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CAPACITY BUILDING ACTION PLAN

Phase 1 – DSM Incentive Mechanism Capacity Building Action Plan for the Electricity Regulatory Commission and Ministry of Energy and Mineral Resources

22 January 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by Suzanne Heinz, Robert Taylor, Michael Jake Delphia, Mohammad Maaytah and Jenine Jaradat.

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Phase 1 – DSM Incentive Mechanism Capacity
Building Action Plan for the Electricity Regulatory
Commission and Ministry of Energy and Mineral
Resources

USAID JORDAN ENERGY SECTOR CAPACITY
BUILDING

CONTRACT NUMBER: AID-0AA-I_13-00018

TASK ORDER NUMBER: 278-TO-13-0003

DELOITTE CONSULTING LLP

USAID/ ECONOMIC DEVELOPMENT AND
ENERGY OFFICE (EDE)

22 JANUARY 2014

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1.0 List of Acronyms

Acronym	Definition
AFD	FRENCH AGENCY FOR DEVELOPMENT
CYPRESS	CAPACITY, PERFORMANCE, RESULTS, AND SUSTAINABILITY
DSM	DEMAND SIDE MANAGEMENT
EBRD	EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT
EE	ENERGY EFFICIENCY
EED	Energy Efficiency Directorate
ERC	Electricity Regulatory Commission
ESCB	ENERGY SECTOR CAPACITY BUILDING PROJECT
ESCO	Energy Service Company
ESP	Energy Service Provider
EU	European Union
IFC	International Financial Corporation
JICA	Japanese International Cooperation Agency
JREEEF	Jordanian Renewable Energy and Energy Efficiency Fund
MEMR	Ministry of Energy and Mineral Resources
RE	RENEWABLE ENERGY
TA	Technical Assistance
UNDP	United Nations Development Program
USAID	United States Agency for International Development

2.0 Executive Summary

The USAID Energy Sector Capacity Building Project (ESCB) is a four-year technical assistance project focused on supporting the energy sector of Jordan in developing energy efficiency (EE) and demand-side management (DSM) programs. Building the capacity of electric utilities, regulators, and government to support EE and DSM efforts is a key component of the ESCB Project.

This capacity building action plan addresses the immediate (e.g., 2014) capacity building needs of the Ministry of Energy and Mineral Resources (MEMR) and the Electricity Regulatory Commission (ERC) as they relate to implementing a DSM Incentive Mechanism for electric utilities. The capacity building efforts recommended here are based on interviews conducted with staff and management of these two organizations. Near-term training and targeted technical assistance needed to support the DSM Incentive Mechanism are described, along with elements of a longer-term, more broad-based capacity building and institutional development effort.

It is important that capacity building efforts be comprehensive and sustained over time, with milestones and benchmarks to track organizational and individual progress. Interview respondents noted that the effect of topical training provided without broader assistance would be largely lost due to mismatches between position qualifications and position holder qualifications. In the case of ERC, recent technical staff turnover has created the need to recruit and train a large enough group of appropriately skilled, trainable employees to sustain critical skills even with continued turnover.

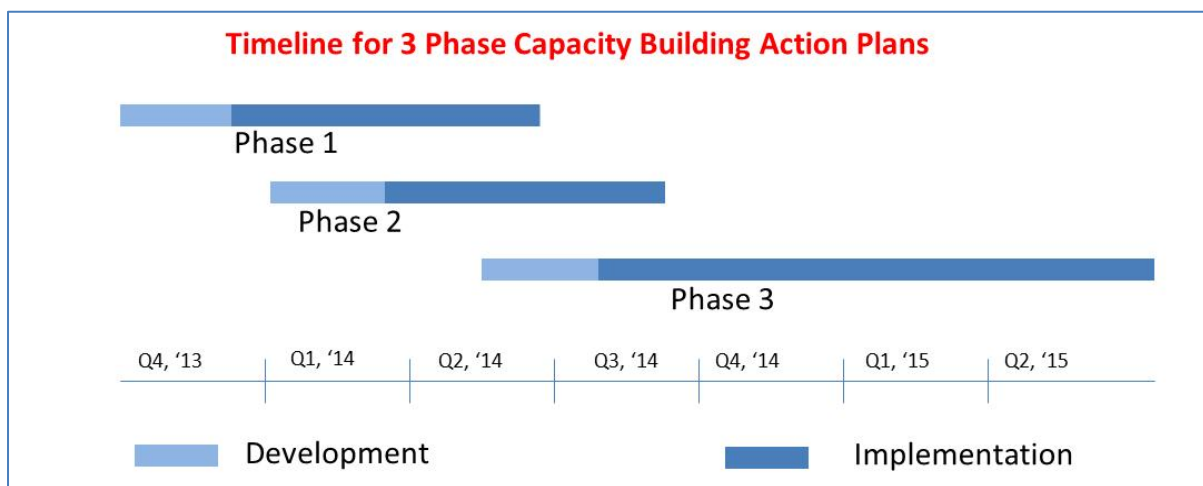


Figure 1: Timeline for ERC and MEMR Capacity Building

Both organizations agreed to the need for practical and topical training. Respondents expressed a preference for working on actual problems (or case studies), followed by job coaching to help them implement and practice what they have learned. The ERC can use long-term and short-term technical assistance (TA) coupled with institutional development and on-the-job coaching. For this to be effective, mutual

accountability between the TA provider and the counterpart organization must be present.

Where multiple audiences need the same TA and training, the project will combine audiences whenever appropriate in order to make the most of the TA and training provided.

3.0 Introduction

The USAID Energy Sector Capacity Building Project (“ESCB” or “Project”) began in August 2013 with the objective to support the Government of Jordan in developing a robust program of Demand-Side Management (DSM) throughout the country. That support includes technical assistance and capacity building activities throughout the electricity industry, with a focus on electric utilities, the Electricity Regulatory Commission (ERC), and the Ministry of Energy and Mineral Resources (MEMR). This Action Plan describes proposed technical assistance and capacity building activities.

3.1 Task 1 - Electric Utilities DSM Incentive Mechanism

Demand-side management (DSM) programs aim to alter the patterns of electricity use by end-users towards specific load shape objectives, with the overall objective of reducing costs to produce and deliver electricity to consumers. Task 1 of the ESCB project seeks an agreement by key stakeholders on a sustainable DSM incentive mechanism for Jordan. The ESCB team has proposed a DSM incentive mechanism that will be:

- 1) Adopted and promoted by the Government of Jordan;
- 2) Regulated by the ERC;
- 3) Implemented by the electricity distribution and transmission companies; and,
- 4) Financed through a variety of funding sources, including rates and funds such as the Jordanian Renewable Energy and Energy Efficiency Fund (JREEEF).

The Electricity Utilities DSM Incentive Mechanism is being developed under the direction of a MEMR Steering Committee with support from several electricity sector working groups and task forces. During the period of development and implementing the Utilities DSM Incentive Mechanism, both the MEMR and ERC will require capacity building to strengthen their knowledge and capabilities of analyzing, regulating and monitoring the DSM programs implemented by the electricity distribution companies.

3.2 Task 2 – Energy Sector Capacity Building

Task 2 of the ESCB project has two main goals: (i) build the capacity needed to establish and implement the DSM Incentive Mechanism; and (ii) support the longer-term institutional capacity development needs of key sector entities, as identified through a gap analysis conducted using Deloitte’s CYPRESS approach.

In order to address both short-term technical assistance needs and longer-term institutional development needs, Task 2 will proceed in 3 phases:

- Phase 1 – Technical assistance and capacity building related to the DSM Mechanism provided for ERC and MEMR
- Phase 2 – Technical assistance and capacity building related to the DSM Mechanism provided for electricity transmission and distribution companies
- Phase 3 – Longer-term Institution and Capacity Building Activities in the Electricity Sector

This Action Plan focuses on Phase 1. An Action Plan for Phase 2 will be completed in February 2014 that will identify technical assistance and capacity building needs of electric utilities. ESCB will initiate Phase 3, which will focus on other aspects of organizational development, once the DSM Incentive Mechanism is established.

3.3 Methodology

MEMR and ERC will both play important roles in developing and implementing a DSM Incentive Mechanism in Jordan. A capacity building needs assessment was conducted to determine what skills and capabilities these organizations require to fulfill this new responsibility.

The team interviewed staff and managers to determine what respondents knew about DSM program implementation and what they felt was needed for each organization (ERC and MEMR) to perform their DSM-related responsibilities. The interview protocol is provided in the Annex.

Prior to engaging with the counterparts, the team:

- Reviewed institutional background, including the underpinning legal and policy framework, organizational structure, and strategies. This information was garnered from websites and other available documents.
- Prepared a schedule of interviews for respondents drawn from different organizational levels and functional areas (see the interviewee list in the Annex). Organizational charts for MEMR and ERC are also included in the Annex.

The team categorized interview notes by organizational domain and identified strengths, weaknesses, and opportunities for improvement. Interviewees prioritized capacity building needs in order help the team focus on the most important ones.

3.4 Coverage and linkage to the Project Work Plan

This report marks completion of the following activities laid out in the ESCB Project Work Plan submitted October 20:

- 2.1.2 Meetings with MEMR (Ministry of Energy and Mineral Resources) and ERC for capacity-building needs assessment;
- 2.3.2 Prepare action plan for TA and capacity building for MEMR;
- 2.4.1 Conduct participatory assessment for ERC; and
- 2.4.2 Prepare action plan for TA and capacity building for ERC.

This report also contributes to activity 1.7.3, assessment of implementation capacity for ERC and utilities. Note that a separate Action Plan will be prepared for electric utility capacity building. This separate Action Plan will be submitted by the end of February 2014.

4.0 Capacity building needs assessment

4.1 Capacity building and TA needs

Interviewees identified several short-term training needs which should be addressed in the first two quarters of 2014 (see Figure 1). These fall into four categories and will be the focus of Phase 1 of this Capacity Building Action Plan:

1. DSM implementation
2. ESCO (energy service company) development
3. Energy efficiency awareness promotion
4. Tariff structure design training

ERC and MEMR/EED share a need for DSM training focused on the following topics:

- DSM planning and implementation, including financial and technical impact of DSM on utilities;
- DSM program design principles for various customer classes;
- Incorporating the impacts of DSM into planning and forecasting;
- Development of specialized DSM skills, such as energy auditing and load research;
- Economic analysis of DSM including lifecycle costing and cost-effectiveness methods; and
- Measurement and verification of DSM/EE programs.

MEMR/EED has one topical interest - ESCO development – which is not a priority for ERC. Likewise, ERC has a strong interest in costing and tariff analysis capacity

building which is not of interest to MEMR/EED. ERC-only capacity building priorities include identifying tariff categories; developing tariff structures responsive to issues such as peak demand and load factor; identifying and assigning cost components; net metering for RE installations at retail customers; identifying and analyzing alternative tariff and charge schemes; and calculating cost-reflective retail tariffs by customer class.

A schedule for the training and technical assistance is provided in Table 1. The DSM implementation training should be delivered jointly to MEMR and ERC, and could even include participation from electricity utility experts.

Table 1: Training and technical assistance schedule for MEMR and ERC

Training and TA	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014
MEMR and ERC Shared Training Needs			
DSM Implementation Training			
• Integrated Resource Planning			
• Financial and technical impact on utilities			
• DSM case studies			
• Planning and forecasting DSM impacts			
• Role of energy auditing and ESCO services			
• Lifecycle costing of DSM investment			
• DSM program design			
• Monitoring, evaluating, and validating DSM/EE program results			
MEMR-only Training Needs			
Energy Service Providers Development			
• ESP licensing regulations			
• ESP promotion schemes			
• Performance contracting regulation			
• Staff certification			
Awareness campaigns			
• Promotional campaign design			
• Campaign monitoring and evaluation			
JREEEF			
• EE, RE and DSM project development and evaluation			
• Financial management and fund administration			
• Procedures to receive and evaluate applications for funding			
• Procurement, comptroller and disbursement procedures			
• Record keeping and financial reporting procedures			
• Donor relations, coordination and procedures			
ERC-only Training Needs			
Tariff Structure Design Training			
• Identifying tariff categories			
• Identifying tariff structures			
• Assigning cost components			
• Amortization of DSM costs			
• Integration of RE and net metering			
• Determination of other charges			
• Calculating end user tariff			

4.2 Capacity building modalities

This section briefly reviews the capacity building modalities available to ERC and MEMR, including comments from interviewees on the likely effectiveness of these modalities for their organizations.

4.2.1 Training

Technical capacity gaps can be addressed through formal topical training paired with on-the-job coaching. Care should be taken in setting the training format, as some activities (e.g., workshops and other one-off training events) are less likely to deliver lasting value. Workshops can build technical capacity, but only when part of a more comprehensive training regimen. Research on capacity building suggests that employees like a combination of formal training and case studies plus on-the-job coaching that helps them to apply what they have learned.

In interviews, numerous employees complained that people go away for training and do not share what they have learned. Training can be designed such that trainees have materials to hand out and discuss with the rest of their unit. This can be reinforced by having a local project staff member present when the trainee transfers the training to staff. Upon completion of the transfer, the trainee receives a certificate of completion.¹

Some interviewees had already participated in formal trainings and based on this experience asked that future training be delivered in an on-the-job format rather than a workshop format. This is especially true when the topic is specific tools or models such as DSM cost-effectiveness analysis or evaluation. A good training approach in these cases would be classroom training followed by on-the-job assignment to show competence in using specific tools such as DSM impact analysis.

4.2.2 Twinning

Study tours are normally expensive and benefit only a select few. It may be more practical to identify a regional twin, such as Tunisia, that is willing to enter into a long-term partnership relationship. When deep, long-term capacity development is needed or when the skills do not exist in the local marketplace, civil servants from the partner country could serve in line positions with a unit to coach over a fixed timeframe. This may be part of a solution for Jordan. The upcoming visit by Naceur Hammami from Tunisia may be an opportunity to explore the possibility of Jordanian-Tunisian twinning.

¹ Such certificates of training completion can be useful during formal performance evaluations by the trainee's organization

4.2.3 Gender considerations

There are relatively few cases in the electricity sector where women can be found in technical leadership roles. It would be highly beneficial to mobilize women energy professionals as part of the project's capacity building efforts. This would support projecting a sense that electric utilities and electricity regulation are possible career paths for women. Capacity building efforts will also take advantage of the several senior women role models in place within ERC and MEMR.

There are other ways in which capacity building efforts can include a gender element:

1. **Participant selection.** It appears that training participant selection is not particularly tied to job role or career planning. The project needs to insist that participants are either in relevant positions or are being groomed to be in relevant positions within the organization. Since there are few women in technical roles but many within the organizations, the project and counterpart can mutually identify women who have appropriate educational backgrounds and can be trained to perform increasingly technically challenging roles.
2. **Gender metric for training recipients.** A metric has been established within the project for the minimum percentage of training recipients who are female (30%).
3. **Role modeling.** The project will proactively seek to source qualified female TA providers whenever possible.
4. **Specific tie-ins to the gender component of the ESCB Project. Women in energy.** The Gender Action Plan includes components designed to create women's professional networks specifically for the energy sector (e.g., Women in Energy) plus efforts to encourage young women to pursue studies that lead to careers in the electricity industry. The Capacity Building Action Plan will be tied into these activities. For example, the ESCB Project will host a forum for women in energy and female engineering students. The format could include a 30-minute presentation in a technical area drawn from the ESCB project followed by a presentation from a senior woman in the sector regarding how her career evolved, and possibilities for networking.

5.0 Capacity building considerations for ERC

5.1 Organizational analysis

The ERC currently faces organizational stress, including:

- Ambiguity regarding the legal framework supporting its independence
- Leadership and staff turnover
- Morale issues

The restructuring two years ago that drew the ERC under the same regulations as the regular civil service has led to a decline in staff morale. Staff concerns include a perceived decline in total remuneration plus growing ambiguity regarding the status of the organization, and by extension its people. This concern will likely grow due to

the recent passage of a law which would reduce the independence of the ERC by placing it within MEMR's organizational structure. Employees cite turnover among Commissioners and the slowness in filling Commissioner vacancies as evidence of a waning in organizational prestige and political backing. While employees remain dedicated to the importance of ERC's regulatory mission, they need additional direction and feedback in order to stay motivated.

These organizational considerations will be an issue for capacity building efforts focused on the ERC. In some mission-critical areas, just one person holds the knowledge and ability needed to keep the organization functioning. A number of interviewees agreed that training and technical assistance alone, without addressing underlying organizational issues, would not result in a sustained improvement in organizational performance.

Every organization needs a set of performance targets against which it can measure progress. Organizations typically articulate this during a strategic planning process which can then be subdivided into annual work plans for each organizational unit. While ERC has a strategic plan, employees claim they have not seen it and express a lack of a shared sense of organizational goals. Better articulation of the strategic plan will give a sense of direction for the organization and a way of tracking progress. While individual employees are motivated to perform for intrinsic reasons, they report receiving little direction or feedback regarding how they are doing and what they should be doing. The consensus view is that the organization needs actions focused on organizational development as well as technical assistance.

5.2 Implications for training and technical assistance focused on ERC

According to staff feedback, short training sessions on their own do not provide either enough time nor content for them to fully appreciate all aspects of the training topics. It is therefore suggested that experts do both training and on-the-job coaching and technical assistance. It was noted by employees that training covers the basics but what is of more urgent need is *how* to design DSM programs or tariff structures.

Owing to the compact organizational structure of ERC, it is important to be inclusive for the training, coaching, and TA provision such that even those who may be involved in a small part of the overall theme are exposed to it as a whole. This will reduce problems arising from staff resigning or taking extended leaves with no other staff member being able to take the workload due to their lack of knowledge in that subject area. A specific schedule for the training is provided in Table 1. Initial efforts (1st quarter 2014) will focus on tariff structure basics, with training progressing through more complicated topics including integration of renewable energy, allocating cost components, and calculating end-use tariffs.

5.3 Potential for broad-based organizational development (OPTIONAL)

The ESCB team believes that ERC could benefit from a sustained institutional development engagement. This view was supported by interviewees who indicated that training and technical assistance alone would not be enough to build needed technical capacity. Leadership turnover, technical staff flight, and difficulties in

retaining critical skill sets has created significant capacity issues for ERC. An opportunity exists to work both from the bottom and from the top in order to effect organizational improvement.

Such a more comprehensive approach to capacity building of ERC is put forward as an **OPTIONAL ENGAGEMENT** for the project. A possible approach is outlined in the Annex to this plan. This optional engagement could be undertaken in the latter half of 2014 as part of Phase 3 Capacity Building efforts.

6.0 Capacity building considerations for MEMR

MEMR's focus in Phase 1 of the Action Plan is on training and technical assistance that will support the Ministry in its role as developer and implementer of the DSM Incentive Mechanism (a role that will need to be closely coordinated with the ERC). MEMR staff also identified several short-term needs that will make it more operationally effective. Although these needs vary from department to department, they remain closely aligned with the objectives of ESCB.

For its part, the EED requested technical assistance to support the Ministry's responsibilities related to the regulation of ESCOs and the promotion of public awareness on energy efficiency. Support to EED aligns well with an ongoing awareness campaign for energy efficiency and energy consumption to be conducted in public schools by EED. The Energy Efficiency Award (MEMR Bylaw 73 of 2012, Article 12) should be part of this campaign. With respect to the continuing development of ESCOs, a combination of formal training, on-the-job training, and technical assistance is recommended. This training will include the "Certified Energy Manager" certification from the Jordan Energy Chapter of the American Association of Energy Engineers. On-the-job training will reflect project recommendations in respect of accreditation and certification of ESCOs in Jordan.

JREEEF requested a training package for three employees who are expected to be added to staff in the near future. It is anticipated that most if not all of these new employees will require a significant amount of training on electricity sector issues generally and the role and tasks of JREEEF in particular. Capacity building in JREEEF should include existing employees in order to ensure that all employees are proceeding from a common foundation. JREEEF has also requested support to develop appropriate practices and procedures related to fund administration, comprehensive development of the legal framework and the development of substantive and procedural rules for receiving and processing funding applications, evaluating projects and criteria for dispersing grants. These staff should also be trained on how most effectively to coordinate the funding mechanism with ERC's regulation of DSM projects.

The interviewers, who contacted the Planning Department of MEMR for input into this report, were directed instead to the Electricity Department, which was considered to have more of a stake in the process. The Electricity Department, owing to its role as the entity responsible to coordinate electricity imports and exports, has a real interest in the IRP/IRM training that will be held jointly with the ERC.

As indicated, MEMR is specifically interested in capacity building related to the development and application of DSM Incentives. For practical and inter-agency cooperation reasons, it is recommended that MEMR and ERC employees jointly undertake the DSM-related training and technical assistance listed in Table 1.

7.0 Coordinating capacity building efforts

Several donor agencies and international financial institutions (IFIs) are providing technical assistance and capacity building related to energy efficiency (see examples in Annex 10.1.5.) These agencies and institutions include:

1. European Union (EU)
2. United Nations Development Program (UNDP)
3. World Bank (WB)
4. French Agency for Development (AFD)
5. European Bank for Reconstruction and Development (EBRD)
6. International Financial Corporation (IFC)
7. Japanese International Cooperation Agency (JICA)
8. Kreditanstalt für Wiederaufbau Bankgruppe (KfW)

Other USAID programs also provide technical assistance and capacity building that can be considered complimentary to ESCB efforts, notably the Public Awareness Program (PAP) and fiscal reform projects.

The ESCB team is actively engaging both with sister USAID projects with capacity building elements and the capacity building efforts of other donors. Bilateral coordination meetings have already taken place with the EU, AfD, EBRD, and IFC. The Mission has scheduled a donor coordination meeting for late January which could initiate improved coordination on capacity building and technical assistance. The ESCB team is committed to making sure that the technical assistance and capacity building activities proposed here are thoroughly coordinated both among donors and among counterparts.

8.0 Next steps

8.1 Vetting

The capacity development plan needs to be vetted with senior leadership of each organization to ensure there is agreement that the suggested way forward will appropriately address the challenges each organization faces. The ESCB Task 2 team will present the plan and obtain feedback from the leadership of MEMR and the ERC.

8.2 Optional organizational development effort focused on ERC

If this option is selected there will be considerable preparatory work involved. It takes time to develop this activity with significant time and effort with top management and

can be handled under the Phase 3 Capacity Building Action Plan. Annex 7.6 provides a brief overview of the issues uncovered in the process described above.

8.3 Develop a detailed schedule for 2014 training and technical assistance

ESCB is currently mobilizing specialized consultants who can undertake both training and technical assistance in the key topical areas of DSM implementation, energy services industry development, EE promotion, and costing and tariff design.

8.4 Develop a Capacity Building Action Plan for Electric Utilities

ESCB staff has already begun identifying the DSM-related technical assistance and capacity building needs of the electricity distribution companies and of NEPCO. A team of DSM organizational experts will deploy in February to take this Capacity Building Action Plan forward. The two plans – for ERC and MEMR and for electric utilities – will be complementary and coordinated in every regard.

9.0 Annexes

9.1 ERC organization chart

9.2 MEMR organization chart

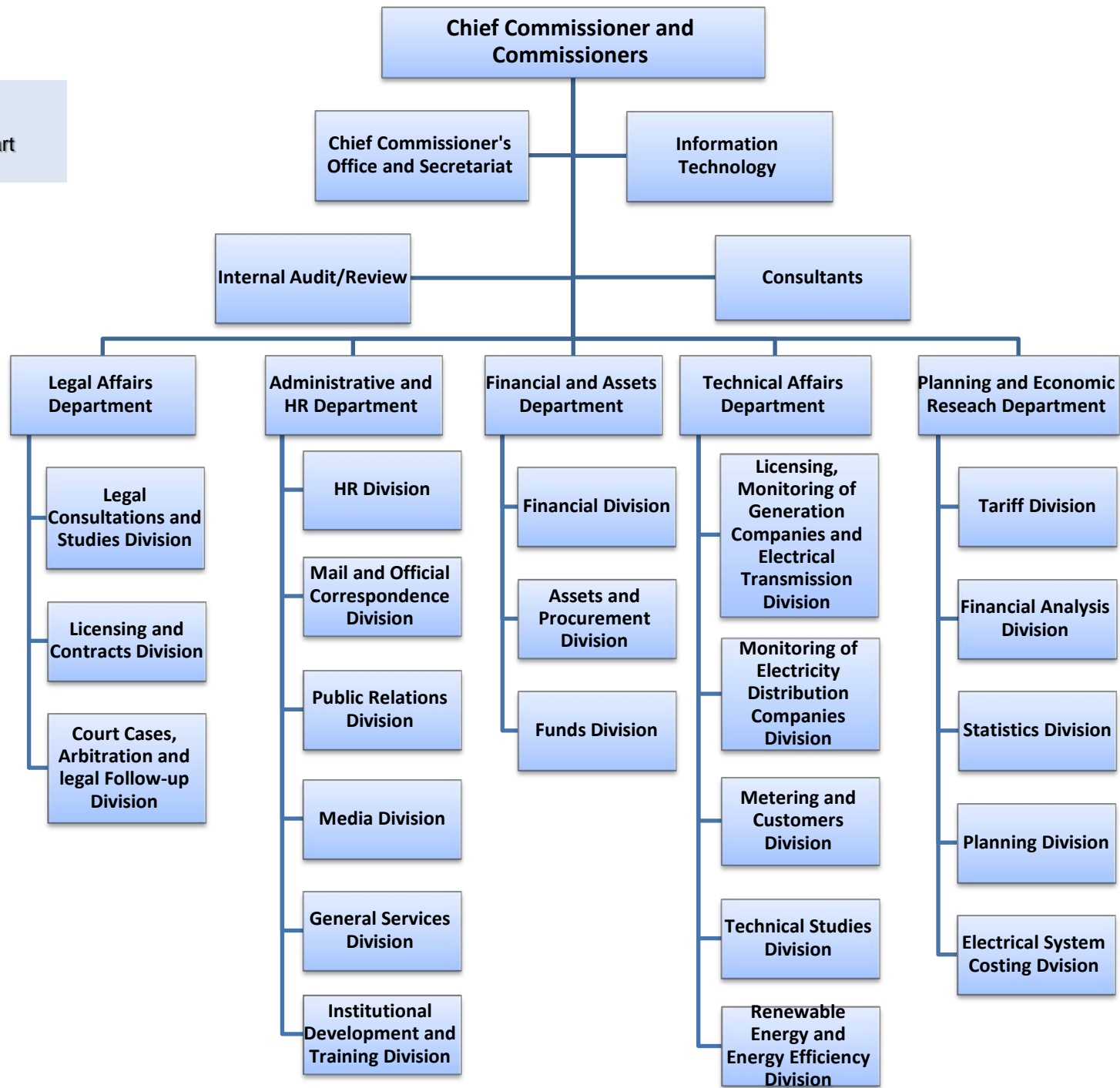
9.3 Interview protocol and follow-up questions

9.4 List of respondents

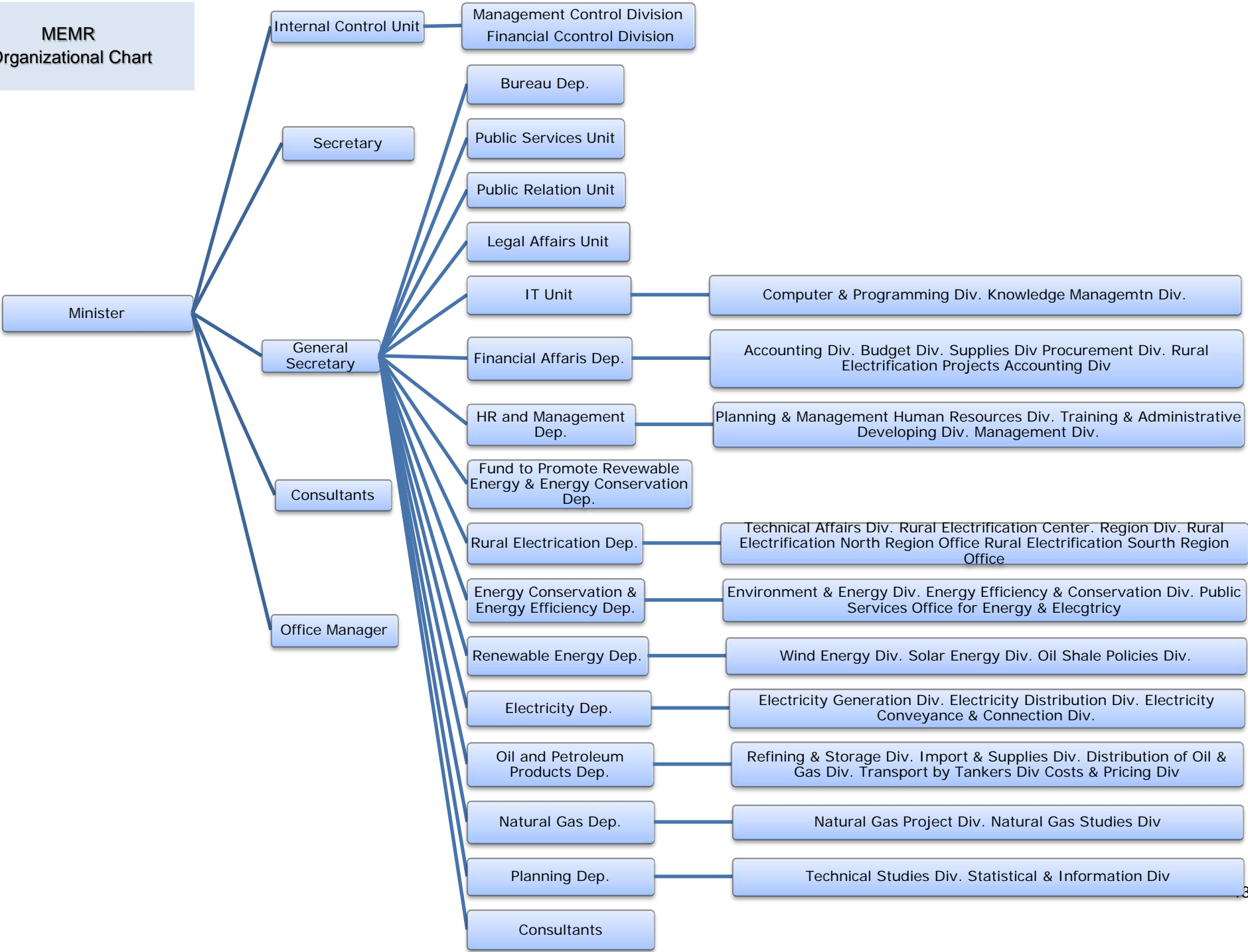
9.5 Donors and IFI Technical Assistance and Capacity Building Programs

9.6 Optional Institutional Development for the ERC and MEMR

ERC
Organizational Chart



**MEMR
Organizational Chart**



Interview Protocol
Background
<ul style="list-style-type: none"> • What is your role in the organization? • Do you have a job description? • Does your actual work fit with the job description? • Do you have a clear set of goals and objectives to achieve?
Organizational Strategy and Execution
<ul style="list-style-type: none"> • Does the organization have clear performance targets? (mission, vision, and goals with KPIs) • What will happen if the organization does not achieve its targets? • How do the organization's performance targets link to how your unit tracks its performance? • How you engage in operational and work planning? • Do you have standard operating procedures for key processes? • Is the organizational structure in your unit clear or are there some gaps, overlaps, or contradictions in terms of authority and/or responsibility?
Governance
<ul style="list-style-type: none"> • Are there gaps, overlaps, or contradictions in the legal, regulatory, and policy frameworks of this organization vis a vis other organizations?
People
<ul style="list-style-type: none"> • What sort of technical and non-technical skills are needed in the directorate/organization • Is there clarity regarding staff roles, responsibilities, and deployment? • What is the situation regarding staff motivation, incentives, rewards and satisfaction? • Do employees feel that compensation and benefits are reasonable? • How are gender, diversity, and inclusion promoted in the workplace?
Human Resources
<ul style="list-style-type: none"> • Do employees feel that HR policies are fair, understandable, and transparent? • Do you feel there is adequate professional and career development? • Is the employee performance management system fair and transparent?
Leadership and Management
<ul style="list-style-type: none"> • To what extent do you feel that unit leadership and management is effective? • Do you feel that communication is adequate?
Administration and Operations
<ul style="list-style-type: none"> • Are the basic facilities, infrastructure, and equipment (including software) adequate? • Do you feel there is adequate internal coordination and communication?
Financial Management
<ul style="list-style-type: none"> • Do you feel that the organization's financial planning and budgeting is adequate?
Monitoring and Evaluation
<ul style="list-style-type: none"> • Do you feel that the organization is collecting the right data? • Do you feel that data quality is consistently high? • How adequate are the systems for data evaluation, analysis, and reporting? • To what extent is data used for decision making?
External Relations
<ul style="list-style-type: none"> • In what ways does the organization engage in stakeholder communications? • How do you keep track of stakeholder satisfaction? • In what ways does the organization manage its partners?

Supplemental QUESTIONS FOR INTERVIEWS

- How many years have you been working in the energy sector?
- How many years have you worked at the institution? Have you always worked at the same department?
- Tell us about your experience with DSM or renewables or energy efficiency.
- Is the institution already working on DSM or energy efficiency-related issues? If so, please describe.
- Tell us about monitoring activities already being conducted in the ERC? What areas are monitored, and how is it done?
- Do you believe the ERC (management and staff) is prepared to implement DSM? If not, what additional skills sets are required? (Modeling, financial, monitoring).
- To what extent do you feel that unit leadership and management is effective?
- How adequate are the ERC's systems for data evaluation, analysis and reporting?
- Are the basic facilities infrastructure and equipment (including software) effective to regulate DSM?
- Do you feel that the organization is collecting the right data to regulate non-DSM activities?
- Can you rate the quality of data received from the distribution companies? Is it consistently high? If not, how do you police it and improve it?
- Is data properly used when the ERC makes decisions?
- Have you had any specialized training in DSM or renewables or energy efficiency?

For example,

- 1) International experience with DSM
 - 2) Integrated resource planning
 - 3) Descriptions of various DSM programs, (load shifting, fuel shifting, EE, RE)
 - 4) Energy audits
 - 5) Financing of DSM programs
 - 6) Performance contracting
 - 7) Monitoring and evaluation
- If you had previous training, when was that, by whom and how long was the course(s)?
 - How many women work at your organization? At what levels of the organization?

List of Interviewees

Name	Department	Division	Position
MEMR			
Mohammad Dabbas	Energy Efficiency		Director
Lina Mobaideen	Energy Efficiency	Public Awareness	Division Head
Muawiyah Faidi	Energy Efficiency	Energy Office	Head of Office
Ahmad Maharmeh	Energy Efficiency		Engineer
Ola Al-Sarhan	Energy Efficiency		Engineer
Khaled Daghash	Energy Efficiency	Efficiency and Environment	Division Head
Eng. Ziad Jebriil Sabra	Head of Renewable Energy Section		
Rabee Btaineh	JREEEF		Accountant
Mustafa Khatib	Electricity		Department Head
Nancy Rimawi	Ministry of Planning and International Planning assigned to MEMR		International Affairs Coordinator for MEMR activities
ERC			
Commissioners			
Wijdan Al Rabadi			Commissioner
Commission Staff			
Alaa Hekmat AlKhatib	Technical Affairs	License and Monitoring	Division Head
Mahmoud Kilani	Financial Auditor		
Abdulraheem Al Akayleh	Consumer Services		Division Head
Eng. Mohammad Ma'ay'ah	Technical Affairs	Distribution Monitoring	Division Head
Khader Al Janaideh	Technical Affairs	Technical Studies	Division Head
Mohammad Al Momani			Chief Consultant
Nader Atoom	Technical Affairs	RE and EE	Division Head
Riziq Bataineh	Planning and Economic Research	Planning Division	Division Head
Dr. Sufian Al Bataineh	Technical Affairs		
Khaldoon Habahbeh			Senior Electrical Engineer

Donor and IFI Technical Assistance and Capacity Building Programs

Donor/IFI	Project	Counterpart Recipient	Intended Results of CB	Status	Comments
UNDP	Designing and Establishing an Energy Labeling System for Household Appliances.	National Center for R&D/HCST and NERC	<ul style="list-style-type: none"> • Enhancing capacities in Government and energy agency units for appliance EE policy development, implementation and market surveillance . • Verifying & enforcing appliance EE labels and standards. • Raising awareness of consumers' and retailers' and improving marketing of appliance EE standards and labels. • Increasing capacity of manufacturers to produce and market energy efficient appliances. 	<ul style="list-style-type: none"> • Consumer Survey conducted (1200 households) to have a better understanding of attitudes and behaviors when using household appliances. • Media Consultant: In anticipation of the upcoming media campaign, a consultant was hired to prepare the TOR for the full awareness campaign as well as designing individual activities that need to be fulfilled during said campaign (info days, commercials, types of advertising etc...). • Washing machines lab is under construction. 	This project was originally designed to reduce technical and legal barriers to adopting EE appliance labelling
EU	RE & EE Program in Jordan	National Center for R&D	1. Operational Testing Facilities (PV, Biogas, SWH, green building lab, lighting lab...	1. Preparatory work for implementation is underway.	The TA activities which include capacity building depend on requests from the Jordanian government. So far a ToR is prepared to bring in an expert to assist in setting up a system for conducting energy audit for 10 public building and implementing energy saving recommendations
			2. TA (e.g EE for public buildings – audit + implementation for 10 public buildings).	2. ToR prepared for an international expert.	
			3. Launching renewable energy pilot projects, professional training programs in renewable energies, public awareness programs on renewable energies, and implementing energy consumption efficiency programs in different sectors (government, industry, domestic, transportation, water pumping, etc.). CSP & wind pilot plants, regional training facility and research facilities on CSP and wind, energy strategy analysis	3. Ongoing	
JICA	Installation of PV generation systems	RSS and Dead Sea panorama complex	Installing two demonstration PV projects, one at each beneficiary organizations.	Completed	The systems installed cover part of the electricity load at the respective organizations.
KFW	EE in Public buildings	Public buildings/ Government	Lowering energy consumption in public buildings by 15-20%.	Ongoing in terms of calling for proposals from international consultants to conduct the audits.	This project aims at enhancing EE in public buildings thus contributing to

					GHGs reduction.
USAID	1. PAP	Public & Private sectors.	Educating the public and changing their behavior towards more sustainable use of energy and water.	Ongoing.	The project implemented several activities DISCOs customer service development, and alerting people to EE labeling on some electrical appliances. PAP is planning training on social marketing and behavior change in 2014.
	2. Water Reuse and Environmental Conservation Project	Private Sector/industry	Increasing the industrial water and energy efficiency	Ongoing	<p>This project conducted a survey of industrial sector/mainly SMEs was conducted. The survey covered 400 industrial establishments. The information collected covers general areas of energy use, water use, types of materials used, and material handling and usage.</p> <ol style="list-style-type: none"> 1. Out of the 400 establishments the project selected 40 industrial establishments/project partners for which it is currently conducting the following: 2. Environmental management Assessment (ISO140001). 3. Savings (energy and water), minimization (materials and waste). 4. Once the abovementioned assessment is completed (expected to be completed in 1-2 month, the project will provide the 40 establishments

					with training to prepare action plans on priorities identified in the assessment. It will also prepare a financial analysis on each priority option identified. The project will also help industries in accessing funds for implementation.
AFD	Credit line to support EE in Jordan	Jordanian government/MEMR , private sector, and some banks	Supporting the Jordanian government EE plans.	Ongoing	This projects consists of the following: 1. Credit Facility (RE&EE and Environment). Currently dealing with Cairo Amman Bank and capital bank. The facility provided financing for very few projects. 2. Technical Assistance: In the course of being developed. The AFD is still waiting for government approval. Expected to start late January 2014. The TA will include grants to government of Jordan (300,000 Euro) to finance TA in environment protection (recycling, water re use,...). The TA will also include support to JREEEF in the amount of 1.53 million Euro for sustainable projects. 3. Areas of cooperation: TA to bridge the gap between banks and business promoters, assisting businesses to develop bankable projects, and awareness and capacity building.
EBRD	South Eastern Mediterranean Energy Finance	Government of Jordan/MEMR	Implementation of facility in the form of credit lines to Participating Financial Institutions (PFIs) in Jordan and Morocco for	Ongoing	The Facility will be supported by donor grant funding provided by the EU

	<p>facility (SEMED SEFF)</p>		<p>on-lending to private sector borrowers (including SMEs and households) for sustainable energy investments. Under capacity building this project is intending to do the following:</p> <ul style="list-style-type: none"> • Build capacity among participating financial institutions to identify eligible project opportunities. • Provide help in developing EE and RE projects. • Prepare methodology and calculations mechanism for assessment of energy savings and CO2 reduction. • Enhance capacity of SMEs to become borrowers from the facility. • Establish an EE excellence award. 		<p>Neighbourhood Investment Facility (EU NIF) to provide investment incentives to sub-borrowers and participating financial institutions and technical assistance to support project development and increase awareness of sustainable energy issues supported by the EBRD SEMED Transition Fund and EU NIF Southern and Eastern Mediterranean Project Preparation Framework. This facility will be implemented in co-operation with AFD, EIB and KFW but EBRD will take the lead in monitoring the technical assistance and the implementation of the Facility.</p>
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9.6 OPTIONAL ERC Organizational Development Engagement

9.6.1 Senior Leadership Retreat for the ERC

With new Commissioners likely to be appointed soon, and one Commissioner already relatively new, there is an opportunity to institutionalize a board induction or leadership retreat program for ERC. This could evolve into an annual program that could be connected to other annual events, such as updating ERC's strategy. Such an event might include:

1. Team building within the senior leadership ranks
2. Engagement on habits of highly effective boards and commissions
3. Review of legislative and policy developments and implications for the organization
4. Requirements of Commissioners
5. Division of labor and responsibility amongst Commissioners
6. Expectation setting of when and how the Commission conducts its business
7. Decision rights and responsibilities of Commissioners and senior staff
8. How Commissioners engage with staff
9. Technical briefings regarding current operations and emerging challenges
10. Output: Strategy, goal setting and action planning for ERC

The results from this retreat would be communicated with all staff members, and used to set the agenda for the upcoming period.

9.6.2 Organizational strategy

The latest published strategic plan on the ERC website covers the period 2007-2010 and states the organization's vision, mission, and strategic objectives. Employees are, however, unaware of its contents and the contents appear to have little relation to what people do. While particular projects are carried out according to plans, those plans and projects are not linked to a strategy. Therefore, departments cannot see the relationship between their daily work and the ERC's strategic goals. Under this optional engagement ESCB would work with Commissioners and Department Heads to develop departmental work plans linked to the ERC strategy and other units.

9.6.3 Implementing work plans

Some respondents indicated that divisions do not develop or follow work plans to achieve institutional goals and performance targets. The ERC needs to update its organizational strategy and goals, translate them into unit and individual work plans, and track progress against those goals. The ERC should identify projects under each strategic goal and then focus efforts on work plan development. Work plans should include identification of required resources, timeframe, milestones, deliverables, and any external resources or implementing partners. Under this optional engagement ESCB would work with Department Heads and staff to develop work plans and performance targets at the unit and individual level.

9.6.4 Performance monitoring

Strategy execution needs strengthening as well. Employees reportedly generate regular reports on their work, but these reports are not linked to specific milestones and do not measure the level of actual performance against the targeted performance. For effective strategy execution, ERC needs an internal communication plan that focuses on communicating performance goals, means of monitoring and evaluating performance against those goals, and the required short-term, medium-, and long-term results. The organization should communicate plans establish two-way communication in order to track results and change course when required. Under this optional engagement ESCB would work with Department heads and staff to develop an effective performance monitoring approach and link this performance monitoring to evaluation of individual and unit performance.

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