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Iraq Governance Strengthening Project

OSTP Practitioners' Community Excellence
Network Web Approach

July 2013



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IRAQ GOVERNANCE STRENGTHENING PROJECT

**OSTP Practitioners' Community Excellence Network
Web Approach:**

Concept Paper

Presentation

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Final
July 2013***

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Concept Paper: OSTP Practitioners' Community Excellence Network Web Approach

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Executive Summary

Since 2006, dozens of Government of Iraq (GoI) ministries, executive offices, and governors' offices have implemented the Organizational Self-Assessment and Transformation Program (OSTP). Despite wide variance in geography and technical focus, most GoI organizations using OSTP endeavor to implement similar improvements, and face similar challenges in doing so. To capitalize on this opportunity, the Taqadum project connected Provincial OSTP teams together in a professional Excellence Network (EN) to share knowledge and experience. The EN makes it possible for all OSTP teams to benefit from the experience of others, thereby strengthening the initiative as a whole, reducing the need for external support, and increasing the locally driven sustainability of OSTP in Iraq.

There is universal acknowledgement of the need for and benefit of an EN among the provincial OSTP teams engaged by the USAID/Taqadum project and in attendance at the OSTP Practitioners' Community Excellence Network Development Conference held in January of 2013. The features of this EN that the GoI provincial OSTP teams suggested fall into two categories: live/in-person, and virtual/web-based. The focus of this report is on the web-based approach.

A follow-up meeting was held with the Provincial OSTP Coordination Committee (POCC) July 23-24, 2013. During this event, the POCC defined the EN's web approach. They broke the approach into two complementary components: An Iraq OSTP Facebook group that will serve as a user-friendly interface to connect the OSTP community, and a webpage that will serve as a knowledge repository, directory of OSTP practitioners, and public face of OSTP in Iraq.

Leveraging already high membership levels among OSTP practitioners, the EN Facebook group will be a forum in which the OSTP community in Iraq can interact on a frequent and free basis. Restricted to OSTP team members and administered by a group composed of one IT specialist from each OSTP team, the Facebook group will be where OSTP practitioners can ask each other questions, post and learn about team developments and progress, and develop a sense of community through frequent interactions. Acknowledging the limited number of OSTP practitioners in Iraq, the POCC decided to focus their efforts on one Facebook group, rather than individual ones for each Provincial Team. From the IT perspective the Facebook group is highly sustainable. The Babil team will create the page, and add one administrator from each Provincial OSTP team. After this point, all IT needs for the page will be handled by Facebook, and OSTP teams will not have to commit any technical resources. While Facebook is a good for connecting the OSTP community, it lacks the capacity to serve as an extensive and searchable OSTP knowledge source. For this, the POCC identified the need for a separate OSTP website.

The OSTP website will complement the Facebook group by providing a searchable library of OSTP knowledge resources, a directory of Iraqi OSTP practitioners, and a place to communicate the main messages and progress of OSTP in Iraq. A searchable document library will contain the main OSTP training materials as well as supplementary

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documents identified by the Taqadum OSTP team and Provincial OSTP Team members. Using the solutions and challenges identified by OSTP teams during implementation for guidance, the Taqadum OSTP team will upload supplementary knowledge resources that address teams' needs. The document library will have the functionality for users to upload content. In this way, OSTP practitioners can keep the content fresh and relevant to OSTP needs into the future. To facilitate contact among OSTP practitioners in Iraq, the website will contain a searchable directory containing OSTP team members' names, provinces, criteria, and email addresses. Members can use this directory to find people from other OSTP teams who might be able to help them navigate challenges and develop approaches for solution implementation. Finally, each provincial OSTP team will have a page that they can use to describe their activities and successes. These pages will be the public face of OSTP teams and will be accessible to all who visit the site. An OSTP overview page will supplement the provincial team pages by contextualizing the program conceptually and internationally. The Taqadum project will initially develop the website and pay for several years of hosting and maintenance. The POCC is also currently exploring setting up an NGO to operate the website on an ongoing basis.

OSTP practitioners will connect the Facebook group with the website through links and references. For instance, if one team member asks a technical question that can be addressed with a resource on the website, a responder can simply provide a link to the website in their Facebook response. While simple, this method of linkage will be very effective and leverages Facebook usage practices already employed by OSTP team members.

Introduction: The Need for an EN Web-based Approach

Members of OSTP teams in Iraq constitute a relatively unconnected Community of Practice (CoP). All the teams are using a very similar conceptual approach to achieve the same goal in their organizations: government Excellence. Since all these teams are using the same tools and approaches to achieve the same outcomes, it is highly likely that the knowledge and experience they build during implementation is relevant to the community as a whole. While this community of OSTP practitioners clearly exists, the potential for strengthening the connections among its members and taking advantage of their collective knowledge is currently underexploited.

The benefits from strengthening the connection among the nodes of the network would be both immediate and long term. Immediately, OSTP teams would be able to call on the knowledge of their peers to overcome implementation challenges they are currently facing. In the long term, a cohesive network of OSTP practitioners is critical to sustaining OSTP, and other similar Excellence initiatives, after the completion of USAID support.

The network will consist of live events and virtual connections. Live events are the best tool for building personal connections in a CoP. There is no substitute for face-to-face discussions when connecting people who previously did not know each other. Live meetings and discussions are also the fastest and most effective way to conduct group planning, coordination, and problem solving activities. Live events, however, have the significant drawback that they are resource-intensive to produce. Furthermore, the time in

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between events can cause momentum to be lost when there is no mechanism to maintain the multi-party engagement. Web-based tools can provide this much needed momentum-maintaining cohesion among members of a CoP.

Web tools such as social media, email, video conferencing, and websites make it possible for members of a CoP to interact even though they may be separated geographically. These tools can provide OSTP practitioners in Iraq a means to maintain personal connections while sharing knowledge and experience virtually, thereby maintaining or even building on momentum created during live events. These tools, when selected and executed well can serve as an excellent complement for shortcomings of live events.

The following sections of this concept paper present the web approach for the OSTP EN in Iraq. This approach is the product of the POCC's direction provided during a July 2013 meeting, the data collected during the January 2013 USAID/Taqadum OSTP Networking Conference, and recommendations based on Kaizen's experience implementing CoPs. The overall approach consists of two complementary components: a Facebook group for communication among Provincial OSTP team members, and a website to serve as a document library, directory of practitioners, and public face of OSTP. These two components will be connected via links in Facebook posts. Figure 1 shows the two-component web approach.

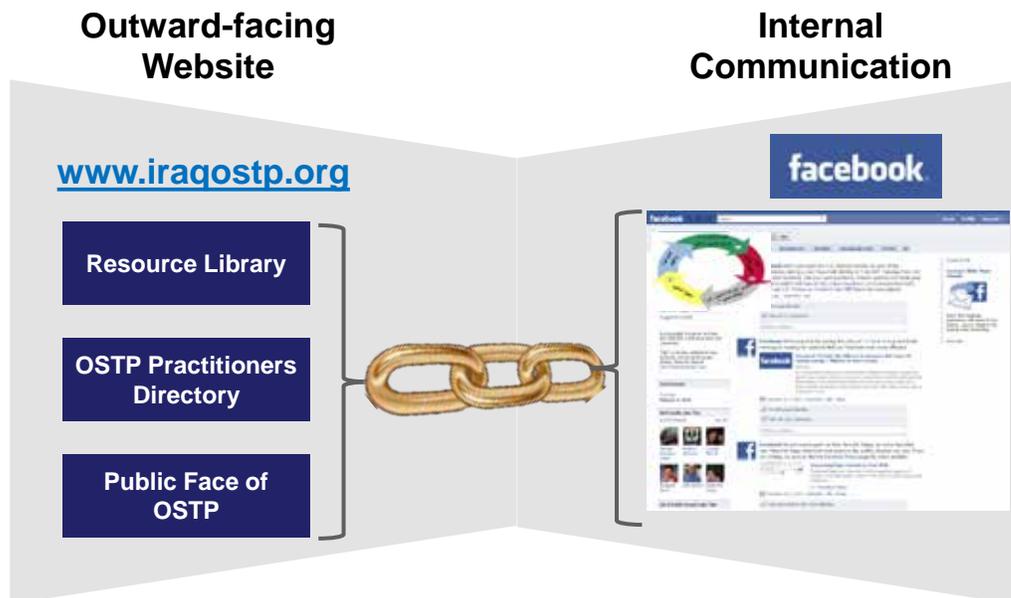


Figure 1: The EN's web approach consists of two components: a Facebook group for communication among Provincial OSTP team members, and a website to serve as a document library, directory of practitioners, and public face of OSTP.

Each of the following sections will cover the concept, envisioned content, features and requirements, and roles/responsibilities and sustainability for each web-component.

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Web-Component 1: Facebook

Concept: The Iraq OSTP Facebook group will serve as the virtual meeting and interaction space for OSTP practitioners in Iraq. It is where the Iraq-wide web-based conversation about OSTP will occur. It will be a closed group, with membership moderated by active OSTP teams. This will create a “safe” space in which OSTP team members can ask frank questions of their peers and receive frank answers. In addition, teams can use the page as a way to post updates about their progress, and coordinate with other teams on a variety of issues. Members can link to resources hosted on the official OSTP website, but no documents will be hosted on the Facebook group itself. It is a place for group conversations, not individual research.

Content: The content on the Facebook page will consist of the posts of group members. It is envisioned that these posts will contain updates of Provincial OSTP team activity and progress, questions posed by teams/members, highlights of resources or approaches that might serve the community, and exchanges to coordinate cooperation among teams for scheduling meetings/events or even implementing solutions. The Taqadam OSTP team will maintain a presence on the Facebook group during the duration of Taqadam, mostly engaging with OSTP practitioners to help them overcome challenges and implement solutions. Furthermore, the Taqadam OSTP team will notify the OSTP community when there is a significant update on the outward-facing website.

Features and Requirements: The OSTP Facebook group will either be “Closed” or “Secret” depending on the decision of the OSTP POCC. Table 1 gives an overview of the different Facebook group privacy options. The Provincial OSTP teams want to have privacy on the Facebook group so they can candidly discuss a wide range of OSTP-related issues without having to think about how posts will be perceived by their organizations or the general public. Facebook describes the difference between Pages and Groups as follows: “Pages were designed to be the official profiles for entities, such as celebrities, brands or businesses, Facebook groups are the place for small group communication and for people to share their common interests and express their opinion. Groups allow people to come together around a common cause, issue or activity to organize, express objectives, discuss issues, post photos and share related content.”

| Type of Group: | Open | Closed | Secret |
|---|---|------------------------------------|-----------------------------------|
| Who can join? | Anyone can join or be added by a member | Anyone can ask to join or be added | Anyone, but they have to be added |
| Who can see the group name and who's in it? | Anyone | Anyone | Only members |
| Who can see posts in the group? | Anyone | Only members | Only members |

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| | | | |
|---|--------|--------|--------------|
| Who can find the group in search? | Anyone | Anyone | Only members |
| Who can see stories about the group on Facebook (like in News Feed and search)? | Anyone | Anyone | Only members |

Table 1: Group privacy information provided by Facebook

<https://www.facebook.com/help/220336891328465#What-are-the-privacy-options-for-groups>

Aside from the privacy designation of the OSTP Facebook group, the features of the Facebook group are standard. Facebook groups allow members to post written comments and links, add photos and videos, create a poll for members to fill out, and add files. It is possible that there could be some confusion created if Provincial OSTP team members start to upload documents to the Facebook group and not the website. The group administrators will work to ensure the community maintains the outward-facing website as the primary document library, and uses the Facebook group for dialogue.

Roles, responsibilities, and sustainability: The Babil OSTP team will create the Facebook group and assign one person from each team as an administrator. These administrators will invite the members of their respective teams to join the site. After group creation Facebook will maintain it from the technical side so it will not require technical attention from the OSTP teams. Activity on the site is another matter. Ultimately, the group page is a tool help the provincial OSTP teams successfully implement OSTP. It is the responsibility of the OSTP teams to use the site when they have an issue that they would like to address. However, in the early stages of the group's existence, the Taqadum OSTP team will maintain an active presence on the site prompting dialogue among the provincial teams. Each Taqadum OSTP team member will in essence play matchmaker between their teams' needs and other teams' knowledge and experience. By actively engaging the provincial OSTP teams on the Facebook group, Taqadum will help the community develop a habit of using the site to communicate with each other.

Web-Component 2: Website

Concept: Available in both English and Arabic, the OSTP website will serve as both the web-based public face of OSTP in Iraq and a knowledge resource for OSTP practitioners in Iraq. As the public face of OSTP, this site will have a comprehensive overview of the OSTP program in Iraq and its accomplishments. In addition, each provincial OSTP team will maintain its own page on the site highlighting their activities and accomplishments. The site will contain knowledge resources for the OSTP teams to reference and use during the core OSTP cycle and implementation of organization-specific improvements. Furthermore, the site will contain a directory of OSTP practitioners in Iraq searchable by their criteria and team, facilitating connection among OSTP team members. While the site will allow users to upload content and comment, administrators will need to approve the content before publishing in order to maintain a high quality level on the site.

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Content: The content of the website will align with the OSTP team’s greatest knowledge needs. These needs fall into three categories: conducting OSTP, navigating challenges, and implementing solutions.

The content needed to support OSTP teams in conducting OSTP is primarily the core OSTP material such as the workshop presentations, guidebook, and questionnaires. Most OSTP practitioners have this material in hard or electronic copy. However, having the material accessible online will make it available to more people and allow for the Taqadum OSTP team to make updates. The website will contain this material in English and in Arabic.

The challenges that Provincial Iraqi OSTP teams report facing fall into four categories: communication, getting leadership support, time management, and change management. While the core OSTP materials do address each of these to a certain degree, OSTP practitioners will almost certainly benefit from more sources of information and perspective. Table 2 presents illustrative examples of content that could help OSTP teams navigate specific challenges.

| Challenge | Affected teams | Illustrative resources |
|--|----------------|---|
| Communicating benefits of OSTP | 100% | <ul style="list-style-type: none"> • Communicating in Your Organization • The Nature of Communicating in Organizations • How to communicate effectively within the change process |
| Obtaining leadership support | 100% | <ul style="list-style-type: none"> • Getting Leadership Support • Building Senior Leadership Support for Results-Based Accountability |
| Managing time effectively | 100% | <ul style="list-style-type: none"> • Time Management by Mind Tools • Time Management Hacks I Wish I’d Known at 20 • Time management techniques and systems |
| Managing and overcoming resistance to change | 100% | <ul style="list-style-type: none"> • Change Through Persuasion • Managing Successful Organizational Change in the Public Sector • Creating an Innovative Organization: Ten Hints for Involving Frontline Workers |

Table 2: The website will contain resources to assist OSTP teams navigate challenges they face. Teams need more information than what is provided in the core OSTP presentations and manual. Stocking the site with Arabic resources will be the first priority. However, since there is limited Arabic content available, English resources will supplement it. The resources in this table are illustrative.

Many of the provincial OSTP teams identified similar solutions to improve their organizations. The Concept Paper *OSTP Practitioners’ Community of Excellence*

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Network – Strengthening OSTP Through an Iraq-wide OSTP Sharing of Knowledge and Experience explores the similarity of solutions in depth. The website will contain knowledge resources aligned with the most prevalent solutions. As with the resources to assist teams in navigating challenges, the website will prioritize Arabic content and supplement it with English resources. Table 3 presents illustrative resources to assist teams in planning for and implementing solutions.

| Selected solutions | Teams pursuing | Illustrative resources |
|---|----------------|--|
| Streamline and increase transparency of processes | 100% | <ul style="list-style-type: none"> • Free Business Process Modeling Tools • The Basics of Deployment Flowcharting and Process Mapping • Process mapping in successful ERP implementations |
| Create a plan for knowledge network inside and outside the organization | 100% | <ul style="list-style-type: none"> • A Methodology to Implement Knowledge Management in Public Sector Organizations • The Critical Role of Knowledge Management in Achieving and Sustaining Organizational Competitive Advantage |
| Align staff capacity with organizational needs | 100% | <ul style="list-style-type: none"> • A Guidebook for Building Organizational Effectiveness Capacity: A Training System Example • A Handbook for Measuring Employee Performance |
| Build staff capacity in good finance and accounting practices | 100% | <ul style="list-style-type: none"> • Review of Public Financial Management Reform Literature • Public Finance |

Table 3: Illustrative resources that can help OSTP teams implement their prioritized solutions.

The Taqadum OSTP team will lead content curation in the initial stages of the EN web-components’ rollout. Taqadum will provide the most up-to-date English and Arabic versions of the OSTP training materials. In addition, the project will identify several relevant knowledge resources for each common challenge and solution. The team should not, however, engage in extensive content identification and curation activities purely for the purpose of creating a massive document library. Internet search engines provide more than enough access to knowledge resources. The challenge, however, is identifying resources *most relevant* to Iraqi provincial OSTP teams. For this reason, it is recommended to stock the knowledge resources on an ongoing basis with resources that prove most relevant to OSTP team needs.

Features and Requirements: The website features and requirements in this section integrate direction provided by the POCC supplemented with Kaizen web-based CoP experience. To the extent possible, the OSTP website should satisfy these requirements:

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- 1.) **Overall Design:** The overall design of the website could closely resemble the Jordan Network for Industrial Sustainability website (www.jordannetwork.net). Certain features would not be needed such as groups, events, blog, and communities. "The Latest" would be included, but "Recent Activity" is not needed.
- 2.) **Language:** The interface will be available in English and Arabic. Ideally, much of the Jordan Network's interface in both languages could be adapted for this purpose. The language of the resources will depend on their original language. For instance Arabic resources will be in Arabic and English content will be in English.
- 3.) **Visible Sponsorship:** The website should have the functionality to display sponsorship of the landing page "Home." Initially, this will likely need to be from USAID due to branding requirements. However, upon handover in the future, it should be easy for administrators to change the contents of a sponsorship box. The admin manual should contain instructions for this action.
- 4.) **Practitioner Directory:** The website will have a searchable directory of OSTP practitioners in Iraq. It will in essence be a search of the user profiles. The directory will contain and be searchable by the following data fields populated through the user profile completed on registration: user name, province, criteria, and email address. The directory will be accessed by clicking on the "Directory" tab on the website's crossbar visible at all times at the top of the screen, just as with the referenced Jordan Network page. The registry search will yield all entries that match the search specifications. For instance, if the user searches for the Babil OSTP team, they will get a matrix showing the names, criteria, province (in this case all the same), and email addresses of each of the Babil team members. In the same way, if the user specifies the criteria in addition to the team, they will get a smaller subset: only the OSTP team members that match both specifications will show up in the results. In addition, from the search results, the user can click on the OSTP team member's name and view their profile.
- 5.) **Pages for Each OSTP Team:** There will be a tab along the crossbar titled "Teams." Clicking on this tab will give a dropdown menu listing the active OSTP teams with links to their individual pages. Each OSTP team will have a page that they will populate containing the following sections: team overview complete with a field to enter a photo, accomplishments to date, team members, team photos, and a freeform section in which they can enter whatever text they wish. In addition, there will be a link section in which they can highlight whatever resources on the site they wish. The administrator's manual will have instructions for admins on how to populate and maintain the OSTP team pages.
- 6.) **Resource Library:** The functionality of the resource library will closely resemble that of the above-mentioned Jordan Network site. Added to the tagging dropdown list, and 'stickied' to the top will be the five criteria. Alternatively, there can be two fields to enter the resource tags. The first will have the title "Criteria" and be populated with a dropdown containing the five criteria as options. The second could be a text entry provided by the user. The resource comment section will be the same as in the Jordan Network. The

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search function for the resources will be the same as with the Jordan Network. The resource types that users can search by clicking on their icons will be the five criteria.

- 7.) **OSTP Background/Overview:** This will be a single page that is accessible from the crossbar menu. It will be very similar to the “About” page on the Jordan Network. It will contain information about OSTP in Iraq, as well as information about Excellence initiatives in the region. From the IT standpoint, this page will simply be a space for text, links, and perhaps embedded images. The Taqadum OSTP team will supply the content for this page. Ideally, the user could toggle between English and Arabic – in essence switching between two separate pages with essentially the same content, just written in different languages.
- 8.) **Front Page:** As discussed under “Overall design” the front page will look similar to the Jordan Network’s front page. Across the top, and indeed across the top of all pages on the site, will be the crossbar (described in a separate section). The layout below the crossbar should resemble that of the Jordan Network, albeit with some adjustments to account for the different sections to be included on this website. One feature that the designer should consider is having a centrally placed OSTP circle with the five phases broken out as arrows. The individual arrows, when ‘moused over’ would show a popup that has 1-2 sentences about the phase and links to the relevant core OSTP materials for that phase.
- 9.) **Partners Page:** Just as the “Partners” page on the Jordan Network site is a place to recognize organizations that contribute to the CoP, on the Iraq OSTP site this page will be a place where the administrators can put the logos and names of organizations that in some way contribute to OSTP in Iraq but do not have active teams themselves. For instance, if the Ministry of Planning provides funding or a meeting hall for an OSTP meeting, they could be recognized in the “Partners” section.
- 10.) **User Profiles:** The user profiles can closely resemble those of the Jordan Network. The “Organization” field will be filled from a dropdown menu with the provinces of Iraq, “USAID,” “Taqadum Project,” and “Other” as additional options. An additional field will be added that contains the five criteria as selections as well as “Other.” The picture setting will give users the ability to upload a picture for their profile. If they do not choose to upload an image, a generic avatar will be assigned to them.
- 11.) **Links to Social Networks:** Just as the Jordan Network has a link to its corresponding Facebook group, the Iraq OSTP site will have a link to the Iraq OSTP Facebook group. This will strengthen the connection between the two components of the web approach. The IT developer will also explore the possibility of having the Facebook group’s activity feed published on the home page of the website.
- 12.) **Administrator Rules:** All content (including resources and comments) needs to be approved by an administrator before it is allowed to be “live.” All administrators will have the ability to approve content for publishing. The provincial OSTP teams will agree on a schedule for this activity. Ideally,

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- administrators would receive notification emails when there is content needing approval before publishing.
- 13.) **User Uploads:** Just as with the Jordan Network mentioned above, users of the Iraq OSTP website will be able to upload content. The uploaded content will be attributed to the uploader and approved by an administrator before being viewable by website visitors.
 - 14.) **Logo:** The provincial OSTP teams will be developing a logo for OSTP in Iraq. They will hold a design contest and select the winner from among the entries. Once they select this logo, the provincial and Taqadum OSTP teams will integrate it into the banner photo at the top of the home page. The administrative manual will accordingly need to have instructions in how to change the banner image.
 - 15.) **Crossbar Design:** In the English version of the site, the crossbar segment will read from left to right as follows: Home, Governorates (where the team pages will be), Accomplishments, About OSTP, Resources, and Contact. In the Arabic version, they will be arranged in the same order, but from right to left.
 - 16.) **OSTP Accomplishments:** This page will be maintained initially by the Taqadum OSTP team and will contain brief highlights of OSTP team accomplishments such as completed solutions and other noteworthy items. It will be updated on at least a monthly basis. The Taqadum OSTP team will work with the POCC to determine which entity will maintain it after the completion of Taqadum. Just as with the About section, this section will have English and Arabic versions.
 - 17.) **Contact:** This section will have the primary contact information for parties engaged in OSTP in Iraq. It will have the emails and telephone numbers of one or more of the Taqadum OSTP team members, as well as names and emails for the team leaders of each of the provincial teams.

Roles, responsibilities, and sustainability: The Taqadum OSTP team will be responsible for developing the website, uploading the initial content, and training representatives from the provincial OSTP teams in website administration. In addition, if necessary, the Taqadum project will pay for site hosting for three years to ensure its operation beyond the duration of the project. Throughout the remainder of the project, the Taqadum OSTP team will continue to upload relevant and helpful documents to the website's resource library and to provide technical help on an as-needed basis to the provincial OSTP team website administrators. The provincial OSTP teams have already identified individuals to shoulder the website administration duties. These provincial OSTP team members will evaluate content and comments before they are published on the site, and maintain their respective teams' pages on the site. The POCC is currently exploring creating an NGO to manage the site after the completion of the Taqadum project. If the NGO is not created by the conclusion of the Taqadum project, it is envisioned that one team will take responsibility for overseeing the site's operations.

There will not be a strict schedule for content updating. The provincial OSTP teams will maintain their respective pages to reflect their progress. If certain teams fall behind in their updating, the Taqadum OSTP team will remind them of the benefits of keeping their

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pages current. The Taqadum team will upload new versions of the OSTP core materials when new ones are created. As for the general stocking of the resource library, the Taqadum OSTP team will contribute the first resources. These resources will center on the challenges faced and solutions undertaken by the OSTP teams. These initial resources will be in Arabic to the extent quality content can be found by the Taqadum OSTP team. It is not envisioned that the initial stocking will involve extensive uploading of documents. Rather, it will involve a smaller number of uploads aimed at maintaining the quality, focus, and relevance of the library for the provincial OSTP teams.



USAID | **IRAQ**
FROM THE AMERICAN PEOPLE



USAID/TAQADUM Organizational Self-assessment and Transformation Program

Presentation for the Erbil Governor's Office

July 22, 2013

What will we accomplish today?

At the end of our meeting, you will know:

- What OSTP is
- How OSTP works
- Where OSTP is used & results
- How to use OSTP in the Erbil GO

Agenda

What OSTP is

How OSTP works

Where OSTP is used & results

How to use OSTP in the Erbil GO

Agenda

What OSTP is

How OSTP works

Where OSTP is used & results

How to use OSTP in the Erbil GO

OSTP is tool for governments to improve themselves

A government that applies OSTP becomes

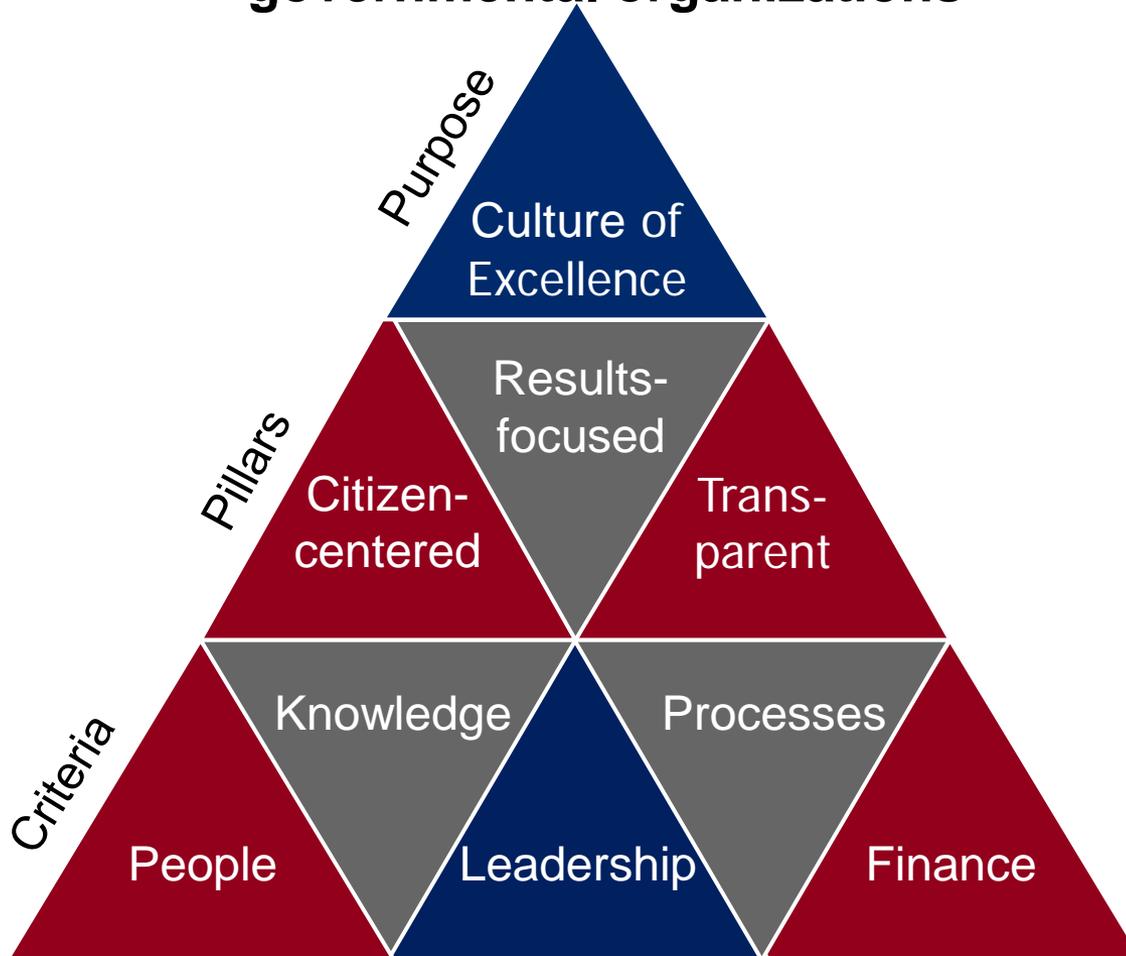
- § More efficient
- § More productive
- § More transparent
- § More impactful on the lives of citizens
- § A better place for employees to work

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

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

OSTP moves organizations towards a Culture of Excellence

Pyramid of Excellence for governmental organizations



Agenda

What OSTP is

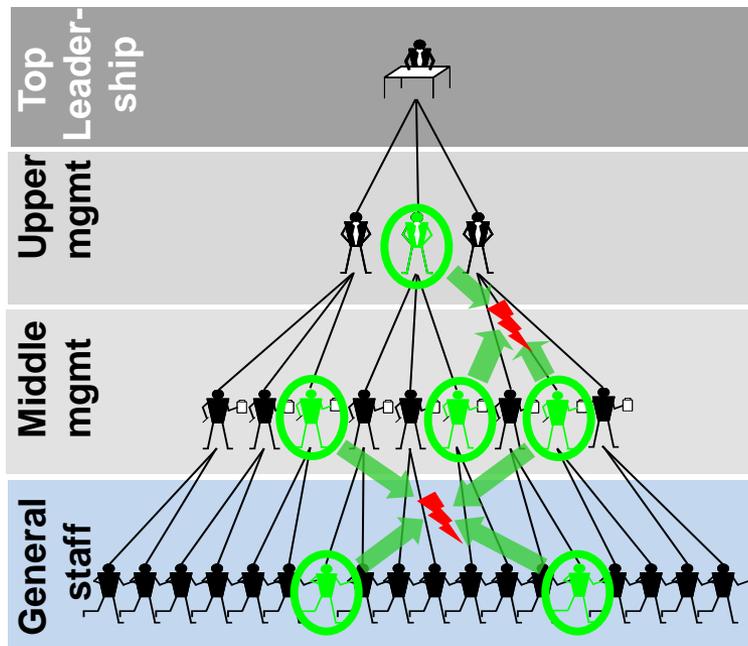
How OSTP works

Where OSTP is used & results

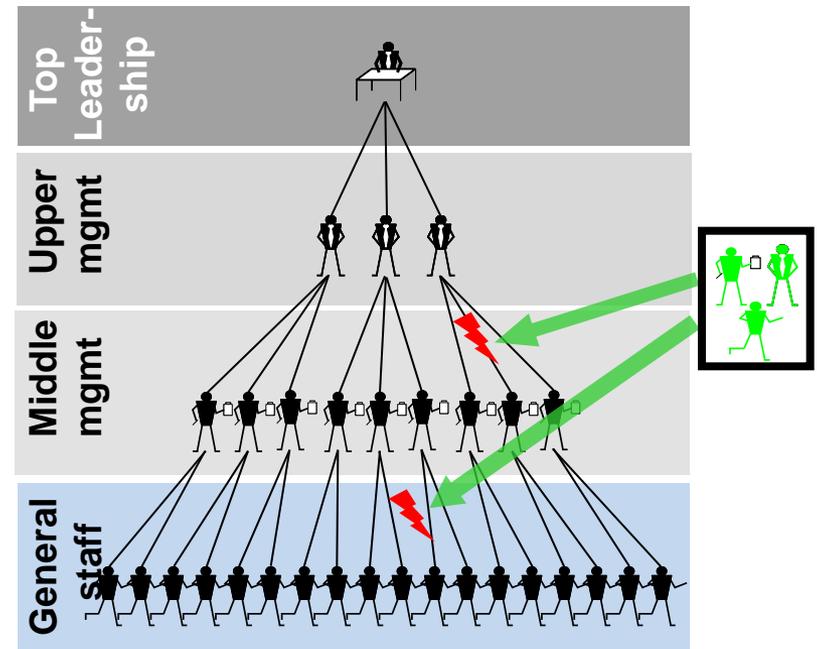
How to use OSTP in the Erbil GO

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

OSTP uses a 5-phase 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

Erbil GO OSTP team leads, using Taqadum support

Taqadum OSTP Team



- Workshop facilitation
- Change management consulting
- Procedural support

Erbil GO OSTP Team



Finance



People



Knowledge



Leadership

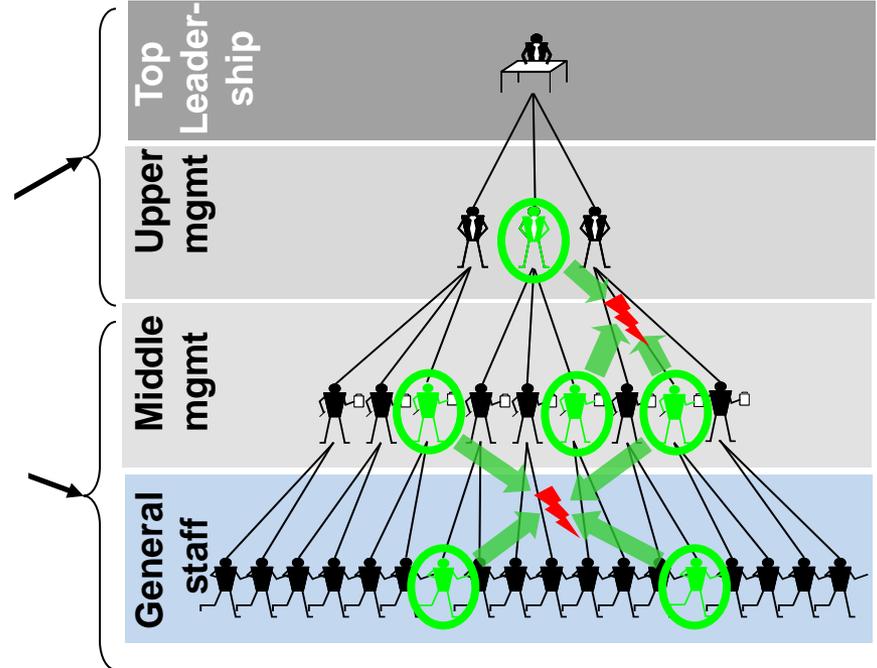


Processes

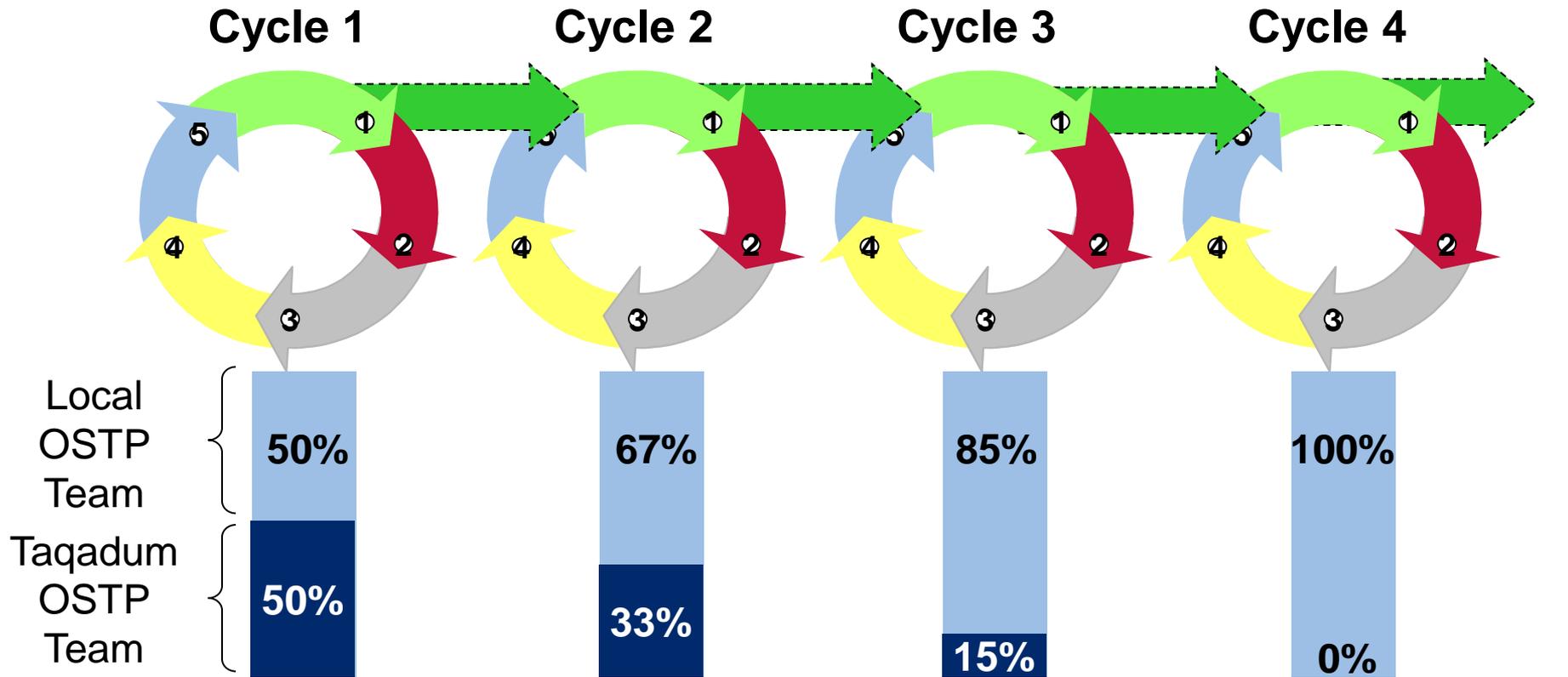
- Interviews
- Feedback
- Input
- Updates

- Survey
- Feedback
- Input
- Updates

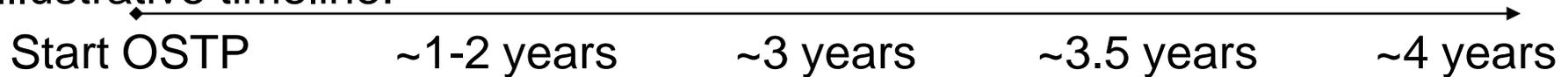
Erbil GO



Long term vision (i): OSTP is driven 100% by local teams

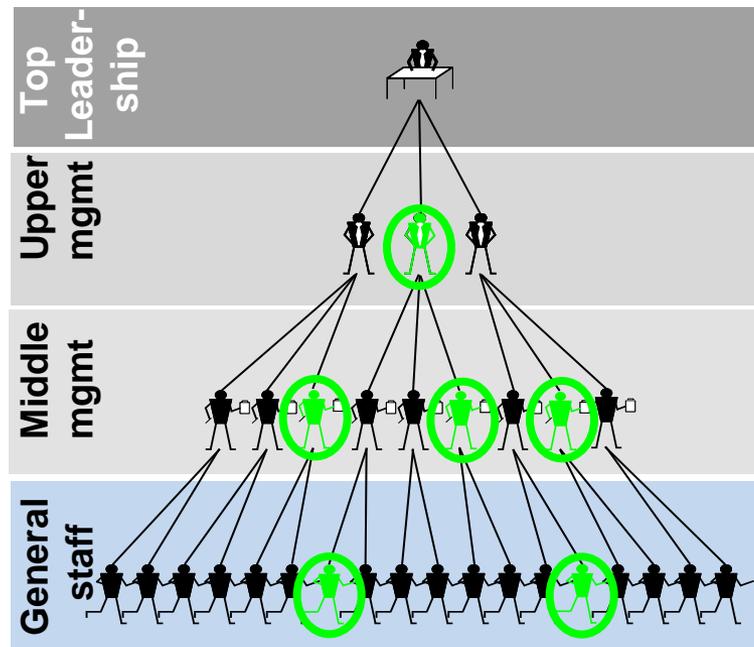


Illustrative timeline:

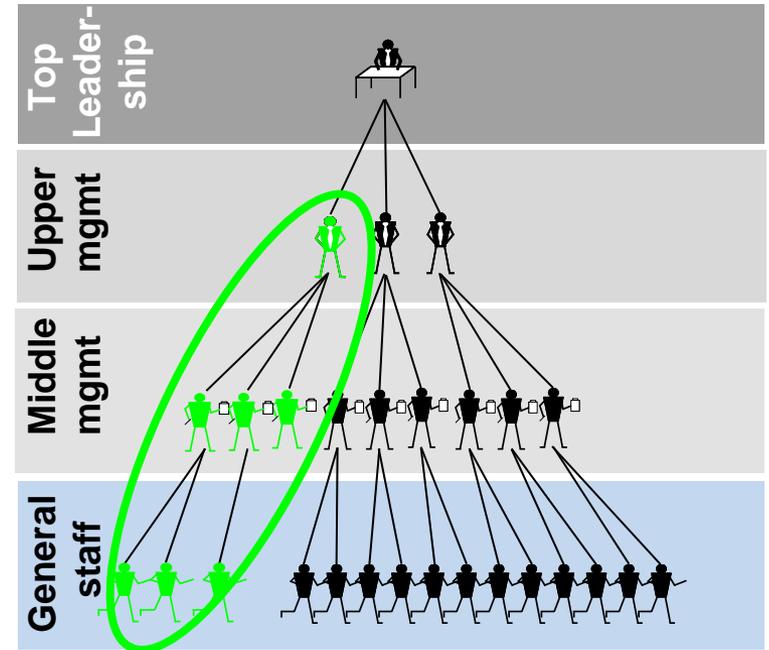


Long term vision (ii): continuous OSTP activity

Teams start with partially allocated employees from separate organizations



Permanent fixture as department or institutionalized function

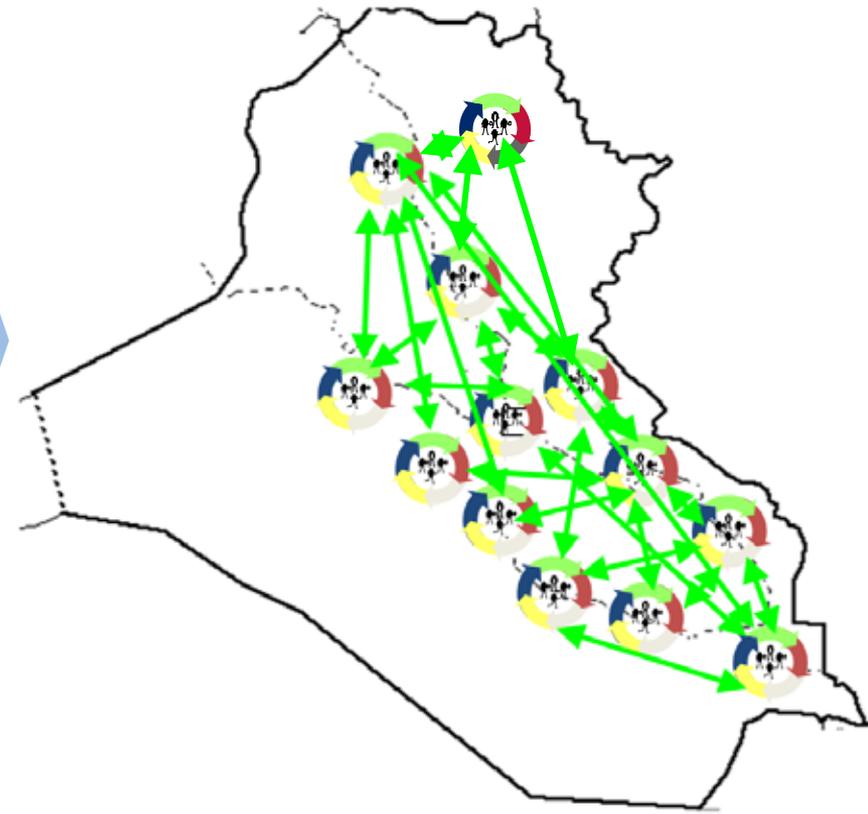
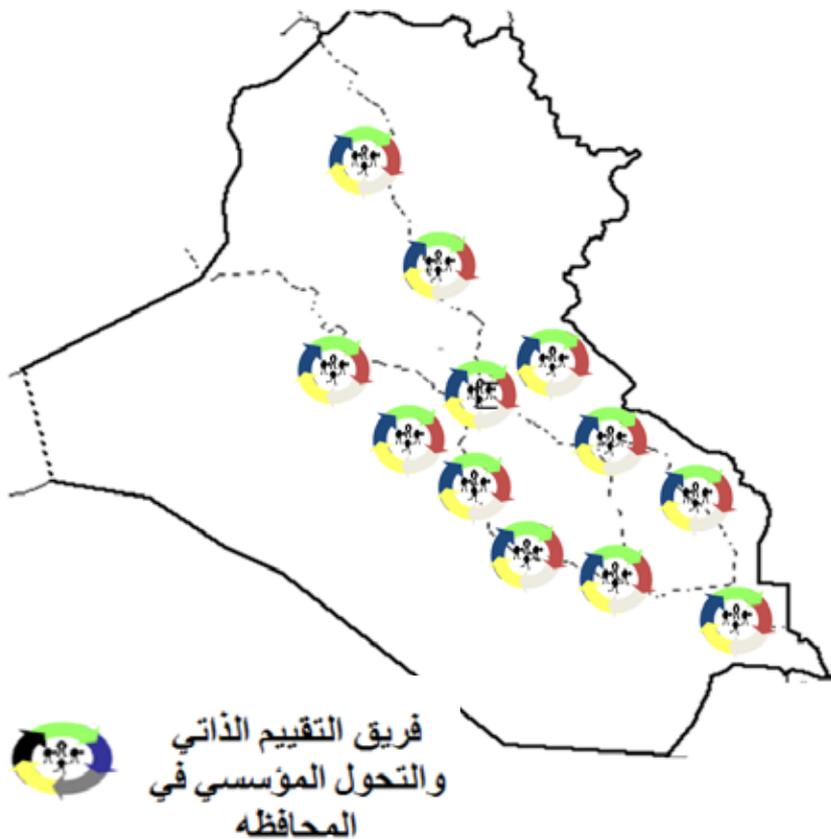


Legend:

 Employee  Improvement initiator

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

Long term vision (iii): a knowledge-sharing network of Iraqi OSTP teams



Agenda

What OSTP is

How OSTP works

Where OSTP is used & results

How to use OSTP in the Erbil GO

Dozens of Iraqi organizations have used OSTP

Ministries

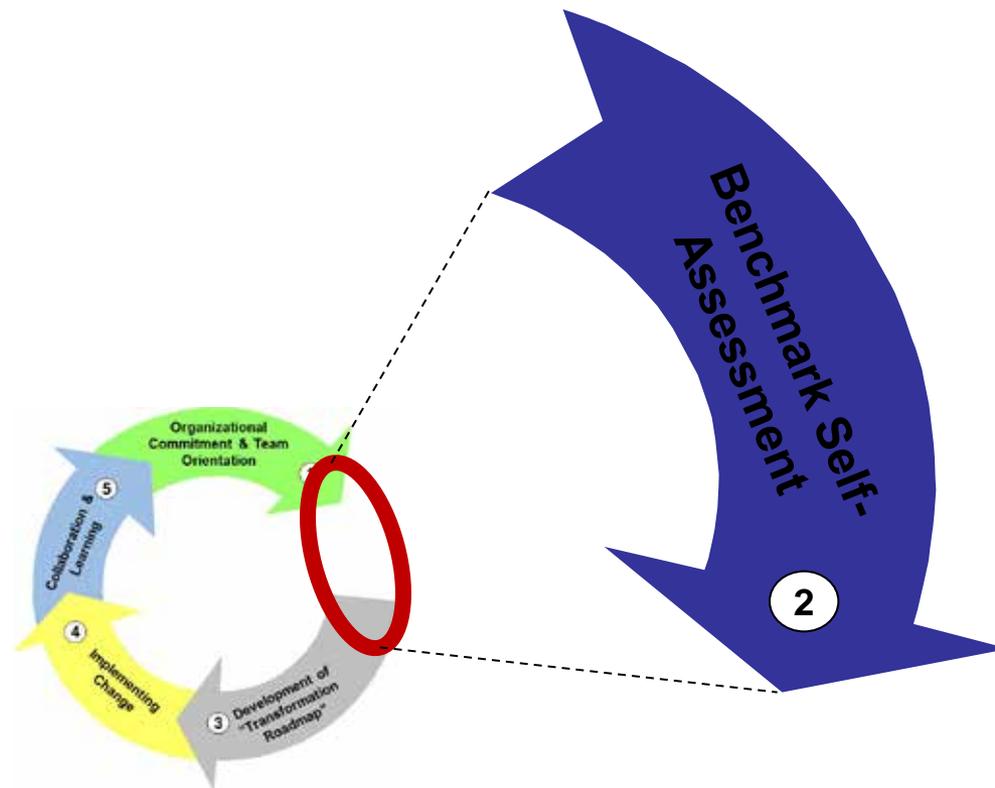
- Agriculture
- Construction and Housing
- Council of Ministers Secretariat (CoMSec)
- Displacement and Migration
- Health
- Higher Education
- Municipalities and Public Works
- Oil
- Planning
- Transport
- Water Resources
- Youth and Sports

Provinces

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

OSTP success in Iraq (i)

Iraqi OSTP teams have produced more than 50 Benchmark Reports



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

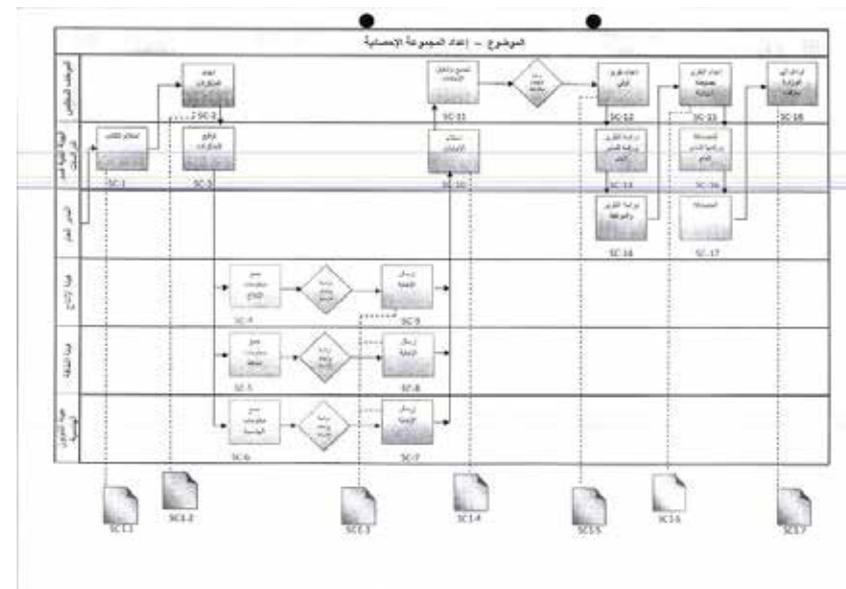
OSTP success in Iraq (ii)

Results: OSTP teams have implemented nearly 20 improvements in Iraqi governmental institutions

Examples:

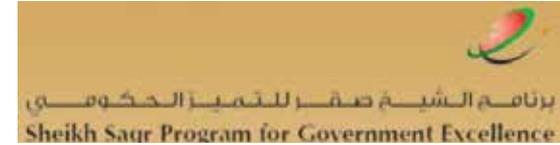
- § **Babil GO**– streaming the payment process for victims of terrorism
- § **Baghdad PC** – documenting and publishing the code of ethics
- § **MoO NOC** – decided to draft new job descriptions, built their capacity to do it, and did it
- § **MoH** – conceived and delivered a business ethics course, mapped process for issuing birth and death certificates, mapped improved retirement process, created ministry-wide OSTP team

Sample output from NRC BPA activities



Many more improvements are in progress

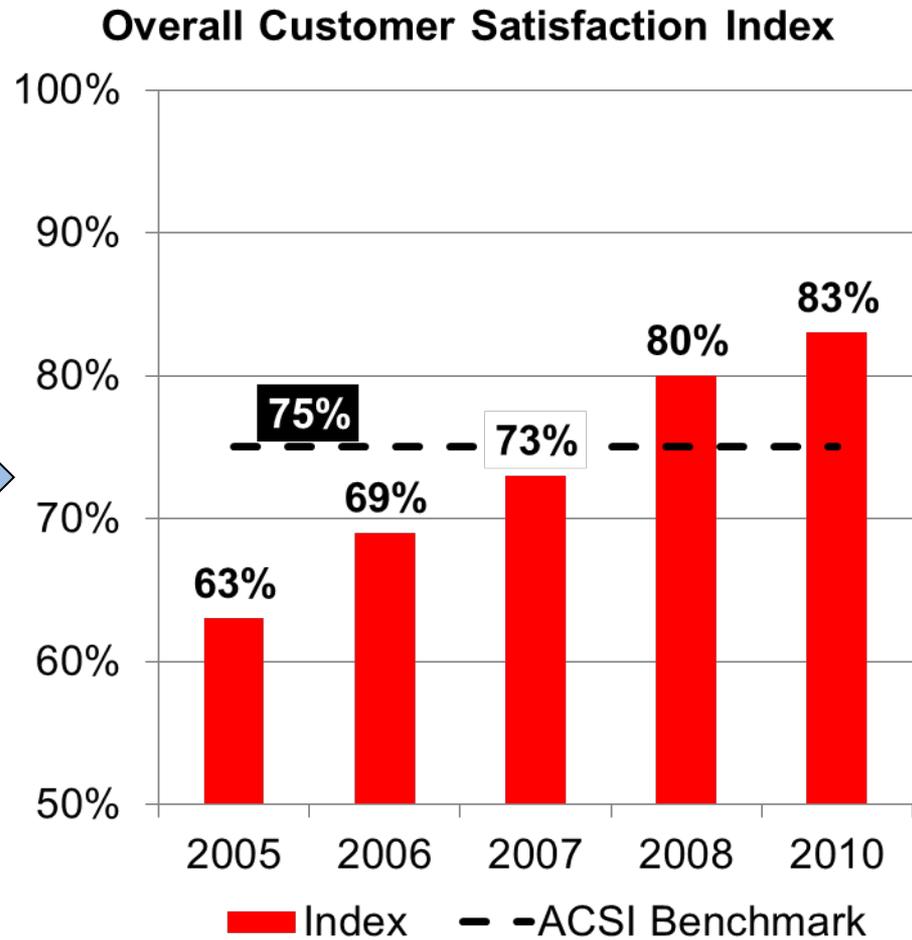
OSTP and similar Excellence models are used throughout the Middle East



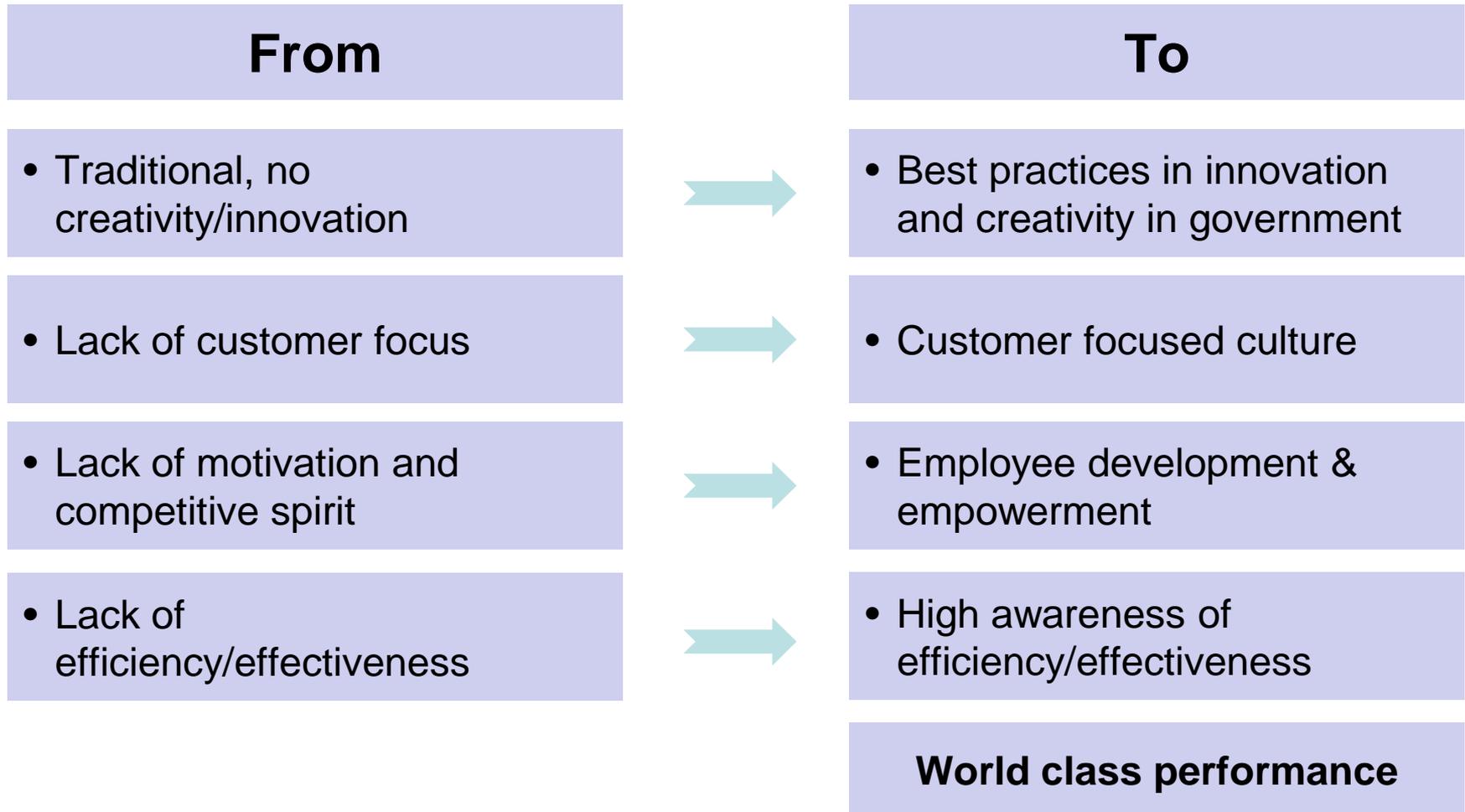
جائزة أبوظبي لأداء
الحكومي المتميز
Abu Dhabi Award for Excellence
in Government Performance



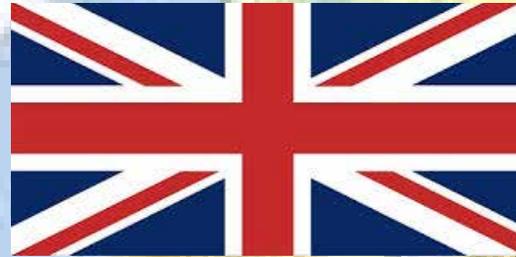
OSTP/Excellence success in the Middle East (Dubai Case i)



OSTP/Excellence success in the Middle East (Dubai Case ii)



Excellence is a compass for governmental performance improvement worldwide



Agenda

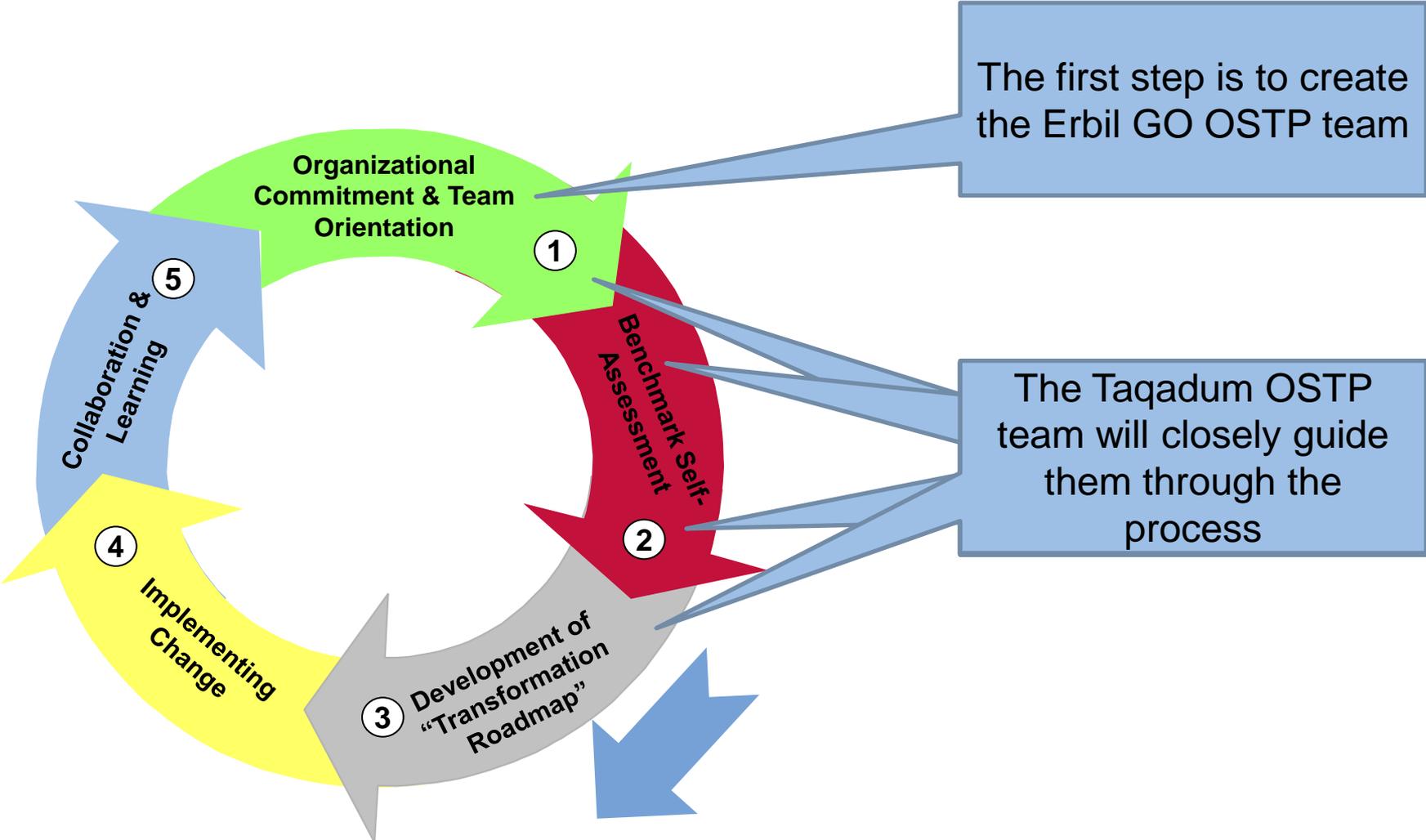
What OSTP is

How OSTP works

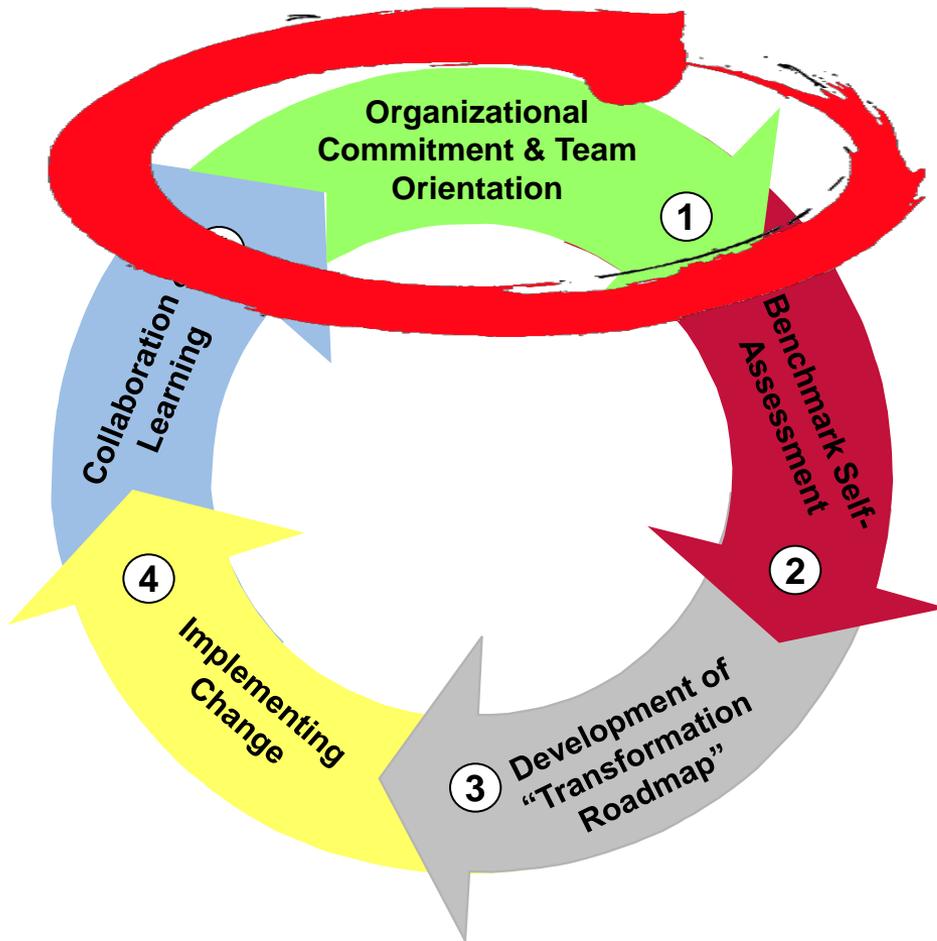
Where OSTP is used & results

How to use OSTP in the Erbil GO

Taqadum's OSTP team is here to support the Erbil GO



Phase 1 can be the most critical



OSTP success factors

- § Visible and clear leadership support
- § High quality team members
- § Leadership follow-up with team activities
- § Initial budget and time resource allocation for OSTP activities

We are here to help, contact us any time

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