



Djibouti City, Djibouti

Overview

Description: Electrical Power Plant and Fuel Storage Project

In late 2025 Napata worked with a group of developers and architects to create a multi-team partnership to support an infrastructure development project at Camp Lemonnier in Djibouti City. The preliminary engagement involved mobilizing local and regional developers across the east Africa region to provide compliance and safety review audits, work-site planning and management, and workforce development and training. As Camp Lemonnier began to expand its capacity, an electrical power plant and a fuel storage facility was prioritized and a contract bid was awarded to BL Harbert. Napata was able to convene valuable relationships, develop a unique communication framework for development projects, and gain rich insights while engaging in this project.

Case Study

Partnership Development

Over a two-month period Napata supported the development of strategic partnerships among the project owner, BL Harbert International, and engineering, construction and workforce development teams. Through coordinated engagement and direct contact with multiple parties Napata laid the foundation for structured, collaborative relationships to take shape. The framework for stakeholder alignment came into view while forming long-term regional partnerships throughout the Djibouti region. The partnership was comprised of development leaders located in Ethiopia, DR Congo, Djibouti, and the United States. Since 2018, these partners supported the planning, design, engineering, and operational needs of airport, residential, commercial, and infrastructure developments locally, and in the east Africa region.

Communication

Napata developed a communication strategy that began as a transparent step-by-step process and provided effective information sharing across project leadership, and point persons located at the staging area in Djibouti City. Carefully timed communication efforts supported decision-making, stakeholder confidence, and consistent responses across international time zones. The responsiveness from ground-level worksite leaders in Djibouti contributed to building a manageable pace of communication that allowed us to achieve a level of situational clarity.

Capacity Analysis

As communication with BL Harbert managers on-site increased in frequency, Napata's primary US partner continued to assess areas for capacity development:

- workforce readiness
- worksite infrastructure support systems
- heavy equipment transportation and servicing requirements

The joint analysis evolved into strategic organization as communication drove the step-by-step process in real time. This type of strategic organizing pushed Napata to consider socio-political issues related to workforce deployment, comprehensive organizational support, and multi-faceted compliance planning.

Observations

Continuous communication among project partners operating in a complex international environment presented some key challenges. This had a direct impact on the collective response to stakeholder priorities. The ability to anticipate and adapt to changing social conditions became clearer and forced the partners to consider an improvement cycle or snapshot assessments to maintain practical accuracy throughout the collaborative process.

As partners understood what was out of their locus of control, the meeting sessions were aimed at conceptualizing the importance of short-term, or small successes and pushed a data informed approach to secure long-term interest. This collective understanding tightened the relationships overall.

Broad Issues and Risks

- Deeper community engagement was limited
- Time-zone differences pushed the need for in-person collaboration at certain stages throughout the process

Outcomes

There were two primary outcomes that were achieved as a result of developing partnerships for this project.

1. Infrastructure Collaboration

This type of collaboration brought clarity to the potential growth and economic impact on developing communities from large development projects and evolved into strategic partner-based organizing and essential communications for Napata. At the preliminary stages of large development projects, practices for calibrating public-private support necessary for sustained capacity management were realized.

2. Project Development Framework

Napata positioned the project partners for successful execution while establishing a scalable model for future infrastructure initiatives across Djibouti and the broader east African region. A framework for engaging project development was developed to proactively engage the socio-political environment and manage regulatory and community-based relationships.