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SUPPORT TO WEST AFRICAN POWER POOL (WAPP)

OVERVIEW:

CAPACITY BUILDING AND TRAINING NEEDS ASSESSMENT (TNA)

Presented to the
12th Donor Coordination Committee Meeting
at the
2nd Meeting of the WAPP General Assembly
October 22 - 26, 2007
Abuja, Nigeria



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PURPOSE:

- *Identify Capacity Building requirements for the WAPP Secretariat and Key WAPP stakeholders*
- *Develop an Implementation Plan to address “Critical skill and knowledge gaps” in the Short, Medium, and Long Term*



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CRITERIA FOR PRIORITIZING RECOMMENDED ACTIVITIES:

Individual Activities must be:

- ***Critical to*** achieving ***overall goal*** of the WAPP Organization
- ***Targeted on*** promoting ***sustainability***
- ***Necessary for WAPP Secretariat*** to fulfill ***mandate***
- ***Needed to operationalize WAPP in*** accordance with ***Master Plan schedule***



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TNA METHODOLOGY:

- ***Part 1: Perform “Gap Analyses” to Assess Performance***
 - Review Required Performance Standards:
 - WAPP Secretariat and Stakeholders
 - Assess Current Performance Levels:
 - Compare both to determine “performance gaps”
- ***Part 2: Identify Priorities***
 - Use “Screening Criteria” to assess priority for critical capacity building interventions
- ***Part 3: Identify Causes of Performance Problems***
 - Focus on personnel/entity capabilities:
 - Effectiveness at carry out responsibilities
 - Capability to carry out responsibilities
- ***Part 4: Identify Solution Options and Recommend Actions***



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TNA SCHEDULE:

- ***Phase 1: WAPP Secretariat:***
 - ***in progress*** (completion November 2007)
- ***Phase 2: “Key WAPP Stakeholders”***
 - ***Planned*** (expected to start November/December 2007)
- ***Phase 3: WAPP CB Implementation Plan***
 - ***Planned*** (expected completion First Quarter 2008)



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FINDINGS FROM TNA: WAPP SECRETARIAT PERFORMANCE CONSTRAINTS/RECOMMENDED SOLUTIONS

CONSTRAINT

- Full staffing not yet completed
- Core Staff need improved/increased skills/knowledge in critical areas
- Communications with Key Stakeholders
- Limited Awareness of Electricity Markets among key stakeholders
- Limited Capacity among Key Stakeholders

SOLUTION

- Increase Secretariat Capacity
- Develop and implement Individual HRD programs for Key Core Staff to fill critical knowledge gaps as part of Capacity Building Program
- Enhance existing Communications Protocols
- Increase Awareness of Electricity Markets in key stakeholders
- Develop and implement Capacity Building program for WAPP based on findings/recommendations of Needs Assessment (November/December 2007)



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PERFORMANCE CONSTRAINTS/RECOMMENDED SOLUTIONS: WAPP SECRETARIAT CAPACITY

CONSTRAINT

- Full Staffing Not in Place
 - Budget shortfalls limit ability to hire full-time staff
- Capacity Building Program not yet fully defined, implementation plan not yet finalized and associated additional resources not yet secured

SOLUTION

- Increase Secretariat Capacity:
 - Hire staff, consistent with available budget. Suggested Priorities:
 - HRD person to manage WAPP capacity building initiatives
 - Legal Specialist
 - Staff for “PIPES” department
 - Second additional staff from key stakeholders to serve as WAPP personnel in key positions (note: this would alleviate pressure on available budget, but still require financial resources)
- Complete Capacity Building Needs Assessment for WAPP Secretariat and key WAPP Stakeholders
- Hire HRD person at WAPP Secretariat to manage Cap Building Implementation Plan:
 - Systems and procedures
 - WAPP Secretariat Organization:
 - New Staff Orientation Program
 - Individual Staff Development Plans
 - Staff Performance Monitoring and Evaluation systems and procedures



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PERFORMANCE CONSTRAINTS/RECOMMENDED SOLUTIONS: WAPP SECRETARIAT CORE STAFF CAPABILITIES

CONSTRAINT

- Core Staff need improved and/or increased skills or knowledge:
 - Illustrative Listing:
 - Advocacy
 - Team building
 - English/French language training
 - Project Preparation
 - Project Coordination
 - Leadership
 - Electricity Markets
 - Monitoring and Evaluation
 - ‘Hands on’ Power Pool Operation and Management
 - HR Systems
 - International Accounting practices
 - Management Information Systems
 - Electricity systems software

SOLUTION

- Finalize Implementation Plan
- Hire HRD personnel to manage overall capacity building/staff development programs
- Develop and implement systems and procedures for managing the WAPP Secretariat Capacity Building Program:
 - New Staff Orientation Program
 - Individual Staff Development (ISD) Plans
 - Staff Performance Monitoring and Evaluation systems and procedures
 - Implement 1st year ISD plans
 - Monitor and Evaluate ISD implementation
 - Conduct performance appraisals for core staff in accordance with Staff Regulations
- Conduct Annual Update to Program
- Review/revise ISD plans to reflect performance appraisals and any change in position/job function



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PERFORMANCE CONSTRAINTS/RECOMMENDED SOLUTIONS: COMMUNICATIONS WITH KEY STAKEHOLDERS

CONSTRAINT

- Several communication channels between Secretariat and key stakeholders; and
- ICT not consistent throughout region
- Regional Language differences

SOLUTION

- Establish formal communications protocols with key stakeholders:
 - Designate WAPP Secretariat personnel to serve as Coordinators with Key Stakeholders
 - Request Key Stakeholders appoint in-house WAPP Coordinators to serve as focal point for Stakeholder/Secretariat communication
 - Identify an appropriate communications channel for respective key stakeholders taking into account the differences in ICT.
 - Develop/implement Communications Protocols
- Provide language training to critical key personnel (coordinators etc.) within WAPP Secretariat



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PERFORMANCE CONSTRAINTS/RECOMMENDED SOLUTIONS: KEY STAKEHOLDERS

CONSTRAINT

- Limited Awareness of Electricity Markets
 - Limited understanding/exposure to regional electricity markets in key stakeholders at middle level management and below in utilities
- Limited regional capacity for developing regional Electricity Market

SOLUTION

- Increase Awareness of Electricity Markets through Outreach
 - Develop outreach materials on electricity markets for key stakeholders and disseminate via WAPP web-site and printed media
 - Conduct in-country 2 day training courses and half day Executive Sessions for Key Stakeholders on “*Introduction to Electricity Markets*”, to develop a cadre of personnel within stakeholder organizations to serve as champions for development of the WAPP regional electricity market
- Develop and implement capacity building program(s) for WAPP key stakeholders based on findings/recommendations of Needs Assessment planned for November/December 2007



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CAPACITY BUILDING IMPLEMENTATION SCHEDULE

- ***Short Term*** - within 3 months
- ***Medium Term*** - between 4 to 12 months
- ***Long Term*** - beyond 13 months



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IMPLEMENTATION PLAN: SHORT TERM (WITHIN THREE MONTHS)

- **WAPP Secretariat:**
 - Finalize Capacity Building Needs Assessment
 - Develop Implementation Plan
 - Hire full-time permanent staff in line with budget constraints:
 - Suggested Priority Positions:
 - HRD specialist/Legal Specialist/“PIPES” Staffing
 - Initiate Capacity Building Implementation Plan
 - Develop ISD plans for Core Staff
 - Develop Orientation Program for New Staff
 - Develop Staff Performance Monitoring and Evaluation systems and procedures
 - Develop and Disseminate Outreach Materials on Electricity Markets
 - Designate Staff to be Coordinators with key stakeholders
 - Develop and implement protocols for communications with key stakeholders
- **Key Stakeholders:**
 - Complete Capacity Building Needs Assessment
 - Develop Capacity Building Implementation Plan
 - Key Stakeholders appoint Coordinators for day-to-day communications
 - Conduct “Introduction to Electricity Markets” Training



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IMPLEMENTATION PLAN: MEDIUM TERM (BETWEEN FOUR TO TWELVE MONTHS)

- **WAPP Secretariat:**
 - Complete WAPP Secretariat Staffing
 - Develop ISD plans for new Staff
 - Develop Staff Performance Monitoring and Evaluation systems and procedures
 - Continue managing Capacity Building Implementation Plan:
 - Implement 1st year ISD plans
 - Monitor and Evaluate ISD implementation
 - Conduct performance appraisals for core staff in accordance with Staff Regulations
 - Conduct Annual Update to Capacity Building Program
 - Continue developing and disseminating Outreach Materials
 - Continue Coordination with key stakeholders
 - Provide Language Training, as appropriate
- **Key Stakeholders:**
 - Initiate Capacity Building Implementation Plan
 - Continue Outreach Initiative
 - Begin using Communication Protocols with WAPP Secretariat
 - Conduct “Introduction to Electricity Markets” Training



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IMPLEMENTATION PLAN: LONG TERM (BEYOND THIRTEEN MONTHS)

- **WAPP Secretariat:**
 - WAPP Secretariat Staffing
 - Review/revise ISD plans to reflect performance appraisals and/change in position/job function
 - Continue managing Capacity Building Implementation Plan:
 - Implement 2nd year ISD plans
 - Monitor and Evaluate ISD implementation
 - Conduct performance appraisals for staff in accordance with Staff Regulations
 - Conduct Annual Update to Capacity Building Program
 - Continue developing and disseminating Outreach Materials
 - Continue Coordination with key stakeholders
- **Key Stakeholders:**
 - Conduct Annual Update to Capacity Building Program
 - Continue Implementation of Capacity Building Plan
 - Continue Outreach Initiative
 - Continue Coordination
 - Conduct “Introduction to Electricity Markets” Training



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SUMMARY

- **LIMITED RESOURCES** ARE **CONSTRAINING** WAPP SECRETARIAT **PERFORMANCE**
- NECESSARY FOR WAPP SECRETARIAT TO **QUICKLY FILL STAFFING GAPS** OR PERFORMANCE WILL BE IMPAIRED
- EXISTING **SECRETARIAT STAFF REQUIRE CRITICAL TRAINING** BUT THIS **TRAINING ALONE CANNOT FILL ALL CURRENT GAPS**
- **COMMUNICATION PROTOCOLS MUST BE STRENGTHENED** TO STIMULATE IMPROVED INFORMATION FLOW BETWEEN SECRETARIAT AND KEY STAKEHOLDERS
- WAPP MUST BEGIN TO **FILL AWARENESS GAPS** IN KEY STAKEHOLDER PERSONNEL BELOW SENIOR MANAGEMENT WITH RESPECT TO ELECTRICITY MARKETS **THROUGH** COMBINATION OF **OUTREACH AND TRAINING**