



## MILLENNIUM CHALLENGE CORPORATION (MCC)

### LOCAL GOVERNANCE DEVELOPMENT PROGRAM

#### QUALITY SERVICE IMPROVEMENT PROGRAM PHASE II (FUHEIS, SHAFI, AND BURQUSH)

#### Progress and Training Report

Submitted to:  
**USAID/Jordan**

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## Acknowledgment

I would like to appreciate all efforts made by any person participated in the success of QSIP II through seven weeks of continuous work and collaboration by:

- Targeted Municipalities' Mayors
- Municipal staff and especially Service Improvement Teams
- LGDP staff and especially QSIP assistance team

## Status Report

Prepared by:	Montaser A. Hiyari	
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## Executive Summary

To achieve the purpose of enhancing and empowering local governments in Jordan, Local Governance Development Program (LGDP) implemented Quality Service Improvement program (QSIP I) in three municipalities (Jarash, Madaba and Shobak) during 2008 and early 2009. This has been considered the first phase of QSIP.

LGDP decided to extend QSIP to include other three municipalities (Fuheis, Shafa and Burqush) in a modified plan that can be initiated in these municipalities within seven weeks. This QSIP extension is known as the second phase of QSIP (QSIP II), which this report targets.

The modified QSIP plan in QSIP II aims to create quality service improvement culture in three municipalities, and create staff initiatives that can be presented and then approved by municipal leader and councilors. Initiatives were developed according to service strategy and values, performance pledges, and using customers' feedback tools to recommend improvement proposals and plans. Pioneer services were chosen by municipalities to be included in QSIP II. According to mayor, QSIP is necessary to be extended internally by municipalities to cover other municipal services.

Municipal capacity building was enhanced through providing municipal staff with appropriate methodologies and tools by conducting two training workshops in the beginning and end of QSIP II.

This report presents achievements of QSIP II in the three municipalities. Four attachments are complementary parts for this report. These attachments are:

01. QSIP II Workshops and Field Visits.
02. Fuheis Municipality Output (Arabic Language).
03. Shafa Municipality Output (Arabic Language).
04. Burqush Municipality Output (Arabic Language).

## Purpose

This report will present work stages in the three municipalities with its details, methods, output, and lessons.

## Facilitator / Consultant Role – Objectives versus Achievements

Quality Service Improvement program Facilitator / Consultant worked closely with LGDP staff to achieve QSIP II objectives in which municipalities are expected to be trained for developing plans of improvement recommendations that are based on customers' feedback tools.

The Achievements can be summarized in the following:

### QSIP Objectives

The objectives of QSIP II are to:

1. Practicing methods to improve customer satisfaction with municipal service delivery
2. Upgrade skills and competence of municipal employees in customer relation field through workshops, training, and active involvement.
3. Measure customer satisfaction and identify specific priorities for improving quality and performance of municipal services.
4. Build better procedures that are customer friendly, cost and time effective.
5. Promote customer feedback mechanism so customers can share their ideas on how procedures can be improved.
6. Encourage municipal employees to come up with viable ideas and suggestions to further improve services quality.

### QSIP Achievements

#### **1. Culture Improvement**

- The major achievement of Quality Service Improvement Program in the municipalities was stimulating Mindset of Municipal Workers to improve quality service improvement. Since municipal workers are providing public services, they felt that the people receiving these services are not supposed to complain nor ask questions and just accept the service as it is. Through QSIP workshops during this program, and through technical assistance visits, the consultant worked with the municipal senior officials and staff on building a culture that recognizes customers as stakeholders and partners in achieving excellence and improving quality of services.

For seven weeks, the consultant worked closely with municipal employees on spreading the culture of excellence, and building customer oriented work environment.

- Although the decision making process is still in the hands of the top management and particularly the mayor, the program proved that the staff can initiate improvements, which can be implemented with less resources to achieve more results. Some municipalities already started implementing their recommendations after getting necessary approvals from the mayor and councilors in some cases.

## **2. Setting Municipality Services Strategy**

- Municipality formulated the city's Services Strategy that focuses everyone's mind and effort to the tasks at hand, and provides the general guidelines toward continuous service quality improvements.
- LGDP and the consultant relied on the vision statements that were developed by Local Development Plans of municipalities (LGDP - Component 2) to develop a service strategy for each municipality. In one case, Burqush Service Improvement (SI) team agreed to take the local development vision as a service strategy. The other two municipalities reformulated local development vision and create their service strategy that is congruent with that vision.

## **3. Drafting Performance Pledges**

- Two municipal Service Improvement teams (Fuheis and Shafa) developed their performance pledges. Burqush did not have enough time and staff commitment to develop these pledges.
- Performance pledges were presented to municipal leaders (Mayor and councilors) who appreciated them and indicated that pledges could be a step toward created employees' loyalty to their municipality.

#### **4. Employees Needs, Expectations and Aspirations**

- Service Improvement Teams' expectations about QSIP were explored at the beginning of QSIP II. These expectations can be summarized into:
  - a. learning methods of service improvement;
  - b. know methods of procedures simplification;
  - c. exchanging of experiences in services improvement, and to
  - d. explore weaknesses in the current procedures of municipal services management.

#### **5. Customers Needs, Expectations and Aspirations**

- For the first time, Municipal Service Improvement Teams designed, distributed, collected and analyzed Surveys, to identify the customers needs, expectations and aspirations as well as their level of satisfaction, and reflected that on Service Improvement Teams recommendations and improvement ideas.

#### **6. Quality Improvements Workshops**

- The consultant in coordination with LGDP team conducted and facilitated two workshops for each municipality.
- The first workshop, Service Improvement Workshop, was conducted in the early start of QSIP II and aimed to establish customer service culture and learn methods of improvement using customer feedback tools. In this workshop, Service Improvement teams formulated service strategy and values, and identified pioneer services that will be included in QSIP II.
- In The second workshop, Action Planning Workshop, which was conducted at the end of QSIP II, Service Improvement teams presented their entire QSIP work to municipality's leaders (Mayor and Councilors) including performance pledges (if done), questionnaires, analysis, and recommendations. Municipal leaders discussed with Service Improvement teams the validity of their recommendations and the possibility of implementing them through actions. Some recommendations were not approved due to technical, administrative, and political reasons. Other recommendations, which were approved by leaders, were developed in an action plan.

Municipality	Workshop	Date	Venue	Females	Males	Total
Fuheis	Service Improvement	February 5, 09	LGDP	5	5	10
	Action Planning	February 26, 09	Fuheis	9	10	19
Shafa	Service Improvement	February 9, 09	LGDP	6	4	10
	Action Planning	March 5, 09	Shafa	7	8	15
Burqush	Service Improvement	February 11, 09	LGDP	3	8	11
	Action Planning	March 10, 09	LGDP	3	12	15
<b>Total</b>				<b>33</b>	<b>47</b>	<b>80</b>

## 7. Capacity Building

Service Improvement teams' skills were upgraded by learning new methods of service improvement. Upgrading of skills satisfies QSIP objectives in building capacity of municipal staff; in addition to workshops sessions focusing on service improvement, Service Improvement teams practiced developing questionnaires, analyzing surveys to develop recommendations, and then developing their action plans. They also became familiarized with presenting their ideas to audiences.

Methodology of QSIP is a skill by itself; each phase provides participants with a single skill, this includes defining stakeholders, designing and managing surveys, analysis of surveys and developing recommendations accordingly, analysis of internal work process and looking for fields of improvement, and development of action plans.

## 8. Gender Balance in Participation

Females participated efficiently in QSIP II. More than 40% of workshops participants are females, they noticeably participated in all stages of QSIP II; the three municipalities recommended improving 15 services. 8 services were leaded by females, this gives a percentage of more than 53% of Service Improvement teams are females.

Municipality	Workshop	Females	percentage	Males	Total
Fuheis	Service Improvement	5	50%	5	10
	Action Planning	9	47%	10	19
Shafa	Service Improvement	6	60%	4	10
	Action Planning	7	47%	8	15
Burqush	Service Improvement	3	27%	8	11
	Action Planning	3	20%	12	15
<b>Total</b>		<b>33</b>	<b>41%</b>	<b>47</b>	<b>80</b>



## **9. Action plans**

- According to surveys analysis, municipal Service Improvement teams recommended actions to improve municipal services. Improvement recommendations were presented by teams to municipalities' leaders; mayors, municipal councils, and managers. Teams together with leaders discussed these recommendations and approved on some of them that satisfy council's policy and municipality's capacity.
- Approved recommendations were developed in action plans that show steps of implementation, responsibilities, required time of implementation, and required resources. Steps of implementation were defined according to the analysis of municipal processes to enhance coordination between different sections and departments inside the municipality.
- Mayors are provided with these plans in order to start implementation.

## Conclusion, Lessons Learnt and Recommendations

Implementing the second phase of Quality Service Improvement Program has added a significant value to municipal works and services in addition to the experience of Local Governance Development Program in modifying and adapting QSIP plan according to time limitation and size of municipalities.

- Small number of SI team's members helps the consultant to follow up QSIP progress and enhance products' quality.
- Tied and squeezes time of implementation press on SI team as well as the consultant to recommend for improvement within the given time which may affect number of applicable recommendations and also affect needed revision time to enhance consensus upon the action plan.
- In any future program such as LGDP, it is recommended that QSIP will be in the beginning of any program so that implementing recommendations can be considered as a part of that program. This was also indicated by mayors after they were presented QSOP recommendations.
- It is recommended, according to councilors, that municipal sections will design questionnaires but other sections or people will make surveys (distribution of questionnaires) so that citizens can fill questionnaires with more credibility.
- Commitment of SI members differs from one municipality to another and from one member to another, too. It is recommended to use incentives whether by LGDP or the municipality itself.
- Institutionalizing QSIP in municipalities needs to engage mayors and leaders in more than one activity of QSIP. It also needs to find an internal municipal body that takes the responsibility of QSIP in future.

In conclusion, QSIP II in three municipalities within the given time met its goals by creating and fostering the culture of service quality and providing new skills to some municipal employees. It also carried mayors and councilors to new vision and methodology, in which they can follow-up and keep improving service quality.