Covered dry latrine Service or bucket latrine where excreta are manually removed Open dry latrine Other DK NA		1 2 3 4 5 6 8 9	→ C05 → C05 → C05 → C05 → C05 → C05
C04	How often do you experience problems with the sewerage system, such as smells or overflow? Would you say it is ... Read answer categories		Almost never problems Frequent problems Never works properly DK NA	1 2 3 8 9	
C05- C08	How does the household dispose of garbage? Is the garbage....	C05 C06 C07 C08	Collected Put in open public container Put in closed public container Treated in other ways	Yes No DK NA 1 2 8 9 1 2 8 9 1 2 8 9 1 2 8 9	

Short Questionnaires, such as this, can be used to start an FG discussion and to obtain basic factual background on a person's socioeconomic characteristics.

Focus Groups: Recording Participant Feedback

- ❑ Focus Group methods were originally developed for market research in the 1970s but are now used for exploratory policy-oriented research.
- ❑ FGs focus primarily on discussions among respondents
- ❑ FGs are mostly used for “quality information”, answering questions about how people think about a subject not just what they think.

Focus Group Data Entry Sheet for SDS-Middle East

See next sheet for codes

Team Leader : Anwar Nassar
 Note-Taker: Tayseer al-Said
 Services:* Roads & Public transport
 Participants:** Users

Identification number of Group:* 03-08

*(Country Code - FG Code)

Location: Amman

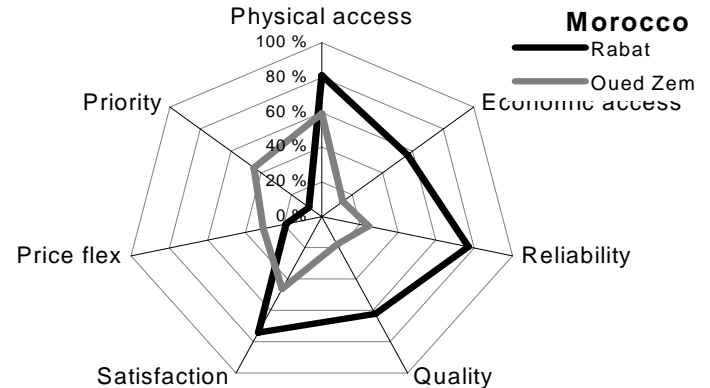
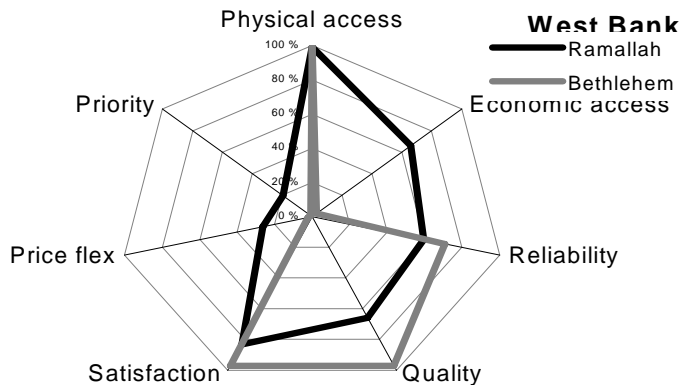
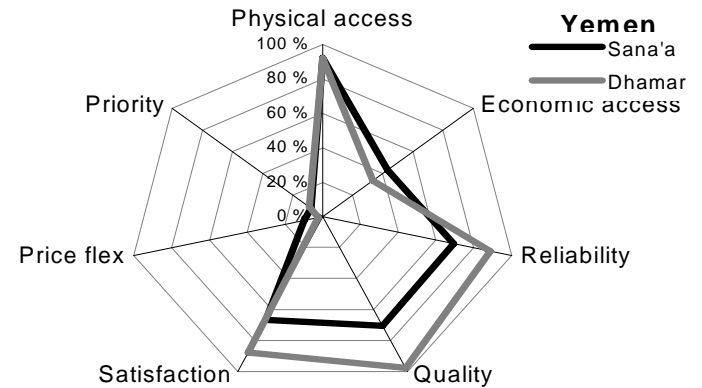
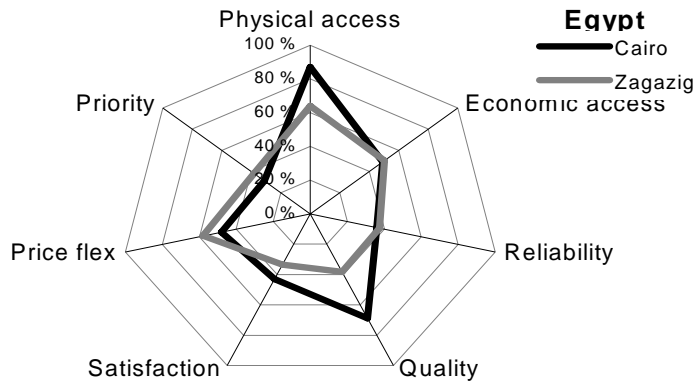
Date of Group: 12.04.05 (dd/mm/yy)

* Health, Education, Roads & Publ Transport, etc. / ** Users, providers, Front-line staff, women

Service Code	Theme Code	Keyword1	Keyword2	Statement text	Participant Number	Participant Type u,p,f,i	FG Number	Country Code	State-ment #
pt	q	bus	reliability	In the morning and evening the buses all come in caravans. You wait 45 minutes -nothing- then 3 buses in a row. We joke that they do this for protection, because people are so mad.	3	u	08	3	1

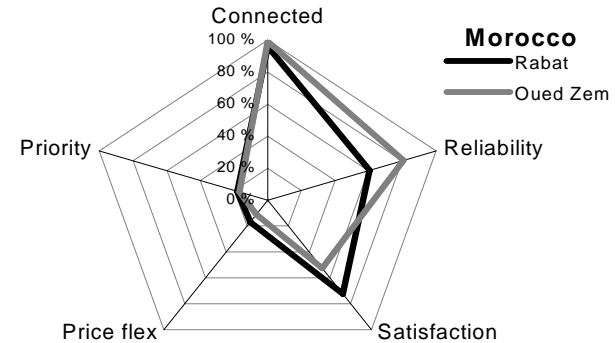
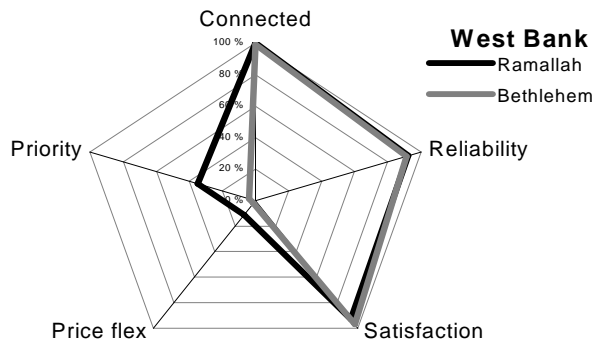
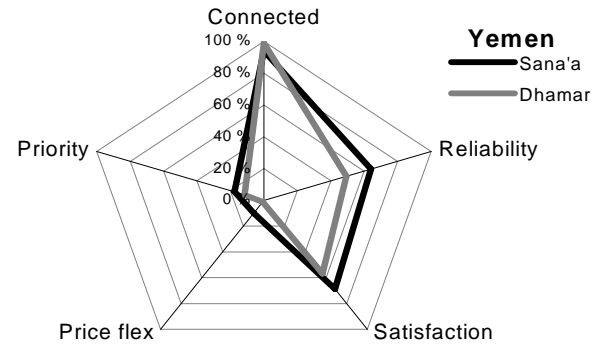
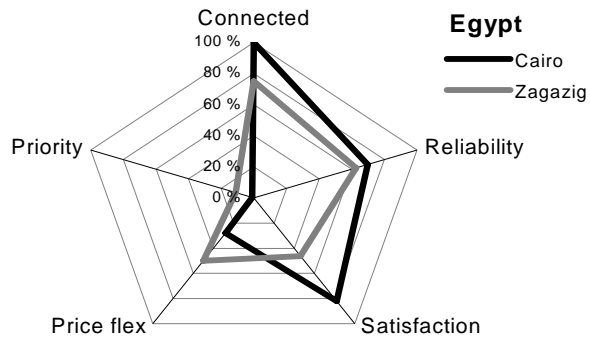
Quality and satisfaction: Water

- Legend
- Quality = Percentage satisfied with quality
 - Physical access = Percentage with water piped into dwelling
 - Economic access = Percentage not being restricted in use of water by its cost
 - Reliability = Percentage never experiencing problems with water supply
 - Satisfaction = Percentage very or somewhat satisfied with service
 - Price flex = Percentage willing to pay twice as much as today if service is improved
 - Priority = Percentage saying this service is first priority for improvement



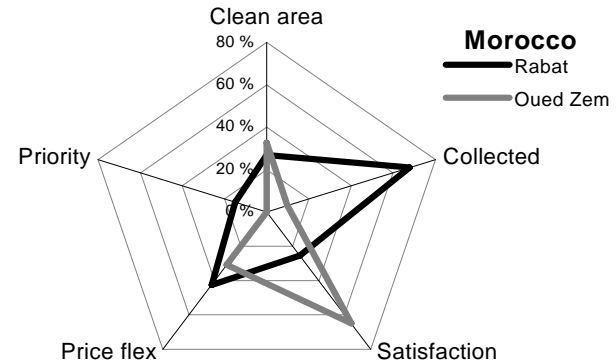
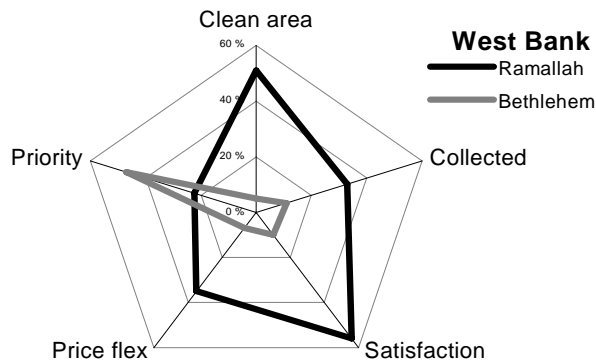
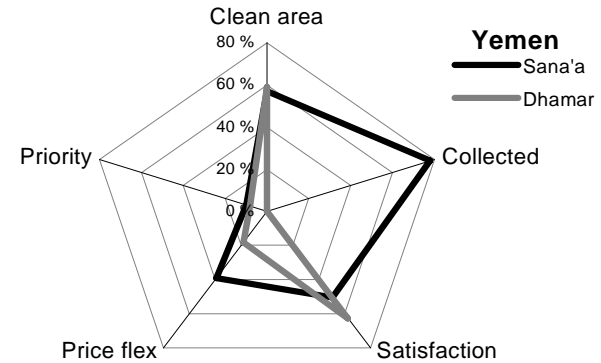
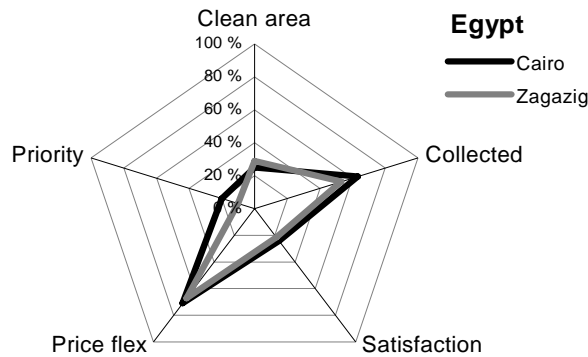
Quality and satisfaction: Electricity

- Legend
- Connected = Percentage of households connected to a network
 - Reliability = Percentage never experiencing problems with electricity
 - Satisfaction = Percentage very or somewhat satisfied with service
 - Price flex = Percentage willing to pay twice as much as today if service is improved
 - Priority = Percentage saying this service is first priority for improvement



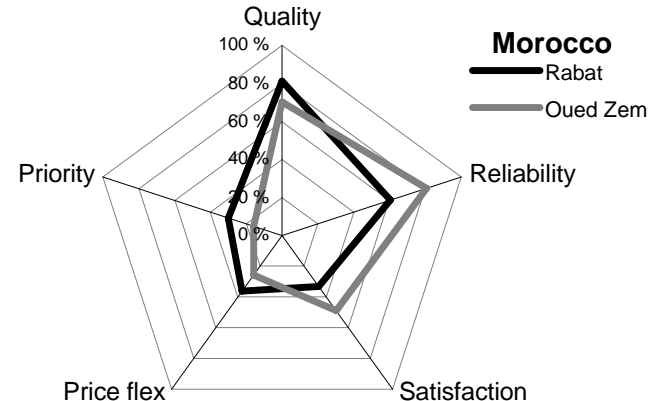
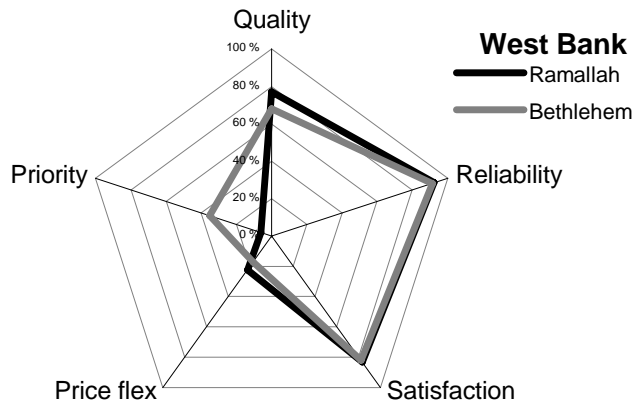
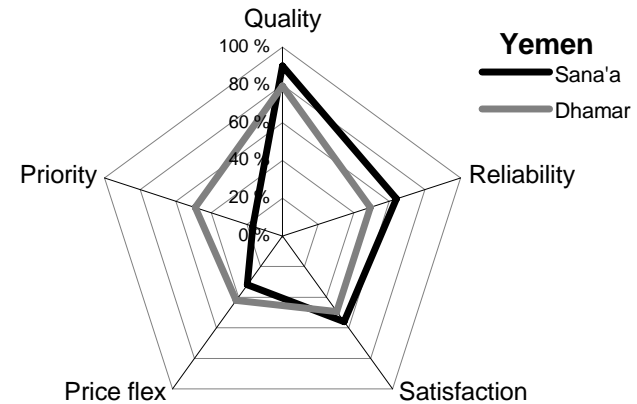
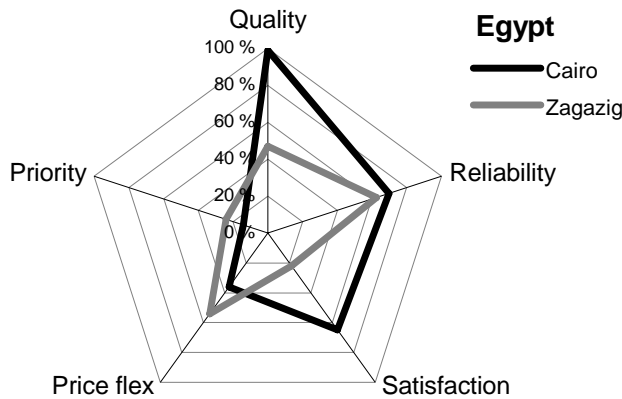
Quality and satisfaction: Garbage collection, clean neighborhood

- Legend
- Clean area = Percentage saying the neighborhood is clean
 - Collected = Percentage of household with garbage collected
 - Satisfaction = Percentage very or somewhat satisfied with garbage collection
 - Price flex = Percentage willing to pay twice as much as today if service is improved
 - Priority = Percentage saying this service is first priority for improvement



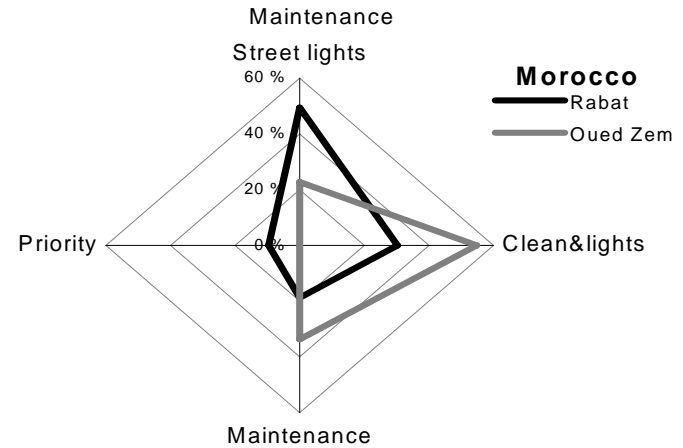
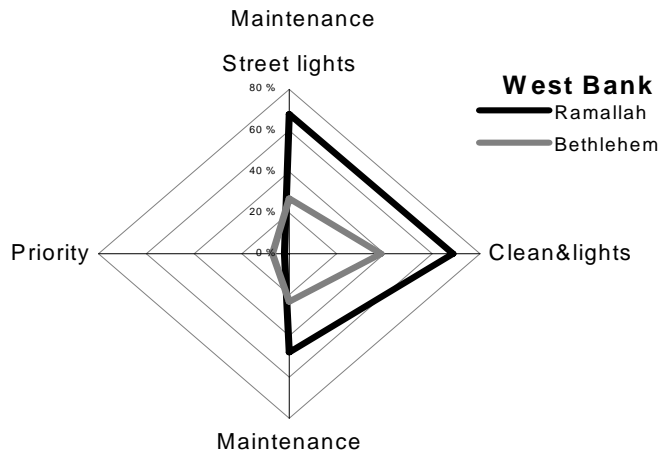
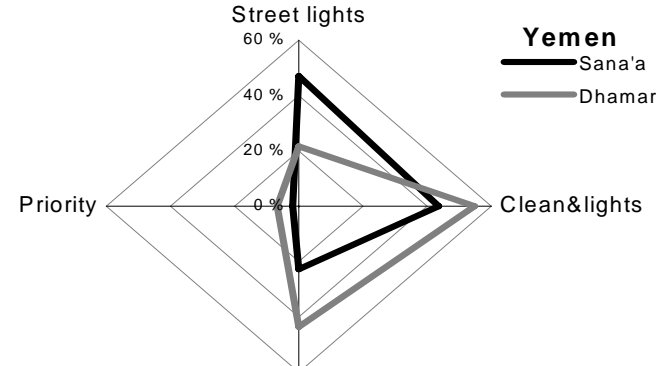
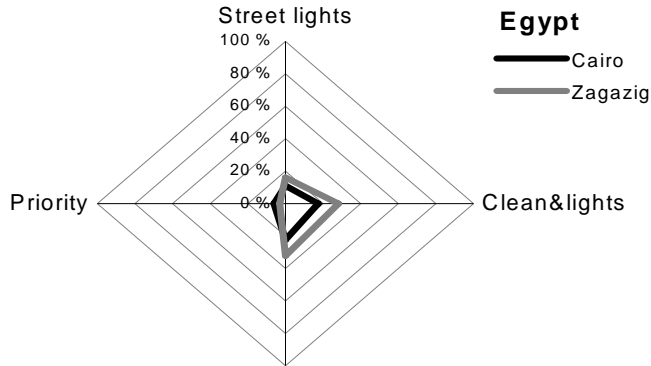
Quality and satisfaction: Sewerage and sanitation

- Legend
- Quality = Percentage with pour-flush toilet connected to public sewerage
 - Reliability = Percentage never experiencing problems with sewerage
 - Satisfaction = Percentage very or somewhat satisfied with service
 - Price flex = Percentage willing to pay twice as much as today if service is improved
 - Priority = Percentage saying this service is first priority for improvement



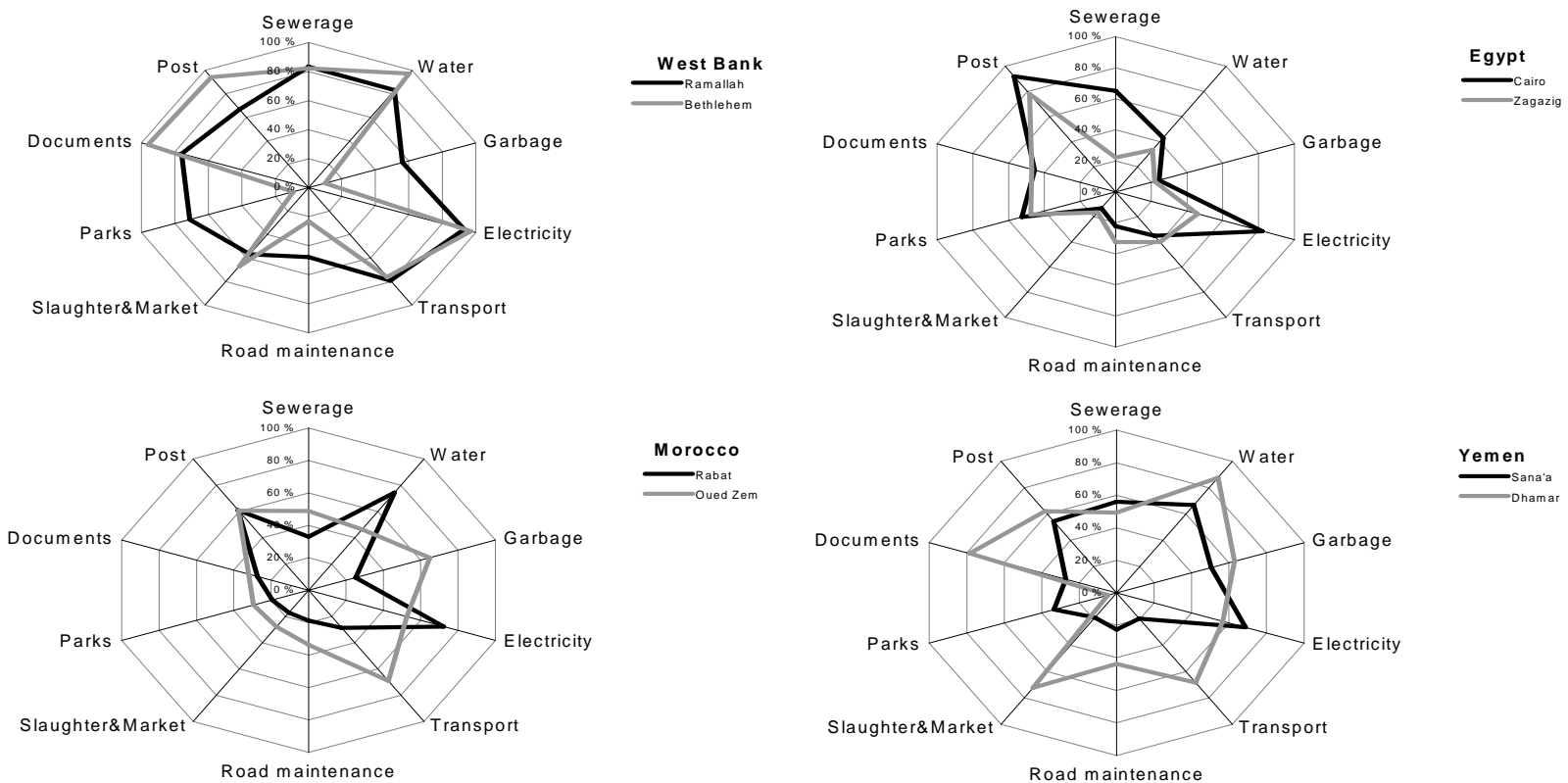
Quality and satisfaction: Local roads

- Legend**
- Street lights = Percentage living in streets with lights
 - Clean&light = Percentage satisfied or somewhat satisfied with street cleanliness and light
 - Maintenance = Percentage satisfied or somewhat satisfied with street maintenance
 - Priority = Percentage saying street lights and cleanliness is first priority for improvement



Relatively Good Access to Services but Diverse Views on Satisfaction

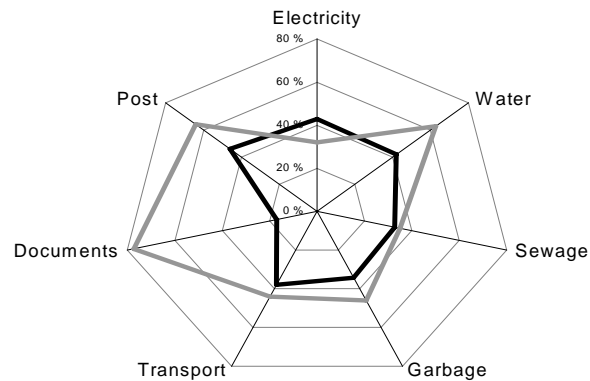
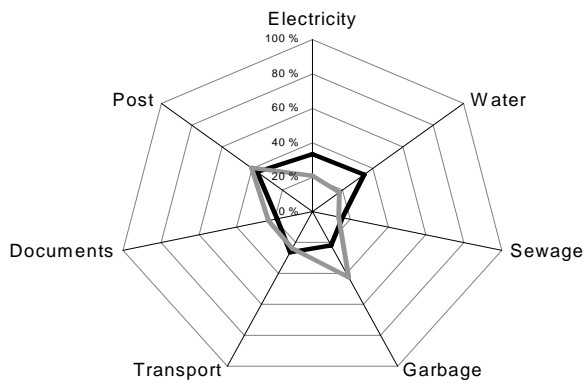
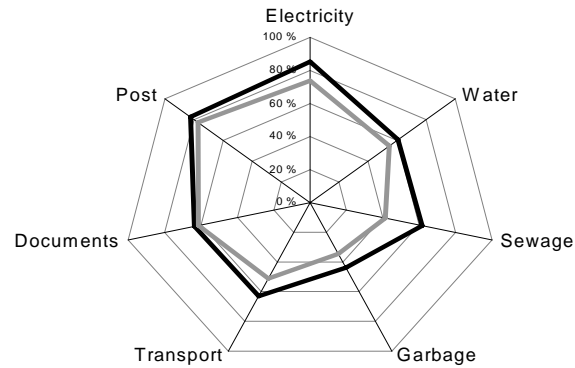
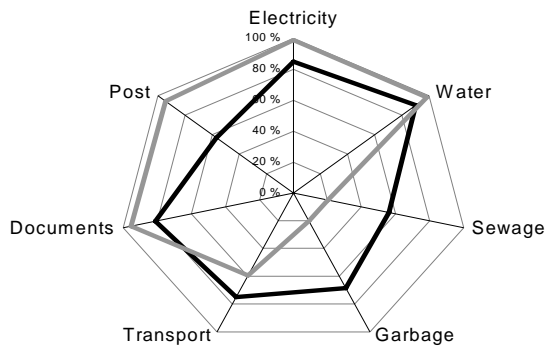
Satisfaction with services, by type of service and city
 Percent of respondents who are very or somewhat satisfied with service



High differences in scores on satisfaction with providers...

Satisfaction with service providers, by type of service and city

Percent of respondents who says personnel is well informed, competent, polite, and easily accessible (average for the four)



... but the public is not fully aware of who is providing services

Providers	Operating				Should operate				
	Local	Central	Public	Private	Local	Central	Public	Private	
Electricity									
Egypt	Cairo	40 %	18 %	38 %	3 %	55 %	16 %	15 %	13 %
	Zagazig	28 %	41 %	26 %	5 %	39 %	28 %	19 %	13 %
West Bank	Ramallah	3 %	19 %	1 %	76 %	7 %	39 %	0 %	51 %
	Bethlehem	92 %	4 %	0 %	3 %	89 %	6 %	0 %	5 %
Yemen	Sana'a	10 %	8 %	2 %	79 %	13 %	5 %	13 %	66 %
	Dhamar	72 %	17 %	5 %	7 %	74 %	15 %	5 %	7 %
Morocco	Rabat	24 %	14 %	41 %	16 %	25 %	14 %	26 %	32 %
	Oued Zem	24 %	71 %	1 %	0 %	30 %	52 %	0 %	15 %
Water									
Egypt	Cairo	23 %	14 %	56 %	7 %	43 %	18 %	18 %	21 %
	Zagazig	12 %	55 %	27 %	6 %	26 %	34 %	19 %	20 %
West Bank	Ramallah	6 %	45 %	1 %	47 %	7 %	56 %	0 %	35 %
	Bethlehem	93 %	3 %	0 %	3 %	95 %	0 %	0 %	5 %
Yemen	Sana'a	14 %	5 %	1 %	79 %	11 %	7 %	13 %	67 %
	Dhamar	77 %	16 %	5 %	2 %	78 %	15 %	5 %	2 %
Morocco	Rabat	20 %	18 %	41 %	17 %	24 %	14 %	27 %	32 %
	Oued Zem	63 %	31 %	1 %	0 %	58 %	25 %	0 %	12 %
Sewage and sanitation									
Egypt	Cairo	23 %	9 %	62 %	5 %	44 %	20 %	19 %	16 %
	Zagazig	12 %	26 %	29 %	28 %	25 %	27 %	24 %	23 %
West Bank	Ramallah	85 %	2 %	0 %	0 %	60 %	23 %	0 %	14 %
	Bethlehem	93 %	4 %	0 %	2 %	53 %	1 %	0 %	46 %
Yemen	Sana'a	15 %	6 %	1 %	76 %	12 %	5 %	13 %	68 %
	Dhamar	63 %	18 %	3 %	16 %	65 %	17 %	3 %	15 %
Morocco	Rabat	68 %	7 %	6 %	10 %	28 %	4 %	15 %	50 %
	Oued Zem	59 %	34 %	0 %	0 %	55 %	26 %	0 %	13 %
Garbage collection									
Egypt	Cairo	27 %	9 %	4 %	60 %	18 %	15 %	13 %	54 %
	Zagazig	52 %	8 %	14 %	20 %	20 %	11 %	20 %	48 %
West Bank	Ramallah	98 %	2 %	0 %	0 %	62 %	20 %	0 %	16 %
	Bethlehem	98 %	1 %	0 %	1 %	30 %	0 %	0 %	70 %
Yemen	Sana'a	25 %	6 %	3 %	63 %	16 %	3 %	6 %	73 %
	Dhamar	68 %	17 %	3 %	11 %	68 %	16 %	3 %	13 %
Morocco	Rabat	81 %	2 %	3 %	8 %	36 %	3 %	9 %	49 %
	Oued Zem	76 %	18 %	0 %	3 %	76 %	6 %	0 %	15 %
Local transportation									
Egypt	Cairo	58 %	27 %	13 %	2 %	33 %	10 %	15 %	42 %
	Zagazig	33 %	42 %	4 %	21 %	23 %	7 %	17 %	52 %
West Bank	Ramallah	1 %	15 %	1 %	67 %	13 %	44 %	0 %	41 %
	Bethlehem	13 %	5 %	11 %	71 %	16 %	3 %	20 %	61 %
Yemen	Sana'a	34 %	5 %	4 %	55 %	12 %	5 %	7 %	73 %
	Dhamar	68 %	24 %	2 %	6 %	68 %	22 %	5 %	6 %
Morocco	Rabat	31 %	7 %	6 %	46 %	18 %	8 %	14 %	55 %
	Oued Zem	22 %	23 %	0 %	51 %	31 %	15 %	0 %	51 %

Low feeling of effectiveness of methods for participation

		Effectiveness of methods to influence decision-making in the municipality (mean) (1= very ineffective, 10=very effective)				
		Use of media	Voluntary work in organization or committees	Personal contact with municipal gov't/assembly	Attending discussion meetings	Participation in public protests
Egypt	Cairo	3,5	4,1	3,5	3,6	2,4
	Zagazig	4,0	4,2	4,4	4,5	4,1
Yemen	Sana	5,5	6,4	3,1	7,1	7,5
	Dhamar	6,2	5,1	7,2	3,8	5,5
West Bank	Ramallah	6,8	6,0	8,7	5,0	6,2
	Bethlehem	2,0	4,5	7,9	2,3	2,1
Morocco	Rabat	5,2	6,0	5,5	7,3	6,2
	Oued Zem	3,2	2,6	6,6	2,6	3,7
Total		4,5	4,9	5,8	4,5	4,7

Some Preliminary Findings

Service Cost & Quality Issues:

- Price (not unexpectedly) is a key concern for a large number of users.
- Service providers have inadequate revenues to expand services or undertake timely maintenance.
- Relatively high numbers in service access/coverage mask lower standards of availability and reliability of many key services
- Long-term planning and investment prioritization is lacking in most service delivery entities, and this is hindering capacity expansions as well as routine maintenance works.
- Irresponsible consumer behavior, including illegal connections, vandalism and lack of awareness, contribute to service problems.
- Mechanisms to hold providers accountable and systems for public information dissemination are still embryonic.

Some Preliminary Findings

Institutional Issues:

- Institutional issues are at the heart of service delivery problems. Service provision is greatly constrained by lack of technical and managerial capacities within agencies and poor inter-agency coordination.
- Lack of effective coordination between various levels of government and different agencies is a serious impediment to efficient service delivery.
- Response to privatization is mixed and guarded. Appreciation for the efficiency and customer responsiveness that comes with private provision is balanced with concerns about job redundancies and tariff hikes, particularly among respondents who have less exposure to/experience with private providers.
- Despite limited decentralization, local governments are still seen, directly or indirectly, by citizens as the principal interlocutors when it comes to service delivery.