

DN-ACR-673

OEP Organizational Development Assessment SUMMARY



May 2000



Support to the Development of the
National Energy Environmental Strategy
Egyptian Environmental Policy Program
Task Order Number: 23865-805

Contract
LAG-I-00-98-010006-00

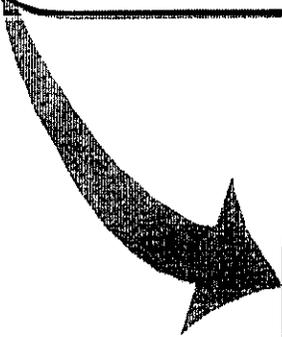
23865-805-0037

OEP's Charter

Provide technical support to the Supreme Council for Energy*

- **Coordinate integrated energy planning**
 - Data collection/analysis
 - Special studies
- **Develop technical expertise**
 - OEP/GOE/others
- **Disseminate Information**
 - Energy awareness
 - Linkage with GOE, private sector, international bodies

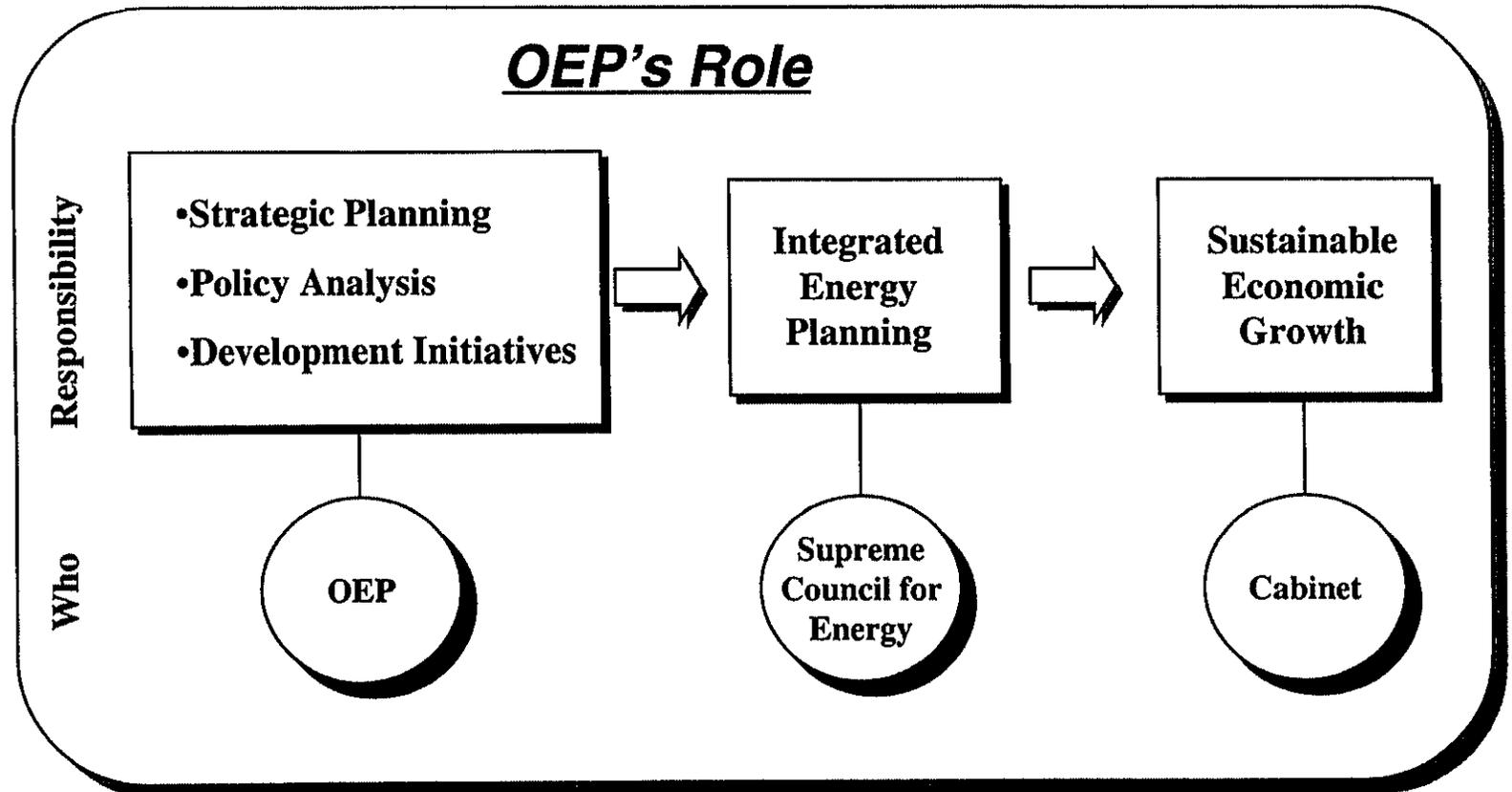
* Presidential Decree #112/1983



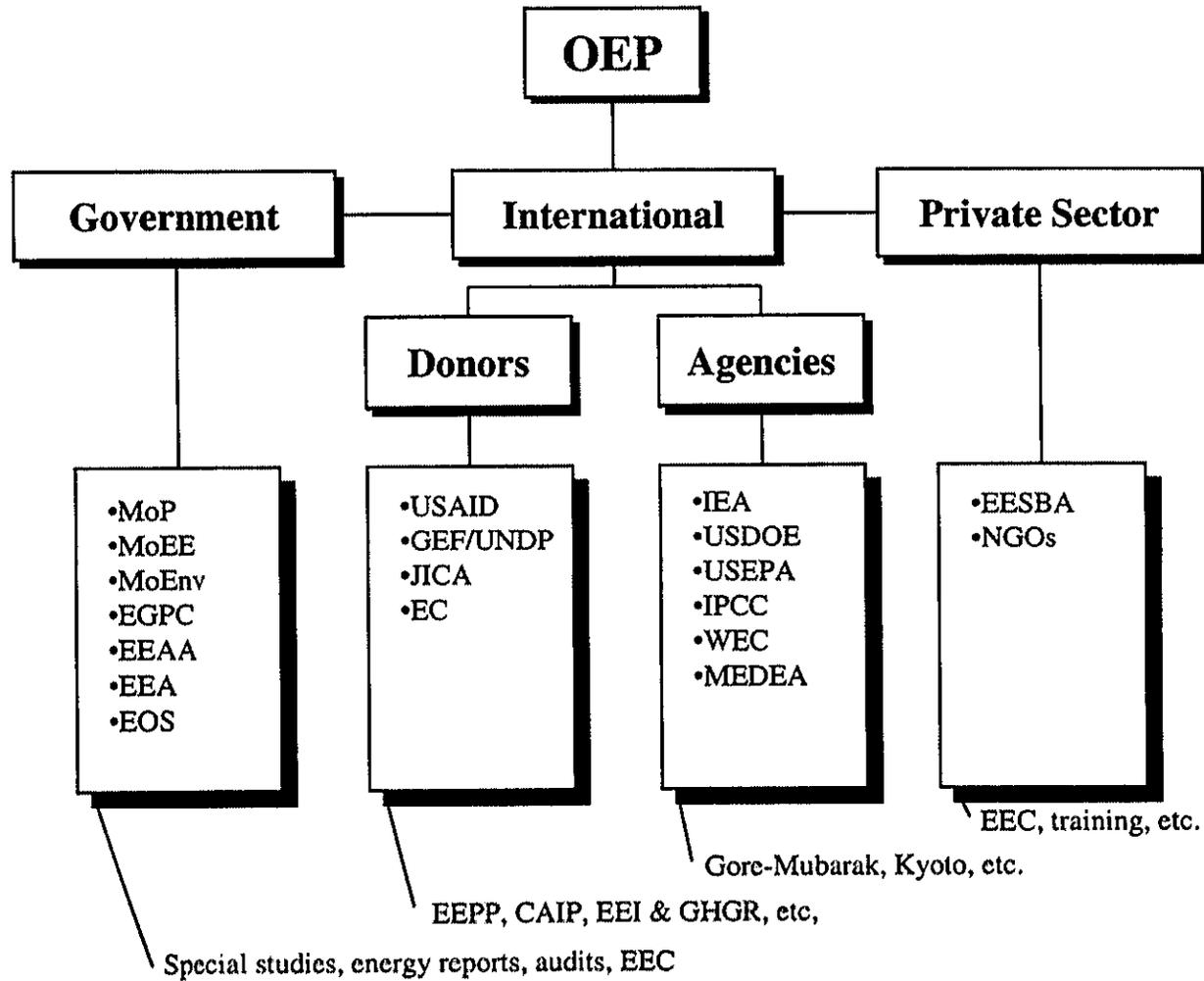
OEP Mission

“Ensure integration of energy planning into the country’s economic framework.”

Meeting Sustainable Economic Growth



OEP's Interactions



OEP Organizational Assessment - Image

Issues:

External

- Positive Image with International bodies
- OEP role not understood domestically

Internal:

- Limited understanding of OEP goals and objectives

Improvements:

External

- Continue to show excellence to international entities
- Promote OEP role and strengths locally by image campaign:
 - OEP 2000 -2010 action plan with clear mission statement
 - new range of promotional products/materials:
 - Web-site
 - Energy Information Statistical report
 - Annual Report
 - Special Studies distribution list
 - Energy Sector Newsletters
- Expand "Fee for Service" activities:
 - Special studies
 - Energy information Center
 - Energy Statistics

Internal:

- Improve Internal communications:
 - Teambuilding training
 - Develop and promote clear mission statement
 - E-mail
 - Routine staff meetings

OEP Organizational Assessment - Operations

Issues:

- “bottom” heavy administration
- Technical/Administration imbalance
- Operating procedures adequate but antiquated
- Limited use of information technology for routine activities – administration, personnel, technical
- Operating procedures not fully reflective of OEP
- Information Technology not exploited
- Internal coordination limited
- Limited information exchange systems to facilitate work
- Work planning, budgeting fragmented
- Operate mainly in reactive mode

Improvements:

- **Re-engineer organization to reflect OEP mission, goals and objectives**
 - Systems and procedures
- **Recruit appropriate technical expertise:**
 - Energy planners, economists, information technology professionals
- **Expand role of IT:**
 - develop LAN, integrate IT systems
 - Use IT to facilitate communications
 - Train staff as needed for job function:
 - Word processing, E-mail, Internet
 - Information Integration
 - Programming
 - Outreach/communications
 - Energy Information data bases
 - Energy planning/modeling tools
 - It-based solutions for routine procedures – admin;personnel etc
- **Senior Staff develops OEP Strategic Plan:**
 - Train senior staff in management
 - Strategic planning
 - Financial management
 - Leadership
 - Develop 5 year plan
 - Develop annual work plans/budgets
 - Develop OEP Performance Indicators

OEP Organizational Assessment - Personnel

Issues:

- “good soldiers” and can deliver good quality work
- Technically competent but limited capacity
- Capable of challenging technical assignments but technical competence not exploited
- Shy away from decision making preferring centralized decision-making
- “Leadership” potential in managers not assessed
- Limited understanding of value of individual contribution to meeting OEP goals and objectives

Improvements:

- Seek opportunities to demonstrate technical expertise by expansion of “fee for service” activities to broader client base
- Recruit new technical staff and train through individual human resource development plan. Compliment with retraining of existing staff in:
 - Management
 - Teambuilding
 - Information Technology
- Decentralize decision making
- Complete leadership assessment underway; identify potential leaders and train through OEP leadership program
- Set Individual Performance Standards and complete regular assessments. Link standards to:
 - Accountability
 - Equitable rewards program
 - Fee for service programs

OEP Organizational Assessment - Facilities and Equipment

Issues:

- **Building and infrastructure not adequate**
- **Information Technology not integrated and therefore underutilized**
- **Energy audit equipment old/obsolete**
- **Library good but difficult to access and not exploited**
- **Limited “tools” for appropriate integrated energy planning**

Improvements:

- **Complete new building as priority:**
 - Use design competition to stimulate local architects/engineers
 - Building should be energy efficient and “demonstrate” building automation systems and Information technology
- **Upgrade IT by:**
 - Completing LAN
 - Integrate existing systems where appropriate
 - Develop IT renewal plan
 - Technology
- **Use audit equipment for training – demonstration purposes**
- **Upgrade Integrated energy planning tools**

OEP Restructuring

Strategic Planning Unit

- **Information Integration Group**
 - Data Integration Dept
 - Energy Modeling Dept
 - Energy Forecasting
- **Special Studies Group**
 - Energy Balance Dept
 - Energy Resources Dept

Policy Analysis Unit

- **International Energy Policy Group**
 - Trade and Development Dept
 - International Law/Treaties Dept
- **National Economic Development Group**
 - Legislation and Regulation Dept
 - Social Development Dept
 - Resource Management Dept

Finance and Administration Unit

- **Legal Affairs Group**
- **Accounting and Budget Group**
- **Personnel Group**
- **Procurement Group**
- **Facilities Management Group**

External Affairs Unit

- **Marketing Group**
 - "Fee for Service" activities
- **International Relationships Group**
 - Donor Coordination Dept
 - International Agency Coordination Dept
- **Public- Private Partnerships Group**
- **Public Relations Group**
 - Communications Dept
 - Energy Information Center

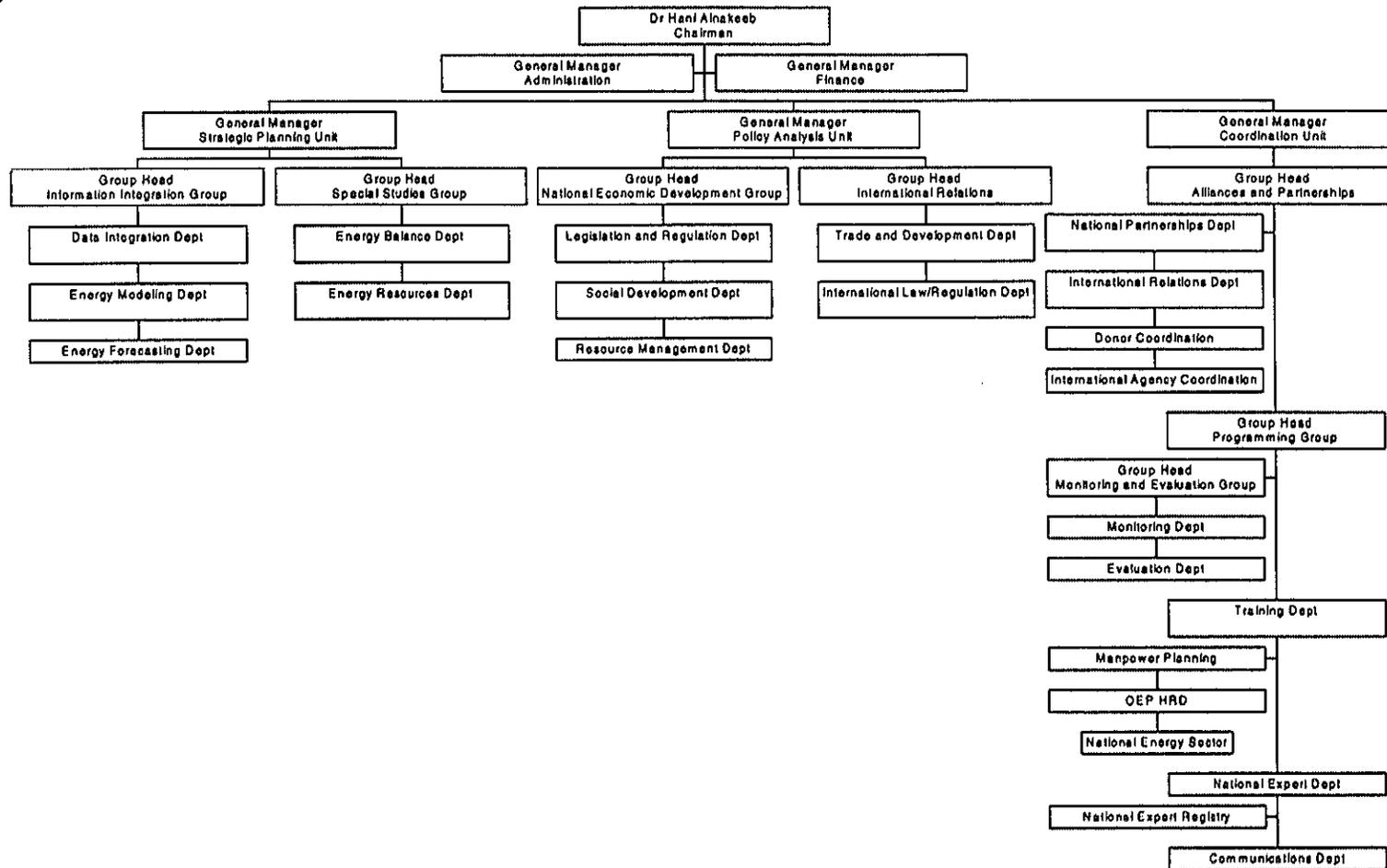
Human Resource Development Unit

- **Manpower Planning Group**
 - Needs Assessment Dept
- **OEP HRD Group**
 - Leadership Development Dept
 - Staff Development Dept
- **National Energy Training Group**
 - Certification Dept
 - National Expert Registry

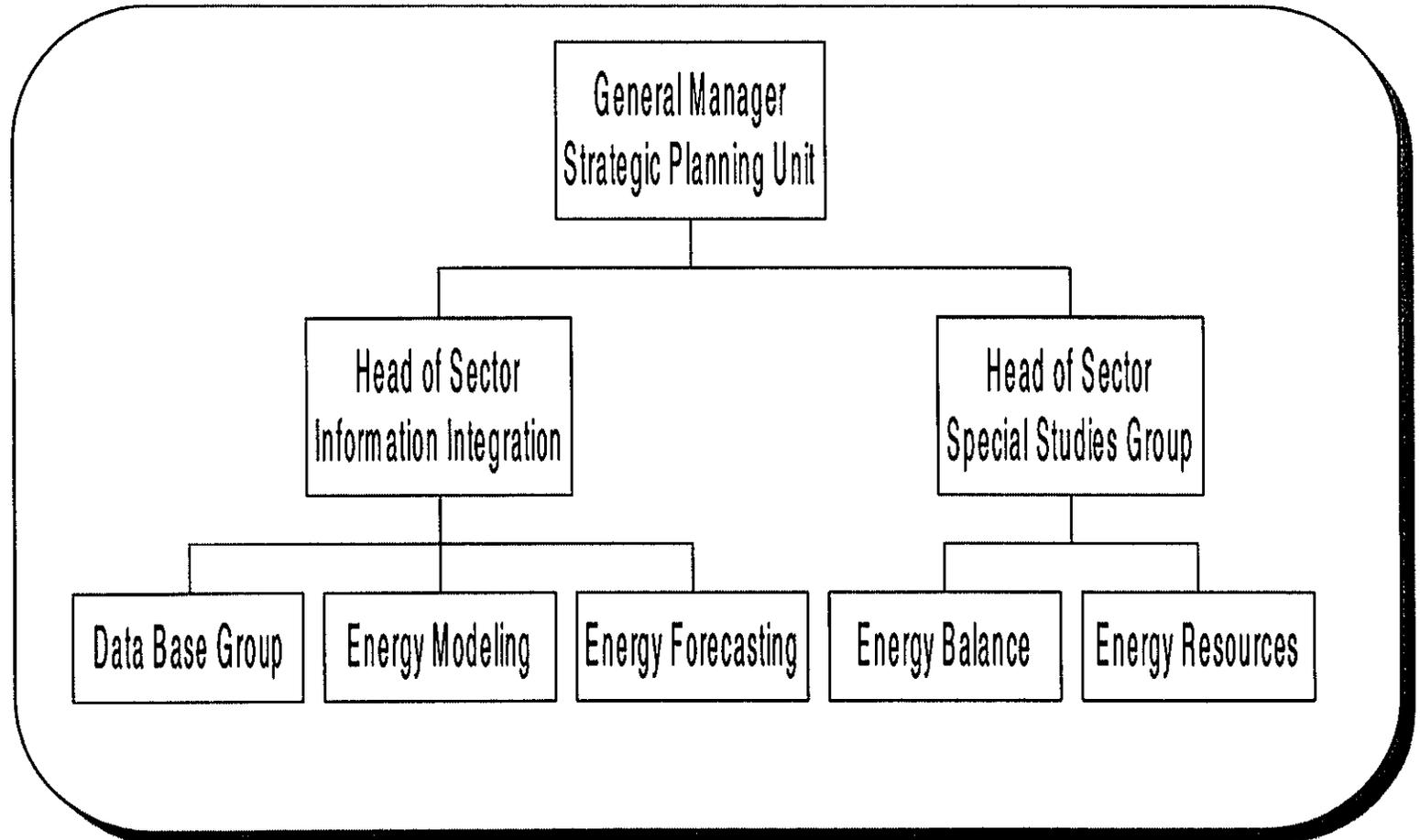
Information Technology Unit

- **IT Development Group**
- **IT Systems Group**
- **IT Training Group**

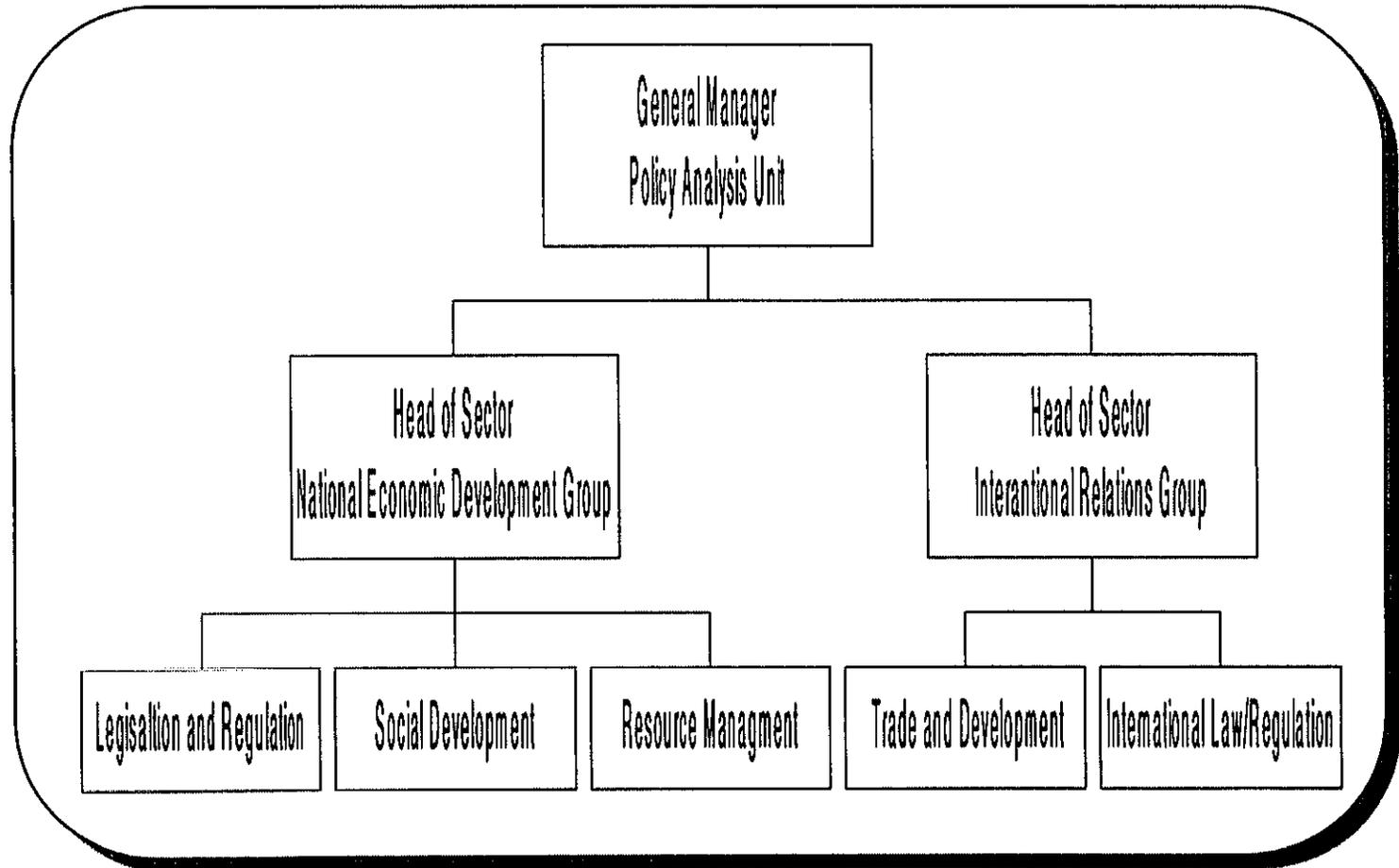
OEP 2000 - 2010



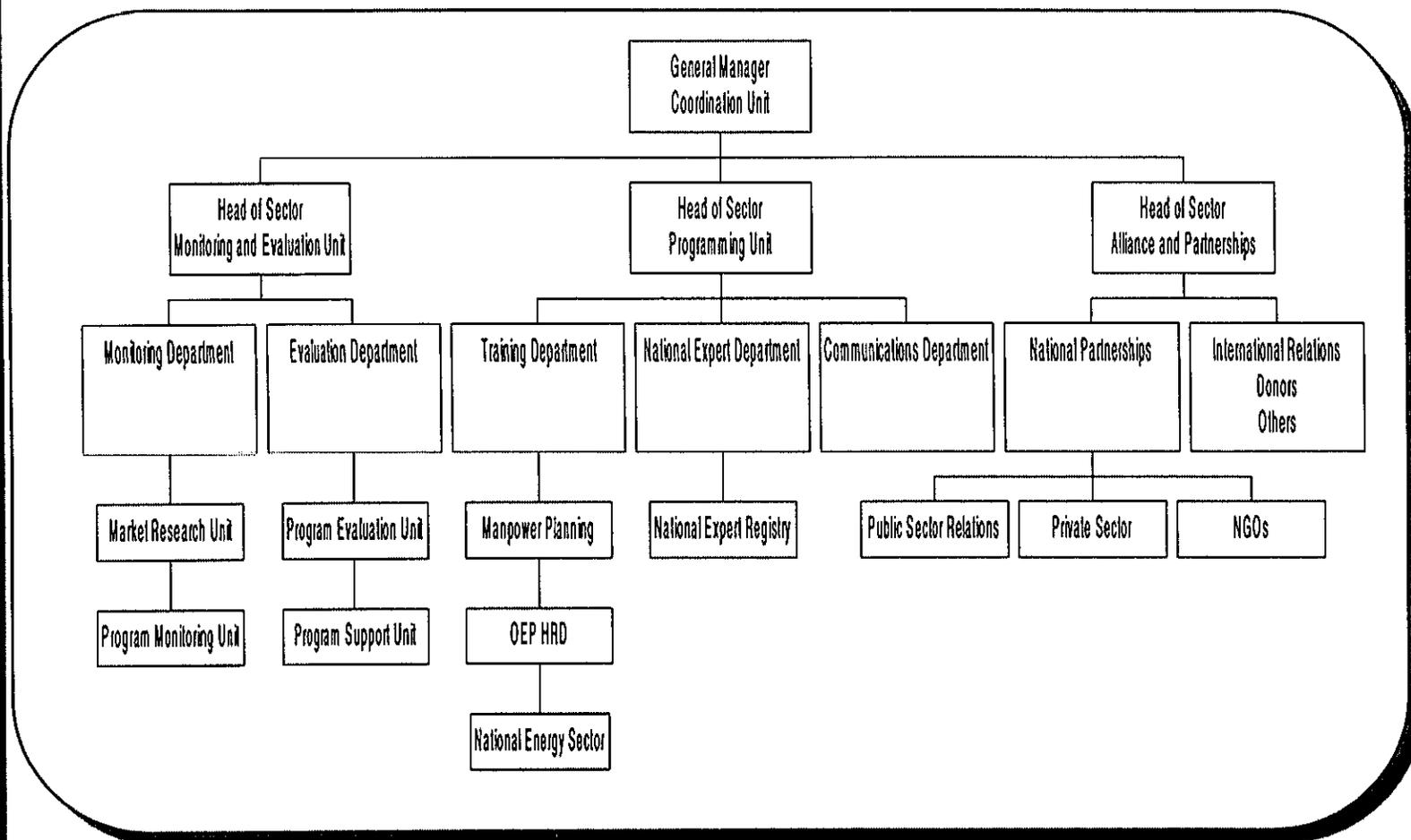
Strategic Planning Unit



Policy Analysis Unit



Coordination Unit



Capital Resource Requirements

(over operating budgets)

Human Resources

- Leadership
- Technical excellence

Facilities

- Building(s)
- Information technology

Energy Planning Tools

- Energy/economic modeling
- Information integration software

Estimated Req'ts
(US\$ million)

Secured Funds
(US\$ million)

2.5

0.8

5.0

1.0

2.5

0.0

10.0

1.8