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# Iraq Governance Strengthening Project

Taqadum OSTP Conference Materials

December 2012



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# **IRAQ GOVERNANCE STRENGTHENING PROJECT**

## **Taqadum OSTP Conference Materials:**

### **OSTP Conference Presentations**

### **OSTP Conference Concept Document**

#### **FUNDED BY USAID**

December 2012  
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Author's Name: *Kevin Wheeler*

***Taqadum OSTP Conference Materials***  
*Final*  
*December 2012*

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# Organizational Self-Assessment and Transformation Program (OSTP)

Overview: Goals, Processes and Outcomes

ترجمة العنوان باللغة العربية

OSTP Excellence Network Conference

ترجمة العنوان باللغة العربية

**Anne-Marie Brun**

December 5, 2012



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## Agenda

- What is OSTP?
- What is OSTP's conceptual framework?
- How does it work?
- What are OSTP's long-term goals?



## Agenda

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## **OSTP is a process that improves organizations**

An organization that applies OSTP becomes

- More efficient
- More productive
- More transparent
- More impactful on the lives of citizens
- A better place for employees to work

OSTP reaches these goals through making improvements in an organization's

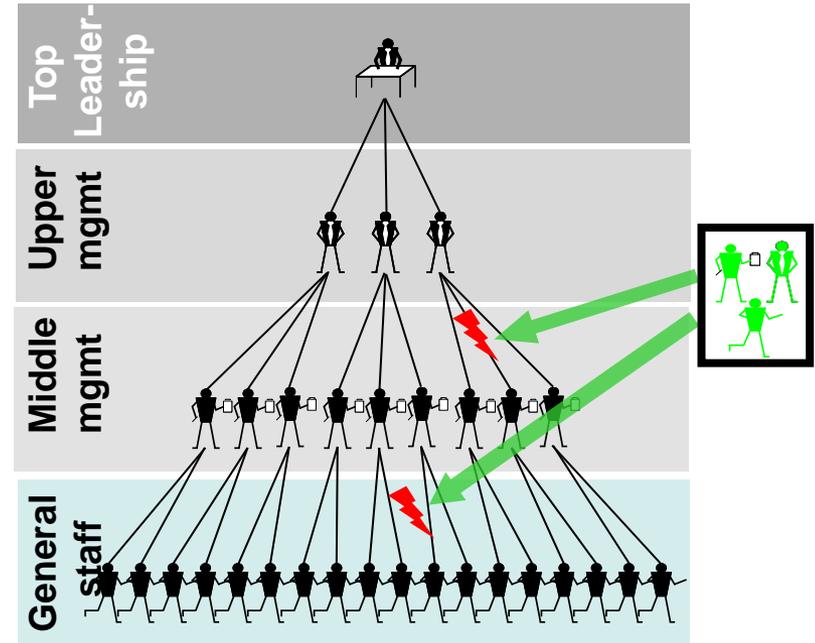
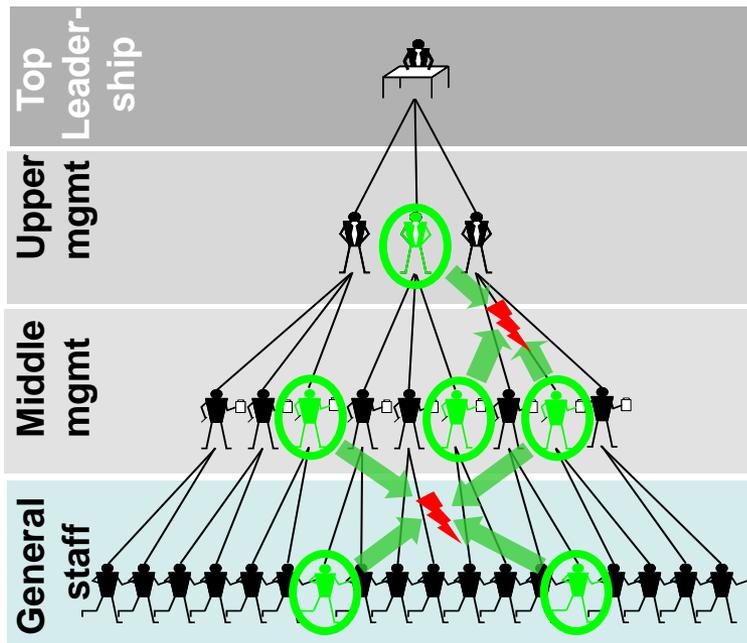
- Leadership
- Finance
- Human resource management
- Processes
- Knowledge management



## OSTP builds internally-driven capacity for identifying and solving organizational issues

OSTP empowers employees *within* an organization to improve performance

Traditional approaches drive improvement from the outside-in



Legend:

- Employee
- Improvement initiator
- Organizational issue
- Performance improvement initiative

By leveraging internal knowledge and expertise, OSTP builds sustainable capacity for ongoing organizational improvement



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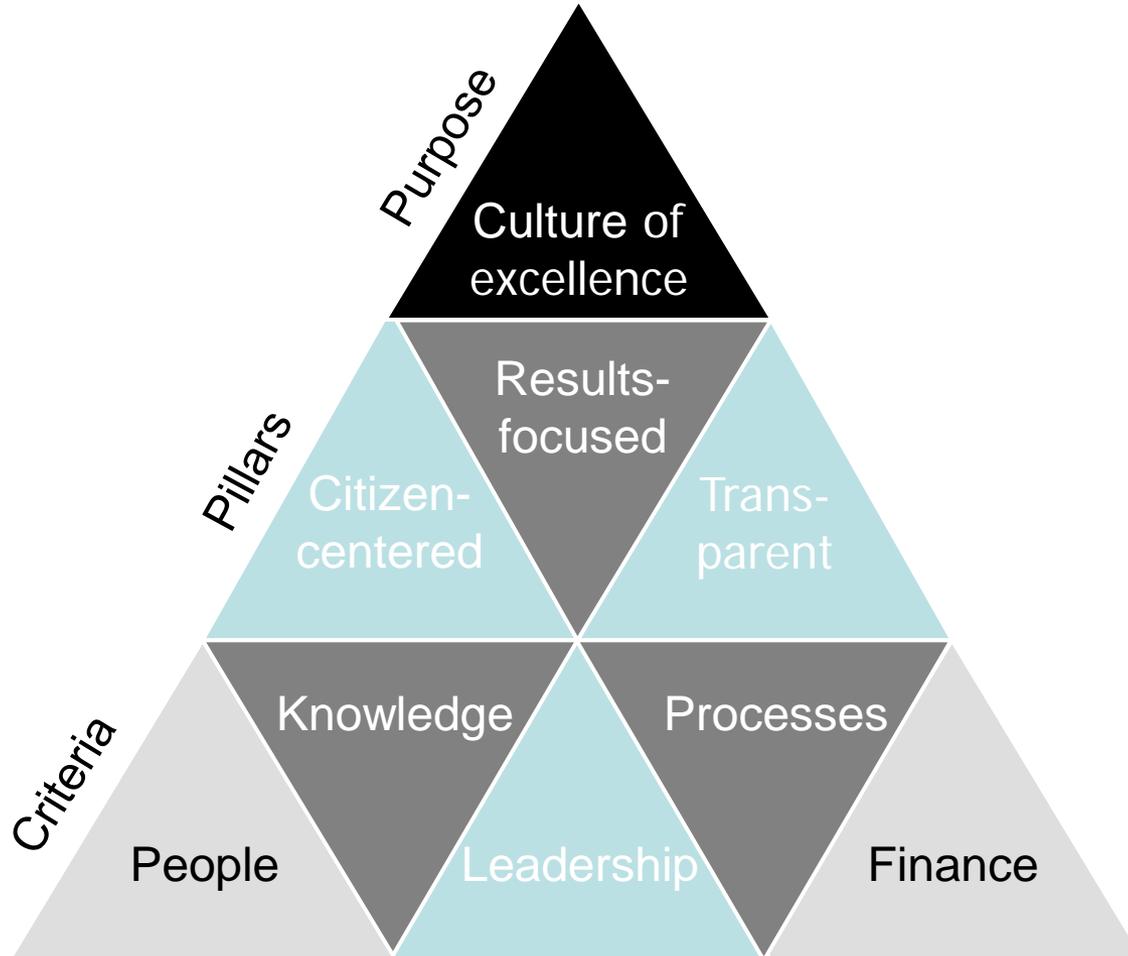
## Agenda

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# A Culture of Excellence is OSTP's highest goal

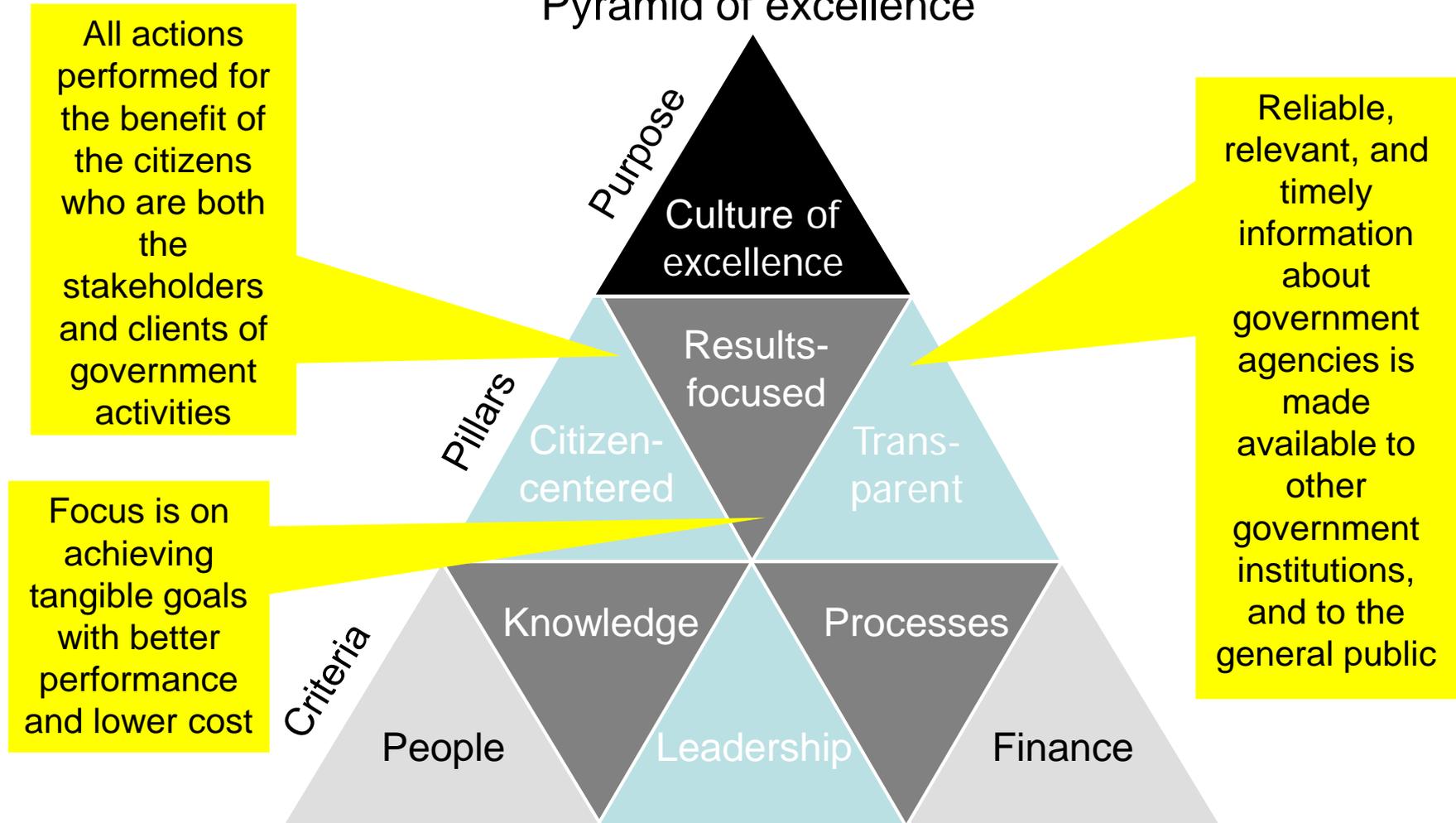
Pyramid of excellence for governmental organizations





## Three Pillars support a Culture of Excellence

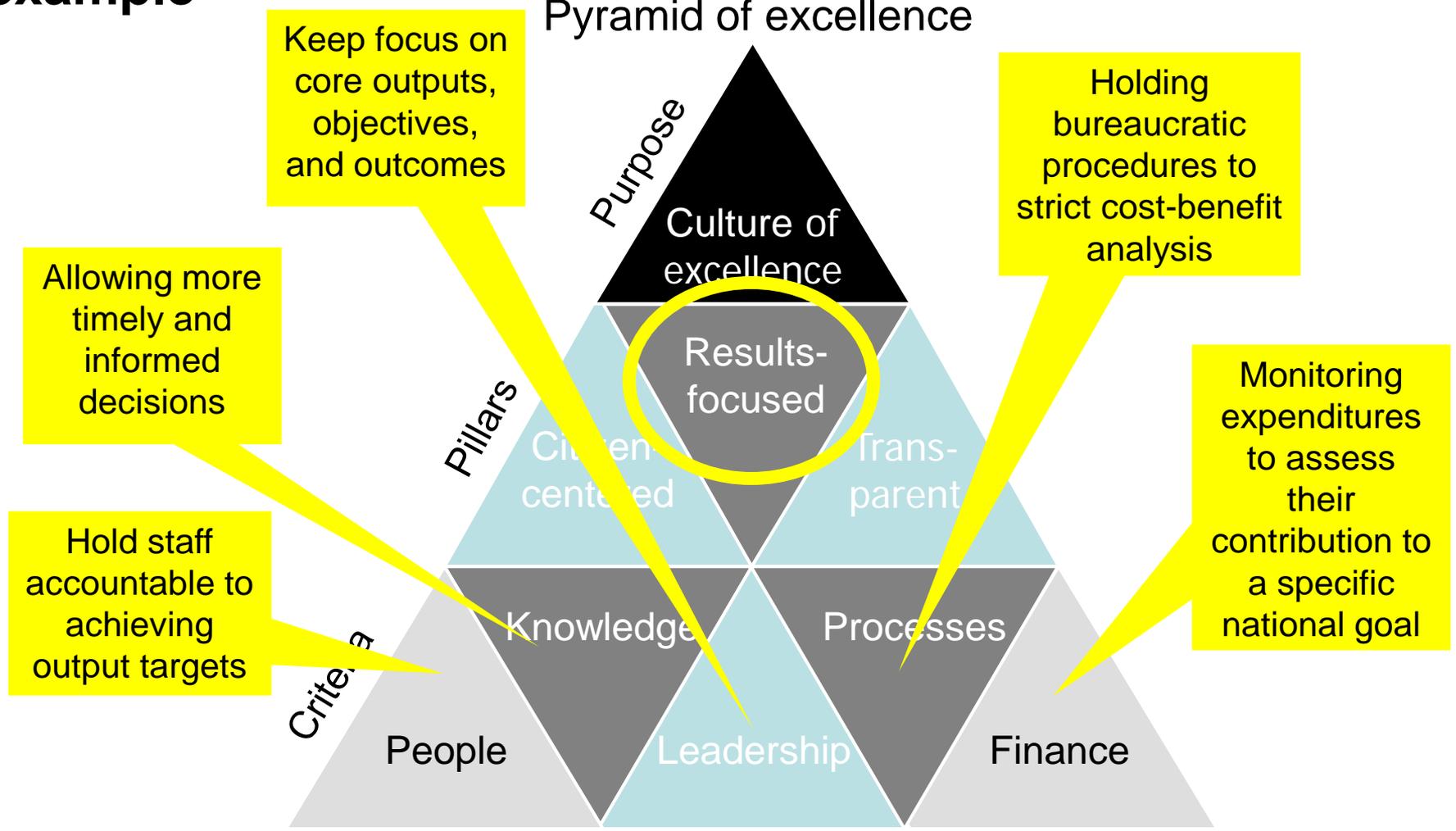
Pyramid of excellence





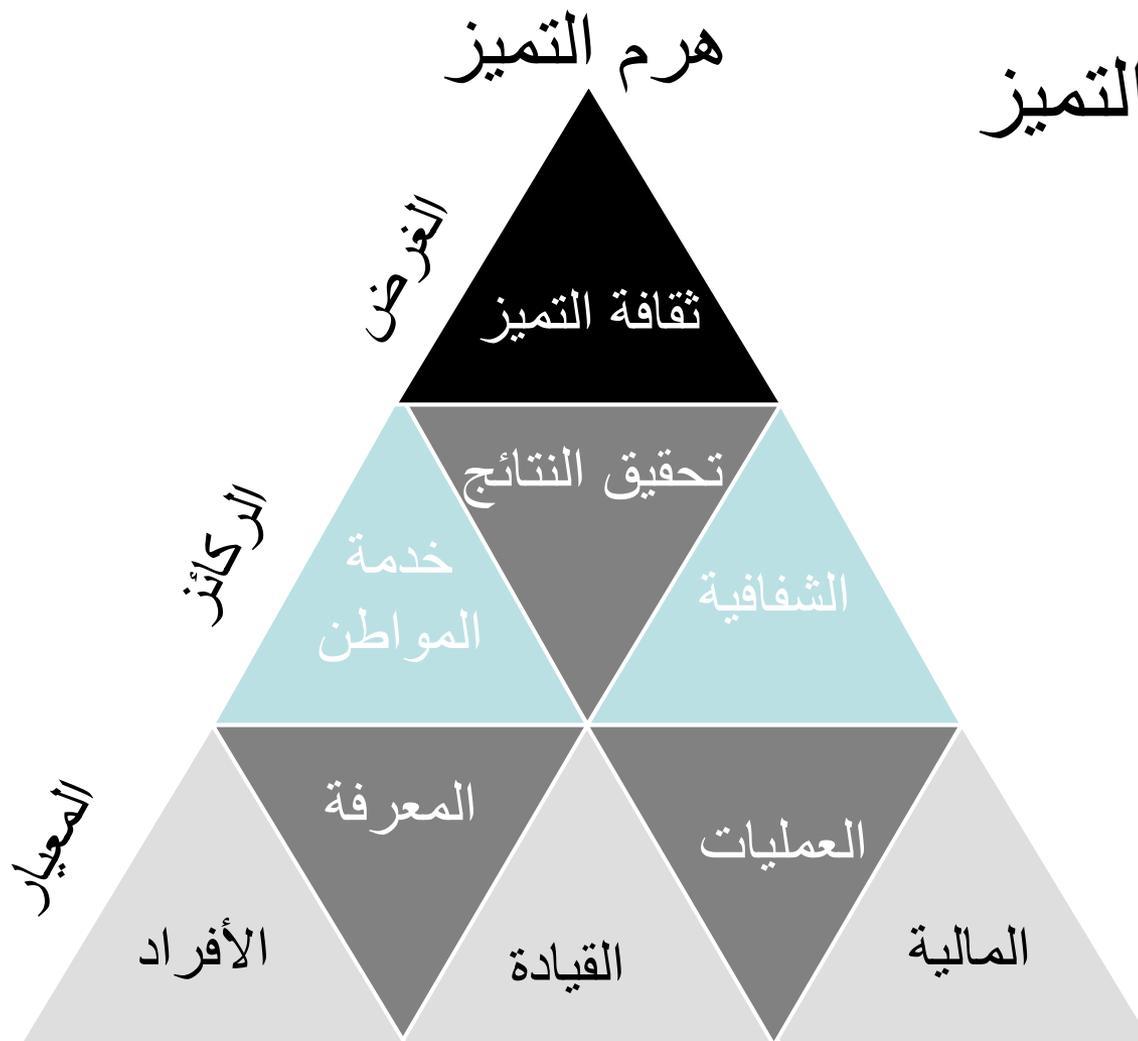
## Each Pillar is evaluated with five Criteria Results-focused example

Pyramid of excellence





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هرم ثقافة التميز



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## Agenda

- What is OSTP?
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- How does it work?
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## The local OSTP team leads the process with USAID project support

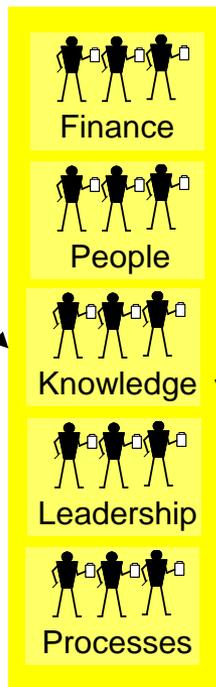
Taqadum  
OSTP Team

Local organization  
OSTP Team

Local  
organization

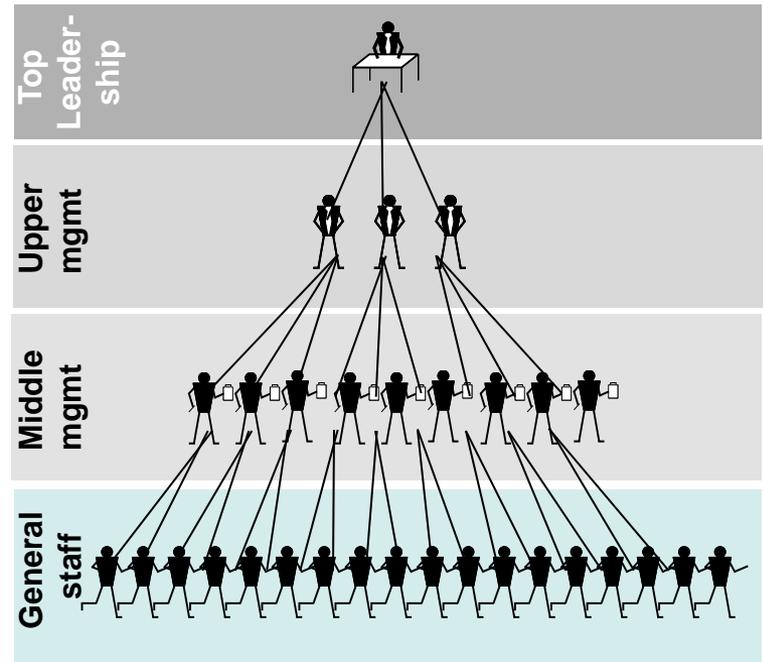


- Workshop facilitation
- Change management consulting



- Interviews
- Feedback
- Updates

- Survey
- Feedback
- Updates



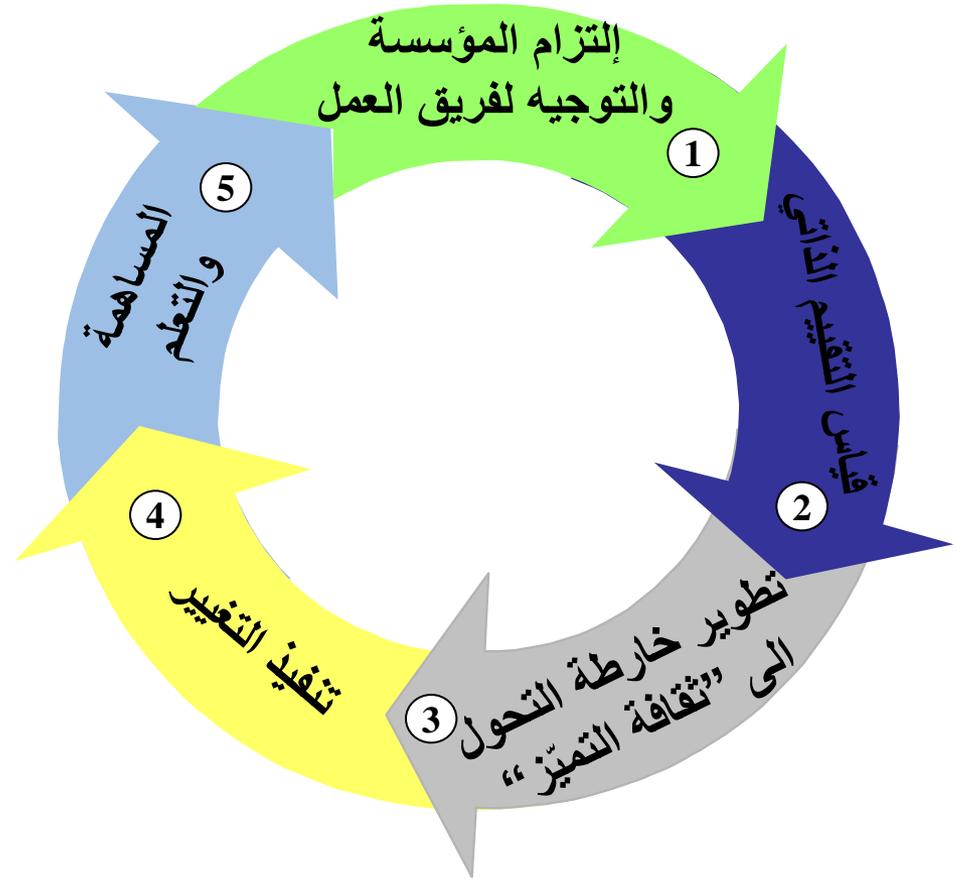
## دورة برنامج التقييم الذاتي والتحول المؤسسي (OSTP)

### برنامج التقييم الذاتي

- المراحل ① و ② من مراحل البرنامج
- إلتزام لفريق الاصلاح
- 1. التطوير الداخلي لفريق الاصلاح
- 2. إبتكار البراهين لتبرير الاصلاح
- 3. بناء قاعدة تعريفية بأهداف عملية الاصلاح
- 4. تغيير الافكار بما يتلائم مع اهداف البرنامج

### برنامج التحويل و الاصلاح

- المراحل ③ و ④ و ⑤ من دورة التقييم الذاتي والتحول المؤسسي
- يخلق زخماً وقابلية لتطبيق التغيير
- 1. الأولوية للفعاليات المنفصلة وذات "الانجاز السريع" كأهداف للتغيير
- 2. تعريف المصادر لدعم التغيير
- 3. تخصيص الوقت الكافي للتفكير والمناقشة ضمن ومن خلال الوزارات





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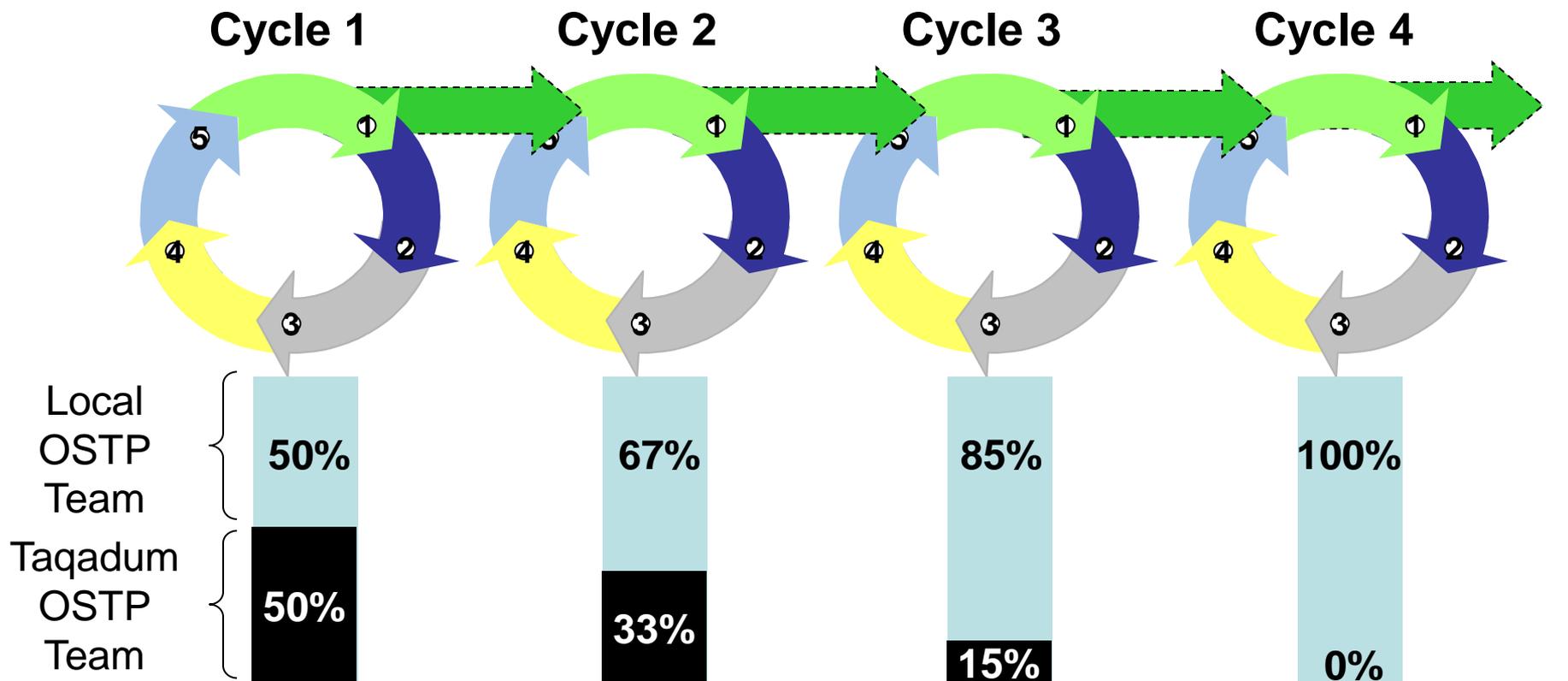


## Agenda

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## Long-term goal #1: OSTP driven 100% by local teams



Illustrative timeline:

Start OSTP

~1-2 years

~3 years

~3.5 years

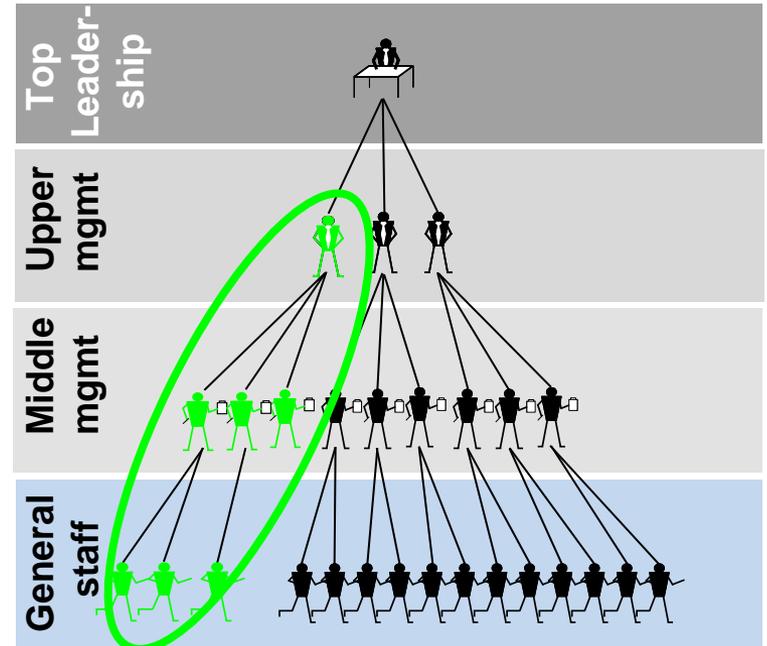
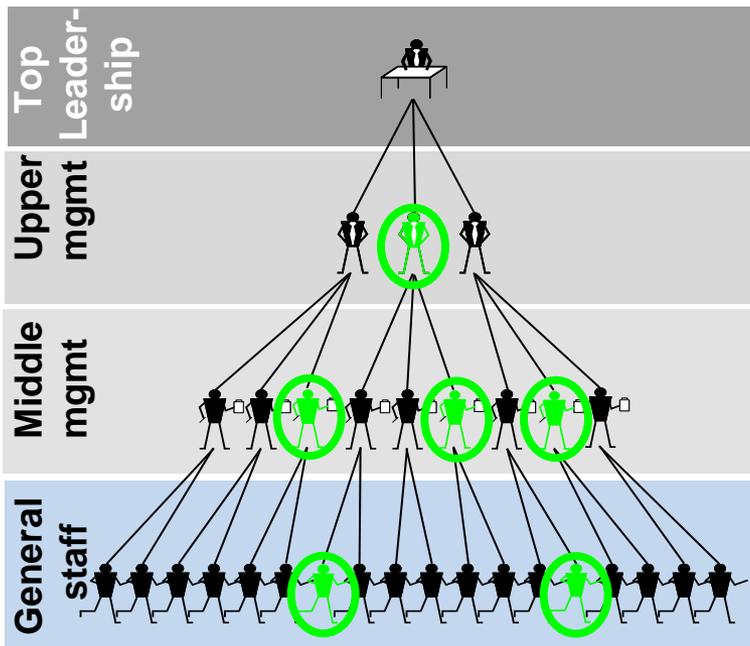
~4 years



## Long term goal #2: resources dedicated to ongoing organizational improvement at all levels at all times

Teams start with partially allocated employees from separate organizations

Goal is distinct units that focus on organizational improvement



Legend:

Employee Improvement initiator

Organizations with dedicated performance improvement units drive sustainable self-assessed transformation



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## Thank you for your attention

- Questions?
- Suggestions?



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# Building an Iraq-wide OSTP Network: Concepts and Tools

## OSTP Networking Conference

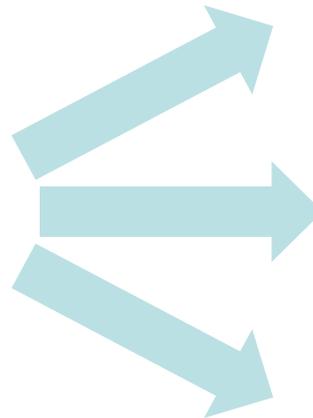
January 28 & 29, 2012

# What happens when an OSTP team wants to make an improvement for which they don't have the necessary expertise?

Based on an example from an actual OSTP team



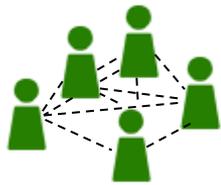
Ministry A OSTP team identifies Risk Management as a high priority need, BUT.....



- ...the team and ministry have no capacity for Risk Management
- ...they don't know of any external resources to contact for help
- ...they don't even have a clear vision for the initiative or idea of what is realistic

**The Risk Management improvement is not impossible, but the team is starting at the very beginning**

## Fortunately, another OSTP team has recently finalized a Risk Management plan in their ministry

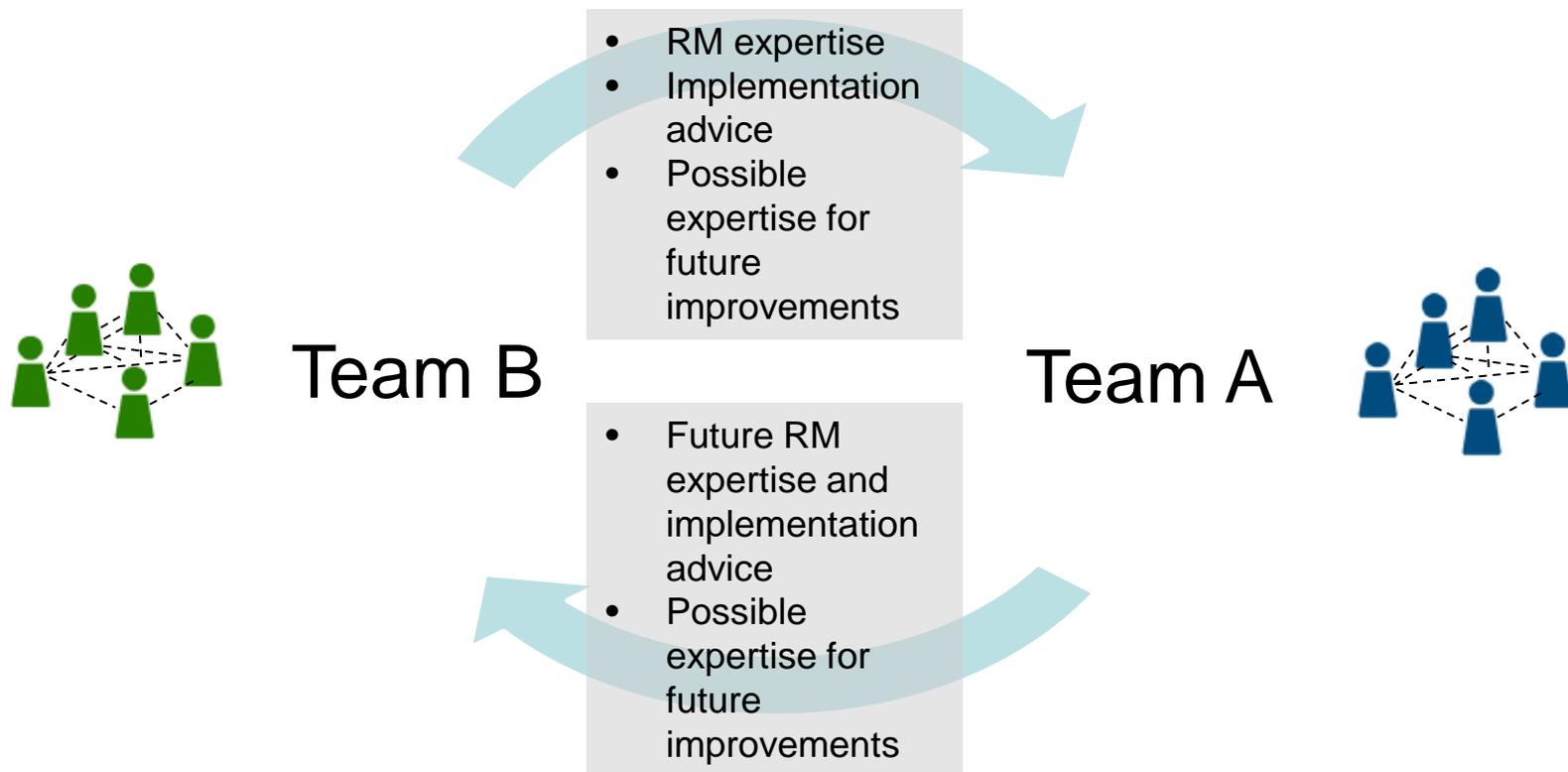


Ministry B OSTP team recently completed a Risk Management plan, but it was not easy:

- 1 They drafted a vision for what they wanted to create
- 2 They conducted a search to identify external consultants to help them
- 3 They contracted a consultant, but had to change to another because of quality
- 4 They changed their vision for the improvement to be more realistic
- 5 Finally, after many months, they instituted a new, high quality, realistic Risk Management plan

**The knowledge and experience for this challenging improvement exists in the OSTP Network!**

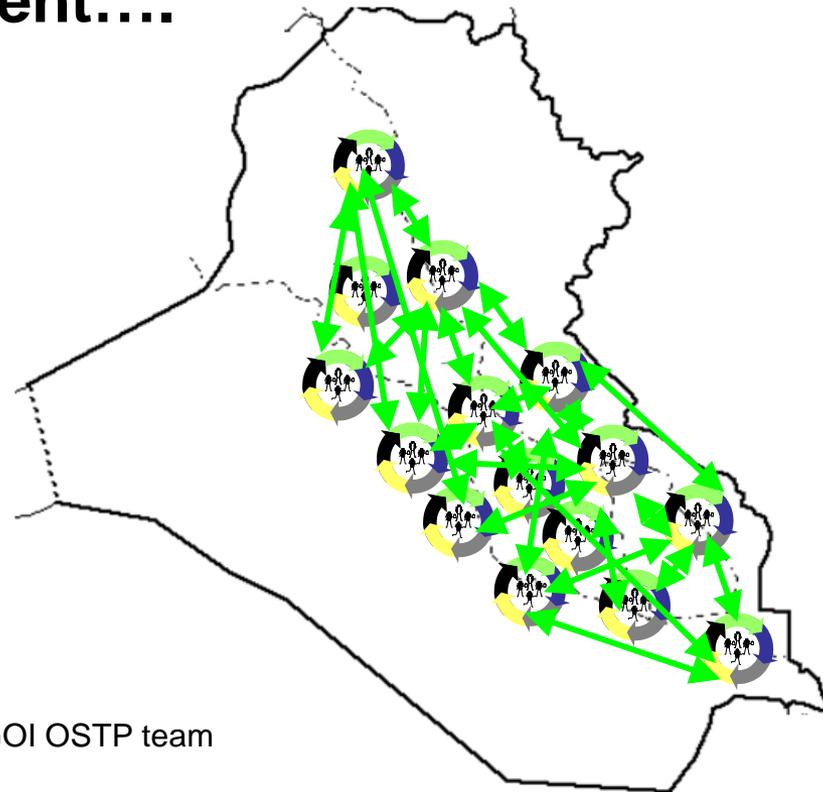
If we can connect teams A and B, the Iraq-wide both teams become



**What happens if we expand this knowledge/experience transfer to all OSTP teams in Iraq?**



**Instead of having only a team of 10-20 to implement an improvement....**



**...we can draw from a network of hundreds of OSTP practitioners with decades of diverse and relevant experience!**

# What are the approaches we can use to build and operate this Network?

## In-person events

- Regular OSTP conferences and workshops
- Criteria-based meetings and workshops
- Bi-lateral (two team) knowledge sharing



## Virtual collaboration

- A web platform in which knowledge sharing and other collaboration can happen virtually



## Virtual and in-person approaches are mutually reinforcing

### In-person events

- Establish personal connections that can facilitate online exchange
- Identify and initiate collaboration on high priority challenges and initiatives
- Provide large increases in implementation momentum



### Virtual collaboration

- Provide an easy channel through which to exchange knowledge/expertise
- Support and sustain collaboration on high priority challenges and initiatives
- Provide sustained support for maintaining momentum

**So how do we take concrete action to build this OSTP Network?**



## **For live events, this conference/workshop is the first concrete step in building the Excellence Network**

- This event is initiating and seeking input for the Iraq-wide OSTP Excellence Network
- Day two's workshops will focus on building the Excellence Network, and sharing valuable experiences
- This event focuses on the main partners of the USAID Taqadum project as a first step – future activities could include more organizations
- Future network-building activities will incorporate the direction we define in this live event

**What are next steps for virtual collaboration?**



**We have developed a demonstration collaboration platform to facilitate OSTP team knowledge exchange**



<http://demo.dev.kaizenconnect.com>

**OSTP teams can use it to access and share relevant knowledge and experience**

## Begin live Taqadum Connect website tour



## **The next steps for the OSTP Excellence Network are up to OSTP teams and their sponsors**

- Tomorrow we will be addressing the greatest challenges facing OSTP teams, the highest priority improvement activities, and how we can tailor the Excellence Network approach to best suit the needs of the Iraqi OSTP teams
- On all counts, since you are the implementers of OSTP, we will be looking to you for guidance on the next steps to take



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**Thank you for your attention**

## **Appendix: Key Taqadum Connect features (for use in case of a slow internet connection)**



## The site has thousands of relevant knowledge resources



I want to find...



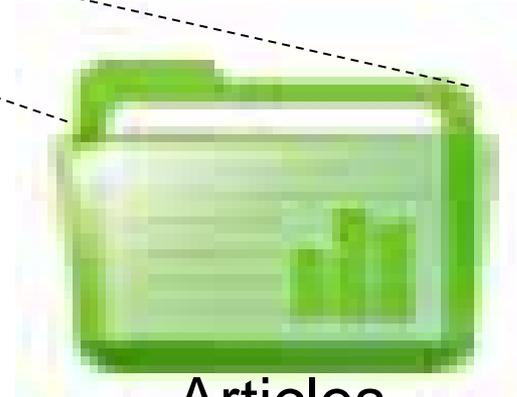


# Knowledge resources can be chosen based on media type

I want to find...



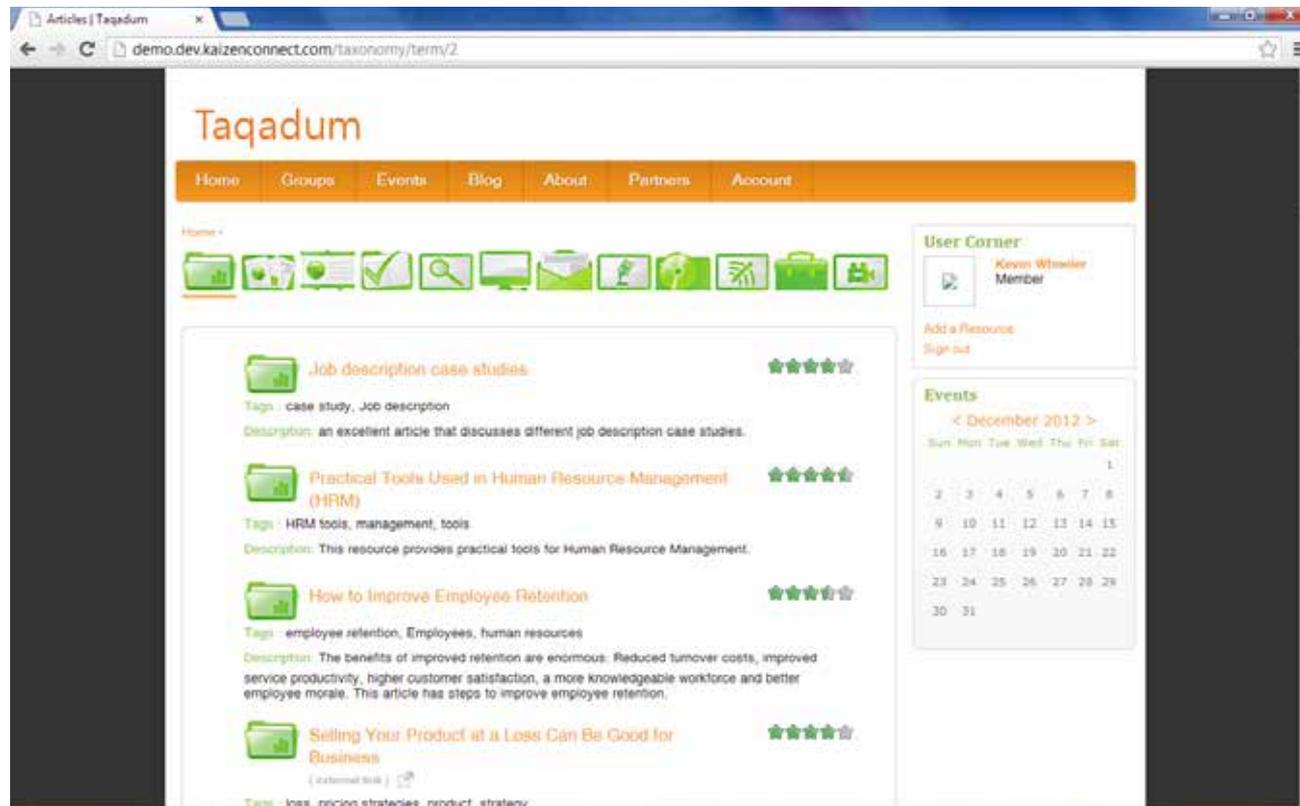
Go



Articles



The knowledge resources have descriptions and ratings to help the user chose the most relevant for them





## Example of specific resource



### Job description case studies ★★★★☆

Tags: case study, Job description

Uploaded by: [Marwan.Ata](#) 

Description: an excellent article that discusses different job description case studies.

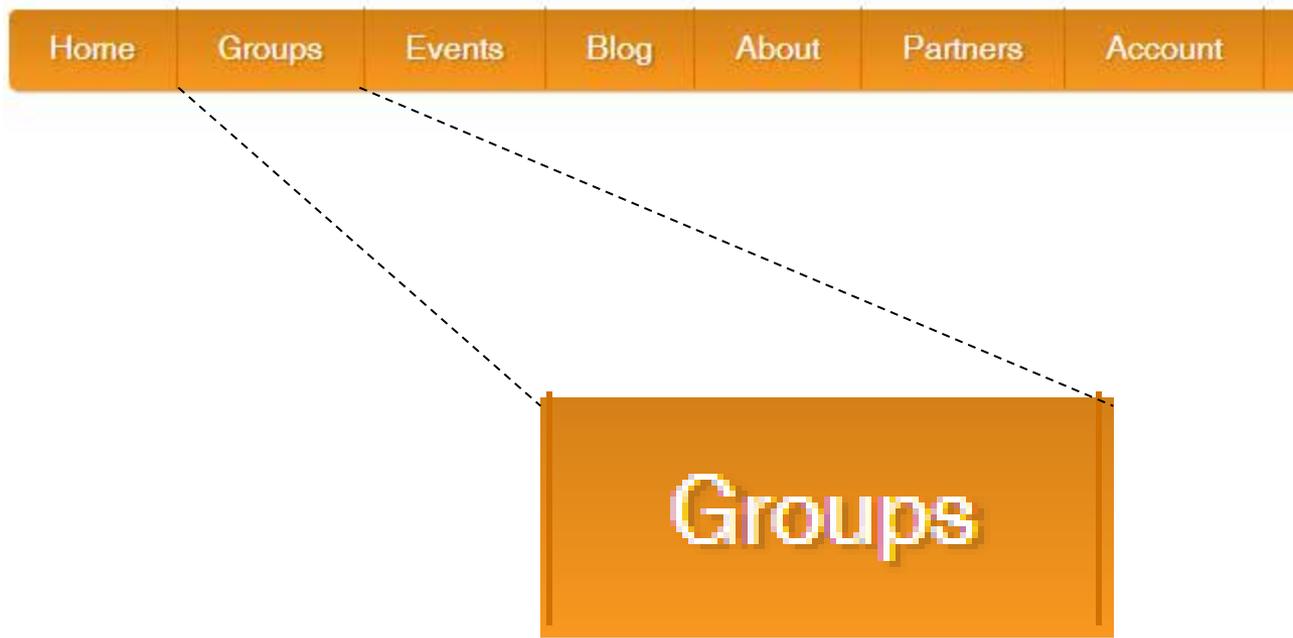
[Download](#)

#### Comments

 [Post new comment](#)



**The site also has functionality to create groups focused on particular topics**





# Users can participate in existing groups, or create their own

Community Groups | Taqadum | x  
demo.dev.kaizenconnect.com/og/all

Search

Go

Create New Group

Sort alphabetically | List newest groups first

- Beirut HR Professionals Group**  
Last update: 06/28/2011  
A group for HR professionals in Beirut, Lebanon to connect.
- Crisis Communications**  
Last update: 05/30/2011  
This group revolves around crisis communications, how to plan, what to do and what to say
- Interpersonal Communications**  
Last update: 06/30/2011  
This group is intended for individuals who want to improve their interpersonal communication skills
- Global Communications**  
Last update: 05/30/2011  
This group is for individuals involved with their company's global communications
- Change Management**  
Last update: 06/06/2011  
This group is for individuals involved in change management within their organizations
- OSTP Univeristy**  
Last update: 11/28/2012  
OSTP learning materials for staff of the Taqadum Project
- General IT Discussion**  
Last update: 06/21/2011  
Where should we take the IT Community on KaizenConnect?
- Identifying USAID Business Opportunities**  
Last update: 11/16/2011  
Where members can share knowledge and gain information on how to identify business opportunities with USAID.

Member

Add a Resource

Sign out

Events

< December 2012 >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29



# Example of an OSTP group already on the site

Home > Groups >

View



## OSTP Univeristy

Field  **Strategic Management**

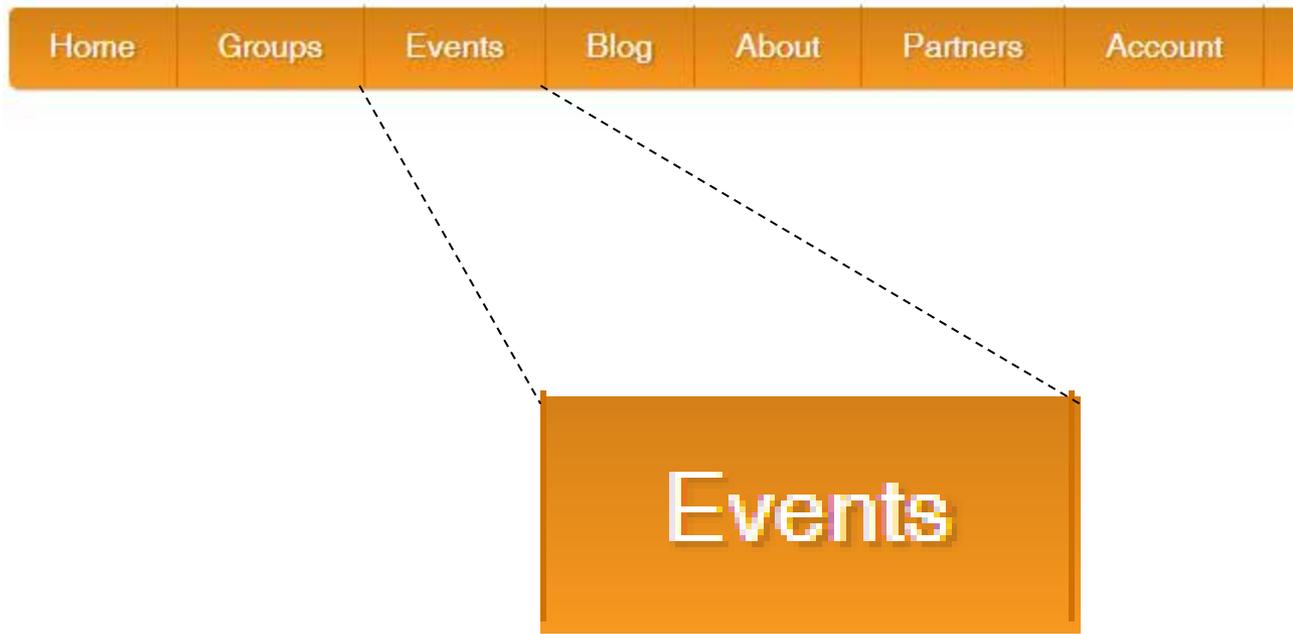
Description OSTP learning materials for staff of the Taqadum Project

**Group Topics:** All topics

→ [OSTP learning materials](#)  
Posted by kwheeler on 11/28/2012 at 6:29 AM



**There is a calendar of events – for live and virtual events, internal and external**





# Users can add events that are relevant for OSTP in Iraq – meetings, webinars, conferences, etc.

## Events

< December 2012 >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**Legend:**

- 10
**Orange Number:**  
Online Events
- 10
**Green Number:**  
Offline Events
- 10
**Black Number:**  
This day has both online and offline events

**Filter Events by Community:**

All Communities ▼



## Many of the resources come from highly-respected international organizations



## A selection of resource providers for Taqadum Connect





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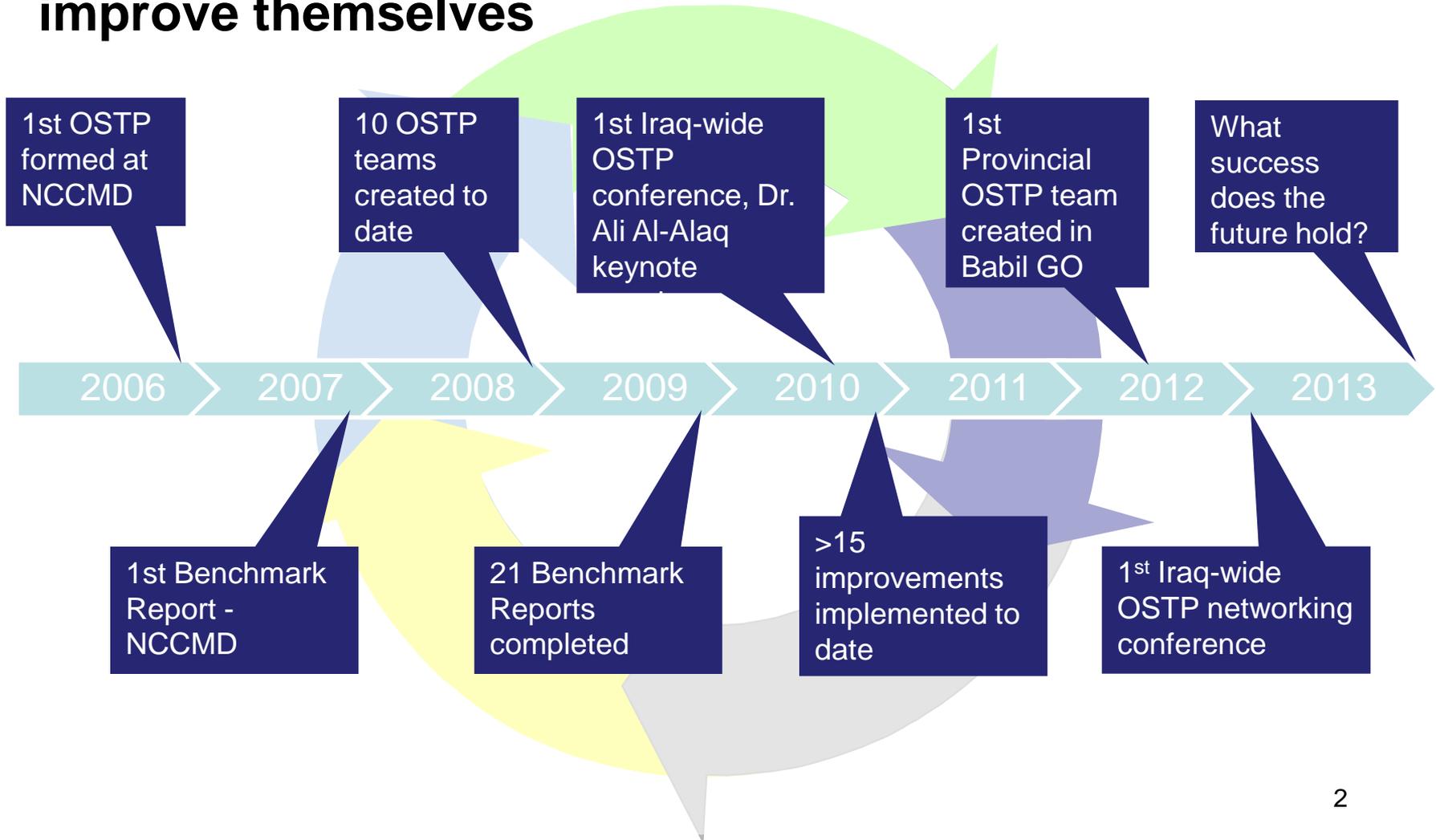
## OSTP in Iraq: a nationwide perspective

### OSTP Networking Conference

January 28 & 29, 2012



# Since 2006, Iraq institutions have been using OSTP to improve themselves



# Dozens of ministries and provinces have used the OSTP methodology, supported by three USAID projects

## Ministries

- Agriculture
- Construction and Housing
- Council of Ministers Secretariat (CoMSec)
- Displacement and Migration
- Health
- Higher Education
- Municipalities and Public Works
- Oil
- Planning
- Transport
- Water Resources
- Youth and Sports

## Provinces

- Anbar (GO) 
- Babil (GO) 
- Baghdad (PC) 
- Basrah (GO) 
- Karbala (GO) 
- Kirkuk (GO) 
- Najaf (GO) 
- Ninewah (GO) 

## Projects



مشروع تعزيز الحوكمة  
Governance Strengthening Project (GSP)



## Support for OSTP has come from very high levels in the GoI

Secretary General Ali Alaq gave the keynote speech at the first OSTP conference in October 2010

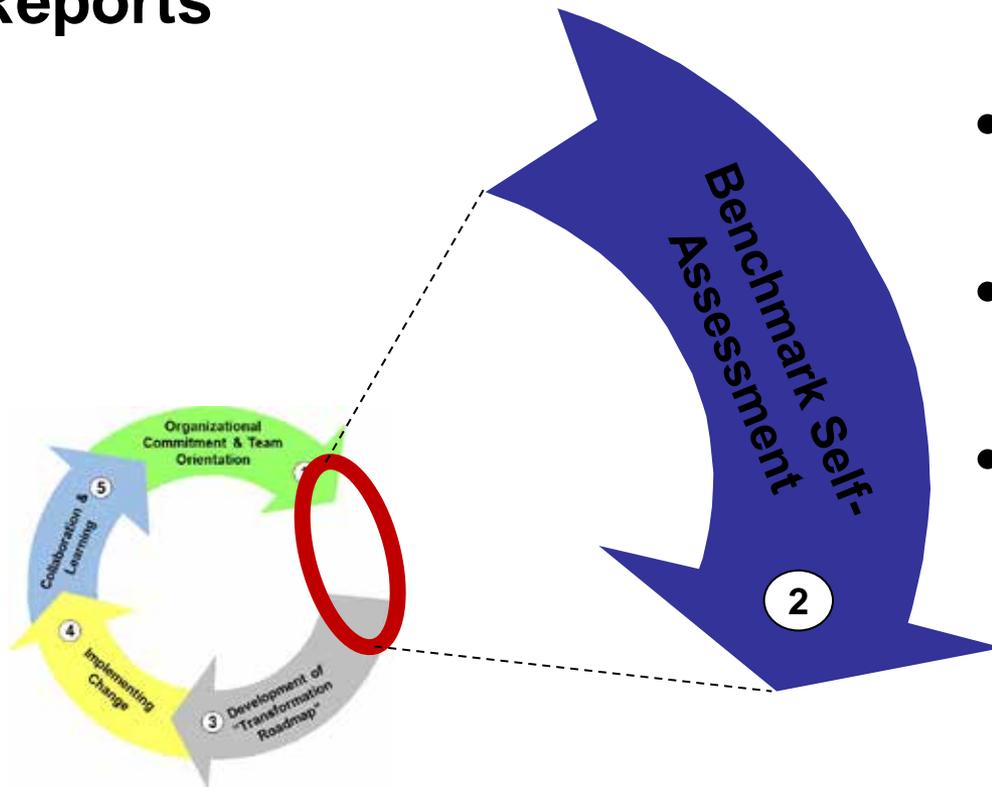


The PMAC, headed by Thamer Ghadban, is leading creation of the Center of Excellence



**The reason for this high level support: Iraqi OSTP teams have been very successful achieving results**

## Iraqi OSTP teams have produced nearly 50 Benchmark Reports



- 29 Benchmark Reports with Tatweer support
- 15 Benchmark Reports with Tarabot support<sup>1</sup>
- 4 Benchmark Reports with Taqadum support

**In most cases, these reports reflect the most comprehensive assessment their organizations have ever undergone**

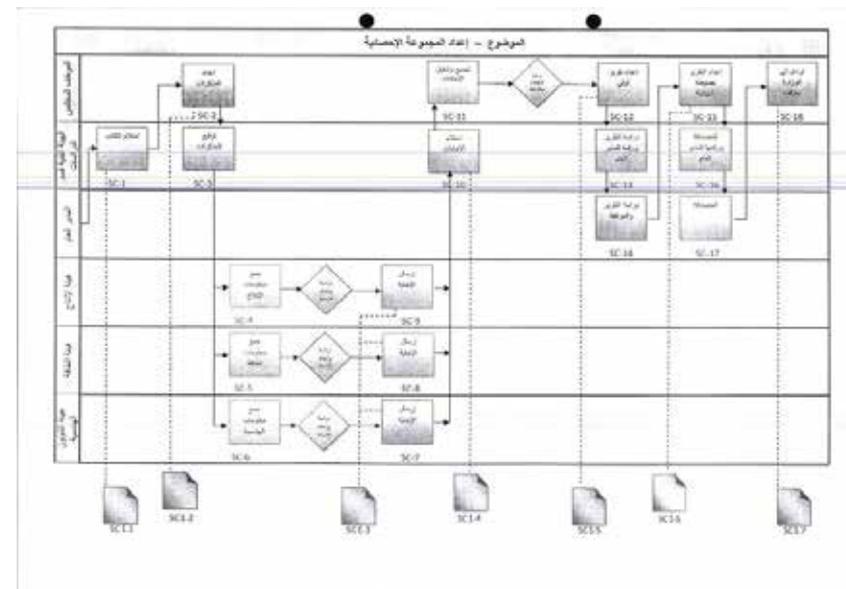


# Results: OSTP teams have implemented more than a dozen improvements in GoI ministries

## Examples:

- **MoO NRC** – created company-wide strategic plan, mapped procurement process, mapped vehicle registration process
- **MoO NOC** – decided to draft new job descriptions, built their capacity to do it, and did it
- **MoH** – conceived and delivered a business ethics course, mapped process for issuing birth and death certificates, mapped improved retirement process, created ministry-wide OSTP team
- **MoWR** – Engineering and Design Directorate created vision-mission-values statement,

## Sample output from NRC BPA activities

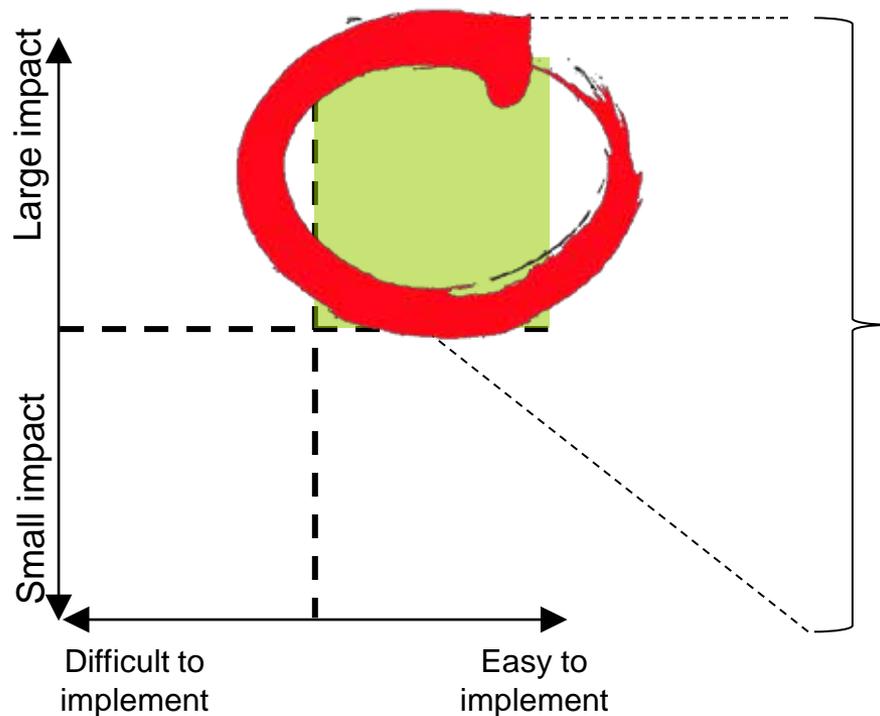


**While >10 improvements is very impressive, the potential is much higher – in Palestine, five ministries implemented 60 in three years**



# Most GoI organizations choose the same improvement goals

## OSTP Solution Prioritization Matrix



The highest priority improvements identified by OSTP teams

- Improved budget planning and execution capacity: **58%**
- Clearer, more documented, and more streamlined processes: **79%**
- Updated and improved job descriptions: **79%**
- Comprehensive, documented, and communicated strategic planning: **84%**

**For the most part, OSTP teams are trying to accomplish the same improvements, just in different organizations**

1.) Numbers based on analysis of 23 USAID Tatweer OSTP teams from 2006 - 2010

## Most GoI organizations face the same implementation challenges

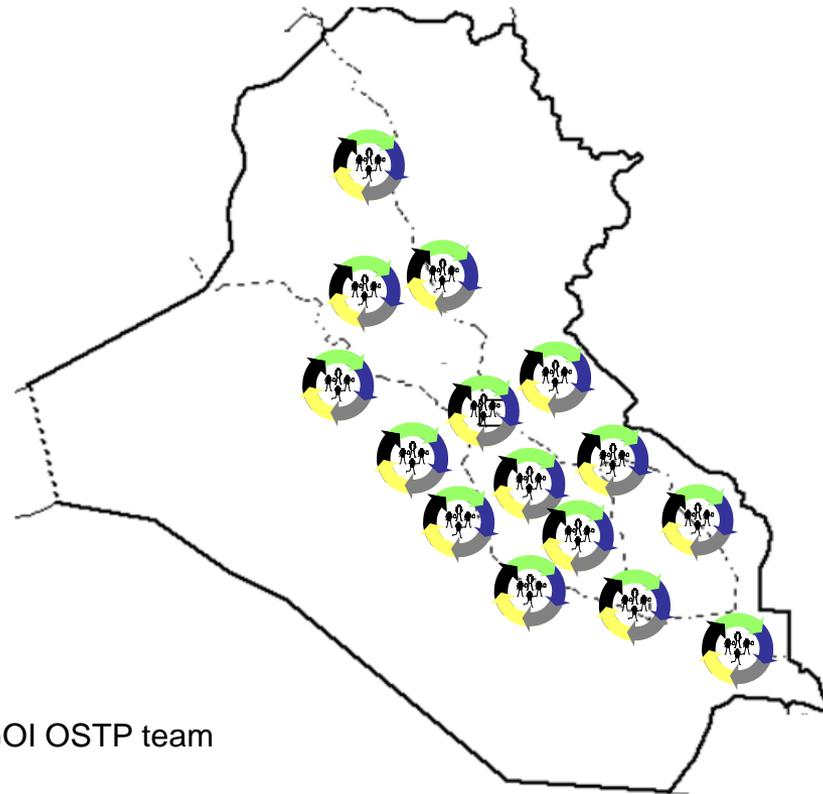
Nearly every OSTP team faces the following challenges to varying degrees:

- Inconsistent, low visibility leadership support
- Weak broad organizational support
- Gaps in technical capacity
- Shortfalls in resource availability
- Managing OSTP with other work duties

**Big opportunity: OSTP teams implementing same solutions and facing same challenges can help each other**



**The OSTP initiatives in the GOs are spread across Iraq....**



Legend:

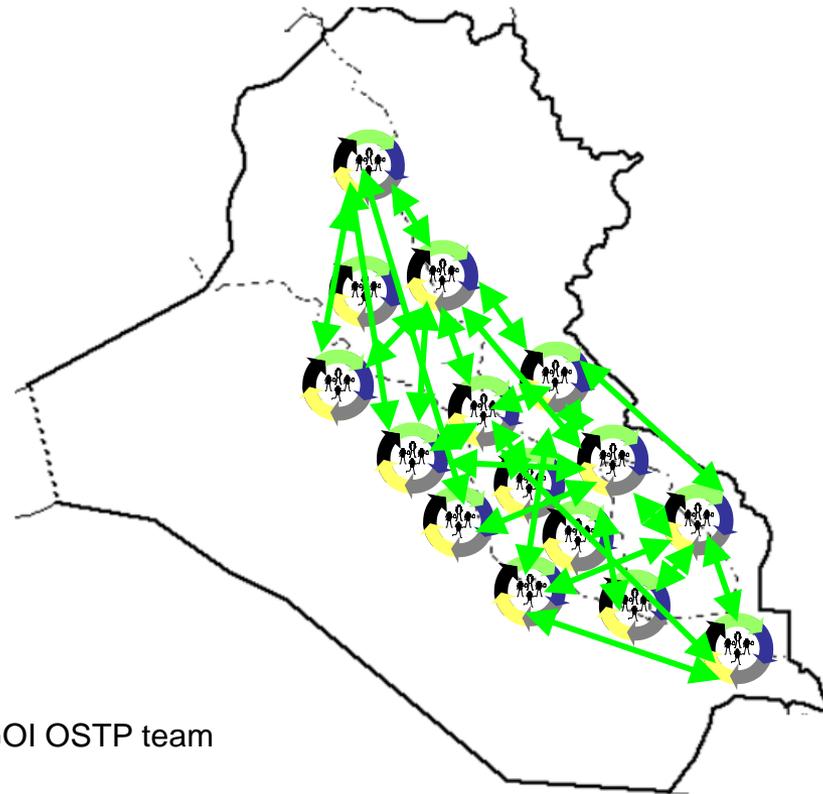


GOI OSTP team

**...but they pursue the same goals, and face the same challenges**



**The goal of this conference is to connect these teams....**



Legend:



GOI OSTP team

**...so they can support each other right now, and into Iraq's future**



# Thank you for your attention

# Taqadum OSTP Networking Conference Concept Document

**Document Purpose:** The purpose of this document is to articulate the OSTP Networking Conference concept and intended objectives, and to propose an agenda that reflects them. This document will be used initially internally on the Taqadum project to align stakeholders. Then it may be shared in a revised form with select external stakeholders on a case-by-case basis.

## **Conference Concept:**

Many national and provincial Iraqi institutions are using the OSTP concept and methodology to drive their internal improvement, capacity building, and service delivery. OSTP is an Iraqi-implemented program. Iraqi institutions assess their own strengths and weaknesses, and Iraqi institutions take the lead in improving themselves. Iraqi institutions implementing OSTP use rigorous analysis to tell donor projects what support they need, rather than donor projects telling what support they will give. OSTP is a fundamentally different approach for building the capacity of Iraq institutions that places the leadership and responsibility of improvement in the hands of Iraqi government employees.

The OSTP approach is not without its challenges and risks. The process is long, the organizations it endeavors to reform often steadfastly resist change, planning and implementation require substantial resource expenditure and expertise, and many team members have little relevant previous experience. Even though Iraqi institutions are by far the best qualified to lead their own improvement, many of the OSTP practitioners are new to the methodology, unfamiliar with the fundamental concepts underlying it, and ill-equipped to manage the many challenges that come with it.

At present, USAID/Taqadum and USAID/Tarabot provide support to Iraqi OSTP teams throughout the self-assessment and transformation phases. However, top-quality institutions must continue improving themselves infinitely in the future, even though USAID support is finite. How can Iraqi OSTP teams continue improving their organizations in the future after donor support ends?

Fortunately, the solution for this dilemma lies not with finding external sources of support, but by looking internally to Iraq at the dozens of teams across the country that have decades of OSTP-relevant experience among them. The solutions undertaken and the challenges faced by OSTP teams are remarkably consistent across organizations. Approximately 90% of the leadership, communication, planning, and implementations challenges faced by an OSTP team in one organization are experienced by teams in other organizations.

This consistency of challenge presents an opportunity: the knowledge and experience built by OSTP teams can be shared among the broader OSTP community. In this way, an OSTP team implementing a certain solution or facing a particular challenge could learn from other OSTP teams who have undertaken similar activities. If there were a system for sharing knowledge and experience among OSTP teams in Iraq, it would provide support for OSTP activities after the completion of donor engagement, and lay the foundations of sustainability. The purpose of this conference is to lay the foundations for such a system.

It is envisioned that this system will utilize the Excellence Network (EN) approach, which has been used to build cooperative networks of professionals who share a craft or profession across the world. An EN is a group of people who share a professional interest who learn from each other by sharing information and experiences. ENs can exist virtually online in the form of discussion groups, or in-person with regular live events/in-person engagement. For an EN to best serve the needs of its members it must 1.) incorporate extensive input from and engagement with its members in its design, and 2.) develop gradually, with sufficient time to mature and build momentum.

The first OSTP Networking Conference will take the first step towards building an OSTP EN. The objectives of this conference are as follows:

- 1.) Show participants that they are part of a nationwide, even region wide, group of OSTP practitioners.
- 2.) Demonstrate to participants the value that a connected group of OSTP practitioners could provide to their own efforts.
- 3.) Communicate how an EN approach could serve as an effective mechanism to connect the OSTP Network.
- 4.) Seek input from participants, and incorporate it into the EN design and development plan.
- 5.) Begin implementation of the EN by connecting Taqadum OSTP practitioners to each other, and providing them the venue to begin sharing information, knowledge, and experience.

**Agenda:** The OSTP Networking Conference will take place over two days. The attendees of the first day will include Taqadum OSTP practitioners, their sponsors, high level Gol officials (possibly from the Prime Minister’s office), project staff, USAID representatives, and other relevant stakeholders. To address this high-level audience, the agenda will focus on informing the audience about the OSTP concept, OSTP and excellence activities across Iraq and the Middle East, and how ENs can address sustainability needs of OSTP teams.

The audience on the second day will be smaller, consisting mostly of OSTP team members. The agenda for this day will consist mostly of facilitated work groups focused on encouraging information sharing among OSTP teams, and establishing personal relationships in the Taqadum OSTP network.

At this stage, our target is to secure high-level sponsorship for the event.

The details of the OSTP Networking Conference are as follows:

Day 1:

When	What	Who
8:45 – 9:15	Registration	Taqadum team
9:15 – 9:25	Welcome, prayer, national anthem	Wameedh as MC
9:25 – 9:45	Keynote speech	TBD most senior attendee
9:45 – 10:05	USAID remarks	COR
10:05 – 10:25	Taqadum remarks (OSTP in the context of the project)	Cameron

10:25 – 10:45	OSTP program overview – goals, phases, benefits	Anne Marie
10:45 – 11:30	Coffee and networking	Team
11:30 – 11:50	Excellence in Jordan: perspectives from a decade of experience	TBD
11:50 – 12:15	OSTP in Iraq: a nationwide perspective	Martin
12:15 – 12:45	Iraq National Center of Excellence	PMAC representative or Walid
12:45 – 1:45	Lunch	
1:45 – 2:30	Communities of Practice including currently available CoP resources	Kevin
2:30 – 2:45	Concluding remarks and next steps	Wameedh/Kevin

Day 2:

When	What	Who
9:00 – 9:15	Intro for the day and what we hope to accomplish	Wameedh
9:15 – 10:30	Working session 1: Criteria groups discuss the findings of their assessments	Team: 1 facilitator for each of the four criteria groups
10:30 – 11:00	Coffee	
11:00 – 12:15	Working session 2: challenges and how to manage them	Moderated by Wameedh
12:15 – 1:00	Recommendations for Iraq OSTP CoP	Moderated by Wameedh
1:00 – 1:30	Concluding remarks	Wameedh/Kevin
1:30 – 2:30	Lunch	

Descriptions of sessions:

*OSTP program overview – goals, phases, benefits:* Overview of the OSTP program primarily aimed at those in the audience new to OSTP, or who have forgotten what they knew. In this session we talk about the objectives/goals of OSTP, the team structure, and the phases/steps. The goal of this session is to get everyone on the same page in their understanding of OSTP.

*Coffee and networking:* Just before we break for coffee, we explain that there is an activity that the OSTP team members need to complete during this break. In their folders they will find a piece of paper with a table that looks like this:

Name: Example Name			
Team: Babil			
Criteria: Finance			
<b>OSTP team:</b>	<b>Team member name</b>	<b>Criteria</b>	<b>Contact information</b>

Babil	N/A	N/A	N/A
Wassit	Mohammed Yunnis	Finance	1234567788
Basrah	Ali Mohammed	Finance	Ali.mohammed@yahoo.com
Etc.	Etc.	Etc.	Etc.

Each OSTP team member fills in their information at the top (the reason for this is that they 'own' the sheet, and we can find it if we lose it), then during the coffee break they need to find their criteria counterparts from the other teams and record their names and contact information on the blank sheet. After the coffee break, we will ask how many were successful at finding everyone on the sheet, 4/5, 3/5 etc. We will recognize those who got 5/5 and give them a round of applause. Also this will make the point that the goal of this conference is to make connections that will help in later OSTP implementation.

*Excellence in Jordan: perspectives from a decade of experience:* For this session we will bring in an OSTP practitioner from Jordan who will speak about the history of the Excellence program in Jordan. The purpose of this session will be to demonstrate to conference participants that OSTP (Excellence) programs are long-term efforts, but ultimately provide valuable rewards.

*OSTP in Iraq - a nationwide perspective:* We present the Iraq-wide perspective of OSTP: how long has it been operating in Iraq, what are some of the major successes, who are some of the high-profile supporters (e.g. Ali Alaq, Thamer Ghadban). Also it we should present some numbers too: #s of teams, #s of benchmark reports, #s of solutions implemented. Here is also where we make the point that solutions are the same across teams (i.e. everyone does strategic planning, everyone does job descriptions, everyone does succession planning), and challenges are the same (e.g. leadership, financial, knowledge/expertise). The more we can do this with numbers, the better.

*Iraq National Center of Excellence:* In this session, we demonstrate in detail that OSTP has support and momentum at the highest level of the GoI. We explain about how national awards work, their benefits, how they have been used in the region, and what the plans are for the Iraqi one. Speaker should be sure to demonstrate to the provincial participants that this is relevant for them, not just relevant to the national government (at least ultimately).

*Communities of Practice including currently available CoP resources:* This session will give an overview of the CoP concept, and how it can be used to support OSTP teams in the future. We will showcase other uses of CoPs, and also introduce participants to KaizenConnect as a free resource they can use to build their skills to successfully implement their solutions. We will need internet access for this session.

*Working session 1: Criteria groups discuss the findings of their assessments:* In this session, OSTP practitioners will break into four criteria groups and go to places where they can meet without being disturbed by other teams (this could be in the same room if there is sufficient space). In these breakout groups, each member will share a summary of the findings of their self-assessments. One group member, perhaps the facilitator, will consolidate the findings into onto a 1-page document. After 45 minutes, all participants will reconvene and one representative from each group will present their

consolidated findings to everyone. The message we are trying to convey with this activity is that all the Taqadum OSTP teams are going to be pursuing similar solutions. I think it would be best to conduct these sessions as much as possible in Arabic. So perhaps it may be good to have simultaneous translation on day 2 as well.

*Working session 2: challenges and how to manage them:* This is a group problem-solving session in which each OSTP team can give a brief overview of their greatest 1-2 challenges, and seek audience input for how to address them. The role of moderator will be critical here to make sure this stays focused on problem solving rather than decomposing into a complaint session. The goal for this session is to demonstrate to the OSTP teams that other teams are facing similar challenges, and can offer very practical advice.