PROJECT ON ENHANCING VOCATIONAL TRAINING DELIVERY FOR THE POWER SECTOR IN NIGERIA

Project Overview & Benefits to ANED
Presented by
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Oregbesan Olalekan, Project M&E Manager,
For NAPTIN PIU

3rd August, 2017
Outline

• Project Background
• Strategic goal
• Our Vision, Mission & Core Values
• The project
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  • Project Components
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• DisCos Operational Optimization & Survival
• Matching Skills With Power Sector Manpower Needs & Infrastructural Development
• NAPTIN new product offerings
• NAPTIN existing and new training infrastructures to be created
• NAPTIN RTCs and Trainers Specialization
• Training requirement for technical personnel in the power sector
• We need to work as a Team
• Reflections
The project is about You

• The project of: “ENHANCING VOCATIONAL TRAINING DELIVERY FOR THE POWER SECTOR IN NIGERIA” is about you.

• NAPTIN’s new training offering will be world-class & aligned to address all your training needs.

• It is a huge project that will transform NAPTIN & power sector.

• Demand driven and on time delivery.

• Solution centre for all distribution faults.
Project background and strategic issues (program)

- The Nigerian power sector is at the heart of Nigeria's "Vision 20: 2020“, with 40GW projection
- Inadequate skilled manpower has been a key hindrance to the Power Sector development
- Consequently, the economic, and socioeconomic wellbeing of the nation have been underdeveloped due to lack of electricity.
- NAPTIN was established in 2009 to address the manpower challenge confronting the power sector in Nigeria and to become a center of excellence for raising skilled professionals for the power sector
- NAPTIN has not fully leaved up to it’s mandate due to some developmental and funding constrains
- The Federal Government of Nigerian has requested AFD, through the Federal Ministry of Finance & Power, to provide a structured intervention that will lead to NAPTIN's total transformation
The project implementation cuts-across the entire electricity value chain from Generation to Distribution.
Our vision: To be a centre of excellence for human capital development in the power sector

Our mission: To provide skilled workforce and professionals for the power sector through training, research and development in partnership with National and International Public and Private entities
NAPTIN’s Core Values

- Education
- Communication & Accountability
- Creativity
- Innovation
- Research & Knowledge
Strategic Goal

(1) 21st Century Leadership in Power Industry Sector

- NAPTIN will strive to be the leading training institute for the power sector in Nigeria and Africa through innovative and customized services

(2) Vocational Training Excellence and Transforming the Learning Experience

- NAPTIN will improve and expand on its product offering to its target markets, and work to engrain a culture of training in the industry

(3) Financial Sustainability

- In line with business-oriented operations, NAPTIN will seek long-term financial sustainability and minimize dependence on government funding
The Project
Project Objective

• The overarching objective of this initiative is to support the newly privatised Nigerian power sector by providing qualified man power to the market through NAPTIN’s vocational training programmes.

• To enable NAPTIN emerge as a financially sustainable institution that is privately oriented and demand driven
Project components and sub-components

1. **Component 1: Development and Setting up of Training Assets – (5.3M Euro)**
   a) **Sub Comp 1:** Development of Technical Trainings
   b) **Sub Comp 2:** Setting up of Non-technical Trainings and Capacity Building non
   c) **Sub Comp 3:** Training of the Trainers class
   d) **Sub Comp 4:** Training of Certified Electricians

2. **Component 2: Improvement of NAPTIN network of Regional Training Centers (Infrastructures and Equipment) - (28.0M Euro)**
   a) **Sub Comp 1:** Construction and Rehabilitation of Technical Platforms.
   b) **Sub Comp 2:** Acquisition of Technical Equipment (Measuring tools)
   c) **Sub Comp 3:** Construction and Development of Hostels and Other Hall

3. **Component 3: Governance and organization reform of NAPTIN– (10.8M Euro)**
   a) **Sub Comp 1:** Development of new procedures and policies
   b) **Sub Comp 2:** Strengthening the association of Nigeria Electricity Distributors (ANED)
   c) **Sub Comp 3:** Support to Project Management.
Implementation Structure - The 3 Packages

Package 1:
Programme & Project Management & QC

Investment Management (Facility Program)
Procure & Manage Technical Assistance related to PD & CD

Package 2:
Product Development

Technical courses
Non-technical courses

Package 3:
Corporate Development

Customer Development & Marketing
Financial Systems & Management Reporting
Change Management (behavioural)
New course offering and Benefit to ANED

Distribution Courses
- 30 Technical
- 15 Non-technical
- 48 new training facilities
- 8 NAPTIN upgraded center

Transmission Courses
- 15 Technical
- 5 Non-technical
- 7 new training facilities
- 7 NAPTIN upgraded centers

Generation Courses
- 20 Technical
- 10 Non-technical
- 8 new training facilities
- 2 NAPTIN upgraded centers

- Accessibility to additional **30 new technical training and 15 non-technical courses for Electricity distribution companies at very competitive price**
- Opportunity to train staff with state-of-the-art training facilities
- Opportunity to carryout pilot demonstration of new technology using our modern facility before deploying to the network
- Opportunity to train selected staff in the course of the project at very competitive price
NAPTIN and the Private Sector – project benefits

• Specific areas of transformation in NAPTIN owing to this Project shall include:

**Infrastructure Development:**
- Classrooms
- Hostels
- Engineering Labs with simulators & training equipments
- Mimic Distribution & transmission substations
- Mimic thermal power plant

**Product Development:**
- 65 new technical courses to be developed
- 30 new non-technical courses to be developed
- Trainers shall be trained both nationally & abroad

**Corporate Development:**
- Change management to include
  - HR system
  - IT
  - Governance structure
- Customer development & marketing
- Financial system & management reporting
### Project components and financing

<table>
<thead>
<tr>
<th>Project estimated Cost (program)</th>
<th>Amount MEuros</th>
<th>%</th>
<th>Loan</th>
<th>FEX-TE</th>
<th>EU</th>
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<td><strong>C1- Development and setting up of training assets</strong></td>
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<td>➢ C2.2. Acquisition of technical equipment</td>
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<td>➢ C2.3. Construction of hostels and other halls</td>
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<td>5.1</td>
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<td><strong>C3- Governance and organizational reform</strong></td>
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<td>100.00</td>
<td>42.0</td>
<td>0.7</td>
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- The project shall be financed through three (3) complementary sources:
  - 42 M€ Sovereign loan from AFD to the Federal Government of Nigeria,
  - 8 M€ grant from the EU
  - 0.7 M€ grant from AFD
Role of AFD and co-financiers in project implementation

- AFD will support implementation by conducting half yearly mid-term reviews to provide technical assistance and support services in between.

- It will also play an oversight through reviews and clearance mechanisms (Approvals and Non-objections) to comply with financing agreements and procurements guidelines.

- AFD will interact with other development partners in the sector to facilitate the implementation of expected reforms in NAPTIN. Its convening power may also help stakeholders reach consensus on competing demand.
Role of ANED in Project Implementation

• Member of steering committee for the Project. As a member of the project steering committee, it shall ensure:
  • good synergy between the NAPTIN’s component of the project (1\textsuperscript{st} component) and the ANED/Codifor component of the Project (3\textsuperscript{rd} component);
  • effective representation of the DISCOs regarding alignment of the new power distribution courses and facilities to the current & future needs of DISCOs.

• Member of NAPTIN’s new governance structure: participate in the formulation of yearly overall business strategy for NAPTIN
- The project is planned to be implemented within 4 years period

- The FGN is the beneficiary of the Loan and shall sign a Financing Agreement with AFD to that effect.

- An On-Lending Agreement shall be signed between FGN and NAPTIN. The Project Ownership shall be entrusted to NAPTIN.
NAPTIN’S GOVERNING COUNCIL

• The Governing council of NAPTIN will be chaired by an appointed representative of FGN and consists of senior executive representatives from the following Ministries and Power Sector Stakeholders:
  • Federal Ministry of Power (FMoP – Vice chairman)
  • Federal Ministry of Finance (FMoF – Member)
  • Federal Ministry of Education (FMoE – Member)
  • Bureau of Public Enterprise (BPE – Member)
  • National Planning Commission (NPC – Member)
  • National Board for Technical Education (NBTE – Member)
  • Nigeria Electricity Regulatory Commission (NERC – Member)
  • GenCos Representative (Member)
  • Transmission Company of Nigeria (TCN) - (Member)
  • DisCos/ANED Representative - (Member)
  • Representative from Civil Society
  • DG of NAPTIN
  • Any other 3 appointees by the Federal Government of Nigeria
## Project Take-off Activities Status

<table>
<thead>
<tr>
<th>No.</th>
<th>Activity</th>
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<tr>
<td>1</td>
<td>Credit Facility Agreement (CFA) Signed</td>
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<td>2</td>
<td>Approval of €8M Grant to be blended with the Loan by the EU</td>
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<tr>
<td>3</td>
<td>PIU nomination and Confirmation</td>
</tr>
<tr>
<td>4</td>
<td>Other administrative process of Loan Approval including approval of Borrowing Plan</td>
</tr>
<tr>
<td>5</td>
<td>PIU planning &amp; Drafting of the RFPs, ToRs, and request for EoI for the procurement of the Technical Assistant expert team by PIU</td>
</tr>
<tr>
<td>6</td>
<td>Opening of Project Account and appointment of signatories</td>
</tr>
<tr>
<td>7</td>
<td>Constitution of Project Steering Committee</td>
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<tr>
<td>8</td>
<td>Constitution of Governance Council for NAPTIN</td>
</tr>
<tr>
<td>9</td>
<td>Drafting &amp; signing of on-granting terms and Agreement among NPC, AFD and EU</td>
</tr>
<tr>
<td>10</td>
<td>Drafting and signing of on-lending Agreement between NAPTIN &amp; FMoF</td>
</tr>
<tr>
<td>11</td>
<td>Official commencement of Project implementation: starting with the first Steering Committee Meeting</td>
</tr>
</tbody>
</table>
Status of Partnership between NAPTIN & Schneider Electric

1. Partnership Agreement signed between NAPTIN & SENL
2. Development of sub-Project implementation Plan
3. Development of Communication channel (for Marketing) and Curriculum
4. Drawdown request sent to AFD
5. Implementation of Partnership
6. Monitoring & report of sub-project performance
Strengthening of ANED to be very effective in NAPTIN’s GC

1. Signing of Agreement between ANED & CODIFOR
2. Engagement of international and local Experts to work on the sub-Project
3. Meeting with NAPTIN to identify activities within the sub-Project that can be done together
4. Progress report on sub-project at the SC meeting
5. Active participation of ANED in NAPTIN’s governance
The rationale for the AFD loan, EU grant and AFD grant

- AFD loan (42 M€) is targeted at long term physical training assets. These include:
  a) the construction of workshops and laboratories,
  b) the acquisition and installation of technical equipment,
  c) the construction of training support facilities such as halls and hostels,
  d) the services of a P&PM Team (programme and project management team) with the responsibility of Owner’s Engineers in view of assisting NAPTIN in designing the investments, preparing the bidding documents, reporting on work progress and ensuring quality control during project implementation.

- The EU grant (8 M€) is targeted at funding two (2) technical assistance programs:
  a) (i) Curricula development with the development of long term soft training assets - 5 M€
  b) (ii) Corporate development with the development of new policies and procedures – 3 M€.
  c) The EU grant shall support the process of internal changes within NAPTIN. Those changes are geared towards enhancing NAPTIN’s capacities in building sustainable business relations with industry participants, in promoting partnerships between technology owners and facilitating dissemination of innovations within the power industry.

- The AFD grant (0.7 M€) is meant to safeguard NAPTIN’S baseline resources by
  (i) scaling up existing training curricula and
  (ii) fostering a partnership framework between NAPTIN and the Association of National Electricity Distributors (ANED).
Project Monitoring & Evaluation

• The Monitoring and Evaluation of the project on the key performance indicators laid out in the Logical Framework in order to achieve the Project Development Objective (PDO) and monitor progress against target

• A quarterly, mid-year and annual report will be generated based on the project monitoring and evaluation output and will be communicated to all key stakeholders through the SC:
  a) Implementation Progress of the various activities, including use of funds and variances if any;
  b) Outputs of the completed activities
  c) Project Development Objective-based on the Key Project Performance Indicators
Project Deliverables

If the project will be considered a success, the following deliverables must be achieved:

1) Development a state-of-the-art training offer or courses (both Technical & Non-technical) adapted to the need of the electric power sector

2) Make NAPTIN financially sustainable as public investment by implementing a balanced and viable economic and business model that generates public and private revenues as well as revenues from individuals (trainees)

3) Involve electric power sector companies and Key Stakeholders (both public and private) in NAPTIN governance and decision making systems

4) Build new state-of-the-art training facilities for NAPTIN in Abuja and across its Regional Training Centers (RTCs)
Project Impact

- The development of human capital, the upgrading of infrastructures, the improvement in electricity (generation, transmission and distribution) standards will have a direct impact on business productivity, diversification of the economy, national development and therefore on growth and employment.

- The expected effects are also significant in terms of employability and mobility of labor within the power industry and access to energy which are key factors of social cohesion and paramount in the fight against poverty, inequalities (including gender) exclusion and balanced territories’ opening-up.

- Finally, the proposed sustainable overhauling of NAPTIN is perfectly in phase with key ongoing reforms in the areas of training, employment and energy (strengthening the institutional framework of the sector, public-private dialogue, quality standards ...).
Enhanced Partnership: NAPTIN & ANED

AFD’s support

Fortification of ANEND to be able to articulate its needs effectively

Fortification of NAPTIN to be able to respond to ANED’s needs

enhance communication between parties

ANED

NAPTIN

Increase reliability & sustainability of NESI

PIU presentation to ANED  3rd. August, 2017
The project is about You

• The project of: “ENHANCING VOCATIONAL TRAINING DELIVERY FOR THE POWER SECTOR IN NIGERIA” is about you.

• NAPTIN’s new training offering will be world-class & aligned to address all your training needs.

• We need you to succeed
PROJECT ON ENHANCING VOCATIONAL TRAINING DELIVERY FOR THE POWER SECTOR IN NIGERIA

Project Offering & Benefits to ANED

By

Oregbesan Olalekan
Project M&E Specialist, NAPTIN PIU

3rd August, 2017
DisCos Operational Optimization & Survival

- System energy balance
- Improved cash collection
- Capacity Building
- Information system
- Metering

• Loss reduction,
• Quality electricity supply
• Energy accountability
• Efficient service delivery
Matching Skills With Power Sector Manpower Needs & Infrastructural Development

New employee and fresh graduates, new equipment and technology, new research findings

Required New Skills Development for new Employees

NAPTIN’S TRAINING

Required On-the-Job Competency development for existing employees

GenCos

DisCos

TCN

NERC

NEMSA

Other EI players

• Career development path,
• Competency standards
• Certifications
• NVQ, NOS
• etc

Capacity building demand

Standardization & certification

Performances & productivity

GenCos

Trx

DisCos

Other Power Sector Agencies

Existing employees and self development

Required
competencies & professionalism,
NAPTIN New Product offerings

- **TRAINING & LEARNING**
  - Distribution Courses
    - 30 Technical
    - 15 Non-technical
    - 48 new training facilities
    - 8 NAPTIN upgraded center

- **HOSPITALITY**
  - Transmission Courses
    - 15 Technical
    - 5 Non-technical
    - 7 new training facilities
    - 7 NAPTIN upgraded centers

- **RESEARCH & DEVELOPMENT**
  - Generation Courses
    - 20 Technical
    - 10 Non-technical
    - 8 new training facilities
    - 2 NAPTIN upgraded centers

- **ADVISORY SUPPORT & CONSULTANCY**

NAPTIN Product offerings
TRAINING AND LEARNING

Technical Courses
- Long Term Courses
- Short term Courses

Non-technical Courses
- Long Term Courses
- Short term Courses
TECHNICAL COURSES

NGSDP
NAPTIN Graduate Skills Development Programme

NTSAP
NAPTIN Technical Skill Acquisition Programme

PGD
Post Graduate Diploma in Power Systems Operations & Maintenance in affiliation with University of Lagos

ON-THE-JOB TRAINING (CPD)
Various Short technical courses for:
1) Generation short courses
2) Transmission short courses
3) Distribution short courses
4) Renewable Energy short courses
5) Artisans and craftsmen courses

Generation, Transmission & Distribution Engineers, Technologist and Skilled Professionals

NAPTIN’s Technical Courses
NON-TECHNICAL COURSES

Leadership & Management
1) Leadership and Management courses
2) Strategic Communication Course
3) Administrative & Logistics Course
4) Management skills for Engineers Etc....

Electricity Marketing & Customer Service
1) Billing & Customer Service
2) Revenue Generation & Protection Course
3) Modern Electricity Marketing Techniques for Distribution companies
4) Customer Relationship Management Course
5) Work Ethics, Attitudinal Change & Productivity Improvement Course
6) Effective Metering Strategies
7) Cash collection strategies Etc.....

Electricity Trading, Regulation & Pricing
1) Incentive regulation Course
2) Negotiation of off-takers and Power and Gas Purchase Agreement Course
3) Load demand balancing management & regulations
4) Electricity Market Trading
5) Power system planning & regulations Etc.....

Other Non-technical & Soft Skills
1) Technical For Non-Technical Course
2) Computer literacy & professional courses for effective Business Operations
3) Project Management & planning Course
4) Health & safety
5) Change management Etc.....

NAPTIN’s Non-Technical Courses
RESEARCH & DEVELOPMENT

Technical Research Areas
- Hydro operations, laboratory
- Power System study
- Life Line and Hot stick study
- Smart grid system study
- Power Loss Reduction study
- ICT a
- High & Low Voltage Distrib. Systems
- Thermal Operations & Production,
- Simulator Study,
- Lines,
- Energy Demand Forecasting
- Metering and application in Power system
- GIS & Tele-protection
- SCADA Systems
- Vibration, Corrosion and de-bladding
- Embedded Generation

Non-technical Research Areas
- Rates
- Customer classes
- Metering Technologies & Effectiveness
- Ethics & Behaviour
- Project Management
- Load Forecast
- Load Shapes
- Benchmarking
- Efficiency Technologies
- Customer Experience
- Health & Safety
ADVISORY SUPPORT & CONSULTANCY

- Analytics and advisory (AAA) support to the sector
- Leverage on the pool of experts available to NAPTIN who have over 20 - 30 years experience from the national and/or international power sectors, to provide expert advice on policy prescriptions to the sector in:
  - Generation
  - Transmission
  - Distribution
  - Supply services
  - Regulation
  - ICT
  - Finance and accounting; and
  - Talent acquisition and retention.
We’ll provide excellent accommodation and hospitality service that will make each training an amazing learning experience.
# NAPTIN EXISTING AND NEW TRAINING INFRASTRUCTURES TO BE CREATED

## Existing training facilities

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<thead>
<tr>
<th>Type of Training Facilities</th>
<th>Total training facilities</th>
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<td>Classroom</td>
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<tr>
<td>Laboratory</td>
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<tr>
<td>Workshop</td>
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<tr>
<td>Accommodation</td>
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<tr>
<td>Total</td>
<td><strong>49</strong></td>
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## New training facilities to be created

<table>
<thead>
<tr>
<th>Type of Training Facilities</th>
<th>Generation</th>
<th>Transmission</th>
<th>Distribution</th>
<th>Total training facilities</th>
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<tr>
<td>Simulator</td>
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<tr>
<td>Laboratory</td>
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<td>Workshop</td>
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<td>Accommodation</td>
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<td>Total</td>
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# NAPTIN RTC AND TRAINERS SPECIALIZATION

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<th>RTC SPECIALIZATION</th>
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<td>TOTAL</td>
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TRAINING REQUIREMENT FOR TECHNICAL PERSONNEL IN THE POWER SECTOR

- Requires:
  - classroom training
  - on-the-job practical training
  - Exposure through field experience
  - Real-time simulations, workshops and lab experiments
  - Interactions with other trainees
Center of Excellence awarded by APUA

- NAPTIN was recently conferred with the award and recognition as a Centre of Excellence (COE) in training for the power sector in Africa

- Consequently, NAPTIN is now a member African Network of Centres of Excellence in Electricity (ANCEE), a pan African initiative led by Association of Power Utilities of Africa (APUA) and supported by funding from the African Development Bank Group.

- A recognition of NAPTIN’s impact in the Power Sector and it’s rebranding effort
It’s all about Team Work

- Every member of the team is important to win the game
- Best and winning team are those who play to instructions of their coach
- Those outside the pitch of play often times have a clearer view than those within
- If a team looses the coach losses
- If a match does not go well everyone has failed

Else, It will not work
We’ll succeed better, if we work together as a team
Training is an investment not just an expenditure

Your employees are your greatest asset.

Put your time, effort and money into training, grooming, and encouraging your greatest asset.

Then, you will have the best return on ALL OTHER Investments and them
Reflection....2

▪ One machine can do the work of fifty ordinary men.
▪ No machine can behave like and do the work of one extraordinary man.
▪ Training and re-training makes you a skilful, professional and an extraordinary man.
The project is about You

• The project of: “ENHANCING VOCATIONAL TRAINING DELIVERY FOR THE POWER SECTOR IN NIGERIA” is about you.

• This project will transform NAPTIN to a world-class power training institute that meet all your training needs expectations and beyond

• Without you there is no US
• We need you to succeed
Thank you