



GSP/TAQADUM METHODOLOGY FOR THE DEVELOPMENT AND IMPLEMENTATION OF BASRAH SERVICE DELIVERY IMPROVEMENT PLAN

2016

OBJECTIVES

Systematic development of service improvement
Presenting GSP/Taqadum methodology in developing and implementing
Basrah Service Delivery Improvement Plan (SDIP)



SERVICE SECTORS TARGETED IN BASRAH SDIP

- Potable Water Sector, Basrah Water Directorate
- Sewer and Rainwater Drainage Service, Basrah Sewer Directorate
- Trash Collection Service Sector, Basrah Municipality Directorate
- Elementary Education, Basrah Education Directorate

SERVICE SECTORS TARGETED IN BASRAH SDIP

- Primary Healthcare, Basrah Health Directorate
- Youth and Sports, Basrah Youth and Sport Directorate
- Orphan Care and Vocational Training, Labor and Social Affairs Directorate
- Vegetation Production, Basrah Agriculture Directorate
- Main Roads, Basrah Roads and Bridges Directorate

METHODOLOGY OF DEVELOPING SDIP STRATEGIC PLAN

Plans included responding to the following questions:

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

Figure below identifies four basic questions that should be asked/answered.



WHERE ARE WE NOW?

Identifying as-is services by means of:

- Identifying problems and obstacles facing the service
- Using SWOT Analysis Tool to identify:



WATER SECTOR (BASRAH DISTRICT) WHERE ARE WE NOW?

- The Center of Basrah Province is divided into seven administrative sectors
- Functions of these sectors are to levy service fees, maintain water networks, and pump potable water
- Water sources: Rivers of Shatt Al-Arab and Badaa sources
- Challenges

WATER SECTOR (BASRAH DISTRICT) WHERE ARE WE NOW?

Challenges:

- High salinity in water sources.
- Low financial allocations and low levied revenues.
- Illegal use of public property, squatters, and weak citizen cooperation.
- Weak horizontal coordination and complicated process of acquisition of land for the purpose of constructing strategic projects.

PERFORMANCE INDICATORS OF POTABLE WATER SERVICE IN BASRAH DISTRICT

Number of served citizens: 1,227,241

Total Design Capacity: 26,200 m³/hour

Basrah Province			
Sector	Indicator	Unit of Measurement	Value of Indicator at the time of Plan Development
Water	Coverage	%	28%
	Quality	%	12.80%
	Quantity	Liter/Day	480
	Steadiness	Hour/Day	18
	Citizen Complaints	%	90%

PERFORMANCE INDICATORS OF WATER SERVICE IN BASRAH DISTRICT

Number of served citizens: 1,150,332

Total Length of Rainwater Networks: 1,673 km

Total Length of Sewer Networks: 1,927 km

Basrah Province		
Sector	Indicator	Value of Indicator at the time of Plan Development
Sewer	Coverage of Sewer	65%
	Coverage of Rainwater Networks	70%
	Effectiveness of Treatment Stations	67%
	Citizen Complaints	100%

CHALLENGES OF SEWER AND RAINWATER DRAINAGE SERVICE IN BASRAH DISTRICT

- Laws related to employee protection are not enforced
- Weak awareness and commitment of citizens
- Tribal and political problems
- Lack of state companies experienced in project implementation
- Illegal use of public property
- No coordination with the other service directorates

PERFORMANCE INDICATORS OF PRIMARY HEALTHCARE SERVICE IN BASRAH DISTRICT

Number of served citizens: 1,200,000

Number of Healthcare Centers: 39

Basrah Province		
Sector	Indicator	Value of Indicator at the time of Plan Development
Health	Coverage of Healthcare Centers	68%
	Personnel	39%
	Medical Equipment	34.50%

PRIMARY HEALTHCARE IN BASRAH DISTRICT

Challenges:

- Low allocations within the budget
- Centralized admission in educational institutions
- Paying more attention to secondary healthcare than primary healthcare
- Illegal use of land allotted for construction of health institutions
- Tribal conflicts

ELEMENTARY EDUCATION IN BASRAH DISTRICT

Number of elementary school buildings: 189

Number of students: 174,739

Number of teachers: 8,385

Basrah Province			
Sector	Indicator	Measurement Unit	Value of Indicator at the time of Plan Development
Education	Coverage	%	38.90%
	Personnel (Educational and management)	%	65%
	Student Enrollment indicator	%	87%

ELEMENTARY EDUCATION IN BASRAH DISTRICT

Challenges:

- Schools are overcrowded with students
- Need to redistribute educational personnel, as well as making advantage of people with high university degrees
- Lack of expertise in school maintenance
- Need to building the capacities and providing the requirements of utilizing modern educational methods
- Allocating land for school constructions, and eliminating illegal use of public property
- Activating citizen participation and related sub-committees to deal with the deviation in student enrollment and to eliminate dropout (27,380 enrolled students 6 years ago, only 21,747 finished sixth grade.)

YOUTH AND SPORTS SECTOR – ALL OVER BASRAH PROVINCE

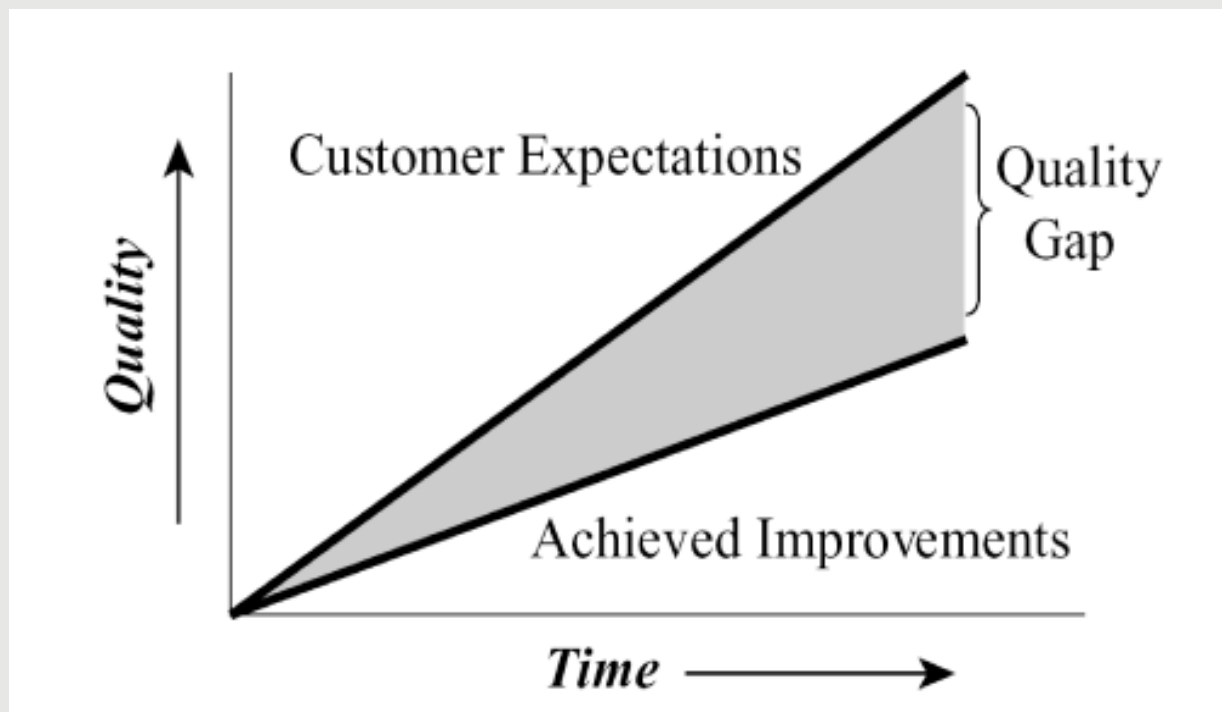
Youth and Sports	Skill Development	%	0
	Infrastructure	%	46%
	Youth participatory activities	%	0
	Supporting initiatives	%	87%

VEGETATION PRODUCTION – BASRAH AGRICULTURE DIRECTORATE

Agriculture	Cultivated areas	%	3.20%
	Cultivated areas of treated land	%	0.00%
	Protected agriculture	%	-8.70%
	Wheat production per quarter a hectare	750 kg	396
	Tomatoes production per quarter a hectare	12 tons	8.7
	Coverage of local consumption	%	6.70%
	Availability of pesticides	%	73%

IDENTIFYING SERVICE GAPS BY MEANS OF:

Collecting updated performance indicators, and comparing them to standards to identify service gaps by using models of service standards



USE OF GAP ANALYSIS TEMPLATE IN SERVICES

The significance of service delivery Gap Analysis Template, developed by USAID's GSP/Taqadum lies in the fact that it:

- Uses a scientific approach in analyzing all elements causing the gap in services delivered to the citizens by comparing current indicator with the standard.
- Prioritizes elements causing the gap in services by identifying intensity of each element's effect.

WHERE DO WE WANT TO BE?

It is possible to develop and explicate the Directorate's objectives which are derived from its mission and vision, based on SWOT Analysis, and identified according to SMART goal setting (Specific, Measurable, Achievable, Realistic, Time-bound)

HOW DO WE GET THERE?

By means of setting a scheduled executive plan in which roles and responsibilities are defined for the implementation of short-term and long-term solutions cited in the plan.

WATER SECTOR, WHERE DO WE WANT TO BE?

- Making potable water available for all province according to international standards.
- Implementing networks in new areas as well as in areas with old networks.
- Organizing subscription, improving the levy process, and providing the required personnel and training them
- Developing field plans for periodic and preventive maintenance, and tracking their implementation.
- Providing and installing two assembled water units with the required capacity of 400 m³/hour each in Al-Ribatt Water Project.
- Transporting and installing three assembled water units with required capacity of 400 m³/hour each in Al-Jubayla Water Project.

SEWAGE SECTOR, WHERE DO WE WANT TO BE?

- Completing infrastructures including sewage networks, pipelines, and treatment projects in a convenient way for preserving a healthy environment in our community.
- Supporting investments and repairing rivers
- Project of developing studies and plans and implementing sewer water pipelines passing through Al-Qibla Area, main discharge station that leads to the treatment station in Hamdan.
- Completing the third phase of treatment station maintenance works.

SEWAGE SECTOR, WHERE DO WE WANT TO BE?

- Directing Follow-up committees to compel factories, hotels, and restaurants to install grease traps.
- Completing sewer water networks implementation projects in remaining areas, so as to eliminate reasons behind illegal use of rainwater networks.

EDUCATION SECTOR, WHERE DO WE WANT TO BE?

- Building an educational system which achieves excellence by utilizing human resources and available opportunities, and fostering learning capacities.
- The Divisions of Educational Supervision and General Education should develop together a future plan with the support of the local government in order to fairly and equally distribute educational staff on elementary schools in Basrah District for the next two years.
- Coordinating with the Governor's Office and Provincial Council in 2016, in case the needed financial revenues were available.

HEALTH SECTOR, WHERE DO WE WANT TO BE?

- An all-inclusive health center that operates for a minimum of 3 hours for each 20,000 habitants in Basrah District within 5 years.
- Adopting self-funding approach.
- Contracting with the day-shift staff to work 3 hours in evening.
- Coordinating with the Ministry of High Education for admission.
- Constructing and furnishing 12 health centers.

BASRAH, DEVELOPMENT AND IMPLEMENTATION OF SDIPS

- SDIPs have been developed, adopted, and are being implemented in the sectors of (Water, Sewage, Municipality, Health, and Education). SDIPs of other sectors are in preparation phases.

Sector	Basra	Implemented .
Water	6	5
Sewage	27	4
Municipality	11	0
Education	5	0
Health	1	0
Total STs/Province	50	9

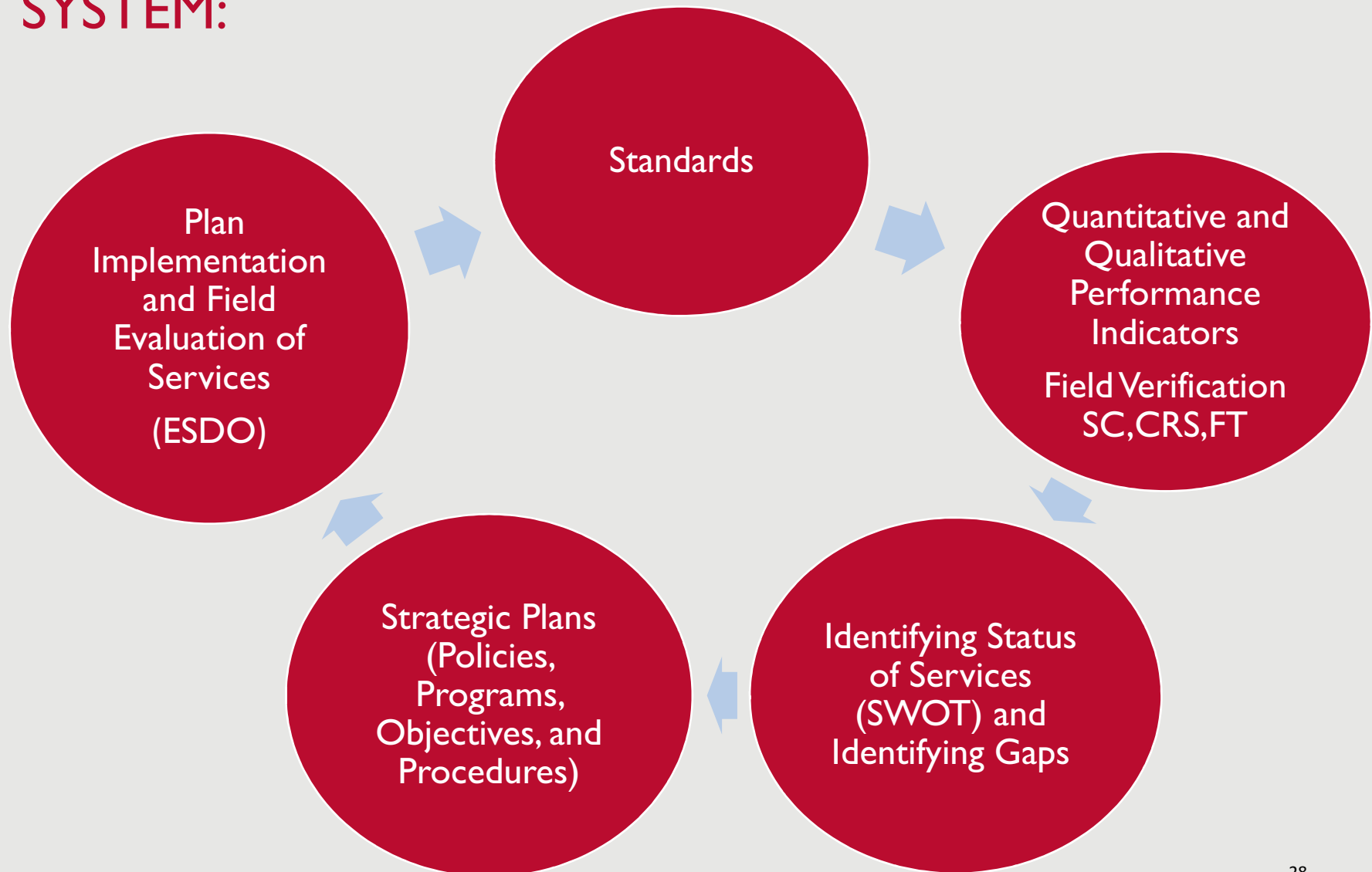
Sector	Basra	Impl.
Water	19	0
Sewage	15	0
Municipality	11	0
Education	14	0
Health	8	0
Total LTs/Province	67	0

HOW DO WE ENSURE SUCCESS?

It is done by means of:

- Monitoring and oversighting of the implementation of executive plans of SDIP's proposed solutions, so as to measure the progress in reducing the gap and improving the service.
- Continuous monitoring of indicators in comparison with standards to measure progress/regression in service delivery by using the survey templates.
- Adopting local legislations for the institutionalization of performance management system

STANDARD PERFORMANCE MANAGEMENT SYSTEM:



GUIDELINES OF STANDARD WORK PROCEDURES OF THE MONITORING AND OVERSIGHT OF SERVICES

- Identifying criteria of selecting targeted areas and standards of measuring the service.
- Planning site visits
- Developing and conducting surveys and tests to solicit citizen opinions.
- Analyzing the results of site visits, and comparing field performance indicators to official indicators and standards.
- Drawing out results and required correction procedures.



UPCOMING STEPS:

- Intensify work with the Directorates of Youth, Labor and Social Affairs, Agriculture, and Roads on SDIP development and implementation.
- Track under-implementation plans and increase site visits to verify services in line with a monitoring and supervision methodology, so as to evaluate the impact of implemented solutions.
- Evaluate the site visit's feedbacks and develop periodic reports
- Hold periodic meetings between directorates and ESDO working group to evaluate the effectiveness of services and implemented solutions.

STEPS OF IMPROVING PERFORMANCE MANAGEMENT

- Institutionalization of standard performance management system by means of adopting related draft legislation.
- Using adopted methodology of monitoring and oversight of delivered services.
- Continuing to track field plans for accomplishing the objectives and solutions, as well as for field verification.
- Expanding and institutionalizing community participation in decision-making and monitoring of services.

STEPS OF IMPROVING PERFORMANCE MANAGEMENT

- Managing available resources (time, skills, funds, and equipment) to accomplish higher performance effectiveness and efficiency.
- Periodic review of performance.
- Accelerating and streamlining the procedures of land allocation for educational, health, and service purposes.
- Activating the enforcement of laws related to the elimination of illegal use of public property, and enacting appropriate legislation.

STEPS OF IMPROVING PERFORMANCE MANAGEMENT

- Utilization of modern technology to accelerate the process of service delivery, as well as monitoring and tracking those services.
- Creating service database (defining available resources, strategic planning, resource management.)
- Electronic communications and remote electronic monitoring and tracking of projects and plans.
- Electronic fee levying.



QUESTIONS & ANSWERS

THANK YOU



Iraq Governance Strengthening Program (GSP)

