

PN-ACR-678



Prepared by:
**Organization for Energy
Planning (OEP)**
Energy Planning Division

Final Report “Strengths, Weaknesses, Opportunities and Threats” (SWOT)

With Support from:



In Association with:
York & Associates

September 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

23865-805-0042

Table of Contents

Final Report

"Strengths, Weaknesses, Opportunities and Threats" (SWOT)

- Energy Conservation Sector

Final Report

"Strengths, Weaknesses, Opportunities and Threats" (SWOT)

- Energy Planing Sector

Final Report

"Strengths, Weaknesses, Opportunities and Threats" (SWOT)

- Outreach and training Sector

Final Report

"Strengths, Weaknesses, Opportunities and Threats" (SWOT)

- Computer sector

Final Report

"Strengths, Weaknesses, Opportunities and Threats" (SWOT)

- Financing and Administration Sector



Prepared by:
**Organization for Energy
Planning (OEP)**
Energy Planning Division

Final Report “Strengths, Weaknesses, Opportunities and Threats” (SWOT)

-Energy Conservation Sector

With Support from:

NEXANT INC

A BECHTEL TECHNOLOGY & CONSULTING COMPANY

In Association with:

York & Associates

September 2000



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

Table of Content

<u>Mission Statement</u>	3
<u>OEP Goals</u>	3
<u>SWOT ANALYSIS</u>	3
<u>Strengths</u>	3
<u>How to utilize the Strengths</u>	3
<u>Weaknesses</u>	3
<u>Overcoming the Weaknesses</u>	3
<u>External opportunities</u>	4
<u>Utilizing External opportunities</u>	4
<u>External Threats</u>	5
<u>Overcoming the External Threats</u>	5
<u>STRATEGIC ISSUES</u>	6
<u>STRATEGIC ISSUE (1)</u>	6
<u>STRATEGIC ISSUE (2)</u>	6
<u>STRATEGIC ISSUE (3)</u>	7

MISSION STATEMENT

Accept all and no changes

OEP GOALS

Accept all and added

- Point 6 to include the international community.
- OEP needs to build effective cooperation between a variety of entities in order to avoid replication of work and waste of effort and instead to have a unified targets in Energy and Environment.

SWOT ANALYSIS

Strengths

1. OEP was established by a presidential decree to specialize in collecting and analyzing energy data and complete planning to serve the national economical development. Also OEP provides studies and research to improve energy conservation, environment and awareness. This makes OEP the only entity that is concerned with all this issues together.
2. Staff is well qualified for work in different energy areas.

How to utilize the Strengths

1. OEP to be a consulting house locally, regionally and internationally in energy efficiency and conservation, also to increase awareness and protect the environment. This can be achieved by OEP to become a reliable source for conducting studies for other entities.
2. International cooperation in energy policies.
3. OEP to have an authority to monitor other entities regarding energy efficiency and also have a penal authority for non-complying ones.

Weaknesses

1. Organizational chart is not flexible.
2. Not enough awareness of OEP's role and activities
3. Lack of communication within OEP itself.
4. Limited office space in OEP
5. Lack of enough information for preparing studies.

Overcoming the Weaknesses

1. Development of organizational chart to comply with the new management systems.
2. Media campaign to increase awareness of OEP's role and activities.
3. Development of communication facilities in OEP such as internet and fax and also the web page.
4. New office building for staff.
5. Coordination between OEP and external data providers for conducting the studies.

External opportunities

New funding resources to finance OEP's activities.

Utilizing External opportunities

1. Marketing studies and researches issued by OEP.
2. Mobile centers in universities and colleges to spread awareness.
3. Marketing the OEP's annual report.
4. Preparing exhibitions and seminars

External Threats

1. Budget is inadequate
2. OEP's identity is not clear
3. Other entities are providing similar work as OEP

Overcoming the External Threats

1. Increasing OEP's budget
2. OEP should be considered as a petroleum entity so that employees can benefit from the petroleum sectors privileges
3. Mechanism for cooperation between other entities

STRATEGIC ISSUES

STRATEGIC ISSUE (1)

OEP to work towards becoming more of an energy efficiency and planning consultant body locally, regionally and internationally in the field of Energy planning and Energy conservation. By this, the importance of Energy planning and Energy conservation will be increased.

A) ANALYSIS AND STRATEGIES

1. OEP to participate in any related international and local conferences and seminars to communicate OEP's role.
2. Organizing seminars and workshops inviting local and foreign experts in order to spread the required awareness.
3. Start a campaign promoting OEP's activities and services, in order to increase awareness.
4. Cooperate with the private sector in the field of Energy efficiency and conservation.
5. Provide local and international training for the technical staff to keep their performance up to the consultant standard.

B) DIFFICULTIES

1. Not enough budget
2. There are different entities in Egypt with similar activities
3. Energy is not given high priority as a major aspect in the development of the Egyptian Economy.
4. Often information is not shared and there is no cooperation, because the private sector is not willing to give information to a governmental agency

C) HANDLING DIFFICULTIES

1. Make the required budget for spreading the necessary awareness available either through donations or through increasing OEP's budget allocation by the Egyptian government.
2. Marketing OEP's studies, researches and services to others, in order to increase OEP's revenue.
3. Support the cooperation between OEP and the private sector, as this cooperation serves the general national and international interest.
4. Spread the awareness of the importance of Energy conservation and environmental protection as a major national and international issue of concern.
5. Improve the Internet accessibility and connection in OEP, in order to facilitate exchange of information and communication with other entities.

STRATEGIC ISSUE (2)

Cooperating and coordinating with stake holders in order to unify targets for Energy and Environment

A) ANALYSIS AND STRATEGIES

1. Find means of communication and coordination between OEP and the different entities in order to achieve cooperation and benefit from each entities' results.

2. Conduct a regular meeting between the chairmen of each entity related to Energy in order to coordinate the work and to work towards achieving cooperation with other entities.
3. Develop a strong relationship with the EEAA, because both Energy and Environment are major issues of concern nationally and internationally.
4. Prepare and approve the National Energy Efficiency Strategy (NEES) by the Energy Efficiency Council (EEC), in order to start the implementation phase.
5. Cooperate on publishing a newsletter, which describes the role, activities and services of each entity.

B) DIFFICULTIES

1. Bureaucracy and administration's deficiencies hinders the cooperation between the different entities.
2. No encouragement for cooperation from these entities due to: lack of unified goals – other priorities – lack of beliefs that effective energy efficiency and conservation is critical for sustainable development in Egypt.
3. No internal communication

C) HANDLING DIFFICULTIES

1. Work towards issuing legislation and taking the necessary decisions, which can overcome the present bureaucracy hindering cooperation between other entities.
2. Connect all entities together through the Internet, in order to learn about each other's activities and available data and information.
3. Work on a unified strategic goal with the cooperation of other entities and work together on achieving this goal.
4. Provide monetary incentives for these entities in return for their work and effort.

STRATEGIC ISSUE (3)

OEP needs to effectively cooperate and communicate internally

A) ANALYSIS AND STRATEGIES

1. The availability of a strategy with well defined goals and a clear work plan for each department to commit to and cooperate together to achieve.
2. Regular meeting between all departments in order to follow up on the work plans, results and discuss obstacles and how to overcome them.
3. Develop the current Local Area Network (LAN) in order to improve communication between the departments.
4. Work on a centralized database accessible to all departments, and which will also help to unify the source of information.
5. Improve the connection of Internet and making it accessible to all entities in order to serve the projects of OEP.
6. Improve other means of communication, such as telephones, faxes...

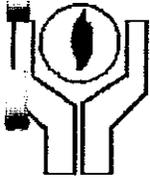
B) DIFFICULTIES

1. Some of the staff does not know the meaning of Strategic planning.
2. Some of the staff does not have the team spirit.
3. Not enough funds.

4. Some of the employees are neither aware of OEP's role, importance and goals nor their responsibilities and role in achieving these goal.

C) HANDLING DIFFICULTIES

1. Building team spirit though local and international training in order to increase quality of work performance.
2. Build an understanding of strategic planning through different training courses.
3. Conduct a brief orientation to all new employees, explaining to them the role of OEP, goals, activities and clarifying each new employee's role in these activities.
4. Work on getting the necessary funds either from the national budget or from foreign donations.
5. Encouraging good performance of employees by giving them bonuses, incentives....etc., but first ensure that they know the responsibilities of their jobs and have a clear understanding of how their jobs effect the achievement of OEP's goals.



Prepared by:
**Organization for Energy
Planning (OEP)
Energy Conservation
Division**

**Final Report
“Strengths,
Weaknesses,
Opportunities and
Threats” (SWOT)**

**- Energy Planning
Sector**

With Support from:



In Association with:
York & Associates

September 2000



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

Table of Content

<u>Mission Statement</u>	3
<u>Organization Goals</u>	4
<u>SWOT ANALYSIS</u>	5
A) <u>STRENGTHS</u>	5
B) <u>INTERNAL WEAKNESSES</u>	6
<u>WEAKNESSES</u>	6
C) <u>EXTERNAL OPPORTUNITIES</u>	7
D) <u>EXTERNAL THREATS</u>	8
<u>STRATEGIC ISSUES</u>	9
A) <u>ANALYSIS AND STRATEGIES</u>	9
B) <u>DIFFICULTIES FACED</u>	9
C) <u>Handling Difficulties</u>	9
<u>STRATEGIC ISSUES</u>	10
<u>Increase OEP's resources</u>	10
A) <u>ANALYSUS AND STRATEGIES</u>	10
B) <u>DIFFICULTIES FACED</u>	10
C) <u>HANDLING DIFFICULTIES</u>	10
<u>STRATEGIC ISSUES</u>	11
A) <u>ANALYSIS AND STRATEGIES</u>	11
B) <u>DIFFICULTIES FACED</u>	11
C) <u>HANDLING DIFFICULTIES</u>	11
<u>Strategic Issue (4)</u>	12
<u>Developing Information Technology at OEP</u>	12
A) <u>ANALYSIS AND STRATEGIES</u>	12
B) <u>DIFFICULTIES FACED</u>	12
C) <u>HANDLING DIFFICULTIES</u>	12

Mission Statement

Accept all and added:

- To spread the awareness of Energy Efficiency using the adequate means of communication and to vary the message according to each target (citizens-governmental agencies-producers and consumers of Energy-Decision-Makers)
- OEP title should be changed to OECP(Organization of Energy Conservation & Planning) to enhance the importance of Energy conservation as Energy planning and to reflect the new role, which can be played by OEP.

Organization Goals

Accept all and added:

New Goals:

- 7- With the existence of Energy Service Companies (ESCOs) providing Energy services in the market, OEP should adopt a new role as the performance monitor and quality controller, in order to ensure expected services are provided and to support ESCOs' projects to get financial backing.
Reason: OEP is considered a neutral governmental body and it has the financial and technical capabilities to do so. Also, this new role will open up the market for the private sector to implement Energy Efficiency projects.
- 8- OEP should work towards getting recognition that governmental legislation is needed to support OEP's role and to authorize OEP to effectively work with stake holders (Producers – industrial consumption – transport/trade.....-EOS – Information center – Media).
- 9- Provide Technical consultation in the field of Energy Efficiency to other countries in the Middle East & Africa.

SWOT ANALYSIS

A) STRENGTHS

STRENGTHS	OPTIONS TO MAINTAIN/INCREASE STRENGTH
<ul style="list-style-type: none"> • Availability of a qualified technical staff, who help in achieving OEP's goals 	<ul style="list-style-type: none"> • Continuous training to maintain quality of performance • Coordination between different departments & staff in order to achieve integrity and in order to exchange experience.
<ul style="list-style-type: none"> • Availability of high quality training courses and seminars (inside and outside of OEP) 	<ul style="list-style-type: none"> • Continuous contact with foreign experts in order to increase standards.
<ul style="list-style-type: none"> • Availability of good assets (equipment) in the form of (Energy Measuring Tools-Library-Computers.....) 	<ul style="list-style-type: none"> • Efficient use of equipment • Start a regular maintenance program to maintain these equipment • Regular upgrade
<ul style="list-style-type: none"> • The availability of rules and policies, which enable OEP to appear with a positive image on the national level 	<ul style="list-style-type: none"> • Benefit from the available rules and policies in increasing OEP's positive image and in efficiently using resources.

B) INTERNAL WEAKNESSES

<u>WEAKNESSES</u>	<u>OPTIONS TO OVERCOME/MINIMIZE WEAKNESSES</u>
<ul style="list-style-type: none"> • No integration between the different departments in OEP and no clear definition of the role of each department 	<ul style="list-style-type: none"> • Schedule a frequent meeting between the departments to gain insights of what each department is doing. • Create a team spirit and cooperation
<ul style="list-style-type: none"> • Rules and policies are interpreted and applied differently 	<ul style="list-style-type: none"> • Unified definition and interpretation of the rules and policies to all the employees in OEP
<ul style="list-style-type: none"> • Routine and bureaucracy in the work process 	<ul style="list-style-type: none"> • Simplifying the work process and using Information Technology in connecting departments. Increasing and speeding-up communication.
<ul style="list-style-type: none"> • No plan for achieving departmental goals 	<ul style="list-style-type: none"> • Very good training in Management techniques, in order to establish a complete plan including-tasks/persons/time/evaluation....etc...
<ul style="list-style-type: none"> • Lack of OEP's role recognition on the national level 	<ul style="list-style-type: none"> • Create awareness and promoting OEP's activities using different means of media.
<ul style="list-style-type: none"> • Lack of a fair evaluation of employees 	<ul style="list-style-type: none"> • Train Managers in fundamentals of modern management and apply unified standards and procedures of performance evaluation

C) EXTERNAL OPPORTUNITIES

OPPORTUNITIES	OPTIONS FOR TAKING ADVANTAGE OF OPPORTUNITY
<ul style="list-style-type: none"> • Availability of funds from donors for funding Energy Efficiency projects 	<ul style="list-style-type: none"> • Extend the relations and cooperation with the donors, in order to practice the role of OEP on the national level.
<ul style="list-style-type: none"> • The presence of persons in the board of directors of the OEP, who are from governmental agencies increases the positive role image of OEP on the national level (budget-job structure-legislation-....) 	<ul style="list-style-type: none"> • Coordinating with the board of directors and clarifying to them OEP's role on the national level and their role in supporting this role.
<ul style="list-style-type: none"> • Providing continuous direct feedback to the minister of petroleum enables OEP to get what she needs and to promote activities more effectively. 	<ul style="list-style-type: none"> • Maintain the channel of communication between the minister and OEP while keeping him continuously informed of OEP's news and activities.
<ul style="list-style-type: none"> • The opportunity of abroad training in advanced technology in the field of Energy Conservation 	<ul style="list-style-type: none"> • Using this opportunity in achieving the strategic goals of OEP.

D) EXTERNAL THREATS

THREATS	OPTIONS FOR OVERCOMING/MINIMIZING THREATS
<ul style="list-style-type: none"> Sponsored funds are not continuous (stable) 	<ul style="list-style-type: none"> Clarifying the importance of OEP's role on the national level to the sponsoring agencies
<ul style="list-style-type: none"> Role of OEP is dysfunctional and inefficient use of OEP's resources 	<ul style="list-style-type: none"> Governmental support in the form of: <ul style="list-style-type: none"> Energy law of legislation Understanding the needs of OEP Including the programs of Energy Efficiency in the general national plan.
<ul style="list-style-type: none"> Lack of knowledge of OEP's role in a clear picture 	<ul style="list-style-type: none"> Different means of media to participate in a national campaign for Energy Efficiency, communicating OEP's role in achieving <i>Energy Efficiency and the effect of Energy Efficiency</i> in protecting the environment and supporting the Egyptian Economy.

STRATEGIC ISSUES

STRATEGIC ISSUE (1)

Increase the role of OEP in the field of Energy Efficiency on the national level.

A) ANALYSIS AND STRATEGIES

1. Work on issuing an Energy law through presenting evidence such as case studies, in order for OEP to be granted the authority and delegation to work with all entities (related to the field of Energy Efficiency) in the field of:
 - Follow up on Energy consumption at different organizations
 - Issue approved certificates to Energy managers
 - Arbitrate between the ESCOs and consumers
2. Qualify the present staff and train them in the most advanced technology in the field of Energy.
3. Upgrade the Energy measurement tools (Equipment) and PCs in order to catch up with the advanced modern technology in this field.
4. Spread the awareness of the importance of OEP's role in the field of Energy Efficiency and environmental protection.
5. Increase and continue cooperation with the expert international agencies in the field of Energy and Environment, in order to acquire the most advanced techniques.
6. Implement some of the pilot projects related to Energy Efficiency and Environment protection.

B) DIFFICULTIES FACED

1. No clear law or measurements for Energy Efficiency, which requires a governmental legislation.
2. Limitation of OEP's budget
3. Limitation in the cooperation and coordination between OEP and the media in spreading the awareness of OEP's important role.
4. Lack of support from the key government stakeholders.
5. Energy Efficiency and conservation is not given high priority as other projects by the government.

C) Handling Difficulties

1. Work on building recognition and issuing Energy law through providing case studies, feasibility studies, statistics...etc.
2. Build better stake holder's relationship (ministry of finance- planning-media-....)

STRATEGIC ISSUES

STRATEGIC ISSUE (2)

Increase OEP's resources

A) ANALYSUS AND STRATEGIES

1. Promote OEP's services such as: Energy Efficiency projects, experts, offer available Energy audit equipment for rent, train companies to do Energy audits and/or re-visit the notion of providing Energy audits to commercial organizations,
2. Provide Energy Efficiency training to Energy managers in the different entities (ex.: business associations, universities...)
3. Use computers in preparing for Energy Efficiency programs and promote available facilities such as Internet, library for students and researchers.
4. Implement pilot projects through international donations to generate additional income.

B) DIFFICULTIES FACED

1. Bureaucracy of the rules and policies does not allow most of revenue generated by OEP, to be kept in OEP's budget
2. No recognition of OEP's role leads to funds being allocated to other organizations with a less important role.
3. Low demand on OEP's services due to lack of awareness of OEP's existence, role and capabilities in the field of Energy Efficiency and Environmental protection.

C) HANDLING DIFFICULTIES

1. Start a campaign to promote OEP's activities and capabilities.
2. Cooperate with the ministry of Finance and other governmental agencies with financial capabilities to communicate to them the importance of OEP's role on the national level.
3. Coordinate with the ministry of international cooperation more effectively and make them more aware of OEP's role and responsibilities in order to re-direct donations and support to OEP.
4. Work to channel more of OEP's fee based revenue back into OEP's budget.

STRATEGIC ISSUES

STRATEGIC ISSUE (3)

Improving OEP's performance

A) ANALYSIS AND STRATEGIES

1. Keeping quality of employee's performance up to standard through providing training courses and participating in local and international events.
2. Strengthening the cooperation and coordination between the different departments in order to achieve integration between them.
3. Establishing plans to carry out and follow up on projects that are done by each department at OEP, so that they can be properly evaluated.
4. Build various means of employees' satisfaction so as to motivate them to actively contribute and participate in OEP's activities and achieve results.
5. Improve communication and Information Technology in OEP and make it accessible to everyone.
6. Maintaining the Energy audit equipment and PCs and frequently upgrading these.

B) DIFFICULTIES FACED

1. Weak spirit of cooperation between the departments.
2. Not enough budget or funds for upgrading PCs and audit equipment.

C) HANDLING DIFFICULTIES

1. An on-going meeting between the departments to learn about each department's activities.
2. Build working groups out of each department working together to achieve synergy.
3. Efficient use of potential such as measurement equipment-PCs-.....owned by OEP, which can contribute as a source of revenue to OEP.
4. Effective budgeting process, in order to maximize revenues so that resources can be upgraded on a regular basis.

Strategic Issue (4)

Developing Information Technology at OEP

A) ANALYSIS AND STRATEGIES

1. Improve local area network (LAN) to achieve integrity.
2. Design an effective Intranet System at OEP, where studies and researches are published in an easy searchable and retrievable form.
3. Improve the connection and usage of Internet, in order to obtain a wide variety of information on energy related matters and also to upgrade the website of OEP so that various stakeholders can have easy access to OEP's information.
4. Upgrading PCs and applications.

B) DIFFICULTIES FACED

1. Not enough budget for upgrading PCs and applications.
2. No cooperation or communication between employees for exchanging information
3. Not enough Information Technology training

C) HANDLING DIFFICULTIES

1. Train employees effectively in using information technology.
2. All departments to work collectively on one general project, in order to create a team work spirit.
3. Use information technology and available Energy information in generating revenue.



Prepared by:
**Organization for Energy
Planning (OEP)
Training and Awareness
Division**

Final Report
**“Strengths,
Weaknesses,
Opportunities and
Threats” (SWOT)**

**- Outreach and
Training Sector**

With Support from:

NEXANT INC

A BECHTEL TECHNOLOGY & CONSULTING COMPANY

In Association with:

York & Associates

September 2000



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

Table of Content

<u>Mission Statement</u>	3
<u>OEP's Goals</u>	4
<u>SWOT Analysis</u>	5
<u>A) STRENGTHS</u>	5
<u>B. WEAKNESSES</u>	6
<u>C) ORTUNITIES</u>	7
<u>D) THREATS</u>	8
<u>Strategic Issues</u>	9
<u>Low allocation of OEP's budget</u>	9
<u>Strategic Issue (2)</u>	10
<u>Organizational structure</u>	10
<u>Strategic Issue (3):</u>	11
<u>Monitoring and follow-up system</u>	11
<u>Difficulties</u>	11

Mission Statement

Accept all and added:

- Provide technical assistance to the decision-makers. Analyze and plan Energy strategies coinciding with the development of Economy and society. Work towards increasing exports, which will support the development of the country. Work towards developing the technical experts, increasing national awareness of energy efficiency and energy conservation.

OEP's Goals

Accept all and added:

- Collecting and analyzing Energy legislation and Energy data on the national level with regard to production, consumption behavior and the effect of Energy on economy and society. Forecasting the production and consumption of Energy.
- Cooperating with external stakeholders to develop a national Energy strategy taking into consideration the requirements of the economy and society development.
- Develop a national Energy Strategy for Energy Efficiency with the aim of increasing petroleum conservation and the export of petroleum. Achieving efficiency in Energy consumption will leave investment for other areas such as education, health...etc..in addition the Energy Efficiency strategy will lead to environmental protection and decreasing pollution.
- Work on studies and technical assistance in the field of energy, either individually or through contracting with external research institutes. This can be done either by full funding from OEP or shared with other entities or by an external donor. Also providing technical assistance through experts from within OEP.
- Contract with other entities to work on paid researches or paid Energy services for OEP and for OEP to have the authority to use the results of these researches.
- Building awareness for Energy conservation
- Developing human resources through providing local and international training in the field of Energy and environment.

SWOT Analysis

A) STRENGTHS

Strength	Increasing strength
<ul style="list-style-type: none">• Chairman of OEP is convinced of OEP's role and the work plan of each department• 50 % of the goals in the presidential decree is related to Energy training and awareness• Efficient Leadership and management• Team spirit• Perfect relations and identification • Encouragement for creativity and innovation• Participation of employees in the department in the department's work plan.• Availability of a strategic plan for Energy awareness targeting all sectors	<ul style="list-style-type: none">• Work on earning more trust from OEP's leaders in order to provide untraditional ideas• Make a good use of this benefit • Encourage leadership and give more authorities.• Work on job specification and solving problems• Provide incentives for employees and adopt new ideas• Explain the department's work plan and adhere to the implementation • Define responsibilities and provide a <i>monitoring system to follow up on the implementation of the plan</i>

B. WEAKNESSES

Weaknesses	Overcoming weaknesses
<ul style="list-style-type: none">• Low budget allocation for the training and awareness department	<ul style="list-style-type: none">• Complete cooperation with members of the Energy Efficiency Council (EEC). Finding resources from within the department to carry out the plans (ex.: organizing for training courses) in return for a fee
<ul style="list-style-type: none">• There is a gap in the organizational structure related to the training and awareness department which leads to deficiency in the no. of staff and no chance for promotion.	<ul style="list-style-type: none">• Review the organizational structure to be able to hire more employees and promote current ones.
<ul style="list-style-type: none">• Employees have a poor English language	<ul style="list-style-type: none">• More practical training courses in this field
<ul style="list-style-type: none">• Lack of set standards for performance evaluation	<ul style="list-style-type: none">• Work on identifying standards and measurements for performance evaluation to be the main mean of incentive and encouragement

C) OPPORTUNITIES

External Support	Suggestion for benefiting from this external support
<ul style="list-style-type: none">• The goals of the EEC protocol encourages cooperation and integration in Energy training and awareness	<ul style="list-style-type: none">• Make use of these goals to be part of achievable programs and plans
<ul style="list-style-type: none">• Readiness from other governmental entities to cooperate with OEP in spreading national awareness for Energy efficiency and conservation	<ul style="list-style-type: none">• Work on shared projects and programs in the field of Energy awareness
<ul style="list-style-type: none">• The country's care for Energy efficiency and conservation and environmental protection cases encourages means of media to work with OEP	<ul style="list-style-type: none">• Benefiting from the governmental means of media to spread Energy awareness

D) THREATS

Threats	Overcoming threats
• No equipped lab to conduct and organize for training courses	Cooperate with EEC members
• Lack of understanding, from the part of media, of the importance of spreading awareness of Energy conservation and how such campaigns can highly benefit the country	• Continuous meeting and communicating the goal and mission of OEP with the media reporters.
• Lack of a specific training plan for each department in OEP showing their needs and requirements	• Regular meetings with departments' heads to explain the importance of a training plan for employees
• No feedback (monitoring) tool reflecting the extend of benefit from the training programs	• Direct reports from managers specifying the extend of benefit from the training

Strategic Issues

1. Low allocation of OEP's budget
2. OEP's Organizational structure
3. Monitoring and follow-up system

Low allocation of OEP's budget

Analysis:

- Cutting down the forecasted budget
- Lack of resources for the department
- All department's activities require a huge budget
- No well and advanced equipped spaces for training and seminars at OEP
- No official support and assistance from the country's means of media in spreading awareness on Energy conservation

Difficulties:

- Prices of using the official media in spreading awareness is going high up.
- Cannot use financial resources allocated to OEP in case of availability
- Very tight space at OEP, which does not allow for preparing a room for training and seminars, in order to save on external rent.

Handling difficulties:

- Coordinate between media and petroleum sectors in order to be granted exemptions
- Cooperate between different entities in EEC to benefit from their experience in workshops and media campaigns.
- Establish a mutual beneficial relationship with the means of media, where OEP provides the technical material from its part and the media runs the campaign.

Strategic Issue (2)
Organizational structure

Analysis:

- Conflict in employees responsibilities
- No chance for promotion especially for non-college graduates
- Lack of specialized personnel

Difficulties:

- No clear job description for each position
- A gap in the organizational chart and no clear hierarchy
- Organizational chart is not flexible with regard to non-college graduates

Handling difficulties:

- Clear job description and job specification
- Mechanism for non-college graduates to be promoted
- Filling the gaps in the organizational chart
- Hiring qualified personnel
- Developing personnel skills through training courses

Strategic Issue (3):

Monitoring and follow-up system

Analysis:

- Deficiency in carrying out plans
- No incentives for employees
- Low performance of some of the staff

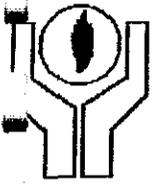
Difficulties

No monitoring and follow-up system which includes:

- Performance standards
- Performance evaluation compared to the performance standards
- Finding the reasons for the non-compliance of performance evaluation and performance standards and taking the necessary action

Handling difficulties

- Monitoring system should not be limited to defining the problem only, but should include monitoring the whole process. Realistic and achievable suggestions should be made on how to solve the problem
- Share the feedback on the results of the implementation of the plans with the employees as a means of comparing actual results with expected results and give the employee the chance to take corrective actions.
- Give more weight to self-monitoring, because each employee is best aware of his/her capabilities
- Provide a good Information system and communication capable of measuring actual performance and providing comparison between the actual performance and the required standards and analyzing problems.
- The evaluation process used by the monitoring system to be objective and not subjective and to be realistic and achievable.
- In order for the monitoring system to be successful it has to be adaptive to any changes in the goals or plans
- Participation of the implementers in setting the standards of performance in order to assure that they understand what is expected from them and in order to get their approval on applying these standards



Prepared by:
**Organization for Energy
Planning (OEP)
Computer and
Information Division**

Final Report
**“Strengths,
Weaknesses,
Opportunities and
Threats” (SWOT)**

- Computer Sector

With Support from:

NEXANT INC

A BECHTEL TECHNOLOGY & CONSULTING COMPANY

In Association with:

York & Associates

September 2000



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

Table of Content

<u>Mission Statement</u>	3
<u>OEP's goals</u>	3
<u>SWOT ANALYSIS-Computer Sector</u>	4
<u>Strengths</u>	4
<u>Weaknesses</u>	4
<u>Opportunities</u>	4
<u>STRATEGIC ISSUES-Computer Sector</u>	5
<u>STARATEGIC ISSUE (1)</u>	5

MISSION STATEMENT

Accept all and omitted:

The statement on New and Renewable Energy.

Comment:

The development of new and renewable energy resources is now the responsibility of New and Renewable Energy Resources Authority. In addition that within 5 years, it is not expected to have available New and Renewable Energy Resource.

OEP'S GOALS

Accept all and added:

7. To continue contact and cooperation with international agencies or organization for purpose of energy efficiency advanced technologies transfer as it is of great help to fulfil the mission of OEP.
8. Develop the Computer Sector activity to work to become consultant group for all computer related issues.

SWOT ANALYSIS-COMPUTER SECTOR

Strengths

1. Well qualified Staff who is able to provide the following:
 - Administration of network
 - Operation and maintenance of computers
 - Technical assistance and support for all users
2. Modern information system providing the following, in cooperation with the Information Sector:
 - Bibliographical database in the field of energy that provides services internally and to external researchers
 - Specific database to serve certain areas such as Transportation Dept. database and Energy Consumption in Transportation and Agricultural Sectors database
3. Connection to internet by a lease line.
4. Developed and web page for OEP.
5. Availability of equipment and computers.
6. Staff training.

Weaknesses

1. No coordination or integration between the different departments in OEP.
2. Lack of financing which leads to inadequate funds to procure the necessary programs and equipment
3. Lack of training.
4. No mechanism to provide the information center with data.
5. Inadequate staff for all tasks required.
6. Lack of flexibility in applying rules and regulations of procurement for new computer accessories or maintenance.

Opportunities

1. Use the available expertise of computer specialists in OEP to provide services to other areas in the Petroleum sector.
2. Employees of this sector should be involved in the various OEP projects.
3. Provide technical support Petroleum sector in the internet field.
4. Connecting OEP with other entities in the Petroleum and Electricity sectors through the internet.
5. Connecting the Petroleum sector to the information system in OEP.

STRATEGIC ISSUES-COMPUTER SECTOR

STARATEGIC ISSUE (1)

Development of computer sector to become a consulting group for the Petroleum sector.

A) ANALYSIS

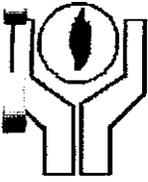
1. Training of employees internally and externally and attending seminars in the field.
2. Provide enough funding to upgrade the computers and applications.
3. Exchange of expertise and technology by meeting with other computer specialists in the other Petroleum sector entities.
4. Connecting the Petroleum sector to the information system in OEP, through Wide Area Network (WAN).

B) DIFFICULTIES

1. Lack of training for computer staff to be familiar with latest technology in the field.
2. Lack of funding for upgrading and development of systems
3. Inadequate staff for all tasks required - especially those on long vacations to accompany their wives abroad.
4. No agreements between OEP and other computer, both national and international, to exchange knowledge and expertise.

C) HANDLING DIFFICULTIES

1. Computer courses for staff.
2. Provide funding for the sector.
3. Hire specialized staff and provide more incentives.
4. Sign agreements between OEP and other entities to exchange knowledge and expertise.



Prepared by:
**Organization for Energy
Planning (OEP)
Administration and
Finance Division**

Final Report
**“Strengths,
Weaknesses,
Opportunities and
Threats” (SWOT)**

**- Financing and
Administration Sector**

With Support from:



In Association with:
York & Associates

September 2000



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

Table of Content

<u>Mission Statement</u>	3
<u>OEP's Goals</u>	3
<u>SWOT ANALYSIS</u>	4
<u>INTERNAL STRENGTHS</u>	4
<u>INTERNAL WEAKNESSES</u>	4
<u>EXTERNAL OPPORTUNITIES</u>	4
<u>EXTERNAL THREATS</u>	4
<u>STRATEGIC ISSUES</u>	5
<u>STRATEGIC ISSUE (1)</u>	5
<u>STRATEGIC ISSUE (2)</u>	5
<u>STRATEGIC ISSUE (3)</u>	6

Mission Statement

Accept all and added:

OEP to undertake the role of energy planning on the national level through efficient use of energy and resources, participating in the decision making process regarding energy and environmental issues, and becoming a consultant body in the field of energy planning and conservation locally, regionally and internationally.

OEP's Goals

Accept all and added:

1. Signing agreements and contracts with other local or foreign entities
2. Training of staff and government employees.
3. Collecting energy data from other entities.
4. Communicating with other governmental entities to exchange energy information.
5. Increasing awareness of OEP's role and cooperating with other entities.
6. Plan and implement a national energy efficiency strategy and conservation with the participation of all entities in the field of energy and environment.

SWOT ANALYSIS

FINANCIAL DEPARTMENT - FINANCE SECTOR

INTERNAL STRENGTHS

ORGANIZATIONAL STRENGTHS	OPTIONS TO MAINTAIN/INCREASE STRENGTH
<ul style="list-style-type: none">• Qualified staff• Staff is honest, loyal and hardworking	<ul style="list-style-type: none">• Continue to train staff• Provide financial moral incentives.

INTERNAL WEAKNESSES

ORGANIZATIONAL WEAKNESSES	OPTIONS TO OVERCOME/MINIMIZE WEAKNESS
<ul style="list-style-type: none">• Lack of modern computers• Lack of database programs to carry out the work more efficiently	<ul style="list-style-type: none">• New up-to-date computers• New database software

EXTERNAL OPPORTUNITIES

ORGANIZATIONAL OPPORTUNITIES	OPTIONS FOR TAKING ADVANTAGE OF OPPORTUNITY
<ul style="list-style-type: none">• More projects which provide more resources for OEP• Funding to buy land for the new office	<ul style="list-style-type: none">• Awareness of OEP activities• Communicating with concerned entities to be able to buy land for the new office.

EXTERNAL THREATS

ORGANIZATIONAL THREATS	OPTIONS FOR OVERCOMING/ MINIMIZING THREATS
<ul style="list-style-type: none">• Lack of enough funding	<ul style="list-style-type: none">• Communication with concerned entities to encourage funding for OEP projects and good estimation of OEP budgets.

STRATEGIC ISSUES

STRATEGIC ISSUE (1)

Work to implement NEES by presenting findings effectively to various key decision-makers, so that the importance of NEES will be recognized.

A) ANALYSIS

OEP is the key coordinator of the EEC under the protocol issued 1999. The EEC's role is to conduct a national energy efficiency strategy (NEES) in Egypt with the participation of all energy and environment related entities, The strategy has to be achievable by all entities (FEI - ministry of transportation – GOFI....). All these entities are members of the EEC.

B) DIFFICULTIES

To convince the decision-makers in Egypt to the NEES after it is prepared.

C) HANDLING DIFFICULTIES

Cooperate with the EEC members separately in order to convince them of the NEES.

STRATEGIC ISSUE (2)

Work on a new organizational structure, which relates to OEP's goals

ANALYSIS

OEP faces problems in its organizational chart. Some positions are only available on the organizational chart, but are vacant, due to financial problems. In addition, there is no job description for the available positions. The present organization chart cannot meet the expected increase of OEP's activities in the future.

A) DIFFICULTIES

Bureaucracy and administration problem in reviewing and changing the organizational chart and problems in funding any new positions needed as this is controlled by the central organization for administration and organization.

B) HANDLING DIFFICULTIES

Ask the minister of petroleum to ask the minister of administration development in order to get the approval for a new organizational chart, to be designed internally by OEP staff, in order to meet with OEP's needs and requirements.

STRATEGIC ISSUE (3)

Work on providing additional funding for OEP's projects and activities through increasing OEP's annual budget and creating additional donor grants.

A) ANALYSIS

1. Justify to the government of Egypt the importance of OEP's projects and activities, so as to extend their annual budget allocations.
2. More detailed and specific budget specifications must be created annually for various projects and activities, in addition to general funding needed to run OEP, i.e., a more effective budgeting process.
3. Search for new donors, who are interested in energy and environment to increase the donor's pool for funding projects.
4. Finding new projects for cooperation with existing donors.

OEP is facing problems in funding projects or practicing other activities such as media campaign. A larger budget should be allocated to OEP's projects and activities.

B) DIFFICULTIES

OEP's forecasted budget is part of the general national budget, where the money gets allocated according to priority.

C) HANDLING DIFFICULTIES

- Work on the recognition of OEP's role in front of decision-makers, in order to give high priority to Energy Efficiency.
- Using donor's interests to get certain activities funded through donors and reserve government budget allocations for other projects and activities, thereby effectively using a broad base of financial allocations.
- Work on improving communication with the minister of petroleum, in order to find support when needed.