

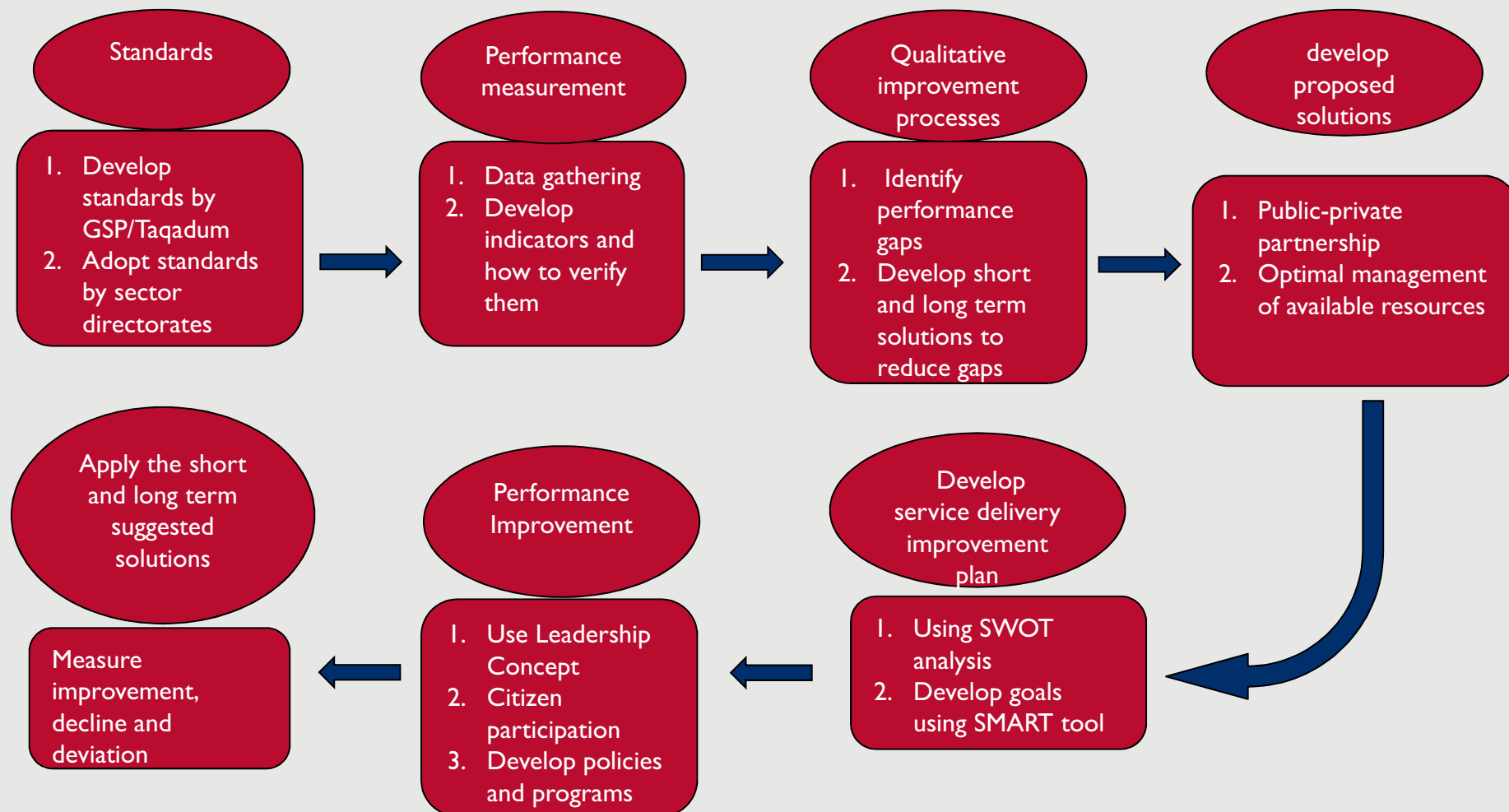


METHODOLOGY OF DEVELOPMENT OF  
SERVICE DELIVERY IMPROVEMENT PLAN FOR  
SALAH A-DIN HEALTH AND EDUCATION  
DIRECTORATES  
*GSP/Taqadum*  
Iraq-Erbil

# OBJECTIVES

1. Present Methodology of GSP/Taqadum in development of service delivery improvement strategic plans
2. Build capacity of targeted directorates in development of plans by training them on:
  - a- Using standards templates, calculating indicators and identifying service gaps
  - b- Developing short and long-term solutions to reduce gaps through:
    - optimal use of available resources
    - participation of the private sector in service delivery
  - c- Analyzing the as-is performance of the Directorate using SWOT analysis
  - d- Developing Directorate's goals using the SMART tool
  - e- Highlighting the role of citizen participation in the delivery of services
  - f- Enhancing the role of leadership in service delivery
  - h- How to write a completed service delivery improvement strategic plan

# CONCEPT OF PERFORMANCE MANAGEMENT



# I. STANDARDS AND INDICATORS

- **Standard:**

It is the level of expected services the local government aspires to reach and provide to citizens in terms of quantity, time, cost and quality, such as service coverage, service efficiency and service quality.

- **Indicator:**

It is a realistic qualitative and quantitative measurement used to measure a certain performance/phenomenon within a certain period of time. Indicator should be associated to a goal an organization is seeking to achieve.

## 2. PERFORMANCE MEASUREMENT

**Tools used to evaluate local government efficiency and effectiveness. They are used:**

- 1- To provide the local government information about the status of services delivered to citizens
- 2- To provide the local government with indicators of efficiency and effectiveness of services delivered to citizens
- 3- As a tool to evaluate local government performance, past to present.
- 4- To enable provincial decision makers to compare performance of similar sector directorates
- 5- Improve performance of the local government in a manner that ensures achievements of its vision.

### 3. IMPROVEMENT PROCESSES

- Identity gaps in performance
  - 1- Collect updated performance indicator; test indicators to reach required accuracy.
  - 2- Review and analyze gaps against standards
  - 3- Reach conclusions.
- Develop a service delivery plan that includes:
  - Short-term solutions
  - Long-term solutions
- Adopt methodology of regular reports to observe positive changes in performance indicators.

## 4. IMPROVEMENT MANAGEMENT

- **Establish a process for development management and achieve quality performance, through:**
  - 1- Adopting realistic standards and indicators
  - 2- Adopting recommendations and plans developed based on standards
  - 3- Supporting development of policies and programs that enhance performance indicators and response to citizens needs of services
  - 4- Adopting a regular update system of performance indicators and observing positive changes.

## TASKS OF THE ESSENTIAL SERVICE DELIVERY OVERSIGHT (ESDO) TEAM

- Develop a work plan and distribute and adopt tasks
- Reach to conclusions and develop reports about improvement of management and delivery of services
- Work with directorates to develop service delivery plans based on standards
- Submit reports about status of services and development plans to the provincial Task Force.



# METHODOLOGY OF DEVELOPMENT OF SERVICE DELIVERY PLAN

Plans included responses to the following questions:

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

# I. WHERE ARE WE NOW?

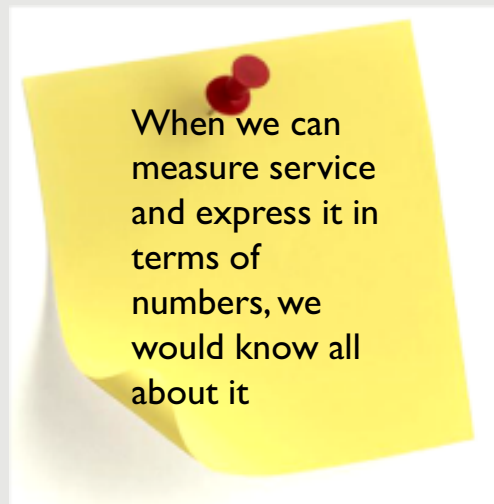
As-is service status can be identified by:

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



- **Identify service gaps through**

Gathering of updated performance indicators and compare them with standards to identify service gaps using service standards template



# TEMPLATE OF STANDARDS AND INDICATORS AND GAP CALCULATION IN EDUCATION SERVICE

Measurement unit	Description	Required data to measure standards	Standard value	Standard description	standard	#
#	No. of Students of the Directorate	A .No. number of students (male, female)	%	<b>This standard represents the standard of school building size that is appropriate to student number</b>	school building size	1
##	Actual numbers of schools of the Directorate	B .Total number of schools		1. for each 360 students		
%	Indicator calculation= $100 \times \frac{360 \times B}{A}$			1. Total school area: 5000 m2		
				1. Student area in the class: 1.6m2		
				1. Class area: 48 m2		
				1. Size of classroom enough to 30 student per a classroom		
			%	<b>This standard represents number of teachers that is sufficient for all course syllabus and faculty</b>	Admin. And Educational staff	2
				1. A teacher for each 30 students		
				1. A teacher for each syllabus		
				1. full admin staff (principal, deputy, admin staff, teacher)		
				1. There are maintenance specialists in each school		
...	To Know the number of students that use toilets and whether the number is proportional to toilets and faucets	A. No. of school students	%	<b>Education Environment is defined as making school atmosphere proper for student in terms of teacher interaction and his activities, and interaction of faculty , and issues motivating the student</b>	Education al environment	3
...	No of toilets appropriate to be used in term of cleanliness, and doors	A. N. of school toilets		1. one toilet for each 50 student		
				1. One toilet for each 50 female student One faucet of drinking water for each 50 student .1		
				1. All students and teach staff feel respect and good treatment		
#	It is important that classroom ventilation is good since it helps create good teaching and clean environment	NO. of fans and windows		School building is always in good status and . .1 subject to regular maintenance		12
				1. The school offers students the opportunity to exercise a leading role among their colleagues		

# STANDARDS AND INDICATORS AND GAPS CALCULATION TEMPLATE OF PRIMARY HEALTH CARE SERVICE

Measurement unit	description	Required data to measure standard	standard value	Standard Description	Standard	#
#	Number of health centers to be provided to cover population needs in the district center	A. Standard number of health centers (district center population)/10000	%	<b>This standard indicates whether the health center is enough for the number of citizens and proper in terms of infrastructure to provide health services. It is represented by:</b>  1. One main health center for each 10000 persons	Primary Health Centers coverage	1
#	Number of active staff currently available in district center	B . Total number of health centers				
%	Indicator Calculation= $100 \times \frac{B}{A}$					
#	Minimum number of staff necessary to provide health services to centers in an efficient way that meets needs of beneficiary	A Standard number of staff working in the health center (number of province population *the standard number)/10000	%	<b>This standard represents the number of staff enough to provide basic health services</b>  1. (3) doctors for each 10000 persons 2. A.radiologist for each center 3. One dentist for each 10000 persons 4. A pharmacist for each 20000 persons 5. A nurse for each 10000 persons 6. A female nurse for each 10000 persons 7.(6) Assistant staff for each 10000 persons 8. (2) assistant pharmacist for each 10000 persons 9. One assistant doctor for each 10000 persons 10. One Lab staff for each center 11. (4) lab assistant for each 10000 person 12. One eye test staff for each 10000 person 13. (8) admin staff for each center 14. Supporting and service staff for each center	Health Center staff	2
#	Actual umber of staff in the center	B\ Total number of staff working in the health center				
%	Indicator Calculation= $100 \times \frac{B}{A}$					

## USE OF SERVICE GAP ANALYSIS TEMPLATE

**The importance of gap analysis in the services provided to citizens lies in:**

- 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 standards.
- Determine the priority of the elements influencing the gap in services through the extent of their influence.
- Develop proposed immediate and long-term solutions to address the elements that impact the gap in order to minimize them.
- 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.

Directorate:						Provinces:								
Standard description:						District/Sub-district:								
Analysis of elements causing the gap and impact on gap reduction											Gap value	Indicator value	Standard value	#
Main (3) elements contributing in reducing the gap that got No. 3	7	6	5	4	3	2	1	Elements affecting the gap						
	authorities (Is there a need to new authorities)	Technical barriers	Capacity building	Supplies and equipment	Infrastructure	Financial issues	Human resources							
								Analysis of elements causing the gap						
								Amount of impact of the element in reducing gap						
	14	13	12	11	10	9	8							
	Others to be named	Logistic support	security conditions	Operation and maintenance	Misuse of resources	Political intervention	Vertical and horizontal coordination	Elements affecting the gap						
								Analysis of element affecting the gap						
								Amount of impact of the element in reducing gap						

Long-term solutions	Short-term solutions	Reasons behind arranging elements according to priority	Arrangement of basic elements that go No. 3 that affect reducing the gap according to priority	Standard description	#
			Misuse of resources	Amount of water supplied in the center of the district (350 /capita/day)	
			Maintenance and operation		
			Technical barriers		
			Infrastructure		
			Supplies		



## 2. WHERE DO WE WANT TO BE?

Based on **SWOT** analysis, goal of the Directorate, derived by the Directorates mission and vision can be developed. These goals are identified according to the **SMART** (Specific, Measurable, Achievable, Realistic, and Time-bound) Tool.

## 3. HOW CAN WE REACH THERE?

By developing an action plan along with a timeline and identifying roles and responsibilities to implement the plan's short and long-term solutions.

## 4. HOW TO ENSURE SUCCESS?

### **This is done through:**

- Monitoring and oversight over implementation of action plans for proposed solution cited in the improvement plans in order to identify progress made in filling the gap and improvement of the service.
- Continuous monitoring of indicators against standards to identify progress or regression in service delivery by using survey templates.
- Using the methodology of Service Delivery Improvement Plan in developing adequate solutions to address regression in service delivery, then developing the required action plan to implement it.

## STATUS OF PLANS IMPLEMENTED IN THE SEVEN PROVINCES

- Service Delivery Improvement Plans (SDIPs) have been completed for the Education sector (Primary Education Service) in the seven provinces working with GSP/Taqadum (Babil, Baghdad, Najaf, Wasit, Diwaniyah and Diyala)
- SDIPs include development of short and long-term solutions and recommendations for reducing and improving service gaps.
- SDIPs were presented to Task Force team in the above-mentioned seven provinces, which gave its approval to the proposed solutions
- The directorates developed action plans for implementation of short-term solutions.
- Provinces formed monitoring and oversight committees to implement action plans by the directorates, which have formed committees for this purpose

## STATUS OF PLANS DEVELOPED IN THE OTHER EIGHT PROVINCES

- GSP/Taqadum has start working with the five provinces (Basrah, Dhi Qar, Maysan, Muthanna, and Karbala) to develop and implement service improvement plans.
- In regard with the remaining three provinces of Ninawa, Anbar and Salah ad Din, and due to current circumstances, GSP/Taqadum will present its methodology in development of the service improvement plan for these provinces to make use of. Work will focus on building the capacity of these provinces in dealing with crises in terms of assessing damages, reconstruction planning and implementation management.

**Thanks for listening**

**Questions and Answers**



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