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Report
OEP
**Organizational
Development
Assessment**



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SECTION 1. EXECUTIVE SUMMARY

The Organization Assessment for the Organization for Energy Planning was the work of several independent assessors, all of whom had a specialized focus. This summary will briefly outline the scope of each report and present the relevant recommendations garnered from each assessment. It is important to note that although the perspectives of the assessments differ, the recommendations were often similar and all of them pointed toward some distinct changes that must be made in order to enhance the Organization's capabilities and enable OEP to strengthen its present assets and create new possibilities.

The Organization Assessment presents the broadest overview. It focuses on the following issues.

1. Does the Organization have a Mission and Goals that reflect the current economic, social and political needs of the various stakeholders it was intended to support?
2. Is the Mission understood and validated by the staff of the Organization?
3. Does the Organization's structure support the Mission and Organization Goals?
4. Does the Organization have the leadership, management skills, and team effectiveness to support its goals?
5. Does the Organization's Culture, Motivational climate, and Human Systems support desired performance?
6. Is information gotten and shared in a timely fashion?
7. Does communication flow horizontally as well as vertically in the Organization?
8. Do individual positions support the work to be accomplished, are Organization expectations clear, job responsibilities understood, and are people held accountable for how they perform?

These issues are discussed in the following sections.

ORGANIZATION AUTONOMY

Discusses OEP's degree of independence and its ability to make decisions about such areas as policies, organizational goals, planning of projects, budgets, and hiring staff. The findings support the concept that strong organizational autonomy exists.

ORGANIZATION STRUCTURE

Describes the existing structure and assesses it against the following criteria:

- effective linkage of tasks, technology and people in accomplishing the goals of the organization
- facilitation of the flow of information in order to make effective decisions at all levels
- integration of behavior in order to provide effective coordination.

ORGANIZATION COMMUNICATION

Assesses the way information is received and understood by its staff. It was measured against such criteria as timeliness, transparency, and cross division flow.

LEADERSHIP AND MANAGEMENT

Assesses the way leadership/management works at OEP. Change of leadership, sharing of Mission and Goals, conflict management, and consistency of leadership were some of the issues addressed.

ACCOUNTABILITY

Formal accountability systems were assessed such as planning processes, Job Descriptions, and Performance Appraisal Systems.

CULTURE

The culture of OEP which is often titled the Informal system was assessed. Components such as values, shared beliefs, and normative behaviors were examined to see whether they exerted positive or negative influences on the organization.

The Recommendation Section consists of:

1. Implementation of an Organization Development Process
2. Modification of Organization Structure
3. Leadership/Management Development
4. Modification of Human Resource Systems

The Human Resources Development Assessment focuses on the utilities of human resources in OEP.

This report aims to accomplish the following: describe the performance context at the Organization for Energy Planning (OEP), outline issues with human resource development, present an assessment of training needs, and make recommendations regarding required human resource development interventions. To this end, it is necessary to review current organizational structure and staffing in the context of OEP's vision, mission and stated goals. It is also necessary to contextualize training and human resource development (HRD) needs within an assessment of current vis-à-vis targeted performance at the organizational and work unit levels.

As such, Part I of this report starts by reviewing existing literature and documentation related to the raison d'être of OEP, and the vision, mission and goals underlying the organization. It proceeds to overview the organization's achievements and to analyze its work plans vis-à-vis its stated goals. It then presents the current organizational structure and staffing situation, and briefly analyzes existing HRD systems. Part I thus establishes the context for the HRD assessment and resulting recommendations.

In Part II, detailed work unit analyses are presented per division or department at OEP. This part of the report presents each work unit's actual structure vis-à-vis its intended structure on the organizational chart. It outlines work unit responsibilities and activities, procedures and work flow, interface with other OEP work units, work unit staffing vis-à-vis workload, degree of reliance on electronic media, problems encountered in performing assigned tasks, proposed solutions and envisioned performance improvement. Part II thus overviews current work unit performance vis-à-vis targeted performance.

Part III outlines previous training received by OEP staff, and perceived training needs at the work unit level. It presents the formal training needs assessment instruments utilized, and outlines findings of the training needs assessment survey.

In Part IV, the report makes recommendations regarding human resource development and training in relation to performance improvement. This part of the report presents priority performance improvement results that might be pursued by OEP, and recommends training and human resource development interventions, as well as other interventions where necessary, to achieve these results.

The Recommendation Section consists of:

Work Unit Analysis

1. Administration and Personnel Sector
2. Finance Sector
3. Information Sector
4. Computer Sector
5. Training and Energy Awareness Division
6. Energy Planning Division
7. Energy Conservation Division
8. Public Relation, International Relations, Media and Communication Department
9. Chairman's Secretarial Department
10. Legal Affairs Department
11. Security Department
12. Perceived Training Needs for entire Organization

The Information Technology Assessment appraised the effectiveness and efficiency of Information Technology(IT). It consists of an overview of IT, the uses of IT in terms of Hardware, LAN, Applications, and Training.

The Recommendation Section consists of :

1. Applications
2. Library System
3. Documentation
4. PC's
5. LAN
6. Servers and Operating System
7. Internet and Internal/External E-Mail
8. Technology Upgrade
9. Training

The Equipment Facilities assessment focused its examination on the facilities and equipment needed in carrying out each division's mission.

The report examines four areas: Energy Conservation Division, Energy Planning and Research, Energy Information Sector and Training and Awareness Division.

1. The Energy Conservation Division assessment details audit activities, discusses measuring instruments, Energy Audit, IT equipment and budget.
2. The Energy Planning and Research Division assessment appraises its equipment.
3. The Energy Information Sector assessment discusses the Library and IT equipment.
4. The Training and Awareness Division discusses IT equipment.

The Recommendations Section consists of:

1. The Energy Conservation Division.
2. The Energy Planning and Research Division.
3. The Energy Information Sector.

Special Note:

1. Building

The current building does not adequately provide the organization with an environment within which OEP is able to best function and carry out its important national mission.

In recognition of this, the OEP Board of Directors sent and received approval for purchase of land for the construction of a modern, appropriately designed facility. As such, little or no evaluation of the existing building was conducted.

1. ORGANIZATIONAL ASSESSMENT RECOMMENDATIONS

The best organizations, whether they are government entities or private businesses succeed because they have:

1. A legal framework providing the powers and duties needed to accomplish the Mission.
2. A well-defined Mission, Vision, and Organization Objectives that are understood, shared by all staff, and guide the work of the organization.
3. An Organization Structure that functions to support the achievement of Objectives.
4. Competent people who are accountable for their work performance.
5. Sufficient and timely information to be used in decision making.
6. Adequate resources to get the job done.

In order for an organization to know where to go, it is necessary to know where it is now. That is the purpose of an Organization Assessment. The assessment identified both positive and negative issues concerning the above criteria.

The first issue is a positive one. OEP has a clear legal framework from which to operate. It gives the Organization enough autonomy to modify what needs to change in order to develop the capacity to make OEP a truly vital institution.

Issues two through four form the basis for this recommendation section. They are areas that need to change and when the changes are made, OEP will make better decisions and be in a better position to advocate for resources needed to fulfill its Mission.

1.1 Institute an Organization Development Process

Lewis Carroll, creator of Alice in Wonderland, said, "If you don't know where you are going, any road will take you there."

It acts as the rationale for any Organization Development Process. All organizations know that they will move from the present to the future. The issue is HOW will they get there? Will the Future just happen or will at least some of the future issues be Anticipated, Planned for, and finally, Acted upon.

Organization Development tries to manage, as much as possible, a road to the Future that is best for the organization, its employees, and its stakeholders.

OEP must begin a full-blown Organizational Development Process. It should form a Development Committee that must include the Chairman, General Managers and Sector Heads. The group would be responsible for the development of Mission and Vision Statements and Organizational Goals that would truly define the "road" that OEP would follow. This requires a thorough examination of external forces that drive OEP, the identification of stakeholders and their needs, and the decision-making processes used to generate the various "products" produced by OEP. Only after a rigorous examination, would a Mission, a Vision, and Organizational Objectives be created.

Then a cascade effect would be created. The Organization would plot its long-term strategic direction and the follow-on would be that various Divisions would then translate the Organizational Objectives into more specific Functional Objectives that would direct the

efforts for shorter, more specified time periods. Correlative to this would be the development of Performance Indicators needed to measure performance and judge achievements. Performance indicators can and should be established for everything from motor vehicle maintenance to design of energy research. All of this underpins the ability to set annual Performance Targets and achieve them and ensures that results are rooted in quality measures which in turn will ensure quality outputs.

The Organization Development process follows a logical step-by-step approach. First, Organizational Objectives are created, and then the Organization Structure is aligned to support the Mission and Goals. That may entail the addition or deletion of positions. Next the level of effort is assessed. That gives the Organization the ability to decide both the amount and type of staff needed. Finally, individual staff is brought into the Organizational Development Process through interaction with their supervisors/managers. A collaborative process called Job Clarification, takes place where Job Descriptions are shared, revised if necessary, and individual performance targets and standards of performance are set.

The Development Process, if done well, has many benefits.

1. It makes EVERYONE in OEP responsible for its success.
2. It builds the needed TRUST, which is greatly lacking.
3. It takes the pressure off the Chairman from being the only person to lead the organization and spreads leadership throughout the organization.
4. It can and does create MANAGED CHANGE.
5. The MORE PEOPLE WHO ARE INVOLVED IN THE Process creates "OWNERSHIP" and lessens both apathy and blame placing.

1.2 Modify the Existing Organizational Structure

The present structure is over five years old. It is also not widely shared in OEP. The structure must be examined and modified. At the present time, it neither reflects the reality of how work is accomplished nor gives a clear picture of staff placements. It is "riddled" with cancelled departments, unfilled positions, "lent" staff. It was interesting that during the assessment when staff were given a small amount of time to "play" with the structure, some people has good ideas, and all were interested in participating in the process.

Reworking the Organization Structure is another important part of the Organization Development process. It is usually done through a carefully selected Taskforce spanning all divisions and levels in the Organization. They will have to examine a number of factors before making changes. Some include: relationships between authority and responsibility, decision-making systems, work flow, interdepartmental/sector/ division relationships and job design. A variety of structures exist and the challenge will be to find the right one to suit OEP. There are several criteria used to evaluate appropriate structures. They include: the complexity of the organization, the interdependence of departments, level of technical assistance a department, sector or division requires, the level of authority relating to decision making, the type of work to be accomplished, and the possibilities for advancement.

Although it takes an effort to revise a Structure, the investment is worthwhile. If nothing else a good structure paves the way for decentralization of control, more delegation, and ultimately more employee satisfaction.

1.3 Leadership/Management Development

We recommend an intensive program to upgrade the professionalism of OEP's management staff. While the need for these skills is critical to all levels of management, special attention needs to be given to the General Managers. The Chairman needs to increase his second level of leadership and delegate more authority and decision making to this group. Leadership should then become more decentralized and will allow the Chairman to phase himself out of the day-to-day operations which are very burdensome at this time and will create a broad base of leadership which OEP badly needs.

While the focus for the General Managers is on leadership, the focus for the Sector Heads should be on management. Skills training programs should be devised which "train in" a variety of leadership and management skills. Some of the areas to be covered could include:

1.3.1 General Managers

- How to be an Effective Leader
- Strategic Planning
- Management of Change
- Building an Achievement Climate
- Building Cross Division Teams
- Managing the Performance Management System
- Effective Decision Making
- Building Transparent Information Channels
- Marketing OEP

1.3.2 Sector Heads

- Team Building
- Effective Delegation
- Giving Effective Performance Appraisals
- Creating a Motivational Climate
- Practical Problem Solving
- Creating Work Plans
- Training, Coaching, and Counseling Staff
- Managing Time Effectively

1.3.3 Supervisors

- Interpreting OEP Rules and Policies to Staff
- Delegating Work Assignments
- Giving Clear Instructions
- Preparing Action Plans
- Effective Time Scheduling
- Improving Work Methods and Procedures

An effective Management Development Program can accomplish a number of Organization objectives by providing a continuous flow of well-trained management talent, from first line supervisors to top management. It can also serve to:

1. Increase the productivity and effectiveness of managers in their current positions by assisting them to increase management skill levels, and increase their ability to help subordinates advance.
2. Helps OEP produce skilled managers in order to anticipate organizational growth.
3. Allows managers to take on greater responsibility.
4. Provides managers with modern management tools that can be effective in bringing about needed changes in OEP.

1.4 Revamp and Revitalize Human Systems and Apply Them Consistently

Effective Human Systems are critical to effective use of human resources. They establish accountability and are necessary benchmarks for recruitment, performance assessment, promotions, and rewards.

Human Systems in OEP need to be either developed or revitalized and they need to be applied fairly and consistently.

As of now there is no current system for staff planning. Whether staff come from a consultant pool, temporary contracts, partnership agreements, or become permanent hires, there must be a rationale for staffing and then the technical/professional staff must be increased to close a gap that now exists.

Accountability begins with clearly stated job responsibilities and performance standards. A Job Description is critical to individual performance. It is also a tool in Organization Development for it helps the organization think through the qualifications that it will need to implement its plans and the training it will need to provide for its staff. Workable Job Descriptions are tools that enable the organization to build a strong operating framework.

Job Descriptions must be established to fit the positions to be filled and not based on people who fill the positions. Job Descriptions in OEP need to be modified. They have not been updated in several years. They need to be made position based. They need to have a results rather than activity orientation. Qualifications for positions need to be realistic and finally, they need to be SHARED. Every staff member must get a copy, preferably when he joins the organization. Every supervisor/ manager should use the document to plan work projects, ensure coordination, assign work, train, and as the initial tool for performance evaluation. Job Descriptions also provide the organization with logical rationales for promotion. The modifications and use of Job Descriptions in OEP will go a long way to correct the frustrations and feelings of insecurity that exist at the present time.

For Accountability to work, it must begin with a clear understanding of job responsibilities. There must be clear standards of performance. It must be based on achievement of individual goals and targets met. And finally, when formal performance assessment is done, the evaluation should be based on whether all of the above was accomplished...a "No Surprises" EXPERIENCE. This is not the current situation.

The current forms are workable. They do contain many of the elements needed but they need to be modified to include work targets. What needs to be completely revised is the process of the performance appraisal itself. It needs to move from a performance penalty approach to a Performance Management approach. The process has to move from a one-way written evaluation by management to a two-way dialogue between a staff member and his manager. It

must be grounded in coaching, improvement planning, as well as judging. It has to become much more objective. AND the Management Staff has to be trained on how to accomplish effective appraisals. Only in this way is individual accountability going to be achieved. Only in this way are incentives and rewards going to be merit based.

As for Rules, employees need to know them and they don't. OEP has taken the Petroleum Sector Regulations and adopted them wholesale. They should be customized to fit OEP. Also, many of the regulations are GOE based. What has to take place is an integration of the two systems, to become a model for what is followed in OEP. When this is done, a handbook should be created and distributed to all employees. There has been a real attempt to do this but until now the handbook was not approved nor distributed. The review and integration just discussed is a much-needed activity, which will support the Organization Development process and should be instituted promptly.

OEP HAS CHOICES. Many of the choices will require the Organization and its Leadership to "swim upstream". It requires some tough decision-making. When doing something challenging it is always good to look at history to see if there are models of excellence. In reading a comprehensive history of Egypt we found such a model in the guise of Muhammad Ali Pasha El Kabir who did swim upstream and revitalized Egypt at every level. One of his achievements was to "staff Government bureaux with professional trained staff who were promoted based on merit."

Perhaps history is, in fact, our best teacher.

2. HUMAN RESOURCES DEVELOPMENT ASSESSMENT RECOMMENDATIONS

2.1 Work Unit Analysis

2.1.1 Administration and Finance Division

2.1.1.1 Administration and Personnel Sector

The following are target performance improvements:

- Improved effectiveness, efficiency and streamlining of administrative and personnel procedures;
- Improved distribution of work functions over sections and departments to avoid fragmentation and duplication of effort;
- Increased utilization of electronic media for document processing, information sharing, data management, archiving and internal as well as external communication;
- Reviewed position descriptions that reflect current position requirements;
- Access to regulations and position descriptions by all staff;
- Increased transparency of information and procedures;
- Improved staff appraisal system; and
- Established performance-based management and promotion system.

2.1.1.2 Finance Sector

The following are target performance improvements:

- Improved cross-division coordination for budget projections;
- Increased accuracy and detail of data used for budget projections;
- Standardized and streamlined financial procedures, forms, and formulae in place;
- Increased consolidation of financial functions for logical distribution of work over sections while avoiding duplication and overlap;
- Financial information systems and databases in place;
- Automated inventory management procedures in place;
- Increased accountability for expenditure in relation to performance targets;
- Improved financial reporting; and
- Contractual mechanism for all OEP contracts in place and contractual expertise developed.

2.1.2 Information Management and Computer Division

2.1.2.1 Information Sector

The following are target performance improvements:

- Improved standardization and integration of information at a division and an organizational level;
- Increased coordination with other OEP divisions;
- Improved communication systems;
- Improved system information management;
- Increased information sharing and dissemination;

- Simplified and streamlined procedures for utilizing the Information Center;
- Mechanism for storing research documents on CD-ROM in place to address data security issues, multiple copies of documents, as well as space related issues.

2.1.2.2 Computer Sector

The following are target performance improvements:

- Improved staff computer training leading to decreased demand for technical support;
- Reviewed work priorities and distribution over staff;
- Increased capitalization on the skills of junior and temporary staff;
- Improved coordination with other divisions; and
- Integrated OEP-wide information system in place.

2.1.3 Training and Energy Awareness Division

The following are target performance improvements:

- Division restructured to allow for a logical distribution of training functions;
- Training needs assessment and training planning system in place;
- OEP-specific participant selection criteria in place;
- Training evaluation system in place;
- Training database developed and operational, including participant, program and training provider data;
- Improved and comprehensive data provided in training records; and
- Improved system of notifying OEP staff and other organizations of training and awareness activities.

2.1.4 Energy Planning Division

The following are target performance improvements:

- Expanded and enhanced energy planning activities;
- Improved coordination across divisions for research and information sharing purposes;
- Increased standardization of data in energy planning studies;
- Energy measurement standards implemented;
- System in place for regular staff meetings and improved communication; and
- System in place to provide consulting services to OEP clients.

2.1.5 Energy Conservation Division

The following are target performance improvements:

- Reviewed priorities for division work recognized by OEP senior management;
- Increased diversification of activities conducted by division in order to meet a larger number of targets;
- Improved coordination and integration of division outputs with those of the Energy Planning Division in particular, and other OEP divisions in general; and
- System in place for protecting staff against energy project hazards and physical risks.

2.2 Units Working Directly with the Chairman's Office

2.2.1 Planning and Monitoring Department

The following are target performance improvements:

- Strategic planning, monitoring and evaluation functions and responsibilities redefined and re-scoped;
- Improved system for organizational strategic planning;
- Improved monitoring and evaluation system at an organizational level;
- Improved interface among divisions for planning and monitoring purposes, including both interpersonal and electronic interface.

2.2.2 Organization and Management Department

The following are target performance improvements:

- Improved management and review of OEP's systems and structure;
- Position descriptions aligned with and in support of revised organizational structure
- Systematic review of position descriptions.

2.2.3 Public Relations, International Relations, Media and Communication Department

The following are target performance improvements:

- Work unit responsibilities re-scoped and clearly defined;
- Work unit restructured and staffed according to redefined responsibilities;
- Improved system and procedures for handling public and international relations;
- Increased public and international relations activities;
- Improved media management and promotion/publicity for OEP; and
- Improved communication methods.

2.2.4 Chairman's Secretarial Department

The following are target performance improvements:

- Improved secretarial skills; and
- Increased dependence on electronic media in executing work.

2.2.5 Legal Affairs Department

The following are target performance improvements:

- Improved system for handling OEP-specific legal affairs;
- Improved system of legal supervision and accountability;
- Increased impartiality and objectivity of legal decisions; and
- Improved mechanism for handling contracts.

2.2.6 Security Department

The following are target performance improvements:

- Increased efficiency of security systems and operations; and
- Increased dependence on electronic media for maintaining records, tracking security operations, scheduling shifts and interfacing with other OEP work units.

Table (v): Previous Training and Perceived Training Needs

It is worth noting that the perceived training needs listed in this chart reflect staff opinions. They do not necessarily reflect the consultant's point of view or the parameters of performance-based training.

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|--|--|--|
| Administration and Finance Division: <ul style="list-style-type: none"> • The Administration and Personnel Sector | <ul style="list-style-type: none"> • Personnel systems • Secretarial skills • Insurance and pension law • Tax law • Supervisory skills • Performance evaluation • Electronic archiving • Report writing and business correspondence • Position ordering and hierarchies • CNG utilization for transportation vehicles • Vehicle maintenance | <ul style="list-style-type: none"> • Computer skills for word processing and spreadsheet development • Information management • Archiving systems • Advanced administrative and personnel systems and procedures • Advanced computerized payroll systems • Financial management for non-financial managers • Document cycles • Vehicle servicing for imported cars | <ul style="list-style-type: none"> • Strategic planning • Systems development • Action planning • Management skills • English language training • Computer skills • Using databases: data entry and management skills • Performance-based management • Communication skills • Time management and expediting work procedures • Effective customer service for both internal and external customers • Monitoring and evaluation systems • Personnel and human resource development • Tax law • Petroleum sector policies and regulations |
| <ul style="list-style-type: none"> • The Financial Sector | <ul style="list-style-type: none"> • Basic computer skills • Developing spreadsheets using | <ul style="list-style-type: none"> • General accounting • Tax law | <ul style="list-style-type: none"> • Financial management • Forecasting and budgeting |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|---|---|---|--|
| | <ul style="list-style-type: none"> • Excel • Procurement operations • Warehousing • Government accounting • Developing letters of credit • English language training (although English is hardly used in OEP financial operations) • Supervisory skills for section heads • Modern management practices | <ul style="list-style-type: none"> • Auditing procedures • Advanced computer skills (Excel and Access) • Financial information management systems • Electronic archiving • Organizational skills • Negotiation skills • Buying skills (how to access suppliers etc.) | <ul style="list-style-type: none"> • Financial reporting • Accounting • Auditing procedures • Procurement operations • Spreadsheet development |
| <p>Information Management and Computers Division:</p> <ul style="list-style-type: none"> • The Information Sector | <ul style="list-style-type: none"> • Library skills • Typing • Computer skills • Library management software packages • Documentation | <ul style="list-style-type: none"> • Information management • Advanced library skills, streamlining procedures and library management • Data entry operations in English (for English references) • English language • Desktop publishing skills • Marketing skills | <ul style="list-style-type: none"> • Strategic planning • Setting targets according to available resources • Decision-making models and processes • Performance-based management • Resource management • Service management • Leadership development • Teambuilding and teamwork • Information management • Connecting information centers • Local, regional and international databases • Marketing information services • Technological developments in |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|---|--|--|--|
| | | | publishing <ul style="list-style-type: none"> • Library management and cataloguing software • Business correspondence • Advanced secretarial skills • Report writing |
| <ul style="list-style-type: none"> • The Computer Sector | <ul style="list-style-type: none"> • Computer skills (Word and Excel) • Secretarial skills • Electronic archiving • Internet skills • Web site development • Programming • Project management | <ul style="list-style-type: none"> • Windows NT, UNIX and Novell • Oracle training • Hardware maintenance • Database design and maintenance • Information systems | <ul style="list-style-type: none"> • Effective decision-making models • Performance-based management • Teambuilding and teamwork • Resource management • Service management • Database development and management/administration • Electronic archiving systems • Marketing computer and database development services • Models for providing computer training • Monitoring and evaluation systems • Risk analysis and management • Energy measurement software |
| Training and Energy Awareness Division | <ul style="list-style-type: none"> • Basic computer skills (Windows, Word and Excel) • English language • Secretarial and administrative skills | <ul style="list-style-type: none"> • Using PowerPoint for presentations • Database utilization • Marketing and promotion • Organizing exhibitions | <ul style="list-style-type: none"> • Training program development • Developing public awareness and outreach activities • Campaign design and management • Public broadcasting |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|---|---|---|
| | | <ul style="list-style-type: none"> • Desktop publishing skills <p>It is worth noting that, during interviews, training staff did not express a need for training in needs assessment, training planning, and training evaluation systems.</p> | <ul style="list-style-type: none"> • English language • Developing presentations • Supervisory skills • Setting performance targets • Training needs assessment • Customer analysis • Action planning • Change management • Monitoring and evaluation systems • Public relations • Communication skills |
| <p>Energy Planning Division</p> | <ul style="list-style-type: none"> • Operational research • Supervisory skills • Economic modeling • Social research • Modern management and administration methods • Computer skills • Report writing • Feasibility studies for technical and economic purposes • Environmental research • Methane mitigation • Energy management • Financial analysis for non-financial staff • Information management | <ul style="list-style-type: none"> • Computer applications for economic modeling • Standardization of data for economic modeling • Environmental impact assessment • New approaches to energy planning • Feasibility studies for energy efficiency projects • Report writing in English | <ul style="list-style-type: none"> • Strategic planning • Economic modeling • Monitoring and evaluation systems • Energy planning models • Environmental audits • Feasibility studies for projects in energy and the environment • Administrative skills • Internet access • Motivation theories and models • Leadership development • Performance-based management • Teambuilding • Computer skills (including programming) |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|--|---|--|
| | <ul style="list-style-type: none"> • Development perspectives and environmental impact • Increasing industrial productivity and efficiency | | |
| <p>Energy Conservation Division</p> | <p>Technical areas:</p> <ul style="list-style-type: none"> • Energy conservation in the power sector • Energy conservation in the industrial sector • Power factor improvement • Insulation • Energy utilization in furnaces • Energy efficiency • Energy conservation centers • Environmental impact assessment • Feasibility studies • Equipment maintenance <p>Generic areas:</p> <ul style="list-style-type: none"> • Introduction to the petroleum industry • Demand side management • English language • Computer skills (Word, Excel) | <ul style="list-style-type: none"> • Specialized software applications for energy measurement • Connecting power networks across countries • Developments in energy auditing methods • Water treatment for industry • Water desalination technologies • Developments in environmental impact assessment | <ul style="list-style-type: none"> • Strategic planning • Environmental impact assessment • Environmental audits • Integrating energy and environment concepts in education • Measuring techniques and evaluation of energy equipment performance • Natural gas networks and conversion technologies for boilers, furnaces and vehicles • International quality management, quality control, assurance and ISO standards • Technologies for new and renewable energy • Leadership development • Monitoring and evaluation • Administrative skills • Computer skills and Internet access • Using databases • Computer programming • Electronic archiving • English language |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|--|--|--|
| | and PowerPoint) | | <ul style="list-style-type: none"> • Report writing • Developing presentations • Information management |
| Planning and Monitoring Department | <ul style="list-style-type: none"> • Planning and monitoring functions • Basic computer skills (Excel and PowerPoint) • Advanced English language • Report writing | <ul style="list-style-type: none"> • International relations • Project management <p>Training needs here are more geared to handling international relations than to working with planning and monitoring, since this is the staff member's main area of responsibility.</p> | <ul style="list-style-type: none"> • Monitoring and evaluation systems • Project management • Strategic planning • Communication skills • Organizational development • Action planning • Teambuilding • Supervisory skills • Administrative skills • Report writing • Petroleum sector policies and regulations |
| Organization and Management Department | <ul style="list-style-type: none"> • Communication skills | <ul style="list-style-type: none"> • Public relations <p>The staff member interviewed is mainly responsible for public relations functions.</p> | <ul style="list-style-type: none"> • Survey response not available |
| Public Relations, International Relations, Media and Communications | <ul style="list-style-type: none"> • Communication skills • Computer skills • Advanced English language • Report writing | <ul style="list-style-type: none"> • Public relations functions and procedures • International relations functions and procedures • Project management | <ul style="list-style-type: none"> • Survey responses not available |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|---|--|---|
| Sector | | | |
| Chairman's Secretarial Department | <ul style="list-style-type: none"> English language Secretarial skills Executive secretarial functions | <ul style="list-style-type: none"> Advanced secretarial skills Internet access | <ul style="list-style-type: none"> English language Advanced secretarial skills Computer skills for word processing Internet skills Developing presentations Electronic archiving |
| Legal Affairs Sector | <ul style="list-style-type: none"> None mentioned | <ul style="list-style-type: none"> General need in legal training to handle work responsibilities | <ul style="list-style-type: none"> Petroleum sector policies and regulations Contract law Labor law Providing alternative legal solutions Developing legal presentations for senior management Using databases: data entry skills Administrative skills Advanced secretarial skills Report writing |
| Security Department | <p>Previous training has been restricted to the department head and the data entry and management professional.</p> <ul style="list-style-type: none"> Security operations (annual seminars) Negotiation skills | <ul style="list-style-type: none"> Computer skills Fire fighting operations | <ul style="list-style-type: none"> Security systems and procedures Safety procedures |

| Work Unit | Previous Training | Perceived Training Needs from Structured Interviews | Perceived Training Needs from TNA Survey (prioritized from most urgent to least urgent, as per staff's responses) |
|------------------|--------------------------|--|--|
| Experts | N/A | N/A | <ul style="list-style-type: none">• The experts responded to the survey and recommended management training and information skills for OEP staff in general. |

3. INFORMATION TECHNOLOGY ASSESSMENT RECOMMENDATION

The following are suggestions and recommendations to establish an automated system integrating Departments and employees. The implementation is divided into 2 phases over a two year time.

3.1 Applications

The Administration and Finance & Accounting Department need automated systems to help them process their work effectively and efficiently. Examples of modules of these systems are: Payroll; Personnel (annual leaves; Promotion; Performance Evaluation); Inventory; and the Accounting System. The engine of these systems could be Oracle, which runs under the NT platform.

These modules could be developed or acquired gradually and as needed by the Administration, Finance and Accounting Department. For the present time, System Analysts and Programmers should receive training in Visual C++ or Visual FoxPro or any language that works properly with the Oracle system they currently have. A database Administrator should be assigned from within the Computer Department, to receive certified training in Oracle and be responsible for the administration of the Oracle Server.

Further, the Computer Department should assess application needs in other Departments. For example, the Energy Planning & Research and the Energy Conservation Department need MS Project. The Energy Conservation Department needs an application other than Excel to help them in their drawings, for example, Visio. The Computer Department should be responsible for assessment and implementation of all application needs.

3.2 Library and Documentation

3.2.1 Library System

The library is an important asset in the OEP as it serves the researchers in their work. The BRS previously purchased is now a legacy system as it is not Y2k compliant. However, this system is expensive. It is recommended that the Computer Department look for a medium sized library system, which also uses the standard cataloguing system of the Library of the Congress. The new system should have good migration capabilities.

It is recommended that the new system runs under NT (soon Windows 2000 Server) instead of Unix, in order for each user in the OEP to be able to search and retrieve this library system from their PCs utilizing the client/server architecture of NT server.

3.2.2 Documentation

The Energy Planning and Research Department as well as the Energy Conservation Department create reports, studies and projects and send a hard copy of these to the Documentation section for archiving. To date the soft copy of these documents are located in scattered files under a created directory on one or more PCs in the Department.

It is highly recommended that each study be documented and indexed under a filing system. This will require each document to be electronically collected under one binder using Office Binder and then to be converted into an HTML file to be stored and published on an internal

web server (Intranet). All documents would be stored and hosted using MS IIS (Internet Information Server) with a full text retrieval search engine to enable all of OEP users to search and retrieve any documents using the Internet Explorer browser (Intranet Solution).

A final recommendation is that a section called Web Development should be added to the Computer Department. One Web Administrator and one Web designer should be hired and should have a hands-on experience of WEB programming (HTML, CGI and Java++). The Web Administrator's responsibility would be to collect old studies, convert and implement them. The NT system administrator can structure a location on the network for the researchers to save their documents according to their needs. However they will have to learn how to bind them under one File. The Web designer will design the layout and interface of web pages and hyperlinks and keep them updated.

3.3 Hardware

3.3.1 PCs

To have a fully automated and Management Information system as described above:

- each employee at OEP should have his/her own PC.
- Computer Department should aim at having a minimum PC configuration for Administration, finance, secretaries and other Departments to be PIII; 64 RAM; Network Card 10/100; Win 98 and MS Office 2000.

For the Energy Planning; Energy Conservation and Preparation & Publication the minimum configuration should be:

- PIII 550; 64 or 128 RAM; Network Card 10/100; Win 98 and MS Office 2000.
- All CompuAdd and other 486 PCs as well as all Compaq 60 & 75 should be phased out and immediately replaced by new PCs. The total of at least 26 new PCs are needed.

All new Micron PIII PCs to be distributed among Energy Planning & Energy Conservation & Preparation & Publication Department only. The other PCs (AST & Compaq) and the available P 133; 166; P 500 (19 PC) should be distributed among secretaries, Administration & Finance, until new PCs are purchased.

3.3.2 Completion & Expansion of LAN

External outlets should be installed. Additional 2 new 100 Mhz Hubs should be purchased to restructure the network, so as to meet hardware requirements.

3.3.3 Servers & Operating System

It is recommended that all users be upgraded to an NT platform. This will require purchasing a new Server with min. PIII. The rest of the configuration is the same as the Compaq Proliant (suggested is Compaq Proliant 3000). This new server will be running NT with 50 clients and Oracle with the number of clients licenses for users accessing Oracle database from OEP. This will add to a total of 60 NT client licenses, when adding the 10 currently available NT client licenses.

The available Compaq Proliant 1600 will serve as the backup server (secondary domain). The Novell Server will become a workstation (i.e. Novell to be phased out and NT platform installed) and serve as the Web Server with IIS. The Primary domain Server will be the backup Server for IIS. A section called System Operation should be created under the Computer Department. One new System Engineer, highly qualified in NT, IIS and basics of Unix should be hired or the one available system engineer contractor should receive training in NT Core Technology; NT Administration, IIS and basics of Unix.

3.4 Internet & Internal/External E-mail

The established Intranet solution will be ready to be accessed by the public, by acquiring a Leased Line to allow a 24 hr access to the Internet. Further, other access to data on OEP LAN can be authorized through http access (Internet) to external users by assigning usernames and password (protected). The Mail application available on the Unix System would be set-up creating e-mail boxes for each user at OEP. An Internet Service Provider should be recruited to provide the following:

- Minimum of 14 Real Ips divided as follows:
 - 1 Real IP for Unix Internet Server (DNS & Mail)
 - 1 Real IP for Router
 - 1 Real IP for Firewall
 - 1 Real IP for Internal Web Server with Documentation & Studies
 - DNS registration (www.oep.org.eg)
 - If the Library system is to be accessed for public research, one Real IP should be assigned to the Server running the library system.
 - The rest of IPs to be assigned to the defined Internet users on OEP LAN
- Digital Modem (NTU/DTU)
- Router with 1 Ethernet, one built in serial for WAN, expandable to second serial (CISCO 1601)
- CISCO Firewall PIX v. 5.5 with Network Address Translation (NAT) built in and 2 Ethernet interface
- Cross over cable or 4 port hub to connect router with Firewall
- Unix Mail and Internet Server installation and set-up support
- Workstation setup. This includes setting up MS Outlook or MS Outlook Express as the E-mail client for all users
- Crash course training on Browsing & E-mail for all OEP staff

One Unix Administrator should be hired or assigned who is highly qualified in UNIX and has basics of NT & IIS.

3.5 Technology Upgrade

There has to be a continuous process of new technology evaluation and upgrade to meet new requirements and to remain up to date. This will lead to a phase out of old hardware and the upgrade of old applications. Upgrade & replacement cannot be applied to one part of OEP, it has to be applied to all parts, in order not to have incompatibility of equipment and software.

3.6 IT Training

It should be the responsibility of the Computer Department to organize any required computer training according to assessed training needs & requirements for each Department at OEP, including the Computer Department. The Computer Department should have a prepared program to train old and newly hired staff, whether in-house or externally. Specified budget should be assigned for IT training.

4. COMMUNICATIONS ASSESSMENT RECOMMENDATIONS

To be provided by "GREENCOM"

EQUIPMENT AND FACILITIES RECOMMENDATIONS

4.1 Energy Conservation Division

Although the number of instruments presently in inventory seems to be adequate to the level of staffing, a mechanism must be set in place to allow the purchase of additional up-to-date instruments, as the Department grows. In order to do so, the Department must be allowed to get rid of the vast number of obsolete instruments, for instance donating them to educational institutions. Further, the staff must be equipped with laptop computers when they go in the field for energy audits: given the limited number of staff, and the probable low number of audits performed in parallel, a couple of laptops would be sufficient at this point.

The use of computer network (as for all other departments) must be improved. Connection to OEP LAN must be used properly, not just for printing as it is now. Department staff must be given proper training in the use of LAN, and thought to "trust" the LAN as a forum where information is exchanged to the benefit of everybody. Databases and software must be put on the common server, to be shared by all. Connection to the Internet for each computer must be re-established, and e-mail capability given to all staff: in such way the staff will become part of the international community and have access to updated technical information.

4.2 Energy Planning and Research Division

Computer network for the department must be set up: although a LAN exists, it is used only for printing, as seen also in other Departments. Software and databases must be at server level, not desk top level. Means to share data and information within OEP and with the outside world must be implemented. Staff must be comprehensively trained in the use of resources offered by the centralized server. Internet link and e-mail must be available at each desktop.

4.3 Energy Information

Use of the LAN should be promoted by making software available at server level, by training employees on the privacy features offered by the system, and by showing the advantages offered by shared files. The LAN should be connected to the Internet, allowing web browsing and e-mail capabilities to all PC's.

4.4 Building

The current building does not adequately provide the organization with an environment within which OEP is able to best further and carry out its important national mission.

In recognition of this, the OEP Board of Directors sent and received an approval for purchase of land for the construction of a modern appropriately — facility. As such, little or no evaluation of the building was conducted.

SECTION 2. ORGANIZATION ASSESSMENT

METHODOLOGY

This section of the assessment was based on an investigation of the resources that "DRIVE" a organization: formal documents of inauguration, policies and operating procedures, long term and annual plans, annual reports, organization chart, personnel regulations, employee statistics and other formal documents which give a perspective on the history and future direction of the organization. (See Appendix for documents list.) The Assessment is also based on two instruments: an Organizational Survey, and a Job Analysis Questionnaire. There were several on-site interviews with staff and the Chairman, and Organization observation as well as Organization listening. During the assessment process the cooperation of the staff was evident at all levels. They shared information and spoke with candor.

The discovery process was founded on the following issues:

1. Does the Organization have a Mission and Goals that reflect the current economic, social and political needs of the various stakeholders it was intended to support?
2. Is the Mission understood and validated by the staff of the Organization?
3. Does the Organization's structure support the Mission and Organization Goals?
4. Does the Organization have the leadership, management skills, and team effectiveness to support its goals?
5. Does the Organization's Culture, Motivational climate, and Human Systems support desired performance?
6. Is information gotten and shared in a timely fashion?
7. Does communication flow horizontally as well as vertically in the Organization?
8. Do individual positions support the work to be accomplished, are Organization expectations clear, job responsibilities understood, and are people held accountable for how they perform?

The Assessment, which results, should be viewed as a "working document" which was created as a product of collaboration. It is hoped that the perspective presented here will assist OEP to strengthen present assets and create new possibilities.

ORGANIZATION BACKGROUND

In gaining a perspective on OEP's existing roles, structure and systems, we found it essential to understand the legacy of the its past. OEP was the brainchild of a visionary lawyer who designed its structure. It was created by Presidential Decree NO. 112 in 1983 with supplementary information provided by the Ministerial Decree NO. 162 OF 1983. It was established as an independent legal entity reporting to the Minister of Petroleum. Its purpose was to provide broad-based support in the field of energy to the Supreme Energy Council. It has the ability to independently contract with a variety of entities, national and international, to engage in diverse activities relating to energy planning and efficient energy uses. It has Board of Directors who are responsible for generating OEP's objectives, by-laws, policies, and plans. OEP is headed by a Chairman who has the ability to do all of the above Organization Development activities through delegation by the Board.

The initial vision was strongly iterated in the founding documents. However from our investigation, at least from the perspective of the staff, the current vision and direction of the OEP are unclear. This may be due to many factors. However the most apparent one is the factor of leadership. The organization has had of total of seven chairmen. In the last five years there have been three Chairmen. As each Chairman came and went, so did his vision, leadership approach and management style. Consistent feedback from the staff indicates confusion and frustration with the constant changes of leadership.

The current Chairman, Dr. Hany El Nakeeb was promoted from within the ranks. He has been with OEP since 1985. He assumed the role of Acting Chairman in MAY 1999(acting is customary in many top GOE appointments for the first year). Although he is not new to the organization, he is new to the position and therefore has the opportunity to make a leadership "imprint" on OEP. It is an OPPORTUNITY not to be missed.

When interviewed, Dr. Hany characterized his leadership style as action oriented, targeting quick results. He is well aware that changes are needed in the organization which will require him to "swim upstream", but he said he is committed to the process of change This commitment is very important because the constant change of Chairmen has weakened leadership credibility. Employees feel that "nothing really changes but the face at the top".

OEP seems, from the perspective of the staff, to be great need of both continuity and consistency from its leader. A clear understanding of the current Mission and Goals of OEP, a real use of formal management approaches designed to create accountability, skill development, and positive employee morale are critical if OEP is to become the target oriented organization that the Chairman envisions.

ORGANIZATIONAL AUTONOMY

Organizational Autonomy refers to an organization's degree of independence from governmental or regulatory bodies. While this is not unrestrained, this independence must exist to the extent that the organization is able to conduct its affairs and meet its responsibilities in an effective manner with a minimum of interference. Effective organizational autonomy is characterized by the power to make decisions about such areas as policies, organizational goals, planning of projects, budgets, and hiring staff.

The best source of assessing the level of autonomy in OEP was to see how the Chairman perceives the ability to operate freely and make decisions. Dr. Hany was very clear in his response. He feels that OEP does have organizational autonomy and takes its mandate from the Presidential and Ministerial decrees which were the legal foundations of OEP. Article 1 of Presidential Decree no. 112 for 1983 states that OEP "shall have an independent legal entity." Article 2 of Ministerial Decree no. 162 of 1983 states that OEP 's apparatus is subject to the financial and administrative regulations in effect in the Egyptian Public Authority for Petroleum except where this implementing regulation "may contravene the Apparatus' purposes." These two originating documents do provide for flexibility and freedom of decision making on the part of OEP to, within the framework of its origination, chart its own course and develop its own unique resources.

The Presidential Decree also defines the role of the Board of Directors whose functions are to: draw up plans for research, develop by-laws, formulate the organizational structure, draft

planning and annual reports, accept grants, draw up standards of performance and set up an accounting system. All of the above can be delegated to the Chairman of OEP and his staff. Clearly, OEP has the freedom to look at its current structure, policies, and systems and to build and modify them as needed. In brief, it has the means to develop itself as an Organization.

Dr. Hany described the Board of Directors in favorable terms. He said they function with mutual respect, the members come from diverse backgrounds ranging from the various Energy sectors to the Financial sector. According to Dr. Hany, they act as a steering/advisory committee. He goes to them for advice, they help him with issues/problems and although the Board of Directors must approve changes, there has been no hindrance to approvals if proper rationales and justifications are provided. From the Chairman's assessment, the Board presents no obstacles to organizational autonomy; therefore OEP should have the freedom to set its own policies and goals, and develop the strategies needed to achieve them.

However there are constraints in the area of financial and human resources. Budget appropriations come from the GOE. Although budget estimations are generated at Division level and then compiled institutionally, the final amount generated is always less than the amount requested. The Chairman does have the flexibility to move monetary resources from one project to another and this could serve to ensure that at least high priority projects are given the best resource allocations. Revenues are also obtained from some fee-based projects. However only 10% of these revenues can be retained by OEP. As for human resources they are governed both by GOE regulations and also follow the policies of the Petroleum Sector. Another source of resources are the various donor projects most of which provide technology transfer, technical assistance and, at times, financial assistance.

There are also contracted activities done with institutions such as universities, research institutes and industrial groups. They provide additional resources in terms of people and facilities and often work in joint partnership with OEP to achieve special project goals. So aside from the existing resources available from within OEP, there are a variety of ways to extend and enhance its capacity. It is clear from our assessment process that the mechanisms for independence and development do exist. The challenge is to manage the development process in order to meet the MISSION of OEP.

As for the Mission and Organization Goals of OEP, the originating documents laid the basic direction for the Organization but after seventeen years external factors have exerted influences which have modified these goals. For example, Energy Efficiency now has to take into account the burgeoning development of the economic and social needs of Egypt, and deal with the fast growing population. Now there is emphasis on the environmental impacts of energy uses and the development of new and renewable energy sources. Also education and awareness have become much more highly emphasized in the year 2000. To that end, we worked with the Chairman to develop and reiterate the Mission and Organizational Goals of OEP. The following is a working draft developed with the Chairman during this assessment process. When this document is fully revisited and finalized, it should act as a benchmark against which all the activities and outputs of OEP are validated.

Draft: March 2000

ORGANIZATION FOR ENERGY PLANNING

'The Torch that Lights the Way'

MISSION STATEMENT

THE ORGANIZATION FOR ENERGY PLANNING'S MISSION IS TO SUPPORT THE NATIONAL EFFORT TO ENSURE A SAFE AND EFFECTIVE ENERGY SUPPLY TO MEET EFFICIENT ENERGY DEMANDS THAT ARE NEEDED FOR THE SUSTAINABLE DEVELOPMENT OF EGYPT THROUGH GENERATING THE STRATEGIES, INTEGRATED PLANNING, AND POLICY ANALYSES NEEDED BY THOSE WHO ARE *PRODUCING, TRANSMITTING, OR USING* ENERGY SO THAT THEY MAKE THE BEST *DECISIONS* CONCERNING ENERGY AS A VITAL RESOURCE.

OEP'S STRATEGIES AND PLANNING ANALYSES MUST CONSISTENTLY TAKE INTO ACCOUNT:

- THE EGYPTIAN ECONOMY'S CURRENT AND FUTURE DEMANDS ON ENERGY
- THE SOCIAL, TECHNOLOGICAL AND ECONOMIC DEVELOPMENT PLANS OF THE COUNTRY
- THE NECESSITY FOR THE PRUDENT USE OF CONVENTIONAL ENERGY RESOURCES
- THE DEVELOPMENT OF NEW AND RENEWABLE ENERGY RESOURCES
- THE IMPACT OF ALL ENERGY USES ON THE ENVIRONMENT

ORGANIZATION GOALS

1. PROVIDE TECHNICAL SUPPORT AND CONSULTATION TO THE MEMBERS OF THE SUPREME ENERGY COUNCIL.
2. COLLECT AND ANALYZE ENERGY DATA ON THE NATIONAL LEVEL AND USE IT AS A KEY TOOL FOR PLANNING ENERGY STRATEGIES FOR VARIOUS PUBLIC AND PRIVATE ENTITIES AS THE NEED ARISES.
3. UNDERTAKE ENERGY POLICY PLANNING BY EXAMINING THE GOE'S FIVE YEAR PLAN AND ANALYZING ENERGY NEEDS, ENVIRONMENTAL IMPACTS OF ENERGY USES AND SUGGEST DIFFERENT SCENARIOS FOR SUPPLYING EFFECTIVE ENERGY IMPLEMENTATION.

4. PROVIDE TECHNICAL CONSULTATION AND TRAINING RELATING TO ENERGY ANALYSIS, ENERGY POLICY, AND ENERGY EFFICIENCY TO VARIETY OF USERS FROM GOE, AND THE PUBLIC AND PRIVATE SECTOR.
5. PROVIDE TRAINING IN THE FIELD OF ENERGY TO VARIOUS USERS INCLUDING THE GOE, AND THE PUBLIC AND PRIVATE SECTORS.
6. ENHANCE PUBLIC AWARENESS AND PROVIDE EDUCATION CONCERNING THE SIGNIFICANT ROLE PLAYED BY ENERGY TO THE FOLLOWING STAKEHOLDERS: THE MEDIA, EDUCATORS AND STUDENTS, HOUSEHOLDERS, FINANCE AND INDUSTRY, AND OTHER GOVERNMENT AGENCIES.

When the Mission is fully documented, the challenge will be to translate it down the Organization, to align the staff's vision, to integrate the Mission with Division, Sector, Departmental and individual goals so that the Organization is driven by its Mission. As of now, from our assessment, we feel that the Mission and Goals of OEP are not firmly integrated with its activities and outputs.

Although the possibilities of exercising a good deal of Organizational Autonomy exist, several issues were raised concerning this area.

1. The staff seems to be in Identity confusion. They ask, "Are we governmental or are we Petroleum Sector?" Although the Chairman sees this issue clearly, the staff does not. The "Who are We" needs to be clarified and the staff needs to understand how the design of the Organization functions. As of now too much time is devoted to complaints about this issue.
9. Stakeholders are another issue. Although the originating documents identified the Supreme Energy Council as the key stakeholder, in reality OEP probably has a larger body of stakeholders: Egypt and beyond: "those who produce, transmit, or use energy"...that includes EVERYONE. One of the challenges is to devise ways to meet as many needs as possible. Although various researches and studies are produced by OEP, there does not seem to be any unifying strategic approach to assessing and prioritizing the type and amount of service that OEP can provide. Feedback from the various Divisions indicates that they can do more. The Chairman estimates that 60% of the current output by OEP is accomplished by outside contracted experts. This raises questions such as: should the output of the permanent staff increase? Should OEP become even more of a "contracting consultancy" which puts together a variety of resources to accomplish its goals? The answers to these questions when thought through, will help guide the development of the Organization.
10. Another issue arose around the question: How well publicized is the work and capabilities of OEP? The responses here were consistent. OEP is not as well known in Egypt as it should be. Its reputation in the international community is better recognized. In the recent past and/or at present, there have been projects with USAID, UNDP, JAPAN, DENMARK AND SWEDEN, to name but a few. There were suggestions that one of the roles of the leadership of OEP was to actively publicize its work and capabilities. A small example: OEP has a library which contains a very good collection of books and periodicals in the field of Energy, but the present location of OEP which is

not convenient to businesses and universities, would get more use, if it was in a more accessible location.

11. Physical space is definitely an issue. Everyone is hindered by the lack of space. One Sector Head said that he had the ability to hire but had no place to put staff.

1. ORGANIZATION STRUCTURE

1.1 DEFINITION

Organization structure is defined by a pattern of interactions and coordination that link tasks, technology, and human components of the organization: thereby ensuring the organization's accomplishments of its goals. This structure provides formal lines of authority and a division of work: assigns obligations and responsibilities to organization members, and facilitates communication and interactions. Organization structure should be defined by two primary objectives: (1) facilitation of the flow of information within the organization in order to assist the staff in effective decision-making at all levels; and (2) integration of organizational behavior across the various parts of the organization to ensure effective coordination.

1.2 BACKGROUND

The underlying belief system widely held in OEP is that 'if the Organization Structure is changed then I can get promoted.' This is NOT the purpose of building an effective structure to support OEP and therefore, it is a poor perception that will have to be changed. Part of this belief is rooted in the way the Organization Structure has been used. Often staff has been shifted from one position to another for which they are not particularly qualified and have little satisfaction from the change. Departments have been cancelled, according to the staff, for unknown reasons and the discovery was made when promotions could not be accomplished. There has been a great deal of finger pointing but no real accountability has been established relative to the modification of the Structure. Although there are formal GOE processes that must be adhered to in order to make changes in structure, a process for change exists.

1.3 UTILIZATION AND EFFECTIVENESS

The present Organization Structure is dysfunctional and needs to be modified. It is not used to clarify responsibilities, transmit information or effectively distribute and delegate work. Neither is it used to strengthen relationships between levels (the current chart is not drawn according to reporting relationships), nor is it used to strengthen lines of authority and empower people to act. It is probably one of the key underlying causes for the level of frustration that currently exists in OEP.

A look at the current chart reveals many things. First, OEP is 'bottom heavy'. Out of the 110 positions currently filled, 53 of them are administrative and 20 of these positions are drivers! Most of the secretarial staff reports to the Administrative Division and are loaned out to various sectors as needed. This creates a barrier for quick response to work needs and also impacts on the type of supervision that the secretarial staff receives. The sectors that "drive

the business" of OEP are understaffed by 30 to 40 %. The training staff is much too small to achieve its organization mandate. The key responsibility of AWARENESS seems to be diluted between Training and Awareness, Information Documentation and Decision Making and even Energy Conservation, which can cause an overlap in responsibilities, duplication of work, and lack of accountability for results.

Feedback from the staff was overwhelmingly unanimous that decision-making and control are centralized at the top. (Dr. Hany is still General Manager of the Energy Planning Research Division.) It is clear that responsibility and authority are tightly held by a few and only tasks are delegated.

Chain of Command in the traditional sense exists but often it is the closeness to the top that is the key factor, which determines how important one is. Often decision-making and ideas tend to be accepted based on "who" is recommending rather than "what" results would be achieved. These issues effectively undermine the effective functioning of OEP.

Other issues also arose. Although there is a need for a formal structure to clarify work responsibilities and create a reporting structure, a good deal of the actual work is cross-functional and team based. The structure of the organization must also take into consideration this task-force approach. The staff felt that the present structure works in opposition to the reality of how the work actually flows in the Organization. Examples were given concerning the fact that Heads of Divisions were moved for a variety of reasons but not necessarily functional ones. The result is that a head of a Division may not be knowledgeable in the technical or business aspects of the work and therefore a gap exists between some Division Heads and Sector Heads. There are ways to overcome this such as cross training or using 'expert' advisors from within sectors, but this has not been done.

One of the most important purposes of a vital Organization structure is to promote cross-functional communication, share, ideas, expertise, and knowledge. Our findings reveal that this purpose has definitely not been achieved. The breakdown between what is intended and what actually occurs begins at the top and travels down. It is clear that methods must be devised to ensure that each Division Head knows the concerns and issues effecting the other divisions and communicates important information down to the staff in his division. At this time OEP IS not organizationally team oriented even though the nature of its projects require this.

In an effort to tap into the " collective wisdom of the group", we asked for a series of organigrams to be drawn reflecting only ONE performance indicator: THE STRUCTURE HAS TO BE BASED ON EFFECTIVE FUNCTIONAL USE. (See Appendix for first draft attempts.)

2. ORGANIZATION COMMUNICATION

2.1 INFORMATION SHARING

One of the key indicators of the effectiveness of an organization is how information is received and understood by the staff. Is it shared on a timely basis? Does it flow horizontally in the organization as well as vertically? Is it shared within and among departments? To assess this issue, we looked at different media and systems. First, we examined the way

meetings work. The meeting process functions similarly to a chain of command. It acts as a media for disseminating information to various levels of an organization. Meetings can have many other goals aside from providing information; they can be used to discuss and solve problems, plan and develop ideas, review the progress of projects, inform about the nature of special projects, provide effective coordination, avoid duplication of efforts, integrate teams and train.

What we learned from our assessment is the meeting medium is used well in some ways and not in others. Some departments hold regular informal briefings to share issues, discuss work and coordinate efforts. One Sector Head said, "My GM shares information with me and I immediately share it with my staff so what the GM knows, my staff knows." Another interviewee said that department meetings in his area were held regularly to clarify and distribute work. He commented that each Department knows its work, but what they lack is knowledge of the "Big Picture".

While department meetings were looked upon favorably, the feedback on formal organization meetings was not positive. The interview data indicates that a communication gap exists between top management and the lower levels of staff. Although Dr. Hany has mandated that weekly senior staff meetings with General Managers should take place, in reality they are more likely to be twice a month. It was agreed that when these meetings were held they were very beneficial in sharing issues, discussing problems and informing each other about the activities of their Divisions. Where the "disconnect" comes is with the rest of the Organization. There are no Sector Head meetings, no larger scale staff meetings. Instead it is left to the Division Heads to cascade this information down the Organization. The response from the staff was that in some divisions it works well, in others not.

What is clear is that the top management underestimates the extent to which the interpretation of information differs from its original intent when passed through many different "translators". What results is a real lack of understanding of organizational vision, mission, goals, and directives. Many people rely on what they *think* top management wants to hear, the rumor mill becomes an active if unreliable communication channel, and there is the perception, at least from Sector Heads on down that there is not an "Open Door" to the top management.

Although information is generally shared within departments, example after example was given to illustrate that information is not shared between departments. In fact, it is "jealously guarded". Although there is a LAN and the Computer Department created a system whereby individual hard disk information could be shared organization-wide, within a few days individual staff members' UNSHARED IT". It was said that it is easier to get information about OEP if you are outside the organization.

When asked about how reports function as a communication tool, responses suggest that there is no overall system of regular reports. Again, some Departments write progress reports or project reports on a regular basis, GM's do regular progress reports for the Chairman, and annual reports are written and published. The Chairman can and does request special reports on various subjects and these are assigned. What is lacking is report writing at many levels to communicate information and demonstrate outputs. The Donor projects, such as UNDP, require such reports to be submitted and they are done. The examples about report writing serve as one more illustration that although the capability to perform exists, the lack of

systems, or at least the lack of the application of systems, processes and tools which could help the flow of communication is not being used effectively.

As for the use of other communication media, we were told that a Newsletter exists which is supposed to be published on a quarterly basis but has not been produced since last March.

As for the use of the Internet as a medium for acquiring knowledge, the staff said it was useful but complained of extensive "downtime". Intranet, whose purpose it is to disseminate consistent information quickly, is not yet established in OEP.

When queried in the Organizational Assessment Survey about this area, the responses were that:

12. There is not a clear understanding of the work of other departments.
13. Different departments do not coordinate well together.
14. And finally by a margin of 2 to 1, the staff felt that Information is not effectively shared in the Organization.

3. LEADERSHIP AND MANAGEMENT

3.1 LEADERSHIP

Leadership is the ability to inspire others to understand OEP's mission, to commit to it and to work towards its fulfillment. Effective leaders serve as positive role models. They provide motivation to staff to perform even under difficult circumstances. Effective leadership can transform an institution by making it effective and energetic. Leadership can and should be practiced not only at the top of an organization but at many levels.

When asked to describe whether OEP moved at the pace of a gazelle or an elephant, one interviewee laughingly replied, "Neither, it is more like a turtle". This confirms Dr. Hany's notion that OEP lacks the level of energy needed to be "the torch that lights the way."

The crux of the issue, as stated earlier, resides in the constant changes in leadership at the top. As leaders came and went so did their vision, leaving the staff "unstable, uncomfortable, and unsure". It is hoped that the current Chairman will make, as a critical priority, the need to address the leadership and decision-making roles that must be played.

The second level of leadership resides in the General Managers. It is difficult to assess their roles as leaders because most of them are caught up in the game of "musical chairs" which is played in order to achieve promotion or are on temporary assignment because someone is on a long leave. Out of five General Managers' positions, Energy Planning Research is held by Dr. Hany, and three other positions have recently been filled by staff who came from other divisions of the Organization. This means that they are still learning about the Divisions they are leading, still getting to know the staff from a General Manager's perspective, and still building key relationships with Sector heads. That is a lot of "newness" for the top leadership group. What results is that often there is not sufficient level of operational knowledge to inspire trust. General Managers are often placed in their positions that are not correlated with their background, training, and areas of expertise and therefore it is difficult for them to be the role models and advisors that they need to be.

An interesting point that was raised had to do with training. Apparently, today more leadership and management training is recognized by the GOE as important for success and the staff newer to the ranks who are preparing for promotion have more opportunity for this type of training than the people who are presently in leadership positions. This lack of formal training certainly has an effect on both understanding and practicing good leadership. It is definitely an area of development that must be afforded to those who are taking on current leadership roles at OEP.

The leadership lacks are felt by the entire staff. When queried in the Organizational Assessment Survey and asked in interviews about this area the responses were that:

1. The Organization was not good at managing conflict.
2. The Mission and goals of OEP are not well communicated and/or shared throughout the Organization.
3. Fairness is not consistent. Some are favored and some are not.

3.1.1 MANAGEMENT

Management is defined as the ability to organize people and resources to accomplish the work of an organization. Effective management is demonstrated by the capacity to get the most out of resources available. Good managers have a clear sense of goals and priorities, know who to rely on to get the job done and delegate the means to do it. They are aware of operational details and monitor well. They create an effective climate of teamwork, cooperation and communication among their staff.

This definition fairly well describes the Sector Managers, who by our reckoning, currently provide key management strengths at OEP. They seem to be the ones most deeply involved in the day-to-day running of various activities, provide technical know-how to their staff, and create a positive motivational climate. All who were interviewed exhibited knowledge of the work of his own sector. They talked good "management talk" about having frequent informal meetings with staff in their own departments to share work, discuss issues, coordinate projects, and maintain, at least within the framework of their area, an internal level of teamwork.

Although for the most part they were very positive about their groups and OEP itself, they raised several issues on how people were led.

There are no Sector Head meetings with the Chairman. Although there are formal meetings with the GM'S, the only time Sector Heads attend these meetings is when a GM is absent and they are asked to represent them. Although one Sector Head says he can bring his issues directly to the Chairman and does, the general feeling was that there was a lack of a formal channel of communication. Since they are not participants in these meetings, often directives are not clearly communicated or understood and time is wasted in trying to understand objectives.

There are also no regular meetings between Sector Heads and therefore the work across sectors was not well known or well shared. This lack of formal interface often results in things being dropped with the thought " my colleague will do this". The OPPOSITE ALSO HAPPENS. Tasks overlap and there is duplication of work.

There is real concern about how the staff receive direction on their work responsibilities. Feedback was consistent on the difficulty and secrecy surrounding Job Descriptions which are not easily available to staff. There is a feeling that Administration is unwilling to part with them. Although one Sector Head said, that although he did not get access to his Job Description when he was at a lower level, when he assumed this position, he asked and got Job Descriptions for his sector and he is sharing them with his staff.

It is felt that the rules of OEP are unclear or at least not universally understood in OEP. There was constant feedback on the difficulty of getting clear answers. An Employee Handbook exists but is not approved or distributed.

Although Performance Evaluation exists, it was said that performance indicators/ standards about the work are not part of it, and that evaluations, at times, are changed at the TOP without a clear rationale for change.

Positive aspects of management were reflected in the Organization Assessment Survey:

- An overwhelming majority said that teamwork was good in their departments.
- People can use their initiative to do the work.

4. ACCOUNTABILITY

The most critical dynamic affecting an organization's ability to produce results is accountability. A formal accountability system consists of a number of component systems that are formal and operate in an inter-dependent manner. These systems guide the approach to planning, implementing, and evaluating results. Each component represents a step in the accountability process and unfolds in a logical and sequential manner.

In order to assess OEP's accountability, we first looked at the planning processes. There is a five year overall plan for OEP and every year, this plan is reviewed and modified. Certain aspects of the plan are repeated every year. Divisions then decide, in a general way, upon the projects, studies, and training that they will do and then prepare budget estimates. Although planning documents are produced they are reactive, not proactive. Traditional strategic planning whereby assumptions are articulated concerning organizational objectives, results are clarified that are to be achieved, and resources are identified for the activities to be accomplished are not created. Targets and performance indicators for work outputs are not part of any of the plans that we reviewed. Plans do exist but they are driven by the need to estimate budgetary resources. Although they do state basic objectives and duration, there is not the level of detail needed to ascertain the "who, what, and how" which work plans require.

When asked how plans are monitored, we were told that Finance does monitor the plans to ensure that budgets are not exceeded but organizationally there are no quality control mechanisms in place to evaluate whether project targets have been met. All quality supervision and evaluation resides with the Chairman.

Although we did not see detailed work plans we were told that in certain areas, such as Energy Audits, they did exist and were useful in order to assign work and meet deadlines. Nevertheless, we were also told that the workflow in this area was "spotty", sometimes a lot, sometime not, which indicates that anticipative planning does not take place.

The results of this planning approach are that every year certain ongoing projects are targeted and worked on. Then in most of the Divisions, special or urgent projects arise and are also worked on. Often this means that work in progress stops, budgets and staff are shifted and new projects become the priority. Although there is benefit in creating a flexible approach, it is felt by the staff that planning is an activity that is not important because "things change in midstream".

So although planning does exist at OEP, planning tools such as strategic or business plans as well as detailed work and action plans need to be formalized and integrated into the organization. As in so many other areas, the capacity for planning exists: it is just not practiced.

When the staff was questioned about planning, the most consistent response was that plans are not shared between Divisions, resulting in a lack of integration and an inefficient use of resources.

When accountability exists, two critical conditions are met. First, an individual must be able to attribute results to his/her performance. Secondly, accountability must be managed through a formal system, which links individual responsibilities and performance to directly to the achievement of the organization's goals. To assess these aspects, we examined the two key components of a Performance Management System: Job Descriptions and Performance Appraisal.

Job Descriptions do exist. They list salary range, provide a general position overview, list duties and responsibilities and necessary job qualifications. Even though these descriptions exist, the feedback was consistent that many staff members do not have a clear understanding of their roles and responsibilities. The reasons for this are very clear. First the documents are not used as a tool for accountability. Often when a person joins OEP he is told about his job but even when requested, is not given a copy of his Job Description. The reasons for this are not clear but nevertheless the documents are held by Administration, who from the perspective of the staff, seems unwilling to share them. Aside from the fact that they are not readily available, Job Descriptions are not regularly reviewed, not regularly updated and therefore quite often do not reflect what the current responsibilities really are. In brief, Job Descriptions that should be used as "guides to performance" are not.

The Performance Appraisal System is a three-tier system targeting different levels of the Organization. It evaluates a number of areas. A few include: job knowledge and performance, dependability, cooperation and consistence. Although these categories are appropriate they are not detailed and therefore, staff is often evaluated subjectively rather than on objective data. The real problems lie in the way the process works. It is a one-way appraisal. Employees do not get a chance to see the report or to discuss it with their supervisors. There is no opportunity to strategize improvement, development or training and resources needed. As in many other communication processes in OEP, this one is also kept a secret. The system is also penalty based...a "bad news" process whereby the only time employees are contacted is when their performance is below average. Then they are given warnings to improve.

As to the ratings, they are based on percentages. Within divisions only a certain number of people can get a high rating. This creates a "numbers game" rather than allows staff to be assessed on a more objective basis. One last note about ratings. At times ratings that are given

by supervisors are changed by top management without any clear-cut rationale. The effect of all of the above is to damage the inherent credibility of the system.

5. CULTURE

Each organization consists, in reality, of two organizations: one formal, one informal. The formal system is visible and generally articulated by a variety of documents such as: inauguration decrees, organization charts, policies and procedures, and operating manuals. It is the part of the organization that is clearly apparent; it reflects, at least on paper, what people are expected to do. When well designed and implemented, formal systems ensure organizational consistency, efficiency and effectiveness.

Additionally, organizations contain informal systems: CULTURE. Organization culture is a set of values and behaviors that inform and guide everyday actions. The culture forms a pattern of shared beliefs and assumptions that translate into behavior which can be observed. Although often unstated, cultural beliefs, behaviors and assumptions serve as a powerful means for defining and justifying organizational effectiveness either in a positive or negative way. Therefore it is important for the leadership to identify culture norms and influence them. Through this influence, supportive behaviors can be reinforced and counterproductive behaviors can be controlled. The successful organization is able to integrate both formal systems and informal culture so that they work together in support of organizational goals.

The existing culture of OEP reflects the past and present leadership, management capabilities, and the application of various formal systems.

It is not easy to assess culture. It is done through observation and listening over a period of time. Therefore our comments about culture should be viewed as a brief insight rather than a long-term analysis. The areas that are included: Cultural Structure, Teamwork, and Organizational Pride.

6. STRUCTURE

There are many different cultural models. OEP, not surprisingly, fits the Traditional Model. It has several distinct components. Leadership is characterized by "control at the top". Reward systems tend to be seniority based. Requests for resources require multiple approval levels and there is a narrow span of control. The Organization's response to change is slow. Although controlled by rules (GOE and Petroleum Sector) people tend to use these rules as an excuse not to do things. Its planning is reactive and based on tactics rather than strategy. Quality issues focus more on control of budget expenditures than on achievement of goals. In brief, it is like many entities, governmental or not, which need to shake off old habits in order to respond to new challenges.

When queried in the Organization Assessment Survey

- Many respondents felt that strategic plans are not in place for the coming few years.
- By a margin of two to one, people are not encouraged to search for improved work methods and procedures.

7. TEAMWORK

Teamwork was assessed concerning employees' perception of their ability to work together to reach shared objectives. In terms of how teams worked within sectors and departments, the team effort seemed very positive. Within smaller cohesive units, people shared ideas, trained each other, and cooperated.

Responses in interviews and from questionnaires were favorable.

- I am able to use my own initiative to achieve results in my job.
- There is good team work in my Department
- My staff has good capabilities to do the work.
- Many of our projects are team oriented and so we work as a team.

8. ORGANIZATIONAL PRIDE

Organizational Pride refers to the degree of pride employees' feel towards their work and the success of their organization. Organizational pride also refers to morale. In OEP the words "frustration" and "the need for leadership" can characterize morale. It is reflected in many comments made about the "we-they" attitude toward senior management and the annoyance and anger at not being able to get "straight answers" about certain personnel issues. The issue of promotion is a sore point throughout the organization along with the perceived unfairness concerning who gets training.

Despite some of the negatives, there were many positives. People talked about OEP with pride. They see it as a unique place, serving the people of Egypt in a very important role. They want the work of the Organization to be more publicized so that there will be a wider demand for their services.

Response to the Survey was very positive in this area.

- Most people feel stimulated by what they are doing.
- By a two to one margin, people agree that the work of OEP is important.
- Three-quarters of the responses said OEP is a good place to work.

9. THE LANGUAGE OF THE INFORMAL SYSTEM

An organization's culture can be heard in its language, in statements that express and ratify the expected behavior. Behavioral norms are expressed in casual comments. When listened to over time, they reveal organization issues.

The comments that follow reflect some of the influential norms at OEP. They occurred frequently in the course of interviews by the various assessors. Since these statements reflect "the way it really is around here" EACH IS INTRODUCED BY THE phrase, "Around here..."

"We have a lot of skills, but some people are working and others are not".

"Trust is low and it has been that way for a long time".

"We do not know the "BIG PICTURE".

“There is too much centralization and not enough communication”,

“Our eyes look towards the Petroleum Sector. Although we are not a profit based organization, we should be treated like the Petroleum Sector”.

“If I like you, life is good, if I do not like you, life is not good”.

“We need more freedom to make decisions”.

“We need more space so that people can work”.

“We need fair assessments”.

“OEP has more advantages than disadvantages”.

10. RECOMMENDATIONS

The best organizations, whether they are government entities or private businesses succeed because they have:

1. A legal framework providing the powers and duties needed to accomplish the Mission.
2. A well-defined Mission, Vision, and Organization Objectives that are understood, shared by all staff, and guide the work of the organization.
3. An Organization Structure that functions to support the achievement of Objectives.
4. Competent people who are accountable for their work performance.
5. Sufficient and timely information to be used in decision making.
6. Adequate resources to get the job done.

In order for an organization to know where to go, it is necessary to know where it is now. That is the purpose of an Organization Assessment. The assessment identified both positive and negative issues concerning the above criteria.

The first issue is a positive one. OEP has a clear legal framework from which to operate. It gives the Organization enough autonomy to modify what needs to change in order to develop the capacity to make OEP a truly vital institution.

Issues two through four form the basis for this recommendation section. They are areas that need to change and when the changes are made, OEP will make better decisions and be in a better position to advocate for resources needed to fulfill its Mission.

10.1 Institute an Organization Development Process

Lewis Carroll, creator of Alice in Wonderland, said, “If you don’t know where you are going, any road will take you there.” It acts as the rationale for any Organization Development Process. All organizations know that they will move from the present to the future. The issue is HOW will they get there? Will the Future just happen or will at least some of the future issues be Anticipated, Planned for, and finally, Acted upon.

Organization Development tries to manage, as much as possible, a road to the Future that is best for the organization, its employees, and its stakeholders.

OEP must begin a full-blown Organizational Development Process. It should form a Development Committee that must include the Chairman, General Managers and Sector Heads. The group would be responsible for the development of Mission and Vision Statements and Organizational Goals that would truly define the "road" that OEP would follow. This requires a thorough examination of external forces that drive OEP, the identification of stakeholders and their needs, and the decision-making processes used to generate the various "products" produced by OEP. Only after a rigorous examination, would a Mission, a Vision, and Organizational Objectives be created.

Then a cascade effect would be created. The Organization would plot its long-term strategic direction and the follow-on would be that various Divisions would then translate the Organizational Objectives into more specific Functional Objectives that would direct the efforts for shorter, more specified time periods. Correlative to this would be the development of Performance Indicators needed to measure performance and judge achievements. Performance indicators can and should be established for everything from motor vehicle maintenance to design of energy research. All of this underpins the ability to set annual Performance Targets and achieve them and ensures that results are rooted in quality measures which in turn will ensure quality outputs.

The Organization Development process follows a logical step-by-step approach. First, Organizational Objectives are created, and then the Organization Structure is aligned to support the Mission and Goals. That may entail the addition or deletion of positions. Next the level of effort is assessed. That gives the Organization the ability to decide both the amount and type of staff needed. Finally, individual staff is brought into the Organizational Development Process through interaction with their supervisors/managers. A collaborative process called Job Clarification, takes place where Job Descriptions are shared, revised if necessary, and individual performance targets and standards of performance are set.

The Development Process, if done well, has many benefits:

1. It makes EVERYONE in OEP responsible for its success.
2. It builds the needed TRUST, which is greatly lacking.
3. It takes the pressure off the Chairman from being the only person to lead the organization and spreads leadership throughout the organization.
4. It can and does create MANAGED CHANGE.
5. The MORE PEOPLE WHO ARE INVOLVED IN THE Process creates "OWNERSHIP" and lessens both apathy and blame placing.

10.2 Modify the Existing Organizational Structure

The present structure is over five years old. It is also not widely shared in OEP. The structure must be examined and modified. At the present time, it neither reflects the reality of how work is accomplished nor gives a clear picture of staff placements. It is "riddled" with cancelled departments, unfilled positions, "lent" staff. It was interesting that during the assessment when staff were given a small amount of time to "play" with the structure, some people has good ideas, and all were interested in participating in the process.

Reworking the Organization Structure is another important part of the Organization Development process. It is usually done through a carefully selected Taskforce spanning all divisions and levels in the Organization. They will have to examine a number of factors

before making changes. Some include: relationships between authority and responsibility, decision-making systems, work flow, interdepartmental/sector/ division relationships and job design. A variety of structures exist and the challenge will be to find the right one to suit OEP. There are several criteria used to evaluate appropriate structures. They include: the complexity of the organization, the interdependence of departments, level of technical assistance a department, sector or division requires, the level of authority relating to decision making, the type of work to be accomplished, and the possibilities for advancement.

Although it takes an effort to revise a Structure, the investment is worthwhile. If nothing else a good structure paves the way for decentralization of control, more delegation, and ultimately more employee satisfaction.

10.3 Leadership/Management Development

We recommend an intensive program to upgrade the professionalism of OEP's management staff. While the need for these skills is critical to all levels of management, special attention needs to be given to the General Managers. The Chairman needs to increase his second level of leadership and delegate more authority and decision making to this group. Leadership should then become more decentralized and will allow the Chairman to phase himself out of the day-to-day operations which are very burdensome at this time and will create a broad base of leadership which OEP badly needs.

While the focus for the General Managers is on leadership, the focus for the Sector Heads should be on management. Skills training programs should be devised which "train in" a variety of leadership and management skills. Some of the areas to be covered could include:

10.3.1 GENERAL MANAGERS

- How to be an Effective Leader
- Strategic Planning
- Management of Change
- Building an Achievement Climate
- Building Cross Division Teams
- Managing the Performance Management System
- Effective Decision Making
- Building Transparent Information Channels
- Marketing OEP

10.3.2 SECTOR HEADS

- Team Building
- Effective Delegation
- Giving Effective Performance Appraisals
- Creating a Motivational Climate
- Practical Problem Solving
- Creating Work Plans
- Training, Coaching, and Counseling Staff
- Managing Time Effectively

10.3.3 SUPERVISORS

- Interpreting OEP Rules and Policies to Staff
- Delegating Work Assignments
- Giving Clear Instructions
- Preparing Action Plans
- Effective Time Scheduling
- Improving Work Methods and Procedures

An effective Management Development Program can accomplish a number of Organization objectives by providing a continuous flow of well-trained management talent, from first line supervisors to top management. It can also serve to:

6. Increase the productivity and effectiveness of managers in their current positions by assisting them to increase management skill levels, and increase their ability to help subordinates advance.
7. Helps OEP produce skilled managers in order to anticipate organizational growth.
8. Allows managers to take on greater responsibility.
9. Provides managers with modern management tools that can be effective in bringing about needed changes in OEP.

10.4 Revamp and Revitalize Human Systems and Apply Them Consistently

Effective Human Systems are critical to effective use of human resources. They establish accountability and are necessary benchmarks for recruitment, performance assessment, promotions, and rewards.

Human Systems in OEP need to be either developed or revitalized and they need to be applied fairly and consistently.

As of now there is no current system for staff planning. Whether staff come from a consultant pool, temporary contracts, partnership agreements, or become permanent hires, there must be a rationale for staffing and then the technical/professional staff must be increased to close a gap that now exists.

Accountability begins with clearly stated job responsibilities and performance standards. A Job Description is critical to individual performance. It is also a tool in Organization Development for it helps the organization think through the qualifications that it will need to implement its plans and the training it will need to provide for its staff. Workable Job Descriptions are tools that enable the organization to build a strong operating framework.

Job Descriptions must be established to fit the positions to be filled and not based on people who fill the positions. Job Descriptions in OEP need to be modified. They have not been updated in several years. They need to be made position based. They need to have a results rather than activity orientation. Qualifications for positions need to be realistic and finally, they need to be SHARED. Every staff member must get a copy, preferably when he joins the organization. Every supervisor/ manager should use the document to plan work projects, ensure coordination, assign work, train, and as the initial tool for performance evaluation. Job Descriptions also provide the organization with logical rationales for promotion. The

modifications and use of Job Descriptions in OEP will go a long way to correct the frustrations and feelings of insecurity that exist at the present time.

For Accountability to work, it must begin with a clear understanding of job responsibilities. There must be clear standards of performance. It must be based on achievement of individual goals and targets met. And finally, when formal performance assessment is done, the evaluation should be based on whether all of the above was accomplished...a "No Surprises" EXPERIENCE. This is not the current situation.

The current forms are workable. They do contain many of the elements needed but they need to be modified to include work targets. What needs to be completely revised is the process of the performance appraisal itself. It needs to move from a performance penalty approach to a Performance Management approach. The process has to move from a one-way written evaluation by management to a two-way dialogue between a staff member and his manager. It must be grounded in coaching, improvement planning, as well as judging. It has to become much more objective. AND the Management Staff has to be trained on how to accomplish effective appraisals. Only in this way is individual accountability going to be achieved. Only in this way are incentives and rewards going to be merit based.

As for Rules, employees need to know them and they don't. OEP has taken the Petroleum Sector Regulations and adopted them wholesale. They should be customized to fit OEP. Also, many of the regulations are GOE based. What has to take place is an integration of the two systems, to become a model for what is followed in OEP. When this is done, a handbook should be created and distributed to all employees. There has been a real attempt to do this but until now the handbook was not approved nor distributed. The review and integration just discussed is a much-needed activity, which will support the Organization Development process and should be instituted promptly.

OEP HAS CHOICES. Many of the choices will require the Organization and its Leadership to "swim upstream". It requires some tough decision-making. When doing something challenging it is always good to look at history to see if there are models of excellence. In reading a comprehensive history of Egypt we found such a model in the guise of Muhammad Ali Pasha El Kabir who did swim upstream and revitalized Egypt at every level. One of his achievements was to "staff Government bureaux with professional trained staff who were promoted based on merit."

Perhaps history is, in fact, our best teacher.

SECTION 3. HUMAN RESOURCES ASSESSMENT

Introduction to the Report

This report aims to accomplish the following: describe the performance context at the Organization for Energy Planning (OEP), outline issues with human resource development, present an assessment of training needs, and make recommendations regarding required human resource development interventions. To this end, it is necessary to review current organizational structure and staffing in the context of OEP's vision, mission and stated goals. It is also necessary to contextualize training and human resource development (HRD) needs within an assessment of current vis-à-vis targeted performance at the organizational and work unit levels.

As such, Part I of this report starts by reviewing existing literature and documentation related to the *raison d'être* of OEP, and the vision, mission and goals underlying the organization. It proceeds to overview the organization's achievements and to analyze its work plans vis-à-vis its stated goals. It then presents the current organizational structure and staffing situation, and briefly analyzes existing HRD systems. Part I thus establishes the context for the HRD assessment and resulting recommendations.

In Part II, detailed work unit analyses are presented per division or department at OEP. This part of the report presents each work unit's actual structure vis-à-vis its intended structure on the organizational chart. It outlines work unit responsibilities and activities, procedures and work flow, interface with other OEP work units, work unit staffing vis-à-vis workload, degree of reliance on electronic media, problems encountered in performing assigned tasks, proposed solutions and envisioned performance improvement. Part II thus overviews current work unit performance vis-à-vis targeted performance.

Part III outlines previous training received by OEP staff, and perceived training needs at the work unit level. It presents the formal training needs assessment instruments utilized, and outlines findings of the training needs assessment survey.

In Part IV, the report makes recommendations regarding human resource development and training in relation to performance improvement. This part of the report presents priority performance improvement results that might be pursued by OEP, and recommends training and human resource development interventions, as well as other interventions where necessary, to achieve these results.

Data Collection and Analysis Methods

For the purposes of this report, a four-pronged approach to data collection was utilized. The HRD consultant relied on four main sources of data:

- available literature and documentation providing background to OEP and to its HRD systems;
- individual meetings with OEP's leadership, executives, senior and middle managers across divisions, in a cross-sectional analysis of OEP;

- in-depth work unit analyses through staff meetings with work unit staff members; and
- a formal training needs assessment (TNA) survey.

Data collected from the above sources was compiled and analyzed to reveal trends, issues and possible solutions. Data collected via the formal TNA instruments was tabulated per work unit, and was analyzed and compared with data collected in meetings as a means of cross-validating findings. Details regarding data collection and analysis methods are provided in relevant sections of this report.

1. OVERVIEW OF OEP

1.1 Organizational Potential

OEP is a governmental planning body that has been entrusted with energy planning at a national level. OEP has access to nation-wide energy data and statistics. It has developed unique expertise in the areas of energy planning and modeling, data analysis and interpretation, energy information management (through OEP's Energy Information Center), policy analysis, decision-making support for policy reform, energy efficiency and conservation, energy awareness and public outreach, as well as technical assistance and demonstration in energy efficiency and conservation.

As such, OEP has the potential to provide significant energy planning support to the Egyptian Government in general, and particularly the following institutions and stakeholders: the Supreme Council of Energy, the Ministry of Petroleum, the Egyptian Electricity Authority, the New and Renewable Energy Authority, the Ministry of Public Works and Water Resource, the Ministry of Industry, the Federation of Egyptian Industries, the Egyptian Organization of Standards, public and private sector industries and investors, as well as other stakeholders in the field of energy in Egypt. In addition, the strong impact of energy issues on the environment puts OEP in a position to serve the Egyptian Environmental Affairs Agency in so far as it can provide a planning support mechanism and a source of energy and environmental impact data. Furthermore, OEP has the potential to collaborate with the Ministry of Education and other institutions in the Egyptian Education Sector in an attempt to enhance energy awareness in the younger generations.

In light of OEP's central and dynamic position in the area of energy planning and decision-making support, it becomes evident that OEP is also in a prime position to uphold a nation-wide energy efficiency strategy, especially with regard to the following areas:

- **Information integration:** OEP can contribute to the standardization of energy data at a national level, thus providing an information resource and energy data bank to ensure the sound formulation of a national energy efficiency strategy based on valid and reliable energy data.
- **Planning support:** OEP's body of energy planning studies and models constitute an invaluable resource for the formulation of a nation-wide energy efficiency strategy.
- **Codes and standards:** OEP's body of research and on-going studies in the field of energy standards can contribute to the establishment of nation-wide energy, industry and equipment standards that ensure the efficient utilization of energy resources.

- **Outreach, training and promotion:** Given its unique expertise and body of energy data, OEP is in a prime position to provide outreach services in the area of energy awareness to institutions and organizations around the country. It can train other institutions on energy efficiency standards and practices, and can promote the economic benefits of energy efficiency at both institutional and national levels.
- **Center of excellence:** OEP can become a major research and information resource and a center of excellence to be accessed by stakeholders to obtain valid and reliable data regarding energy issues. OEP possesses a unique body of research, statistics and references, and can develop the capacity for electronic information networking.
- **Energy monitoring and evaluation:** OEP can assist with monitoring the implementation of a national energy efficiency strategy by monitoring adherence to best practices and standards at institutional, sector-wide and national levels. It can thus contribute to evaluating strategy implementation and progress towards targets.

In order for OEP to fulfill its potential, it is necessary for its mission, goals and objectives, organizational structure, staffing, systems and outputs to be assessed to ensure that the organization is strategically positioned to overcome challenges and fulfill its potential.

1.2 Background: The Establishment of OEP

OEP was established by Presidential Decree in 1983. An English translation of Presidential Decree # 112 for 1983 for the establishment of OEP, and Ministerial Decree # 162 for 1983 operationalizing the Presidential Decree, is provided in Appendix A.

Of particular relevance to this report is the section in Presidential Decree # 112 for 1983 outlining the scope of OEP's activities (Article # 2), as follows:

The Organization shall provide technical support to the Supreme Council of Energy and shall be responsible for collecting and analyzing energy data and for undertaking comprehensive and integrated energy planning within the economic framework. It shall also be responsible for developing technical expertise in this field. To achieve these objectives, OEP shall, in particular, undertake the following:

- Conclude, within the country as well as overseas, contracts and agreements with organizations, corporations and individuals who have expertise pertinent to OEP's activities.
- Train its personnel, as well as those of other Government agencies that are involved in energy activities.
- Collect necessary data from all Government agencies and from both the public and private sectors, in accordance with the provisions of Law # 35 of 1960
- Undertake special studies to meet the objectives of the Supreme Council of Energy.
- Establish necessary linkages with governmental agencies which provide OEP with information and which make use of OEP work results in planning their activities.

- Promote awareness of the significant role of energy in various sectors of the national economy, and coordinate efforts exerted in this field.

Excerpt based on Presidential Decree # 112 for 1983

The scope outlined for OEP in the Presidential Decree for its establishment sheds light on the original vision, mission and goals underlying the organization. OEP was envisioned as the main energy planning body in Egypt. To this end, the organization was tasked with energy data collection and analysis, development of technical expertise to support energy planning, training and energy awareness, and coordination with local and international stakeholders in the field of energy.

1.3 Evolution of OEP'S Vision, Mission and Stated Goals

In the course of conducting and prioritizing its energy-related activities, OEP continued to review its vision, mission and stated goals. In addition to its main responsibilities in energy planning, OEP became active in energy conservation studies and energy audits as early as 1984. Gradually, the organization shifted its focus more and more to energy conservation and auditing activities, often at the expense of its contribution to national energy planning and policy-making. This shift in focus was due to several factors. It was partly related to OEP's affiliation with the Minister of Petroleum and the Petroleum Sector, as per the Presidential Decree for its establishment, a fact which made it difficult for OEP to be regarded as an objective planning body by other stakeholders. The shift was also partly due to the increasing demand for energy audits, as well as such factors as the decreasing demands put on OEP by the Supreme Council of Energy.

Within the above framework, later documents outlining OEP's vision, mission and objectives added a clear emphasis on energy conservation and auditing activities as part of OEP's main objectives. To this end, the organization renamed itself as the Organization for Energy Conservation and Planning (OECPP), with the conservation aspect preceding the planning aspect. It issued public documents stating its "new vision" within the economic developments in Egypt and at an international level, and highlighted five areas within its vision, in the following order:

- energy and the environment;
- energy conservation and efficiency;
- energy policies and policy analysis;
- training and capacity building; and
- information management with regard to energy data.

In its new vision and mission statement, OE(C)P's contribution to national energy planning was not highlighted. Similarly, in redefining organizational objectives and activities, a clear emphasis was given to energy conservation studies and rationalizing energy utilization through energy audits.

In 1998, the then Chairman of the Board of OEP wrote a memorandum to the Minister of Petroleum in which he re-defined the course and direction of OEP. In this document, the organization was re-named as the Organization for Energy Planning. The document outlined the following main objectives and target areas for OEP:

- energy data collection and analysis with regard to energy sources, energy production, energy consumption trends, energy production forecasts per energy source, energy demand and consumption forecasts, environmental and socio-economic aspects of energy source selection and utilization, and energy-related legislation;
- coordination with the ministries and other organizations that are active in the field of energy to establish a national energy strategy, taking into consideration short-term and long-term socio-economic development plans;
- establishing a ten-year action plan for the implementation of the national energy strategy and the achievement of its targets;
- monitoring the implementation of the national energy strategy and action plan and reviewing those whenever necessary;
- developing the technical expertise of OEP staff in relation to energy planning and utilization through the provision of energy references, local and international training opportunities and conference attendance;
- spreading national awareness of the importance of energy and energy efficiency;
- recommending policies, legislation and incentives for the promotion of energy rationalization;
- conducting studies independently or in collaboration with other organizations and institutions, these studies to be completely funded by OEP or through cost-sharing or through international assistance, to support the achievement of OEP's goals;
- contracting with other organizations to conduct studies and provide services in the field of energy with a view to generating additional income for OEP, provided that such activities and the utilization of their findings support the achievement of OEP's objectives; and
- representing Egypt in national and international events in the field of energy and fields related to the economic benefits of energy conservation.

In meetings with the current Chairman of OEP to discuss his vision for the organization, he stated that OEP should become an objective and impartial energy planning body functioning as an advisor to the entire Egyptian Government. In the course of these meetings, the following points were highlighted:

- the importance of taking OEP back to its intended role as the main energy planning body in Egypt, which institutions and decision-makers turn to for their energy planning needs and support;
- the importance of establishing a clear role for OEP in environmental studies, with particular reference to environmental impact assessments of various energy source utilization trends and alternatives, with a view to providing support for decision-making and policy formulation in the area of national environmental sustainability;
- the importance of creating a state-of-the-art energy information center and information management system that remains abreast of national and international developments in the field of energy and related topics, and that constitutes a data access point for individual researchers, organizations that are involved in the field of energy, and other stakeholders, thus ensuring data standardization, consistency, validity and reliability; and
- the importance of instilling energy awareness and best practices in all Egyptian sectors, socio-economic strata and age groups.

In addition, the following constraints and requirements were highlighted in order for OEP to be positioned for fulfilling its vision and mission:

- empowerment, for OEP's energy planning efforts to have a clear impact at a national level;
- support from the Egyptian Government in general and from the Energy Efficiency Council in particular; and
- the establishment of public-private partnerships, as well as collaboration with the private sector in the field of energy planning and energy efficiency.

The above historical summary points to a clear and frequent fluctuation in organizational vision and direction, which indicates a need for long-term strategic planning to establish a long-term definition of OEP's vision, mission and goals, a definition which would survive changes in Chairmen or Boards of Directors. This needs to be coupled with a review of current systems, structure and staffing, in order for OEP to have a marked identity, direction and resulting impact on national policy. Within this framework, the findings of the current assessment of human resource development and training needs, and the related recommendations, have to be verified once the organization's vision, mission, systems, structure and staffing are in place.

1.4 OEP'S Record of Achievements

The following is a brief overview of OEP's achievements to date in the various areas it is active in.

1.4.1 Energy Planning and Policy Analysis

OEP has developed several energy modeling and analytical instruments for utilization in energy planning and policy analysis. These were developed in close collaboration with national and international institutions. Examples of energy planning models and instruments include:

- The Energy and Power Evaluation Program, developed in collaboration with Argon Laboratory, US;
- The Energy Demand Expectancy Model, developed in collaboration with META Systems; and
- The Economy-Energy Interaction Model, developed in collaboration with the Massachusetts Institute of Technology.

In the field of energy planning studies, examples of OEP's output include a study on energy developments and forecasts in Egypt from 1970 to 2010, a study on the expected ecological effects of electricity generation, a study of energy budget forecasts in Egypt through 2002, and a study of petroleum and natural gas strategy through 2010, among others.

In addition, OEP has been active in the field of energy pricing studies, with a view to providing a solid basis for the pricing of energy sources and products, and to recommending alternatives to current policies in energy pricing.

1.4.2 Energy Conservation and Rationalizing Energy Utilization

Since 1984, OEP has conducted numerous energy audits in various economic sectors. These include audits of target production units that are high consumers of energy, as well as sector-level audits. At the institutional level, examples of OEP energy audits and studies in the area of energy conservation and rationalization include a study on energy utilization trends in potable water plants, a study for the national project to raise the efficiency of industrial boilers, and a study of combined energy generation in 13 factories. OEP energy audits at the sector level include a study of energy consumption trends in chemical industries, a study of energy consumption in military production plants, a study of energy consumption in metallurgical industries, and studies of energy rationalization potential in six petroleum refineries, among numerous others.

1.4.3 Energy Information Systems

OEP has developed several energy databases, including energy research and reference databases, and databases of key institutions involved in the field of energy.

1.4.4 Energy Awareness and Training

OEP has conducted numerous training programs on energy efficiency for employees in public and private sector industries. In the period from 1983 to 1993, OEP organized 134 training programs for energy managers in industries, in collaboration with various Egyptian and international institutions, for a total number of 3345 participants trained. In addition, OEP has organized numerous energy awareness seminars and conferences for the public.

1.4.5 International Cooperation in the Field of Energy

Since its establishment, OEP has cooperated with international institutions and conducted joint projects with foreign technical experts with a view to supporting skill and technology transfer to and from the organization. Examples of international agreements include the following:

- Technical cooperation agreement with the Energy Control Agency in Tunisia;
- Cooperation agreement with the International Energy Agency (IEA);
- Cooperation agreement with the United Nations Ecological Program to reduce pollution levels;
- Cooperation project with the European Community for energy planning in Alexandria, Egypt;
- Cooperation agreement with Libya in the field of energy and ecology

1.4.6 Conference Participation

OEP has participated in several national and international energy conferences, and has presented research findings and papers. For example, OEP presented papers at the 15th International Conference of the World Energy Council in Madrid, Spain, in 1992; the 4th Mediterranean Petroleum Conference in Libya in 1993; the 6th International Conference on Energy held in Alexandria in 1993; the Annual Conference of the Committee of Energy Issues in Developing Countries; and the 5th Arab Energy Conference organized by the Organization of Arab Petroleum Exporting Countries (OAPEC) in 1994.

The above achievements attest to OEP's capability to conduct significant work in the energy field, a capability that can be nurtured through a clear vision and a focused and targeted work plan.

1.4.7 OEP'S Current Long-Term Work Plan

In OEP's five-year plan spanning Fiscal Year (FY) 1997-98 to 2001-02, OEP sums up its previous achievements by mentioning five points:

- conducting energy audits in various production sites;
- technical and economic assessment of the potential for rationalizing energy utilization in various sectors;
- transfer and demonstration of high efficiency technology;
- development of technical expertise in the area of rationalizing energy utilization;
- and
- increasing awareness of the importance of preserving energy resources in Egypt.

Translated and summarized from OEP's five-year plan for FY 97-98 through 01-02, page 4.

OEP's assessment of its own achievements is a clear indicator of the direction and main emphases of the organization. The focus in the past seems to have been on energy audits, energy conservation and rationalization studies, and energy awareness. Energy planning at a national level seems to have taken a secondary place.

In outlining its main targets for the current five-year work plan, OEP highlights the following points:

- resuming energy planning activities, with particular reference to the long-term impact of variables such as the GATT agreement, increased private sector participation in the field of energy, and increased urgency of environmental issues;
- developing energy standards for domestic appliances;
- improving energy efficiency and rationalizing energy utilization in various sectors and industrial plants;
- increasing awareness of the importance of energy in economic development and its relation to the environment;
- building institutional capacity in the area of climate change; and
- completing the institutional structure of OEP, with particular reference to technology, information management and suitability of physical workspace.

Translated and summarized from OEP's five-year plan for FY 97-98 through 01-02, pages 6-11.

An analysis of OEP's budget projections and allocations for the same five-year plan (Appendix B), however, reveals a continuing trend to allocate a large portion of its funds to energy audits and energy conservation projects, followed by training and awareness activities, then by energy planning.

The above review of OEP's vision, mission, goals, evolution, achievements and work plan for the current period seems to point in the same direction: OEP needs to re-prioritize its targets and activities in order to be able to fulfill its strategic role in national energy planning, and in order to realize its organizational potential vis-à-vis a national energy efficiency strategy.

1.5 OEP's Current Organizational Structure

OEP receives direction from a Board of Directors (BOD) whose members are appointed by the Minister of Petroleum on the basis of nominations by the Minister of Electricity and Energy, as per Presidential Decree # 112 for 1983. A review of the Presidential Decree (see Appendix A) points to the important role envisioned for OEP's BOD with regard to planning studies and projects for the achievement of OEP's targets, formulating organizational structure and position descriptions, designing performance assessment systems and criteria, evaluating OEP's periodic reports, as well as setting up administrative and financial systems. It becomes evident that the BOD has a crucial role to play both in terms of strategic planning and in terms of monitoring and evaluation. The Chairman of the Board is also the Chairman of OEP. The BOD can delegate part of its responsibilities, or particular tasks, to either the Chairman or one of its members.

OEP's current BOD consists of officials from the Ministry of Petroleum and the Petroleum Sector, the Ministry of Electricity and Energy, the New and Renewable Energy Authority, the Ministry of Planning, the Ministry of Finance, the National Investment Bank, and one member from OEP. The current composition of OEP's BOD provides sufficient representation for all the Government institutions that OEP is expected to serve or liaise with. However, the question remains as to whether the BOD with its current composition is in a position to provide the strategic direction and monitoring functions that are so crucial for OEP. This may also shed light on the fluctuations in organizational vision and direction outlined in previous sections of this report.

With regard to organizational structure, OEP follows a tiered hierarchical structure, from the BOD to divisions to sectors to departments to sections. Appendix C presents OEP's current structure, and is intended to provide a frame of reference throughout this report. It is worth noting, however, that in the actual execution of OEP's projects, staff is reallocated to form project teams in which each team member's position on the chart is secondary to his/her position as a team member. Meetings with OEP staff and management indicate that this dual structure leads to considerable frustration for the following reasons:

- senior OEP staff members find it difficult to work as team members whose leaders are subordinate to them on the chart; and
- management staff are expected to dedicate a lot of their time to technical work as team members, which often hinders them from managing their work units effectively.

It is therefore important to resolve issues with organizational structure and to align structure with work modes in order for OEP's human resources to be able to perform the tasks expected of them more effectively and efficiently.

1.6 OEP's Current Staffing Situation

The table in Appendix D outlines current staffing and staff allocation at OEP. An analysis of the table reveals the following points:

OEP currently employs 129 members of staff. This represents approximately 75% of the organization's authorized full staffing. Of the 129 staff members currently employed, 16 are on extended leave. This represents approximately 12% of currently employed staff. In other words, OEP is currently conducting its work with approximately 88% of its employed staff and 66% of its authorized full staffing.

Current staff allocation percentages to total is outlined in the following table:

| Work Unit | Total # of staff employed per work unit | Percentage of total employed at OEP | Total # of staff actually at the work place per work unit | Percentage of total actual staff at OEP |
|--|---|-------------------------------------|---|---|
| Finance and Administration Division | 55 | 42.6% | 53 | 47.0% |
| Information Management and Computers Division | 20 | 15.5% | 17 | 15.0% |
| Training and Energy Awareness Division | 6 | 4.6% | 6 | 5.3% |
| Energy Planning Division | 10 | 7.8% | 6 | 5.3% |
| Energy Conservation Division | 17 | 13.2% | 12 | 10.6% |
| Work Units Working Directly with the Chairman of the Board | 21 | 16.3% | 19 | 16.8% |
| Total | 129 | 100% | 113 | 100% |

Table (i): OEP Staff Percentages Per Work Unit to Total Staff

An analysis of Table (i) leads to the following observations:

- Staff numbers for conducting OEP's energy planning activities are disproportionately low in comparison with other divisions. This is a further indicator that OEP may need to re-prioritize its activities and reallocate/appoint staff accordingly in order to fulfill its energy planning targets.
- Staff numbers in charge of training and energy awareness are comparatively low. This may need to be reconsidered if OEP is to meet its training and energy awareness targets at a national level.
- Staff numbers conducting administrative and financial support tasks are disproportionately high in comparison with other divisions. This number, however, is inflated since it includes all the drivers serving the organization (18 drivers), as well as 5 maintenance staff. Nevertheless, there may be a need to reconsider whether such a large pool of staff is needed to support the administrative and financial functions of the organization.

1.7 Overview of OEP's Hrd Systems

1.7.1 Personnel Regulations

By Presidential Decree, OEP follows the personnel systems and regulations of the Petroleum Sector and the Egyptian General Petroleum Authority. As such, the organization does not fall under the regulations governing personnel affairs in the Egyptian Government. It is also worth noting that the Presidential Decree allows OEP, and particularly its BOD, to redefine/reformulate certain aspects of its administrative and financial systems in order to uphold its strategies and long-term goals.

1.7.2 Employment Mechanisms

OEP can employ staff under various mechanisms, as follows:

- **Appointment:** Staff are fully appointed and receive similar tenure and staff benefits as government employees.
- **Secondment:** Staff are seconded from other organizations to fill certain positions at OEP. Secondments are temporary/non-tenured, in the sense that they span a given number of years.
- **Direct Contract:** Staff are hired on short-term contracts spanning six months to one year, on a renewable basis. This mechanism was designed to allow OEP to hire experts whose technical expertise is needed for a short-term project. This mechanism is also used by OEP to hire new graduates on a type of extended trial period, beyond which they may be fully appointed.
- **Assignment:** Staff are assigned to certain positions on a short-term basis, especially to fill vacant positions temporarily, or to address workload issues during peak periods.

1.7.3 Position Descriptions

These are prepared by each division or work unit, and are submitted for review by the Administration and Personnel Sector. A review of sample position descriptions reveals the following issues:

- Position descriptions do not provide a comprehensive list of position responsibilities.
- They do not always show clear reporting relationships
- They mostly list position requirements in terms of educational qualifications and experience, but do not fully outline required technical and interpersonal skills.
- A lot of position requirements just refer to "a suitable educational qualification" as being the most important requirement to fill the position. This is even the case with positions that require specialized educational and technical background such as computer engineering.
- In some cases, specific educational requirements are listed when they are not relevant to the position. For example, communications engineering is a requirement for the position of computer operations and maintenance, when it is not a requirement for the position of head of the communications unit.
- Position descriptions are not reviewed periodically to ensure that they reflect current organizational needs.
- Position descriptions are not always aligned with the current organizational chart. Discrepancies are pointed out in Part II of this report.

- Position descriptions are not always accessible to staff members holding these positions, a fact which obscures position responsibilities from the staff in charge of those same positions.

Position descriptions need to be updated to reflect current work responsibilities and position requirements. There is also a felt need for all staff members to have access to their position descriptions in order for them to know what is expected of them.

1.7.4 Personnel Manual

At present, there is no Personnel Manual at OEP. In 1996, a committee was formed to draft a two-part Personnel Manual consisting of all administrative and financial procedures that OEP staff had to follow. A comprehensive manual was drafted by the committee, and included all relevant procedures, forms and instructions for completing forms. The manual reached its final review and approval stages, but was not finalized for distribution to staff.

As a result, a general concern voiced by OEP staff throughout their meetings with the consultant is that they were not fully informed of their rights and responsibilities as employees. This led to feelings of insecurity, and to a general concern that procedures could be breached inadvertently due to ignorance of their existence. There is therefore an urgent need for the provision of a Personnel Manual that reflects current procedures and expected codes of professional conduct.

1.7.5 Staff Orientation and Training

There is no established orientation program for new hires at OEP. Newly hired employees "learn the ropes" from their colleagues, and through trial and error, except in the case of work units that have set up their own orientation procedures. There is therefore a need for establishing an orientation program for new hires to be acquainted with OEP's vision, mission, goals and targets; the sectors of the economy they will be working with; issues with energy and the environment; as well as the particular tasks conducted by their work units. In addition, orientation programs for new hires should acquaint them with the administrative and financial framework they will be working within, and the procedures and work codes they are expected to abide by.

With regard to in-service training, OEP has established a system whereby the Training and Energy Awareness Division is expected to field staff training and professional development needs, then organizes training programs to address those needs. At present, however, most training offered to staff is supply-based training, in the sense that commercially available programs are available for staff to be nominated to attend. Need-driven training should be fostered throughout the organization. The work unit analysis for the Training and Energy Awareness Division in Part II of this report provides details in this respect.

Another venue for in-service training is through the Information Management and Computer Division, and particularly the Computer Sector. This sector provides on-going training on new software and hardware acquired by OEP. Again, issues with this type of training are detailed in the work unit analysis of the Information Management and Computer Division in Part II.

Staff interviews have also shown a general concern that short-term contract staff are not considered eligible for training, especially with regard to external training programs. The

argument made is that these staff members are supposed to be hired for their expertise in a certain field, and therefore do not need training in that field. This argument does not explain why new graduates hired on short-term contracts are not seen as eligible for training, since they are hired without any experience. Another expressed concern is that short-term staff could leave the organization after having benefited from the training. Nevertheless, the same risk is involved in training long-term staff, as precedent has demonstrated within OEP.

1.7.6 Staff Performance Appraisals

OEP utilizes three different performance appraisal instruments for senior management, supervisory positions (i.e. middle management) and professional/technical staff (see Appendix E). These instruments reflect those used in the Petroleum Sector. An analysis of these instruments reveals the following issues:

- Appraisal criteria do not always reflect the work conducted by given staff members.
- Ratings per criterion are assigned using raw scores and percentages, as opposed to a definite rating scale with defined ratings.
- Appraisal criteria are often multidimensional, which makes it difficult to assign them a meaningful score/rating.
- Raw scores are translated into general grades ranging from excellent to very good to good to satisfactory (in the senior management instrument) to poor/below average in the supervisory and professional/technical instrument. Again, these grades are based on wide percentile ranges that leave room for subjectivity.
- Appraisal instruments place employees within predetermined performance bands whereby only 10% of all OEP staff can receive an overall grade of "excellent", 40% of staff can receive overall grades of "very good", and 50% can receive an overall grade of "good" or below. These predetermined bands de-motivate staff who feel that they will never be placed in a high performance band due to seniority considerations for other staff, potential subjectivity, and other variables. Moreover, staff are placed within bands across the organization, with each work unit having to abide to its grade allotments. This means that the ratios are kept constant across divisions regardless of actual performance. In addition, the performance bands do not reflect revisions made in the new Personnel Regulations Document approved for the Petroleum Sector in November 1999.
- The current performance appraisal forms do not include a section for setting work-related and professional development targets for the next appraisal period, in order for staff achievement of targets to become a factor in their appraisal.
- Current performance appraisal forms are not revealed to staff, since they are tied to pay rises and bonuses. Only staff members who receive an appraisal of "poor/below average" receive performance review sessions/counseling and a written warning or notification.
- Observations were made by some senior OEP staff members that management does not possess the necessary skills or training to assess the staff they manage. In addition, staff in general do not possess the skills or know-how to assess themselves.
- Ratings assigned by supervisors are not final, since they can be reviewed and/or changed by OEP top management/leadership.

The above issues point to a need for a complete review of the staff performance appraisal system utilized by OEP in the interest of making performance appraisal a motivation tool for improved performance.

1.7.7 Staff Benefits

In addition to their salary, OEP staff receive the following benefits:

- Bonuses for work accomplished on significant projects;
- Health insurance through a healthcare provider and a referral system for various medical specializations;
- An insurance policy whereby employees receive 55 months at gross salary rate upon retirement, or 166 months in case of death;
- Subsidized summer vacations at summer resorts where OEP pays 40-60% of accommodation costs; and
- Professional development opportunities.

1.8 Conclusion

This part of the report has attempted to provide a context within which to consider human resource development and training needs at OEP. This context, comprising the organization's vision, mission, goals, work plan, structure, staffing and HRD systems drives the following parts of the report, and provides a backdrop for justifying human resource and training needs identified in this assessment.

2. WORK UNIT ANALYSES

2.1 Introduction

This part of the report presents detailed work unit analyses describing current and target performance, and challenges faced by work units. The data presented in this part of the report is derived from interviews with OEP leadership, management and staff. It is intended to provide a backdrop for the assessment of training needs in Part III.

2.2 The Administration and Finance Division

This division is the biggest division in OEP, as noted earlier in Part I. It is composed of two key sectors: the Administration and Personnel Sector, and the Financial Sector. In addition, the *Stock and Inventory Monitoring Department* falls under this division. However, this department is not staffed or operational at the moment.

The General Manager for this division was recently seconded to OEP from the Petroleum Sector.

Due to the size of the two main sectors under this division, and the markedly different nature of the work they perform, each sector will be analyzed separately.

2.2.1 The Administration and Personnel Sector

2.2.1.1 Responsibilities and Key Activities

This sector is responsible for the following functions:

- Recruitment and employment;
- Payroll, benefits, pay rises and promotions;
- Pensions;
- Personnel files and documents;
- Following up on adherence of all OEP staff to working hours;
- Following up on staff performance appraisals;
- Staff tax deductions;
- Social insurance;
- Preparing personnel budgets (including salaries, transportation and maintenance costs and projects);
- Obtaining approvals for organizational structure and position descriptions from the Central Agency for Organization and Administration;
- Secretarial work and administrative support for the whole organization (in terms of affiliation of secretaries and data entry people to this sector, but not in terms of actual supervision);
- Archiving;
- Transportation operation;
- Vehicle maintenance;
- Maintenance and cleanliness of OEP premises; and
- Providing photocopying support and services for the whole of OEP.

2.2.1.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The Administration and Personnel Sector consists of two main departments, namely the Administration Department and the Personnel Department. The Administration Department is composed of five sections: the Secretarial Section, the Document Control and Archiving Section, the Transportation Operation and Maintenance Section, the Premises Affairs Section and the General Maintenance Section. The Personnel Department is composed of a Recruitment and Employment Section, a Pensions and Benefits Section and a Personnel Documents Section.

Staffing in relation to the above structure is captured in the following table:

| Position | Actual Number |
|--|---|
| Head of Administration and Personnel Sector | 1 |
| Head of Administration Department | 1 |
| Head of Secretarial Section | 1 |
| Secretarial Staff | 13 (3 on extended leave) * |
| Head of Document Control and Archiving Section | 1 |
| Document Control and Archiving Staff | - |
| Head of Transportation Operation and Maintenance Section | 1 |
| Transportation Operation and Maintenance Staff | 20 (18 drivers and 2 maintenance staff) |
| Head of Premises Affairs and Services Section | 1 |
| Premises Affairs and Services Staff | 5 |
| Head of General Maintenance Section | 1 |
| General Maintenance Staff | - |

| | |
|--|-------------------------|
| Head of Personnel Department | - |
| Head of Recruitment and Employment Section | - |
| Recruitment and Employment Staff | 3 (1 on extended leave) |
| Head of Pensions and Benefits Section | 1 |
| Pensions and Benefits Staff | 1 |
| Head of Personnel Documents Section | - |
| Personnel Documents Staff | - |

Table (ii): Administration and Personnel Sector Staffing

* Even though secretarial and data entry staff officially fall under the Administration and Personnel Sector, they work with and are supervised by the other divisions. This leads to a serious problem since there is no scope for promotion for these categories of staff at the divisions they work in, and insufficient slots for promotion at the Administration and Personnel Sector.

2.2.1.3 Current Performance Issues

Administration and Personnel staff view their main responsibility as the enforcement of Petroleum Sector regulations. Current performance is characterized by the following points.

Work is divided over a large number of units, so that single procedures or functions are divided across more than one unit. For example, recruitment and employment are functions of a unit that is separate from the one that handles personnel documents and files. As such, personnel employment documents are transferred to files that are set up and maintained by another section. As a result, work becomes fragmented. Staff members feel that they are responsible for only "one piece of the puzzle", without seeing the complete picture. As such, they do not always communicate information or share documents in an organized or timely fashion.

There is a tendency for staff to request additional splits of sections and departments. The reason for such requests is not to support workflow and procedures, but rather to create more slots for promotions to senior positions. As a result, a lot of section heads currently have no staff working in their sections, and have just been given the title of section head due to seniority. For example, there is currently a request to split the transportation operation and maintenance section into two separate sections. This might result in further fragmentation of the work, but would create an extra section head position.

Sector staff have no experience with organizational planning, structures and position description development to enable them to be strong advocates for OEP in negotiations with the Central Agency for Organization and Administration. As a result, this agency has made changes to the organizational chart and accompanying position descriptions that have affected workflow at OEP, and have impacted promotions. For example, some departments were cancelled from the Training and Energy Awareness Division, so that staff report straight to sector heads. As a result, work supervision has become an issue. In addition, staff in the affected work units have expressed their concern with their inability to be promoted to department head positions. Such changes were not reported clearly to the BOD by Administration and Personnel staff, so that the chart was approved while the changes remained. It was only later that the changes were discovered, and OEP is now investigating possibilities for rectifying them.

Given that the Personnel Documents Section is not staffed at the moment, the responsibility for maintaining personnel files is not clearly defined. Staff members voiced their concern about the risk of losing or misplacing important documents, or of inconsistencies in files and documents.

Regulations and procedures are not announced to staff. There is no set Personnel Manual, and regulations for penalties are not shared. As a result, OEP staff do not feel they understand the systemic framework they are working within.

Position descriptions are not systematically shared with staff. This is due to concern that if staff members know their exact responsibilities, they will refuse to do any additional work assigned to them. This concern is not justified, since all position descriptions reviewed contain a proviso that staff are to perform any tasks assigned to them by their supervisors.

Staff expressed their concern that senior staff do not always know the work or procedures handled by their subordinates. This limits their ability and credibility in supervising the staff they manage.

There seems to be considerable bureaucracy in document handling and administrative procedures, augmented by multiple approvals and excessive documentation.

Even though the workload appears to be quite high in some units, such as the Personnel Department, staff feel that they do not want new hires. The reason given is that new hires may not integrate with the current staff. This is not a healthy attitude, and there is concern that newcomers are excluded so that an aura of secrecy is created around the work involved. There is also a risk of organizational inbreeding.

The Administration and Personnel Sector does not have any secretarial support. As a result, professional staff use a lot of their time in word processing, filing and photocopying. Staff do not believe that there is a shortage of secretaries at the organization. Rather, there is a need to redistribute secretaries over divisions and work units.

The system for monitoring staff adherence to working hours is largely manual, and depends on secretaries in other divisions signing in for the staff of their division. This causes problems, since staff are sometimes signed in without actually being in the organization. Also, some staff are not signed in although they are at work because the secretary did not see them.

Photocopying support for the whole organization is handled by a single staff member. This makes it very difficult for photocopying to be completed in a timely fashion. Therefore, this staff member is now mainly responsible for bulk photocopying for training activities, while day-to-day photocopying for division work is handled by division staff, per division.

There seems to be a problem with tardiness and absenteeism both at the level of sector staff and of OEP in general.

2.2.1.4 Interface with Other OEP Divisions

Interface is restricted to personnel issues and documentation, staff appraisals, requests for photocopying, requests for maintenance support, and requests for cars. This interface is largely verbal and not systematized. As a result, it becomes difficult to coordinate work given

volume. For example, it is difficult to coordinate staff requests for cars, a fact which leads to duplication of car rounds and waste of driver resources.

Interface with regard to staff appraisals involves issuing and collecting the appraisal forms, and checking ratings to ensure that they are within the percentage allocations per division.

There is no clear system for internal communications and document flow. Some staff across divisions do not maintain a record of internal communications.

2.2.1.5 Utilization of Electronic Media

Work procedures, document processing and communications at the Administration and Personnel Sector are mainly manual. Even though staff have access to computers (see the technical assessment component), these are mainly utilized as typing media for formal correspondence.

This sector has no database for storing personnel data, tracking documents and personnel issues like different types of leave, payroll etc. or archiving. There is one functional database in the Transportation Operation and Maintenance Section.

Sector staff do not utilize electronic communication media such as e-mail to notify OEP staff and management of administrative and personnel issues or events, or to distribute circulars.

File sharing is not a characteristic of current work.

2.2.1.6 Challenges Faced by the Work Unit

OEP staff do not understand the regulations. Administration and Personnel Sector staff view their role as implementers of required regulations. In implementing those regulations, they are sometimes viewed by other staff as agents of staff grievances. There is a need to assess the types of regulations, and the balance of adherence versus flexibility required.

There seems to be a serious problem with cross-division communication, which affects information flow and the flow down of decisions and regulations.

There is no clear delineation of responsibilities with regard to the Organization and Management Department that reports directly to the Chairman vis-à-vis those of the Administration and Personnel Sector. This results in duplication of efforts and lack of coordination concerning some administrative functions (see Section 2.7.2 below).

In the staff's point of view, there seems to be over-centralization in decision-making and in the approval process, with the Chairman being consulted and having to approve all procedures and decisions. This sometimes causes delays and hinders workflow when the Chairman is not available. It may be worth considering whether this over-centralization is sought by the Chairman, or caused by management staff who are not ready to make decisions and be held accountable for them.

Section and department heads are reluctant to make decisions, and refer issues to sector heads. These in turn refer them to division heads. In general, such a trend places a high burden of decision-making on senior management, and precludes delegation of responsibility. This also

seems to support the alternative view presented above as to the reasons for over-centralization at OEP.

Promotions are based on seniority rather than performance. This makes it very difficult to establish a performance-based management and appraisal culture and motivate staff to improve their performance.

Staff on extended leave (up to six years in the case of female staff) still show within the staff count for OEP, which means that their positions cannot be filled by actual working staff. Staff need training, but many of the programs offered them are of poor quality or content, and have previously proved ineffective in impacting staff performance. These programs are of a generic off-the-shelf nature, and are restricted to a handful of training providers who sometimes have a less than satisfactory track record with OEP with regard to quality training.

Physical space constraints make it difficult to provide a comfortable and professional work environment for employees. In addition, it does not allow for an effective filing and archiving system.

The system for purchasing equipment and supplies necessitates multiple committees and approvals, which cause delays. In addition, decisions to purchase new items are usually determined by the cheapest offer, a fact which affects the quality and life expectancy of the items bought. Considerations of quality and technical specifications need to be given more weight in making purchasing decisions.

Currently, vehicle servicing is done through external service providers. This is not always effective and sometimes causes extended delays. In addition, servicing imported cars obtained under various grants is not always available. There may be a need for establishing a service center at OEP, in which case training will be needed by service staff.

There is a ten-member Staff Association which is almost regarded like a workers' union (allowed by Egyptian law in all government organizations). Senior management (sector heads and above) are not eligible for membership in this association. Its main responsibility is to protect employees' rights and provide a system of checks and balances vis-à-vis management. One concern is that this association does not coordinate its efforts with the Administration and Personnel Sector, and seems to be preoccupied with monitoring management decisions.

Under Egyptian law, government organizations allow for a Personnel Affairs Committee to follow up on personnel issues and complaints. There is no such committee at OEP. The law allows the Chairman of a given organization to perform this function himself, which is the case at OEP. This is interpreted by some staff members as denying staff rights to representation.

2.2.1.7 Proposed Solutions and Target Performance

The following are target performance improvements to resolve the performance issues outlined above:

- Improved effectiveness, efficiency and streamlining of administrative and personnel procedures;

- Improved distribution of work functions over sections and departments to avoid fragmentation and duplication of effort;
- Increased utilization of electronic media for document processing, information sharing, data management, archiving and internal as well as external communication;
- Reviewed position descriptions that reflect current position requirements;
- Access to regulations and position descriptions by all staff;
- Increased transparency of information and procedures;
- Improved staff appraisal system; and
- Established performance-based management and promotion system.

2.2.2 Financial Sector

2.2.2.1 Responsibilities and Key Activities

The Financial Sector at OEP is responsible for three main functional areas, as follows:

- Accounting and auditing, including issuing checks, maintaining accounting records, issuing reports for supervisory bodies and preparing balance sheets.
- Budgeting, including preparing budget projections, monitoring actual expenditure against budget estimates to ensure that funds are available, and preparing budgets for special projects (which are also sometimes prepared by accounting staff).
- Procurement and warehousing, including ordering items, following up on orders, inspecting items purchased, maintaining suppliers' records, making inventories, maintaining warehouse accounts and stock lists, and handling all procedures for competitive procurement.

2.2.2.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The Financial Sector consists of three main departments, reflecting the above functional responsibilities. The Accounting and Auditing Department oversees the Forms Processing, Settlements, Budget Monitoring and Auditing Sections. The Budgeting Department oversees two sections: Budgets and Project Accounting. The Procurement and Warehousing Department oversees the Procurement Section and Warehousing and Inventory Section.

The following table summarizes staffing in this sector:

| Position | Actual Number |
|--|---------------|
| Head of Financial Sector | 1 |
| Head of Accounting and Auditing Department | - |
| Secretarial Support and Cashier | 2 |
| Head of Forms Processing Section | 1 |
| Form Processing Staff | - |
| Head of Settlements Section | - |
| Settlements Staff | 2 |
| Head of Budget Monitoring Section | - |
| Budget Monitoring Staff | 1 |
| Head of Auditing Section | 1 |
| Auditing Staff | 2 |

| | |
|--|---|
| Head of Budgeting Department | 1 |
| Head of Budgets Section | - |
| Budgets Section Staff | 1 |
| Head of Projects Accounting Section | - |
| Projects Accounting Staff | - |
| Head of Procurement and Warehousing Department | - |
| Head of Procurement Section | - |
| Procurement Staff | 2 |
| Head of Warehousing and Inventory Section | - |
| Warehousing and Inventory Staff | 2 |

Table (iii): Financial Sector Staffing

In addition to the above full-time staff, the Financial Sector employs 6 temporary contract staff, 1 for secretarial support and 5 accountants. It is worth noting that professional staff are only affiliated to certain sections by position title, but perform the work of all sections.

2.2.2.3 Current Performance Issues

Again, the current structure seems to lead to fragmentation of work and procedures, and possible duplication of efforts. For example, budgeting is done in more than one section or department. The same applies to auditing and inventory functions. There seems to be a need to consolidate single functions and redistribute work over units.

The work of the Financial Sector is subject to monitoring and scrutiny from several external supervisory and inspection bodies, such as the Ministry of Finance, the Central Accounting Agency, the Social Insurance Authority and the Tax Authority. Inspection visits and audits are scheduled on a periodic basis. This entails extensive reporting on the part of the Financial Sector. It also obliges them to maintain multiple log books and manual financial records that are required by the supervisory bodies that they report to. In one instance, thirty different logbooks were cited to the consultant for registering one financial document. The Financial Sector investigated options for automating the financial systems used at OEP. Their findings indicate that automation of the system would greatly facilitate reporting and internal procedures, and enhance the accuracy and consistency of financial data. However, the manual system will need to remain in place to satisfy government requirements for external audits, unless the system were to change at a government-wide level to allow for automation of external reporting.

Budget projections per division for the fiscal year are pooled by the Financial Sector. Divisions present total figures for budget estimates, without breaking them down or presenting a full justification for them. The Financial Sector cannot therefore hold other divisions accountable for expenditure on given line items. All they need to ensure is that each division spends its budget allocation by the end of the fiscal year. If, however, one division spends a large portion of its budget on a minor activity, there is no mechanism for the Financial Sector to provide a system of checks and balances in this case. Hypothetically, one division can request a given budget sum to execute five activities with five different results. If the same division spends the same amount of money on one activity and achieves only one result, the Financial Sector cannot question the expenditure, so long as the budget allocation is spent. There seems to be a need for detailed budget projections and financial reporting on the basis of activities and results, not just amounts spent. This will only become possible when OEP has a definite annual action plan with detailed targets that correspond to detailed line

items on each division's budget.

Any expenditure has to be approved by the Chairman of OEP in addition to the General Manager of the Administration and Finance Division. Beyond a certain ceiling, expenditure has to be approved by the Minister of Petroleum, the Prime Minister or the President himself.

Competitive procurement is a very long process requiring multiple committees and reviews. The number of committees used at OEP seems to exceed that which is required by law. As a result, procurement of necessary equipment and other items is unduly delayed.

External communication for procurement purposes is done through original hard copies delivered by hand. This slows down communication and places an additional burden on the transportation department. E-mail would greatly facilitate external communication, at least at initial phases before original documents are required.

2.2.2.4 Interface with Other OEP Divisions

Main interface involves the following:

- pooling budget projections from all divisions to prepare OEP budget per fiscal year;
- reallocating division budgets upon government approval of OEP budget, and for unforeseen projects;
- processing requests for purchasing equipment; and
- issuing money and checks for payments.

Cross-division interface and communication depends on hard copies of documents and requires a series of internal approvals.

2.2.2.5 Utilization of Electronic Media

As indicated earlier, most of the work of the Financial Sector is carried out manually. There are no financial databases for tracking or data access purposes. Financial reporting also depends on manual processing and data compilation.

The Head of the Financial Sector is computer proficient and therefore conducts a lot of his work with the support of electronic media. He also prepares reports electronically for the Chairman and the BOD. Nevertheless, such utilization of technology is a purely individual preference and ability. The consultant observed that Financial Sector staff have practically no computers at their desks.

As noted earlier, automation of financial procedures would facilitate internal reporting. However, manual documentation will still be required by external government supervisory bodies.

2.2.2.6 Challenges Faced by the Work Unit

Other divisions do not submit their budget projections on time, which delays the whole process of making OEP-wide budget projections.

Some divisions put forward high budget estimates to execute a given number of projects. If a

smaller budget is approved, these divisions sometimes proceed to execute the same number of projects on a smaller budget. This results in questions as to whether the divisions in question had put forward an unnecessarily high budget estimate in the first place. The long-term impact of this practice is that lower budgets are approved the year after that, since precedent has demonstrated that work can be accomplished for far less than the budgets estimated for this work.

Another problem is that OEP has previously requested a high budget, had approximately 60% of it approved, then proceeded to spend approximately 60% of the approved amount. Again, this has meant that smaller budgets were approved the following year, since OEP under-spent even on the cut budget.

Senior management is not always capable of monitoring financial operations because of lack of experience with financial aspects of OEP work.

Other division staff are not familiar with financial procedures and forms, and are therefore reluctant to sign required documents for certain procedures or transactions to be completed. This results in delays that are later blamed on the performance of the Financial Sector. Financial Sector staff have attempted to provide sample completed financial forms, together with processing instructions, as models for staff of other divisions. Nevertheless, staff are still reluctant to follow required procedures, especially if they entail bearing financial responsibility.

The Chairman sometimes requests that a check be issued on the spot for an urgent project or transaction. Nevertheless, this check still has to go through a certain cycle of required approvals, both internal and external.

Contracts are sometimes finalized by other divisions with no input from the Financial Sector. These contracts are sometimes in breach of financial regulations that OEP is required to abide by. Financial Sector staff feel that there is a need for them to review the financial portion of contracts to ensure their soundness, especially since other division staff do not necessarily have the financial or contract development expertise or training to perform this work themselves.

A result of the manual procedures utilized in the Financial Sector, coupled with the lack of systematic training, is that spreadsheets and formulae used are not always consistent. Some of the spreadsheets and formulae used were developed by staff through trial and error, and do not conform to standard financial practices. There is therefore an issue with the reliability and validity of the data used for financial management.

There is no work unit or staff member that is specifically responsible for handling customs. This is necessary, especially for customs clearances of equipment from international grants.

Financial staff complain that, when bonuses are awarded to OEP staff for work accomplished on a certain project, these bonuses are usually restricted to engineers and technical staff. Staff performing supporting administrative and financial functions that are important for the execution of these projects are never included in the bonuses.

Section and department heads voiced a concern that position descriptions are not clearly delineated for staff to know their particular tasks and responsibilities, thus avoiding overlap

and duplication of effort.

Again, there is general concern regarding the ratio of space available to staff, which affects the working environment and the ability to maintain organized files. Space problems also impact the sector's ability to hire new staff when needed, since there is no space for them to work.

2.2.2.7 Proposed Solutions and Target Performance

The following are target performance improvements to address the above performance issues:

- Improved cross-division coordination for budget projections;
- Increased accuracy and detail of data used for budget projections;
- Standardized and streamlined financial procedures, forms, and formulae in place;
- Increased consolidation of financial functions for logical distribution of work over sections while avoiding duplication and overlap;
- Financial information systems and databases in place;
- Automated inventory management procedures in place;
- Increased accountability for expenditure in relation to performance targets;
- Improved financial reporting; and
- Contractual mechanism for all OEP contracts in place and contractual expertise developed.

2.2.3 Financial Sector

2.2.3.1 Responsibilities and Key Activities

The Financial Sector at OEP is responsible for three main functional areas, as follows:

- Accounting and auditing, including issuing checks, maintaining accounting records, issuing reports for supervisory bodies and preparing balance sheets.
- Budgeting, including preparing budget projections, monitoring actual expenditure against budget estimates to ensure that funds are available, and preparing budgets for special projects (which are also sometimes prepared by accounting staff).
- Procurement and warehousing, including ordering items, following up on orders, inspecting items purchased, maintaining suppliers' records, making inventories, maintaining warehouse accounts and stock lists, and handling all procedures for competitive procurement.

2.2.3.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The Financial Sector consists of three main departments, reflecting the above functional responsibilities. The Accounting and Auditing Department oversees the Forms Processing, Settlements, Budget Monitoring and Auditing Sections. The Budgeting Department oversees two sections: Budgets and Project Accounting. The Procurement and Warehousing Department oversees the Procurement Section and Warehousing and Inventory Section.

The following table summarizes staffing in this sector:

| Position | Actual Number |
|--|---------------|
| Head of Financial Sector | 1 |
| Head of Accounting and Auditing Department | - |
| Secretarial Support and Cashier | 2 |
| Head of Forms Processing Section | 1 |
| Form Processing Staff | - |
| Head of Settlements Section | - |
| Settlements Staff | 2 |
| Head of Budget Monitoring Section | - |
| Budget Monitoring Staff | 1 |
| Head of Auditing Section | 1 |
| Auditing Staff | 2 |
| Head of Budgeting Department | 1 |
| Head of Budgets Section | - |
| Budgets Section Staff | 1 |
| Head of Projects Accounting Section | - |
| Projects Accounting Staff | - |
| Head of Procurement and Warehousing Department | - |
| Head of Procurement Section | - |
| Procurement Staff | 2 |
| Head of Warehousing and Inventory Section | - |
| Warehousing and Inventory Staff | 2 |

Table (iii): Financial Sector Staffing

In addition to the above full-time staff, the Financial Sector employs 6 temporary contract staff, 1 for secretarial support and 5 accountants. It is worth noting that professional staff are only affiliated to certain sections by position title, but perform the work of all sections.

2.2.3.3 Current Performance Issues

Again, the current structure seems to lead to fragmentation of work and procedures, and possible duplication of efforts. For example, budgeting is done in more than one section or department. The same applies to auditing and inventory functions. There seems to be a need to consolidate single functions and redistribute work over units.

The work of the Financial Sector is subject to monitoring and scrutiny from several external supervisory and inspection bodies, such as the Ministry of Finance, the Central Accounting Agency, the Social Insurance Authority and the Tax Authority. Inspection visits and audits are scheduled on a periodic basis. This entails extensive reporting on the part of the Financial Sector. It also obliges them to maintain multiple log books and manual financial records that are required by the supervisory bodies that they report to. In one instance, thirty different logbooks were cited to the consultant for registering one financial document. The Financial Sector investigated options for automating the financial systems used at OEP. Their findings indicate that automation of the system would greatly facilitate reporting and internal procedures, and enhance the accuracy and consistency of financial data. However, the manual system will need to remain in place to satisfy government requirements for external audits, unless the system were to change at a government-wide level to allow for automation of

external reporting.

Budget projections per division for the fiscal year are pooled by the Financial Sector. Divisions present total figures for budget estimates, without breaking them down or presenting a full justification for them. The Financial Sector cannot therefore hold other divisions accountable for expenditure on given line items. All they need to ensure is that each division spends its budget allocation by the end of the fiscal year. If, however, one division spends a large portion of its budget on a minor activity, there is no mechanism for the Financial Sector to provide a system of checks and balances in this case. Hypothetically, one division can request a given budget sum to execute five activities with five different results. If the same division spends the same amount of money on one activity and achieves only one result, the Financial Sector cannot question the expenditure, so long as the budget allocation is spent. There seems to be a need for detailed budget projections and financial reporting on the basis of activities and results, not just amounts spent. This will only become possible when OEP has a definite annual action plan with detailed targets that correspond to detailed line items on each division's budget.

Any expenditure has to be approved by the Chairman of OEP in addition to the General Manager of the Administration and Finance Division. Beyond a certain ceiling, expenditure has to be approved by the Minister of Petroleum, the Prime Minister or the President himself.

Competitive procurement is a very long process requiring multiple committees and reviews. The number of committees used at OEP seems to exceed that which is required by law. As a result, procurement of necessary equipment and other items is unduly delayed.

External communication for procurement purposes is done through original hard copies delivered by hand. This slows down communication and places an additional burden on the transportation department. E-mail would greatly facilitate external communication, at least at initial phases before original documents are required.

2.2.3.4 Interface with Other OEP Divisions

Main interface involves the following:

- pooling budget projections from all divisions to prepare OEP budget per fiscal year;
- reallocating division budgets upon government approval of OEP budget, and for unforeseen projects;
- processing requests for purchasing equipment; and
- issuing money and checks for payments.

Cross-division interface and communication depends on hard copies of documents and requires a series of internal approvals.

2.2.3.5 Utilization of Electronic Media

As indicated earlier, most of the work of the Financial Sector is carried out manually. There are no financial databases for tracking or data access purposes. Financial reporting also depends on manual processing and data compilation.

The Head of the Financial Sector is computer proficient and therefore conducts a lot of his

work with the support of electronic media. He also prepares reports electronically for the Chairman and the BOD. Nevertheless, such utilization of technology is a purely individual preference and ability. The consultant observed that Financial Sector staff have practically no computers at their desks.

As noted earlier, automation of financial procedures would facilitate internal reporting. However, manual documentation will still be required by external government supervisory bodies.

2.2.3.6 Challenges Faced by the Work Unit

Other divisions do not submit their budget projections on time, which delays the whole process of making OEP-wide budget projections.

Some divisions put forward high budget estimates to execute a given number of projects. If a smaller budget is approved, these divisions sometimes proceed to execute the same number of projects on a smaller budget. This results in questions as to whether the divisions in question had put forward an unnecessarily high budget estimate in the first place. The long-term impact of this practice is that lower budgets are approved the year after that, since precedent has demonstrated that work can be accomplished for far less than the budgets estimated for this work.

Another problem is that OEP has previously requested a high budget, had approximately 60% of it approved, then proceeded to spend approximately 60% of the approved amount. Again, this has meant that smaller budgets were approved the following year, since OEP under-spent even on the cut budget.

Senior management is not always capable of monitoring financial operations because of lack of experience with financial aspects of OEP work.

Other division staff are not familiar with financial procedures and forms, and are therefore reluctant to sign required documents for certain procedures or transactions to be completed. This results in delays that are later blamed on the performance of the Financial Sector. Financial Sector staff have attempted to provide sample completed financial forms, together with processing instructions, as models for staff of other divisions. Nevertheless, staff are still reluctant to follow required procedures, especially if they entail bearing financial responsibility.

The Chairman sometimes requests that a check be issued on the spot for an urgent project or transaction. Nevertheless, this check still has to go through a certain cycle of required approvals, both internal and external.

Contracts are sometimes finalized by other divisions with no input from the Financial Sector. These contracts are sometimes in breach of financial regulations that OEP is required to abide by. Financial Sector staff feel that there is a need for them to review the financial portion of contracts to ensure their soundness, especially since other division staff do not necessarily have the financial or contract development expertise or training to perform this work themselves.

A result of the manual procedures utilized in the Financial Sector, coupled with the lack of systematic training, is that spreadsheets and formulae used are not always consistent. Some of

the spreadsheets and formulae used were developed by staff through trial and error, and do not conform to standard financial practices. There is therefore an issue with the reliability and validity of the data used for financial management.

There is no work unit or staff member that is specifically responsible for handling customs. This is necessary, especially for customs clearances of equipment from international grants.

Financial staff complain that, when bonuses are awarded to OEP staff for work accomplished on a certain project, these bonuses are usually restricted to engineers and technical staff. Staff performing supporting administrative and financial functions that are important for the execution of these projects are never included in the bonuses.

Section and department heads voiced a concern that position descriptions are not clearly delineated for staff to know their particular tasks and responsibilities, thus avoiding overlap and duplication of effort.

Again, there is general concern regarding the ratio of space available to staff, which affects the working environment and the ability to maintain organized files. Space problems also impact the sector's ability to hire new staff when needed, since there is no space for them to work.

2.2.3.7 Proposed Solutions and Target Performance

The following are target performance improvements to address the above performance issues:

- Improved cross-division coordination for budget projections;
- Increased accuracy and detail of data used for budget projections;
- Standardized and streamlined financial procedures, forms, and formulae in place;
- Increased consolidation of financial functions for logical distribution of work over sections while avoiding duplication and overlap;
- Financial information systems and databases in place;
- Automated inventory management procedures in place;
- Increased accountability for expenditure in relation to performance targets;
- Improved financial reporting; and
- Contractual mechanism for all OEP contracts in place and contractual expertise developed.

2.3 The Information Management and Computers Division

As its name indicates, this division consists of two key sectors: the Information Sector and the Computer Sector. Due to the diversity of the activities conducted under these two sectors, they will be reviewed separately in this part of the report.

It is worth mentioning that the General Manager for this division was recently transferred from the Energy Conservation Division, and has no experience or qualifications in information science or computers. This may lead to difficulties with setting and monitoring technical division targets, and with supervising technical staff.

2.3.1 The Information Sector

2.3.1.1 Responsibilities and Key Activities

This sector is responsible for the following functions:

- Collecting energy data and developing energy databases for internal and public use;
- Analyzing data and preparing presentations for decision-making support and for utilization in OEP publications;
- Preparing promotional and informational pamphlets, OEP newsletters, and indexes of research studies and papers available at the OEP Documents Room; and
- Selecting and ordering books for the library, and providing library services to OEP and external users.

2.3.1.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The current OEP organizational chart shows four departments and nine sections in the information sector. Of these, only the following positions are filled:

- Head of Information Sector
- Head of Library, Documentation and Microfilm Department
- Head of Decision Making Support Department
- Head of Publishing Section
- Head of Information Section
- 2 Information Specialists.

In addition, this sector employs 1 temporary contract staff in training.

Current structure reveals several issues to be considered. For example, there is no clear definition of the role of the Decision-Making Support Department in relation to that of the Energy Planning Division as a whole. Also, there seems to be considerable overlap between publication activities conducted in the Publishing Section of the Information Sector and those performed by Training and Energy Awareness staff. The only distinction seems to be that the Information Sector publishes factual, objective publications, while the Training and Energy Division publications utilize motivational elements to present data to trainees and the public at large.

There is also a marked discrepancy between the planned structure of this sector and its actual staffing. One possible finding is that the sector is severely understaffed. Another is that the structure of the sector is unnecessarily expanded. Discussions with the sector head regarding workload seem to indicate that additional staff is needed, but not to the extent of fully staffing the current structure.

2.3.1.3 Current Performance Issues

Meetings with management and staff seem to point to the fact that the main emphasis in the Information Sector is on the library, the documents room and publications. Information management and information sharing are not priority activities at the moment. As a result, information dissemination is very limited, and is largely dependent on the initiative of users to

access this information.

Software used for library and document management, and for cataloguing, is outdated. In addition, the library databases have been dysfunctional for the last few months, which means that data needs to be updated.

Procedures for using the library and the documents room seem to be quite prohibitive for both OEP and external users. There is a series of required approvals for using certain references, photocopying, viewing videos, accessing documents in the documents room, and borrowing books. These sometimes bureaucratic procedures have resulted in a decrease in library users over the last few years. There is no system for library memberships, so that members obtain a series of approvals up front that enable them to use library resources without obtaining the same approvals every time they want to access a given resource.

2.3.1.4 Interface with Other OEP Divisions

There is very little coordination between the information sector and other OEP divisions. As a result, the output of the information Sector is not necessarily known or accessible to other division staff. Similarly, data and information generated by other divisions are not accessible to the Information Sector for integration into publications or information databases. As a result, there is considerable duplication of effort. In addition, data across divisions is not always consistent, since different units of measurement and analysis methods are utilized.

2.3.1.5 Utilization of Electronic Media

The Information Sector possesses four main databases for energy statistics, research, key institutions and reference bibliographies. The sector is highly dependent on computers in executing its work and producing its publications. Nevertheless, electronic media are not utilized for information and file sharing within or across divisions, or for communication.

2.3.1.6 Challenges Faced by the Work Unit

Staff voiced their concern regarding workspace, especially with regard to areas for external users. They deem the library, documents room and microfilm room too small to attract the public to the OEP Information Center. There is also no space in the library to add new references.

There is no Internet connection at the library, which means that library users who need to research certain topics cannot complete their research at the OEP library.

Some staff working in the Information Sector have been transferred there from the Energy Planning Division or other technical divisions. Their training and qualifications are more suited to the technical work they used to do, and they therefore resent having to handle information management work.

Some staff working in information and publishing have been asked to focus on compiling economic data for the last few years, as opposed to conducting their work responsibilities. This has led to frustration and loss of direction, coupled with the feeling that they are no longer abreast of developments in publishing and information services.

2.3.1.7 Proposed Solutions and Target Performance

The following are possible performance improvements to address the performance issues outlined above:

- Improved standardization and integration of information at a division and an organizational level;
- Increased coordination with other OEP divisions;
- Improved communication systems;
- Improved system information management;
- Increased information sharing and dissemination;
- Simplified and streamlined procedures for utilizing the Information Center;
- Mechanism for storing research documents on CD-ROM in place to address data security issues, multiple copies of documents, as well as space related issues.

2.3.2 The Computer Sector

2.3.2.1 Responsibilities and Key Activities

The Computer Sector is in charge of the following key activities:

- Providing OEP-wide technical support for computer users;
- Developing databases for the Information Sector and for various divisions and work units;
- Designing and analyzing information systems;
- Programming and modeling;
- Training OEP users on new software;
- Electronic communication;
- Supervising local area network (LAN) operations;
- Establishing specifications for equipment procurement;
- Evaluating technical proposals;
- Inspecting hardware delivered to OEP;
- Hardware and software maintenance;
- Preparing presentation materials for OEP staff; and
- Developing and maintaining the OEP web page.

Of all the above activities, it seems that providing technical support takes up most of the computer sector staff's time.

2.3.2.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The organizational chart shows two departments and six sections in this sector. Again, only the following positions are staffed:

- Head of Computer Sector
- Head of Systems and Programming Department
- Head of System Design Section
- Head of Computer Maintenance Section

- 1 Computer Specialist
- 4 Temporary Contract Staff in training

The same observation can be made regarding the discrepancy between sector structure and actual staffing. Discussions with the Head of the Computer Sector indicates that this sector is severely understaffed given the workload of technical support alone. In his view, this is the main reason that the other activities expected of this sector are not given sufficient priority. Nevertheless, the question remains as to why there should be four temporary staff as opposed to more full-time staff.

2.3.2.3 Current Performance Issues

Work distribution over staff does not capitalize on staff skills and capabilities. For example, some of the temporary staff in the Computer Sector have experience in database development, but are not given the chance to work with databases.

Work is not always prioritized efficiently, so that technical support takes up most of staff time. In light of the fact that most OEP staff have received basic computer skills training, it is difficult to justify the frequent need for technical support. There seems to be an issue with installations, and the availability of software manuals to staff for reference and troubleshooting. This results in unnecessarily frequent requests for technical support.

Efforts for database development and management are not integrated into an OEP wide information system. This would greatly contribute to data standardization and access.

2.3.2.4 Interface with Other OEP Divisions

Computer sector staff interface with other OEP divisions to respond to requests for technical support and to provide on-the-job training on computer skills and software. Staff needs to interface more closely with regard to needs related to database development and information systems.

2.3.2.5 Challenges Faced by the Work Unit

The sector head requests to hire temporary staff of a certain level of experience and a given calibre. However, he is not consulted in the final selection of temporary staff, and is sometimes obliged to supervise staff that do not meet the requirements he had put forward for hiring.

Position descriptions for computer staff do not reflect skills and expertise needed for these positions.

There seems to be a high rate of staff turnover. Staff who receive training pursue more lucrative positions in the private sector.

Staff have voiced serious concern with perceived lack of recognition, prevalent demotivation and lack of incentive for high performance. These are the reasons cited by staff to justify high turnover.

Unforeseen demands made on computer staff make it difficult to plan work and monitor implementation schedules.

Staff is responsible for participating in the numerous committees required for competitive procurement, which leaves them little time to conduct their work.

Procedures for handling computer maintenance with sub-contractors are very complicated. These seem to be required by the Financial Sector.

Computer sector staff are responsible for developing and maintaining the OEP web page. The scarcity of contributions from the other divisions for this page has led to the need for cancelling the "OEP News" section of the page since it was outdated.

There is very little coordination across divisions. For example, divisions working on special projects with external institutions develop databases for these projects that the computer sector know nothing about and have no access to.

When computer staff host training for other OEP staff to familiarize them with new software or systems, the venue for the training is changed to the recipient division. This means that staff attending the training are called on continuously to perform other tasks. There seems to be little weight given to in-house on-the-job training.

There are serious concerns with the physical environment for conducting the work of the Computer Sector. There is no hardware workshop, no storeroom for computer supplies, and no proper training room or computer laboratory

2.3.2.6 Proposed Solutions and Target Performance

The following is a list of possible performance improvements to address the above issues:

- Improved staff computer training leading to decreased demand for technical support;
- Reviewed work priorities and distribution over staff;
- Increased capitalization on the skills of junior and temporary staff;
- Improved coordination with other divisions; and
- Integrated OEP-wide information system in place.

2.4 Training and Energy Awareness Division

2.4.1 Responsibilities and Key Activities

The Training and Energy Awareness Division is mainly responsible for the following functions:

- Organizing training for OEP staff to attend off-the-shelf training programs offered by various training providers;
- Liaising with training providers to obtain program schedules and descriptions;
- Notifying other OEP divisions of available training and obtaining staff nominations;
- Making arrangements for OEP staff to attend seminars and conferences both in Egypt and overseas;
- Inviting trainers/training providers to offer seminars and workshops at OEP;
- Facilitating cross-division training;

- Making arrangements for training offered to other organizations, especially post-energy audits, on issues in energy conservation and rationalizing energy utilization;
- Organizing seminars and workshops for public energy awareness;
- Developing checklists of steps and procedures for implementing seminars and other training and awareness activities, as a means of guiding staff and providing a frame of reference; and
- Producing/publishing training and energy awareness materials.

2.4.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The organizational chart shows three sectors in this division: the Training Planning and Monitoring Sector, the Training Implementation and Evaluation Sector, and the Energy Awareness Sector. Below these sectors, there are seven departments on the current chart. The consultant, however, understood that these departments were cancelled when the chart was reviewed by the Central Agency for Organization and Administration. In addition, there are no formal sections under these sectors, as is the case in all other OEP divisions. As a result, staff appointed at the Training and Energy Awareness Division hold nominal positions as section heads, professional staff, secretarial staff ...etc. These nominal positions do not correspond to actual work units in the organizational structure.

The following is a list of staff at the Training and Energy Awareness Division:

- General Division Manager;
- Head of Energy Awareness Division;
- 1 Head of Section (of no specific section, since these do not exist in the division structure);
- 1 Training Specialist (seconded from the Administration and Personnel Sector);
- 1 Data Entry and Management Professional (seconded from the Administration and Personnel Sector);
- 1 Secretary; and
- 1 Temporary Contract Staff.

The above staffing is not sufficient to perform all the tasks expected of the division. As a result, a lot more emphasis is given to energy awareness activities and organizing local off-the-shelf training programs for OEP staff than to any of the other activities listed above.

Further, a few observations can be made regarding the grouping of functions in the three sectors. Training implementation and evaluation fall under one sector, while evaluation should not be carried out by the same staff that implement training activities for results to be impartial. In addition, training planning and monitoring fall under one sector, while monitoring is a function that complements implementation. The above observations indicate a need for reviewing the logic of structuring for this division.

2.4.3 Current Performance Issues

Discussions with division staff have indicated that there is no systematic effort to assess the training needs of OEP work units and staff, or to develop long-term training plans on the basis of identified needs. As a result, training is mainly supply-based, in the sense that available programs supplied by different training providers are offered for divisions to nominate staff.

Staff thus attend training programs that they don't necessarily need, in the sense that these programs may not directly impact their work performance. For example, some staff members attended an electronic archiving training program at the time when OEP had no electronic archiving system. Staff attended English language programs when they did not use any English to execute their work. In other words, new skills and concepts acquired through training could not be applied at the workplace. Need-driven training needs to be fostered for training programs to address performance issues and lead to observable results.

Training staff develop an annual training plan. Their definition of a plan is a list of training programs available through the various training providers they utilize. There is no detailed training plan based on training needs, on the basis of which the staff would proceed to identify or tailor suitable training programs.

When training staff announce programs for other divisions to send nominations, they usually send them the title and dates of the programs. No details are shared regarding program content in order for division managers to make informed decisions when nominating their staff.

Programs offered to OEP staff are restricted to a small number of training providers regardless of the quality of their programs. One provider is the Organization and Administration Center, a government institution that offers required training programs for promotion to government management positions. Another provider is Manar Misr Petroleum, a key training provider for the Petroleum Sector. Nevertheless, many staff members have complained that the quality of programs offered by this training provider is poor, and that the Training Division needs to expand its pool of training providers to allow for quality programs to be offered to OEP staff.

Criteria for staff nominations are restricted to the requirements of the off-the-shelf training programs. No OEP-specific criteria are used for nominating or selecting staff to ensure fairness of selection or the even distribution of training opportunities among staff and work units.

In implementing energy awareness activities, most of the division's staff attend the activity. This begs the question as to who does other division work at that time, and whether such a large attendance of training staff is needed.

There is no standardized system for participants to evaluate the training programs they attend. As a result, participant feedback is not systematically taken into consideration when selecting programs and training providers.

Training records per staff member provide extremely limited information regarding name, qualifications, position, program title, dates and location/training provider. In addition, this information is not entered systematically into staff records. For example, staff positions are entered in terms of rank, but do not always indicate the division/work unit. Program titles are entered for local training programs, while training overseas is entered as "training activity or mission". No record is kept of program evaluation or application of results. For a sample of current training records, please refer to Appendix F.

2.4.4 Interface with Other OEP Divisions

Interface between Training and Energy Awareness and other divisions involves notifying staff

of training programs, soliciting nominations, making arrangements for training, and coordinating with other division staff to offer training at OEP seminars and workshops.

2.4.5 Utilization of Electronic Media

Training staff use computers as a word processing tool, and for producing training materials. In addition, training staff have access to standard training aids and equipment.

There is no operational OEP training database to maintain training records and track training plans or program implementation.

The Training and Energy Awareness Division does not use the OEP web site to publicize activities and accomplishments.

2.4.6 Challenges Faced by the Work Unit

If training staff attempts to solicit training needs from other work units, it receives a very limited response. There seems to be a need for instilling a positive attitude towards needs-based and performance-based training.

More than 30% of training staff are seconded to the division from Administration and Finance. They therefore have very little prior experience with training.

The division is obliged to schedule one training or awareness activity at a time due to limited staff numbers. If more than one activity coincide or overlap, then the Training and Energy Awareness Division resorts to other divisions for assistance.

Staff shortages cannot be addressed at present due to the problem with the organizational chart and the cancellation of departments and positions referred to above.

The division has no access to equipped training or conference rooms to be able to hold more in-house activities and host seminars and workshops. Space limitations at OEP make it difficult for the division to have such an in-house training facility.

Staff indicated that the budget allocated to the division is too limited to allow for the proper organization and implementation of large-scale training or awareness activities.

There seems to be an issue with delays in processing/issuing remuneration for training providers at the end of training programs. Complaints regarding delays are addressed to training staff, not to financial staff.

Staff expressed their concern with the lack of delegation of responsibility in order for them to be able to make decisions regarding training activities. They fully understand the need for centralization of approvals with regard to training expenditure, but not with regard to scheduling and scope of training/awareness activities, and logistical arrangements.

There seems to be a degree of overlap between the pamphlets and materials published by the Training Division and those published by the Information Sector.

Training staff expressed the need for recognition when they implement successful training

activities. Suggestions were made regarding possible non-material rewards, such as announcements in staff meetings or recognition in OEP newsletters.

2.4.7 Proposed Solutions and Target Performance

The following is a list of possible performance improvements at the Training and Energy Awareness Division:

- Division restructured to allow for a logical distribution of training functions;
- Training needs assessment and training planning system in place;
- OEP-specific participant selection criteria in place;
- Training evaluation system in place;
- Training database developed and operational, including participant, program and training provider data;
- Improved and comprehensive data provided in training records; and
- Improved system of notifying OEP staff and other organizations of training and awareness activities.

2.5 Energy Planning Division

2.5.1 Responsibilities and Key Activities

OEP's Energy Planning Division is the first division reviewed in this report that offers a technical product to the public. It is a key division in OEP since its work should significantly contribute to the achievement of OEP's mission, goals and strategic objectives.

The Planning Division performs the following key functions:

- Developing economic and energy planning models;
- Collaborating with local and foreign experts in developing planning models and conducting energy planning studies;
- Measuring national economic development vis-à-vis energy demand to identify trends;
- Making inventories of greenhouse gas emissions;
- Making long-term energy projections and forecasts of energy consumption at national and sector-specific levels;
- Studying the environmental impact of energy use;
- Preparing the Annual Energy Report for Egypt; and
- Providing decision-making support services in the field of energy at a national level.

2.5.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The organizational chart shows three main sectors in the Energy Planning Division: the Energy Sources and Production Sector, the Energy Consumption and Balance Sector, and the Economic, Social and Environmental Impact Sector. Below these sectors, there is a total of six departments and 15 sections (see Appendix C for details). Of all these work units, only the following positions are filled:

- Head of the Energy Consumption and Balance Sector

- Head of the Economic, Social and Environmental Impact Sector
- Head of Energy Sources Department
- Head of Energy Production Department
- Head of Forecasting Studies Section
- Head of National Balance Section
- Head of Economic Studies Section
- Head of Social Impact Section
- 5 Temporary Contract Staff

In addition to the above, there are two staff members, both energy specialists/professional level staff, who are on extended leave but are still shown in the division staff count. Also, there is a Head of Department who is nominally appointed in the Energy Sources and Production Sector, but actually works in the Energy Conservation Division. This staff member is shown as Energy Planning staff because he was due for promotion and there were no department head positions vacant in his division.

It is worth considering the prevalence of management level positions filled at the Energy Planning Division, and the complete absence of full-time professional staff and specialists. Staff have commented on the problem with workload vis-à-vis limited staff numbers. However, space considerations make it difficult to hire more staff.

The General Division Manager position is currently vacant, since the previous division manager was promoted to become OEP's current Chairman. The Chairman continues to oversee division activities until a new division manager is selected/appointed.

There seems to be a similar problem with departments being cancelled by the Central Agency for Organization and Administration as the one noted under item 2.5.2 above. More specifically, the Economic and Social Impact Department and the Environmental Impact Department were removed from the organizational structure, while the sections below them remained intact. As a result, section staff now report directly to the sector head, a fact which creates a problem with supervision and leads to frustration and insecurity on the part of section staff who cannot see any possibility for promotion.

2.5.3 Current Performance Issues

Energy planning studies are directed towards energy consumption and balance, and economic and social effects of energy utilization trends. Energy sources and environmental impact do not constitute priority areas in spite of their importance in relation to OEP's current objectives and vision. This is possibly due to the staffing situation presented above.

There are no division staff meetings for organizing work and discussing/resolving issues. This seems to be the case with all OEP divisions. Staff discuss issues informally, one-on-one, but there is no system for staff to meet and discuss their work. Similarly, there are no all staff meetings with senior management.

Work conducted at the Energy Planning Division, as is the case with all other OEP divisions, is regarded as an individual product. Work is not integrated with that of other divisions into an overall OEP product.

2.5.4 Interface with Other OEP Divisions

The division interacts with the Computer Sector for technical support, the Training and Energy Awareness Division for training activities, and the library section of the Information Sector for references and periodicals. In addition, the division interacts with Administration and Finance for day-to-day administrative, procurement/budgeting and other functions. Nevertheless, cross-division interface seems to be fraught with staff conflicts and unduly complicated procedures.

2.5.5 Utilization of Electronic Media

The division has its own databases, but they are not used because there is no data entry staff. In addition, there are several problems with the databases available that need to be addressed. For example, problems with the formulae used lead to lack of reliability of the data and reports generated. Division staff should have input into database development procedures to ensure that the product is useable at a technical level.

2.5.6 Challenges Faced by the Work Unit

According to division management, it is very difficult to manage the workload with the current staffing situation. It is therefore very difficult to accept new projects since there is no staff to assign these projects to.

Occasionally, staff cannot be released for training because there is no one to handle the workload.

Senior staff have no time to manage their work units because they have to do the technical work themselves.

Staff have to do their own word processing and filing because they have no secretarial staff or administrative support. Also, if secretaries are hired, there is usually an issue with the level of accuracy in the work they produce, especially since a large part of the division's reports is in English.

The Energy Planning Division has no access to the databases of the Information Sector to make use of data for research and planning purposes. There is therefore considerable duplication of effort in collecting the same data.

Data in the Energy Planning Division and the Information Sector is sometimes inconsistent due to differences in the units of measurement and analysis formulae/techniques used.

There seems to be a need for delineating the responsibilities and functions of the Energy Planning Division versus those of the Decision-Making Support Department in the Information Sector, as noted earlier in this report.

Cross-division issues are discussed in senior management meetings. However, there is a need for objectivity at those meetings for discussions to be productive.

Technical divisions are required by library staff to order periodicals once a year before subscriptions are renewed. In the Energy Planning staff's opinion, renewals should be

automatic unless the library is otherwise notified by the technical divisions. This would cut down on the amount of inter-division paperwork required.

Procurement procedures are time-consuming and cause delays in purchasing necessary equipment or supplies. A standard manual of financial procedures would assist staff in understanding and adhering to the required procedures, and would contribute to consistency and transparency.

There is a frequent need for technical support since there are many issues with hardware and software that the staff need to refer to the Computer Sector staff. Requests for technical support have to be submitted in writing, and are not always responded to promptly. The current system creates an additional paperwork burden and results in delays.

Communications with external clients and institutions is a problem since lines seem to be busy all the time. Staff suggested that if OEP were to invest in a card-operated telephone, this would alleviate the pressure on the current telephone lines.

Staff cited the need for a Steering Committee and regular cross-division meetings for all staff to know the projects that OEP is involved in, and the new directions of the organization.

2.5.7 Proposed Solutions and Target Performance

The following are possible performance improvements at the Energy Planning Division:

- Expanded and enhanced energy planning activities;
- Improved coordination across divisions for research and information sharing purposes;
- Increased standardization of data in energy planning studies;
- Energy measurement standards implemented;
- System in place for regular staff meetings and improved communication; and
- System in place to provide consulting services to OEP clients.

2.6 Energy Conservation Division

2.6.1 Responsibilities and Key Activities

The Energy Conservation Division is responsible for the following functions:

- Conducting energy audits at the institutional/production unit level;
- Organizing and managing energy conservation demonstration/pilot projects to show how particular technologies and equipment would contribute to energy conservation;
- Facilitating and overseeing technology transfer; and
- Establishing technical equipment and technology standards/specifications.

In the division staff's point of view, the division should also be responsible for the following activities:

- Conducting environmental audits; and
- Providing training in energy conservation technologies and in methodologies for conducting energy audits, in a mainly hands-on mode, to public and private institutions

(in collaboration with the Training and Energy Awareness Division).

Due to staff shortages and type of training/experience, as well as to the direction of various OEP Chairmen, this division is mainly active in the area of energy audits. Energy conservation demonstration projects constitute 5% of the output of this division.

2.6.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The organizational chart shows two main sectors under the Energy Conservation Division: the Conservation Projects Sector, and the Technical Conservation Studies Sector. These sectors are sub-divided into five departments and 15 sections. Of these, only the following positions are filled:

- Head of the Demonstration Projects Department;
- Head of the Energy Production Studies Department;
- Head of the Conservation Project Planning Section;
- Head of the Conservation Project Implementation Section;
- Head of the Section for Energy Audits in Domestic and Commercial Sectors;
- Head of Technology Development and Transfer Section (on extended leave)
- 7 Engineers (Professional/Specialist Staff), 2 of whom are on extended leave, and one of whom is seconded to the Egyptian Environmental Affairs Agency;
- 1 Data Entry and Management Professional;
- 1 Secretarial Staff; and
- 2 Temporary Contract Staff.

In addition, the division is managed by an Acting General Manager.

It is worth noting that the structure of this division includes a "box" or mechanism for implementation teams or task forces. Through this mechanism, division work is conducted through teams led by a team leader. Positions on teams are not related to seniority with regard to the hierarchical structure of the organizational chart. Again, the purpose of the formal structure is to allow for promotions, while that of the team structure is to handle the technical work. Even though division staff commented on the appropriacy of teamwork in conducting division projects, they expressed their concern that the duality of structure causes confusion and frustration on the part of staff.

Further, this division has also had departments deleted from its structure by the Central Agency for Organization and Administration, namely the Technological Studies Department and the Conservation Policies Department. As a result, the five sections falling under these two departments on the chart theoretically report to the sector head. Nevertheless, sector head positions are currently vacant, which means that section staff report directly to the (acting) general manager. This again creates problems with supervision and causes frustration and insecurity on the part of staff.

2.6.3 Current Performance Issues

As mentioned above, the outputs of the Energy Conservation Division, at present, are restricted to energy audits. These focus on the measurement and analysis of energy

consumption by different equipment and production methods utilized in various production plants or economic sectors. Staffing and OEP priorities are not conducive to working on conservation demonstration projects, technology transfer, environmental audits, or conservation training. It is worth noting that division staff consider these activities, especially conservation demonstration projects, as a prime source of income generation for OEP.

The findings of the conservation audits conducted by this division are supposed to form the basis for energy planning professionals to deduce trends and make recommendations for energy policy and efficiency reform. At present, however, the two divisions seem to be working separately, each concentrating on its respective projects and not considering the potential for complementing the other division's work to produce an integrated OEP product.

2.6.4 Interface with Other OEP Divisions

There seems to be little interface between the Energy Conservation Division and other divisions, except for purely administrative, financial and training-related purposes. See issues discussed above in relation to cross-division cooperation and coordination.

2.6.5 Utilization of Electronic Media

The Energy Conservation Division has access to computers, printers, as well as a photocopier and a scanner, for its day-to-day document processing, operations and reporting. In addition, this division utilizes sophisticated measurement equipment for energy measurements (see the technical assessment in the report).

Computers available do not meet the specifications required to run sophisticated energy measurement software.

There is no database available at the division. In addition, there seems to be a frequent need for technical support for computer operations. There is an issue with turnaround of technical support, especially in serious cases with system and equipment crashes.

Staff commented that electronic media are not used for information sharing or communication purposes. Staff mentioned that they created their own local area network using project funds to be able to share files and information electronically. This network is currently out of order, and is not given any priority for repair operations.

2.6.6 Challenges Faced by the Work Unit

Staff expressed their concern at the apparent lack of coordination and information transfer among divisions. For example, staff cited a study on the feasibility of liquefying and exporting natural gas, currently being conducted by another division, which the Energy Conservation Division knows nothing about. Given the technical nature of this study, the question arises as to the selected division staff with the necessary qualifications and technical background to handle this activity. Staff suggested quarterly OEP meetings for each division to present its work and outputs, as a means of ensuring information sharing and communication across divisions.

Staff also expressed their concern that their work entails considerable physical risk, but that there is insufficient safety equipment, no adequate insurance policy and no allowances to

compensate for risk.

There is concern that training opportunities are distributed subjectively among staff, depending on their relations with senior management. As such, the same staff members attend all training programs, especially overseas, while other staff members are exposed to no training.

In the staff's opinion, promotions are handled under variable criteria across the organization, so that staff in some divisions allegedly get promoted from one position to the next in a much shorter time span than their colleagues in other divisions. The same comment was made regarding subjectivity in awarding bonuses to staff. There seems to be a need for transparent criteria for promotions and material rewards.

According to division staff, there is an issue with the implementation of the work plan for each division, and for OEP as a whole. "Urgent", unplanned projects are requested of staff and divisions at the expense of planned activities, a fact which affects each division's ability to meet targets.

Staff commented on the trend for hiring temporary contract staff for all divisions at the same time, regardless of actual needs. Temporary staff are faced with a set of problems regarding contractual terms, lack of benefits, and perceived ineligibility for training.

There seems to be a need for offering computer training in-house, since available off-the-shelf programs do not meet the specific needs and level of OEP staff. The general complaint is that commercially available computer programs are too basic, and do not offer sufficient hands-on practice. Staff suggested that regular computer training could be scheduled if the technical divisions communicated their needs to the training and computer divisions.

Staff commented on the frequent change of general managers for their division. They feel that general managers do not know the work of their staff, and therefore make decisions regarding staff without a solid basis.

2.6.7 Proposed Solutions and Target Performance

The following are possible areas of performance improvement to address the issues and challenges outlined above:

- Reviewed priorities for division work recognized by OEP senior management;
- Increased diversification of activities conducted by division in order to meet a larger number of targets;
- Improved coordination and integration of division outputs with those of the Energy Planning Division in particular, and other OEP divisions in general; and
- System in place for protecting staff against energy project hazards and physical risks.

It is worth noting at this stage that, of the five main divisions reviewed so far in this report, only one seems to have an experienced, qualified and fully-appointed/tenured general manager. This may indicate a need for reviewing the staffing and positions for OEP's senior management to ensure leadership and effective division performance.

2.7 Work Units Working Directly with the Chairman's Office

2.7.1 Planning and Monitoring Department

2.7.1.1 Responsibilities and Key Activities

This department is responsible for the following tasks:

- Coordinating OEP's annual work plan, including targeted activities and budget estimates, a task which involves compiling all division work plans and integrating them into an organizational level document;
- Scheduling and organizing weekly/monthly monitoring meetings for the Chairman and senior management to discuss progress in relation to the work plan, and any related issues;
- Preparing quarterly monitoring reports to be presented to the Minister of Petroleum and the Ministry of Finance; and
- Maintaining a database for project monitoring.

2.7.1.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

The structure in the current organization chart indicates that this is one work unit, while the supporting position descriptions indicate that the department includes two sections, one for planning and the other for monitoring, with a head of section for each, reporting to the head of department. There is therefore a discrepancy between the position descriptions and the diagrammatic organizational chart currently in place. The position descriptions also seem to support a trend towards over-splitting work units to create management positions for staff promotion purposes. It is worth mentioning that there are no professional/specialist positions reporting to the department or section heads, a fact which attests to the prevalence of management positions with no technical staff to be managed.

The department currently has one staff member, namely an acting Planning and Monitoring Specialist. This staff member officially holds the position of International Relations Specialist, which was his previous job. The previous Head of the Planning and Monitoring Department has been re-assigned to the Energy Planning Division, and is on extended leave. Currently, another staff member officially holds the position of Head of Planning and Monitoring, but is in fact working as the Head of the Transportation Operation and Maintenance Section in the Administration and Finance Division. This is due to the fact that this latter staff member was due for promotion to the level of department head, but there was no vacant slot in the Administration and Financial Division.

The current staffing situation again attests to the issue of using work units and positions on the organizational chart as a vehicle for seniority-based promotions, regardless of actual work functions and responsibilities. This situation leads to considerable frustration and confusion on the part of staff. They see no clear career path for the work they actually do, since higher positions are filled by staff in other divisions.

2.7.1.3 Current Performance Issues

This department is in a prime position to become the main vehicle for strategic planning for

OEP, including such functions as reviewing vision, mission, goals and targets. It is also positioned to provide systematic monitoring and evaluation of projects and activities performed by all OEP divisions to ensure the achievement of targets. For this to happen, the department needs to be staffed with professionals who are qualified and trained to undertake organizational strategic

planning, monitoring and evaluation, and who demonstrate requisite leadership skills. Instead, the work currently done by this department is mainly administrative, and focuses on coordination and data maintenance aspects of planning and monitoring.

2.7.1.4 Interface with Other OEP Divisions

In its coordination role, this department interfaces closely with all other OEP divisions to solicit annual work plans, organize weekly/monthly monitoring meetings, and solicit quarterly monitoring updates on work plans for integration into quarterly reports.

2.7.1.5 Utilization of Electronic Media

The department has access to a computer which is connected to the Chairman's secretarial staff to facilitate the scheduling of meetings, and the Personnel Department to follow up on staffing and personnel issues. The department is also to be connected to the Chairman's office for the Chairman to have access to the project monitoring database. There are no clear plans to connect this department to all other OEP divisions, although this would greatly facilitate monitoring and reporting tasks.

The department utilizes a project monitoring database which is currently functional, but is being modified to address the planning and monitoring needs of the organization. The database is also accessible to the Chairman's Secretarial Department, but secretaries have no time or requisite training to enter and follow up on monitoring data.

2.7.1.6 Challenges Faced by the Work Unit

The current Chairman's request to have weekly monitoring meetings, as opposed to the previous monthly meetings, is seen by staff as being unnecessary since the rate of progress on projects and work plans is more long-term in nature, so that there is little to report on or resolve on a weekly basis.

Urgent, unforeseen requests made by the Chairman make it difficult for department staff to focus on main responsibilities and perform monitoring duties efficiently.

Interface with other divisions is difficult since general division managers sometimes resent being called on by a junior member of staff, in their point of view, to present work plans and monitoring reports.

The specialist currently responsible for planning and monitoring functions has expressed concern regarding the discrepancy between his qualifications and training on the one hand, and his current work on the other. This staff member's training is, in his point of view, more suited to the field of international relations, which was his previous responsibility. Nevertheless, a review of this staff member's qualifications and training shows that he is a graduate of Economics and Political Science, and has received training in English, computer

skills and report writing, in addition to basic planning and monitoring functions. It may be true that his training does not provide him with the necessary skills to conduct planning and monitoring work at an organizational level, but it is not specifically geared to international relations.

2.7.1.7 Proposed Solutions and Target Performance

The following are possible areas of performance improvement in the Planning and Monitoring Department:

- Strategic planning, monitoring and evaluation functions and responsibilities redefined and re-scoped;
- Improved system for organizational strategic planning;
- Improved monitoring and evaluation system at an organizational level;
- Improved interface among divisions for planning and monitoring purposes, including both interpersonal and electronic interface.

2.7.2 Organization and Management Department

2.7.2.1 Responsibilities and Key Activities

This department is responsible for the following functions:

- Assisting with the preparation of conferences and seminars, in collaboration with the Training and Energy Awareness Division;
- Organizing staff activities such as trips and summer resort reservations; and
- Handling airline reservations and airport pickups.

It is worth noting that the current responsibilities of this department are more geared to administrative and personnel functions than to organizational level systems organization and management. This results in possible duplication of effort vis-à-vis tasks performed by the Administration and Personnel Sector of the Administration and Finance Division. In addition, the department does not focus on executive management and organization functions to ensure that vision and goals are translated into effective systems and structures that support the achievement of targets.

2.7.2.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

Again, the current organizational structure chart indicates that this is a single work unit. The supporting position descriptions sub-divide this department into an Organizational Studies Section, and a Position Review Section. Each of these has a section head reporting to the department head, with no professional or technical staff working in each work unit.

The department is currently staffed with one acting Head of Organization and Management Department. This position is held at an official, paperwork level, but does not correspond to the actual tasks carried out by the staff member in question. This is yet another example of the discrepancy between positions held and work carried out by OEP staff.

2.7.2.3 Current Performance Issues

As noted above, this department is in a prime position to handle issues such as the establishment and review of management systems and structures to support the implementation of work plans and the achievement of targets. As such, it would be this department's responsibility to review OEP's organizational structure, and to be its strong advocate with the Central Agency for Organization and Administration, possibly in collaboration with the Administration and Personnel Sector. However, the work that is carried out by this department at the moment is more along administrative and personnel lines. The functions of this department need to be redefined and re-scoped, and then supported with qualified staff to handle the effective execution of these functions.

2.7.2.4 Interface with Other OEP Divisions

Currently, interface is restricted to coordinating training and travel activities. Potential interface would include developing and coordinating division-level organizational structure and systems, and systematically reviewing position descriptions in collaboration with technical divisions and the Personnel Department.

2.7.2.5 Utilization of Electronic Media

The functions performed by this department at present do not capitalize on electronic media. The envisioned functions of the department would require sophisticated computer and networking support.

2.7.2.6 Challenges Faced by the Work Unit

Some of the work conducted by this department conflicts with that of the Personnel Department. As such, final decisions are made by the Administration and Personnel Sector which override those of the Organization and Management Department. A case in point is decisions as to hotels used for staff trips.

It is the opinion of the staff member in charge of this department that inspection visits by inexperienced financial auditors from the Ministry of Finance require unnecessary additional paperwork. It is not clear in what capacity this department interfaces with the Ministry of Finance. There seems to be potential overlap here with the responsibilities of the Financial Sector.

In this staff member's opinion, there is no formalized system for inter-OEP communication and discussion of staff issues. There is a need for regular all-staff meetings for this purpose.

2.7.2.7 Proposed Solutions and Target Performance

In light of the above observations, the following are possible areas of improvement for the Department of Organization and Management:

- Improved management and review of OEP's systems and structure;
- Position descriptions aligned with and in support of revised organizational structure; and
- Systematic review of position descriptions.

2.7.3 Public Relations, International Relations, Media and Communications Sector

2.7.3.1 Responsibilities and Key Activities

This sector was envisioned to be responsible for the following functions:

- Developing a media and promotion plan to publicize OEP activities, projects and achievements;
- Monitoring media articles and events regarding OEP;
- Preparing reports and studies regarding international activities/developments in the energy field;
- Making travel and accommodation arrangements for international experts working with OEP;
- Liaising with international institutions and donors in the field of energy;
- Liasing with the Ministry of International Cooperation;
- Organizing and assisting with OEP participation and representation in international energy-related committees and exhibitions; and
- Making arrangements for public relation events, such as large-scale receptions.

Of the above functions, the following are currently active:

- Liaising with international donors; and
- Making travel and accommodation arrangements.

Reasons for this restriction of activities are explained below.

2.7.3.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

As per the position descriptions available, this sector is sub-divided into several departments and sectors. On the chart, the sector is shown as a single work unit. It is currently staffed with two staff members: a Public Relations Specialist who is the acting Head of the Organization and Management Department (see above), and an International Relations Specialist who is currently the acting Planning and Monitoring Specialist. These two staff members handle basic public and international relations functions. In addition, there is one more staff member who officially holds the title of Public Relations Specialist, while she performs the duties of Secretary to the Chairman.

The current staffing situation explains the limited functions carried out in this sector, and points to the need for reviewing the scope and required staff of this work unit.

2.7.3.3 Current Performance Issues

Due to the current staffing situation, many important functions originally assigned to this work unit are not carried out. In addition, the fact that the two staff members in charge of the functions of this sector are officially appointed in different work units makes it difficult for them to coordinate their work together. This causes the inevitable fragmentation of their work. It also hinders them from focusing on this work unit's responsibilities since they have different responsibilities under their official titles or positions. This emphasizes the need for resolving discrepancies between organizational structure, position descriptions, nominal or officially held positions, and actual staff responsibilities.

2.7.3.4 Interface with Other OEP Divisions

Currently, interface is restricted to personnel activities such as trips, and to travel and accommodation arrangements.

2.7.3.5 Utilization of Electronic Media

Computers are utilized minimally in carrying out this work unit's tasks.

2.7.3.6 Challenges Faced by the Work Unit

As noted above, there is a substantial degree of overlap between the functions of this work unit and those of the Administration and Personnel Sector. Responsibilities and scope need to be re-defined.

This work unit, with its loose structure and staffing, is mainly utilized as a vehicle for handling secretarial and administrative support functions, as opposed to performing its envisioned duties.

2.7.3.7 Proposed Solutions and Target Performance

The following are possible performance improvements for this work unit:

- Work unit responsibilities re-scoped and clearly defined;
- Work unit restructured and staffed according to redefined responsibilities;
- Improved system and procedures for handling public and international relations;
- Increased public and international relations activities;
- Improved media management and promotion/publicity for OEP; and
- Improved communication methods.

2.7.4 Chairman's Secretarial Department

2.7.4.1 Responsibilities and Key Activities

This work unit handles all secretarial aspects of the Chairman's work, including document processing, filing, making and following up on appointments, handling correspondence, taking minutes during meetings and assisting with report preparation.

2.7.4.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

Staffing in this department currently includes one executive secretary. In addition, work is shared with a second secretary who officially holds the title of Public Relations Specialist (see above).

2.7.4.3 Current Performance Issues

Work in this department currently depends on manual procedures. Electronic media would greatly expedite procedures and increase accuracy and organization of work produced.

2.7.4.4 Interface with Other OEP Divisions

Interface is restricted to making appointments for OEP staff to meet with the Chairman, or to arrange meetings. It also includes some minor administrative functions, such as requesting division documents for central filing purposes.

2.7.4.5 Utilization of Electronic Media

Staff make minimal use of computers, mainly for work processing. Databases are not utilized. The department is not connected with any other OEP division, or with the Chairman's office for ease of communication, scheduling and information sharing.

2.7.4.6 Challenges Faced by the Work Unit

Secretaries in OEP are officially affiliated with the Administration and Personnel Sector, as noted earlier in this report. In addition, most secretaries do not hold tertiary level educational qualifications. As a result, there is no career path for these secretaries since there are no positions available for them in the Administration and Finance Division, nor in the technical divisions they actually work with since they do not have the necessary qualifications for professional/specialist positions.

2.7.4.7 Proposed Solutions and Target Performance

The following are areas of potential performance improvement for this department:

- Improved secretarial skills; and
- Increased dependence on electronic media in executing work.

2.7.5 Legal Affairs Sector

2.7.5.1 Responsibilities and Key Activities

This sector is responsible for the following tasks:

- Handling all legal cases filed by or against OEP;
- Preparing and reviewing contracts for various projects with local and international institutions, but not including agreements with international donors, since the latter are handled by the Ministry of International Cooperation;
- Conducting administrative investigations and staff disciplinary hearings;
- Providing legal counsel and clarifications;
- Providing arbitration;
- Handling staff complaints and appeals; and
- Participating in procurement committees for legal input.

2.7.5.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

As per the job descriptions available, this sector is subdivided into two main departments: the Department of Cases and Investigations, and the Department of Contracts and Legal Counsel.

These two departments oversee four sections in total, with a corresponding number of section heads and legal specialists/lawyers. The question arises as to whether such a complex legal structure is required to handle the legal tasks of OEP.

Currently, all legal responsibilities are handled by one lawyer in a specialist position. This lawyer is assisted by one secretary. One issue with current staffing is that the legal sector does not employ any senior legal staff to make legal decisions and be held accountable for them, or to provide legal counsel that carries weight with senior management.

In addition to the above full-time staff, legal counsel for senior management is provided by an external legal counselor that works directly with the Chairman. This legal counselor does not coordinate his work with the Legal Affairs Sector, and operates as a separate entity within OEP.

2.7.5.3 Current Performance Issues

The staffing situation described above handicaps the legal sector in executing the tasks assigned to it. The relatively junior position of the only staff member in charge means that he cannot oppose senior management or influence their decisions.

Staff qualifications and previous training sometimes hinder the effective handling of contracts with international organizations, especially when this involves contracts in a language other than Arabic.

Legal staff do not consider pursuing personnel rights as part of their direct responsibility. They are more concerned with organizational level legal rights. As such, staff complaints and appeals are not always handled effectively.

Absence of a senior legal staff member means that the staff currently available are directly supervised and evaluated by the Chairman. Senior staff with legal background is needed in order for supervision and performance appraisals to be effective.

Lack of coordination between sector staff and external legal counsel to the Chairman results in fragmentation of work and insecurity on the part of sector staff.

2.7.5.4 Interface with Other OEP Divisions

Interface is restricted to administrative breaches, legal advice and contractual issues at an organizational or project level.

2.7.5.5 Utilization of Electronic Media

Staff have access to a legal sector database. This, however, is being checked by the Computer Sector. As such, work totally depends on manual document processing and logbooks/records for tracking cases and legal issues.

2.7.5.6 Challenges Faced by the Work Unit

Current staffing prevents this sector from carrying weight in influencing senior management. In fact, it exposes staff to being influenced by senior management in making legal decisions.

Legal staff have very few opportunities for legal training, since there is no senior legal staff member to nominate them for such training. Also, the Training and Energy Awareness Division does not recommend legal training programs, so it is up to legal staff to identify required training programs, obtain necessary approvals and make arrangements with the training providers, then coordinate with the Training and Energy Awareness Division.

Staff are not clear as to who approves such issues as leave or work assignments outside of OEP. There are multiple sources of approval, including the Chairman, the Head of the Administration and Finance Division, or the Head of the Administration and Personnel Sector. This causes confusion since one can approve one thing while the others are not aware of it, or while they approve a completely different course of action.

2.7.5.7 Proposed Solutions and Target Performance

The following performance improvement areas are suggested to address some of the issues and challenges outlined above:

- Improved system for handling OEP-specific legal affairs;
- Improved system of legal supervision and accountability;
- Increased impartiality and objectivity of legal decisions; and
- Improved mechanism for handling contracts.

2.7.6 Security Department

2.7.6.1 Responsibilities and Key Activities

This department is in charge of the following functions:

- Monitoring and recording in-coming and out-going staff, experts and visitors;
- Handling security clearance operations for international visitors and experts;
- Maintaining a record of daily visitors, including their identity information;
- Overseeing the security and safety of in-coming and out-going equipment and measurement instruments;
- Ensuring the safety and security of OEP premises;
- Ensuring the safety and security of OEP-based events and public functions, and of meetings, data and documents;
- Ensuring the safety and security of vehicles;
- Accompanying OEP vehicles on bank trips;
- Overseeing fire alarms and fire fighting equipment, and handling all fire fighting operations;
- Handling department-specific administrative work, such as preparing daily/weekly shifts;
- Preparing security memoranda and reports.

In addition to the above security operations, department staff maintain an attendance record for OEP staff, showing check in and check out time, and indicating overtime worked. There seems to be substantial overlap here with the work performed through the Administration and Personnel Sector, and the secretaries appointed at the various work units, to ensure adherence

to working hours.

2.7.6.2 Current Structure and Staffing in Relation to Structure on OEP Organizational Chart

A review of job descriptions indicates that this department is sub-divided into two sections: Human Resource Security and Document Security, with an appropriate number of security and fire fighting specialists. Currently, the department consists of one Head of Security Department, one Data Entry and Management Professional who performs the duties of a receptionist and maintains visitors' logbooks, and four staff members in charge of both security and fire fighting operations.

2.7.6.3 Current Performance Issues

Part of the work performed by the Security Department overlaps with that of the Administration and Personnel Department, especially with regard to staff working hours and overtime, and reporting to the Chairman on these aspects of OEP's daily operations. There is a need for a clear delineation of roles and responsibilities.

Current staff appointed to work with the Head of Department do not appear to be qualified or trained to handle their responsibilities.

Current limited staffing raises a question as to whether fire-fighting operations and security checks can be handled systematically and efficiently.

2.7.6.4 Interface with Other OEP Divisions

Interface is restricted to security operations, and reporting on staff working hours and overtime.

2.7.6.5 Utilization of Electronic Media

All department work is conducted manually, including the maintenance of security records and the preparation of reports.

2.7.6.6 Challenges Faced by the Work Unit

The department does not have a clearly defined structure on the current organizational chart.

There is a need for additional, qualified staff to ensure safety and security, but requests for additional staff have been rejected.

2.7.6.7 Proposed Solutions and Target Performance

The following are suggested areas of performance improvement for the Security Department:

- Increased efficiency of security systems and operations; and
- Increased dependence on electronic media for maintaining records, tracking security operations, scheduling shifts and interfacing with other OEP work units.

In addition to the above work units working directly with the Chairman, the organizational

chart includes a Central Statistics Department. However, this work unit is not currently staffed or operational.

2.8 Experts

In addition to the work units analyzed above, OEP has a group of long-term in-house experts who previously held executive or implementation positions in the organization, but who were later transferred to expert positions. These experts do not have fixed responsibilities, but are rather called on by the Chairman to perform specific tasks or participate in given projects. In the experts' point of view, this mechanism is used to eliminate appointed staff who are no longer popular with senior management, since dismissing long-term tenured staff is extremely difficult in the Egyptian public sector. Meetings with experts confirmed that they have no clear role at OEP, but did not yield sufficient data regarding the reasons for transfers to expert positions.

3. REVIEW AND ASSESSMENT OF TRAINING NEEDS

3.1 Introduction

This part of the report reviews training needs perceived by OEP staff in the various work units, and presents the results of a formal Training Needs Assessment (TNA) Survey. Training needs are presented at a work unit level, to facilitate the correlation between these perceived needs and suggested work unit performance improvement results presented at the end of each work unit analysis in Part II. This part of the report does not make any training or human resource development recommendations based on the consultant's analysis of findings, since these are captured in Part IV.

3.2 Methodology Utilized for Reviewing and Assessing Training Needs

The training needs presented in this part of the report were fielded using two sources of data: structured interviews with OEP leadership, management and staff, and a formal TNA Survey. In the TNA Survey, three assessment instruments were utilized, as follows:

- The first instrument focused on individual staff, and was administered to all staff at OEP. The instrument requested staff to list their current work responsibilities, list and prioritize their performance improvement targets, and select or suggest needed training areas to achieve performance improvement targets.
- The second instrument focused on the supervisory level, and was administered to middle and senior managers (sector and department heads). It requested managers to describe the responsibilities of the work units they managed, list and prioritize their performance improvement targets for these work units, and list required training at the work unit level to achieve these performance targets.
- The third instrument targeted the strategic or leadership level, and was administered to the Chairman of OEP. The instrument solicited his vision regarding target performance per work unit, and his recommendations regarding required training in order to achieve target performance. Unfortunately, the response to this instrument was not obtained in

time for this report, so the strategic view of training needs is incorporated in the chart below on the basis of information gathered in meetings with the Chairman.

For a copy of the three assessment instruments utilized in the TNA Survey, please refer to Appendix G.

Prior to the administration of the three assessment instruments, a workshop was conducted by the consultant to clarify the basic concepts and parameters of performance-based training. This workshop was attended by senior and middle management. In addition, sample individual and supervisory level instruments were piloted to a total of 8 staff members and 2 senior managers, respectively. Results were analyzed to ensure that the assessment items were clear and led to the targeted responses. A few minor amendments were made to the instruments before they were formally administered to all staff.

The following table outlines survey turnover/percentage of responses to total. For the purposes of this report, training needs suggested during structured interviews constitute the main source of data in cases where survey responses were not available.

| Type of Instrument/Category of Subjects Surveyed | Approximate Percentage of Responses to Total |
|--|--|
| Strategic Level | 0% |
| Supervisory Level | 52% |
| Individual Level | 68% |

Table (iv): Response Rates to TNA Survey

It is worth noting that some management staff returned the individual level responses, but not the work-unit level supervisory assessment instrument. It is also interesting that the Training and Energy Awareness managers were among the pool that did not return the supervisory level instruments. This may be regarded as a further indication of the need for instilling a performance-based training culture at OEP, as suggested in the work unit analysis of the Training and Energy Awareness Division (Part II of this report).

The chart below captures previous training offered to staff, as well as perceived training needs at the work unit level as suggested by staff during structured interviews, or as listed in survey responses. It is worth mentioning at this stage that there are issues with the quality and effectiveness of previous training training, and its timeliness vis-à-vis ability to apply back at the work unit.

The chart below also reveals a marked discrepancy between training needs suggested by staff during interviews, and those selected or suggested in the TNA Survey. Differences will be noticed in types and extent of training, as well as in priority needs. These differences may be attributed to the fact that staff suggestions during interviews were based on their own training experience and perceptions. On the other hand, their responses on the survey instruments were guided by a detailed list of training areas that they could select from and add to (see Appendix G). It is probable that the list of training areas encouraged a wider range of perceived training needs.

TABLE (V): PREVIOUS TRAINING AND PERCEIVED TRAINING NEEDS

It is worth noting that the perceived training needs listed in this chart reflect staff opinions. They do not necessarily reflect the consultant's point of view or the parameters of performance-based training.

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|--|--|--|
| <p>Administration and Finance Division:</p> <ul style="list-style-type: none"> • The Administration and Personnel Sector | <ul style="list-style-type: none"> • Personnel systems • Secretarial skills • Insurance and pension law • Tax law • Supervisory skills • Performance evaluation • Electronic archiving • Report writing and business correspondence • Position ordering and hierarchies • CNG utilization for transportation vehicles • Vehicle maintenance | <ul style="list-style-type: none"> • Computer skills for word processing and spreadsheet development • Information management • Archiving systems • Advanced administrative and personnel systems and procedures • Advanced computerized payroll systems • Financial management for non-financial managers • Document cycles • Vehicle servicing for imported cars | <ul style="list-style-type: none"> • Strategic planning • Systems development • Action planning • Management skills • English language training • Computer skills • Using databases: data entry and management skills • Performance-based management • Communication skills • Time management and expediting work procedures • Effective customer service for both internal and external customers • Monitoring and evaluation systems • Personnel and human resource development • Tax law • Petroleum sector policies and regulations |
| <ul style="list-style-type: none"> • The Financial Sector | <ul style="list-style-type: none"> • Basic computer skills • Developing spreadsheets using | <ul style="list-style-type: none"> • General accounting • Tax law | <ul style="list-style-type: none"> • Financial management • Forecasting and budgeting |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|---|---|---|--|
| | <ul style="list-style-type: none"> • Excel • Procurement operations • Warehousing • Government accounting • Developing letters of credit • English language training (although English is hardly used in OEP financial operations) • Supervisory skills for section heads • Modern management practices | <ul style="list-style-type: none"> • Auditing procedures • Advanced computer skills (Excel and Access) • Financial information management systems • Electronic archiving • Organizational skills • Negotiation skills • Buying skills (how to access suppliers etc.) | <ul style="list-style-type: none"> • Financial reporting • Accounting • Auditing procedures • Procurement operations • Spreadsheet development |
| <p>Information Management and Computers Division:</p> <ul style="list-style-type: none"> • The Information Sector | <ul style="list-style-type: none"> • Library skills • Typing • Computer skills • Library management software packages • Documentation | <ul style="list-style-type: none"> • Information management • Advanced library skills, streamlining procedures and library management • Data entry operations in English (for English references) • English language • Desktop publishing skills • Marketing skills | <ul style="list-style-type: none"> • Strategic planning • Setting targets according to available resources • Decision-making models and processes • Performance-based management • Resource management • Service management • Leadership development • Teambuilding and teamwork • Information management • Connecting information centers • Local, regional and international databases • Marketing information services • Technological developments in |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|---|--|--|--|
| | | | publishing <ul style="list-style-type: none"> • Library management and cataloguing software • Business correspondence • Advanced secretarial skills • Report writing |
| <ul style="list-style-type: none"> • The Computer Sector | <ul style="list-style-type: none"> • Computer skills (Word and Excel) • Secretarial skills • Electronic archiving • Internet skills • Web site development • Programming • Project management | <ul style="list-style-type: none"> • Windows NT, UNIX and Novell • Oracle training • Hardware maintenance • Database design and maintenance • Information systems | <ul style="list-style-type: none"> • Effective decision-making models • Performance-based management • Teambuilding and teamwork • Resource management • Service management • Database development and management/administration • Electronic archiving systems • Marketing computer and database development services • Models for providing computer training • Monitoring and evaluation systems • Risk analysis and management • Energy measurement software |
| Training and Energy Awareness Division | <ul style="list-style-type: none"> • Basic computer skills (Windows, Word and Excel) • English language • Secretarial and administrative skills | <ul style="list-style-type: none"> • Using PowerPoint for presentations • Database utilization • Marketing and promotion • Organizing exhibitions | <ul style="list-style-type: none"> • Training program development • Developing public awareness and outreach activities • Campaign design and management • Public broadcasting |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|---|---|---|
| | | <ul style="list-style-type: none"> • Desktop publishing skills <p>It is worth noting that, during interviews, training staff did not express a need for training in needs assessment, training planning, and training evaluation systems.</p> | <ul style="list-style-type: none"> • English language • Developing presentations • Supervisory skills • Setting performance targets • Training needs assessment • Customer analysis • Action planning • Change management • Monitoring and evaluation systems • Public relations • Communication skills |
| <p>Energy Planning Division</p> | <ul style="list-style-type: none"> • Operational research • Supervisory skills • Economic modeling • Social research • Modern management and administration methods • Computer skills • Report writing • Feasibility studies for technical and economic purposes • Environmental research • Methane mitigation • Energy management • Financial analysis for non-financial staff • Information management | <ul style="list-style-type: none"> • Computer applications for economic modeling • Standardization of data for economic modeling • Environmental impact assessment • New approaches to energy planning • Feasibility studies for energy efficiency projects • Report writing in English | <ul style="list-style-type: none"> • Strategic planning • Economic modeling • Monitoring and evaluation systems • Energy planning models • Environmental audits • Feasibility studies for projects in energy and the environment • Administrative skills • Internet access • Motivation theories and models • Leadership development • Performance-based management • Teambuilding • Computer skills (including programming) |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|--|---|--|
| | <ul style="list-style-type: none"> • Development perspectives and environmental impact • Increasing industrial productivity and efficiency | | |
| <p>Energy Conservation Division</p> | <p>Technical areas:</p> <ul style="list-style-type: none"> • Energy conservation in the power sector • Energy conservation in the industrial sector • Power factor improvement • Insulation • Energy utilization in furnaces • Energy efficiency • Energy conservation centers • Environmental impact assessment • Feasibility studies • Equipment maintenance <p>Generic areas:</p> <ul style="list-style-type: none"> • Introduction to the petroleum industry • Demand side management • English language • Computer skills (Word, Excel) | <ul style="list-style-type: none"> • Specialized software applications for energy measurement • Connecting power networks across countries • Developments in energy auditing methods • Water treatment for industry • Water desalination technologies • Developments in environmental impact assessment | <ul style="list-style-type: none"> • Strategic planning • Environmental impact assessment • Environmental audits • Integrating energy and environment concepts in education • Measuring techniques and evaluation of energy equipment performance • Natural gas networks and conversion technologies for boilers, furnaces and vehicles • International quality management, quality control, assurance and ISO standards • Technologies for new and renewable energy • Leadership development • Monitoring and evaluation • Administrative skills • Computer skills and Internet access • Using databases • Computer programming • Electronic archiving • English language |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|---|--|--|--|
| Planning and Monitoring Department | <ul style="list-style-type: none"> • Planning and monitoring functions • Basic computer skills (Excel and PowerPoint) • Advanced English language • Report writing | <ul style="list-style-type: none"> • International relations • Project management <p>Training needs here are more geared to handling international relations than to working with planning and monitoring, since this is the staff member's main area of responsibility.</p> | <ul style="list-style-type: none"> • Monitoring and evaluation systems • Project management • Strategic planning • Communication skills • Organizational development • Action planning • Teambuilding • Supervisory skills • Administrative skills • Report writing • Petroleum sector policies and regulations |
| Organization and Management Department | <ul style="list-style-type: none"> • Communication skills | <ul style="list-style-type: none"> • Public relations <p>The staff member interviewed is mainly responsible for public relations functions.</p> | <ul style="list-style-type: none"> • Survey response not available |
| Public Relations, International Relations, Media and Communications | <ul style="list-style-type: none"> • Communication skills • Computer skills • Advanced English language • Report writing | <ul style="list-style-type: none"> • Public relations functions and procedures • International relations functions and procedures • Project management | <ul style="list-style-type: none"> • Survey responses not available |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|--|---|--|---|
| Sector | | | |
| Chairman's Secretarial Department | <ul style="list-style-type: none"> • English language • Secretarial skills • Executive secretarial functions | <ul style="list-style-type: none"> • Advanced secretarial skills • Internet access | <ul style="list-style-type: none"> • English language • Advanced secretarial skills • Computer skills for word processing • Internet skills • Developing presentations • Electronic archiving |
| Legal Affairs Sector | <ul style="list-style-type: none"> • None mentioned | <ul style="list-style-type: none"> • General need in legal training to handle work responsibilities | <ul style="list-style-type: none"> • Petroleum sector policies and regulations • Contract law • Labor law • Providing alternative legal solutions • Developing legal presentations for senior management • Using databases: data entry skills • Administrative skills • Advanced secretarial skills • Report writing |
| Security Department | <p>Previous training has been restricted to the department head and the data entry and management professional.</p> <ul style="list-style-type: none"> • Security operations (annual seminars) • Negotiation skills | <ul style="list-style-type: none"> • Computer skills • Fire fighting operations | <ul style="list-style-type: none"> • Security systems and procedures • Safety procedures |

| Work Unit | Previous Training | Perceived training needs from structured interviews | Perceived training needs from TNA survey (prioritized from most urgent to least urgent, as per staff's responses) |
|-----------|-------------------|---|--|
| Experts | N/A | N/A | <ul style="list-style-type: none">The experts responded to the survey and recommended management training and information skills for OEP staff in general. |

4. RECOMMENDED PERFORMANCE ENHANCEMENT AND TRAINING

4.1 Introduction

In this final part of the report, the consultant makes recommendations regarding potential performance improvement areas and targets, and recommended training to support human resource development initiatives. Recommendations are based on findings from the structured interviews with leadership, management and professional staff, and from the formal TNA Survey. They draw on observations and staff recommendations outlined in Parts II and III of this report.

Recommendations in the following chart are presented at an organizational level, as opposed to the work unit level used in the report so far. This is intended to integrate work unit findings into an overall framework for development to be considered by OEP.

It is worth mentioning that any human resource development and training initiatives have to follow the reformulation of organizational vision, mission, goals, structure and systems, and the establishment of an organizational business plan. Human resource development and training have to be directly linked to an action plan for achieving targets and improving organizational performance.

The performance targets and recommended training areas are intended to provide a comprehensive list of recommendations for OEP leadership and senior management to prioritize and select from.

4.2 Performance Improvement Targets and Required Training

| Suggested Performance Goals | Specific Performance Improvement Targets | Recommended Training to Support Performance Improvement |
|---|---|---|
| OEP direction established. | <ul style="list-style-type: none"> • OEP vision, mission, goals and core values re-defined. • OEP re-defined vision, mission, goals and core values publicized internally and externally. • Action plan determining targets and critical paths to target achievement in place. • Institutional capacity for strategic planning developed. | <ul style="list-style-type: none"> • Strategic planning. • Organizational development. • Business plan development. • Change strategies. • Change management and implementation. • Action planning and critical path mapping. |
| OEP system in place. | <ul style="list-style-type: none"> • OEP systems and functions streamlined to support re-defined vision, mission, goals, targets and action plan. • OEP-wide performance-based management systems formulated. | <ul style="list-style-type: none"> • Performance-based management systems and models. • Effective systems development models and methods. • Task analysis. |
| OEP organizational structure in place. | <ul style="list-style-type: none"> • OEP organizational structure reviewed and aligned with re-defined system and functions. • Position descriptions reviewed to reflect new organizational structure, and to provide comprehensive information regarding responsibilities, reporting duties and position requirements. | <ul style="list-style-type: none"> • Principles and methods for developing organizational structure, • Developing effective position descriptions. |
| OEP staffing and staff allocation in place. | <ul style="list-style-type: none"> • OEP staffing needs reviewed. • Staff allocation/reallocation plan developed. • Human resource development plan and targets developed. | <ul style="list-style-type: none"> • Developing staffing and human resource development plans. • Skills audits. |

| Suggested Performance Goals | Specific Performance Improvement Targets | Recommended Training to Support Performance Improvement |
|---|---|---|
| | <ul style="list-style-type: none"> • Increased capitalizing on staff skills and expertise. | |
| OEP management improved. | <ul style="list-style-type: none"> • Increased empowerment and delegation of responsibility. • Increased accountability on the part of staff. • OEP Steering Committee formulated. • Management and staff meetings systematized and targeted towards problem solving and conflict resolution. | <ul style="list-style-type: none"> • Leadership development. • Executive management development. • Models of empowerment and accountability. • Risk analysis and management. • Meeting management. • Problem solving and conflict resolution. |
| OEP human resource management improved. | <ul style="list-style-type: none"> • Human resources and personnel systems in place. • Human resource regulations and personnel manual developed and distributed to staff. • Performance-based staff appraisal forms and procedures utilized. • Performance-based benefits and promotion procedures and criteria formulated and announced to staff. | <ul style="list-style-type: none"> • Effective human resource and personnel systems and procedures. • Effective staff appraisal systems. |
| OEP administrative procedures improved. | <ul style="list-style-type: none"> • Document flow streamlined and mapped. • Improved OEP-wide computer skills. | <ul style="list-style-type: none"> • Advanced administrative skills. • Basic and advanced computer skills for administrative staff. |
| OEP financial management improved. | <ul style="list-style-type: none"> • Financial system streamlined and in place. • Financial procedures and forms standardized. • Handbook for financial regulations developed and disseminated to staff. • Financial management, tracking and reporting | <ul style="list-style-type: none"> • Financial management models. • Automated financial management systems. • Budgeting and expenditure tracking. • Internal auditing. • Streamlined financial reporting. |

| Suggested Performance Goals | Specific Performance Improvement Targets | Recommended Training to Support Performance Improvement |
|---|---|---|
| | functions automated. <ul style="list-style-type: none"> • Increased accountability for expenditure in relation to performance targets. | |
| OEP information management improved. | <ul style="list-style-type: none"> • Information management system in place. • Standardization and integration of data improved. • Integrated OEP-wide information system and requisite databases developed and operational. • Library/information center membership and streamlined procedures in place. • User's guide for library, documents room and information center developed. • Electronic archiving and CD-ROM data storage systems in place. | <ul style="list-style-type: none"> • Database development and administration. • Advanced information systems. • Information standardization and integration. • Web site development and management • Effective information center management systems and procedures. • Electronic archiving (provided an electronic archiving system is in place). |
| OEP technical/energy-related outputs expanded and re-prioritized. | <ul style="list-style-type: none"> • OEP service recipients clearly defined and analyzed. • Expanded and enhanced energy planning activities. • Energy planning consultancy services provided to external clients. • Increased diversification of energy conservation and efficiency activities. • Increased environmental assessment and planning activities. | <ul style="list-style-type: none"> • Customer analysis. • Economic modeling. • Energy planning models. • Environmental assessments. • Environmental planning. • Environmental audits. • Energy measurement techniques and equipment. • Energy networks. • Energy conversion models and technologies. • Technologies for new and renewable energy. • Quality control and management. • Project management. |

| Suggested Performance Goals | Specific Performance Improvement Targets | Recommended Training to Support Performance Improvement |
|--|---|---|
| <p>OEP training and public awareness management and implementation improved.</p> | <ul style="list-style-type: none"> • Training and awareness systems in place. • Training and awareness needs assessment capability developed. • Training planning capability developed and procedures in place. • OEP-specific participant nomination and selection criteria developed. • Training implementation procedures streamlined. • Training program evaluation procedures systematized. • Comprehensive training records and tracking systems maintained. • Training manual developed. • Orientation program for new hires developed (in collaboration with other divisions). | <ul style="list-style-type: none"> • Training needs assessment. • Training planning and design. • Effective training management and implementation. • Training monitoring and evaluation. • Training databases and database management. • Effective orientation programs and manuals. |
| <p>OEP internal and external communication improved.</p> | <ul style="list-style-type: none"> • Communication systems formalized, streamlined and in place. • Cross-division coordination and timely execution of operations improved. • Teamwork fostered and improved. • Electronic communication media, procedures and culture in place. | <ul style="list-style-type: none"> • Communication systems and procedures. • Communication skills. • Internet skills. • Coordination models. • Teambuilding. • Time management. |
| <p>OEP contribution to the energy field disseminated.</p> | <ul style="list-style-type: none"> • Promotion/publicity plan developed. • Promotion and publicity capability developed. • Utilization of OEP web site for information dissemination increased. | <ul style="list-style-type: none"> • Promotion plan development. • Effective promotion and publicity techniques. • Web page communication models. • Public and international relations. |

| Suggested Performance Goals | Specific Performance Improvement Targets | Recommended Training to Support Performance Improvement |
|---|--|--|
| OEP monitoring and evaluation functions improved. | <ul style="list-style-type: none">• Monitoring and evaluation systems and procedures in place.• Monitoring and evaluation manual developed. | <ul style="list-style-type: none">• Effective monitoring and evaluation models.• Tracking systems and procedures. |

SECTION 4. INFORMATION TECHNOLOGY ASSESSMENT

1. INTRODUCTION

The following is a summary of results and recommendations as the outcome of a qualitative research, based on personal interviews conducted with each department at OEP in order to assess how effectively and efficiently Information Technology (IT) is used. The questionnaire designed was using open-ended questions. (see Appendix)

2. OVERVIEW OF IT

The CS have 1* 12 port SMC 10/100 switch and 8* 12 & 16 port 3 COM & SMC 10 Mhz hubs.

The CS have a non-powerful Network Server running Novell, which serves as the main file server for OEP. There is a Compaq PII Proliant 1600 NT Server with Oracle, not used so far for anything. An obsolete HP 9000 Unix System running the BRS, which is not Y2K compliant.

Finally there is a Sun Ultra 60 Server under Unix System, planned to be used as Internet & Mail Server, but is idle so far (see Appendix Servers & Operating Systems). The CS does not use any backup tools to backup data on server.

There is a 28.800 Internet Leased line connection provided from the IDSC, but the Leased line is down all the time and there is no configured access to Internet or e-mail from any PC in any of the departments.

3. USE OF IT

3.1 Hardware

Reviewing the distribution list of PCs in all departments (see Appendix) the total of PCs in OEP are 60 + 10 MAC. All MAC PCs are not used, because they are obsolete.

Further all Compaq P 75 Mhz & P 60 Mhz PCs have 8 RAM and work under Windows 3.11. These consist of a total of 16 PCs. All CompuAdd (5 PCs) are 486 PCs with 4 or 8 RAM. Under Other, there are 5 PCs which are 486; 4 or 8 RAM. These 26 old PCs cause problems in running any advance application or software and are the cause of major complaints from all departments. The end result is, the idle use of these PCs, due to the constant hardware or software problems.

3.2 LAN

None of the departments use the network for exchange of files, data and information. There is no integration or communication between the departments due to lack of internal e-mail and lack of network use with regard to hard disk and file sharing. In addition, the server is not used as the main backup and file-sharing device. This is due to the fact that the only time employees log on to the network is for print sharing. Back up is done on saving data on more than one PC. The only department which uses their home directory on the Server for backup

is the Energy Planning Research. However, no backup is done for the server in the CS, which forces the Energy Planning and Research department to use Hard disk's of PCs at their location as their back up device.

The LAN is not complete in all departments. There are neither internal nor external faceplates available. Also, the Energy and Conservation department have one network cable coming out of the wall, which they use with 3 PCs whenever they want to log on to network. In the inventory, there is neither a network, nor a PC available.

3.3 Application Running

The results of interviews with all departments and Computer Center (CS) reveal that the only Application running used to be the BRS (Bibliographic Retrieval System) for the library on Unix platform, which is not Y2k compliant and was never upgraded. There is no Application running for any of the departments. All the departments use single software, mainly MS Word and MS Excel to deliver their work. The payroll department uses an old application on D-Base III since 1988, which runs on a standalone PC and does not meet most of the requirements by payroll. The Energy Planning & Research department use special models, which mainly run on Excel.

However, the CS department is working on designing modules (database) for Transportation & a database for the Training & Awareness Department. The Payroll Section is also designing a database for Vacation & Absent leaves without any supervision from the CS.

3.4 Training

There is no formal training plan established for OEP staff or the CS staff. Any IT training is done through the Training & Awareness department.

4. Suggestions & Recommendations

The following are suggestions and recommendations, in order to establish an automated system integrating and communicating departments and employees together and serving the aim of OEP to become the center of Energy Information in Egypt. The implementation is divided into 2 phases over a two year time as illustrated in the table further.

4.1 APPLICATIONS

The Administration and Finance & Accounting department need automated systems to help them process their work effectively and efficiently. Examples of modules of these systems are: Payroll; Personnel (annual leaves; Promotion; Performance Evaluation); Inventory; Accounting System...

The engine of these systems in this case could be the available ORACLE, which runs under NT platform.

These modules could be developed or acquired gradually and as per the need & priority of the Admin, Finance & Accounting department. In both cases the available System Analysts and Programmers should receive training in Visual C++ or Visual FoxPro or any language that work properly with the Oracle system they currently have. A database Administrator should

be assigned from within the CS department, who should receive complete training in Oracle from certified Oracle center and be responsible for the administration of the Oracle Server. Further, the CS should assess other application needs in other departments. For example: The Energy Planning Research & The Energy Conservation department need MS Project. The Energy Conservation Department needs an application other than Excel to help them in their drawings, ex. Visio.

4.2 Library & Documentation

4.2.1 Library System

The library is an important asset in the OEP as it serves the researchers in their work. The BRS previously purchased is now a legacy system as it is not Y2k compliant. However, this system is expensive. It is recommended that the CS look for a medium sized library system, which also uses the standard cataloging system of congress. The new system should have migration capabilities in order to migrate the existing data fast and smoothly.

It is recommended for the new system to run under NT (soon Windows 2000 Server) instead of Unix, in order for each user in the OEP to be able to search and retrieve this library system from their PC utilizing the client/server architecture of NT server.

4.2.2 Documentation

The Energy Planning and Research department as well as the Energy Conservation department create reports, studies and projects and send a hard copy of these to the Documentation section for archiving. So far the soft copy of these are scattered files under a created directory on one or more PCs in the department.

It is highly recommended that each study to be documented and indexed under a filing system. This will require each document to be electronically collected under one binder using Office Binder and then to be converted into HTML file to be stored and published on an internal web server (Intranet). All documents will be stored and hosted using MS IIS (Internet Information Server) with a full text retrieval search engine to enable the rest of OEP users to be able to search and retrieve any documents for further purposes using the Internet Explorer browser (Intranet Solution).

A section called Web Development should be added under the CS. One Web Administrator and one web designer should be hired and should have a hands on experience of WEB programming (HTML, CGI and Java++). The Web admin's responsibility will be to collect old studies, convert and implement these. The NT system administrator can structure a location on the network for the researchers to save their documents the way they are used to, only learn how to bind these under one File. The web designer will design the layout and interface of web pages and hyperlinks and keep them updated.

4.3 Hardware

4.3.1 PCs

To reach a fully Office automated and Management Information system as described above:

- each employee at OEP should have his/her own PC.

- CS should aim at having a minimum PC configuration for Admin , finance, secretaries and other departments to be PIII; 64 RAM; Network Card 10/100; Win 98 and MS Office 2000.

For the Energy Planning; Energy Conservation and Preparation & Publication department he minimum configuration should be:

- PIII 550; 64 or 128 RAM; Network Card 10/100; Win 98 and MS Office 2000.
- All CompuAdd and other 486 PCs as well as all Compaq 60 & 75 should phase out and immediately replaced by new PCs. This consist of a total of at least 26 new PCs.
- All new Micron PIII PCs to be distributed among Energy Planning & Energy Conservation & Preparation & Publication department only. The other PCs (AST & Compaq) not less than the available P 133; 166; P 500 (19 PC) to be distributed among secretaries, Admin & Finance, until the purchase of new PCs and phase out of these.

4.3.2 Completion & Expansion of LAN

External outlets should be installed. Additional 2 new 100 Mhz Hubs should be purchased to restructure their network, to meet hardware requirements.

4.3.3 Servers & Operating System

It is recommended that all users be upgraded to NT platform This will require purchasing a new Server with min. PIII, the rest of configuration is same as the Compaq Proliant (suggested is Compaq Proliant 3000). This new server will be running NT with 50 clients and Oracle with the no. of clients license for users accessing Oracle database from OEP. This will add to a total of 60 NT client licenses, when adding the 10 currently available NT client licenses.

The available Compaq Proliant 1600 will serve as the backup server (secondary domain). The Novell Server will become a workstation (i.e. Novell to phase out and install NT platform instead) and serve as the Web Server with IIS installed. The Primary domain Server will be the backup Server for IIS. A section called System Operation should be created under the CS. One new System Engineer highly qualified in NT, IIS and basics of Unix should be hired or the one available system engineer contractor should receive training in NT Core Technology; NT Administration, IIS and basics of Unix.

4.4 Internet & Internal/External E-mail

The established Intranet solution will be ready now to be hosted to the public, by acquiring a Leased Line to allow a 24 hr access to the Internet. Further, other access to data on OEP LAN can be authorized through http access (Internet) to external users by assigning usernames and password (protected). The Mail application available on the Unix System will be set-up creating e-mail boxes for each user at OEP. An Internet Service Provider should be recruited to provide the following:

- Minimum of 14 Real Ips divided as follows:
 - 1 Real IP for Unix Internet Server (DNS & Mail)
 - 1 Real IP for Router
 - 1 Real IP for Firewall
 - 1 Real IP for Internal Web Server with Documentation & Studies

- DNS registration (www.oep.org.eg)
- If desire to host Library system for public search, one Real IP should be assigned to the Server running the library system.
- The rest of IPs to be assigned to the defined Internet users on OEP LAN
- Digital Modem (NTU/DTU)
- Router with 1 Ethernet, one built in serial for WAN, expandable to second serial (CISCO 1601)
- CISCO Firewall PIX v. 5.5 with Network Address Translation (NAT)built in and 2 Ethernet interface
- Cross over cable or 4 port hub to connect router with Firewall
- Unix Mail and Internet Server installation and set-up support
- Workstation setup. This includes setting up MS Outlook or MS Outlook express as the E-mail client for all users
- Crash course training on Browsing & E-mail for all OEP staff

One Unix Administrator should be hired or assigned who is highly qualified in UNIX and has basics of NT & IIS.

4.5 Technology Upgrade

There has to be a continuous process of new technology evaluation and upgrade to meet new requirements and to remain up to date. This will lead to a phase out (scrap & obsolete) & replacement of old hardware and the upgrade of old applications. Upgrade & replacement cannot be applied to one part of OEP, it has to be applied to all parts, in order not to have incompatibility of equipment and software.

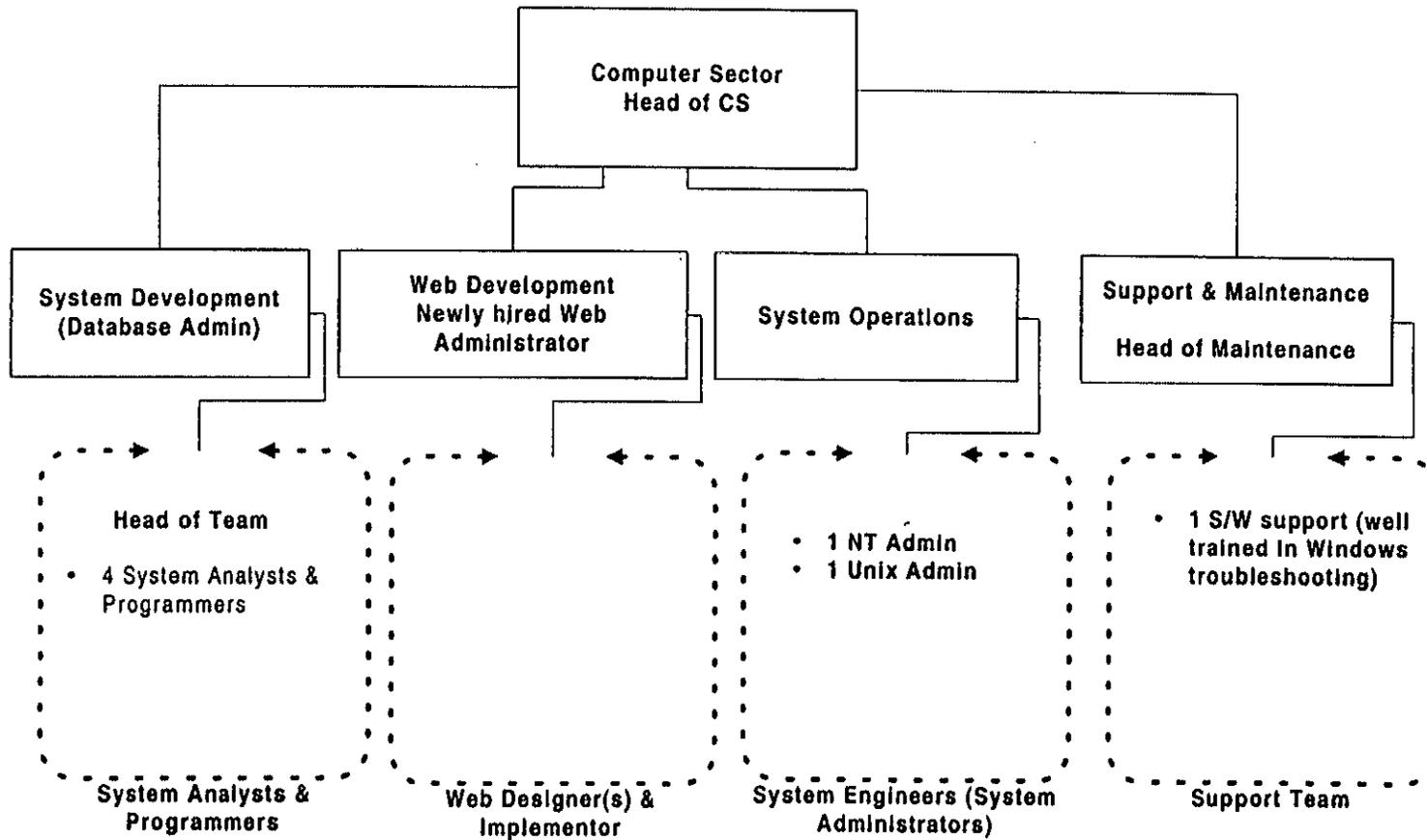
4.6 IT Training

It should be the responsibility of the CS department to organize for any required computer training according to assessed training needs & requirements for each department at OEP, including the CS department. The CS should have a prepared program to train old and newly hired staff, whether in-house or out-house. A separate budget should be assigned for IT training.

4.7 Recommended CS Organization Chart

The following is the suggested CS organization chart in order to meet the requirements described above.

Recommended CS Organization Chart



4.8 Implementation Phases & Estimated Budget

Phase I

| Item | Description | Est. Budget (LE) |
|-----------------------------------|--|--------------------------|
| PC Replacement | * Micron P III; 128 RAM to be distributed among Energy Planning & Conservation Department | - |
| | * Replacement of all 486; Compaq P 60 & 75 PCs with 26 new PIII; 64 RAM; Win 98 pre-installed (OEM) | 143000 |
| MS Office 2000 | One package and 25 licenses | 47500 |
| LAN completion | * 2 * 12 port 100 MHz hubs & completion of Network w/external faceplates for each user | 8000 |
| Software | * 2 MS Project & 2 Visio software | 10000 |
| Library System | Searching and evaluating a medium size BRS running under NT platform | 30000 |
| Upgrade from Novell to NT | P III 600 MHz; 256 MB, ... (same configuration as the available Compaq Proliant 1600) & competitive upgrade from Novell to NT Server license + 50 user license | 40500 |
| Documentation | * Recruitment of Web Administrator and Web Designer to collect all available documents to be hosted through an Intranet system. * Need to purchase an additional NT server license & IIS complete package to be installed on the previously Novell Server | 6000 |
| Training (from certified Centers) | NT System Engineer from inside CS to receive NT core technology; NT Administration, IIS & Basics of Unix | 8300 |
| Training (from certified Centers) | Unix System Engineer to receive training in Unix Administration; Mail Application; Internet Application NT Administration; IIS | 12000 |
| Internet Leased Line | Starting the Bid Request process for the Internet Leased line with requirements as explained in IV. D. | - |
| Applications | Evaluating whether to outsource or develop in-house required modules for the Administration and Finance & Accounting departments and start the process of the Bid Request | - |
| Total | | <u>305,300.00</u> |

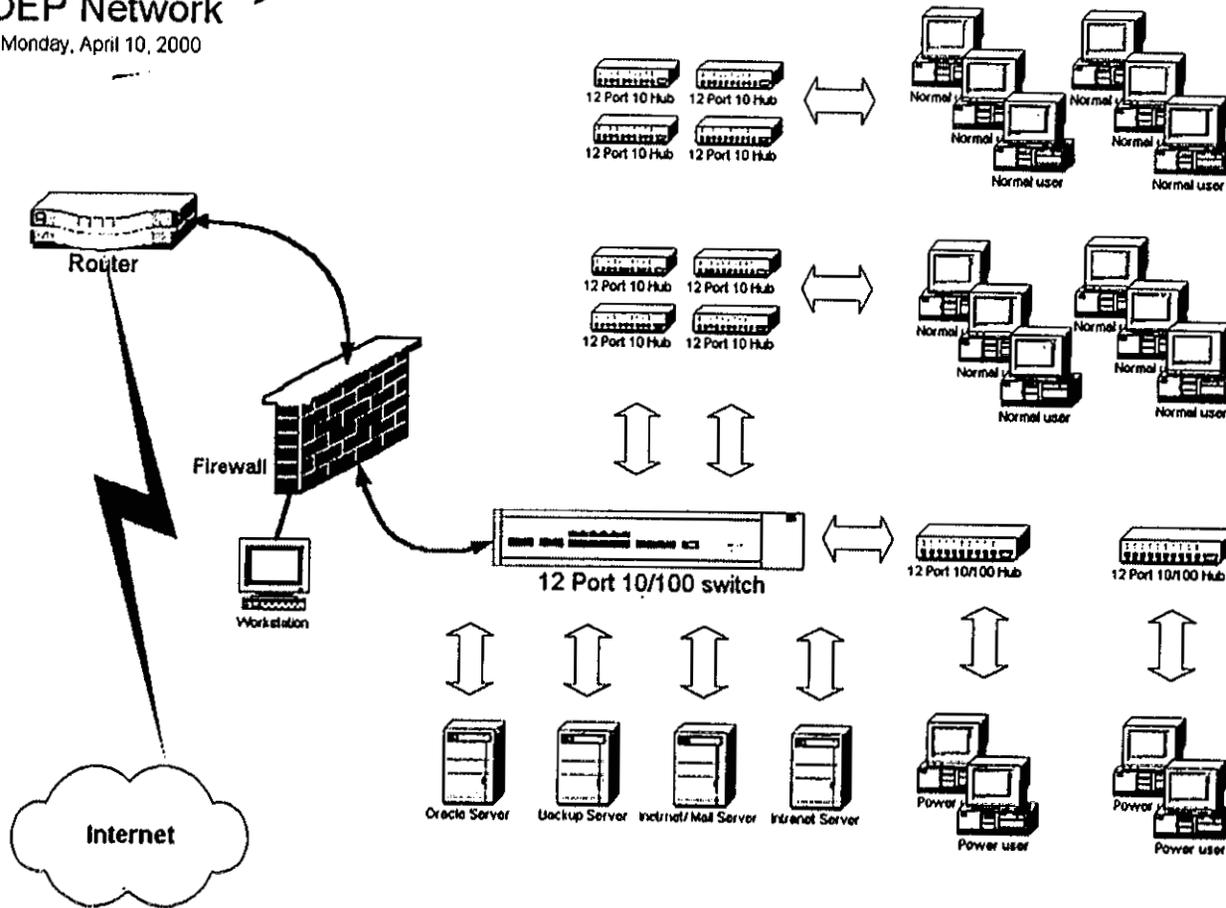
Phase II

| Item | Description | Est. Budget (LE) |
|---|--|--------------------------|
| Leased Line | * 64 k Leased Line with all required equipments & Crash course for OEP staff | 75000 |
| Arento | depends on distance of ISP; the max is | 25000 |
| Application | If decide to assign a software house for development | 60000 |
| Training | 4 Programmers in C++; FoxPro and some Oracle | 24000 |
| Training (from Oracle certified Center) | Oracle Database Administrator | 12000 |
| Total | | <u>196,000.00</u> |

4.9 OEP Network Diagram

OEP Network

Monday, April 10, 2000



SECTION 5. COMMUNICATION ASSESSMENT

To be provided by "GREENCOM"

SECTION 6. EQUIPMENT AND FACILITIES ASSESSMENT

1. INTRODUCTION

The mission of the Organization for Energy Planning (OEP) is to provide technical support, by means of research and studies, to the Supreme Council for Energy. OEP lists as Key aspects of this support, the following:

- To collect and analyze energy data at the national level, to develop a national energy information system
- To perform integrated planning of energy policies within the national economic framework
- To develop technical expertise in various energy related fields
- To improve the efficiency of energy use
- To provide technical consultancy in energy related issues to decision makers at national level
- To develop awareness of the role played by energy in the various sectors of the national economy.

The purpose of this assessment was to examine facilities and equipment needed and used in carrying out each department's mission.

1.1 Building

The current building does not adequately provide the organization with an environment within which OEP is able to best function and carry out its important national mission.

In recognition of this, the OEP Board of Directors sent and received approval for purchase of land for the construction of a modern, appropriately designed facility. As such, little or no evaluation of the existing building was conducted.

2. OEP Technical Departments

To carry out its mandate, OEP has been organized in four technical departments, namely: the Energy Use and Conservation Department, the Energy Planning and Research Department, the Energy Information Department, and the Training and Energy Awareness Department.

In the following paragraphs we will briefly look at the activity and the equipment needs of these departments.

3. Energy Use and Conservation Department

3.1 Mission

The mission of the department, is to (1) monitor and analyze energy use, and (2) perform energy audits in all sectors of Egyptian economy: Industry, Commerce, Residential, Military Production, and Agriculture.

3.2 Personnel

The department is composed by 13 professionals, including mechanical engineers, electrical engineers, chemical engineers, and chemists).

3.3 Audit activity

Requests for audit comes to the Department in two ways: either via a specific request from a government entity, generally communicated to the Department directly by the Chairman, or via direct contact between the Department and the potential audit customer, be it industrial, commercial, etc... The number of audits requested by government entities is generally known in advance, each year, while the number of audit to private customers is basically left to the initiative of the Department.

The audits are carried out by teams of several engineers, and in average take three to four weeks to complete. Data are collected at the site, and then downloaded into the Department computers at OEP. The downloading is a cumbersome activity since the department does not have laptops to carry into the field. Elaboration of data is done exclusively on Excel, no other software seems to be available.

The results of each audit are summarized in a report, which also includes the identification of energy efficiency options, implementation cost estimates, and payback calculations. The reports are in average 30 to 50 pages long: copies are sent to the audited entity, to OEP Library, and to the Chairman. As an example, the executive summary of a recent energy audit to an Oil Refinery is attached in Appendix 2.

3.4 Measuring Instruments for Energy Audits

The Department has a large inventory of instruments: about 600 of them, of all sorts, including gas analyzers, thermometers, kVa meters, photometers, etc. A complete list is attached in Appendix 3. About 85% of these instruments are obsolete, only 15% can be used efficiently. Given the limited number of Department staff, and the limited number of audit per year, it seems that for the moment the instrumentation available is sufficient to carry out the Department's activities. A brief inspection to one of the instrument storage areas has shown electronic instruments such as Dranetz V/A recorders, Bacharach combustion analyzers, etc., but also a vast number of manual instruments offering no possibility of collecting data directly in electronic form.

The large number of obsolete instrument, imposes an administrative burden since each instrument must be listed and accounted for. Unfortunately, under Egyptian public sector regulations, OEP cannot discard obsolete equipment.

3.5 Computers

The Department has 11 PC, which means that two of the staff has no computer. No laptop is available for use in the field. The computers are used mainly as stand alone, and only with Word and Excel software.

OEP has a LAN and a central server, but the Department staff uses the LAN only to connect to the printers.

The Department has four laser printers, which seems to be an high number, given the number of staff.

No Internet connection is available. E-mail capability is available through only one account, which serves the whole OEP Organization: incoming messages are printed out periodically, and hand delivered to the addressees.

3.6 Budget

The department has approved budgets of LE 150,000 for year 1999-2000, and of LE 200,000 for year 1999-2003.

The budget has been allocated as follows:

Project 301/99 has budgeted LE150,000 (\$ 44,000) over the period 1/7/99 to 30/9/99 for the objective of "be up to date in the process of measurement of energy and environment in order to obtain accurate measurement results with the equipment available in stock and Energy Bus – purchase of new telephone as a replacement of the present one which is obsolete". This budget was used entirely for the upgrade OEP's telephone system

Project #302/99 has budgeted LE135,000 (\$ 40,000) over the period 1999-2003 (about LE 27,000 or \$ 8,000 per year) to "improve Energy Efficiency and decrease GHG in Egypt".

Project # 303/99 has budgeted LE 40,000 (\$ 11,700) over the period July 99-June 2000 for "energy and Environmental audits in the Petroleum and industrial sector": practically this budget allows 3-4 audits at the max.

Project 304/99 has budgeted LE 25,000 (\$ 7,300) over the period July 1999-June 2000 for "Energy Consumption conservation in government buildings": this budget allows 3 audits at the max.

The sums allocated under projects 302, 303, and 304 are used exclusively for OEP directed auditing activities, i.e. audits to government owned facilities. The allocated money is spent for external consultants, travel expenses, communications, purchase of technical publications and texts, and preparation of audit reports.

3.7 Constraints

Given its ample mandate, the department appears to be constrained at several levels:

3.7.1 Equipment

The Department seems to be sufficiently equipped with measuring instrumentation, even if only 15% of the instruments in inventory can be used efficiently. They do, however need at least two-three laptops to carry into the field for direct downloading of data from the instruments.

The department's computers supposedly are all connected to the OEP LAN, however, the LAN cable to the department has only one connection: the computers are connected to the LAN only when they need to print a document. Each computer therefore operates as a self standing unit, with its own software: databases which are not shared with others (limited sharing is done by copying data into diskettes). Connection to Internet is not directly available to the department, but only at the computer room of the Information Technology Department.

3.7.2 Budget

The budget allocated to the Department, for the maintenance of instrumentation, was in fact used for the upgrade of OEP's phone system. Although the update of the phone system is certainly a legitimate expenditure, using the Department budget for it indicates lack of planning.

3.8 Recommendations

Although the number of instruments presently in inventory seems to be adequate to the level of staffing, a mechanism must be set in place to allow the purchase of additional up-to-date instruments, as the Department grows. In order to do so, the Department must be allowed to get rid of the vast number of obsolete instruments, for instance donating them to educational institutions. Further, the staff must be equipped with laptop computers when they go in the field for energy audits: given the limited number of staff, and the probable low number of audits performed in parallel, a couple of laptops would be sufficient at this point.

The use of computer network (as for all other departments) must be improved. Connection to OEP LAN must be used properly, not just for printing as it is now. Department staff must be given proper training in the use of LAN, and thought to "trust" the LAN as a forum where information is exchanged to the benefit of everybody. Databases and software must be put on the common server, to be shared by all. Connection to the Internet for each computer must be re-established, and e-mail capability given to all staff: in such way the staff will become part of the international community and have access to updated technical information.

4. Energy Planning and Research Department

The Energy Planning and Research Department is organized in three sections: Environmental and Social Impact, Energy Balance and Consumption, and Energy resources and Production.

4.1 Mission

This Department performs the evaluation of primary energy sources, analysis of current and future demand, and analysis of the balance between energy supply and demand for various economic activities. The data analyzed are at national level, and at economy sector level. The

Department issues reports and forecasts at national level, which are distributed to the Ministry of Petroleum, to 500 Egyptian organizations, including Universities, and to about 200 international organizations.

The raw data used for the analyses come mainly from other government entities, such as the Egyptian General Petroleum Corporation (EGPC), the Egyptian Electricity Authority (EEA), the Ministry of Planning, and the New and Renewable Energy Authority (NEREA).

Raw data are also derived directly from the field, through surveys carried out by consultants hired specifically for the task, using questionnaires developed by the Department, and supervised by Department's staff. These surveys produce specific data on hotels, commercial stores, industry, etc.

Presently the Department cooperates with OEP's Energy Use and Conservation Department in collecting data for the labeling and standardization of appliances.

4.2 Personnel

The Energy Balance and Consumption, and Energy resources and Production sections are presently staffed by a total of five engineers (electrical and chemical). Their task is mainly to organize the data, received from the sources described above, into databases, keep the databases updated, and analyze the data to produce the required reports.

4.3 Equipment

The Energy Balance and Consumption, and Energy resources and Production sections have a total of four functioning computers: three new IBM compatible, and one Macintosh. They have three b/w printers, and a LAN connection: they use the LAN mainly to connect to the printers. A limited use of LAN is also made to exchange information through the "SHARE" folder.

No connection to Internet is available at the sections computers. Like for the other OEP Departments, staff can access the Internet in the IT Department computer room. Staff does not have direct access to e-mail, but must rely on OEP's one e-mail account.

The sections perform their analysis using databases, and analytical models such as ENPEP (Energy Power Evaluation Program), EDSIM (Energy Demand Simulation Model), and other statistical and economic models. Each computer acts as a stand alone: software, as well as databases and analyses, are kept on hard disk. Since no database software is available through the LAN, all databases are developed on Excel.

4.4 Constraints

The real constraint is the inability to use the centralized server, the unavailability of database software, no access to the Internet, and no access to e-mail. The sections would benefit from sharing their data internally, and with other OEP Departments.

4.5 Recommendations

Computer network for the department must be set up: although a LAN exists, it is used only for printing, as seen also in other Departments. Software and databases must be at server level, not desk top level. Means to share data and information within OEP and with the outside world must be implemented. Staff must be comprehensively trained in the use of resources offered by the centralized server. Internet link and e-mail must be available at each desktop.

5. Energy Information Department

The Energy Information Department is divided into two sectors: the Library, and the Information Technology Sector.

5.1 Mission

The Department supplies manpower and technological capabilities toward the establishment of a national database, in the various fields related to energy, to be used by Egyptian decision makers and researchers.

5.2 The Library

Located on the second floor of the OEP building, the Library is accessible to all OEP employees, as well as to members of the public. In 1999, the library had approximately 600 visitors, half of which were non OEP.

The library has an inventory of about 5000 publications, all catalogued on a computerized database, and subscribes to about 150 periodicals, both national and international (see list of periodicals in Appendix 5).

5.3 The Information Technology (IT) Section

The section is formed by one system analyst, three programmers, one maintenance technician, two communication experts, and four trainees. It administers OEP Local Area Network (LAN), and supply service to approximately 50 users within OEP, of which 70% are "technical, and 30% "administrative".

The IT Section is in charge of procurement for all computer equipment and software: the other Departments must submit to IT their requests, which IT accepts or rejects according to its own criteria.

Overall, OEP has 70 computers, of which 55 are IBM or similar, and 15 are Apple. Of the IBM and like, 20 are "new", meaning they install a Pentium 3 microprocessor, and the other are older to various degrees (there seems to be a discrepancy between the declared number of computers and number of users).

OEP has 12 printers, four as stand alone, and eight connected to the LAN. The high number is due to the fact that OEP personnel prefers to have the printers as close as possible to their location, to avoid sharing with other groups.

According to one staff, "the equipment is sufficient, but its use must be rationalized". Of all the computers in OEP, 20 act as stand alone (according to the information received from the other Departments, this estimate is low).

5.4 Recommendations

Use of the LAN should be promoted by making software available at server level, by training employees on the privacy features offered by the system, and by showing the advantages offered by shared files. The LAN should be connected to the Internet, allowing web browsing and e-mail capabilities to all PC's.

6. Training and Energy Awareness Department

The training program is planned each year, on the basis of training requests received from the Technical Departments. The program for the year is the result of a reiterative exercise which begins with the training requests from the Departments, proceeds to a preliminary program, which is then adjusted to the available budget, and finalized.

Training is available almost exclusively in Egypt, generally at institutions like Universities, and very rarely overseas when grants from international donors are made available: Japan and Sweden are the two countries most frequently visited for training. The Department is also in charge of organizing seminars: in 1999 they organized two Energy Efficiency outreach seminars, one for Egypt Air Personnel, and one at a University in Upper Egypt. They also trained about 150 school teachers on Energy Efficiency concepts. In the last two years, the Department has trained about 700 individuals, both from OEP, and from outside of OEP (typically energy managers of private companies): availability of training courses is advertised on newspapers.

The Department has three computers that are used as stand alone, and connected to the LAN only for printing.