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Iraq Governance Strengthening Project

OSTP Solution Implementation Integration
Materials

June 2013



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IRAQ GOVERNANCE STRENGTHENING PROJECT

OSTP Solution Implementation Integration Materials:

**OSTP Solution Implementation Integration
Presentation**

Excellence Network Collaboration Themes

FUNDED BY USAID

June 2013

Contract No. AID-267-C-11-00006

Deliverable No.D-2014-235

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Contract No.: AID-267-C-11-00006

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Democracy and Governance Office
USAID Iraq

Date of Report: *June 2013*

Document Title: ***OSTP Solution Implementation Integration
Materials
FINAL***

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***OSTP Solution Implementation Integration
Final
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Taqadum Organizational Self-assessment and Transformation Program: Coordinated implementation

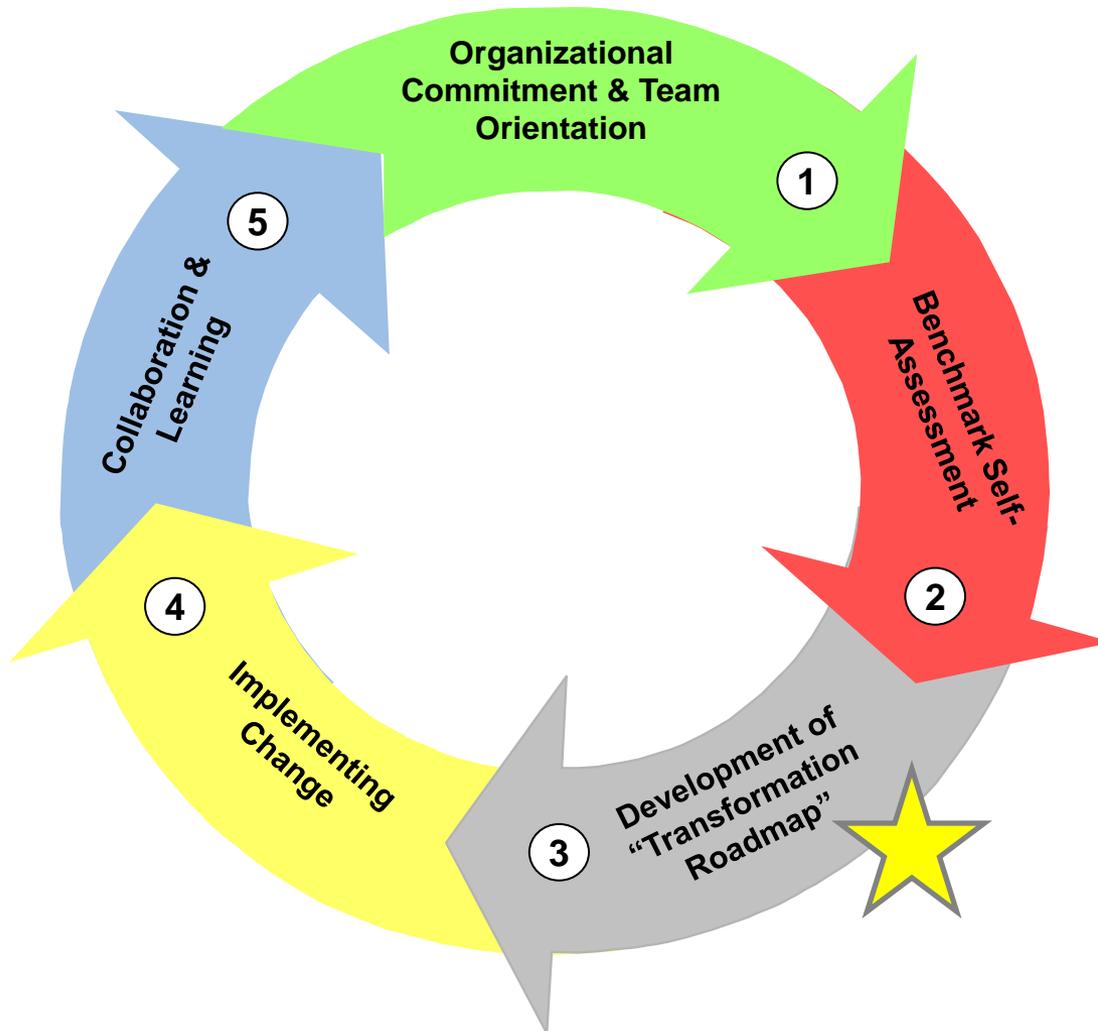
DRAFT: For internal discussion only
May 2013

We are moving into a new phase of OSTP implementation

In order to achieve our goals for Taqadum OSTP, we need to use all the resources that are available from the GOI and Taqadum

- We need to agree on how we will work together to support each other's efforts
- We need to check in regularly to provide constructive feedback on how we are working together
- We need to make sure we are addressing key issues and allocating limited resources effectively
 - Technical
 - Financial
 - Human
- We need a system to communicate, identify and track what needs to be done

Taqadum is implementing Phase 3 of the OSTP Cycle in some provinces, and will expand to others



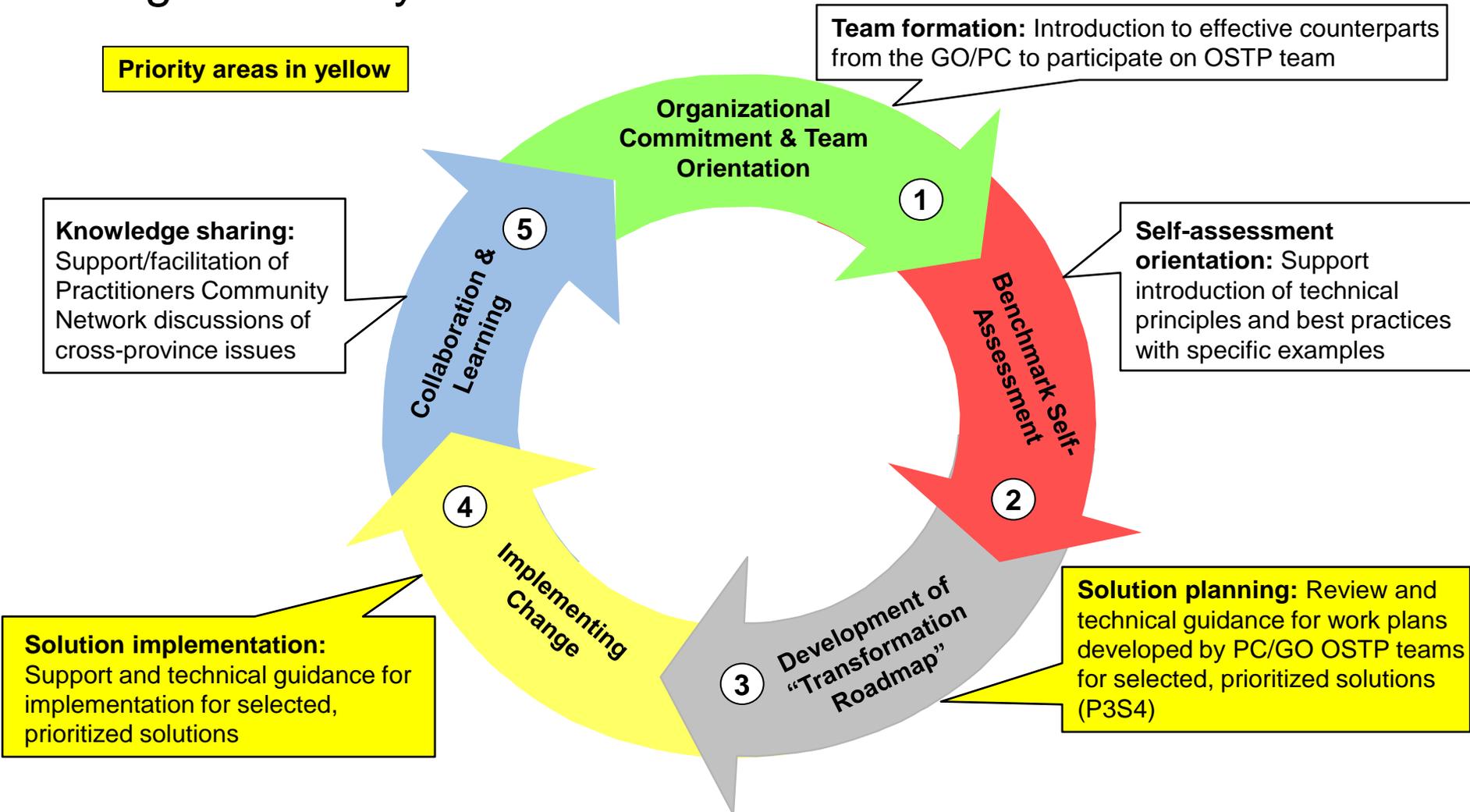
Self-assessment program

- Phases ① and ② of the OSTP Cycle
- Establishes the commitment to change
 - Developing internal “change agents”
 - Creating evidence base to justify change
 - Building knowledge base within organization to inform change
 - Changing mindsets regarding organizational change

Transformation program

- Phases ③, ④ and ⑤ of the OSTP Cycle
- Creates the momentum and ability to act for change
 - Prioritizes discrete actions and “quick wins” as targets for change
 - Identifies resources to support change
 - Provides time for reflection and discussion within and across organizations

OSTP benefits from technical and provincial expertise throughout the cycle



As solutions are identified by GO/PC OSTP teams, they can be shared through Taqadum for maximum acceleration and impact

3: Development of Transformation Action Plan

Activity

Solution output

Potential next steps

3.2: Workshop
Development of
Transformation
team vision and
solution maps

Broad “wish list” of potential solutions identified as areas of opportunity by GO/PC OSTP teams (over 20 solutions each province)

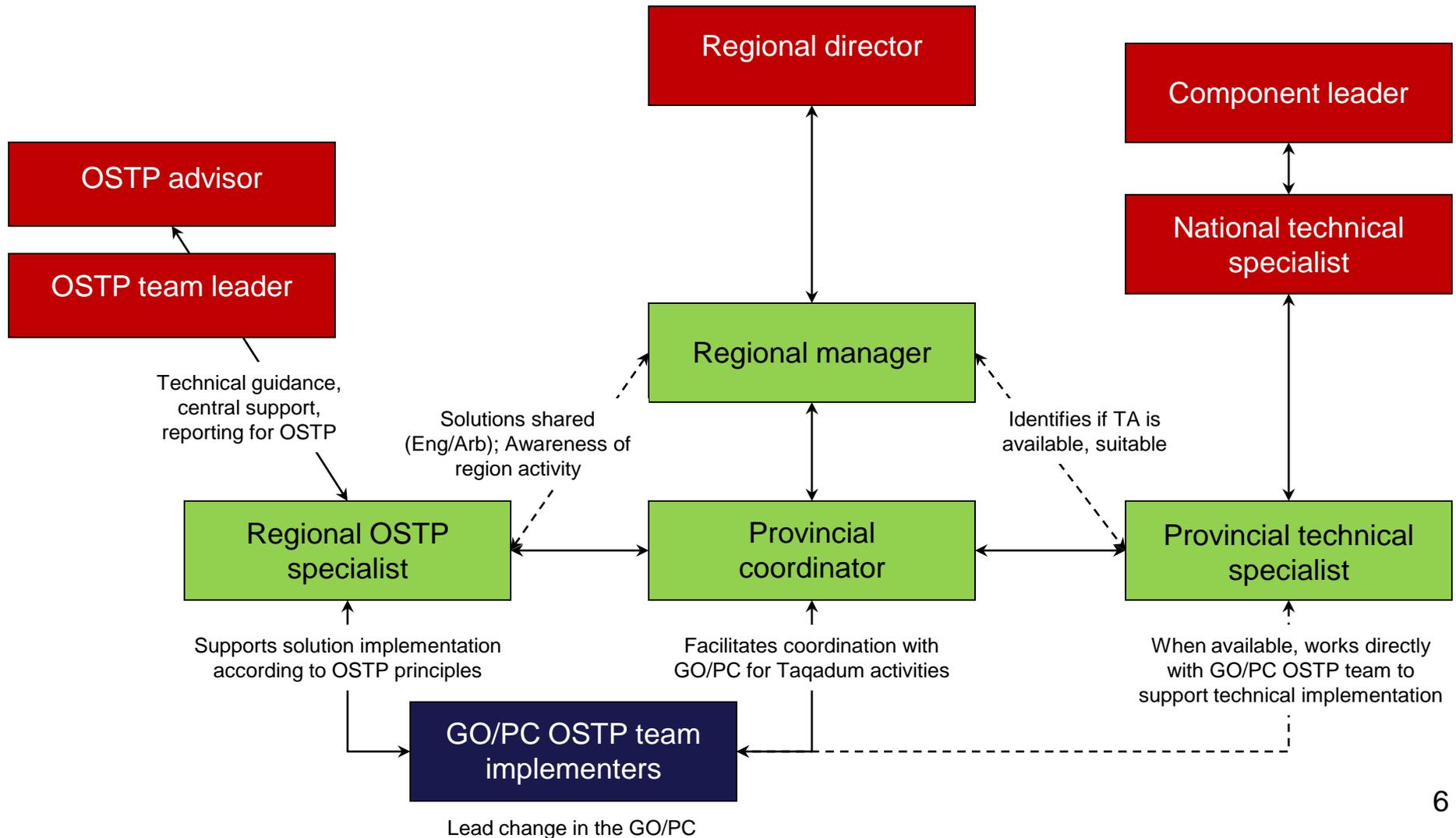
- **OSTP:** Share list of solutions with Taqadum team as additional resource for project work planning
- **Regional/Provincial/Technical:** Clarify areas and possible points of contact where project could provide support as a resource to GO/PC OSTP teams; areas where alignment with ongoing project work is needed

3.4: Workshop
Development of
Transformation
Action Plan

Prioritized, focused list of solutions chosen for GO/PC OSTP team implementation (5-15 solutions each province)

- **OSTP:** Work with provincial coordinators and regional managers to support GO/PC OSTP teams to identify GO/PC/Taqadum resources, plan for change management, and track where Taqadum technical support is provided
- **Regional/Provincial:** Coordinate Taqadum support of solution implementation, where project resources are available
- **Technical:** Review workplans within Taqadum technical areas for realism, quality and alignment with GOI processes and ongoing Taqadum interventions

Coordination has been taking place on the provincial and regional levels in Babil to support solution implementation



Solution implementation case studies from Babil: Action supported by communication

The provincial coordinator and regional manager have served as central points of contact to coordinate OSTP solution implementation with Taqadum technical team guidance.

Improve citizen service: Establish survey unit in citizen service affairs department to identify and meet citizens' present and future needs

Activity: GO OSTP team determined that unit has already been approved in citizens' affairs department. Questionnaire prepared, 150 copies produced, sample developed; Taqadum ESDO specialist (Yousif) has worked with the GO OSTP team directly to ensure efforts are not duplicated and to maximize coverage of the survey

Supporting actions: OSTP specialist contacted ESDO specialist to discuss solution, based on overlap with ESDO work. Provincial coordinator, Regional manager, OSTP team leader and OSTP advisor kept aware of solution progress.



Improve budgeting: Design and implement a form for GO sections input on their expected expenditures for operational budget

Activity: Province budget specialist (Najed) is working directly with Babil GO team to complete this effort by Jun 10, to align with budget cycle



Supporting actions: OSTP GO team and OSTP specialist identified needed resources. Finance specialist identified as resource. OSTP specialist worked with Provincial coordinator and Regional manager to coordinate. Provincial coordinator, Regional manager, OSTP team leader and OSTP advisor kept aware of solution progress by OSTP specialist and finance specialist.

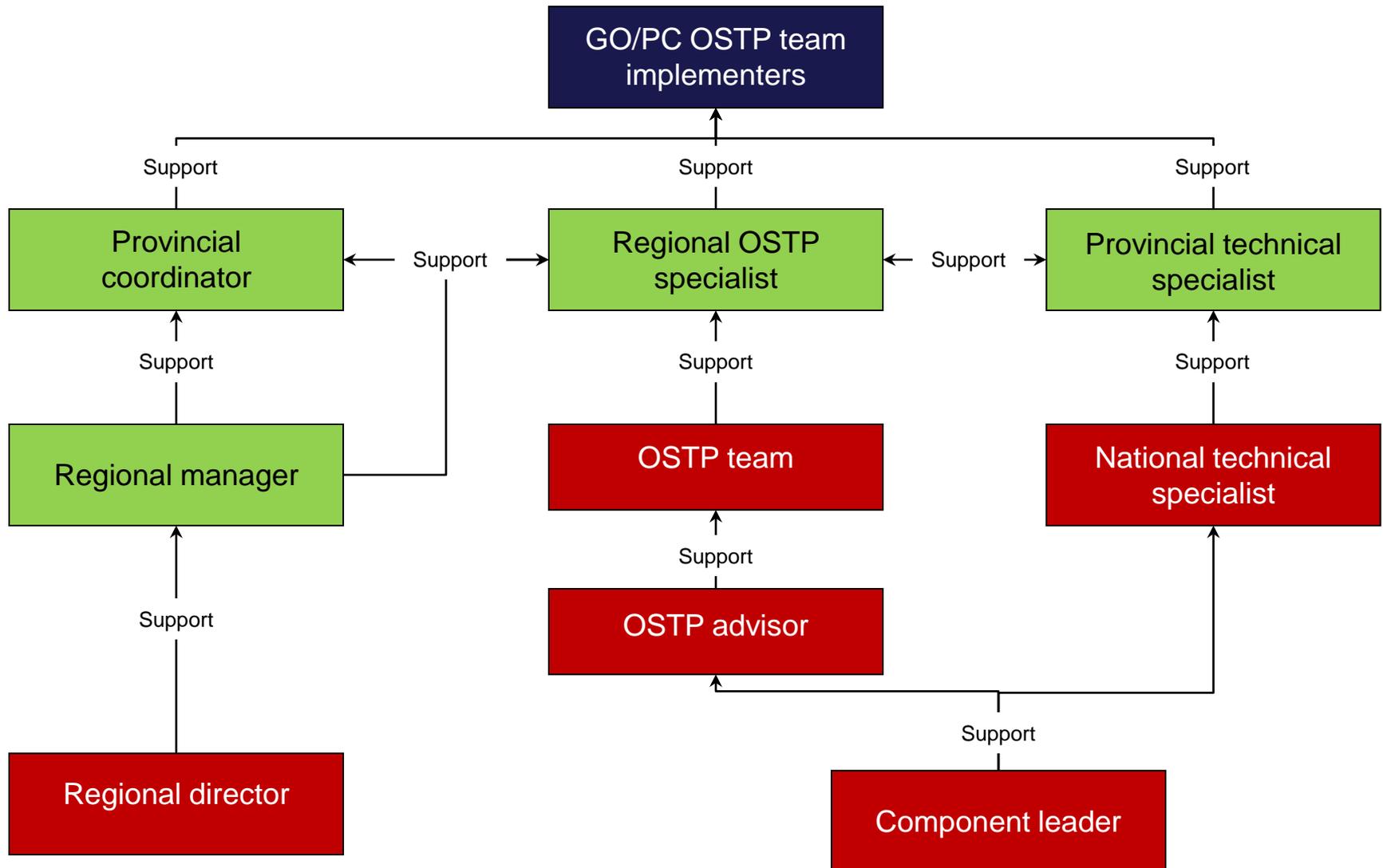
Increase transparency: Publish PDL and PPL on GO website

Activity: M&E specialist (Thaair) connected directly with GO OSTP team to provide help in posting existing material to website. 3 meetings held to clarify needs. GO OSTP team is working to upload material by end of June.

Supporting actions: OSTP GO team and OSTP specialist identified needed resources. M&E specialist identified as resource based on web expertise. OSTP specialist and M&E specialist provide updates to Provincial coordinator, Provincial community outreach specialist, Regional manager, OSTP team leader, OSTP advisor to communicate solution and technical assistance



Major goal: GO/PC OSTP team leads solution implementation, with support from all of Taqadum to achieve impact



Proposed next steps

- OSTP orientation workshop to new employees of Taqadum
 - Purpose: provides context and clarification on OSTP cycle and approach
 - Delivered by Taqadum OSTP team
- Component coordination workshop
 - Purpose: develop means for communication and coordination across component technical areas
 - Delivered by component leaders

Discussion

- Questions?
- Concerns?
- Suggestions?

Suggested themes, solutions and goals for Excellence Network collaboration

Based on ongoing Excellence Network planning, we suggest the use of quarterly themes to focus efforts of the Excellence Network. Some suggested themes and agenda topics are listed below:

Theme	Shared solution	Goal
Supporting implementation	Identification of one solution shared across the participating provinces for each criterion	Rapid, coordinated implementation of a measureable shared solution, affecting citizen services across provinces
Create new self-assessment criteria for a specific provincial government function	Development of specific indicators based on international best practices regarding trash pickup (or other service provided by participating organizations), supported by interview guides and surveys, approved by PPDC	Self assessment conducted and suggested solutions identified, planned and implemented to standardize and improve service delivery to citizens across provinces
Monitoring and evaluation of impact of OSTP solutions on citizen service*	Shared knowledge and consistent application of M&E principles, including indicator development, data collection and analysis, used to build internal capacity for M&E of OSTP efforts	Consistent reporting and evaluation of tangible outcomes from OSTP solution implementation
Reporting on the OSTP process and identifying improvements*	Development of a summary report on the experiences of the OSTP team in each province, and consolidation of lessons learned and suggested improvements for the second cycle	Second round of OSTP begins in the provinces, with coordination across the teams, incorporating suggestions from the first round
Planning for succession	Development of succession plans to support the graduation of OSTP team members and the selection and orientation of new members, ensuring new ideas and skills contribute to the team	Succession and sustainability plans for OSTP teams, including budget, resources, training plans for new members, contributions of OSTP alumni (former team members), application and selection criteria
Improved provincial procurement	Cross-provincial OSTP team efforts to develop and establish approved procurement systems	\$100 million in procurements completed within three months of the subsequent quarter
Resolve and unify Law 21 interpretation	Cross- major law 21 questions asked and answered by the State Minister of Provincial Affairs	Increased, transparently communicated clarity and understanding of relative authorities and responsibilities of Governor's Offices, Provincial Council, line ministries to improve internal operations and decision making affecting citizen services

*Supporting materials shared with Taqadum OSTP team to be adapted for use in the Excellence Network workshops