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OEP Strategic Planning Report

NEXANT INC
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INTRODUCTION

Energy plays a vital role in the in the effective economic and social development of Egypt. In recognition of this, the Government of Egypt established the Organization for Energy Planning (OEP) in 1983 as an independent entity reporting to the Minister of Petroleum. It has as its premiere responsibility the need to ensure that effective and efficient energy planning is integrated into the country's economic framework.

In undertaking this important task, OEP has launched several initiatives. After careful deliberation, it was decided that the development of OEP as an organization was critical if it was to meet the challenges of the future. Therefore as a first step, it has adopted a strategic planning as process through which OEP'S leadership could develop its strategic mission, values, identify issues, and strategies capable of dealing with these issues in order to fulfill its Mission and achieve the goals of the organization to better serve its large group of stakeholders.

Not only is the plan aimed at the results that OEP is to achieve, but also at the internal development of the organization and its valuable human resources. Consequently the plan is an attempt to *guide management in order to effectively enhance* the capacity of OEP and enable it to both sustain and increase its capabilities in the future.

The STRATEGIC plan was a collaborative effort undertaken by the entire organization. Using all members as a fundamental constituency, a number of events were designed and implemented to collect a wide variety of data. Then a small planning committee was formed, the *Core Work Group (C.W.G.)*, who with ongoing input from all employees in the organization exercised extensive and careful thinking about the various challenges and difficulties facing the organization and devised a plan designed to ensure the realization of OEP's Mission. What results here is a DIRECTION FOR THE FUTURE.

OEP'S MISSION

The Organization for Energy Planning's Mission is to take part in the National effort needed to support decision makers, concerned authorities and the public to ensure a safe and effective energy supply to meet energy demands efficiently through integrated energy planning, development technical expertise, and dissemination of energy information in cooperation and coordination with other concerned bodies in order to serve National sustainable development.

OEP'S ORGANIZATION GOALS

1. Develop OEP to become distinguished and outstanding technical experts in the field of energy and relevant activities at the national, regional and international levels.
2. Achieve communication, integration and coordination in the fields of Energy Planning, Energy Efficiency, Energy Information, Energy Training and Awareness between OEP and all concerned national bodies who make decisions concerning sustainable economic growth.
3. Develop OEP's financial resource base through marketing its expertise and various capabilities to the extent that it serves OEP's Mission in conducting effective energy resource planning needed for Egypt.
4. Establish a formal information exchange system with various stakeholders in order that information be exchanged on a continuous basis.
5. Become the main coordinator of relevant activities of various donors and other international agencies in the field of Integrated *efficient* Energy Planning.
6. Continuously upgrade OEP's capabilities through the development of effective human resource systems, creation of an organizational structure which supports the goals of OEP, an investment in training and development which fosters a "learning environment" to ensure that knowledge and expertise is sustained.

VALUES OF ORGANIZATION FOR ENERGY PLANNING

In Order to ensure that the strategic plan of the Organization for Energy Planning has a firm basis for implementation the following Values Statement is adopted.

1. **Faith in OEP'S Mission and goals through establishment of clear and well-defined objectives for all OEP divisions, sectors, and departments. These objectives should be clear to all employees.**
2. **Coordination and collaboration should prevail throughout OEP to maximize the common interest over the personal interest. This is necessary to work effectively to achieve strategic objectives.**
3. **OEP Will understand and work with the autonomy granted to it to ensure effective policies, structures, staffing levels, and operating budgets are established and maintained.**
4. **OEP Will value its human resources by assigning the right person to the *right position* to ensure effective and efficient performance and encourage the spirit of innovation.**
5. ***OEP Will provide the opportunities for its staff to learn, develop, and advance.***
6. ***OEP Will ensure that open channels of communication exist within the organization and that information is shared in an effective and timely manner.***
7. **OEP Will strive to provide the technological infrastructure needed to carry out its activities.**

STRATEGIC ISSUES

The following issues have been identified as critical to OEP 's success. Strategies are identified which are designed to provide direction for solving these issues.

1. **HOW can OEP develop and Implement of a national strategy for integrated efficient energy planning ?**
2. **How can OEP create effective financial support for its projects, both those included in the OEP budget and other projects which need the expertise and collaboration of OEP?**
3. **How can OEP develop its internal capabilities and thereby improve its performance?**
4. **How can OEP link and coordinate with all concerned bodies to achieve unification, coordination, and feasibility of activities so as to support sustainable economic development?**
5. **How can OEP develop the Information Technology that is needed to provide the technical infrastructure?**

STRATEGIC ISSUE 1

DEVELOP AND IMPLEMENT A NATIONAL STRATEGY FOR INTEGRATED EFFICIENT ENERGY PLANNING SPONSORED BY OEP.

ANALYSIS / DIFFICULTIES

1. No governmental legislation for energy law
2. Lack of support from the key governmental stakeholders
3. Poor recognition of OEP 's role at the national level
4. No budget set aside for awareness/marketing.

STRATEGIES FOR ACCOMPLISHMENT

1. Work on issuing an energy law through presenting evidence (such as case studies, energy data etc.) in order for OEP to be granted the authority and delegation to work with all entities in the fields of :
 - Integrated energy planning
 - Energy information
 - Energy consumption monitoring
 - Issuing approved certificates for energy managers / specialists
2. Provide local and international training for the technical staff in order to improve their capabilities and develop further technical expertise.
3. Up grade the OEP's hardware & software tools (Computers , Network , Instrument , Modeling , Databases etc.) so as to ensure the proper technical infrastructure.
4. Enhance the awareness of the importance of OEP 's role at the national and international level through:
 - Participation in international and local conferences and seminars to communicate OEP's role
 - Organize seminars and workshops inviting local and foreign experts
5. Create a media campaign promoting OEP's services and activities.
6. Establish "partner" relationships with private sector and become their technical experts.

- 7. Strengthen the linkage between OEP and all National and International entities in the field of integrated efficient energy planning.**
- 8. Build better stakeholder relationships with key governmental agencies such as the Ministry and Planning Finance etc.**
- 9. Ensure that a Marketing budget is established as part of the overall annual OEP budget.**
- 10. Cooperate on publishing a newsletter, which describes the role, activities, and services of each concerned entity.**
- 11. Participate in (NEES) development with the (EEC).**
- 12. Develop a strong relationship with (EEAA) because both Energy and Environment issues are very closely linked.**

STRATEGIC ISSUE 2

CREATE EFFECTIVE FINANCIAL SUPPORT FOR OEP PROJECTS.

ANALYSIS / DIFFICULTIES

1. OEP's forecasted budget is usually cut down due to competition for and limitation of GOE's resources.
2. A few years ago OEP started to market its experience and capabilities and there were successful local contracts in the field of efficient energy use studies mainly in industrial sector (Energy audits, Power Factor Improvement etc.), but due to governmental regulations OEP couldn't make full use of this revenue.
3. Lack of recognition of OEP's role and value-added capabilities often leads to funds being allocated to other organizations.
4. The governmental regulations that control OEP put limits on the usefulness of getting energy service contracts.
5. There is a low demand on OEP's services due to lack of awareness of OEP.
6. OEP cannot be seen a competitor to the energy services companies which are now forming in Egypt.

STRATEGIES FOR ACCOMPLISHMENT

1. Carry out a survey to determine the energy studies required by various governmental bodies.
2. Create a marketing budget and carry out a marketing campaign through participating in conferences & seminars dealing with energy and/ or arrange such seminars to introduce OEP experience and capabilities to different governmental bodies the private sector, NGO's and other interested stakeholders in order for these stakeholders to recognize the VALUE of the work of OEP.
3. Ensure that foreign grants and cooperative projects are aligned with some of the high priority projects of OEP thereby using grant money to , in part, fund the work. Build a close stakeholder relationship with the Ministry of International Cooperation.
4. Get internal funding from a variety of MINISTRIES. Each specific fund will be dedicated to performing specific projects for them.
5. Ensure that what OEP is capable of doing coincides and keeps up with the needs of the market.
6. Modify financial regulations, which control OEP activities to allow it to make full use of additional revenue that OEP generates.
7. Form "alliances" between OEP and private sector companies helping them to ensure the quality of their services and create fee-based services for this technical assistance.

8. Arrange training programs about energy efficient technologies and use them as a marketing tool for OEP.
9. Create more detailed and specific budget specifications for various projects and activities...a more effective internal Budgeting process must be developed and managers must be trained in this skill/knowledge.
10. Search for new donors who are interested in energy to increase the donor pool.
11. Provide trainer-the-trainer services for the private sector as a fee-based service.
12. Use an OEP team of financial and technical people to present its budget to the GOE.
13. Use Energy databases to generate revenue.

STRATEGIC ISSUE 3

DEVELOP OF THE INTERNAL PERFORMANCE OF OEP.

ANALYSIS / DIFFICULTIES

There is a need to develop and implement effective human resource systems and to ensure their consistent implementation.

- 1. The Organization Structure does not support the needs and goals of OEP.**
- 2. There is a lack of effective internal cooperation and communication between OEP Departments. They are not well linked and information is not shared.**
- 3. Job responsibilities are unclear and at times this creates conflicts in employees responsibilities.**
- 4. There is an absence of proper of measuring criteria for performance appraisal. (The qualities upon which the individual is to be rated must be directly related to effective performance).**
- 5. Lack of recognition for the important role of a manpower planning process.**
- 6. Lack of clear work plans.**
- 7. Lack of (HRIS) Human Resource Information System.**

STRATEGIES FOR ACCOMPLISHMENT

- 1. Create effective job descriptions where responsibilities are carefully defined and rules for interaction clearly delineated.**
- 2. Design an innovative organization structure that truly supports the needs of OEP.**
- 3. Create a performance evaluation system, which assesses the actual performance of employees in relation to expected performance. These processes should answer the question of how well employee job performance is contributing to the achievement of organizational goals. Provide training on use of the system and set up a monitoring system to ensure that performance evaluations are consistently applied.**

4. Establish a manpower planning system to provide an assessment of the competencies of employees who will be needed at some point in the future.
5. Establish an HRIS employee information system, which provides the data needed for effective planning, job analysis, and training needs.
6. Develop clear and useful work plans both at the department level and the individual employee level to ensure that goals are met and tasks are accomplished.
7. Hold regular department meetings and meetings between departments in order to coordinate work plans, results, discuss obstacles and how to overcome them.
8. Create interdepartmental work groups to increase synergy, increase teamwork, and share information.
9. Conduct effective Orientation for new employees, explaining the roles and goals of OEP and clarifying employees' roles in OEP activities.
10. Build various means of employee satisfaction so as to motivate all to actively contribute and participate in OEP's activities and achieve results.

STRATEGIC ISSUE 4

CREATE LINKS AND COORDINATION BETWEEN OEP AND ALL CONCERNED BODIES TO ACHIEVE UNIFICATION, COORDINATION AND FEASIBILITY OF ACTIVITIES EXERTED FOR THE SAKE OF A SUSTAINABLE ECONOMIC ENVIRONMENT.

ANALYSIS / DIFFICULTIES

1. Agencies and organizations are unaware of the importance of energy planning and efficiency.
2. Agencies and organizations are unaware of OEP's role and mission.
3. Bureaucratic and administrative obstacles hinder cooperation among concerned bodies.
4. Lack of sufficient communication channels among such bodies prevent easy communication and achievement of cooperation between them.
5. Lack of sufficient incentives for such bodies prevent cooperation between them (absence of unified targets, other issues seemed more important than those of energy...).
6. Different information systems hinder unifying information centers.

STRATEGIES FOR ACCOMPLISHMENT

1. Adopt OEP's role and mission on national level.
2. Coordinate efforts and activities in an integrated efficient energy planning process.
3. Develop a mechanism for linkage and coordination between OEP and different concerned bodies.
4. Connect information centers to facilitate exchange of information and data.
5. Provide technical and financial support for energy projects at the national level from various concerned bodies.
6. Exchange and refine skills and expertise at the national level.

- 7. Establish of an awareness campaign for the importance of energy efficiency and its benefits for them and for the country.**
- 8. Increase promotion and awareness of role, mission and values through all means of media, conferences, seminars and annual reports.**
- 9. Issue necessary laws and decrees that overcome bureaucratic and administrative obstacles hindering such cooperation.**
- 10. Agree upon a strategic national target that all bodies contribute to and strive to achieve in order to serve the national interest.**
- 11. Unify information systems amongst such bodies to set up an information network that facilitates mutual knowledge of activities, information and data.**
- 12. Arrange regular meetings between Chairmen of the bodies concerned with Energy so as to better coordinate efforts of cooperation.**

STRATEGIC ISSUE 5

DEVELOP INFORMATION TECHNOLOGY, NETWORKS, AND DATA BASES AT OEP

ANALYSIS / DIFFICULTIES

To achieve OEP'S strategic goals it's very important to establish a powerful information network to support decision makers and stakeholders at various levels (external) as well as ensure information and knowledge be shared and accessible within OEP (internal).

Difficulties include:

- Lack of funding to upgrade equipment and applications.
- No coordination or communication between employees relative to exchange of information.
- Lack of giving a high priority to the value of information and the role it plays in helping generate effective results at OEP.

STRATEGIES FOR ACCOMPLISHMENT

1. Create of variety of energy databases for internal and external use.
2. Improve local area network (LAN) to achieve integrity.
3. Design an effective Intranet System where studies and researches are published in an easily accessible and retrievable form.
4. Improve the connection and usage of the Internet as a knowledge resource.
5. Upgrade the Website of OEP and use it as an information resource for its various stakeholders as well as a marketing tool for OEP.
6. Offer the required training for using information technologies effectively.
7. Supply the information network with enough budget to finance hardware and software.
8. Integrate with other local and international information centers.
9. Increase awareness of the importance of information in sustaining national economic development through seminars

APPENDIX

OEP's SWOT Analysis

STRENGTHS

Strengths	How to maintain and increase
1. Availability of technical staff, experts and highly trained and qualified human resources.	1. More local and international training and cooperation with local and international entities in exchange of expertise.
2. OEP's establishment decree gives it independence, capability and strength in communicating with others. Applying Petroleum's rules and policies gives OEP flexibility. In addition, OEP's goals are national goals, which gives it a positive image next to other entities.	2. Amending OEP's establishment decree, rules and policies to be adjustable to the new changes and to follow the Petroleum sector
3. Availability of capabilities and necessary facilities such as auditing equipment, computer applications, tools, library...etc...	3. Efficient use of available capabilities and apply regular maintenance and upgrade in order to achieve a high level of technical standards.
4. International funding	4. OEP to work as a coordinator to the donors in Egypt

WEAKNESSES

Weaknesses	Overcoming Weaknesses
1. Agencies and organizations are unaware of OEP's important role	1. Start awareness programs for promoting OEP's role through different means of media and increase OEP's effective role through increasing demand for OEP's services
2. Lack of team work spirit	2. Develop incentives based on fixed standards and create systems to apply and evaluate these
3. Evaluation of performance is done subjectively and not compared to standards	3. Work on standardizing basis of evaluation and promote the importance of following objective and scientific evaluation
4. Organizational chart does not meet requirements and employee's ambition	4. Re-structure the organizational chart to support OEP's Mission, employee's need to achieve, work requirements in accordance with best practices of modern management
5. Lack of effective communication between departments.	5. Start regular meetings of all departments and find an effective means for exchange of communication between the departments
6. Limited space	6. Find a larger building capacity which takes into consideration current and future expansion
7. Weak funding	7. Find external funding through contracts and donations and work on authorizing OEP's chairman to use an adequate part of OEP's generated income
8. No flexibility in applying regulations and policies plus lack of knowledge about governing rules and policies causes problems for personnel and creates inconsistency in the ways people and situations are handled	8. Simplify procedures and train regulations and policy implementers on how to apply these and give them an adequate incentive.
9. Decisions depend on individuals rather than on strategies, goals and plans.	9. Need to establish clear objectives, clear work plans and make sure plans and objectives are shared, understood, and coordinated.

OPPORTUNITIES

Opportunities	Making use of Opportunities
1. Board of Directors' support to OEP's work	1. Coordinate with the board of directors and clarify the importance of their role in supporting OEP
2. Have the Minister of Petroleum's support to OEP and make OEP's role more effective	2. Maintain a continuous and direct channel of communication between OEP and the Minister of Petroleum and keep him continuously aware of OEP's activities and work
3. OEP can become the premier Energy and Environmental experts locally and internationally	3. Increase promotion and awareness of OEP's role and mission both locally and internationally through conferences, seminars and annual reports
4. Receive funding, external support and technical assistance through joint projects	4. Make use of foreign donations in technology transformation and providing international training for OEP's employees, while OEP plays the role of the national coordinator for all Energy donors in Egypt
5. OEP can receive training in how to prepare the National Energy Efficiency Strategy (NEES)	5. The strategy can be translated into action plans and OEP can be the supervisor
6. Connect and integrate working entities in the field of Energy and make OEP the core of a National Energy Information Center	6. Work on unifying all Information Systems between these entities and make them aware of the importance of unrestricted exchange of information between them
7. Government's faith in the importance of energy efficiency and environmental protection	7. Benefit from government's capabilities in making OEP's role more effective through joint legislation
8. Review OEP's mission and goals and adjust these to be in line with the local and international changes.	8. Take into consideration OEP's current and future goals and which qualifies OEP for an effective national role
9. OEP to provide technical services to others	9. Promote OEP's services and qualifications

THREATS

Threats	Overcoming Threats
1. Other agencies and organizations lack faith in OEP's important mission and role. Therefore they ignore OEP's mission, and activities and field of specialization	1. Spread awareness and promote OEP's mission and activities. Create awareness of OEP's existence through all kinds of media, locally, regionally and internationally
2. Overlap of work and role between OEP and other agencies and companies	2. Coordinate between these agencies in order to unify the effort towards achieving joint goals and defined working programs
3. Limited national funding	3. Communicate with relevant agencies and explain the importance of OEP's work in order to encourage them for more appreciation and financial support
4. Current Organizational chart does not meet employee's ambition and strategic goals	4. Create a new Organizational chart taking into consideration advanced management requirements and employee's ambition that helps achieve OEP's goals.
5. OEP's current mission does not support the efficient use of resources	5. More governmental support to OEP through the following: <ul style="list-style-type: none"> • Issue Energy Law in Egypt • Understand OEP's needs • Develop national programs for energy efficiency and reflecting this into OEP's mission
6. Lack of support from the Ministry of Petroleum	6. Direct and continuous contact with the ministry to keep it up to date on OEP's activities
7. Complicated governmental rules and regulations OEP has to abide to such as Central Organization for Organization and Management's rules and regulations	7. Follow Petroleum's rules and regulations
8. Absence of the role of the Energy Efficiency council	8. Initiate the role of the EEC because it represents a political support for OEP

External Stakeholder Analysis

1. Ministry of Petroleum and relevant agencies

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Supervising and following-up on OEP's work		x		
Studies and Researches for organizations and relevant agencies	x			
Information and data resource	x			

How do they influence us?

- One of key selectors of Board of Directors and Chairman
- Evaluate OEP's work
- Unify required tasks

What do we need from them?

- Adopt OEP's role and mission on the national level
- Provide financial and technical support
- Support in amending the presidential decree and internal policies.

2. Ministry of Planning

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Certify Funds				x
Presenting OEP's justified plans				x

How do they influence us?

- Chapter III of OEP's forecasted budget (investment use) is always changing, which influences OEP's activities and effectiveness.

What do we need from them?

- Financial Approval
- Understanding OEP's needs and requirements in light of its national role.

3. International agencies working in the field of Energy

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Joint Studies and Researches	x			

How do they influence us?

- Exchanging expertise
- Technology Transfer

What do we need from them?

- Exchanging Information and data
- Improve skills and expertise

4. Presidential Office

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
OEP's establishment	x			

How do they influence us?

- Define OEP's mission, authorities, activities and who it follows.

What do we need from them?

- Amendment of Presidential decree to meet with changes in the next phase.

5. Field of Industry/Transportation/Agriculture and Housing

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Joint studies, researches and reports	x			

How do they influence us?

- Implement recommended energy efficiency studies which help in the growth of the national economy.
- Use OEP as the technical experts to all these sectors

What do we need from them?

- Exchange of data and information
- Refining skills and expertise
- To be seen and used as their technical expert

6. Donors

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
OEP are local technical experts in the field of Energy and related subjects		x		

How do they influence us?

- Resource for financing projects
- Transformation of Technology
- Refining international expertise

What do we need from them?

- Provide technical and financial support
- Training

7. CAPMAS

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Exchange of Information			x	

How do they influence us?

- Important resource of information

What do we need from them?

- Exchange of information and data
- Connecting Information centers

8. Universities/Institutions and Research centers

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Preparing joint studies and researches	x			
Preparing studies funded by OEP	x			

How do they influence us?

- Exchanging expertise

What do we need from them?

- Exchange of Information
- Refining skills and expertise
- Coordinating effort and activities

9. Central Organization for Organization and Management

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Organizational chart and occupied positions				x
Review job descriptions				x

How do they influence us?

- Approve organizational changes to OEP
- Approve new positions

What do we need from them?

- Review organizational chart according to OEP's requirements
- Respond to OEP's requirements and coordinate with OEP to adjust job descriptions.

10. Ministry of Electricity and relevant organizations

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Information Resource	x			
Joint researches and studies		x		
Coordinate in the field of energy conservation and planning				x

How do they influence us?

- Minister of Electricity one of key appointers of Board of Directors and OEP Chairman
- The ministry is considered a resource of Electricity Energy information

What do we need from them?

- Exchange of information and data
- Coordinate in the field of Energy conservation and planning studies

11. Private sector and associations

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Local technical experts in the field of Energy and related subjects	x			

How do they influence us?

- Implement energy efficiency and conservation projects through personal efforts.
- Energy Services Companies play a key role in financing Energy projects and improving Energy efficiency.

What do we need from them?

- More cooperation and coordination in improving energy efficiency.

12. Egyptian Environmental Affairs Agency (EEAA)

Criteria used by Stakeholders to Assess our Performance	BEST	GOOD	FAIR	POOR
Local consultant in the field of Energy and related subjects		x		

How do they influence us?

- Coordinating and cooperating on Energy and Environmental projects and studies

What do we need from them?

- More cooperation and coordination

INTERNAL STAKEHOLDER ANALYSIS

1. Chairman

How does he influence us?

- Leading OEP to achieve mission and related goals, strategy and activities.

What do we need from him?

- Be convinced of OEP's mission
- *Achieve stability for employees*
- Work on improving employee's financial standard and morale.
- Efficient use of OEP's resources

2. Board Of Directors

How do they influence us?

- Influence all kinds of decisions and activities

What do we need from them?

- Members of the Board represent important agencies, who have influence on OEP's activities. Therefore, it is required to cooperate and coordinate well with them, in order to receive support for activities and thus emphasis OEP's important role.

3. Conservation

How do they influence us?

- Supports and improves OEP's role in front of external agencies through providing Energy studies and reviews.
- Prepares studies to support OEP's resources.

What do we need from them?

- Work on developing pilot projects and prepare studies, which can act as a guide and reveal OEP's high technical qualifications in the field of energy efficiency.

4. Planning

How do they influence us?

- Supports and improves OEP's role through providing important deliverables – researches and studies.
- Supports OEP's resources through preparing public reports and studies.

What do we need from them?

- Be selective in choosing the topics of the studies and cases, so as to provide the most help to the decision-makers .

5. Information

How do they influence us?

- Through providing required data and information to all of OEP.

What do we need from them?

- Continuous development and maintenance of the required databases.
- Good marketing of information services.

6. Computer

How do they influence us?

- Provide the necessary hardware and software for connecting and integrating OEP's departments.

What do we need from them?

- Continuous hardware and software upgrade and financial support for this.
- Organization of training courses for different software in cooperation with various software providers.

7. Training and Awareness

How do they influence us?

- Organization of internal and external training courses and seminars in order to improve employees' qualifications and skills.
- Improve employee's skills and qualifications in order to support OEP's activity.

What do we need from them?

- Provide different sets of training courses for employees (seminars – conferences....)
- Keep current with the new training programs necessary for achieving OEP's goals.
- Promote OEP as technical experts and promote OEP's activities and projects through seminars, and conferences

8. Management

How do they influence us?

- Employees performance and effectiveness is influenced through their different management decisions.
- Management discipline – Management stability – Management satisfaction

What do we need from them?

- Being objective in dealing with employees' problems.
- Ensure high quality of employees' performance.

9. Finance

How do they influence us?

- Influence the budget forecast and thus influence different projects and activities.
- Storage procedures

What do we need from them?

- Understand OEP's goals and activities in order to support OEP's budget and achieve OEP's mission.
- Emphasis importance of unity in achieving tasks.
- Establish a unified system and simplifying procedures of regular (routine) work.

10. Security (reports to chairman)

How do they influence us?

- Protect employees
- Protect OEP's renovation and construction

What do we need from them?

- Follow main tasks and be objective in dealing with any issue.

11. Public Relations (reports to chairman)

How do they influence us?

- Build a pleasant work atmosphere full of cooperation and friendliness through organizing trips.
- Communicate with outside entities and follow up on different means of cooperation between us and them.

What do we need from them?

- Provide financial support for the developed plans through talking to the official entities.
- Provide entertainment programs for employees, which achieves closeness and cooperation between the employees.

12. Administration(Personnel)

How do they influence us?

- **Provide the human systems needed as a basis for effective utilization of human resources.**

What do we need from them?

- **Ensure job responsibilities are understood**
- **Clear rules and regulations**
- **Consistent application of rules**
- **Design of effective performance evaluation system, and then monitoring system to ensure its proper application**