



Untangling Problems to  
Improve Basic Services



## WHAT IS MELAYANI?

**MELAYANI (Menguraikan Permasalahan Perbaikan Layanan Dasar di Indonesia) supports district governments to use a problem-driven approach to tackle service delivery problems, taking into account their own conditions and capacities. Its methodology draws on leading international studies and lessons on service delivery reforms, including the Problem Driven Iterative Adaptation (PDIA), Deliverology, and an earlier pilot of a World Bank instrument called Rapid Assessment and Action Plan. Supported by the Australian Department of Foreign Affairs and Trade, MELAYANI is implemented by the World Bank in partnership with five districts for a period of one year, starting mid 2017.**

## WHY ARE WE DOING THIS?

**Accelerating basic service delivery for the poor and vulnerable is a priority for the Government of Indonesia (GOI).** It is one of the three pillars in the national strategy to reduce poverty and inequality in the current National Medium-Term Development Plan (RPJMN 2015 – 2019). Access to local services - such as adequate health facilities and good quality schools - impacts whether children are able to cognitively and physically develop, which in turn have implications on their ability to acquire the skills needed to find well-paying jobs in their adult life.

**The provision of basic public services to the poor and near-poor is largely the responsibility of subnational governments in Indonesia.** Subnational transfers to the province, district and village levels now account for half of the government budget (net of subsidies and interest). District governments, in particular, are largely responsible for managing health and education services, supervising 75,000 villages and are responsible for 80% of the road network. Progress in basic service delivery, therefore, increasingly depends on subnational governments' capacity to analyze and solve problems through collection action.

**Recent legislative reforms provide an opportunity for local service delivery challenges to be addressed in a more holistic and integrated way.** Law 23/2014 on Regional Government clarifies

functions, encourages innovation and creates scope to streamline public financial management.

**Improving local public service delivery is one of the four pillars of the World Bank Country Partnership Framework for Indonesia.**

With the support of multiple donors, its Decentralization that Delivers Program supports a range of advisory activities to support the GOI improve the systems that shape the effectiveness and accountability of local governments for service delivery. An example of such an activity is the piloting of a World Bank instrument known as the Rapid Assessments and Action Plan for Improved Delivery (RAAP ID) in 2015 – 2016<sup>1</sup>. It worked with two district governments (Bojonegoro and Jakarta DKI) to identify, analyze and respond to service delivery problems, with an aim to develop local government capacity for service delivery implementation. RAAP ID is the predecessor to MELAYANI.

<sup>1</sup> RAAP ID was supported by the government of Canada, the European Union, and the government of Switzerland under the Public Financial Management Multi-Donor Trust Fund established at The World Bank.



## WHAT ARE THE OBJECTIVES?

1. Understand how districts identify and solve problems, so as to inform better design of interventions targeting improved local public service delivery in Indonesia.
2. Develop a problem-driven model that can be scaled up and deployed as part of capacity building support to improve local public service delivery.

## HOW DOES IT WORK?

Participating districts will identify the problem to work on from the six types of basic services as established by the national government (health, education, infrastructure, public housing, security and social protection). District governments, supported by coaches, will then be facilitated through a process of breaking down problems based on data and multi-stakeholder analysis, and identifying and implementing solutions that are regularly reviewed and adjusted during the implementation process.

## MELAYANI PROBLEM SOLVING PROCESS

