



Kirkuk Municipality

Solid Waste Pickup

Service Delivery Improvement Plan (SDIP)

Prepared by

Kirkuk Municipality Directorate

In cooperation with

GSP/Taqadum

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Kirkuk - Iraq

Municipality Service Delivery Improvement Plan for Solid Waste Pickup

1. Introduction

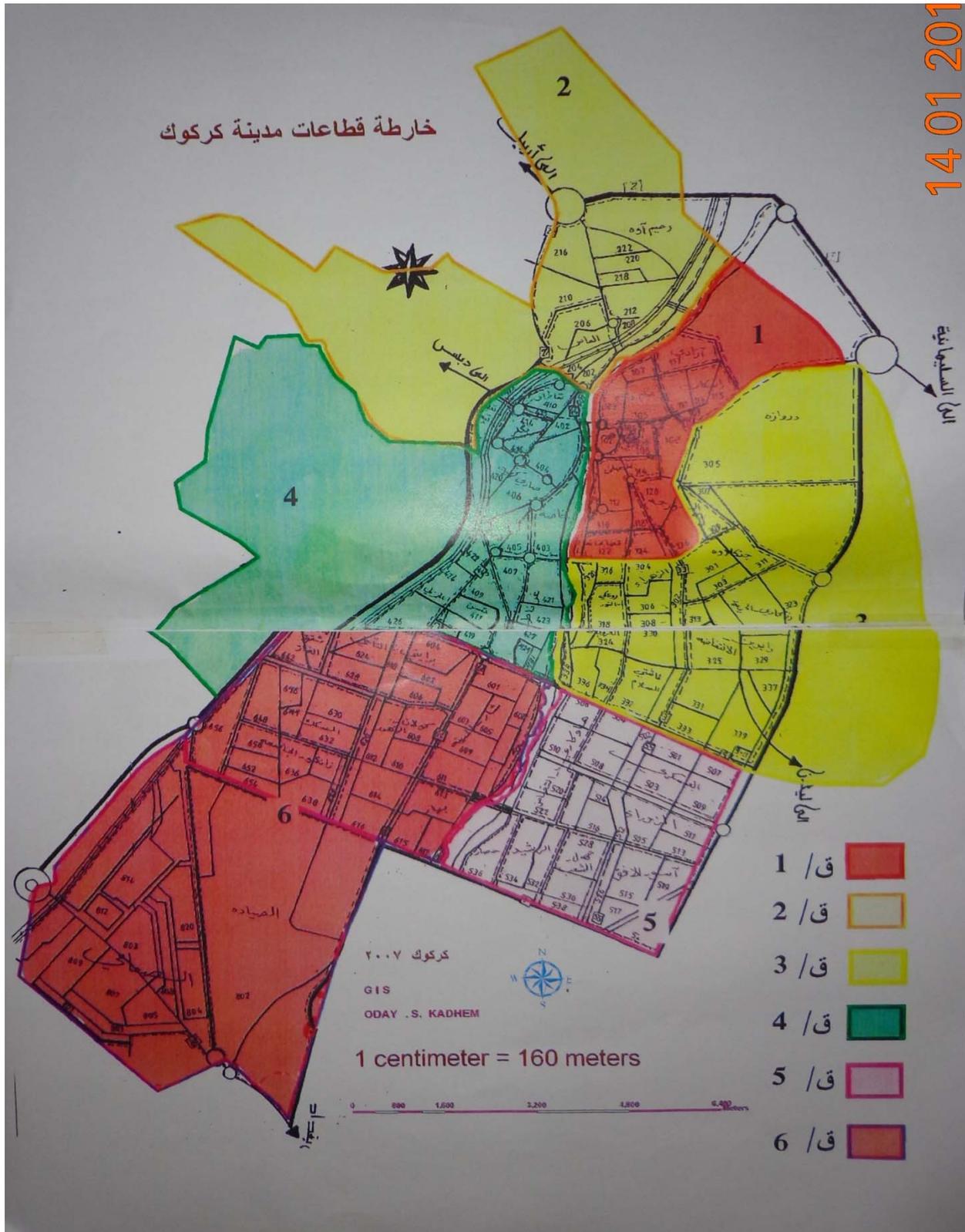
Nowadays, solid waste is a global issue and a problem common among all countries, whether advanced or developed. One can say that there is no country which does not face this problem which should be duly addressed. This issue has intensified to the extent that it should not be ignored or left unaddressed. 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.

In addition to the above-mentioned, the amount of solid waste generated is on the rise day after day compared with previous years for different reasons including population growth and improved standard of living, which has resulted to increased consumption per capita.

This problem has its roots, but its direct effect has become clear with technological advances in different fields. Increased solid waste amounts may pollute other main environmental elements and consume natural sources. For this reason, solid waste collection in city centers is a complicated process due to different activities and lack of use of scientific and proper methods in solid waste collection and transfer. This would be highly costly and would be an addition burden on the Municipality budget.

Kirkuk has been divided into six municipality sectors (as shown in the map below). These sectors are supervised by the Solid Waste and Environment Division. It is worth mentioning that Kirkuk Municipality is the first in Iraq to implement proper solutions to address the issue of waste pickup during the past years; it established two transfer stations, north and south Kirkuk, and a landfill; this has resulted in considerable control on this problem.

Kirkuk City Municipal Sectors Map



2. Executive Summary

The analysis mechanisms used by Kirkuk Municipality performance indicators for services provided basic set of elements and short and long term solutions that will ultimately improve services delivered to citizens.

3. Goal of the Service Delivery Improvement Plan

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 Kirkuk Province 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. The Plan is based on planned use of resources to achieve the Directorate's goals.

This Plan is designed to help Kirkuk Municipality to address issues related to improvement of its performance and providing best services to citizens. In addition, this Plan depends on the results of the Municipality Directorate's Solid Waste and Environment Section.

4. SDIP Development Stages

The Directorate, in cooperation with the USAID- GSP/Taqadam completed the Gap Analysis Form developed by GSP/Taqadam to analyze service gaps. The Gap Analysis Form is important in the service delivery process because it:

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

Annex (A) shows standards for waste pickup used by the provincial Directorate of Municipality. Annex (B) includes the Gap Analysis Form for services delivered to citizens. Annex (C) includes a guide for Gap Analysis Form use.

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 impact on the gap were identified. The elements with the highest impact on the gap were selected. The

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Kirkuk 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 impact are developed. Annex (A) shows standards for solid waste pickup service currently used by the Municipality Directorate.

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?

4-SDIP stages:

a- Stage one: identify ‘as-is’ systems of operating and managing of Kirkuk Municipal service (city center)

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 for the Municipality’s Solid Waste and Environment Section:

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.

Strengths:

- 1) There is in place a system for collecting and dumping solid waste
- 2) There is in place qualified and trained staff to oversee and monitor services.

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Weaknesses:

- 1) Lack of workforce to cover cleaning works due to lack of financial allocations
- 2) Lack of coordination with other service directorates such as Electricity, Water, Sewage and Communication
- 3) Routine procedures currently used in terms of vehicle maintenance works
- 4) Lack of specialized vehicles and machines
- 5) Lack of annual allocations/ operational budget
- 6) Lack of allocation in the development plan and petrodollar
- 7) Lack of investment allocations.

Opportunities:

- 1) Contracting with two private companies specialized in cleaning works
- 2) There is in place a law on solid waste and illegal use of public property.

Threats:

- 1) Lack of environment awareness on the part of citizens
- 2) Difficulty to apply environment limitations with cleaning standards
- 3) Difficulty in trash trucks movement during unstable security situation.

Key Performance indicators analysis:

Taqadum 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. Responding to citizens' complaints

The Kirkuk Municipality Directorate's Solid Waste and Environment Section has adopted these standards and provided indicators for the city center. The results of indicators adopted by Kirkuk Municipality for 2014 were very good. It can be seen that the indicators of 'service coverage' and 'responding to citizens complaints' do not contain a gap. The gap, however, in the 'trash pickup indicator' has reached to 15% and an indicator value of 85%; and the "supply of trash container" indicator has reached to %73 with an indicator value of 27%. This is attributed to:

Service Coverage Indicators:

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Standard of waste pickup service efficiency:

Kirkuk Province, Kirkuk District			
Standard	Standard value	indicator value	Gap
Waste pickup service efficiency	100%	85%	15%

Elements causing the gap:

- 1- **Human resources:** Fifty workers are in need to be added to the already existed 150 workers to close this gap. Also, funds should be allocated to pay for these workers on daily basis.
- 2- **Financial issues:** allocations are needed for cleaning from the local government in emergency cases.
- 3- **Infrastructure:** there is a need to transfer station, costing 10 billion ID, with a 400 ton capacity a day, along with its required specialized vehicles.
- 4- **Equipment and supplies:** there is a need to allocations to maintain nine garbage trucks and provide compactor for five of them.
- 5- **Capacity building: No impact on the gap.**
- 6- **Technical barriers:** No impact on the gap.
- 7- **Authorities:**
 - a. Municipality Director authorities should be of that of a Director-General
 - b. Municipality Director should be vested with the authority to impose fines on violators and illegal use of Municipal property.
- 8- **Coordination:** lack of coordination with other service directorates such as Water, Sewage and Electricity, resulting in overlap of work and services delivered to citizens. Also, complicated environmental limitations and requirements that disrupt work of Municipality.
- 9- **Political interventions:** This element has no impact on gap.
- 10- **Misuse of Resources:** No impact on the gap.
- 11- **Maintenance and Operation:** lack of spare parts required to maintain vehicles and equipment.
- 12- **Security situation:** No impact on the gap.
- 13- **Logistic support:** No impact on the gap.
- 14- **Empty space and IDPs:** Residents dispose waste in empty spaces in presidential areas; increased numbers of IDPs leading to increased amounts of solid waste.

The elements that have a direct impact on the gap and have received number 3 are:

- 1- Financial issues

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- 2- Human resources
- 3- Authorities
- 4- Coordination
- 5- Operation and maintenance
- 6- Others (empty spaces and IDPs)

Recommendations:

1- Human resources

Short-term solutions: Existing 150 workers continue working and securing their daily wages; further, 50 workers need to be added to close this gap. Contracting companies need to continue work and secure their payment to clean the five sectors they are responsible for. Long-term solutions: Give the responsibility for cleaning the City of Kirkuk to private companies and allocate required annual allocations for them.

2- Authorities

Short-term solution:

- Municipality Director-General to authorize Municipality Director with financial authorities
- Municipality Director is to be authorized with imposing fines on violators and illegal users of municipal property

3- Coordination

Short-term solution: To coordinate with other service directorates such as Water, Sewage and Electricity, resulting in overlap of work and services delivered to citizens. This will also lead to ease environmental limitations and requirements that disrupt work of Municipality.

Long-term solutions: None

4- Maintenance and Operation

Short-term solutions: earmark 100 million Iraqi Dinar to maintain inoperable vehicles

Long-term solutions: None.

5- Others (empty spaces)

Short-term solutions: Conduct field survey to all empty spaces and land used by residents as a dump, and carry out a study to eliminate this issue.

Long-term solutions: None.

Providing Trash Containers Standard

Kirkuk Province, Kirkuk District			
Standard	Standard value	indicator value	Gap
Providing trash containers	100%	27%	73%

- 1- Human resources: No impact on the gap.
- 2- Financial issues: No impact on the gap.
- 3- Infrastructure: No impact on the gap.
- 4- Equipment and supplies: there is a need to purchase 150 thousand 120L trash containers costing six billion Iraqi Dinar
- 5- Capacity building: No impact on the gap.
- 6- Technical barriers: No impact on the gap.
- 7- Authorities: No impact on the gap.
- 8- Coordination: to coordinate with the directorates of health, environment, education, and provincial council and Governor Office media and local media.
- 9- Political intervention: No impact on the gap.
- 10- Misuse of resources: No impact on the gap.
- 11- Maintenance and Operation: No impact on the gap.
- 12- Security situation: No impact on the gap.
- 13- Logistic Support: activate incentives system and payment for extra time.
- 14- IDPs and immigrants: No impact on the gap.

Elements having direct impact on the gap that have the number 3:

1- Equipment and supplies

Short solution: None

Long-term solution: allocate an amount of six billion Iraqi Dinars to purchase trash containers of high quality to be provided during a four-year time.

2- Coordination:

Short-term solutions: coordinate with the directorates of Health, Environment and Education, as well as the provincial council and Governor Office media and other media outlets to raise awareness of citizens on how to better use trash containers and not to use them for other purposes such as storing food or drinkable water or other liquids, resulting in health problems.

Long-term solution: continue to conduct awareness campaigns and education citizen on how to use containers.

3- Logistic support

Short-term solutions: activate incentives system and payment for extra time.

Long-term solutions: activate laws and regulations related to offering compensations and awards and payment for extra time.

Stage two: Where we want to be?

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Based on the information collected, the goals and objectives of the Directorate are developed. They are derived from the Mission and Vision of the Directorate. There should be agreement on criteria and performance goals which are listed under the name SMART (specified, measurable, achievable, realistic, and time-bound).

Directorate Vision:

To improve services and reduce environmental pollution rate to create healthy environment.

Goals of the Directorate:

1. Activate the role of media and coordinate with other service directorate having connections with non-governmental organizations and the media to conduct 50 awareness campaigns in residential areas and primary schools
2. Increase revenues of the Directorate of Kirkuk at a rate of 20% for 2015 by collecting fees, renting empty spaces, and increase municipal investment for 2015.
3. Develop a mechanism to collect and pick up waste in Kirkuk City by distributing containers to households and provide high quality containers in commercial areas by the end of 2015.

C-Stage three: How to get there?

The Kirkuk Municipality Directorate relied on the use of an average of measures collected to develop effective solutions to reduce the gap and improve services delivered to citizens by developing short and long term solutions. The successful use of the gap analysis template have resulted in accurate results that would help identify proper, realistic and achievable solutions to reduce the gap and improve services.

Stage four: 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 feedback, using a mechanism for writing technical reports. This information allows the directorate and determines reasons for success and failure in early stages, to make the necessary amendments in the due time. A unit within the Kirkuk Municipality Directorate should be created to be responsible for coordinating activities and assess performance in consistent with the agreed-upon goals on monthly basis , and developing quarterly and annual performance and progress reports . The report shall be submitted to directorate of municipality in Kirkuk. The Manager shall oversee the implementation of the SDIP and submit reports to the Provincial Planning and Development Council (PPDC), and GO, who will provide strategic guidelines to efficient implementation of the plan.

Proposed Recommendations:

- 1- Create a database about waste collection to document and monitor movement of trucks and record amounts of picked up trash
- 2- Directorate revenues should be increase by establishing public sanitary facilities in several places in Kirkuk city to generate financial revenues by renting these facilities. Building parks for cars and regular slaughterhouses can also increase directorate's revenues.
- 3- Re-establish GSP service in numbering streets, main roads, governmental and commercial buildings, and also measure performance and movement of trucks.
- 4- In the event of contracting with companies and advisory offices, it is important to include an item in the contract requiring training of staff and building their capacity
- 5- It is necessary to coordinate with the directorates of Health and Environment and Veterinary Medicine to monitor illegal slaughtering.
- 6- Coordinate with other service directorates by creating or activating a joint committee headed by the GO to remove any obstacles facing implementation of projects and encourage companies to complete projects according to schedules.
- 7- Distribute plastic trash containers to all households to help increase service coverage
- 8- Coordinate with the Education Directorate, media outlets and Endowment directorates to encourage citizens and teach them on how to keep their city clean.

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. Furthermore, 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 empowered to find financial resources to support its operational budget and assist it in enforcing applicable laws to protect environment.

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Annex A

Standards used by the Kirkuk Municipality for Trash Pickup Service

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.	136468
				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 Muniaplity Directorate	136468
				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.	Average of 750 Ton/day
				B. Actual amount of waste collected (picked up)	Measure the amount of disposed waste, depending on population and economic status	Average of 636 Ton/day
				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	136468
				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.	36874
				Indicator calculation= $100 \times \frac{B}{A}$		
4	How efficient citizen complaints are tackled	All complaints related that are tackled within a month	%	1. Number of complaints received 12 from citizens during a month	Complaints recorded in the service desk office	383
				Indicator calculation= number of hours in 7 days/7 (calculation is done quarterly)		