

# **Babil Municipality**

## **Service Delivery Improvement Plan (SDIP)**

*Prepared by*

**Hillah Municipality Directorate**

*In cooperation with*

**GSP/Taqadum**

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**Babil - Iraq**

## Service Sector- Municipality Service Delivery Improvement Plan

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## 1- Introduction:

Al-Hillah municipality is one of the departments of Ministry of Municipalities and Public Works. It tries to deliver best services to citizens. The Directorate develops, follows up and implements its budgets, allocates residential and industrial lands, carry out service projects such as pavement and treat fractures in the streets. It also establishes commercial buildings, maintains and renovates buildings, cleans streets, removes debris and waste and transfers them to sanitary landfills, implements swamps landfill and urban planning of cities, number the houses, removes illegal use of land and wastes, and maintain gardens and parks.

Nowadays, solid waste is a global issue and a problem common among all countries, whether advanced or developed. One can say that there is no country which does not face this problem which should be duly addressed. This issue has intensified to the extent that it should not be ignored or left unaddressed. This problem has affected other areas such as environment, economy and politics and become on top of issues that need a radical and immediate solution.

The Service Delivery Improvement Plan (SDIP) is a comprehensive and strategic action plan developed to address a variety of management issues, with the aim of improving the provision of cleaning services and clean-up of areas for Al-Hillah district and to enable the Directorate to achieve its short, medium and long term goals. The SDIP plan will enable the development of a long-term vision for the management of the Directorate and the same time will ensure that the issues are day after day under control.

This plan includes the planned application of resources in order to achieve these goals and aims at improving the services to help Al-Hillah Directorate of municipality to address the issues related to improving its performance and provide the best services to citizens.

The SDIP is based on results of the Municipality Directorate and consists of two stages:

- First stage is to identify status of services delivered by Al-Hillah Directorate of Municipality.
- Second stage is to develop the service delivery improvement plan to address issues related to the delivery of services and provide short and long-term solutions.

Al-Hillah is the third – smallest province after Baghdad and Karbala with an area amounting to 5603 KM<sup>2</sup> and a population of 1.9 Million.



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### 2. Executive Summary

The current analysis mechanisms used in reviewing performance indicators of Al-Hillah Municipality Directorate in providing services, compared with national standards, to ensure quality and sustainable services and timely response to citizen complaints and requests, have resulted in a set of basic elements and a set of immediate and long-term solutions that will improve service delivery to citizens, as follows:-

**Management of solid waste Pickup and street furniture Services:** Al-Hillah city is divided into 6 sections which are: Al-Furat, Al-Zohoor, Al-Fayhaa, Al-Salam, Al-Firdaws, and the sixth section).

Management of waste pickup is an important and effective element in the development of society health that will positively reflect the health and economic growth of society. On the other hand, lack or bad service delivery will negatively affect the general health of society. Service management is based on vital element that should be effectively and efficiently used to provide high quality services to citizens. Prominent of these element are financial resources (including operational and investment budgets and effective use of revenues generated from charges and fees); human resources (including Directorate's management, engineers, and employees who work in different municipal projects); and available vehicles and equipment. Although financial resources are very important, they are not the only element that governs the delivery of services.

Integrated financial planning undertaken by the Directorate, along with other service sectors, and integration in the preparation of the operational budget in consistent with the preparation of the investment budget will ultimately have a positive effect on efficient operation and sustainability of vital projects.

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### 4. Tables and statistics

#### a) Vehicles, equipment and machines

s. No.	Vehicles	Total No.	In good Condition	Dead	Lost No.	Sold No.
1.	Saloon car	2	2	0	0	0
2.	Bus	10	10	0		
3.	Field Pick Up	40	37	3		
4.	Land Cruiser	7	5	1	1	
5.	Mobile shop	0	0	0		
6.	Rescue car	0	0	0		
7.	Truck for pulling out heavy water	8	8	0		
8.	Dump truck	71	69	2		
9.	Chassis truck	8	7	1		
10.	Trailer	2	2	0		
11.	Cement conveyor	0	0	0		
12.	Cement mixer	0	0	0		
13.	Water Truck	15	12	2	1	
14.	Fuel Truck	5	4	1		
15.	Asphalt sprinkle truck	2	2	0		
16.	Asphalt Truck	0	0	0		
17.	trash truck	94	84	10		
18.	Truck for carrying containers	9	6	3		
19.	Street sweeper truck	5	5	0		
20.	Road marking truck	1	1	0		
21.	Truck for carrying meat	0	0	0		
22.	Hydraulic crane	0	0	0		
23.	Bulldozer	4	3	1		
24.	Grader	11	9	2		
25.	Rolled shuffle	24	15	8		
26.	Asphalt scraper	1	1	0		
27.	Concrete paving machine	1	1	0		
28.	Hydro excavator	2	0	2		
29.	Agricultural tractor	18	11	7		
30.	Asphalt leveler	4	4	0		
31.	Fork lift	2	2	0		
32.	Concrete pump	0	0	0		
33.	Date palm extractor	0	0	0		
34.	Steel roller	3	2	1		
35.	Steel tyre roller	3	2	1		
36.	Rubber roller	5	4	1		
37.	Pad foot roller	3	3	0		
38.	Pavement roller	2	1	1		
39.	Landfilling roller	1	0	1		
40.	Motorcycle	1	1	0		

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s. No.	Vehicles	Total No.	In good Condition	Dead	Lost No.	Sold No.
41.	Dumper	34	7	27		
42.	Mixed gravel leveller	2	2	0		
43.	Electric welding machine	5	4	1		
44.	Diesel welding machine	0	0	0		
45.	Water pump	4	4	0		
46.	Air compressor	6	4	2		
47.	Electric generator	12	11	1		
48.	Trash Truck	81	43	38		
49.	Curving device	2	2	0		
50.	Lubricating device	2	2	0		
51.	Load cart	2	2	0		
52.	Road marking device	0	0	0		
	<b>Total</b>	<b>522</b>	<b>402</b>	<b>117</b>	<b>2</b>	

Note: - Total number of Garbage trucks of the Directorate is 94. The number of trucks in good condition is 66 and the rest trucks either not working due to periodic maintenance or lack of drivers.

**b) Yards revitalized and planted in 2014.**

S. No.	Yards	Area
1.	Yard opposite to Al-Gharbiyah school	1 donam
2.	Yard opposite to Al-Waeli Secondary school for girls	1.5 donam
3.	Median strip of the street of Directorate of electricity	650M2
4.	Corniche of the left side of Al-Hillah river	12donam
5.	Yard opposite to Al-Hillah sailo	1500 M2
6.	New Mhaizim yard/2 next to St. No. 80	219M2
7.	Yard opposite to Al-Thawra preparatory school	1500 M2
8.	Al-Bakarli park	1 donam
9.	Green yard in Shubbar neighborhood	625 M2
10.	Median strip along the median strip of 17 Tamooz quarter	3 donam
11.	Median strip of Teachers preparation institution	320 M2
12.	Green yard of St. No. 80	270 M2
13.	Green yard behind snow drop restaurant	1 donam
14.	Strip opposite to Al-Thawra school for girls	100M2
15.	Right side yards of Al-Thawra bridge	600 m2
16.	Yards along St. no. 60 near Al-Iskimo ice-cream shop	400m2
17.	Yards of Bata bridge	2 donam
18.	Median strip in Saif Saad area near Al-Wardiyah bridge	150 M2
19.	Green yard opposite to Babil Directorate of agriculture	3000 M2
20.	Median strip of Al-Sahah area	610 m2
21.	Yard of Hillah-Baghdad street	3050m2
22.	A Yard in Al-Dhubbat quarter	1 donam
23.	Green yard in Al-Jamiyah quarter	800m2
24.	Strip along University of Babylon	475 m2
25.	Yard of Al-Bakarli quarter	300m2

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S. No.	Yards	Area
26.	Al-Muhandiseen Yard	3 donams
27.	Median strip of Al-Naseej street	5000m <sup>2</sup>
28.	Yard along St. No. 60 opposite to Al-Karawi clinic	2 donam
29.	Yard in Al-Tiniyah area	450 m <sup>2</sup>
30.	Yard near Mhaizin electricity station	200m <sup>2</sup>
31.	Yard in Al-Karama area	1 donam
32.	Yard opposite to the outpatient clinic	3250m <sup>2</sup>
33.	Shubbar yard	300m <sup>2</sup>
34.	Al-Bakarli median strip	250 m <sup>2</sup>
35.	Al-Karama median strip	24 donam
36.	Al-Iskan median strip	1 donam
37.	Yard in Al-Jamiyah area	1000m <sup>2</sup>
38.	Yard in Al-Bakarli area near the health care center	800m <sup>2</sup>
39.	Yard in Al-Jamiyah area	500m <sup>2</sup>
40.	Al-Shuhadaa quarter yard	600m <sup>2</sup>
41.	Yard opposite to dates press	1200m <sup>2</sup>
42.	Third Akrameen yard	2500m <sup>2</sup>
43.	Al-Murtadha quarter yard	2 donam
44.	Strip along the dormitory in Mustafa Raghieb area	300 m <sup>2</sup>
45.	Yard in Mustafa Raghieb area	400m <sup>2</sup>
46.	Yard in Al-Mukhabarat area	1600m <sup>2</sup>
47.	Strip along the youth center	450 m <sup>2</sup>
48.	Yard in Al-Iskan area	600m <sup>2</sup>
49.	Al-Jamiyah yard	750m <sup>2</sup>
50.	Al-Murtadha quarter yard	2 donam
51.	Al-Ameer quarter yard	3500 m <sup>2</sup>
52.	Snow drop restaurant yard	1600m <sup>2</sup>
53.	Al-Akrameen quarter yard	800m <sup>2</sup>
54.	Al-Nakheel yard	900m <sup>2</sup>

### **5- Challenges and problems faced by the Directorate which would significantly contribute to deterioration of the quality of service provided to citizens:**

- 1- Lack of financial allocations and delay to release them, where these allocations haven't been increased for cleaning operations since 3 years.
- 2- Lack of garbage trucks lead to trash accumulation, and therefore, it is needed for trash trucks to transport trash intermediate stations to landfills.
- 3- Lack of staff specialized in trash management
- 4- Insufficient number of workers to remove trash.
- 5- Lack of permanent drivers
- 6- Illegal establishment of residential areas in agricultural lands and establishment of slums areas.
- 7- Lack of citizens' cooperation with the municipality teams
- 8- Lack of storm water networks leads to inability to wash and clean streets.
- 9- Long lines at the checkpoints and curfews.

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- 10- Lack of galvanized and plastic trash containers as well as trash bags.
- 11- Empty plots of land, leading to swamps due to negligence.
- 12- Lack of typical sanitary landfills.
- 13- Lack of wastes recycling plants.
- 14- Illegal uses and unauthorized connection to networks and throw all kinds of wastes in open areas and streets especially intersections.
- 15- Insufficient programmers to cover the Directorate works.
- 16- Lack of watering networks for sites of parks and gardens section.
- 17- Lack of vehicles to water parks and gardens
- 18- Few workers and agricultural vehicles.
- 19- Illegal uses by shepherds, citizens and drivers to median strips and parks.
- 20- Low wages for those who work in section of gardens and parks.
- 21- Lack of cultural and agricultural awareness of citizens.
- 22- Overlap of works with section of gardens and parks.
- 23- Lack of storm water discharge networks lead to damages to green yards and increase the rate of ground water and salts.
- 24- Illegal uses to green lands and public buildings by private generators owners and illegal uses to sidewalks and median strips by citizens and shops owners.
- 25- Lack of coordination with other service Directorates such as Water, Sewer and Electricity to integrate efforts and solve problems.
- 26- Lack of central plan for all service sectors approved by the PC and G.O, and which will be binding for all service sectors.
- 27- Implement previous service projects in a wrong way resulting in chaos and overlaps in these services.
- 28- Depending on old methods to oversight, monitor, and direct works.

### **Stages of work on the service delivery improvement plan:**

Al-Hillah Municipality Directorate and in cooperation with USAID GSP/Taqadum program completed the gap analysis model developed by Taqadum program to actively contribute to the gap analysis. The importance of gap analysis in the services provided to citizens is that:

1. Usage of the scientific method in the analysis of all elements that causes a gap in the services provided to citizens indicator compared with the standard criteria.
2. Determine the priority of the elements influencing the gap in services through the power of their influence.
3. Put the proposed immediate and long-term solutions to address the elements affecting the gap in order to minimize them.
4. The results of the analysis which represent proposed immediate and long-term solutions will be the input for the preparation of relevant service delivery improvement plan in the province.

The successful use of the model will lead to get accurate results that help determining the right and realistic and executable solutions in reducing the gap and improving the service.

**Analysis of elements causing service gap:**

It includes analysis of 14 elements related to service standards above-mentioned pertinent to administrative, legal, financial and technical aspects.

After completion analysis of each element, weakness or shortage in each element and its effect on the gap were identified. The elements with the highest effect on the gap were selected. Al-Hillah Municipality identified these elements and developed short and long term solutions that effectively contribute to reduce the gap value. In next chapter, all performance indicators will be analyzed in comparison with standards using detailed analysis elements. Lastly, solutions for elements with the highest effect are developed.

**The Gradual Approach**

The SDIP includes responses to the following questions:

- 1- Where are we now?
- 2- Where should we be?
- 3- How to get there?
- 4- How to ensure success?

**5-1 Where are we now?**

To answer this question, we need to conduct an objective and comprehensive review to the current situation of performance and practices of the Municipality Directorate. The data for the “where are we now?” can be obtained by using the following two techniques: first: SWOT analysis, i.e. identifying strengths, weaknesses, opportunities, and threat; second: Key Performance Indicators Analysis.

These two techniques help understand and summarize the environment and performance of the Directorate.

SWOT Analysis helps identify realistic short, middle, and long term goals in order to:

- Rectify weaknesses
- Enhance strengths
- Prevent threats
- Use of opportunities

**First: SWOT analysis for Diwaniyah Municipality Directorate**

**Strengths**

- 1- There is experienced and competent staff capable of carrying out projects.
- 2- There is asphalt and concrete plants and up-to-date equipment and machines.
- 3- Good revenues which can be used to carry out the projects.

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- 4- There are basic designs to achieve goals
- 5- Availability of wide and accessible lands, which can be acquired and utilize under the updated base maps.
- 6- The Municipality has more than a nursery to provide seedlings to achieve goals.
- 7- The existence of modern slaughterhouse to achieve required goals.
- 8- There are a lot of lands which can be offered for investment.

### **Weaknesses:-**

- 1- Insufficient workers specialized in cleaning and agriculture.
- 2- Inexperienced temporary-employed workers lead to inefficiency of performance.
- 3- Lack of financial allocations compared to the increasing needs of the city.
- 4- Lack of specialized vehicles and machines to achieve goals.
- 5- Existence of slums.
- 6- Lack of waste recycling plant and a typical sanitary landfill.

### **Opportunities:-**

- 1- Allocate funds to achieve objectives through regional development and investment budgets and funds allocated from the Ministry.
- 2- There is more than a source to supply equipment and supplies needed for the Directorate.
- 3- Existence of plants in the province to provide trash bags or any other materials.
- 4- Existence of urban planning dept. to develop basic designs and provide consultations.
- 5- There are departments participate in improving environment, such as Babil Directorate of environment and the Directorate of water resources, through cleaning Al-Hillah river.
- 6- There is more than a training center to hold training courses for the staff.
- 7- It is possible to conclude contracts with foreign companies to design and implement waste recycling plant.
- 8- Existence of investors and Lessee to utilize industrial and commercial lands owned by the Directorate to develop the city and increase revenues.

### **Threats:-**

- 1- Incomplete infrastructure of the cities such as (sewer, communication, electricity, water) has a negative effect on goals achievement.
- 2- Inability of the concerned bodies to activate laws related to the Directorate (illegal uses-unauthorized connection-damages to projects)
- 3- Illegal interference by some bodies.
- 4- Insufficient financial allocations from the Ministry, regional development budget, and investments.

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- 5- Unsecured situation resulting in a large number of people displaced to Al-Hillah city and therefore the Directorate needs to make an additional effort.
- 6- Instability of the administrative structure of the province and con-compliance with the strategy of the government.

### **Second. Performance indicators:**

The GSP – Taqadum project has been supporting the local government to improve the process of supervision and control over the delivery of services down to raising the level of services provided to citizens through the adoption of measurable standards, similar to the rest of the civilized world countries. The service delivery standards are based on the following indicators:

- (1) Solid wastes disposal service coverage.
- (2) Streets pavement and maintenance.
- (3) Supply wastes containers.
- (4) Dirt removal.
- (5) Establish and rehabilitate the green yards.
- (6) Response to citizens' complaints.

Al-Hillah Municipality Directorate has adopted the work in accordance with these standards with indicators provided on the level of district and sub district centers. We've reviewed the performance indicators compared with the standards, diagnosed the areas of weakness, determined the value of the gap and made recommendations that would contribute to improving the performance of service delivery across the province.

### ➤ **Indicator of coverage of solid Waste pick up service:-**

Babil Province (Al-Hillah district center)			
#	standard	indicator	Gap
1	Coverage of solid waste pickup service	(waste picked up on a daily basis/ waste discarded by citizens ) (396 ton/660 ton) *100% = 60%	40%

Waste discarded per day is 660 ton

No. of garbage trucks working on daily basis: 66

Average of capacity: 12 M3

Capacities available in Al-Hillah Directorate of Municipality : 22m3, 15m3, 10m3, 8m3, 6m3.

Average No. of shifts for each truck is 1.25 %

Average weight of waste loaded by the truck = truck capacity \*0.4

Total weight of waste is 660 ton per day.

Waste weight picked up every day = 66\*12\*0.4\*1.25= 396 ton/day.

Thus, the indicator is calculated as the following:-

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$$396/660*100\% = 60\%$$

### **Elements affecting the gap:**

- 1- **Human resources.** Lack of staff working in the field of cleaning. Actual number of workers is 715, and it is distributed by geographical area, which in turn is distributed into five departments, which are:
  - a) Al-Salam Municipality dept.
  - b) Al-Fayhaa Municipality dept.
  - c) Al-Furat Municipality dept.
  - d) Al-Zohoor Municipality dept.
  - e) Al-Firdaws Municipality dept.
  - f) The sixth department.

Each department has its own vehicles, staff, and plan. The Directorate needs 1600 workers. This element has a high effect on the gap.

- 2- **Financial issues.** Lack of financial allocations.
  - Current expenses is 236 million per month
  - Operational expenses:
    - 30 million per month for Fuel
    - 14 million per month for maintenance
    - 3300,000 IQD for oil
    - 1650,000 IQD for lubrication and maintenance.

Service requirements to pick up trash and dirt and clean streets (shovel, sweeper, working suits, gloves, wheelbarrows, and rain shows)

Estimated cost:  $100,000 * 892 = 90$  Million per month.

This element has a high effect on the gap.

- 3- **Infrastructure.** It is hard for trucks to reach many areas in Al-Hillah as these areas are not paved. It has a medium effect on the gap.
- 4- **Supplies.** The existing vehicles are:
  - Total number of trash trucks is 84
  - Number of trucks in service is 66
  - There is shortage in fuel, oil, maintenance, and lubrication. The effect of this element on the gap is **HIGH**.
- 5- **Capacity building.** Staff is in need to special training to perform their duties in proper and quick way; especially for cleaning workers. The effect of this element on the gap is **MEDIUM**.
- 6- **Technical barriers.** Median strips and green yards are not planted. They, therefore, be a perfect place for citizens to throw their trash. This element has a medium effect on the gap.
- 7- **Authorities.**

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- a) Inability to implement laws due to repealing the authorities of administrative units heads.
  - b) There is a need to enact laws to impose on spot fines against violators.
  - c) Applying the law No. 36 of 1994.
  - d) Cover certain gaps in the legislation of law No.154 resulting from the constitutional provision concerning separation of powers. It has a high effect on the gap.
- 8- **Coordination (Vertical and horizontal)**. Irregular service delivery (water+communication+ electricity+ traffic jam, especially in the city center). The effect of this element on the gap is MEDIUM.
- 9- **Political interventions**. It is represented in ordering special efforts and vehicles for special areas based on personal considerations. It has a high effect on the gap.
- 10- **Misuse of resources**:
- 1- Utilize vehicles for other purposes.
  - 2- Direct vehicles to achieve goals not specified in the plan.
  - 3- Utilize workers for purposes other than cleaning.
  - 4- Maldistribution of vehicles and lack of appropriate mechanisms to cover the service.
  - 5- Temporary-employed workers do not maintain service tools.
  - 6- Illegal uses to sidewalks, streets and median strips. It has a high effect on the gap.
- 11- **Operation and Maintenance**.
- a) Lack of specialized staff.
  - b) Lack of operational budget which is inconsistent with expending items. The effect of element on the gap is MEDIUM.
- 12- **Security situation**. No effect pact on the gap due to stable security situation in the province.
- 13- **Logistic Support**. Cleaning workers, supervisors, and drivers are not included within the Incentives system. It has a medium effect on the gap.

The above-mentioned reveals that the higher elements affecting this gap are:

- 1) **Human resources**      2) **Financial resources**      3) **Supplies**      4) **Authorities**  
 5) **Misuse of resources.**

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Service		Short-term solutions	Long-term solution

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coverage	<b>Financial issues (lack of operational, investment, and regional development budgets)</b>	<p>Increase allocations for the following items:-</p> <ol style="list-style-type: none"> <li>1- Increase financial allocations to operate and maintain garbage trucks from 50 to 150 million.</li> <li>2- Accelerate purchasing 50 garbage trucks out of 84 multi-purpose vehicles with an approximate value of 17 billion.</li> <li>3- Increase financial allocations for service supplies from 90 to 160 million.</li> <li>4- Increase allocations concerning workers' wages from 236 to 720 million.</li> </ol>	<p>Increase financial allocations to purchase trash trucks. The existing number of trucks is 84, and it is planned to increase the number to 200, to cover the increasing establishments and population and decrease the number of shifts for each truck to be one shift per day to increase the performance and the age of the trucks. 50 trucks are purchased every year taking into consideration the depreciation of trucks for services delivered.</p>
	<b>Supplies (lack of equipment, devices, materials, fuel, generators, and furniture)</b>	<p>Provide requirements needed for covering the services of trucks. The number of operable trucks is 66 out of 84 vehicles. The following items will be provided after completing the contracting:-</p> <ol style="list-style-type: none"> <li>1- Garbage trucks</li> <li>2- Service requirements</li> <li>3- Fuel</li> <li>4- Maintenance and sustainability</li> <li>5- Spare parts</li> </ol>	<p>Provide requirements needed for covering the service of trucks which are:</p> <ol style="list-style-type: none"> <li>1- Garbage trucks</li> <li>2- Service requirements</li> <li>3- Fuel</li> <li>4- Maintenance and sustainability</li> <li>5- Spare parts.</li> </ol>
	<b>Human resources (staff and management)</b>	<p>Increase the number of workers from 715 to 1200 and conclude contracts with cleaning contractors to minimize the gap.</p>	<ol style="list-style-type: none"> <li>1- Appoint temporary-employed workers and transfer them to the permanent staff.</li> <li>2- Increase the number of workers to 1600.</li> <li>3- It is possible to conclude contracts with cleaning companies to minimize the gap for part of the city.</li> </ol>
	<b>Authorities (is there any need to get new financial, legal, administrative, technical, and other) authorities?</b>	<ol style="list-style-type: none"> <li>1- Activate the existing laws due to repealing the authorities of the administrative units heads related to administrative detention.</li> </ol>	<ol style="list-style-type: none"> <li>1- Enact laws to impose on spot fines against violators without reference to courts.</li> <li>2- Cover certain gaps in the legislation of law</li> </ol>

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		<p>2- Activate law 36 of 1994.</p> <p>3- Hire temporary-employed drivers by submitting a property collateral or being guaranteed by a public employee at any State- department)</p> <p>4- Draft ordinance from the PC to prevent hiring cleaning workers in other jobs and prevent seconding them to other departments.</p>	<p>No.154 resulting from the constitutional provision concerning separation of powers.</p> <p>3-Repeal the decree No.219 of 2013 concerning hiring daily-wages employees.</p>
	<b>Misuse of resources</b>	<p>1-Draft ordinance from the PC to prevent utilizing vehicles for other purposes.</p> <p>2-Issue official letter concerning not to use workers for purposes other than cleaning.</p> <p>3-Promote follow-up and monitoring to preserve service requirements.</p>	<p>1-Use GPS system to follow-up trucks movements.</p> <p>2-Establish a typical sanitary landfill.</p>
	<b>Political Interventions</b>	<p>Draft ordinance states that it is not allowed for politicians to interfere in the Directorate work plan concerning waste pickup.</p>	

Babil Province: Al-Hillah District		
Standard	Indicator	Gap
Pave and maintain streets	<p>34%</p> <p>Total length of streets= 11,963671 m2</p> <p>Area of paved streets = 4,010,702 m2</p>	66%

**Indicator of roads pavement:**

**Elements affecting the gap:**

- 1- **Human resources.** This element has a low effect on the gap.
- 2- **Financial issues.** Lack of financial allocations from regional development budget and investment budget to carry out pavement projects compared to actual need which is 400,600,000,000 IQD to cover the gap amounting to 8000,000 M2 out of 12,000,000 M2 (which is the total length of main and sub-streets within the boundaries of basic design).  
An area amounting to 2258538 m2 is included within the Municipality projects plan of 2014 (in process), and it represents 18.8% of the gap, and therefore, the final gap will be 48,2% if the projects mentioned above are carried out.
  - Lack of financial allocations for roads pavement and maintenance.
- 3- **Infrastructure.** A lot of areas in Al-Hillah are not covered with pavement. It has a medium effect on the gap.
- 4- **Supplies.** Lack of equipment and vehicles related to pavement process.
  - The effect of this element on the gap is low.
- 5- **Capacity building.** The effect of this element on the gap is low.
- 6- **Technical barriers.** It includes:
  - Complete storm water and waste water networks service.
  - Complete delivering potable water service to all areas of the center and remove illegal uses.
  - Complete all other services of the concerned service departments (water, communication , electricity. Etc...)
  - It has a high effect on the gap.
- 7- **Authorities.** It has a low effect on the gap.
- 8- **Coordination (Vertical and horizontal).** Lack or poor coordination with other provincial service departments, resulting in overlap of projects and negatively affecting performance. It has a medium effect on the gap.
- 9- **Political interventions.** There are political interventions to pave certain streets that are not included within the plan of the Directorate. It has a medium effect on the gap.
- 10- **Misuse of resources.** It has no effect on the gap.
- 11- **Operation and Maintenance.** It has a low effect on the gap.
- 12- **Security situation.** It has no effect on the gap.
- 13- **Logistic Support.** It has no effect on the gap.

The above-mentioned reveals that the higher elements affecting this gap are:

- 1) **Financial resources**
- 2) **Technical barriers**

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Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Pave roads (maintenance and pavement)	Financial issues (lack of operational, investment, and regional development budgets)	Short-term solutions	Long-term solution
		1- Accelerate executing projects of roads pavements which are in process with an area amounting to 2258538 m2 to cover the gap amounting to 18.8% (9 projects pending awarding + the rest of projects are in progress) 2- Accelerate executing projects of roads maintenance and pavement within regional development plan and the plan of plants section in the Directorate to pave an area amounting to 1035985 m2 (955500m2 within regional development projects and 80485m2 within the plan of plants section). It represents a gap of 25% out of paved streets which are amounting to 4000000m2)	- Allocate funds to pave streets to cover the gap amounting to 48.2% with an estimated cost amounting to 172 billion. - Continue allocating funds needed to maintain and pave all paved streets with a percentage amounting to 20% per year. -
	Maintenance an operation	1- Increase coordination to remove illegal uses and avoid overlaps amongst the works of other service departments.	- Complete infrastructure for each service sector.

**Indicator of provision of trash containers:**

Babil province: Al-Hillah district		
Standard	Indicator	Gap
Provision of trash containers	Total number of houses =63073 Total number of distributed containers = 44000 69%	31% The Directorate needs to provide 19073 containers to cover the gap.

**Elements affecting the gap:**

1. **Human resources.** It has no effect on the gap.
2. **Financial issues.**
  - a) Lack of allocations to purchase containers
  - b) Replace damaged containers with a percentage of (50%).
3. **Infrastructure.** It has no effect on the gap.
4. **Supplies.** Provide 19073 containers and new containers to replace damaged ones. It has a high effect on the gap.
5. **Capacity building:** It has no effect on the gap.
6. **Technical barriers:** It has no effect on the gap
7. **Authorities.** There is no authority for the managers of municipalities to expend more than 50 million. It has a high effect on the gap.
8. **Coordination (vertical and horizontal).** It has no effect on the gap.
9. **Political intervention:** interferences in the containers distribution plan. It has a medium effect on the gap.
10. **Misuse of resources:** illegal uses, damaging, burning or destroying of trash containers by some citizens; no cooperation on the part of citizens with the services delivered by the Municipality in this respect; and citizens do not dispose trash in the containers. Effect of this element is HIGH on the gap.
11. **Maintenance and operation:** It has no effect on the gap.
12. **Security situation:** No effect on the gap.
13. **Logistic support:** It has no effect on the gap.

**Service Sector- Municipality Service Delivery Improvement Plan**

#	standard	Order of main elements that have number 3 and may contribute to improve gap value	Short-term solutions	Long-term solutions
	Provision of trash containers	Financial issues (lack of operational, investment, and regional development budgets)	1- Allocate funds amounting to 476825000 IQD to cover the gap and purchase 19073 containers of 110 Kg.	Allocate funds needed to replace damaged containers periodically.
		Supplies (lack of equipment, tools, materials, fuel, generators, and furniture)	Provide 19073 containers of 110 litters.	Provide 30,000 containers per year.
		Authorities	Vest the managers of departments (Municipality of the district center) the authority to expend amounts exceeding 50 million to purchase new containers.	

**Indicator of providing green yards with necessary equipment and parks establishment:**

Babil province: Al-Hillah district		
Standard	Indicator	Gap
Providing Green yards with necessary equipment and parks establishment	Total area is 800 donam and it represents total area of green yards, median strips, and parks within the boundaries of Al-Hillah city basic design. 370 donams are executed which represent 46.25%	53.75%

## Service Sector- Municipality Service Delivery Improvement Plan

### Elements causing the gap and their effect

1) Human resources:

The small number of specialist staff working in the of green zones service. The effect of this element on the gap is high.

2) Financial issues: lack of financial allocations for the establishment of green zones as well as to hire workers in maintaining the gardens. The effect of this element on the gap is high...

3) Infrastructure: the Directorate lacks nurseries. The effect of this element on the gap is medium.

4) Supplies: a lack of specialized agricultural equipment used in maintaining the green zones, seeds, fertilizers, river sand as well as the machines. The effect of this element on the gap is high.

5) Capacity building: It has no effect on the gap.

6) Technical obstacles:

1- Complete the water network for all green yards within the boundaries of the basic design.

2- Groundwater level is rising as a result of the lack of sewer networks and the green yards become places to discharge storm water, especially in the areas to the west of street 60.

7) Authorities: illegal uses to green yards in Al-Hillah city and lack of laws to impose fines against violators. The effect of this element on the gap is high.

8) Coordination: It has no effect on the gap.

9) Political interventions: It has no effect on the gap.

10) Misuse of resources: illegal uses to green yards and parks by citizens. The effect of this element on the gap is low.

11) Maintenance and Operation: It has no effect on the gap.

12) Logistic support: no effect on the gap

13) Logistic support: It has no effect on the gap.

Based on the above, the elements that have a high effect on the gap are:

1) Financial issues 2) human resources 3) supplies 4) Technical obstacles 5) Authorities

Standard	Order of basic elements ( which have been assigned score 3( which would contribute to improving the gap value according to priority	recommendations	
		Immediate solutions	Long-term solutions

## Service Sector- Municipality Service Delivery Improvement Plan

Providing Green yards with necessary equipment	Financial issues (lack of operational, investment, and regional development budgets)	Follow-up projects in progress and increase financial allocations to award the projects of gardens, parks, and median strips for Al-Hillah city, and allocate funds to meet the agricultural needs and additional workers' wages.	Increase financial allocations to carry out project of green yards to cover the gap (53.75%) and allocate funds to maintain the executed ones which form a percentage of 46.25%
	Human resources (Staff and management)	Increase the number of workers at the section of parks and gardens.	Appoint temporary-employed workers and transfer them on the permanent staff.
	Supplies (lack of equipment, tools, materials, fuel, generators, and furniture)	<ul style="list-style-type: none"> <li>- Provide vehicles, machines and pumps used in agriculture.</li> <li>- Provide specialized trucks, fertilizers, and work requirements for workers.</li> </ul>	Continue providing equipment and materials periodically, and according to the needs.
	Technical Obstacles	Complete the raw water networks	
	Authorities	Activate law No. 154 to remove illegal uses to green yards.	

### **Dirt removal**

#### **Elements causing the gap and their effect**

- 1) Human resources: lack of cleaning workers, and provide 30 workers for the morning and evening shifts. It has a high effect on the gap.
- 2) Financial issues: lack of financial allocations to recruit additional workers and purchase vehicles. The effect of this element on the gap is high...

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3) Infrastructure: Streets are not maintained and paved and incomplete infrastructure such as storm water and sewer discharge networks impede cleaning process. The effect of this element on the gap is high.

4) Supplies: lack of the following specialized trucks:

- Dust suction truck
- Street sweeper truck.
- Dump truck 2 tons
- (Metric) Shuffle – small size
- Fuel.
- Spare parts.

The effect of this element on the gap is high.

5) Capacity building: It has no effect on the gap.

6) Technical obstacles:

Incomplete infrastructure of other service departments is one of the barriers facing the Directorate. It has a medium effect on the gap.

7) Authorities: There is no authority for the managers of municipalities to expend more than 50 million. It has a medium effect on the gap.

8) Coordination: It has no effect on the gap.

9) Political interventions: It has no effect on the gap.

10) Misuse of resources: It has no effect on the gap.

11) Maintenance and Operation: It has no effect on the gap.

12) Logistic support: no effect on the gap

13) Logistic support: It has no effect on the gap.

Based on the above, the elements that have a high effect on the gap are:

1) Financial issues 2) Human resources 3) supplies 4) Infrastructure.

Standard	Order of basic elements ( which have been assigned score 3( which would contribute to improving the gap value according to priority	recommendations	
		Immediate solutions	Long-term solutions

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Dirt removal	Financial issues (lack of operational, investment, and regional development budgets)	<ol style="list-style-type: none"> <li>1- Follow-up the project awarded within the regional development budget which includes providing 3 suction trucks, dump trucks (2tons) and 10 metric shuffles.</li> <li>2- Allocate funds to recruit 200 cleaning workers with an amount amounting to 90 million IQD per month.</li> <li>3- Allocate 20,000,000 IQD per month to purchase cleaning requirements.</li> </ol>	Allocate funds to purchase 10 dust suction trucks and 5 dust sweeper trucks.
	Operation and maintenance	<ol style="list-style-type: none"> <li>1- Purchase 10 dust suction trucks and 5 dust sweeper trucks.</li> <li>2- Provide spare parts and fuel.</li> <li>3- Hire 200 daily-wages workers.</li> </ol>	Purchase 10 dust suction trucks and 5 dust sweeper trucks
	Human resources (Staff and management)	Hire 200 daily-wages workers	Award cleaning projects to specialized companies.

### **Indicator of response to citizens' complaints**

Babil province: Al-Hillah district		
Standard	indicator	Gap
Response to citizens' complaints	100%	0%

It is clear that there is no gap in the efficiency of response to citizens' complaints and this means that the Directorate respond to citizens' complaints in an effective way.

### **2-5. Where do we want to be?"**

Based on the collected information in as-in status report, goals and objectives of the Directorate can be identified and developed. These goals and objectives are derived from the mission and vision of the Directorate. Additionally, there should be an agreement on standards and performance objectives listed under the term SMART (Specified, measurable, achievable, realistic and timely-bound).

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### Vision of the Municipality Directorate.

Develop the city and keep the environment clean.

### **Mission of the Municipality Directorate:**

Our Mission is to serve citizens through: development and follow up projects and all Directorate's activities; manage municipality staff; follow up and collect municipality revenues; address illegal use of municipality property; take part in developing basic and sector designs; regulate allotment of land to different sects of society; allot pieces of land to other state Directorates; and possess pieces of land.

### Objectives of Al-Hillah Directorate of Municipality:-

- Improve the service quality to include cleaning main and sub-streets and removing waste from residential, commercial, and industrial areas.

### Objective Goals:

- a) Clean areas and improve efficiency of performance through picking up trash / the gap is 45%.
- b) Distribute trash containers and trash bags for all areas / the gap is 31%.
- c) Establish intermediate transportation stations / the gap is 50%
- d) Establish typical sanitary landfills/ the gap is 100%
- e) Increase the number of waste pick up vehicles / the gap is 50%
- f) Increase the number of cleaning workers / the gap is 45%

Total gap of the goal is 53.5%

- 2- Reduce traffic jams by establishing bridges, tunnels, and maintain streets.

#### Objective goals:-

- a) Streets maintenance – the gap is 60%
- b) Establish bridges and tunnels – the gap is 70%
- c) Pave new streets in Al-Hillah center – the gap is 66%
- d) Marking and providing streets with necessary traffic requirements – the gap is 67%

Total gap of the goal is 67%

- 3- Participate to reduce housing crises

#### Objective goals:-

- a) Update sector and basic designs – the gap is 35%
- b) Distribute lands on categories – the gap is 29%
- c) Lands acquisition – the gap is 40%

Total gap of the goal is 35%

- 4- Develop markets and parking lots:

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- a) Increase the number of markets and shops – the gap is 50%
- b) Establish malls – the gap is 70%
- c) Develop objective studies and plans – the gap is 30%

Total gap of the goal is 50%

- 5- Increase green yards:
  - a) Establish gardens and parks – the gap is 54%
  - b) Plant median strips – the gap is 60%
  - c) Maintain parks and gardens – the gap is 48%

Total gap of the goal is 54%.

### **5-3 How to get there?**

Al-Hillah Municipality Directorate, in cooperation with the USAID- GSP/Taqadam completed the Gap Analysis Form developed by GSP/Taqadam to analyze service gaps. The purpose of the Gap Analysis Form is to:

- 1- Use a scientific technique for the analysis of elements that cause gaps in the indicators of services delivered to citizens in comparison with standards;
- 2- Identify main causes of service gaps based on the intensity of its effect;
- 3- Develop short and long term solutions to address elements affecting gaps in order to reduce them; and
- 4- The results that represent proposed short and long term solutions are considered as inputs for developing a provincial a Service Delivery Improvement Plan (SDIP).

Al-Hillah Municipality has used an average of measurements collected to develop effective short and long solutions to reduce the gap and improve services delivered to citizens. The successful use of the gap template has led to accurate results that help identify proper, achievable and realistic solutions that help reduce gap and improve services.

### **5-4 - How to ensure success?**

To ensure success of the SDIP, it is important to conduct continuous monitoring to indicators for assessing progress made to improve performance and its external factors on all levels, and provide information and a mechanism for writing technical reports to decision makers. This would allow management to identify potential of success and failure early enough to make required and timely amendments. In addition, a unit in the Al-Hillah Municipality tasked with coordinating activities and assess performance should be established to ensure that its performance goes in line with its agreed-upon goals; it is also tasked with providing progress quarterly and annually reports. The reports are to be submitted to the Municipality Directorate who, along with the Governor assistant services, oversee implementation of the SDIP and submit reports to the Provincial Planning and Development Council, and the GO when necessary.

**Recommendations**

**Taqadum's Proposed Recommendations include two key parts:**

**First - Corrective procedures:-**

- 1- Activate the direct execution of service departments (water, sewer, municipality, communication, electricity, and municipalities) and depend on available materials and equipment for each department.
- 2- Perfect utilization of financial allocations (regional development and investment budgets) through coordination with the PC and GO to develop service-integrated projects in Al-Hillah center.
- 3- Depend on standards and indicators prepared in cooperation with GSP/Taqadum program to develop projects plan.
- 4- Use GPS system to track the movements of trucks from the intermediate station to landfills.
- 5- Establish a typical sanitary landfill.
- 6- Supply weight stations in the intermediate stations.
- 7- Direct the Municipality dept. to activate and develop the financial resources (improve the municipality fees collection system in accordance with effective laws) by the following:-
  - a) Cleaning service charges
  - b) Commercials and advertisements Charges.
  - c) Lease the municipality-owned properties and shops.
  - d) Profession charges
  - e) Building license charges
  - f) Charges of sidewalks utilization.
- 8- Activate and update roads and building system of 1944, amended in 1965 and other rules (decree No. 154 of 2001 concerning remove illegal uses, law of sale and rental of State-owned properties, law No. 290, law No. 258, and law No.408)
- 9- Allocate 60 billion for land acquisition (acquisition of commercial areas, sanitary landfills, streets to execute designs)
- 10- Depend on machines rather than workers.
- 11- Hold training courses specialized in technical and administrative fields to improve the performance level of staff of Al-Hillah Directorate.
- 12- It is needed to provide our Directorate with a modern asphalt plant to increase the amounts of asphalt and improve its quality to increase the area of streets to be maintained or paved.
- 13- Hold training courses for the staff specialized in scraping and leveling asphalt to improve performance.
- 14- Allocate necessary funds to purchase tar to produce asphalt.
- 15- Find technical and administrative solutions for unfinished projects and projects that have been established but have not been handed over initially or finally.
- 16- Develop programs to increase citizens' awareness in cooperation with the department of environment and local radio stations and start campaigns in social media.

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- 17- The need to adopt the principle of sectoral integration with other service departments in the province when preparing project plans or upon awarding to avoid overlaps during the execution.

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**Second: Delay and Continued Projects**

*Status of projects of the Higher Council for Reconstructions of 2007 for the period 15-28 February, 2015*

*Status of Regional development projects for Hilla Municipality for the period 15-28 February, 2015*

#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
	Pavement of streets of Muhandiseen, Tayara, Askari, Abu Nafut, Qadhiya (	7514, on 12 Aug. , 2016	843603750	Askalan	3 Sept. 2006	125	%100	%100	The project is completed by 3Dec. 2007per Babil Municipality letter No. 449 on 10 Jan. 2008. It is not yet turned over due to non-compliance of the Company to recommendations of the Turnover Committee. A committee for settling accounts of the project has been formed per the Reconstruction Commission No. 1204 of 15 Feb. 2015.
	Create a lateral case of 3550 m long and pavement for	11151 on, 8 Nov., 2006	124312500	Takatum	16 Dec., 2006	40	%100	%100	A committee for settling accounts of the project has been formed per the Reconstruction Commission No. 3021 dated 10

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
	880m2 streets in Nadir the second Neighborhood								Aug., 2014; the account of Takatum Company has been settled on 26 Oct., 2014.
	Refurbish Al-Shaab Park	11223, on 9 Nov., 2006	68519350	Takatum	15 Nov., 2006	35	%100	%100	Per the Project Division letter No. 25156 in 7 Aug., 2014, the park site was referred as an investment opportunity, and a letter of the Reconstruction Commission was issued with the No. 470 in 4 Feb., 2014 to deduct the amounts for project maintenance
	Refurbish the Central Workshop		418000000	Al-qibab Al-Thahabiya	4 Nov., 2006	55	%100	%100	The project was not initially turned over because the contractor was not serious in meeting his commitments; a committee for speeding up works was formed per the Project Division letter No. 10785 dated 16 Dec., 2014.

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
1.	Implementation of the Traffic Island along the Hilla-Najaf Highway	8431, on 30 June, 2008	3094597000	Qasr Al-Shawq and Aswar Albina'a	6 July, 2008	200 days + 55 days	%100	%100	Remaining works amounting at 3% were settled according to the Project Division letter No. 3384 dated 26 Aug., 2014
2.	Pavement streets of Al-Jazaer, Dates Silo, Grains Silo and Stadium S	9078, on 4 Dec., 2007	302000000	Ibn Rushid Company for Contracting	16 Dec., 2007	120 days	%60	%100	The statement related to the settlement of the account was developed according Project Division letter No. 3212 dated 18 Aug., 2014
3.	Paving of Al-Shawi Neighborhood streets	9233, on Dec., 2007	492717500	Al-Dur Al-Safi Company	8 Jan., 2008	60 days	%100	%100	2015/2/3 The project is initially and finally turned over on 3 Feb., 2015
4.	Paving of the street along the green line (Hay Aj-jamieah streets)	67, on 3 Jan. 2008	1790948500	Qasr Al-Sharq and uyoon Al-Ata'a Companies	28 Dec., 2008	360 days +39 days	% 100	%100	The projects is initially turned over and finally (partially at a rate of 76%) turned over on 7 Nov., 2013

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
5.	Expanding the width of the second side of Iskan street and paving the second street of the Babil Traffic Directorate	9788, on 9 July, 2008	1774288355	Babil Company for Contracting	2008/7/31	200 days	%100	%100	The Project is 100% completed per the administrative order 5456 dated 22 Feb., 2015. A committee for initial turnover of the project was established per the administrative order 29448 dated 16 Sept., 2014
6.	Establishment of a park opposite to the Municipality	97890, on 9 July, 2008	182838600	Rawan Iraqia Company	7 Aug., 2008	90 days	%100	%100	The project is initiall turned over on 17 June, 2013 per letter No. 24410 dated 19 June, 2013. Our representative was nominated to the project accounts committee per our letter 4670 dated 15 Feb., 2015

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Comp. rate	Planned comp. rate	Remarks
7.	Establish a part in the the Education Square, 60 Street	9790, on 9 July, 2008	297000000	Al-Hadeel Company and Shub-Al-jazirra Company for contracting	10 Aug., 2008	12 months + additional 115 days	% 100	%100	The work is completed on 5 Oct., 2011 and initially turned over per our letter No. 3456 dated 3 Feb., 2013. A committee was formed for final turnover of the project. All dues of the company were confiscated.
8.	Nadir Park, Hilla-Diwaniyah Highway	10903, on 6 Aug., 2008	573099000	Al-Mawj Al-Azraq Company for Contracting	1 Sept., 2008	180 days	%100	%100	The project was initially turned over on May 12, 2013 and committee for the turn over of the project was formed per the letter 4447 on Feb 21, 2014. The contractor did not show to review the turnover procedures, and the contractor was warned for not maintaining defects.
9.	Paving streets of Al-Shawi Neighborhood/ Second stage	25859, on 14 Sept. 2008	1406080000	Ibn Rushid and Al-Jahra'a companies	29 Sept. 2008	200 days	%65	%100	Work resumed in the project and the contractor is working seriously per our letter No. 5461 dated 22 Feb. 2015.

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
10.	Paving Al-Jazaer Neighborhood streets	14221, on 29 Oct. 2010	159705000	Ibn Rushid Company	9 Nov., 2008	60 days	%19	%100	The work is initially and partially turned over per our letter No. 17921 on 24 June, 2012. Transfer of the project was not approved.
11.	Paving streets of Iman Ali Neighborhood-paving Hillah-Karbala highway	16893, on 28 Dec., 2008	947900000	Al-Ulfah Company	31 Dec., 2008	250 days	%100	%100	The work is completed and in the process of initial turnover. The Project Division was addressed by our letter No. 28 Aug. 2014 notifying them that there is no objection for the Initial Turnover Committee to resume its works, provided that the Company commits to its works.
12.	Paving Al-Tiniya Street	16304, on 15 Dec. 2008	187575000	Bina'a Babil Company	20 Dec., 2008	90 days	%100	%100	The work was completed on 4 Sept. 2014 and the project is being initially turned over.
13.	Estabilsh Al-Bakarly Park	6559, 23 June, 2012	834762000	Rukun Al-Rakha and Abna'a Al-	12 July, 2012	240 day + 55 days	%86	%100	Per Reconstruction Commission's Project Division letter No. 5357 dated 4 Dec.,

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Comp. rate	Planned comp. rate	Remarks
				Hilla Companies					2014, a written commitment was provided by the Company to increase rate of completion for projects to 60 days from the date of submission of the commitment.
14.	Repair and pave various streets in city center including College of Medicine and along the green belt of Nadir	7563, on 12 July, 2012	1835150000	Aljanabi Private Company for Contracting	24 July, 2012	365 يوم+113 مدة اضافية	%100	%100	The project was initially and wholly turned over on 6 Feb., 2014 per Project Division letter No. 3497 on 23 March, 2014, and a Final Committee Turnover was formed.
15.	Repair traffic islands in the district center	6856, on 27 June, 2012	7498421000	Luay Kareem Umarn Company	5 Aug., 2012	540 20+ 19+85+ 10+	%85	%85	The project was initially and partially turned over at a rate of 65% on 22 Oct. 2014. Works included the traffic island of Baghdad-Hilla entrance and the Imam Ali mural up to

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
									Baghdad-Hilla checkpoint, Karam, Thubat.
16.	Repairing of 80 Street	7493, on 10 July, 2012	8951208000	A'maq Al-Khalij Company	5 Aug., 2012	300+20+124+30+ 51+ 50 days	%84	%100	Works were partially completed at a rate of 40%. A committee for initial turnover of the project was formed headed by Eng. Ali Sabah Mohammed per Project Division letter No. 8360 dated 3 Sept., 2014. Works have been suspended starting from 12 Oct., 2014. A committee for expediting the project was formed.
17.	Establish a part behind the Endowment Department	9102, on 16 Aug., 2012	1224790540	Bariq Al-Thahab Company	2012/9/10 10 Sept., 2012	113+360 20+ 61 days	%89	%100	Works are delayed
18.	Design and Implement Al-Um Bridge	8457, on 6 Aug., 2012	16495000000	Al-Danub Company	Sept; 2012	900 days	28.59 %	71.1 %	Pillars of the Bridge and a part of the high bridge columns were completed to ensure work

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
									continuity.
19.	Supply and install toys for parks and green zones in Hillah City	9435, on 2 Sept. 2012	2381600000	Al-Murab'a Company	19 Sept., 201	180 +189+20+10+83+65 daysW	%67	%100	Work is now suspended because due payment is not done and due to stop of work due to illegal use of land.
20.	Establish a central park in the District Center	-105 2012/66	4240176000	Al-Kefil Civilizaiton and Hithab Anajaf Companies	17 Feb., 2013	360 days	%1	%100	Work is suspended because of illegal use of land by residents. A letter was addressed by the project division having the number 26344 to the Governor's Office to remove illegal use of land and a final notice was sent to the
21.	Establish three parks in Muhaizzim on the pieces of land: 2/120, 2/121, 2/701 m2	10467, On 27 Sept., 2012	684034000	Sanaya Company	18 Oct., 2012	210 days	%100	%100	Work is initially truned over on 26 Dec., 2013 and a final turnover committee was set up; the project is in the process for final turnover.

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
22.	Establish a green zone along the Hilla-Diwaniyah highway	-105 2012/81	812839500	AlTariq Al-Amin Company	3 March, 2013	390 days	%20	%100	Work is suspended because loan dues No. 2 are not yet paid
23.	Merge the Muheet Street to 30 Street in Saif Saad	-105 2012/63	3857205000	Al-Ulfa Company	2012/9/23	390 41+19+39+ 10+ 83+	%85	%100	Work is suspended and the work is partially done at a rate of 55% percent on 21 August, 2014. The project is currently suspended due to requesting the Ministry of Planning for additional amounts.
24.	Establish a park on the land number 5/357 in Al-Shawi Neighborhood	-105 2012/76	336628000	Abna'a Al-Hillah Company	4 Dec., 2012	300 + 92 + 73 days	% 70	100 %	Work is ongoing, and according to the Reconstruction Commission's Project Division letter No. 5357 dated 12 April, 2014, a written commitment was made by the contracting company to increase the rate of completion of the project within 60 days from the date of writing the commitment.

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#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Completion rate	Planned completion rate	Remarks
25.	Open mains streets in Tajiyah	10305, on 24 Sept., 2012	2373370000	Bariq Aldilal Alfuthiyah	30 Oct., 2012	200 9+12+90+ +20 days	%100	%100	Work is completed and initially turned over on 8 June, 2014 according to the letter 52 on 12 June 2014.
26.	Establish a park on the land number 3/91 in Al-Zahraa Neighborhood	11054, on 11 Oct., 2012	459638,000	Abna'a Al-Hillah and Rukn Al-Rakha'a Company	2012/11/14 14 Nov., 2012	20+270 days	% 65	%100	Per the Project Division's letter No. 5357 dated 4 Dec., 2014 a written commitment was made by the contracting company to increase the rate of completion of the project within 60 days from the date of writing the commitment.
27.	Establish a Park in Al-Asatitha Neighborhood	11008, on 10 Oct., 2012	705,330,000	AL-Sanaya	2012/11/20 20 Nov., 2012	52+ 210 +52 +52+ 30 days	%100	%100	The Project is completed on April 5, 2014, and the project was initially turned over on 26 June, 2014.
28.	Establish a park opposite to Imam Baqir Mosque/ Nadir	11002, on 11 Oct., 2012	552240000	Rukn Al-Rakha and Abna'a Hillah	12 Feb., 2013	20+270 + 98 days	%65	%100	Per the Project Division's letter No. 5357 dated 4 Dec., 2014 a written commitment was made by the contracting company to increase the rate of completion

**Service Sector- Municipality Service Delivery Improvement Plan**

#	Name of project	No. and date of referral	Referral amount (ID)	Name of contractor	Start date	Completion period (Day)	Comp. rate	Planned comp. rate	Remarks
	the third								of the project within 60 days from the date of writing the commitment.
29.	Establish parks in Al-Karama Neighborhood	-105 2012/79	1842745000	Al-Turath Al-Areek	20 Oct., 2012	180 30+75+67 days	%85	%100	Work is suspended
30.	Establish a park behind the Agriculture Directorate	11690.on 30 Oct.. 2012	323151000	Rukn Al- Rakha and Abna'a Al- Hillah	5 March, 2013	20+ 240 days	%85	%100	Work is delayed and according to letter No. 5357 dated 4 Dec., 2014 issued by the Project division, a written commitment was made by the company to increase completion rate within 60 days from the date of commitment on 2 Dec. 2014
31.	Establish a central fountain	14في12389 2012/11/	894276500	Suqur Al- Iraq and Raw'et Al- Tanfith	2012/12/24	210 3+14+13 days	% 100	100 %	The project is initially turned over