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**Governance Strengthening Project
(GSP)**

Diwaniyah Municipality
Service Delivery Improvement Plan
(SDIP)

Prepared by

Diwaniyah Municipality Directorate

In cooperation with

GSP/Taqadum

February 2015

Diwaniyah - Iraq

Introduction

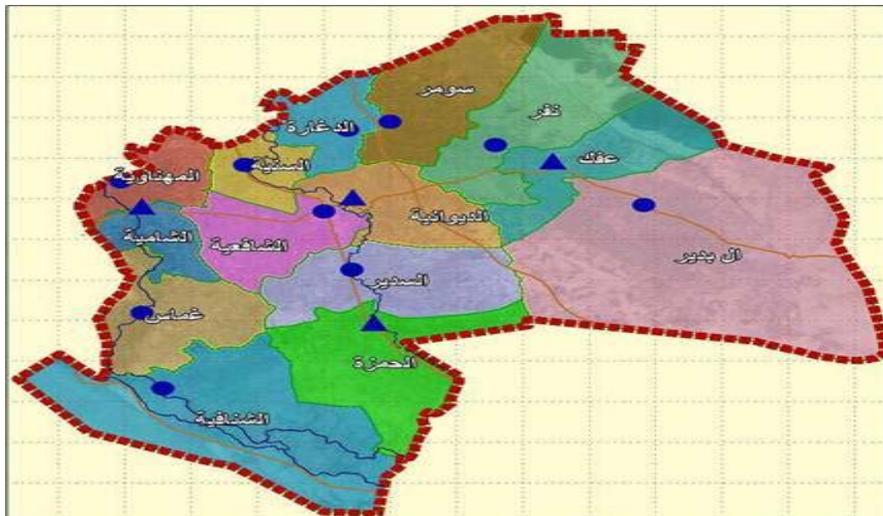
This Service Delivery Improvement Plan (SDIP) is a strategic work plan developed to address a variety of management issues. It is designed to improve Municipality service delivery in the City of Ba'quba and enable the Municipality Directorate to achieve its short-, medium- and long-term goals. The SDIP will enable the Directorate to develop a long-term vision to run itself and ensure that problems will be gradually under control.

This plan will ensure planned use of resources to achieve these goals. SDIP also helps the Directorate to Diwaniyah Municipality address issues related to its performance in delivering better 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 Diwaniyah 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.

Diwaniyah province is located in the center of Iraq within longitude 24,48-34,45 and latitude 31,7-32,24. It is bordered by Wasit and Babil provinces to the north, Samawa province to the south, Najaf province to the west, and Wasit and Nasiriyah to the east. It has an area of 8507 Km², making 1.9% of the Iraq total area. The province lies in the sedimentary plain area, and it is generally fertile with some desert areas to the southwest and marshes to the east. .

Administrative boundaries of Diwaniyah Province



1. Executive Summary

The current analysis mechanisms used in reviewing performance indicators of Ba'quba 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 Municipality Services: Management of solid management in Diwaniyah 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 impact on efficient operation and sustainability of vital projects.

2. Challenges and problems facing the Diwaniysh Directorate of Municipality

Challenges according to sectors: 1- Finanacial; 2- human resources; 3- operation and maintenance; 4- authorities; and 5- equipment

Financial

- Annual total monthly grant (from the ministry) for 2013 is **13,085,679,609** and the revenues amount is **14,562,390,653**; thus, the total annual amount will be **27,648,070,262**. As for 2014, Annual total monthly grant (from the ministry) for 2013 is **9,159,487,873** and the revenues amount is **11,195,499,606**; thus, the total annual amount will be **20,354,987,479**. Consequently, the difference for 2014 will be **7,293,082,783**. Expenditures items are 82 including:

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- 1- Maintenance of roseries, park, gardens, buildings (commercial, industrial, service, recreational, health, residential facilities, roads and bridges, dams and channels, tools and equipments, air-conditioners and cooling devices, computers and others)
- 2- Salaries
- 3- Bonuses
- 4- Professional allowances, certificates, employee positions
- 5- Subscriptions
- 6- Fuel
- 7- Contribution to social security
- 8- Purchase of computers, air-conditioners and cooling devices
- 9- Stationery

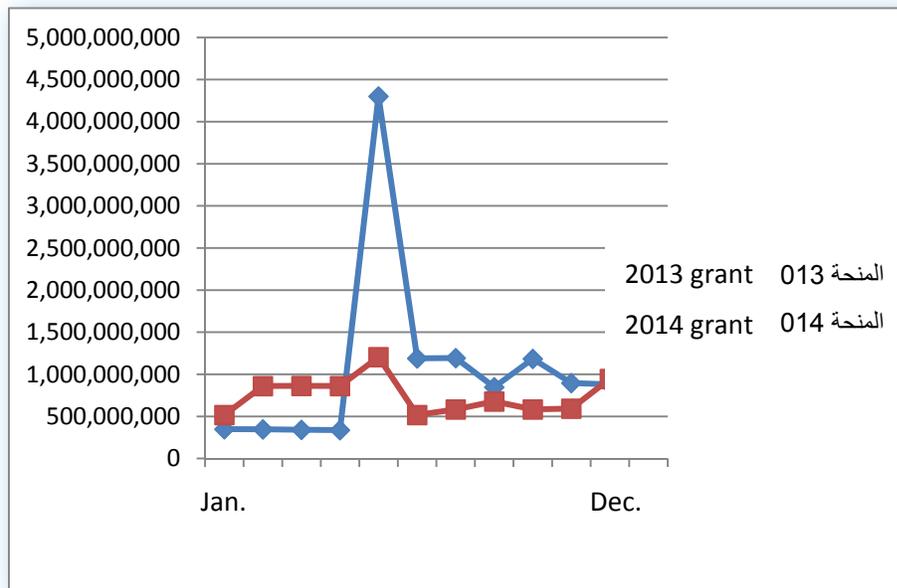


Figure (1-1): 2013-2014 allocations

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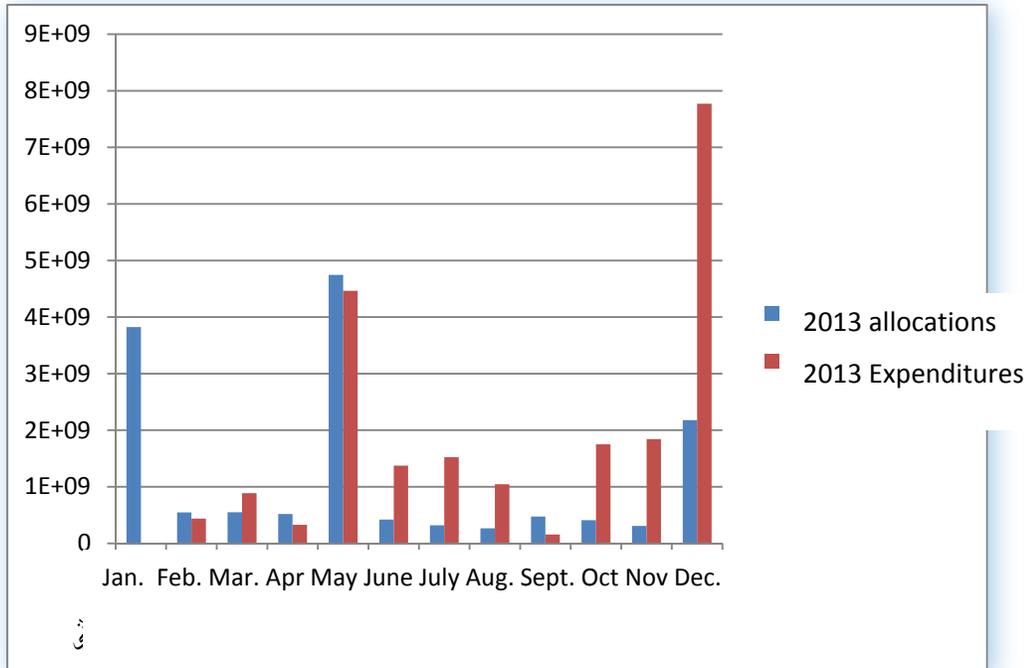


Figure (1-2): 2013 allocations and expenses

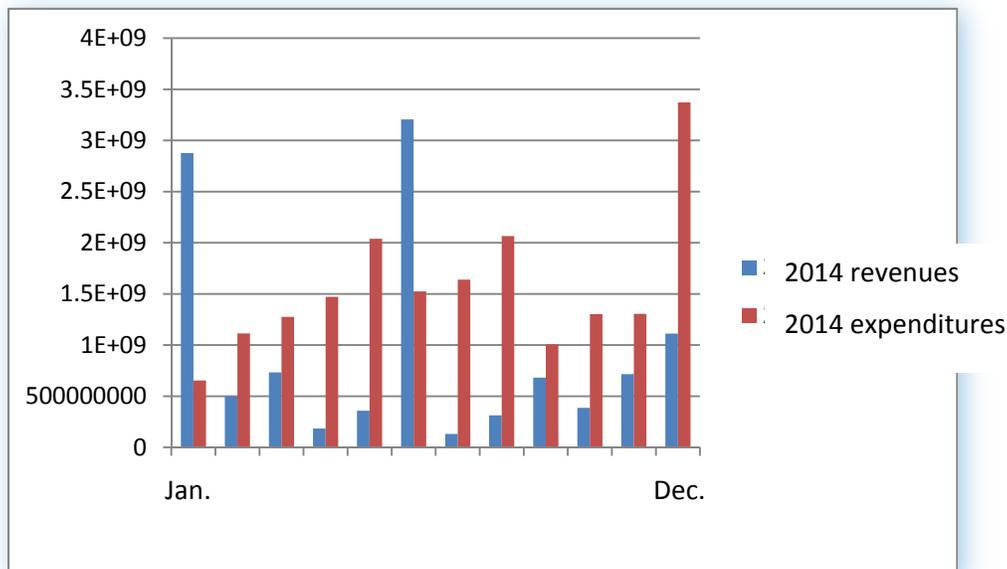


Figure 1-3: 2014 revenues and expenses

Infrastructure

- 1- Aging of buildings of some of the five municipal units affiliated to the municipality sectors distributed in the city geographic area, which in turn affects service delivery in this area.
- 2- Random expansion in constructing houses in agricultural areas, which disrupts the municipal work
- 3- Distant landfill sites and lack of regular transfer station
- 4- Lack of a mechanism to address waste cyclings
- 5- Overlap of municipal daily works with the municipal works of the Al-Rafidain Company which have not yet finished.

3- Stages of the development of the SDIP

Diwaniyah Municipality Directorate, in cooperation with USAID-GSP/Taqadum completed the gap analysis model developed by GSP/Taqadum to actively contribute to performing the gap analysis. The importance of gap analysis in the services provided to citizens lies in:

- 1) The use of a scientific method in the analysis of all elements that cause gap in the indicators of services provided to citizens compared with the corresponding criteria.
- 2) Determine the priority of the elements influencing the gap in services through the extent of their influence.
- 3) Develop proposed immediate and long-term solutions to address the elements that impact the gap in order to minimize them.
- 4) Results of the analysis which represent the proposed immediate and long-term solutions will be the input for the preparation of relevant service delivery improvement plan in the province.

The Municipality Directorate used average measurements collected in order to develop effective solutions to reduce the gap and improve services delivered to citizens by developing short and long-term solution. The effective use of the model will give accurate results that help identify realistic and workable solutions that will lead to reducing the gap and improve services.

Analysis of the elements causing the service performance gap

The plan includes the analysis of 14 elements related to one of the afore-mentioned service criteria related to administrative, legal, financial, and technical aspects. After the analysis, weaknesses in each element and percentage of its effect on the gap were identified. Consequently, elements that have the most effect in making the gap have been selected.

The Diwaniyah Municipality Directorate identified these elements and developed short and long term solutions that effectively contribute to reduce the gap value. In the next chapter, all performance indicators will be analyzed and compared against criteria. Annex 1 contains a guide for using the gap analysis template for services delivered to citizens which the Directorate works on.

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
- Realize vision.

First: SWOT analysis for Diwaniyah Municipality Directorate

Strengths

- 1- There is experienced and competent staff working in medium projects.
- 2- There is asphalt and concrete plants and up-to-date equipment and machines.
- 3- Use of recent technology to implement works, maps, and identify areas and dimensions by GIS and GPS and IT division.
- 4- Availability of persistent coordination with the PC, planning department and contracts division in the province.
- 5- Availability of two plant nursery producing more than 45000 seedlings, per year.
- 6- There is a trash bags plant, with good production capacity.
- 7- Availability of wide database, which can be used in implementing the projects, provide the investors with copies of the of the implemented projects
- 8- Availability of wide and accessible lands, which can be acquired and utilize under the updated base maps
- 9- Availability of IT section in the directorate.
- 10- The advertisement of the sanitary landfill projects, which will be establish in the province

Weaknesses

- 1- Poor infrastructure due to non-provision of municipality services during the last three decades, and negligence to the municipality sector in general.
- 2- Lack of a mechanism to recycle wastes
- 3- Lack of specialized staff on programming and middle management staff
- 4- Lack of service garbage trucks, compactors and specialized vehicles.
- 5- Lack or poor engineering, consultant and designers staff in the municipality directorate

Threats

- 1- Lack of citizen awareness has led to misunderstanding and will negatively affect success of the future projects
- 2- Poor and fluctuation in the budget allocated to the municipality sector compared with the need to strategic projects, lack of funds to establish new projects, or to expand the existing projects and provide services to the infrastructure.
- 3- Lack of investors and private sector in the municipality sector, due to absence of clear investment laws and lack of favorable environment
- 4- Domestic constructional industries and materials do not meet the required specifications and standards.
- 5- Lack of clear, stable and constant service policy used by the government.

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- 6- Sophisticated and difficult environment determinant, sometimes prevent the implementation of sanitary landfilling, transformational stations and slaughterhouses project's and other projects.
- 7- Poor provision of fuel supplied by the government to the municipality vehicles and trucks hinder the implementation of self-projects.
- 8- Cities base maps are obsolete and do not meet with the present reality.
- 9- Lack or poor coordination with other provincial service departments, resulting in overlap of projects and negatively affecting performance.
- 10- Lack of new laws replacing obsolete and suspended ones that do not meet the present reality.
- 11- Environmental pollution
- 12- Spread of displacement and violation phenomena in the last period , added new complications to the current situation ,most of citizens living in slum areas are lacking all types of services and accommodations
- 13- Overlap of authorities between the central and local governments, which always hinder work process.
- 14- Political sectarianism in decision-making
- 15- Laws and legislation are not updated in line with the new phase, such as the auto-finance law of 1996, to municipality institutions.

Opportunities

- 1- Both local governments and citizens wish to increase the allocations in the budget to implement reconstruction projects.
- 2- The investment law is in force and joint committees and investment boards are in place. The investment law is amendable.
- 3- There are efficient and experienced construction labs conducting tests in accordance with international specifications.
- 4- Existence of CSOs and non-governmental organizations, which can assist and contribute to the reconstruction process.
- 5- The perfect location of the province in the middle of Iraq and near the highway ,making the province a favorable place to investors to implement all types of trade projects
- 6- Availability of Al-Qadisiyah university that supports the province with essential competencies , consultation and engineering designs and diagrams

Second: Performance Indicators

Taqadam project has been working on providing assistance to the local government to improve the oversight and monitoring of the delivery of services to raise the level of services provided to citizens through the adoption of measurable standards, similar to those developed by other civilized countries. Service delivery standards are based on four main bases related to solid waste

disposal as it is deemed an essential service. The process of getting the standards is focused both on the quantitative and qualitative aspects and through the following standards and indicators:

1. Coverage of service
2. Efficiency of solid waste pick-up
3. Supply of trash containers
4. Supply of trash bags
5. Responding to citizens' complaints

Diwaniyah Municipality Directorate has adopted working in accordance with these standards and the indicators were provided at the level of the province, districts and sub-districts. The performance indicators were reviewed in comparison with the standards, areas of weaknesses were determined, and the value of the gap was identified. Recommendations that contribute to improve the performance of service delivery across the province were made.

- **Waste pick-up service:** The number of residential neighborhoods is 61, and the number of residential units, constructed or unconstructed, is 51000 residential units.

Main types of waste are:

Domestic waste: from homes, apartments, workers residential complexes, schools, universities and prisons

Commercial waste: from commercial centers, recreational areas

Industrial waste: from plants and industrial processes

Agricultural waste: from agricultural activities such as cultivation of fruits, vegetables, grains, stock breeding, and others

Hazardous waste: from remains, ash of different activities and processes that produce hazardous materials.

The Diwaniyah Municipality Directorate picks up waste through five sectors that serve 426000 citizens in the center of Diwaniyah. Approximately, **445** thousand ton of waste is collected on daily basis and transferred to a landfill about **40** Km from the center. This landfill, subject to location and environmental requirements and surrounded by dirt barrier, where commercial and domestic waste is dumped and leveled. Liquid waste from slaughters is put in septic tanks and solid waste is dumped in the landfill. The Municipality Directorate has **88 trash compactor trucks (only 53 are functional), four tractors, six small-sized shovel and 16 small tip trucks**. Among challenges facing the Directorate of Municipality are: 1) distance of landfill from the center of the city; 2) delays of trash trucks at the main checkpoint of the City, affecting daily working hours of using the trucks; 4) lack of fuel which is determined by the Ministry of Municipalities.

- **Coverage of Waste disposal service indicator**

The value of this indicator reaches to 100% for all neighborhoods in the province center; There are five sectors for the whole city.

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
1	Coverageof service	%100	0%

➤ **Waste pick-up service**

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
2	Service efficiency	%70	30%

Elements causing the gap and their impact.

- 1) **Human resources:** there is human resources shortage in the Municipality Directorate in proportion to the tasks the Directorate undertakes. Additionally, major of technical and other staff are inconsistent with the actual needs of the Directorate. Also, many employees are in need to develop their skills to perform their task in a speedy and proper manner. The Directorate also in need to employees specialized in software programs, middle staff, engineers and designers. The impact of this element on the gap is **HIGH**.
- 2) **Financial Issues:** the mechanism of allocating the operational budget and grants does not meet the goals set by the Municipality. Sometime, some of the budget is used for employing workers paid on a daily basis to meet shortage in some sectors. Further, there is delay in concluding contracts due to delay in passing the Budget Law and related implementation instructions. Some of the issues related to this element are: Lack of allocations for the Operational budget; local revenues goes to the Ministry treasury; delay in passing the Budget Law; lack of funds allocated to the Municipality sector in proportion to the projects the Directorate implments to improve infrastructure services. Impact of this element is **HIGH**.
- 3) **Infrastructure:** some sector units spread in the City are not proportionate to the area population density; aging of buildings of these sectors, and resorting of some sectors to use caravan instead of buidlings; there is no specific area for landfill location;

weakness of infrastructure due to lack of attention and care by the federal government during the last three decades; and lack of a mechanism to recycle waste. Impact of this element on the gap is **HIGH**.

- 4) **Equipment:** the Municipality Directorate undergoes sharp shortage in equipment and vehicle necessary to improve efficiency of its services, specifically modern equipment that reduce time and efforts; lack of raw material necessary for production; lack of specialized vehicle for service projects; lack of fuel supplied by the federal government to municipality directorates. The impact of this element on the gap is **HIGH**.
- 5) **Capacity building.** No international trainers have been summoned to train staff; employees are not making use of courses given inside and outside the province; and trainers do not take course according to specialty. The impact of this element on the gap is **MEDIUM**.
- 6) **Technical barriers.** Continuous interruptions and stops, aging of equipment and inefficiency of some plants and factories that belong to the Directorate; lack of basic maps to modern requirements. The impact of this element on the gap is **MEDIUM**.
- 7) **Authorities.** Little administrative authorities given to the Municipality director despite the important role he undertakes. There is also overlap of authorities between the Directorate and other directorates, especially in the areas of investment, allotment of land and development plans. Laws and legislation are too old to be consistent with the new stage, especially the Auto Funding Law of 1996; new laws should replace old ones; overlap between the authorities of the federal government and the provincial council also has a negative effect on the works of the Municipality. The impact of this element on the gap is **MEDIUM**.
- 8) **Coordination.** Lack of coordination with other service directorates and local council affect quality of services delivered; there is some continuous coordination with the provincial council and the Governor's Office planning and contracting departments; constraints and environmental requirements posed by the Directorate of Environment regarding landfill, transfer stations projects, slaughter houses prevent implementations of these projects. The impact of this element on the gap is **MEDIUM**.
- 9) **Political interventions.** Providing some services to areas which are less in need to services due to instructions from officials to provide services to their constituents; lack of clear and constant service policy to be adopted by the local government. The impact of this element on the gap is **LOW**.
- 10) **Misuse of resources.** Illegal use of public utilities and services delivered by the Municipality to citizens; less cooperation on the part of citizens with the Municipality regarding services delivered by the Municipality; increased numbers of IDPs has

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added to the illegal use of public properties, some of which belong to the Municipality Directorate. The impact of this element on the gap is **HIGH**.

11) **Operation and Maintenance.** Lack of preventive maintenance; lack of allocations earmarked for maintenance. The impact of this element on the gap is **HIGH**.

12) **Security situation.** No considerable impact of security situation on the gap.

13) **Logistic support.** No impact on the gap.

From the above-mentioned, the following elements have higher impact on the gap: 1) **misuse of resources**; 2) **infrastructure**; 3) **human resources**; 4) **operation and maintenance**; 5) **equipment**; 5) **financial issues**.

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Service efficiency	Misuse of resources	Immediate Solutions	Long-Term Solutions
		Print and distribute posters and brochures to schools and universities to raise community awareness on keeping trash containers and legal dumping of garbage; coordination with local councils to protect public utilities and infrastructure	Activate Law 296 regarding fines to be imposed on illegal use of public property; address illegal use of municipality land, parks and others
	Operation and maintenance	Implement a comprehensive program on preventive maintenance to maintain and repair all vehicles used for trash pickup	It is important to furnish the Municipality central workshop with staff and funds to purchase spare necessary to maintain vehicles; train staff to conduct maintenance according to specialty.

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	<p>Human Resources</p>	<p>It is important to redistribute cleaning workers in a manner that ensures effective performance; increase of the number of workers and employees is recommended; increase specialized staff in software and other vital fields; contract with engineers, advisors and designers to work in sections related to waste pickup.</p>	<p>Increase financial allocation for recruitment; increase teams working in project to work 24 hours a day to achieve best performance and completion rates in improving service efficiency.</p>
	<p>Equipment</p>	<p>Purchase new and high quality equipment; increase hand tool, equipment and vehicle with improved operating capacity; increase specialized service vehicles; increase fuel share provided by the federal government for compactor vehicles and shovels.</p>	<p>Establish new factories and plants to supply the Directorate with equipment, tools and other needed things such as trash containers, trash bags and others; adopt a new mechanism to import equipment and sophisticated vehicles for trash pickup.</p>
	<p>Infrastructure</p>		<p>Construct new buildings related to recycling of waste; establish a landfill facility; develop a mechanism for waste (medical and chemical) recycling; construct plants for products and material used by the Municipality such as trash containers and trash bags.</p>

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	Financial Issues	Increase allocations earmarked to the Municipality to improve its efficiency; motivate drivers of vehicles and workers by giving bonuses from the operational budget funds.	Increase allocations to the Directorate's budget; increase authorities of the Municipality Director related to expenditures to improve the Directorate's performance.

- **Providing trash containers:** Gap percentage in service delivery is 75%. Main reasons behind this gap is: low and delayed budget allocations; low financial allocation, resulting in purchasing cheap low-quality containers not meeting citizen's needs; shortage of workers distributing trash containers; this promotes cleaners to distribute the containers themselves which affects their work; also, there is no factory manufacturing or repairing local containers in the province (this is a direct reason for this gap). The Directorate also suffers from illegal use of trash containers; some citizens rob, burn, or damage containers and they are not cooperative with the Directorate in this respect. As an immediate solution to reduce this gap is to raise awareness of community on the how to maintain and properly use trash containers.

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Providing containers	%25	0%75

Elements causing the gap and their impact.

- 1) **Human resources:** there is human resources shortage in the Municipality. Cleaning workers themselves distribute trash containers, negatively affecting their work. It is necessary to identify workers tasked with containers and determine damaged containers to be repaired. The impact of this element on the gap is **HIGH**.
- 2) **Financial Issues:** delay in allocating the budget disrupts providing of containers; lack of financial allocations delays purchase of containers, or results in purchase

of low-quality containers and do not meet community needs. The impact of this element on the gap is **HIGH**.

- 3) **Infrastructure.** There is no local factory specialized in manufacturing and repairing trash containers. The impact of this element on the gap is **HIGH**.
- 4) **Equipment.** The Municipality suffers from acute shortage in provision of trash containers due to shortage of budget earmarked to purchase containers. The impact of this element on the gap is **HIGH**.
- 5) **Capacity building.** Distribution of containers doesn't need capacity building. It is a mere distribution process. The impact of this element on the gap is **HIGH**.
- 6) **Technical barriers.** The impact of this element is **MEDIUM** on the gap.
- 7) **Authorities.** This Directorate is in need to more authorities in terms of using Municipality revenues or budget allocation to purchase containers. The impact of this element is **MEDIUM** on the gap.
- 8) **Coordination.** Lack of coordination with other service directorates and local councils negatively affects service delivery efficiency; lack of coordination with other directorate that distribute containers such as the Directorate of Environment. The impact of this element is **MEDIUM** on the gap.
- 9) **Political intervention.** Providing some services to areas which are less in need to services due to instructions from officials to provide services to their constituents; lack of clear and constant service policy to be adopted by the local government. The impact of this element on the gap is **MEDIUM**.
- 10) **Misuse of resources.** Illegal use of public utilities and services delivered by the Municipality to citizens; less cooperation on the part of citizens with the Municipality regarding services delivered by the Municipality. The impact of this element on the gap is **HIGH**.
- 11) **Operation and Maintenance.** Lack of maintenance to containers; No impact of this element on the gap.
- 12) **Security situation.** No impact of this element on the gap; the province is stable.
- 13) **Logistic support.** Providing containers is in need to logistic support by providing vehicles to load and transport these containers. The impact of this element on the gap is **MEDIUM**.

From the above-mentioned, elements of higher impact on the gap are: **1) financial issues; 2) infrastructure; 3) equipment; and 4) misuse of resources.**

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Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Providing trash containers	Misuse of resources	Immediate solutions	Long-term solutions
	Equipment	Print and distribute posters and brochures to schools and universities to raise community awareness on keeping trash containers through media and radio.	Activate Law 296 regarding fines to be imposed on damaging containers or use them for other purposes
	Financial Issues	Purchase good quality trash containers (large containers and domestic ones) in a manner that meets community	Increase the number of containers provided to residential areas in a constant manner according to well-studied plans and according to population needs
		Earmark funds to meet a part of the actual need from large and domestic containers	Increase financial allocation of the directorate budget to provide and purchase containers (partly, from the directorates revenues)

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	Infrastructure		<p>Develop feasibility study on the possibility of contracting with a company to install a factory to produce containers. Develop a study to construct a factory specialized in maintaining and repairing containers, or recycling them. Establish a factory to produce containers using available local materials as raw material and introduce modern technology.</p>
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➤ **Providing trash bags.**

Production capacity of the factory does not meet the needs of the province. The production efficiency of the factory is currently 15% based on its maximum production capacity. The Nylon Bags Factory is in need to rehabilitation and maintenance, and the Directorate is unable to provide it with the raw material needed. On the other hand, the Directorate is need to more authorities to use the revenues related to the Directorate and used its allocated budget to provide trash bags and improve the factory. Among most important short-term solutions to reduce this gap are to purchase trash bags to meet the need; earmark amounts of funds to meet some of the need to bags; allocate funds to provide the factory with raw material and fuel. Among the long-term solutions is to open additional productive lines for the factory and construct another factory with higher production capacity according to international specifications.

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Providing containers	%15	0%85

Elements causing the gap and their impact.

- 1- **Human resources:** there is shortage in workers that distribute trash bags; but this shortage does not have great effect on the Directorate. The number of workers in the factory is current enough but if the factory is expanded or its production capacity is increased, more workers are needed. The impact of this element on the gap is **MEDIUM**.
- 2- **Financial Issues:** Late allocation of the budget results in delays provision of the factory with raw material needed. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** The factory is in need to rehabilitation since its capacity does not meet the need of the province. The impact of this element on the gap is **HIGH**.
- 4- **Equipment.** There is cute shortage in raw material and fuel for the factory. The impact of this element on the gap is **HIGH**.
- 5- **Capacity building.** Factory empolyees and workers are in need to capacity building to improve their skills, especially if the factory is expanded and new productive lines are added. The impact of this element on the gap is **LOW**.
- 6- **Technical barriers.** The production capacity of the factory does not meet the needs of the province; its current production efficiency is 15% based on its maximum production capacity, which is not enough to meet the actual need. The impact of this element on the gap is **HIGH**.
- 7- **Authorities.** The Directorate is in need to more authorities in terms of using revenues and the budget to provide trash bags and improve the factory. The impact of this element on the gap is **MEDIUM**.
- 8- **Coordination.** This element has no impact on the gap.
- 9- **Political interventions.** This element has no impact on the gap
- 10- **Misuse of resources.** Misuse of trash bags and using them for other purposes. The impact of this element on the gap is **MEDIUM**.
- 11- **Operation and maintenance.** Lack of continuous maintenance t the trash bags factory. The impact of this element on the gap is **MEDIUM**.
- 12- **Security situation.** There is no impact of this element since the province is stable.
- 13- **Logistic support.** This element has no impact on the gap.

The above-mentioned shows that the elements that have higher impact on the gap are: 1) **equipment**; 2) **financial issues**; 3) **technical barriers**; and 4) **infrastructure**.

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Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Providing trash container	Equipment	Immediate (short-term) solutions	Long-term solutions
		Supply the factory with raw materials, fuel and other requirements; purchase trash bags to meet the needs of an area and its population density; provide the factory with all the needs that secure workers health and physical safety.	Increase the number of bags provided to residential areas; develop well-studied plans to purchase and provide bags according to population needs.
	Technical barriers		- Rehabilitate buildings, the factory and associated production units - Open additional production line for the factor.
	Fianacail issues	Provide enough funds to meet the actual needs of trash bags; allocate fund to provide the factory with raw material and fuel; and encourage workers through incentives and rewards.	Increase budget financial allocations to purchase and provide trash bags; earmark part of directorate’s revenues to provide bags; open new production lines; and establish new factory with higher production capacity and according to international specifications.

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	Infrastructure	Rehabilitate building related to the factory; rehabilitate the factory and associated units.	Open new production lines; and establish new factory with higher production capacity and according to international specifications.
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- **Response to citizens' complaints.** The response to citizens' complaints reaches to 80% and the gap is 20%.

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Response to citizen's complaints	%80	0%20

Elements affecting the gap:

- 1- **Human resources.** There is shortage in the Directorate's human resources to respond to, follow up and assess citizen complaints. Employees working in the Directorate's media section are not enough to assume this responsibility; there is a need to develop staff abilities in this respect. The impact of this element on the gap is **HIGH**.
- 2- **Financial issues.** The mechanism of budget allocation does not meet the goals to respond quickly to citizens' complaints; sometime, part of this budget is used to recruit workers paid on daily basis to meet the shortage in some sectors. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** Sector units in the city's geographic area are not enough to submit complaints since these units are engaged in other works other than receiving complaints; citizens find it difficult to file complaints with the main Directorate office. The Directorate needs to have small units spread in different residential areas to receive complaints to save citizens' time and efforts. The impact of this element on the gap is **MEDIUM**.
- 4- **Equipment.** Lack of modern electronic devices to deal with citizens' complaints; lack of vehicles to follow up and respond to complaints; The impact of this element on the gap is **MEDIUM**.
- 5- **Capacity building.** There is a need to use international certified trainers to train staff on how to effectively respond to, deal with and follow up citizens' complaints, and how to use

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technology to speed up receiving and responding to complaints. The impact of this element on the gap is **HIGH**.

- 6- **Technical barriers.** Continuous interruptions; inefficient factories affiliated to the Directorate due to aging of equipment. The impact of this element on the gap is **MEDIUM**.
- 7- **Authorities.** Decreased authorities to the Directorates make responding to some complaints not within the responsibilities of the Directorate. The impact of this element on the gap is **MEDIUM**.
- 8- **Coordination.** Lack of coordination with other service directorates and local councils negatively affects responding to citizens' complaints. The impact of this element on the gap is **MEDIUM**.

The above-mentioned reveals that the higher elements affecting this gap are: **1) human resources; 2) financial issues; and 3) capacity building.**

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Response to citizens' complaints	Capacity building	Short-term solutions	Long-term solutions
		Conduct courses to develop skills of staff on how to receive, record and follow up complaints, and how to respond to them; train staff on new ideas to respond to respond to complaints and use digital technology, and facebook page to post complaints and responses.	Conduct advanced training on quick response to complaints, especially during crisis, such as heavy rains.
	Human resources	Increase the number of employees to follow up complaints	Activate the single-window system by creating a cabin for receiving and follow up complaints and use technology for this purpose.

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	Financial issues	Increase financial allocations to appoint additional staff to receive and follow up complaints	Allocate funds within the budget of the directorate for receiving and following up complaints

➤ **Cleaning and pickup debris and dirt**

➤ **coverage of service**

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Coverage of Service	%70	0%30

Elements affecting the gap:

- 1- **Human resources.** There is shortage in available human resources in the maintenance unit tasked with paving roads. The impact of this element on the gap is **HIGH**.
- 2- **Financial issues.** Budget allocations do not achieve the goals of the Municipality in terms of cleaning road and pavements since this will negatively affect purchase of equipment and recruiting workers. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** Lack of units supplying tankers with water for cleaning. The impact of this element on the gap is **MEDIUM**.
- 4- **Equipment.** Municipality Directorages suffers from a shap shortage of equipment and tool necessary to improve services, especially modern equipment which save time and effort. It also suffers from shortage of fuel sometime due to routine procedures. The impact 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 effective way. The impact of this element on the gap is **MEDIUM**.

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- 6- **Technical barriers.** Aging of equipment used for cleaning and removing dirt. The impact of this element on the gap is **MEDIUM**.
- 7- **Authorities. Municipality.** Directorate needs more authorities to perform its tasks in the required way. The impact of this element on the gap is **MEDIUM**.
- 8- **Misuse of resources.** Illegal use of paved streets and sidewalks through tossing trash, dirt and debris on them. The impact of this element on the gap is **MEDIUM**.
- 9- **Operation and maintenance.** Lack of preventive maintenance; lack of allocations for maintaining equipment used for street cleaning. The impact of this element on the gap is **MEDIUM**.

The above-mentioned reveals that the higher elements affecting this gap are: **1) human resources; 2) financial issues; and 3) equipment.**

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
		Short-term solutions	Long-term solutions
Service coverage	Human resources	Assign enough workers to meet immediate need along with equipment for their use to clean roads and sidewalks.	Increase number of workers who clean roads and sidewalks
	Equipment	Increase hand tools and supplies related to municipal works to increase its operational capacity.	Purchase new equipment of high-quality to last longer.
	Financial issues	Allocations for Municipality should be increased to improve its efficiency.	Increase allocations from the Municipality budget

➤ **Roads Pavement Service**

➤ **Service Coverage**

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Service Coverage of Roads Pavement	%20	0%80

Elements affecting the gap:

- 1- **Human resources.** There is shortage in available human resources in the maintenance unit tasked with paving roads. The impact of this element on the gap is **MEDIUM**.
- 2- **Financial issues.** Budget allocations do not achieve the goals of the Municipality in terms of cleaning road and pavements; late implementation due to delay in passing the Law Budget and related implementation instructions. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** There is an asphalt factory, but it is in need to improvement and expansion; there is a need to establish other asphalt factories to cover the need. The impact of this element on the gap is **HIGH**.
- 4- **Equipment.** Municipality Directorages suffers from a shap shortage of equipment and tool necessary to improve services, especially modern equipment which save time and effort. It also suffers from shortage of fuel sometime due to routine procedures. Shortage in raw material and fuel for the asphalt factory; lack of subbase material for paving roads.The impact 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 effective way, and according to international standards. The impact of this element on the gap is **MEDIUM**.
- 6- **Technical.** Continuous disruptions, aging and inefficiency of the asphalt factory; complaints against its operation due to environmental issues. The impact of this element on the gap is **MEDIUM**.
- 7- **Authorities.** Directorate needs more authorities to perform its tasks in the required way, especially in paving road. The impact of this element on the gap is **MEDIUM**.
- 8- **Coordination.** Lack of coordination with other directorates such as Water, Sewer and Environment affects efficiency of this service. The impact of this element on the gap is **MEDIUM**.
- 9- **Political interventions.** Providing some services to areas which are less in need to services due to instructions from officials to provide services to their constituents. The impact of this element on the gap is **LOW**.
- 10- **Misuse of resources.** Illegal use and digging of paved streets. The impact of this element on the gap is **MEDIUM**.

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11- **Operation and Maintenance.** Lack of preventive maintenance; lack of maintenance allocations to maintain the factory and paved roads. The impact of this element on the gap is **MEDIUM.**

12- **Security situation.** No impact on the gap.

The above-mentioned reveals that the higher elements affecting this gap are: **1) financial issues; 2) infrastructure; 3) equipment and 4) technical barriers.**

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Service coverage	Technical barriers	Short-term solutions	Long-term solutions
		Re-opeate the Asphalt Factory and address its environmental effect; increase production efficiency of the factory and address technical barrier facting it.	Rehabilitate the factory and replace old and inoperable parts to improve its production efficiency.
	Equipment	Increase the number of tools and equipment related to municipal work, including vehicles; supply the asphalt factory with raw material	Purchase new equipment of high quality and well-known make
	Financial issues	Increase allocations for Municipality to improve its efficiency.	Increase financial allocations for Municipality budget.

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	Infrastructure	Rehabilitate the factory producing asphalt to increase its production capacity; establish and maintain external and internal road network by making use of the asphalt factory to reduce gap in paving roads.	Establish new factory with high capacity according to international standards to meet needs of the province; move the old factory to another place to reduce its environmental effects; and establish high-quality sewer networks to cover all the province of Diwaniyah.
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➤ **Green zones services**

➤ **Service Coverage**

Based on the basic design of the City, green zones constitute 6360000 m² of which only 486231m² are green zones. The Municipality has two nurseries which are only few and does not meet the need of Municipality Directorate. 143881 seedlings were cultivated in these nurseries in 2014; only 8000 seedlings were bought.

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Coverage of green zones services	% 7	0%93

Elements affecting the gap:

- 1- **Human resources.** There is shortage in the Municipality's human resources; the number of employees working in public gardens and parks is not enough to cover this service. The impact of this element on the gap is **HIGH**.
- 2- **Financial issues.** Budget allocations do not achieve the goals of the Municipality in terms of establishing public gardens and parks; sometime, part of the budget is used to recruit daily-paid workers; late establishment of gardens and parks delay due to delay in passing the Law Budget and related implementation instructions. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** There are several nurseries that supply gardens and parks with seedlings; however the number of seedlings is not enough to meet actual need; consequently, the Directorate has to import or purchase great number of seedlings from other provinces to meet the need. The impact of this element on the gap is **MEDIUM**.

- 4- **Equipment.** The Municipality section of gardens and parks suffers from acute shortage of equipment and vehicle to improve service efficiency and save time and effort. Also, there is shortage in fuel for these vehicles due to routine procedures; lack of irrigation systems; lack of agricultural soil; lack of seedlings and manual tools for workers. The impact 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; training courses are needed for agricultural engineers to improve their skills in designing gardens and afforestation. The impact of this element on the gap is **MEDIUM**.
- 6- **Technical barriers.** Lack of production efficiency of nurseries due to small area of the nursery. The impact of this element on the gap is **MEDIUM**.
- 7- **Authorities.** The Municipality Gardens and Parks section is in need to more authorities in the field of planning and implementing gardens and parks to meet actual needs of residential areas. The impact of this element on the gap is **MEDIUM**.
- 8- **Coordination.** Lack of coordination with other directorates results in the damage of plantation due to works of other directorates in plantation areas; lack of coordination with local councils to identify actual needs of green zones in residential complexes. The impact of this element on the gap is **MEDIUM**.
- 9- **Political interventions.** Instructing workers of the gardens and parks section to conduct some afforestation works and cleaning of gardens belong to government officials or other directorates. The impact of this element on the gap is **LOW**.
- 10- **Misuse of resources.** Illegal use of public gardens by citizens; lack of cooperation of citizens with the municipality in this respect. Seedlings are sometimes stolen by some citizens or damaged by children playing in gardens or cut to make use of their wood. The impact of this element on the gap is **MEDIUM**.
- 11- **Operation and maintenance.** Vehicles used by the municipality are in need to continuous maintenance; nurseries and tools used by workers are also in need to continuous maintenance. The impact of this element on the gap is **MEDIUM**.
- 12- **Security situation.** No impact of this element on the gap due to stability in the province
- 13- **Logistic support.** The public garden and park section is in need to logistic support to survey lands within the basic planning of districts. The impact of this element on the gap is **LOW**.

The above-mentioned reveals that the higher elements affecting this gap are: **1) human resources; 2) financial issues; 3) equipment and 4) misuse of resources.**

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Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommendations	
Coverage of service		Short-term solutions	Long-term solutions
		Misuse of resources	Print and distribute posters and brochures in residential areas schools and universities to raise community awareness of the necessity to maintain green zones, parks and gardens; coordination with local councils to protect green zones and infrastructure; install large flexes in public areas to raise awareness of protecting green zones.
	Human resources	Increase the number of workers and employees according to actual need and per specialty.	Increase financial allocation for new appointments; increase teams so that work be 24/7 to increase efficiency of this service and achieve more green zones.
	equipment	Purchase new and advanced equipment; increase manual tools and equipment related to garden and parks works; supply gardens and parks with agricultural sand from river banks, in cooperation with the Municipality Vehicle section	Adopt a mechanism to import sophisticated tools, vehicles and equipment according to the needs of the gardens and parks section; adopt a plan to supply workers with safety requirements; provide covered drains for all gardens.
	Financial issues	Allocations for the gardens and parks section to improve its efficiency; increase incentive and rewards for good performance of workers and staff	Increase financial allocations for gardens and parks section in the Municipality budget; encourage investment to establish parks and amusement parks.

➤ **Filling of Marches Service**

➤ **Service Coverage**

Information about the indicator, standard, and gap			
#	standard	indicator	Gap
3	Coverage of Marches Filling	% 70	0%30

Elements affecting the gap:

- 1- **Human resources.** Shortage of human resources has less effect on this service; this service mostly needs heavy-duty vehicles more than it needs human resources to fill marches. The impact of this element on the gap is **LOW**.
- 2- **Financial issues.** Investment budget allocations do not meet goals of the Municipality; some of the budget is used to recruit daily-paid workers; lack of allocated fund for filling marches. The impact of this element on the gap is **HIGH**.
- 3- **Infrastructure.** No impact on the gap.
- 4- **Equipment.** The Municipality sections concerns with filling marches suffer from acute shortage of equipment and vehicle to improve service efficiency and save time and effort. Also, there is shortage in fuel for these vehicles due to routine procedures; lack of great amounts of earth to fill marches. The impact 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 truck riders. The impact of this element on the gap is **MEDIUM**.
- 6- **Technical barriers.** This element has no impact on the gap.
- 7- **Authorities.** The Municipality is in need to more authorities to perform its tasks in the right way in coordination with other directorates. This will enable the Directorate to perform the service of marsh filling, especially in areas overwhelmed with water not own by the Municipality. The impact of this element on the gap is **MEDIUM**.
- 8- **Coordination.** Lack of coordination with other service directorate in filling and levelling marches.the impact of this element on the gap is **MEDIUM**.
- 9- **Political interventions.** No impact on the gap.
- 10- **Misuse of resources.** Illegal use of empty areas by using these places to drain water, especially in areas with no sewer network. The impact of this element on the gap is **HIGH**.

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11- **Operation and Maintenance.** The vehicles used in filling marshes need continuous maintenance. The impact of this element on the gap is MEDIUM.

12- **Security situation.** No impact on the gap due to stable security situation in the province.

The above-mentioned reveals that the higher elements affecting this gap are: **1) Misuse of resources; 2) financial issues; 3) equipment**

Standard	Order of main elements that have number 3 and may contribute to improve gap value.	Recommenations	
		Short-term solutions	Long-term solution
Service coverage	Equipment	Prepare the necessary tools to increase campaigns; increase earth required for filling.	Adopt mechanism to import equipment and developed vehicle according to needs; adopt a plan after conducting a full survey to fill marshes in the district; increase supply of earth to fill marshes.
	Financial issues	Increase financial allocations for this service to improve its efficiency; increase incentive and rewards for good performance and great efforts.	Increase financial allocations in the Directroate budget.
	Misuse of resources	Print posters and brochures in cooperation with the Environment Directorate and Directorate of Health to raise awareness of citizen not let water flow to empty places. Coordinate with local councils to protect low lands existed in residential areas; fill marshes before the advent of winter as a preactive procedure.	Activate law 296 related to imposing fines on illegal use of public property

2-5 Where do we need to be?”

Based on the collected information in 3.2.2, 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).

Vision of the Municipality Directorate:

The Directorate commits to improve quality of services and projects and reduce environmental pollution to make the province look pleasant in a manner compatible to its civilized and historical role and legacy.

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 sectors of society; allot pieces of land to other state directorates; and possess pieces of land.

Goals of Diwaniyah Directorate:

- 1- Rehabilitate its productive factories; import modern vehicles; develop its human resources to keep pace with international development.
- 2- Develop a policy to be implemented within strategies that include public and private sectors and investors. The goal is to enable the local government to develop mechanisms to implement municipal projects that is in the benefit of all Iraqis.
- 3- Continue rehabilitation of underserved areas and improve services in the province
- 4- Reconsider and amend existing laws and propose new legislation to facilitate access of private sector in investment, and encourage foreign investment in funding loans and supporting local governments.
- 5- Improve skills of specialized staff on municipal work to prepare skilled workers for road works.
- 6- Develop requirements for comprehensive survey for all services needed by the municipal sector and draft a study on creating database for municipal projects.
- 7- Establish and rehabilitate construction material factories based on local raw material; use modern technology in manufacturing; and facilitate import of raw material.
- 8- Facilitate import of electric, sanitary, etc. basic materials that are not locally manufactured but required for municipal projects.

- 9- Develop a clear and transparent mechanism to implement the Investment Law and encourage investor to invest in the municipality sector.
- 10- Rely on municipality own efforts and potentials to develop projects in anticipation to lack of budget, as was the case in previous years.
- 11- Pay attention to green zones and work to reduce the gap from 93% to 30% in the next three years.
- 12- Raise awareness among citizen of how use trash bags produced by our factories in the right way and dispose of trash in proper manner.
- 13- establish transfer stations and a recycling plant and reduce expenditures on cleaning works
- 14- Establish a regular landfill in accordance with international specifications to the first step to establish similar projects in the province.
- 15- Establish and maintain internal and external road network, making use of our asphalt factory and its vehicles to reduce gap in paving roads from 80% to 40%.
- 16- Reduce traffic jam by developing projects targeting city entries and constructing bridges.

5-3 How to get there?

The 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).

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. These information contain detailed description of problems about challenges, updated database, site visits to solicit feedback of citizens, activating the directorate's complaint box and coordinate with the service desk office in the provincial council and Governor's office.

The Directorate needs to be close to citizens and participate in public meetings. It also has to develop plans based on actual needs and supported by tables and numbers to convince decision makers, especially after the transfer of functions from ministries. It should also coordinate with the GO and other service agencies and determine reasons for success and failure in early stages.

Additionally, a unit within Al-Diwaniyah directorate of municipality should be created to be responsible for coordinating activities and assess performance in consistent with the agreed-upon goals on monthly basis.

The report shall be submitted to the Manager of the directorate of municipality in AL-Diwaniyah province. The Manager shall oversee the implementation of the SDIP and submit reports to the Provincial Planning and Development Council (PPDC), and GO, as occasion requires. The PPDC and the GO shall provide strategic guidance on the efficient implementation to the plan.

Suggestions proposed for immediate solutions:

There are three major options to dispose of solid waste:

- 1- Dispose fully of solid waste in sanitary landfills.
- 2- Recycle solid wastes to reduce their quantity.
- 3- Recycle solid wastes to produce industrial material and to reduced their quantity , dispose of the rests in a sanitary landfills,

A program should be designed to dispose of solid waste, which is considered as the most important issue among cleaning services program, accordingly should be followed up in a detailed and accurate way, through a direct and instant reports to evaluated and develop the program . There are several factors affecting the design of vehicles tracks.

The designer skill and experience lies in his ability to balance these factors to set up the right track in the field, within the potentialities available.

The most important factors are:-

- The quantity of wastes in the route (population density)
 - Number of vehicles required to serve the route (speed of providing the service)
 - Number of waste dumping per day (increasing vehicles and labors)
 - Time required to serve the route (length of the route and location of landfills)
 - Existence of transformational stations in place (Rise efficiency and reduce costs)
-
- Solid wastes are one of the environmental pollutants, which must be recycled to make use of them in producing useable materials, instead of being randomly disposed We suggest to establish a recycle plant and a sanitary landfill in Al-Diwaniyah province .
 - Establish transfer stations to all sectors (The standard is one median station to 100000 person) to reduce fuel consumption, sustain vehicles and control landfilling.
 - Maintain existing roads, pave damaged ones and conduct continuous maintenance to roads.
 - Establish green areas in the neighborhoods; coordinate with the concern departments to implement them within an integrated plan.

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- The department of health and directorate of environment in Al-Diwaniyah province should coordinate together to landfill the swamps inside the neighborhoods to prevent pollution and diseases
- There should coordination between the IT section in the directorate and other provincial service directorates to smooth making decisions by decision makers, in the province.

Conclusion

It is important that the Directorate of Municipality manage its works in an effective and efficient way in order to provide better services to citizens using available resources. Further, the Directorate should develop a realistic strategic plan and feasibility studies for projects to be implemented in order to reduce gaps in service standards, leading to better services. Lastly, the Directorate of Municipality should be enabled to find financial resources to support its operational budget and assist it in enforcing applicable laws to prevent illegal violations against the sewage network.

Annex No. 1: Standards of trash pickup adopted by the Provincial Municipality Directorate

No.	Standard	Standard description	Standard unit	Data required for standard measurement	description	Measurement unit
1	Coverage of waste pickup service	Percentage of residential unites and facilities covered by the waste pickup service	%	A. Total number of houses in the area + commercial stores + industrial areas + comers to the city	Confirm the number of residential areas and facilities in the area.	Number
				B. Total number of households and facilities from which waste is daily collected.	Residential areas and facilities form which waste is collected by municipality directorates or companies which have concluded contracts with the Municipality Directorate	Number
				Indicator calculation= $100 \times \frac{B}{A}$ (calculation is updated quarterly)		%
2	Efficiency of solid waste pickup	Total amount of solid waste collected in the area per day against amount of waste disposed of.	%	A. Amount of waste disposed of and needs to be collected.	Measuring the amount of generated or disposed of, depending on population and economic situation.	Ton/month
				B. Actual amount of waste collected (picked up)	Measure the amount of disposed waste, depending on population and economic status	Ton/month

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				Indicator calculation= $B / \frac{A}{C} \times 100\%$		
3	Providing trash containers	Total subscription supplied with gauge out of the whole total subscriptions	%	A. Total number of houses in the area targeted with services	residential units within the targeted area that are regularly covered with trash collection	Number
				B. Total number of trash containers distributed to households and facilities	Number of containers distributed to households and facilities by the Municipality during this year.	%
				Indicator calculation= $100 \times \frac{B}{A}$		%
4	Responding to citizens complaints	All complaints related that are tackled with within a month	%	1. Number of complaints received from citizens during a month	Complaints recorded in the service desk office	Number
				Indicator calculation= number of hours in 7 days/7 (calculation is done quarterly)		Number/month