



**USAID** | العراق  
من الشعب الأمريكي

**Governance Strengthening Project  
(GSP)**

## **Najaf Municipality**

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

*Prepared by*

**Najaf Municipality Directorate**

*In cooperation with*

**GSP/Taqadum**

*February 2015*

**Najaf - Iraq**

## **1- Introduction**

Service Delivery Improvement Plan (SDIP) is a comprehensive strategic work plan. It has been developed to address various set of administration issues to improve health service delivery in the area of primary health services in Diyala province, and to enable the directorate to materialize its short, medium, and long-term goals. The SDIP will make it possible to improve a long-term vision to run the directorate, while at the same time it will guarantee that these issues would day after day be under control. This plan includes the usage of the planned for resources for the sake of fulfilling these goals. The SDIP aims to improve the services to assist Najaf Municipality directorate to address issues related to improving its performance, and its best delivery of services to citizens. In addition to that, this plan has been based on accomplishments of the Health Directorate, and it comprises of two stages:

- First Stage is determine the status of the services of municipality service in the center of the city.
- Second Stage is to come up with a plan to improve service delivery (SDIP) to address issues related to the performance of service delivery, provide immediate and long-term solutions for the shortfalls if any.



compactors (capacity six 16m<sup>3</sup>, two 15m<sup>3</sup>, and three 10 m<sup>3</sup>), the section also has two dumpers and two tractors.

Working staff in the section is 132 laborers (hired by daily contracts).

**b- South Section (second and third municipality part)**

This section is bounded on the north by Najaf-Kufa Street, and on the west Alsur Street, on the south, Alradhawiya area, and while on the east the street separating old Alsinaee Neighborhood and Almeer neighborhood.

Neighborhoods served by this section is Aljdaidat first, second, third and fourth, Alshurta, Althawra, Alsaad, Almuthana, Almu'almeen, Imam Ali, Abu-Khalid, Imam Mahdi, Alansar, and Alquds first and second. In addition to neighborhoods of Alqadisiyah, Alzahra, Alswaq, Alaskan, Alishtraky, Alameer, and City Street, Almajzara Street, Hanoon Street, Alhatef Street, Alhawli Street starting at Almahdi police station to Albahar checkpoint, and Manathra-najaf Street starting at Thawrat Alishrin bridges ending at the Technical Institute building, this covers the middle curb with the two side streets.

Najaf-Kufa Street starts and Thawrat Alishrin bridges, it is included with cleaning and ends at Ibn Bilal private Hospital, this covers the middle curb and the two side streets, Alsadrain Square, Almuthana Street, Alzahra Street, Al-rawan Street, Almatar Street and all main streets in between neighborhoods.

Trucks available are 4 front loaders, 8 tippers, 2 Graders, 3 sweepers, and 16 Garabage compactors (capacity 16m<sup>3</sup> = 6, 10m<sup>3</sup>= 5, and 6 m<sup>3</sup>=5),

Laborers at the section are 249 (hired by daily contracts).

There are also rented ten compactors (capacity 13m<sup>3</sup> = 2, 10m<sup>3</sup>= 2, and 8m<sup>3</sup>=6), in addition to 22 rented tractors.

There is station for removing ..... within the section.

Removing trucks are four trailers, one front loader owned by the municipality, and one rented front loader.

Supervision is done via senior engineer, assistant engineer, in addition to one engineer and assistant per second and third municipal section.

**c- North section includes fourth, fifth and sixth municipal part**

This section is bounded on the north by the beginning of Alghadir village, Alhawli Aljadid, on the west by Alhawli Street, on the east bounded by the street separating Alsadr Educational hospital and Aladala neighborhood (str. 100) and on the south Najaf-Kufa street.

Neighborhoods served by the section are Alghadir, Aladala, Alfurat, and residential apartments adjacent to Aladala neighborhood, Alhussein, Alsiha, Almurahalin, Alkarama, Alulamaa, Alshu'raa, Alnaft, Alghari, Alsalam, and new Alsalam, Vegetables wholesale market, Aljam'a, Alatibaa, Almuhandsin, Alaskari, Almakrama, Alwafa, Dur-Alhidya, Aljam'iya, Aluruba, new Aluruba neighborhood, Alnasr, Sharit-Alnasr, Abu-Talib, Almilad, Sharit-Almilad, and Alnidaa Neighborhood.

And all main streets within and in-between neighborhoods with Najaf-Karbala street starting at Thawrat Alishrin to Najaf-Karbala checkpoint, Alhawli street, AL Rashid office street, north garage street, front loaders streets, Alkhaima street, all main streets in-between neighborhoods. The work covers the cleaning of the middle curb and the two side streets.

Trucks available are six front loaders, ten tippers, four graders, three sweepers, and 45 garbage compactors (capacity  $16m^3 = 21$ ,  $10m^3 = 7$ ,  $8m^3 = 7$ , and  $6m^3 = 10$ ).

Laborers rented are 345.

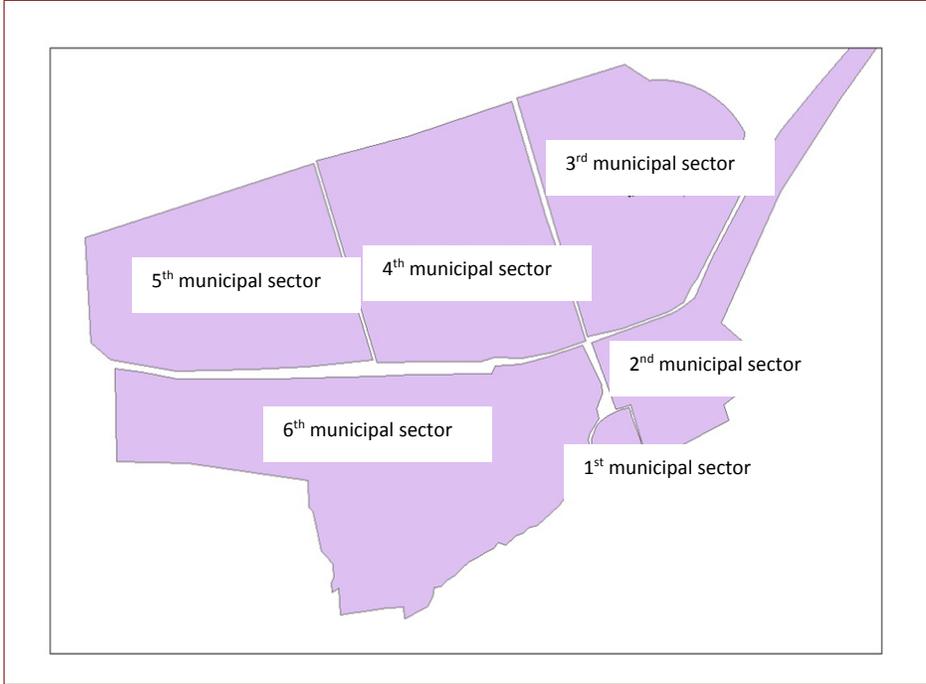
In addition, there are 63 rented tractors.

The section also has two municipal dumpers, four municipal tractors; abu-talib station is within the section.

Garbage removing trucks are three rented trailers and one rented front loader.

Supervision is done via senior engineer and assistant engineer, in addition to one engineer and assistant per fourth, fifth and sixth municipal section.

*Diagram below shows the six sections of the directorate of Najaf Municipality*  
*Directorate*



510 tons of garbage collected on one day at the center of the district of Najaf province. No model landfill available in Najaf district, but there is empty piece of land where garbage is dumped. This requires the construction of model healthy landfill equipped with all healthy and technical specifications with all environmental determinants.

<b>Total of garbage dumped in Najaf city</b>	<b>800 ton/day</b>
Weight of garbage removed daily	510 ton/day
Efficiency of garbage removal	64%

Of the most important challenges that hinder garbage removal is lack of plastic trash cans distributed to houses, which greatly help to facilitate the removal process from houses instead of dumping in squares or roads, which need more additional effort and time in addition to environmental damage resulting from that.

Municipality services delivery management is regarded one of the important and effective elements in improving the society's health, which is reflected positively on the economy and health of the society, while lack or bad service would negatively

affect the public health. Service management is pillared on vital elements that should be operated effectively and efficiently to deliver full service at high quality to the citizens. Of the most important influential elements is the **financial resources** (investment and operational budget and effective use of resources of revenues accrued from rents, long-lease or municipality owned real-estates), and the **human resources** (starting from the Directorates' management, the engineering staff and staff at municipality sections), and available resources like equipment and supplies. Financial resources are one of the most important elements, yet they are not the only element governing the service delivery, as managing resources through organized operations, predetermined planning, and investing in these resources would achieve the required impact to reach the Directorate and the Local Government's goals as well as the strategic goals of national development.

It is worth mentioning that the supplementary financial planning with the rest of service sectors and the integration of preparing the operational budget in line with preparing the investment budget would achieve required impact, secure efficient operation, and sustain the vital projects.

**3- Challenges and issues faced by Najaf Municipality Directorate that greatly contribute to quality deterioration of services delivered to the citizens:**

Most important challenge faced by the directorate is the Infrastructure as follows:

- a- Incompleteness of infrastructure of some service projects
- b- Random expansion of constructing residential units on agricultural areas without taking into consideration having roads to enable municipality trucks to reach the area. We suggest forming joint committee from the directorate, the province, and administrative unit chair to see how services could be delivered to those residential units.
- c- Lack of regular transformation stations.
- d- Lack of healthy regular landfill, large area of land is used (150 acres) where garbage is dumped.

**4- Service improvement plan process**

Najaf Municipality Directorate in collaboration with Taqadum program funded by *USAID* has completed gap analysis template, which was proposed by Taqadum program

to effectively contribute to gap analysis. The importance of this template in terms of services delivered to citizens is that it:

1. Uses scientific method to analyze all elements influencing the formation of the gap at the indicator of the services delivered to the citizens as compared to the standard criterion.
2. Prioritizes the influencing elements in the formation of the services gap through its level of influence.
3. Develops the proposed solutions (current and long-term ones) to address the influencing elements in forming the gap so that it can be possible to reduce the gap.
4. Analysis results that represent the proposed current and long-term solutions would be inputs to prepare the required service improvement plan in the province.

The successful use of the template would lead to obtain accurate results, which help at determining proper, realistic, and executable solutions to reduce the gap and improve the service.

- a) Attachment (A) includes standards of services, indicator calculation to identify the gap.
- b) Attachment (B) shows gap analysis template of service delivery to citizens.
- c) Attachment (C) shows gap analysis template guide.

**Analysis of elements causing the gap at delivering the service:**

This analysis addressed (14) elements relevant to one standard of the aforementioned service, which has to do with administrative, legal, financial and technical aspects. After being analyzed, weaknesses or deficiencies, and the percentage to influence the gap of each element have been identified. Consequently, the most influential element in forming the gap has been selected. Najaf Municipality Directorate identified these elements, and developed current and long-term remedies, which would effectively contribute to the reduction of value of this gap. Later in the next chapter, all performance indicators will be analyzed as compared to standards using the analysis factors in detail. Finally, develop remedies for the most influential elements in the formation of the gap.

## **1. Step by step approach**

The Service Delivery Improvement Plan (SDIP) covers the following questions:

1. Where are we now?
2. Where do we want to be?
3. How can we get to there?
4. How can we guarantee success?

### **A. "Where are we now?"**

To answer this question, this requires overall and objective review of the current performance of the Najaf Municipality Directorate. This is measured against major performance indicators. Data of "where are we now?" can be obtained using relevant approaches, which are first: (SWOT analysis) through pointing out strengths, weaknesses, opportunities, and threats; second: (Key Performance Indicators Analysis). These two technical approaches help to understand and summarize the directorate's environment and performance.

SWOT analysis helps to identify realistic short, medium, and long-term goals for:

- Correcting weaknesses
- Enhancing strengths
- Preventing threats
- Seizing opportunities
- Achieving the vision

### **First: SWOT analysis of Najaf Municipality Directorate:**

#### **Strengths:**

- 1) Technically qualified staff available
- 2) Availability of specialized trucks of all types
- 3) Availability of large areas that belong to the directorate to be used for various purposes according to the basic design of city layout.
- 4) Availability of homogeneous executive management
- 5) The largest second graveyard in the world that belong to the municipality including revenues for selling graves.

**Weaknesses:**

- 1) Weak cleaning services delivered to citizens due shortage of specialized trucks.
- 2) Municipality directorate lacks quick and accurate execution due to routine.
- 3) Lack of green spaces due lack of financial allocations.
- 4) No parks or gardens available in the real sense of parks or gardens.
- 5) Weak maintenance or sustainability efforts.
- 6) Many unpaved and ineligible streets.
- 7) Municipality directorate lacks planning, or developing visions and strategies.
- 8) Municipality directorate works by traditional means.
- 9) Staff shows weak or no keenness.
- 10) Resistance of change by staff.
- 11) No solid waste recycling factory or transformational intermediate stations.
- 12) Small number of slaughter houses, and lack of modern slaughter house.
- 13) No regular wholesale vegetables market available.
- 14) Lack of lands need to be allocated to distribution-eligible groups
- 15) Weak media activities

**Opportunities**

- 1) Ongoing support by local management and the provincial council.
- 2) More municipal resources (work on development projects)
- 3) More opportunities of land investment with commission of investment.
- 4) More eligible lands to be rented.
- 5) Provide engineering contracts with Najaf Reconstruction Commission
- 6) Qualify staff by providing training courses by HR (Najaf Technical training center)
- 7) Find means of coordination and plan among agencies and departments
- 8) Make use of Najaf airport to open new trading and investment port of entry.

**Threats**

- 1) A lot of trespassing incidents by citizens on lands, municipality property, damaging pavements, etc.
- 2) Weak regulations from outside the directorate.
- 3) Resolution 133 of 1996 is weakly applied in terms of collecting cleaning fees because the provincial council did not pass it.

- 4) Poorly defined renting prices of land sale and lease committee by the joint committee with relevant authorities.
- 5) Many violations of building by citizens.
- 6) Lack of financial allocations
- 7) Projects are overlapped with projects of other departments and directorates
- 8) Many vendor spread all over places not intended for sale.
- 9) Lack of citizens' cultural awareness
- 10) Weak process to ratify regulations.

**Second: Performance Indicators:**

Taqadum Project has worked on supporting the local government to improve supervision and monitoring process to deliver services to end up lifting the service levels delivered to students through adopting measurable standards just like other developed countries. Service delivery standards focus on four main pillars for education services being a main service emphasized on during the process of getting it quantitatively and qualitatively by means of the following standards and indicators:

- 1) Coverage of solid waste and dust removal service
- 2) Efficiency of Coverage of solid waste and dust removal service
- 3) Supply garbage containers
- 4) Citizens' complaints and response scope by the directorate

Najaf Municipality Directorate has taken into consideration to work by these standards. Indicators provided have been on the province center/Najaf district level only. Performance indicators have been reviewed against standard through weaknesses and strengths, identifying gap value, and recommendations has been made that would contribute to uplifting service delivery performance in the center of Najaf district.

**(1) Coverage of solid waste and dust removal service:**

Najaf Municipality Directorate covers the district center at 100% so gap is 0%.

**(2) Efficiency of Coverage of solid waste and dust removal service**

Efficiency of solid waste and dust removal service is 64%, therefore gap is 36%. Garbage dumped is estimated 800 ton/day, and the removed is 510 ton/day.

**Analysis of elements causing the gap**

- 1) **Human resources**: there is high influence of this element, the directorate has permanent staff (15) engineers, and (15) admin staff, (30) monitor, (35) cleaners and temporary staff (rented by daily wages) are (776) during 2014, we have been informed to make 50% downsizing.
- 2) **Financial affairs**: financial allocations on the operating budget for the province are 4770,000,000 IQD. This percentage the cleaning of less than 50% during 2014, and 2995,000,000 IQD in 2015, cleaning represents 25%, and this is the most influential elements on the gap.
- 3) **Infrastructure**: there is medium influence of these elements. The structure of our directorate is represented in six municipal sections, each of which has old building with trailers.
- 4) **Supplies**: due to lack of financial allocations that led to lack of supplies of specialized trucks, maintenance and supply of cleaning requirements and the influence of this element is high.
- 5) **Capacity building**: there are training courses at Najaf training center, but not as aspired due to limited potentials and lack of trainers. This element has medium influence on the gap.
- 6) **Technical barriers**: this element has low influence on the gap.
- 7) **Powers**: re-emphasize the amendment of law 133 of 1996 (collecting cleaning fees from houses and shops). The influence of this element is high on the gap.
- 8) **Coordination**: there is mutual coordination between our directorate and high authorities, yet we lack coordination with other service delivery directorates. The influence of this element is medium on the gap.
- 9) **Political interventions**: political stability in the province make this element indirectly non influential on this gap
- 10) **Misuse of resources**: first and above all the lack of awareness by the citizen, second comes cleaning. The influence of this element is medium on the gap.
- 11) **Maintenance and operation**: due to lack of financial allocations, this led to poor maintenance on the specialized trucks for service delivery, in addition no preventive maintenance program available that affect their operation and sustainability. This element has high influence on the gap.
- 12) **Security**: this element is of no influence on the gap due security stability in the province.
- 13) **Logistic support**: this element has low influence on the gap.

14) *Long administrative routine* due to blocking fees of laborers and trucks on time at the end of each month. The influence of this element is low.

According to above explanation, element causing the gap is: 1) financial affairs, 2) human resources, 3) supplies, 4) powers, 5) maintenance and operation.

#	Criterion	Order of main factors (with #3 high influence) that contribute to the reduction of the gap in regards to priority	Immediate solutions	Long-term solutions
2	Efficiency of Coverage of solid waste and dust removal service	<p><b>Financial Affairs</b></p> <p>Issue of a decision Najaf provincial council. This includes allocating funds from local resources of Najaf airport, where 300 million IQD are allocated monthly to support the operation budget allocations</p>	<p>Issue of a decision Najaf provincial council. This includes allocating funds from local resources of Najaf airport, where 300 million IQD are allocated monthly to support the operation budget allocations</p>	<p>Increase of annual allocations taking into consideration studies submitted by our directorate and the annual need of 13,000,000,000 IQD, especially that Najaf is privileged with the holy shrine of Imam Ali as the city receives millions of visitors</p>
		<p><b>Human Resources</b></p>	<ul style="list-style-type: none"> <li>• Assign contracted staff from Najaf reconstruction commission (five jurists , five administrators, and ten engineers; five technicians, five computer operators, 100 drivers, 2000 service laborers)</li> <li>• Release the 2% amount of cleaning projects of Najaf city to be distributed as incentives to the operating staff in</li> </ul>	<ul style="list-style-type: none"> <li>• Increase positions on the permanent staff, increase engineering staff, technicians, and laborers that would lead to more follow-up and gap bridging available as mentioned on immediate solutions.</li> <li>• Reconsider the application of hazard and professional allowances and separate them.</li> <li>• Reconsider allowances especially current engineering ones 35% for the staff in the directorates, and 50% of the staff operating in projects, increase allowances just</li> </ul>

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			<p>this area to increase support and improve standard of living to deliver better services</p>	<p>like the medical allowances being the effective part of progress in the countries.</p> <ul style="list-style-type: none"> <li>• Allocate sufficient amounts for safety materials.</li> <li>• Contract with local and foreign cleaning companies to clean the city. The directorate would be responsible for supervision and consequently the directorate would be disburdened from staff shortage, trucks and supplies.</li> </ul>
		<p><b>Supplies:</b> Shortage of equipment, devices, fuel, generators, furniture)</p>		<ul style="list-style-type: none"> <li>• Increase annual allocations of the operating budget of the budget including supply of equipment and specialized trucks at 25 billion IQD, then calculated as per existing shortage in accordance with studies prepared by the planning section.</li> </ul>
		<p><b>Powers</b></p>	<ul style="list-style-type: none"> <li>• Grant powers to Municipality director making him/her able to conduct transfers amounts as per actual need, and release advance payments system until financial allocations are</li> </ul>	<ul style="list-style-type: none"> <li>• Enact laws for the sake of equality of salaries among the staff of the ministries, especially electricity and oil because Ministry of Municipalities, and especially water and sewage directorate has more risks.</li> <li>• It requires</li> </ul>

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			received.	administrative and financial powers of directors for the sake of this standard. <ul style="list-style-type: none"> <li>• Amend and put into effect law # 133 of 1996 about collecting cleaning fees from houses and shops.</li> </ul>
		<b>Maintenance and operations</b>		<ul style="list-style-type: none"> <li>• Increase annual allocations of annual budget including equipment maintenance and specialized trucks</li> </ul>

**(3) Supply garbage containers:**

Poor indicators in the province; number of supplied containers is 40,000 and the actual need is 117,000 as regards to residential, commercial and industrial units, therefore containers are 34%, and gap is 66%.

**Elements causing the gap and scope of impact**

- 1) **Human resources:** No influence of this element.
- 2) **Financial affairs:** containers' supply process relies basically on the financial aspect, which will be clarified in the below immediate and long-term solutions. It has been calculated based on residential units, shops, areas, public parks in the city at various capacity. It is very influential element.
- 3) **Infrastructure:** there are warehouse at average capacity. The influence of this element is medium.
- 4) **Supplies:** no need to supply accessories, the need is only to purchase containers. No influence of this element.
- 5) **Capacity building:** no influence.
- 6) **Technical barriers:** no influence.
- 7) **Powers:** no influence.
- 8) **Coordination:** no influence.

- 9) *Political interventions*: political stability in the province make this element indirectly non influential on this standard.
- 10) *Misuse of resources*: no influence.
- 11) *Maintenance and operation*: no influence.
- 12) *Security*: this element is of no influence on the gap due security stability in the province.
- 13) *Logistic support*: no influence.
- 14) *None*.

According to above explanation, element causing the gap is: 1) financial affairs,

**(4) Citizens' complaints and response scope by the directorate:**

#	Criterion	Order of main factors (with #3 high influence) that contribute to the reduction of the gap in regards to priority	Immediate solutions	Long-term solutions
3	Supply of garbage containers	Financial affairs (poor operation budget, investment budget and region development	<ul style="list-style-type: none"> <li>• Increase financial allocation to purchase containers as shown below:</li> <li>• 240 liter plastic container = 1000</li> <li>• 660 liter plastic container = 1500</li> <li>• 660 liter galvanized container = 1000</li> <li>• At total price 600000000 IQD</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of 85000 100 liter. Containers to be distributed to houses and fill the gap in city neighborhoods in Najaf province</li> </ul>

There is high response by the directorate of municipality directly via reporting to its six sections in addition to center of directorate and various media, therefore indicators are at 85% and the gap is 15% as per what has been collected from patient citizens records at the six sections, which shows that there is 40 complaints per month, and number of complaints addressed within 24 hours are 34 complaints.

**Elements causing the gap and scope of impact**

- 1) **Human resources**: there are specialists all over the sections of Najaf Municipality directorate take over responding to citizens' complaints, their tasks are not limited to citizens' complaints, but number of specialists is not sufficient. The influence of this element is highly effective.
- 2) **Financial affairs**: this element is of limited influence.
- 3) **Infrastructure**: the influence of this element is limited because the directorate owns buildings with complaints' boxes though old.
- 4) **Supplies**: there are enough complaint's boxes at each section in the directorate. The influence of this element is high on the gap.
- 5) **Capacity building**: needs to activate GIS program, and training on modern devices. The influence of this element is medium.
- 6) **Technical barriers**: this element of low influence.
- 7) **Powers**: this element of low influence.
- 8) **Coordination**: coordination is currently medium in terms of sectors and municipality sections and with the provincial council on the other – services committee on the other part through reports provided by the complaint's center, which show response and the issues that hinder the response to provide the support according to specialty and powers. The influence of this element is medium on the gap.
- 9) **Political interventions**: no influence on the gap.
- 10) **Misuse of resources**: no influence.
- 11) **Maintenance and operation**: of limited influence.
- 12) **Security**: no influence.
- 13) **Logistic support**: limited influence.
- 14) **None**.

According to above explanation, elements causing the gap are: 1) human resources, 2) supplies,

**B. "Where do we want to be?"**

Based on the information collected to analyze the situation, goals of the directorate could be improved and clarified taken from its mission and vision in such a way they are identified in regards to **SAMRT** parameters (specific, measurable, attainable, realistic, and timely).

**Vision:**

Raise the standard of services and reduce environmental pollution to uplift the status of the province to a better health and environment level.

**Mission:**

We work on delivering best services to citizens at shortest time possible, and achieve the strategic goal that would secure the citizen’s approval on the service.

**Goals of the Directorate:**

#	Criterion	Order of main factors (with #3 high influence) that contribute to the reduction of the gap in regards to priority	Immediate solutions	Long-term solutions
4	Citizens' complaints and response scope by the directorate	Human resources		Increase staff specialized in following up citizens' complaints (current need is 25 employees for lack of specialized staff for this purpose exclusively.
		Supplies		Supply necessary maps and its equipment. Supply new communication equipment.
19		<b>Governance Strengthening Project</b>		

- 1- Establish recycling factory of solid waste and intermediate stations.
- 2- Province specialized trucks
- 3- Provide labor for service delivery
- 4- Build residential complexes to be given to illegible populations.
- 5- Capacity building for the Municipality Directorate staff at various engineering, technical and service areas.
- 6- Improve administrative work, reduce routine and administrative corruption along with reporting corruption to Judiciary.
- 7- Work by empowerment (authorize people's representatives)
- 8- Invigorate media to solicit more citizens' cooperation with the Municipality Directorate.
- 9- Give latitude to investment in lands and increase investment space that would be of benefit to the citizen and the Municipality Directorate.
- 10- Usage of technologies and software at all sections of the directorate.
- 11- Increase landscapes at well-thought studies.
- 12- Hold violators and transgressors liable for their actions.
- 13- Pay attention to complete citizens' paperwork as quick as possible and respectfully.
- 14- Seek to create the E-government inside the Municipality directorate.
- 15- Endeavor to make Najaf city cleaning level at 100% service efficiency.
- 16- Work on increasing number of paved streets as compared to unpaved ones at 100% via implementing the projects considered on the five year plan.
- 17- Work on restoring damaged streets through implementing detections prepared for this purpose.
- 18- Work on incising landscapes by increasing financial allocations to fill the gap.
- 19- Prepare residential plots of land or apartments to eligible populations as moral support to the staff.
- 20- Create up-to-date slaughter houses (two on the north and one to the south), and one wholesale vegetable market to contribute to the reduction of dumped garbage greatly.
- 21- Work on finding solution for traffic congestion in coordination with traffic engineering unit reporting to urban management section at the Municipality Directorate with Traffic directorate in the province to reach better and easier service delivery.

**C. How can we get to there?**

Najaf Municipality Directorate in collaboration with Taqadum program funded by the USAID completed Gap Analysis Template developed by Taqadum (GSP) program to contribute to gap analysis effectively. The importance of this template in terms of services delivered to citizens is that it:

1. Uses scientific method to analyze all elements influencing the formation of the gap at the indicator of the services delivered to the citizens as compared to the standard criterion.
2. Prioritizes the influencing elements in the formation of the services gap through its level of influence.
3. Develops the proposed solutions (current and long-term ones) to address the influencing elements in forming the gap so that it can be possible to reduce the gap.
4. Analysis results that represent the proposed current and long-term solutions would be inputs to prepare the required service improvement plan in the province.

**D. How can we guarantee success?**

In order to secure success of Service Delivery Improvement Plan (SDIP), it is important to conduct ongoing monitoring over the standards and progress indicators achieved to improve performance and its external factors on all levels. And provide information and reactions using proper mechanisms when writing reports. This allows the Administration to effectively identify the actual and potential success and the failure as early as enough to make necessary on time adjustments. There should be a committee within Najaf Municipality Directorate in the center of najaf district; this committee would be responsible for coordinating activities and evaluating performance according to agree upon goals on monthly basis. The report would be submitted to Director General of Diyala Health Directorate. Progress reports would be submitted on quarterly and yearly basis. Diyala Health Directorate DG supervises the implementation of SDIP, submitting reports to the PPDC, and the Province Office as need be. They will provide strategic orientation on the effective implementation of the plan.

**Proposed recommendations for the immediate solutions:**

1. Increase municipal fee collections from citizens, which could be greatly factored and consequently increases the financial revenue through collection process.
2. Implement the immediate and long-term solutions, find simple methods to reach goals the Directorate look for.
3. Enforce immediate and long-term solutions, which are pillared on financial affairs with high coordination with the province.
4. In order to make sure of standards and indicators used to measure gaps need to survey people's attitudes concerning the services of the Municipality delivered to see the beneficiary attitude and to compare results against Najaf Municipality directorate numbers to identify shortfalls and address them.
5. Focus on improving trucks and staff effectively.
6. Grant director of the directorate more powers to achieve the required goals fast, and to follow-up on legislating necessary laws by Najaf Provincial Council.
7. No issues are seen in terms of response to citizens' complaints; there is need to improve communication methods used.
8. Municipality Directorate should use and invigorate GIS program and use them on projects to reach solutions and find proposals for future projects more easily accurately.

**Conclusion:**

Municipality Directorate should perform its work effectively and efficiently to provide best services to citizens according to the available potentials. The Directorate should also develop an actual strategy to spend resources by developing realistic feasibility studies for the required projects to reduce the gaps of service standards, and consequently secure better services. The Health directorate should be enabled to find funding resources for its operation budget, and to assist in applying valid laws to protect the infrastructure against deliberate sabotage.

**Service Delivery Sector – Municipality Service Delivery Improvement Plan**

	<b>Criterion</b>	<b>Description</b>	<b>Criterion unit</b>	<b>Data required to measure the criterion</b>	<b>Description</b>	<b>Measurement unit</b>
1	Coverage of solid waste and dust removal service	Residential units and installations covered with trash collecting service	%	a-Total of houses + commercial shops + industrial areas + city visitors	Identify number of all residential units and installations in the area	Number
				b-Total residential units and installations from which trash are collected daily	residential units and installations from which trash are collected by Municipal directorates or contracted cleaning companies	Number
				indicator calculation = $100 \times \frac{B}{A}$ (quarterly updated)	<b>(number of current units is equal to units included in service delivery)</b>	%
2	Efficiency of Coverage of solid waste and dust removal service	Total solid waste collected per day in the area against dumped garbage	%	a- Dumped garbage need to be collected	Measure (estimate) dumped garbage or generated, this depends on number of population and economic standard	Ton/month
				b-Actual garbage removed	Actual garbage removed in the same month	Ton/month
				indicator calculation = $100 \times \frac{B}{A}$ (quarterly updated) = 800 ton/day / 510 ton/day		64%
3	Supply garbage containers	garbage Container supply to	%	a-Total houses at service delivery areas	Residential units within service delivery area covered	Number

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		citizens' houses and other installations at service delivery area			by garbage collection service periodically	
				b- total garbage containers distributed to residential units and installations	Number of containers distributed to residential units and installations by Municipality directorate to service delivery area within the year	Number
				indicator calculation = $100 \times \frac{B}{A}$ (quarterly updated) = 40000 container / 117000 container		34%
4	Citizens' complaints and response scope by the directorate	Total service delivery complaints handled within 24 hours since they have been received	%	a-Total complaints received from citizens in one month's time	Complaints reported to complaint office on effective receiving and follow-up system	Number / month
				b-Total complaints addressed to be handled in one month's time	Number of complaints handled satisfactorily and correctly within 24 hours or the next work day since complaints has been received	Number / month
				indicator calculation = $100 \times \frac{B}{A}$ (quarterly updated) = 34 complaint/ 40 complaint		85%

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**Attachment A**

Standards (criteria) of garbage removal service approved by Municipality directorate in the province with their indicators

**Attachment B**

Gap Analysis Template of service delivered to citizens

Province				Directorate								
District/Sub-district				Type of service								
Information of the standard, indicator, gap calculation of both				Analysis of elements causing the gap								
Seq.	Standard	Indicator	gap		1	2	3	4	5	6	7	Main elements that contribute to gap reduction (elements with rating #3)
1	Water supplied in the center of the district X (350 ltr/person/day)	51% (181 ltr/person/day)	49%	Gap analysis, and percentage of its impact to reduce the gap	Human resources (personnel, administration)	Financial affairs (lack of operation budget, investment budget, region development)	Infrastucture (shortage of buildings, old ones)	Supplies (shortage of equipment, materials, fuel, generators, furniture)	Capacity building (provide qualified trainers, training curricula, training requirements)	Technical barriers	Powers; is there need for new powers (administration, legal, financial, technical, other)	

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			Analysis of elements causing the gap									
				Contribution of element to influence on the gap (0=non-influential, 1=low, 2=medium, 3= high)								
					<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	Infras tructure, suppli es, techni cal barrie rs, misus e, maint enanc e and opera tion
Gap analysis, and percentag e of its impact to reduce the gap												
Analysis												

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				of elements causing the gap								
				Contribution of element to influence on the gap (0=non-influential, 1=low, 2=medium, 3= high)								

Recommendations					
Seq.	Standard	Order of basic elements (rating with #3) that contribute to gap reduction in regards to priority	Reasons for the order of elements in regards to priority	Current/mediate solutions	Long-term solutions
1	Water supplied in the center of the district X (350 ltr/person/day)	Misuse of resources			
		Maintenance and operation			
		Technical barriers			
		Infrastructure			
		Supplies			
2	Service coverage, water				

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	supplied per person in the center of the city X (450 ltr/person/day				

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**Attachment: C:**

Guidebook of Gap Analysis Template of service delivered to citizens



**Guidebook of  
Gap Analysis Template of service delivered to citizens  
Prepared by GSP - Taqadum Program**

### **Guidebook of Gap Analysis Template of service delivered to citizens**

The importance of this template in terms of services delivered to citizens prepared by GSP – Taqadum funded by USAID is that it:

5. Uses scientific method to analyze all elements influencing the formation of the gap at the indicator of the services delivered to the citizens as compared to the standard criterion.
6. Prioritizes the influencing elements in the formation of the services gap through its level of influence.
7. Develops the proposed solutions (current and long-term ones) to address the influencing elements in forming the gap so that it can be possible to reduce the gap.
8. Analysis results that represent the proposed current and long-term solutions would be inputs to prepare the required service improvement plan in the province.

Successful use of template depends on accurate and updated statistics that would be inserted to the template, and should be provided by the concerned directorate through manual database (using tabulated records), or potential (through e-database systems using computers).

Successful use of the template would lead to gaining accurate results, which would help to identify appropriate, realistic and executable solutions to reduce the gap and improve the service.

This template has been developed to analyze services delivered by the directorates of municipality, education, and health (delivered by MoLSA, MoE, MoH) in (Baghdad, Babel, Najaf, Diwaniya, Wassit, Diyala, Kirkuk) selected as sample by GSP – Taqadum.

In addition to above, this template could possibly in the future be used to analyze other services delivered to citizens in the selected provinces above, and the other eight provinces by other ministries.

Analysis methodology in this template helps to identify weakness or shortage of current potentials of the concerned directorate about the identified services, and which their weakness or shortage caused increased gap in the service delivered to citizens. This

would help to figure out appropriate solutions to reduce the weakness or shortage of these potentials, and would consequently contribute to service delivery gap reduction.

This guidebook has been developed to clarify boxes of gap analysis template of services delivered to citizens and how to populate boxes of the template. The guidebook addressed all boxes through examples and explanation in regards to its three phases (information of standard, indicator, gap calculation, elements causing the gap and recommendations).

This guidebook provide standard understanding for all users of this gap analysis template of services delivered to citizens to reach the decisions required for the service.

The significant process that precedes the usage of this template includes all data, statistics, and updated information of the relevant service from its multiple sources in the sub-district and the district.

The three phases that will be applied in this template included the following:

In the attached template #1:

- 1- Information of the standard (criterion), indicator, and gap calculation:  
Boxes (Seq., criterion, indicator value, gap)
- 2- Analysis of elements causing the gap  
Analysis of 14 elements relevant to one of the concerned standard in terms of administration, legal, financial, technical aspects. After they have been analyzed, weakness or shortage will be identified in each element and its impact in the gap, and would consequently in the selection of the most influential elements to cause the gap with rate (3) and insert them in the last box of analysis process (major elements that contribute to the reduction of the gap (elements with rating #3).

In the attached template #2:

### **3- Recommendations**

Recommendation covered the boxes (Seq., criterion/standard, order of basic elements (with rating #3 in the template #1), which contributes to the reduction of the gap in regards to priority. Recommendations that would cover current/immediate and long-term solutions proposed to reduce the weakness or the shortage in the elements

causing the gap that would result in reducing the gap in the service delivered compared to the standards).

The next step after using the template, and obtaining results, a service delivery improvement plan will be developed by specialists in the concerned directorate, then submitted to director of that directorate for approval and direct implementation of the activities and processes within his/her powers. The entire plan will be submitted to the Governor for reference, review and approval to provide the financial, administrative, legal and technical support within the powers delegated to the concerned directorate, and address other relevant directorates inside and outside the province to provide support and facilitate implementing it.

**Guidebook of Gap Analysis Template of service delivered to citizens**

Template number 1

Phase	Title	Description	Examples
<b>Information of the standard and gap calculation</b>	Sequence	In this box sequence of standard is listed in terms of service delivered being analyzed	Here regular sequence of standards starting from “1” and so on.
	Standard	Here name of standard, its standard value approved for the service delivered being analyzed	Performance standard: is the level of performance expected and measurable the government wants to deliver to citizens effectively and efficiently Example 1: Municipality performance efficiency standard : efficiency of solid waste removal service 100% (namely, total quantity of solid waste collected per one day in the area against quantity of garbage dumped).

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			<p>Example 2: standard of water quantity supplied per one person in one day at the center of the district (350 liters /person/day).</p> <p>Example3 :</p> <p>Number of students in one classroom in the primary stage is (30)</p>
Indicator value	The current value of indicator is inserted here for the service delivered		<p>Example1:</p> <p>Efficiency of waste solid removal service of Municipality X is 47%</p> <p>Example 2:</p> <p>Water supplied per one person in the sub-district (X) currently is (175 liter/person/day)</p> <p>Example 3:</p> <p>Current number of students in one classroom of school (X) is 60</p>
Gap amount	Here gap amount is inserted for the service delivered would be as follows: Deviation of performance indicator for standard value.		<p>Example 1:</p> <p>Solid waste removal efficiency is 47% at gap deviation of 53% for performance standard</p> <p>Example 2:</p> <p>Water supplied is 49% at gap deviation of 51% for standard quantity.</p>