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Iraq Governance Strengthening Project

OSTP Training Materials

March 2012



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IRAQ GOVERNANCE STRENGTHENING PROJECT

OSTP Training Materials:

OSTP Presentations

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Organizational Self-assessment and Transformation Program (OSTP): how to integrate into GSP, and your activities

Kevin Wheeler

Presentation to GSP Hilla Team

March 2012



Goals of today's presentation

Governance
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Project

- 1 Clarify OSTP process/activities/goals
- 2 Discuss how to integrate it into, and support activities across GSP



Agenda

Overview of OSTP

OSTP and GSP – Technical

OSTP and GSP – Organizational

OSTP and other OD activities in Iraq

Implementation plan

Specific goals

Success and sustainability factors

OSTP plan B



OSTP is an OD process that improves organizations

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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

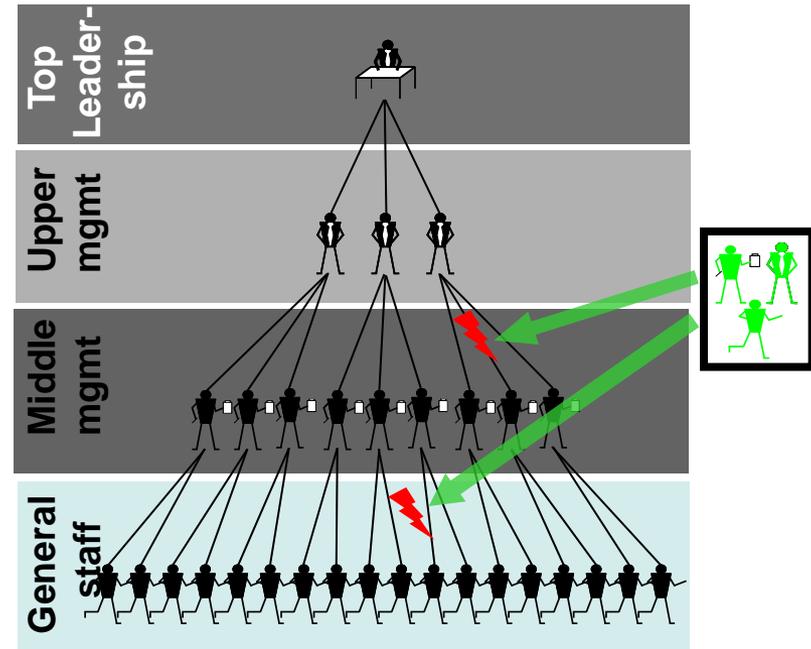
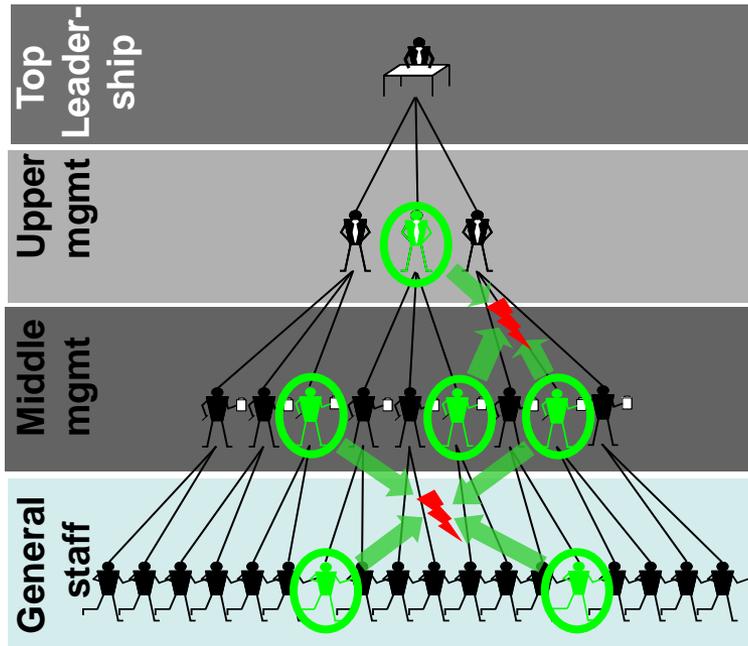
OSTP is a locally led, bottom-up and continuous organizational performance improvement process



OSTP is different because it builds *internal* capacity to address problems

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

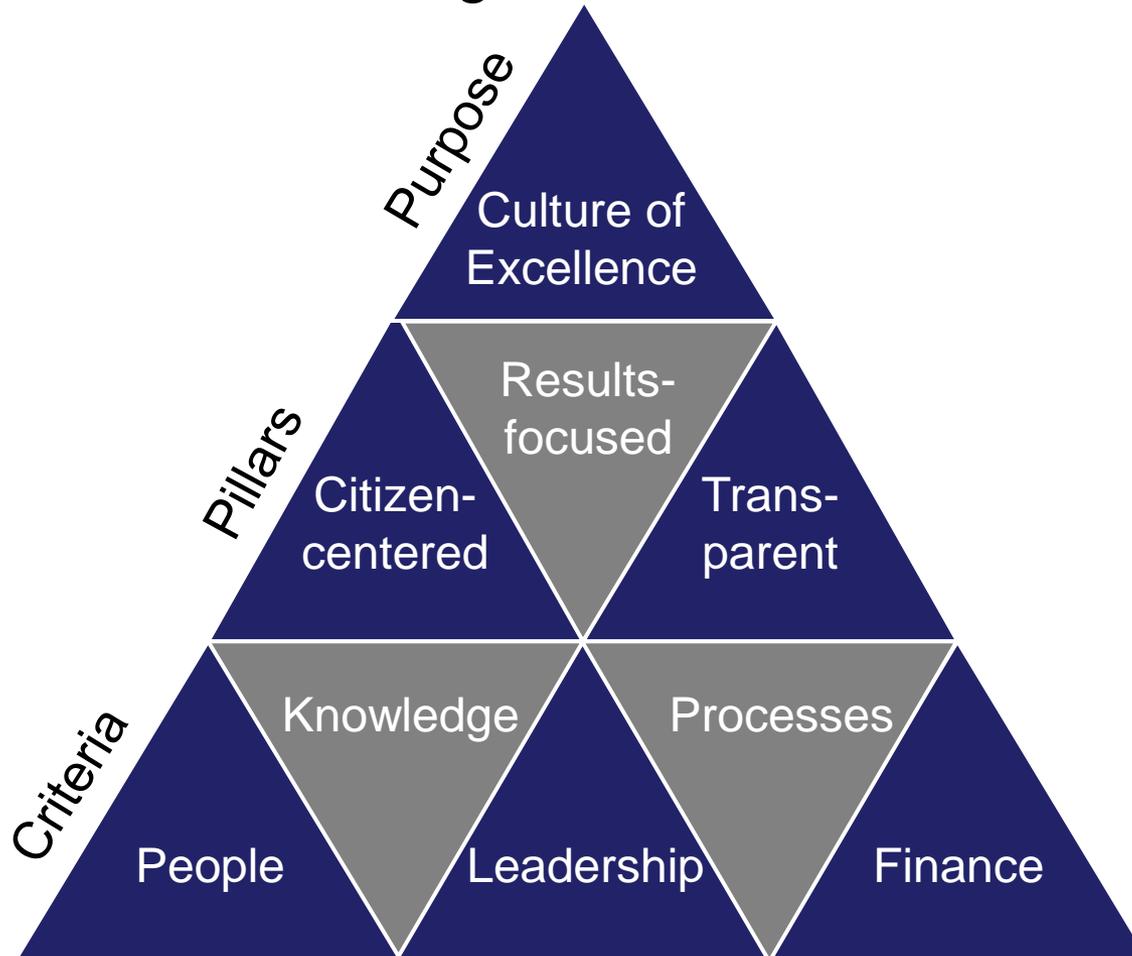
By leveraging *internal* knowledge and expertise, OSTP builds sustainable capacity for ongoing organizational improvement



OSTP moves organizations towards a Culture of Excellence

Governance
Strengthening
Project

Pyramid of excellence for governmental organizations





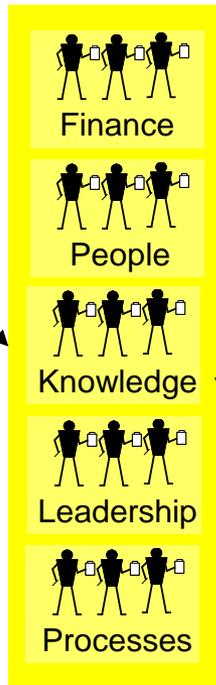
GoI (Governors' offices) OSTP teams lead the process with GSP support

GSP OSTP Team



- Workshop facilitation
- Change management consulting
- Procedural support

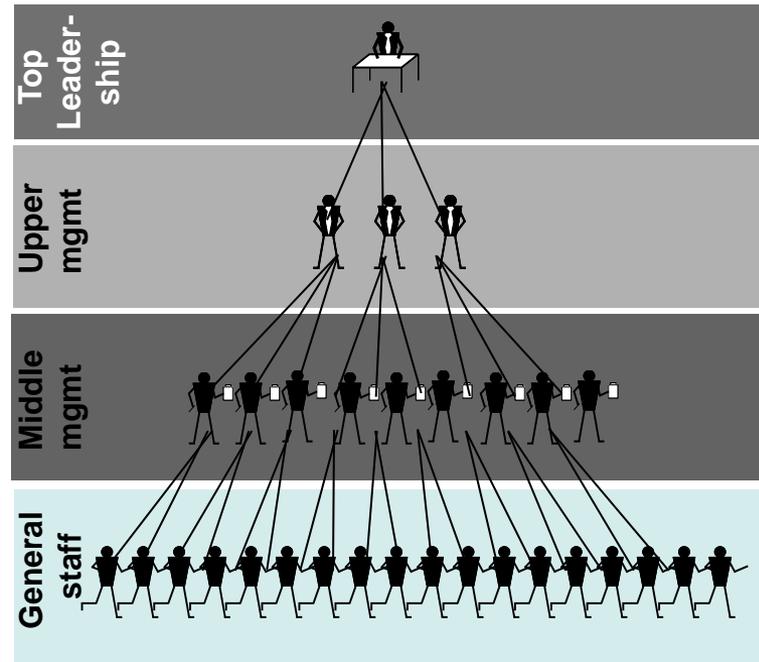
GoI OSTP Team



- Interviews
- Feedback
- Input
- Updates

- Survey
- Feedback
- Input
- Updates

GoI organization (e.g. Governor's office)





Main OSTP talking points

- Helps organizations improve themselves
- Internally – not externally - driven
- Internally and externally supported
- Bottom-up, but leadership supported
- Continuous, ongoing improvement
- Forward looking, not looking to blame
- Using existing staff
- Does not require official creation of a unit



Before we move into the mechanics, let's talk about how this idea will be received

- Imagine you were the presenter, and were going to present this idea to a Governor's office – high, medium, or low level. What kind of reaction would you expect?
- What are some of the techniques we should use in the immediate, short, medium and long term to communicate clearly and get support?



Organizational Self-assessment and Transformation Program (OSTP) Cycle



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 Ministries



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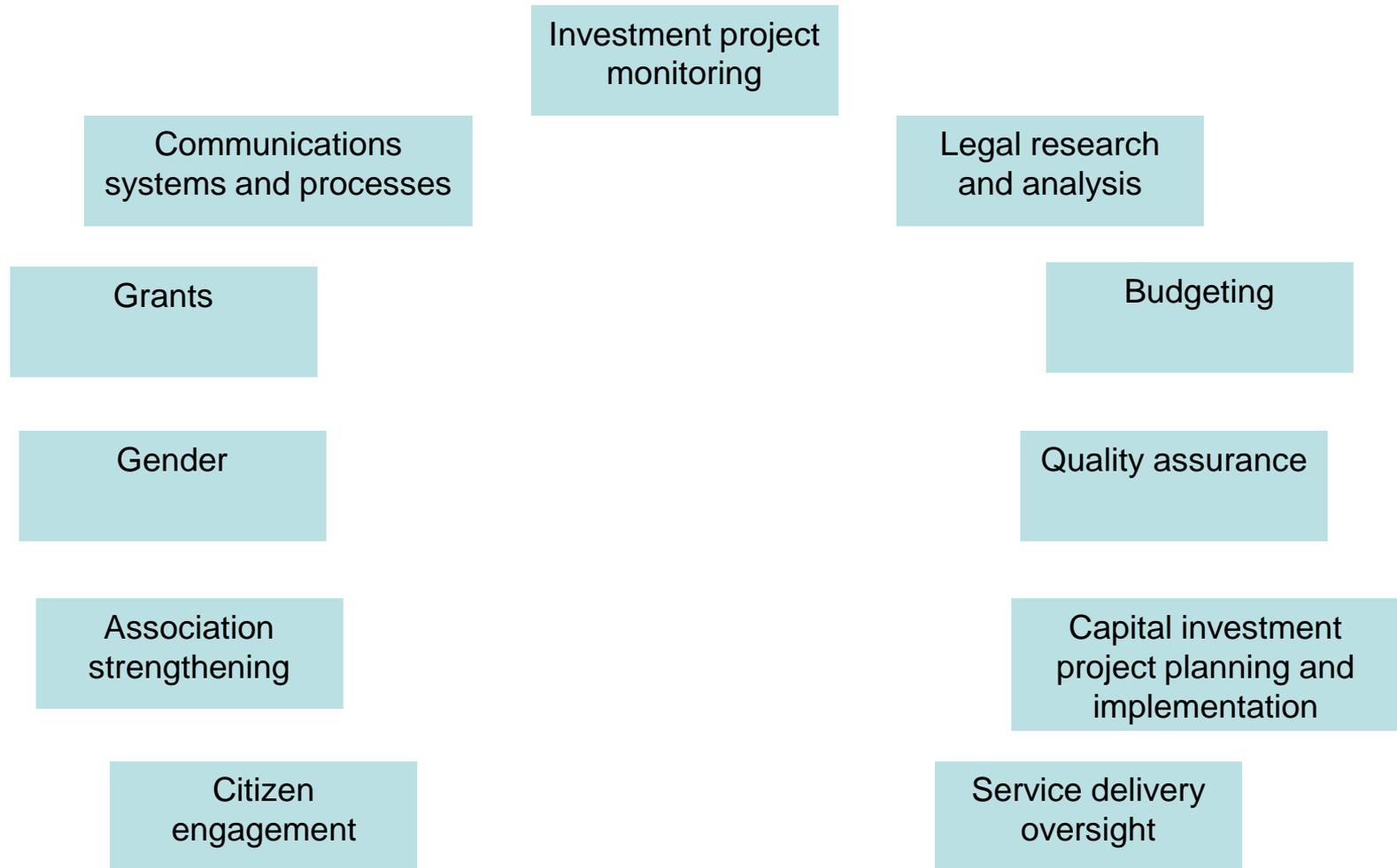
Specific goals

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OSTP plan B

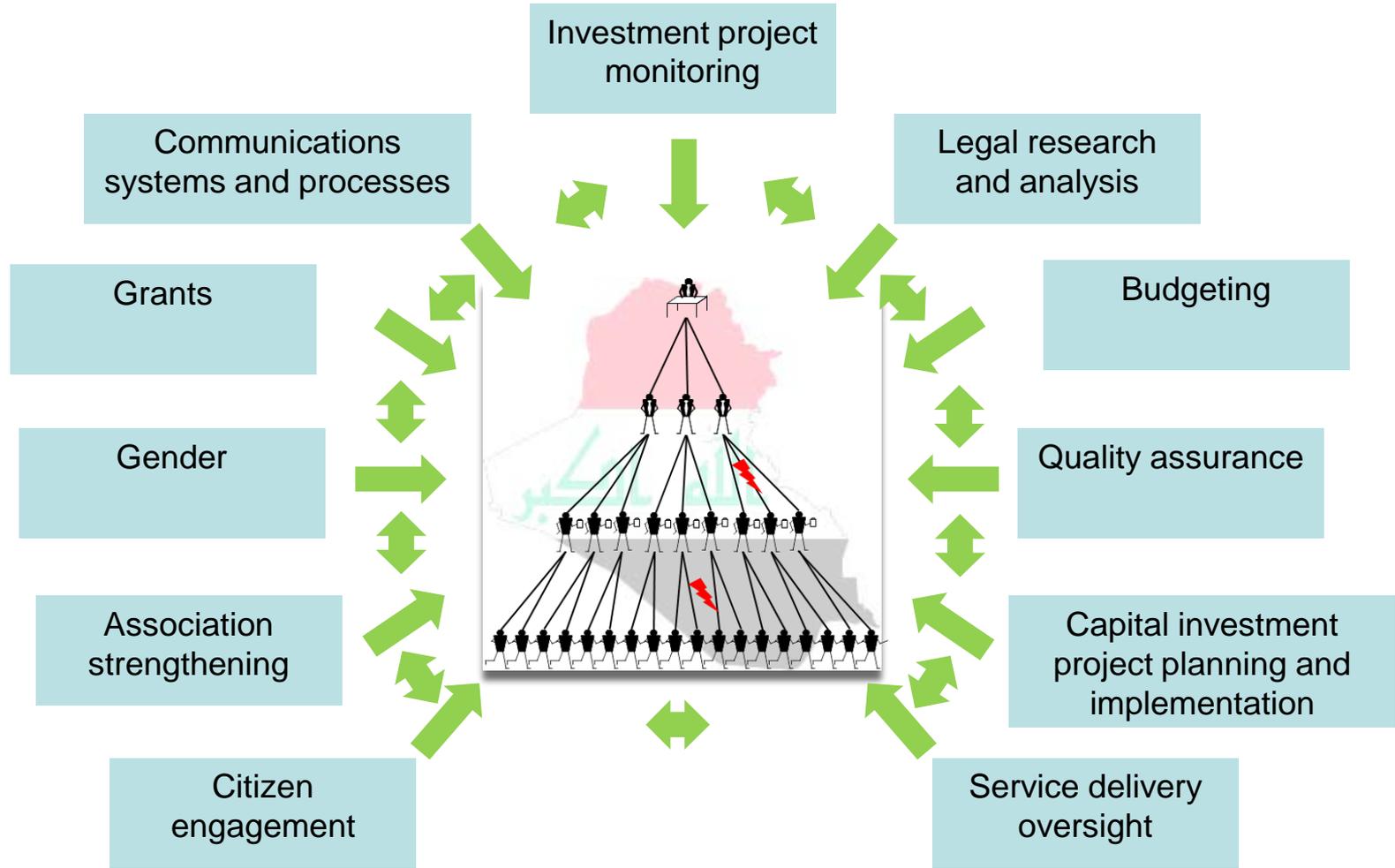


GSP has a lot of technical intervention capacity....





...but coordination for implementation is always a challenge



How do you coordinate all these efforts in an efficient, and non-overlapping way?



OSTP can help focus, coordinate and sustain technical interventions

OSTP Function/output	GSP technical benefit
Organizational Self-Assessment Benchmark Reports	<ul style="list-style-type: none">• Accelerated needs assessments/identification of high priority interventions• Collectively, reports can identify 'universal' needs that could be addressed at the policy level
Partner-identified and partner-prioritized needs	<ul style="list-style-type: none">• Reduced need to convince organizations of contribution• More engagement from partners because they 'own' the interventions• Project gets to 'follow the lead' of the partner organizations, rather than push from the beginning and the outside
Change teams created in Gol organizations	<ul style="list-style-type: none">• Groundwork laid and implementation 'infrastructure' created
Change-enabling culture	<ul style="list-style-type: none">• An organization that is 'primed' for change more actively appreciates and engages with new ideas/interventions



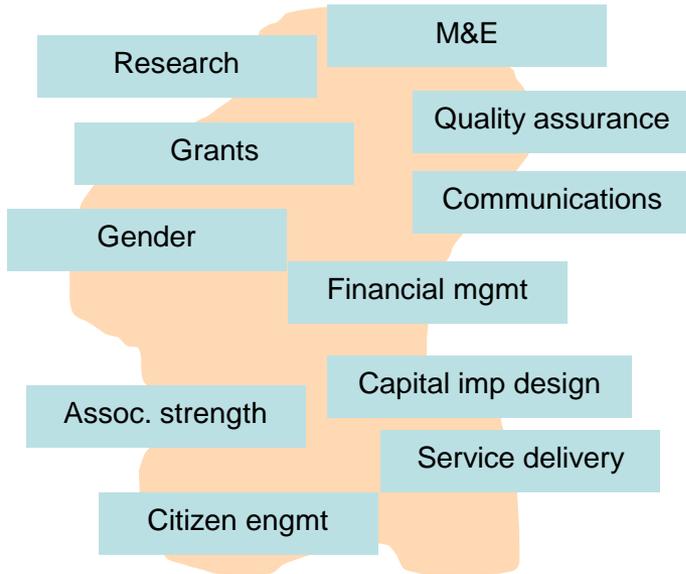
What are some analogies we could use to describe OSTP's role on GSP?

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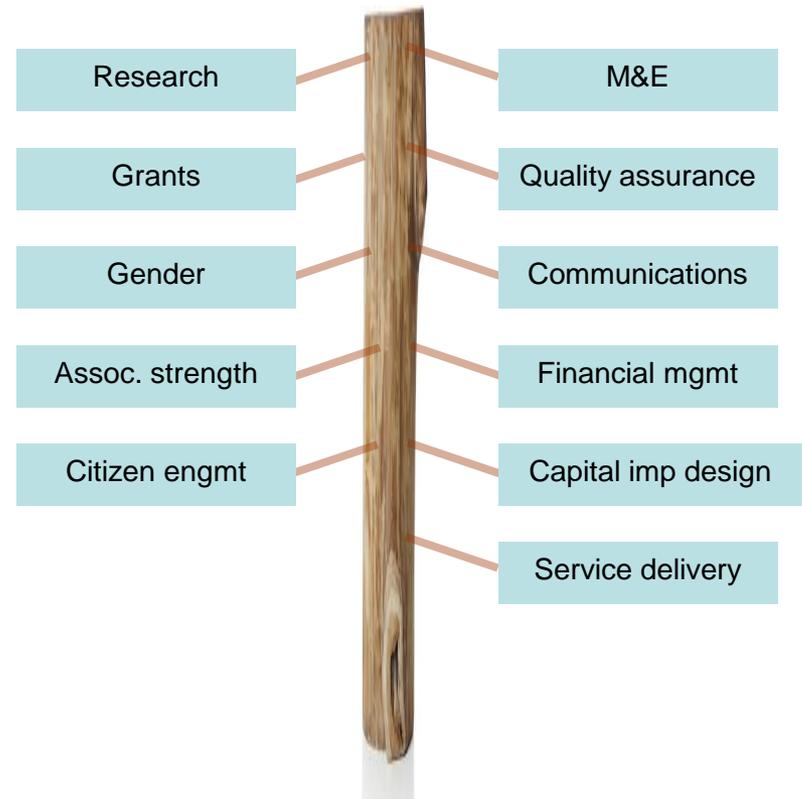


What are the analogies we can use?

The glue which ties everything together....



....the tree trunk from which hang the leaves of the project....



....OR, my new favorite....



OSTP can be the drum in the symphony of GSP

Governance
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Project



The GSP Symphony



Training



Decentralization



Strategic planning



Institutional strengthening



Other engagement



OSTP provides ongoing, unifying, steady support for long-term reform

OSTP provides the framework, and advisors will deliver the specific support at the right time



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OSTP relies on 6 GSP core staff and ~15 project staff who are trained, but not experts in OSTP

Position title	Primary responsibility	Who
Institutional Strengthening/OSTP Advisor	Maintain OSTP program’s technical rigor	TBD – Anne Marie Brun
Institutional Strengthening/OSTP Team Leader	Establish and maintain high level relationships, and oversee overall activities of OSTP Regional Specialists	Eng. Wameedh
OSTP Regional Specialist	Support provincial level OSTP teams (primarily in governors’ offices)	Eng. Khalid Mejid (Sr. Specialist) Eng. Ahmed Ali Kadhim Eng. Ahmed Al-Dakheel Eng. Haider Salih TBD - Basra
GSP provincial team members	Spend a maximum of 20% of one person’s time supporting OSTP teams at the provincial level	~10-15
STTA OSTP Advisors	Provide strategic, technical, and other support when and where needed	Martin Mayerchak Kevin Wheeler Amy Watve



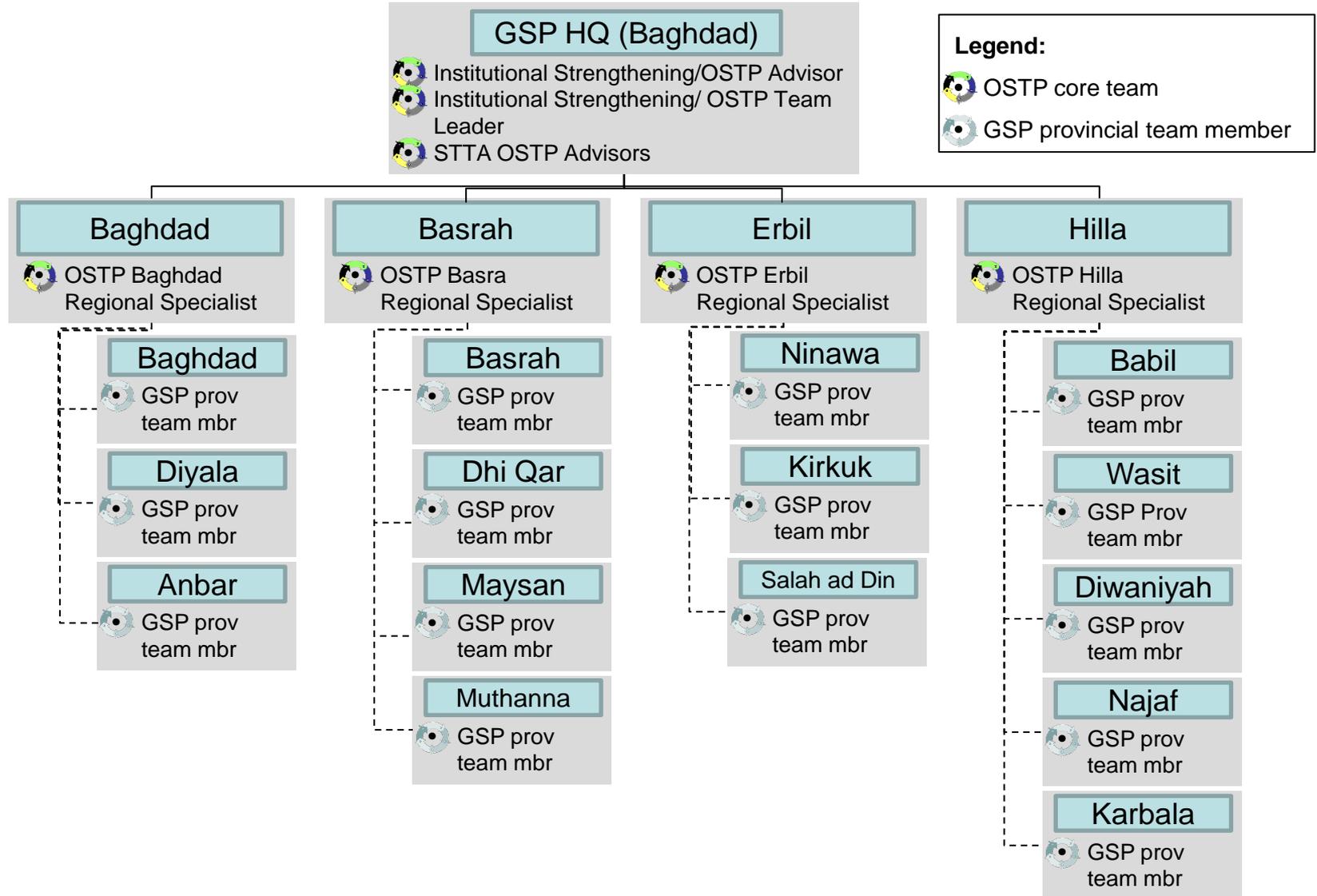
OSTP staff placed in central and regional hub offices

Governance
Strengthening
Project

Central
office

Regional
Hubs

Provincial offices/
governor's offices





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GSP is not the only source of OD in Iraq right now



- Institutional strengthening with local governments



- Institutional strengthening with local governments, focused in the Basra region

Tarabot



- Institutional strengthening with provincial offices of central ministries

It will be critical to clearly define each of our areas of operation, and cooperate when possible



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What is the timeline for 2012 OSTP rollout?

(Tentative)

Activity	Timeframe
Onboard the GSP team	March
Build and train the OSTP team	March-May
Conduct high level information sessions with round one governorates (e.g. Babil, Baghdad, Basrah, Karbala, Salah ad Din, Diyala)	April - May
Conduct Phase 1 Step 2 workshops with first three governorates	May-June
Conduct Phase 1 Step 2 workshops with second three governorates	August-September
First benchmark report complete and approved	October
Second benchmark report complete and approved	November
Third benchmark report complete and approved	December



What can we reasonably hope to accomplish in the short term (end of 2012)?

- Benchmark reports produced by 3+ organizations
- Some initiatives implemented (low hanging fruit)
- Growing organizational interest and excitement for internally initiated and managed change
- But, some resistance is expected



What can we reasonably hope to accomplish in the medium term (2013-2015)?

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- Increased GoI ownership
- Multiple, increasingly impactful organizational improvements implemented
- Leadership aware and engages
- Potential promotions for partner team members



What can we reasonably hope to accomplish in the long term (2016 – future)?

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Project

- Creation of units to continue OSTP in the governors' offices
- Increasingly complex improvements being implemented
- Perhaps a central GoI office supporting/coordinating OSTP



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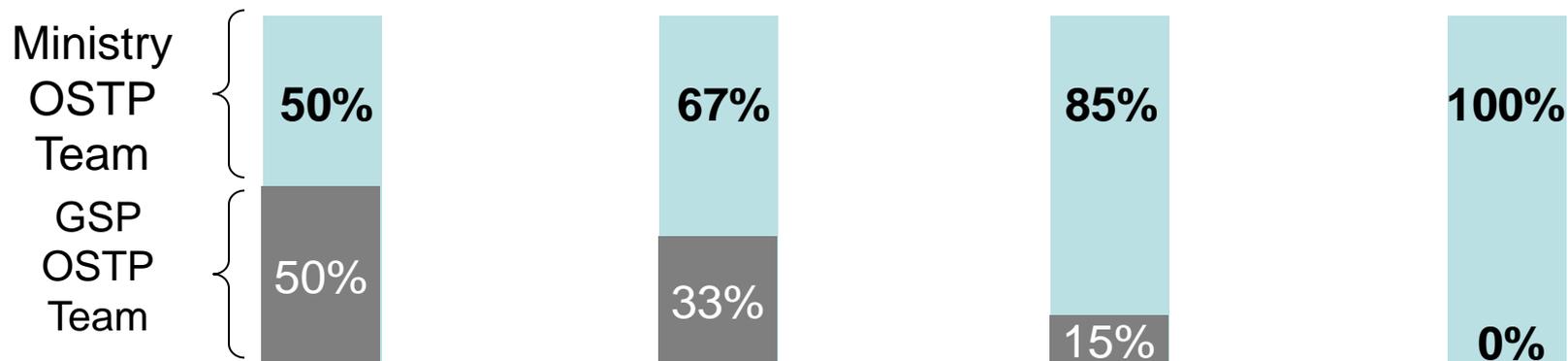
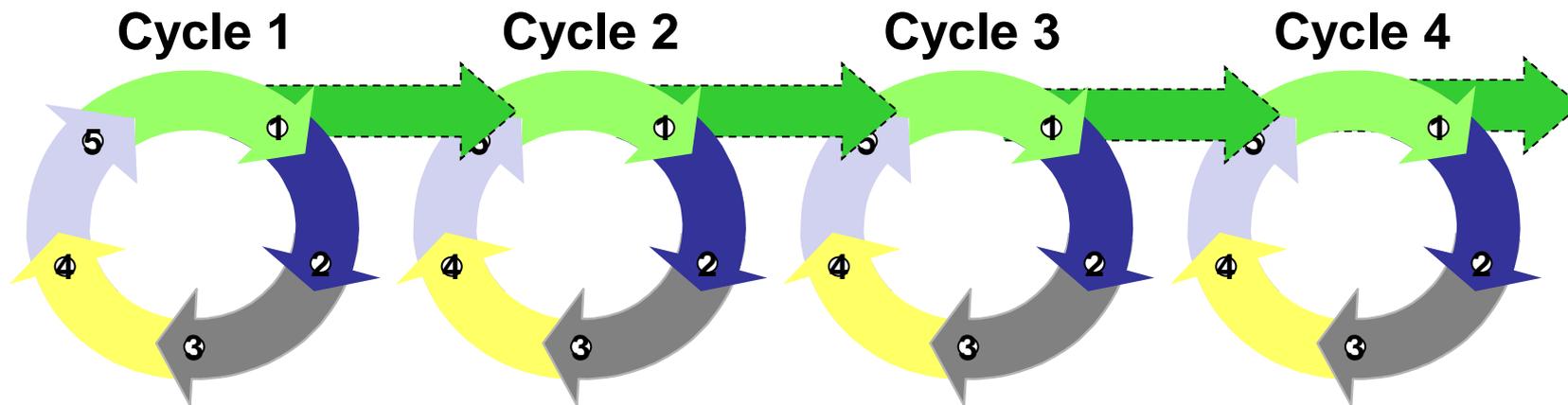
Success and sustainability factors

OSTP plan B



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

Governance
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Project



Illustrative timeline:

Start OSTP ~1-2 years

~3 years

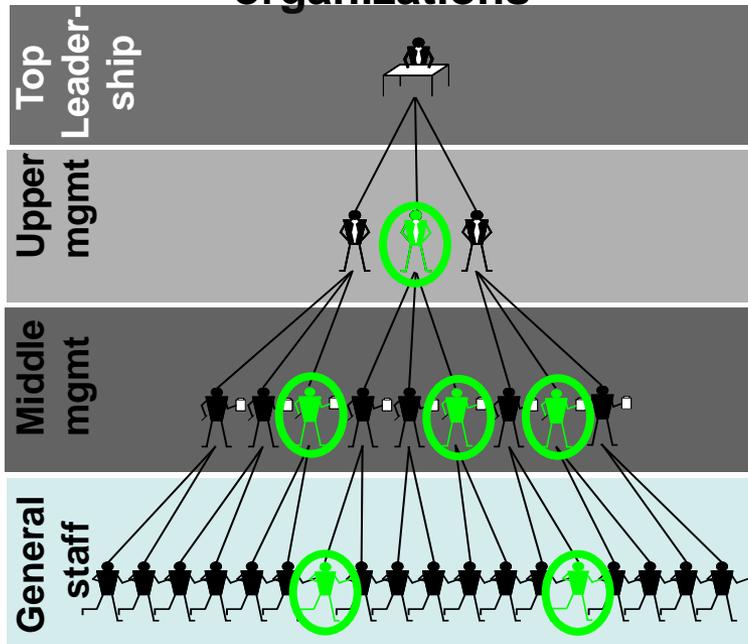
~3.5 years

~4 years

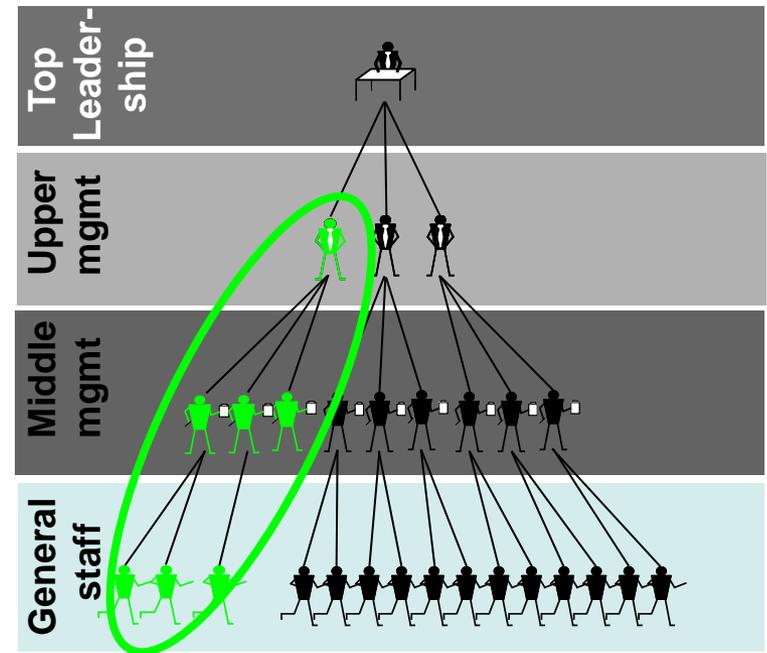


Long term goal #2: resources dedicated to ongoing org. improvement

Teams start with partially allocated employees from separate organizations



Goal is distinct units that focus on organizational improvement



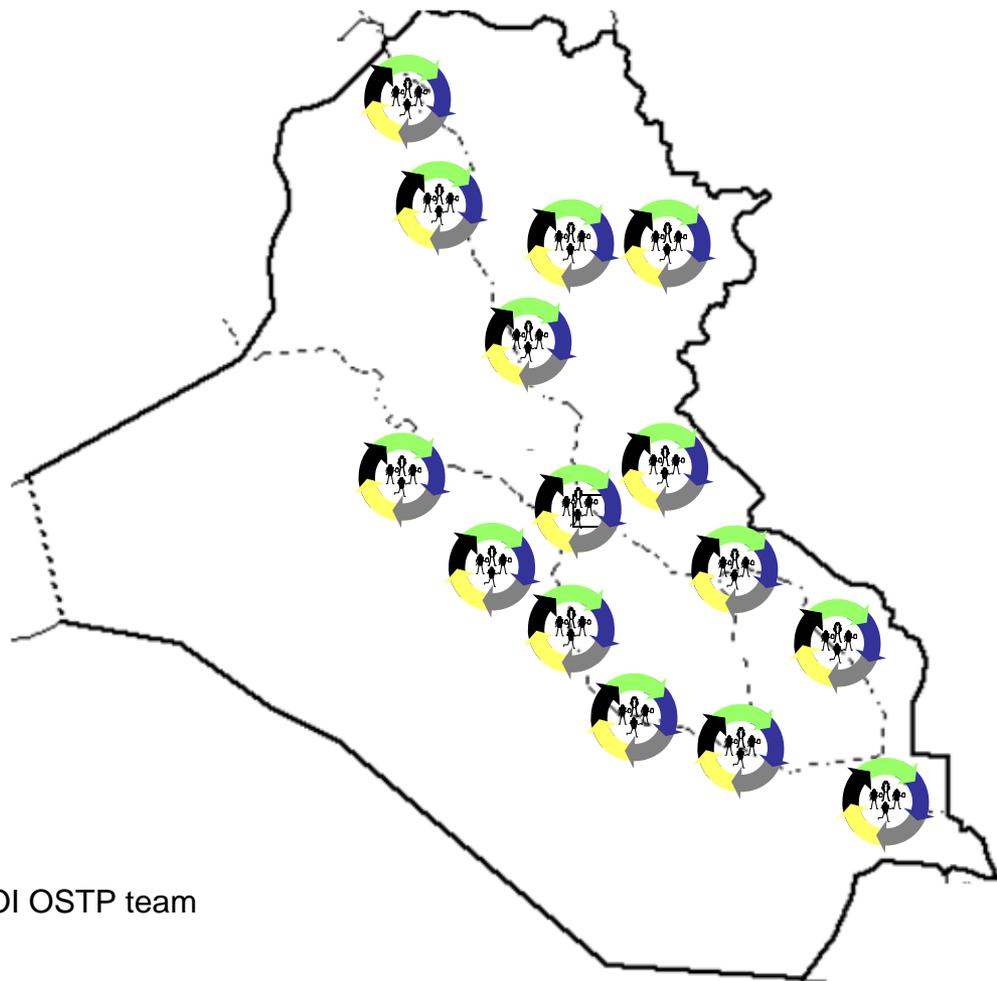
Legend:

Employee Improvement initiator

Organizations with dedicated performance improvement units drive sustainable organizational improvement & transformation



Goal 3: There will be many independent OSTP teams across Iraq....

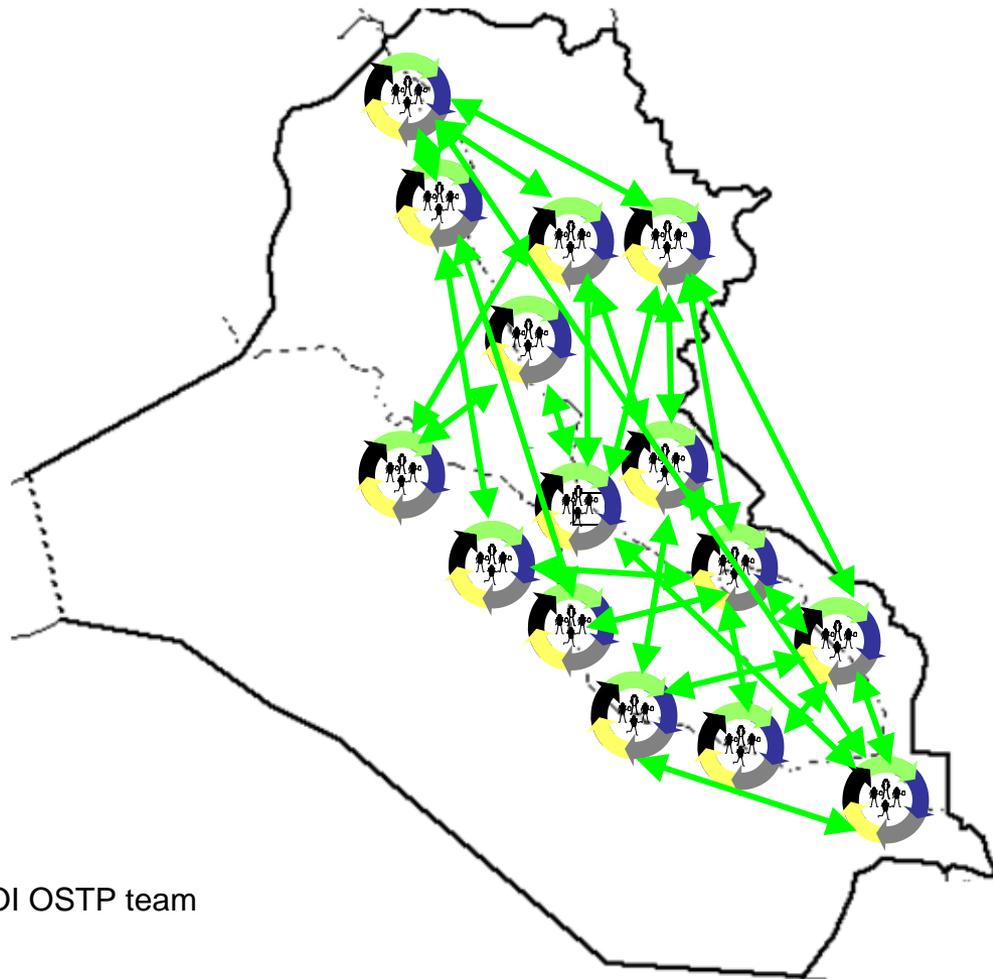


Legend:



GOI OSTP team

Goal 3: ...we want to link them into a network



Legend:



GOI OSTP team

Network components:

- Nationwide conferences
- Twinning/mentorship arrangements
- Online community
- Long term: create support organization
- This is part of the overall sustainability of the project



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What are the essential ingredients of OSTP success

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Project

- GSP is on board
- Gol ownership
- Energetic Gol team champions
- Top-down support
- Results focus
- Balance between follow-up to make sure things are moving, and distance to allow for real ownership
- OSTP/OD Network
- Clear communication of success



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There are going to be some organizations that don't find OSTP attractive

- Not all organizations will be receptive to OSTP
- For those, we will employ more direct development-style interventions (e.g. specific TA)



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Conclusion



What OSTP does for us, for GSP

Governance
Strengthening
Project

- Vision
- Framing for all of our activities based on global best practices in five criteria
- Litmus test for sound investment of our resources: are we citizen-centered, results-focused and transparent
- Draws out valuable insights on enabling environment
- Creates linkages to Central Government
- OSTP is our sustainability strategy

Next Steps (questions)



Description of capacity-building activities

Governance
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Activity	Description
1 h info sessions	Introduction to OSTP concept and methodology. Intended to give participants a high level view of OSTP
2 h info session - message input	A bit more in-depth OSTP overview, intended to have GSP staff use the new information on OSTP to make recommendations on implementation
Posters of key OSTP concepts posted	Post the OSTP 'wheel,' the chevrons, also the organizational diagrams....others? The idea is to raise level of OSTP in GSP consciousness by having it on the walls (Baghdad and the provinces)
OSTP team progress tracker posted	At least in Baghdad, have the OSTP team tracker visible passively to the project. In this way, the GSP team will always have a visible indicator of the state of progress
OSTP literature prominent in regional offices	Have brochures, 'fact sheets,' promotional posters etc. on display in regional offices so that staff have something to hand to visitors – this will engage them in the promotion of OSTP
Provincial coordinator OSTP training (2h)	This training is more focused than the above '2 hour' training on mechanics and possible organization-level results. The 2 hours session should also be much more interactive so the core messages stick – we won't have as much opportunity to engage with these guys
Bi weekly OSTP trainings for GSP	We can offer these at a minimum in Baghdad. They will serve two purposes: 1.) help interested staff increase their expertise in OSTP, 2.) give the GSP OSTP team opportunities for dress rehearsal, and for creating recordings
Weekly report - GSP team reports	For weekly reports, if an item is done with OSTP and another aspect of the project, the other aspect of the project reports it
Weekly meeting - GSP team reports	If an item is done with OSTP and another aspect of the project, the other aspect of the project reports it
Internal OSTP on GSP	Run OSTP on GSP over Ramadan. Good for the project in its processes, and good for the project to really 'feel' OSTP in action
1 on 1 : mentoring/engagement	Much of the future activity will be of this nature as the OSTP team works hand-in-hand with other project components/advisors to coordinate activities



OSTP staff placed in central and regional hub offices

Governance
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Project

Central
office

Regional
Hubs

Provincial offices/
governor's offices

