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## **SHEBERGHAN GAS GENERATION ACTIVITY (SGGA)**

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# **Three-Year Joint Capacity Enhancement, Training, and Mentoring Program with Expat to Afghan Transition Plan** (Deliverable 1-9)

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Prepared by:

Advanced Engineering Associates International, Inc. (AEAI)/SGGA Project Team  
1707 L Street, NW, Suite 1030, Washington, DC (USA) 20036  
Telephone: 1-202-263-0601

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## Acronyms and Abbreviations

AEAI	Advanced Engineering Associates International, Inc.
AGE	Afghan Gas Enterprise
DABS	Da Afghanistan Breshna Sherkat
DG	Director General (of MoM)
DM	Deputy Minister (of MoM)
GBU	Gas Business Unit
GIRoA	Government Islamic Republic of Afghanistan
HR	Human Resources
IPP	Independent Power Producer
MEW	Ministry of Energy and Water
MoM	Ministry of Mines
MTG	Monitor Team Group
NHU	Northern Hydrocarbons Unit
NT	Negotiation Team
OFM	Office of Financial Management (USAID)
OFR	On-site Field Representative
OP	Operation Team
PPD	Policy and Planning Department
SGDP	Sheberghan Gas Development Project
SGGA	Sheberghan Gas Generation Activity
TYCE	Three-Year Joint Capacity Enhancement, Training, and Mentoring Program with Expat to Afghan Transition Plan
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government

## 1 Executive Summary

The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. To achieve this objective, among other things, the project will implement a: *"Training and technical assistance and capacity enhancement to the MoM, particularly the Afghan Gas Enterprise (AGE) (or other appropriate corporate entity), the Northern Hydrocarbons Unit (NHU) and the Policy and Planning Department (PPD), including other government or non-government entities actively involved in Sheberghan Gas Field's development [such as power utility Da Afghanistan Breshna Sherkat - (DABS) and Ministry of Energy and Water (MEW)] as relevant to the activities of Sheberghan Gas Development Program (SGDP), including the sale/purchase of gas and power."*

In this aspect (according to subsection "b" of Task 1), the Sheberghan Gas Generation Activity (SGGA) will *"develop a comprehensive, three-year capacity enhancement, training and mentoring program for MoM staff and other GIRoA agencies and personnel working on SGDP... Such capacity building may include, but not be limited to (among another skills required to successfully implement the SGDP) strategic planning, organizational structure and performance, engineering capability, environmental compliance and monitoring, procurement capability, electrical grid optimization, transmission analysis and forecasting, least-cost planning of gas infrastructure development, reserves delineation and quantification, gas network optimization, energy and operational efficiency and investment promotion."*

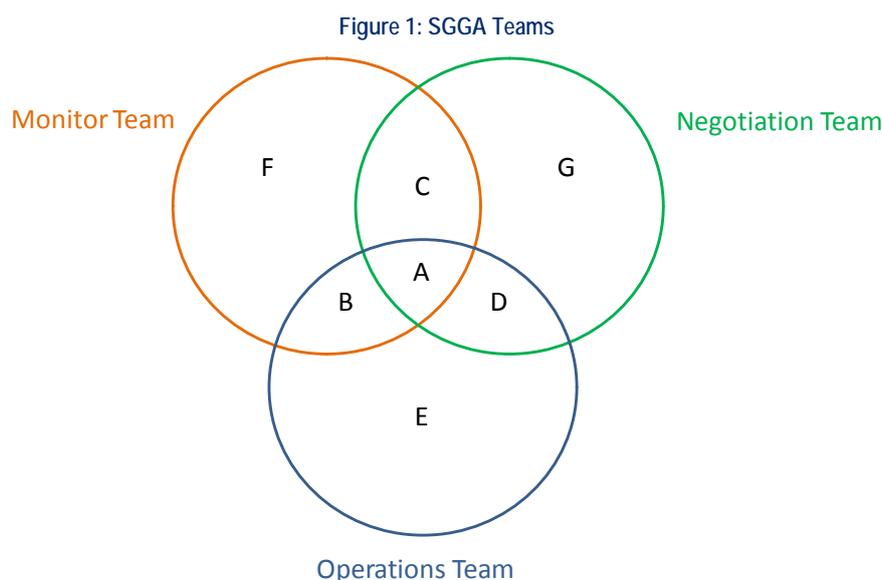
The Three-Year Joint Capacity Enhancement, Training, and Mentoring Program (TYCE) proposed is based on three principles: simple; flexible and accurate. In that sense there are three areas proposed: 1) working expats of SGGA will have an office in the involved Afghan institutions in this project for daily basis work. The logic behind this is that the efficient way to pass along experience (from the expat) to the Afghan professionals is doing some work together; 2) training by expats in Kabul, with the objective to pass all the information and procedures (related to SGGA) done by the expats to the Afghan professionals, which can be done by regular class room sessions in the Afghan institutions; and 3) intensive training completed in advance of the related critical milestones of the SGGA project. The following tables summarize the capacity building for the period 2013 - 2016.

In order to launch the new Gas Business Unit ("GBU") to operate the SGDP, there are plans for the creation of 3 teams: 1) a Monitor Team ("MT") for the drilling activities and processing plant construction, [in the case of the drilling monitor SGGA will call the On-site Field Representative ("OFR)]; 2) the Negotiation Team (NT) and; 3) the Operation Team. The MT will be in charge of oversight of the work activities of the Drilling Contractor<sup>1</sup> and the Processing Plant Contractor;<sup>2</sup> the NT will be in charge of the sale/purchase agreement negotiation between the involved parts in this project (GBU, DABS and the private IPP); finally, the OT will be formed by all the future workers of the GBU to operate the gas supply facilities. In this sense, the following figure presents the diagrammatic interrelations between these three groups.

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<sup>1</sup> The private company awarded the contract for the rehabilitation and drilling wells in Sheberghan.

<sup>2</sup> The private company awarded the contract for the gathering System and Processing Plant Construction.



The mentioned interrelations forms seven areas or seven groups of people, is clear that an efficient capacity building will be concentrated primarily in the region "A", then B,C and D, and after, regions E, F and G. An explanation of each one of these areas is:

- Region A: Formed by the persons that can be part of three groups, for example, a Drilling Engineer can be part of the OFR (the monitor team in drilling), also participate in the contract negotiation and, finally, be part of the GBU in the future.
- Region B: Formed by the people that can be part of the Monitor Team and the Operations Team, for example, the Midstream Engineer that will monitor the construction of the Plant and, in the future, be part of the GBU.
- Region C: Formed by the people that can be part of the Monitor Team and the Negotiation Team, for example, a person who will monitor the contractors activities and will be part of the contract negotiations but, will not work in the GBU.
- Region D: Formed by people who will be part of the Negotiation Team and can be part of the GBU, for example, a lawyer who will not monitor the contractor's activities.
- Region E: Formed by people who will only work at the GBU, mainly the support staff (accountant, drivers, etc.).
- Region F: Formed by people who only will be part of the monitor team
- Region G: Formed by people who will only be part of the negotiation, for example, a high level servant of the MoM.

The OT will be in charge of the GBU. The exploration and production ("E&P") staff will have 8 persons (including the manager); for the Midstream group there are 17 persons, the manager, in the plant 12 persons (based upon 3 shifts of 4 persons each one) and the mechanical maintenance staff; and the support staff including the Finance area with 4 persons and the rest of areas with 22 persons. In total the GBU is planned to start operations with 51 persons.

The NT is planned to have the following professionals: Business Development Lead; Legal Services Lead; Project Finance Lead; Energy Financial Analysis Lead and the Engineer Lead, a total of 6 persons.

The MT will be in charge of the OFR and later the people that will carry on the Midstream activities in the GBU. Providing advice to AGE and NHU, now known as the Oil & Gas Survey ("OGS"), the OFR

should include the following professionals: Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer and a Plant Engineer, a total of 6 persons.

Given all this inputs, the following tables was constructed to present the general view of The Three-Year Joint Capacity Enhancement, Training, and Mentoring Program with Expat to Afghan Transition Plan ("TYCE") for the period 2013-2016. A detailed description of each activity can be found in the main text. Each of the teams described previously is represented by a different color: 1) The Drilling in the Gas Sector (in yellow); 2) The Gathering System and the Processing Plant (in green) and; 3) the Business transactions (in blue). Also, the specific and important milestones for the project are highlighted in red and (because of its nature) these milestones are not associated with any target group, those are only a reference for the rest of activities. Also, there will be Target Groups for specific capacity building areas related with the three teams described above.

2013	Target Group	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
<b>Drilling in the Gas Sector</b>													
Training Drilling Course	OFR/Contract Manager	Yellow											
Helps Bid Evaluation and Financial Analysis	OFR/Contract Manager		Yellow	Yellow	Yellow								
<b>Tender: Contract Award/Finalization</b>													
Oversight Well Rehabilitation Work	OFR/Contract Manager				Red	Yellow							
Oversight Well Drilling Work	OFR/Contract Manager					Yellow							
<b>Gathering System &amp; Processor Plant</b>													
Select Expert Teams 2-4 professionals	Midstream Manager	Green	Green										
Training in Gas Gathering, Gas Compression, Gas Processing, Gas Sweetening, Sulfur Plant	Midstream Manager			Green									
Travels to Turkmenistan or some other country with a sour gas processor plant for three month internship	Midstream Manager				Green	Green	Green						
Select trainees and give training courses	Midstream Operators						Green	Green					
Help Monitor Construction TFBSO/ADB Plant	Midstream Operators							Green	Green	Green			
Help start-up TFBSO/ADB plant	Midstream Operators										Green	Green	
Involvement in Midstream Tender Preparation	Midstream Manager											Green	Green
Involvement in Bid Selection leading to Bid Award in May 2014	Midstream Manager											Green	Green
<b>Business Transaction</b>													
Courses													
1. Economic modeling of E&P investment	MoM	Blue	Blue										
2. Energy Project Development	MoM			Blue									
3. Economic fundamentals of Natural Gas Markets	MoM				Blue								
4. Contract Negotiation	MoM/DABS/MEW					Blue							
5. Power fundamentals	DABS/MEW	Blue	Blue										
6. Contract management in Power Sector	DABS/MEW					Blue							
7. Legal aspects in the energy sector	MoM, DABS/MEW						Blue	Blue					
8. General Management- Course	MoMDABS/MEW	Blue	Blue										
Select Expert Team (10 - 15) professionals	Negotiation Team								Blue	Blue	Blue	Blue	
Intense Negotiation Preparation	Negotiation Team												Blue

2014	Target Group	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
<b>Drilling in the Gas Sector</b>													
Oversight Well Rehabilitation Work	OFR/Contract Manager												
Oversight Well Drilling Work	OFR/Contract Manager												
<b>Contractor Demobilization &amp; Project Closeout</b>													
Oversight Reserves Report	OFR/Contract Manager												
Select E&P Manager + Engineers	E&P Manager + Engineers												
Additional Courses	E&P Manager + Engineers												
Select E&P Team	E&P Manager + Engineers												
<b>Gathering System &amp; Processor Plant</b>													
Involvement in Bid Selection leading to Bid Award in May 2014	Midstream Manager												
<b>Contract Award / Finalization</b>													
Involvement with Design pre-construction work Review Process Design	Midstream Manager												
Assist and monitor in plant construction	Midstream Operators												
<b>Business Transaction</b>													
Negotiation of Gas Supply Agreement (DABS/AGE)	Negoatiation Team												
Select Support Personal of GBU	General Manager + Finance Team												
<b>IPP Financial Closing</b>													

2015 - 2016	Target Group	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Q1 2016	Q2 2016	Q3 2016	Q4 2016
<b>Drilling in the Gas Sector</b>																	
Assist and monitor in plant construction	E&P Team	Yellow	Yellow	Yellow	Yellow	Yellow											
Monitor operation during one year of plant contract operation by the Contractor	E&P Team					Yellow											
<b>Gathering System &amp; Processor Plant</b>																	
Assist and monitor in plant construction	Midstream Team	Green	Green	Green	Green	Green	Green										
<b>Gas Gathering and Processing Commercial Operations Date</b>																	
Monitor operation during one year of plant contract operation by the Contractor	Midstream Team					Red	Green										
<b>Business Transaction</b>																	
Assist and monitor in plant construction	General Manager + Finance Team	Blue	Blue	Blue	Blue	Blue											
Monitor operation during one year of plant contract operation by the Contractor	General Manager + Finance Team					Blue											
Start Operations	General Manager + Finance Team + Support Personal	Blue															
Transfer of the System to the owner	General Manager + Finance Team + Support Personal	Blue	Blue	Blue	Blue												

## 2 Background

Years of war and neglect have left Afghanistan's electrical sector in poor condition. Prior to 1978, Afghanistan was able to access to approximately 396 megawatts (MW) of power compared to approximately 243 MW of power in 2002, at which time almost 50% came from domestic hydropower. In 2004, the Ministry of Energy and Water (MEW) had identified expanded imported power as a key medium-term strategy to meet the unmet demand within Afghanistan. The 2007 summer operating capacity of Afghanistan was approximately 750 MW of power. By 2007 about of third of electrical power delivered to the grid was imported from neighbors countries. Recent improvements in energy transmission and distribution have facilitated significant increase in the imported power which accounted for 70% of total power supply in 2010.

On the other side, substantial proven reserves of natural gas exist near the town of Sheberghan in northern Afghanistan. Natural gas has been extracted since 1960's, but the current production rate is only about 5% of the biggest historical level. The country imports almost 70% of its energy needs, so development of natural gas reserves would be beneficial. Development requires simultaneous efforts in upstream field development and downstream market creation. The Government of Islamic Republic of Afghanistan (GIROA) proposes to invite the private sector to undertake development of gas fields in Sheberghan and elsewhere. The GIROA also expressed keen interest in private sector investment in the power industry.

The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIROA. To achieve this objective, among other thing, the project will implement a:

*"Training and technical assistance and capacity enhancement to the MoM, particularly the Afghan Gas Enterprise (AGE) (or other appropriate corporate entity), the Northern Hydrocarbons Unit (NHU) and the Policy and Planning Department (PPD), including other government or non-government entities actively involved in Sheberghan Gas Field's development [such as power utility Da Afghanistan Breshna Sherkat - (DABS) and Ministry of Energy and Water (MEW)] as relevant to the activities of Sheberghan Gas Development Program (SGDP), including the sale/purchase of gas and power."*

In this aspect (according to subsection "b" of Task 1) it will *"develop a comprehensive, three-year capacity enhancement, training and mentoring program for MoM staff and other GIROA agencies and personnel working on Sheberghan Gas Development Program (SGDP)... Such capacity building may include, but not be limited to (among another skills required to successfully implement the SGDP) strategic planning, organizational structure and performance, engineering capability, environmental compliance and monitoring, procurement capability, electrical grid optimization, transmission analysis and forecasting, least-cost planning of gas infrastructure development, reserves delineation and quantification, gas network optimization, energy and operational efficiency and investment promotion"*.

### 3 Objectives

The Three-Year Joint Capacity Enhancement, Training, and Mentoring Program with Expat to Afghan Transition Plan (TYCE) is one of several elements of the SGGA that concerns capacity building, and which elements build on each other, for maximum effectiveness. To frame the capacity building the following objectives are some of those expected to be accomplished by trained Afghan professionals, within the 3-year time frame of the SGGA program and shortly thereafter.

#### 3.1 Development Stage Objectives

- **Objective 1:** The decision makers at MoM, MEW, DABS and their relevant subdivisions understand their business/commercial roles and responsibilities and are prepared to perform during the development phase.
- **Objective 2:** The decision makers at MoM, MEW, DABS and their relevant subdivisions understand and support appropriate organizational structures to insulate the project counterparties from external influences that could negatively impact their performance and creditworthiness
- **Objective 3:** The decision makers at MoM, MEW, DABS and their relevant subdivisions and their support staff (particularly in legal and investment analysis) understand the transaction documents required to develop the gas supply and the power off-take facilities as well as the implications of the critical provisions.
- **Objective 4:** The decision makers at MoM, MEW, DABS and their relevant subdivisions understand the likely key issues to be negotiated in the transaction documents and are prepared to analyze and compromise in order to execute the project agreements.
- **Objective 5:** The appropriate decision makers at MoF, MoE, and other relevant GIRoA entities understand their roles and responsibilities and are prepared to resolve any commercial issues in the event of an impasse between MoM and MEW or DABS.
- **Objective 6:** The appropriate decision makers at MoF and other relevant GIRoA entities understand and are prepared to meet the requirements for adequate assurances relating to foreign exchange availability and conversion rates as well as potential financial performance and expropriation issues.
- **Objective 7:** The decision makers for the appropriate project counterparties understand, support, and will implement the project counterparties by timely creation or separation from its parent entity.

#### 3.2 Drilling and Construction Stage Objectives

- **Objective 1:** MoM and its relevant subdivisions understand and support the work of the external well completion contractors, drilling contractors, the well drilling and completion oversight engineers and can learn from unobtrusive observation plus limited training by those parties.
- **Objective 2:** The staff of the appropriate project counterparties plus MoM and its relevant subdivisions receives preparatory classroom and/or simulation/actual training for the operation of the gas wells, gathering system and gas processing plant.
- **Objective 3:** MoM and its relevant subdivisions understand and support the work of the gas well, gathering system and gas processing plant equipment suppliers and construction contractors and can learn from unobtrusive observation plus operational training from those parties.

### 3.3 Gas Supply Operations Objective

The relevant operational, management, and support staff receive timely advance and real time training on the functionality of the plant in general and their assigned responsibility in particular. Advance training may be in combination with other similar operations, if possible, such as the proximate facilities of the Sheberghan Gas Fields Rehabilitation program funded by the ADB.

## 4 Previous Work

### 4.1 Capacity Building in 2010

In 2010 AEAI, through the Sheberghan Gas Field Development Project ("SGFDP") team, developed a capacity building project designed to enhance the ability of specific groups in the Afghan Government and the higher education institutions to understand the technical and legal aspects of hydrocarbon development and electrical power systems. These training workshops were specifically designed for the different audiences that would be dealing with various aspects of the project.

The capacity building workshops were designed to enhance the capabilities of the ministries and departments involved in the development of the gas fields and in the electrical generation and distribution aspect of the project. As an additional benefit, the discussion portions of the workshops in particular allowed the SGFDP team to make determinations about the current capabilities of the various departments and identify areas where further training and capacity building efforts would be needed to facilitate greater participation by Afghan government officials in the SGFDP project. The SGFDP team designed five training workshops for Kabul University, the Hydrocarbon Unit of the Ministry of Mines, the Policy and Planning Department of the Ministry of Energy and Water, Afghan Gas Enterprise and the Northern Directorate of the Hydrocarbon Unit, the latter two of which were conducted in Sheberghan during a site visit in late fall 2010.

The SGFDP team prepared lectures in both English and Dari and utilized simultaneous translation to assist participants in understanding the presented material. The SGFDP team also prepared English and Dari handouts of the lecture materials including slides and background documents which were distributed to participants at the beginning of the each workshop. Following the lectures, participants took a short break before being divided into discussion groups to further analyze the material presented. Participants were provided with a set of discussion questions prepared by the SGFDP team and a set of written questions to further expand on the material. All materials prepared by the SGFDP team for the training sessions have been included in electronic form on the compact disc provided with this report. The discussion sessions offered participants a chance to ask questions about the material presented to both the SGFDP team and each other and to share their experiences and perspectives on the day's material.

Overall, the feedback from the participants involved in the workshops was very positive and the SGFDP team and participants considered the training programs to be extremely successful. Collectively, the SGFDP team trained a total of 162 people, including 19 women. The workshops achieved the goal of greater professional development for the employees of the ministries, as well as increasing interest among the next generation of engineers in the gas field development process. The workshops also allowed the SGFDP team to identify additional capacity building needs and make informed

recommendations on the existing capabilities and capacity of the ministries and departments involved in the SGFDP project.

#### **4.1.1 Training Workshop at Kabul University**

##### Introduction and Course Description

The training began at Kabul University with a three day workshop focused on the development and processing of natural gas, and included a brief introduction to natural resource contracting using the production sharing agreement model. The primary thrust of the training workshop was the exploration and exploitation of natural gas resources, along with a presentation on different processing requirements to fully utilize the available gas reserves. Several different departments participated in the training, including the geosciences department and industrial chemistry department. The trainees included department heads, professors and students of the various departments. Overall, there were approximately forty participants in the training workshop, including six female participants. The workshops were well received by the participants and provided valuable insight for the SGFDP team on the capabilities of future engineers and specialists coming from Kabul University.

##### Presentation and Group Discussion Analysis

The first lecture focused on the history of oil and gas development in Afghanistan. This included recent events in the Afghan oil and gas fields, as well as the technical and logistical aspects of existing oil and gas infrastructure in and around the Sheberghan. The lecture also included information on potential utilization of natural gas for various functions. The participants were provided with a Dari version of this presentation, along with all other presentations included in the workshop, and several background materials (in English) to further develop the concepts. The group discussion portion reinforced the basic concepts of the lecture and asked participants to examine possible uses of natural gas in Afghanistan.

The second lecture focused on the development of natural gas systems. However, due to several questions at the conclusion of the first day regarding drilling, the lecture began with a brief introduction to the drilling and exploration process. The remainder of the lecture was on the composition and processes for treatment of natural gas. The group discussion explored various options and requirements for the treatment of natural gas to remove condensate, hydrogen sulfide and other contaminants prior to use in different applications.

The final lecture focused on natural resource contracting and the production sharing agreement (PSA) model. This presentation was designed to provide participants with a brief introduction to the production sharing agreement and the risks and opportunities of private investment in natural resources. The group discussion explored these risks and opportunities and challenged participants to identify and prioritize various benefits of the production sharing agreement model for Afghanistan.

##### Feedback and Observations

The participants and the SGFDP team found the approach of a lecture combined with group discussion and written questions to be a much more interactive and engaging program than a simple lecture on specific natural resource topics. The group discussions were monitored by SGFDP team members, who were available to answer questions and develop the discussion. Further, each group contained at least one professor who was able to moderate the discussion and encourage student participation in the session. The combination of written questions and oral discussion questions highlighted specific issues

for participants and encouraged them to ask follow-up questions, both of each other and the SGFDP team members.

### Recommendations

Based on the feedback received from the participants and the observations of the SGFDP team, the involvement of Kabul University in the capacity building initiative should be continued and possibly expanded to include students from Kabul Polytechnic University. The integration of the future engineers and scientists being educated at these institutions into the overall project strategy will be likely to yield much higher benefits than exclusively training existing employees of the ministries. Exposing the students to modern oil and gas concepts, particularly natural resource development projects, during their education can build enthusiasm and facilitate greater understanding and expectations once they graduate and begin their careers in their respective fields. The SGFDP team strongly recommends the integration of Kabul University and Kabul Polytechnic University into the long-term capacity building efforts in the energy and mining sectors.

#### **4.1.2 Training Workshop at the Ministry of Mines - Hydrocarbon Unit**

##### Introduction and Course Description

The second of the training workshops was developed for the Hydrocarbon Unit of the Ministry of Mines. This three day training workshop contained more detailed technical information based on the experience and educational levels of the Hydrocarbon Unit personnel. Again, the primary focus of the program was on the exploitation, processing and utilization of natural gas, with an introduction to natural resource contracting. As with Kabul University, the training was well received by the participants, which included five members of the Northern Directorate of the Hydrocarbon Unit from Sheberghan. Including the five employees from Sheberghan, the five students from Kabul University and three female participants, a total of 25 individuals participated in the training workshop at the Ministry of Mines. The SGFDP team also had an opportunity to make a preliminary evaluation of the technical capabilities of the Hydrocarbon Unit personnel during the training workshop.

##### Presentations and Group Discussion Analysis

The first presentation was a more detailed and exhaustive version of the presentations given at Kabul University. The lecture briefly touched on the history and recent events in the oil and gas industry in Afghanistan, and then moved to a more in-depth analysis of the technical and logistical aspects of the existing oil and gas infrastructure. A large portion of the lecture session was focused on possible means of utilization of natural gas resources in Afghanistan, including uses for compressed natural gas and liquefied petroleum gas. The lecture concluded with a brief summary of technical and logistical requirements for future oil and gas development in Afghanistan. The group discussion session based on the first presentation challenged participants to identify and analyze different aspects of the existing oil and gas infrastructure in Afghanistan and to seek out potential uses for the existing natural gas reserves near Sheberghan. The group discussions allowed participants, primarily engineers and scientists, to share their experiences with gas field development and to discuss strategies for both short and long term utilization of the Sheberghan gas resources.

The second presentation contained information on natural gas systems development, including a detailed analysis of the amine sweetening process, glycol dehydration and other processing systems to clean and refine natural gas. Based on the SGFDP team's analysis, gas processing (and sweetening in

particular) is going to be crucial to the proper development of the Sheberghan gas fields and this lecture provided a realistic assessment of the processing requirements to fully utilize the gas reserves. The lecture provided a step-by-step analysis of amine sweetening as well as glycol dehydration process, which was extremely valuable for the participants. The lecture also discussed methods of evaluating the composition of raw gas and the chemical aspects of the various components. The group discussion based on this lecture allowed participants to ask additional questions of the SGFDP team regarding the amine process and the existing gas processing infrastructure and new infrastructure requirements for the Sheberghan gas fields.

The final presentation was on the topic of natural resource contracting and the legal framework for natural resource development. The lecture briefly introduced various types of natural resource contracts including concession agreements, leases and licenses, and service contracts. However, the main focus of the presentation was on the Production Sharing Agreement model and the risks, challenges, and opportunities presented by that model. This lecture was useful in addressing some of the concerns of the Afghan government employees regarding private sector participation in the development and exploitation of natural resources. The lecture also introduced many of the employees of the Hydrocarbon Unit to the Afghan Hydrocarbon Law and its requirements. During the group discussion, participants were able to debate the merits of private sector participation in the development of Afghanistan's natural resources and were challenged to determine the priorities and needs of Afghanistan that should be addressed during the contracting phase. Participants were also able to ask specific questions related to private sector participation in natural resource development and were provided with background information on the structure and objectives of the Production Sharing Agreement model.

#### Feedback and Observations on Participation

As with Kabul University, the SGFDP team found the training module design of a lecture followed by a group discussion to be a very valuable capacity building method. Also, the addition of the five students from Kabul University and the participation from the five members of the Northern Directorate in Sheberghan seemed to boost participation and provided extremely valuable contributions in terms of both questions and shared experiences and knowledge. The SGFDP team also provided discussion questions and a set of written questions, though these were not graded and were for the benefit of participants only. However, the SGFDP team collected workshop evaluation forms from the participants. The feedback provided by the participants was very positive and the suggestions were constructive and useful.

Over the course of the training workshop, it became clear to the SGFDP team that the "refresher" nature of the lectures was very valuable to the members of the Hydrocarbon Unit. Many of the engineers received training in petroleum operations in the Soviet Union, but have not had the opportunity in Afghanistan to fully utilize their training and skills. These observations were echoed by the comments and feedback received from workshop participants.

#### Recommendations

The participants expressed interest in continued training workshops on advanced natural gas concepts, including drilling, data interpretation, seismic study and gas composition analysis. The representatives of the Northern Directorate of the Hydrocarbon Unit suggested more targeted training at their location in

Sheberghan, which the SGFDP team subsequently conducted in November 2010. The SGFDP team recommends additional training courses for the Hydrocarbon Unit employees as the project continues, particularly to support the operations of the new Project Management Unit. This would include training workshops on hydrocarbon bidding, contract formation and advanced natural gas systems development, including gas processing. The relocation of the SGFDP team to the PMU offices in the Afghan Geological Survey will allow the SGFDP team to conduct these training workshops with minimal expenditure of resources.

### **4.1.3 Training Workshop at Ministry of Energy and Water**

#### Introduction and Course Description

The third training workshop was developed for the Ministry of Energy and Water and was focused on the Independent Power Producer (IPP) concepts. The two day training workshop provided information on the structure, challenges, and opportunities of the IPP model. Participants were also given information on the components of a Power Purchase Agreement, including the “take-or-pay” provision and risk mitigation strategies. The participants included members of the Policy and Planning Department of the Ministry of Energy and Water and several individuals from Da Afghanistan Breshna Sherkat. The training workshop consisted of approximately 25 individuals including three women. The training was successful, but highlighted further need for IPP and PPA capacity building within the Ministry to accommodate the anticipated development of the IPP near Sheberghan.

#### Presentations and Group Discussion Analysis

The first presentation consisted of a broad overview of the IPP model for increasing power generation capacity. The lecture included the fundamental differences between an IPP and traditional generation options, as well as the risks, challenges, and benefits of the model. The presentation also included several case studies on regional experiences with the IPP model, including both economic successes and failures. The group discussion based on the first presentation challenged participants to identify the risks and challenges associated with the IPP model and how those risks and challenges might be mitigated in Afghanistan. The focus of many of the questions was on how the IPP model could be used to enhance power generation capacity in Afghanistan and what lessons could be learned from regional experiences to avoid some of the problems associated with the IPP model.

The second presentation was designed to introduce participants to the Power Purchase Agreement (PPA), which is the fundamental contract signed between the power buyer and the power producer. The lecture focused on the fundamentals, characteristics, and objectives of the PPA for both the power producer and power buyer. Specifically, the presentation addressed the controversial “take-or-pay” provision that requires the power purchaser to pay for a specified amount of power, regardless of whether it is used or not. The presentation also touched on the different risks involved in an IPP, and how the PPA can be specifically designed to fairly allocate those risks. The lecture ended with a brief analysis of how the above topics can be specifically applied to Afghanistan and how the various concepts work within the framework of the Afghan energy system. The group discussion, not surprisingly, was dominated by debates on risk allocation and the “take-or-pay” provision and whether it should be included in a PPA negotiated by Afghanistan. The group discussion also provided valuable insight into the perceived roles of both the Ministry of Energy and Water and Da Afghanistan Breshna Sherkat in planning, negotiating, and constructing additional generation capacity.

### Feedback and Observations on Participation

Participation in the lectures and group discussion was very high and SGFDP team members were surprised by the technical abilities of several ministry employees. The representatives from Da Afghanistan Breshna Sherkat did not show up the first day, and the representatives sent the second day were not individuals with direct involvement in the issues raised during the lectures. The representatives from the Ministry of Energy and Water posed challenging questions and shared valuable experiences with the SGFDP team. Again, the SGFDP team provided a set of discussion questions (translated into Dari) to facilitate the group discussion and provide a basis for questions and debate among participants regarding the materials presented during the day.

### Recommendations

The SGFDP recommends that additional training workshops be conducted at the Ministry of Energy and Water, as well as Da Afghanistan Breshna Sherkat, as necessary to ensure the continued involvement in the Independent Power Producer process.

#### **4.1.4 Training Workshop at Afghan Gas Enterprise**

##### Introduction and Course Description

The two final training workshops were held in Sheberghan as part of the SGFDP team's site visit. The SGFDP team prepared two workshops for the Northern Directorate of the Hydrocarbon Unit and Afghan Gas Enterprise based on their respective responsibilities in the gas development process. The training for Afghan Gas Enterprise was focused on gas transmission systems, natural gas development and utilization of natural gas. The Afghan Gas training workshop was attended by 44 employees, including four women.

##### Presentations and Group Discussion Analysis

The first presentation provided information on gas transmission pipeline design and construction. The participants were provided with a step-by-step analysis of pipeline design and construction, beginning from the route survey to the commissioning. The presentation generated positive response from the participants, who asked several questions related to international best practices regarding construction and safety systems of high pressure, cross country pipelines. The participants also asked questions about cathodic protection and internal inspection requirements of the pipeline.

The second presentation was on natural gas system development, which also received positive response from the participants. The lecture explained the basic geology of northern Afghanistan, particularly as it relates to oil and natural gas development. The presentation also discussed the chronological development of the Sheberghan gas fields, their present status and future prospects. Finally, the lecture discussed specific aspects of several of the wells in the Sheberghan gas fields and potential work programs to restore their functionality. Participants actively participated in both the lecture and the question and answer session.

The last presentation was on natural gas utilization. The lecture began with information on different types of gas treatment, which depends on the composition of the raw gas, and requirements of pipeline quality gas. The Power Point presentation addressed the composition and quality of gas, how to conduct the analysis using chromatographs, dehydration through absorption and adsorption, natural gas liquids (NGL) recovery, and "sweetening" (desulfurization). The lecture also discussed the various

means of utilizing natural gas including compressed natural gas (CNG), liquefied natural gas (LNG) and liquid petroleum gas (LPG), as well as the prospects of developing these methods with Sheberghan gas. The participants were very interested in the possible uses of the natural gas and were very active in the question and answer session.

#### Feedback and Observations on Participation

The feedback received from participants was overwhelmingly positive and participation was very active. The participants suggested further training in the design and engineering of a gas sweetening plant, specific information on chromatographic analysis of gas composition and heating value, and gas transmission and distribution system operation. The Afghan Gas participants showed keen interest in the modern gas treatment technology and the standards and operations of a modern, western gas company. They were actively involved in the discussions on the technical aspects of gas transmission and distribution, including pipeline development, gas chromatography and distribution network development. The Afghan Gas officials requested additional training in marketing, revenue stream development and general business training for employees. In this sense, Afghan Gas had a broader outlook than other stakeholders, as they were asking for business development training as well as specific technical training. This display of "big picture" thinking was one of the most positive aspects of the SGFDP team's trip to Sheberghan and suggests that Afghan Gas could play a major role in the exploration and exploitation of natural gas in Sheberghan.

#### Recommendations

The SGFDP team recommends additional training workshops for Afghan Gas Enterprise in all facets of the organization, from gas transmission and distribution to marketing and revenue collection. Specifically, the SGFDP team recommends that a gas chromatograph, gas leak detectors and other equipment be purchased and integrated into the next training program for Afghan Gas Enterprise. The SGFDP team will coordinate the training program for this equipment and will work with the appropriate officials to ensure it is being properly used on site in Sheberghan.

#### **4.1.5 Training Workshop at the MoM - Northern Directorate of the Hydrocarbon Unit**

##### Introduction and Course Description

The final training workshop in Sheberghan was conducted at the Northern Directorate of the Hydrocarbon Unit of the Ministry of Mines and focused primarily on drilling and natural gas utilization methods. This training workshop was attended by 28 professionals, including four female participants.

##### Presentations and Group Discussion Analysis

The first presentation contained information on modern drilling techniques and managing the information and process of drilling a well. Participants were provided with methods for planning a natural gas well, the requirements to properly complete the well and a brief introduction to data interpretation. The lecture also discussed the utilization of a blowout preventer, proper perforation techniques and well testing methods. This introduction to the modern drilling practices was very well received by the participants and generated very high interest in a continuing training program to bring their operations to a higher standard.

The second presentation involved the methods of utilization of natural gas resources, including natural gas liquids (NGL) and liquefied petroleum gas (LPG) recovery. The participants were provided with

information on several different methods, apart from fertilizer production and domestic consumption, to utilize natural gas. This presentation was similar to the natural gas utilization presentation given to the students of Kabul University and to the Hydrocarbon Unit at the Ministry of Mines in Kabul. However, the participants were very interested in the lecture material and the questions and observations offered by the participants, again, demonstrated their professional qualifications.

#### Feedback and Observations on Participation

The geologists, geophysicists and chemists from the Northern Directorate were very active participants in the lecture sessions and the question and answer sessions that followed. The participants were very interested in examples of modern exploration techniques, including seismic interpretation and in modern production practices, such as well log interpretation and well completion. Due to their direct involvement with both the exploration of prospects and drilling of wells, the participants showed great interest in updating their practices to reflect advanced technology in exploration and exploitation of natural gas resources.

The participants were also very interested in natural gas liquids (NGL) recovery from raw natural gas, the process of production of liquefied petroleum gas (LPG), and compressed natural gas (CNG). The presentation of different methods of utilizing natural gas was very useful for participants, particularly given that the use of natural gas in the Sheberghan area is limited to domestic heating. The wide variety of applications of natural gas generated more interest on the part of the Northern Directorate to successfully develop the Sheberghan gas fields.

#### Recommendations

The SGFDP team recommends further training on seismic interpretation, well log interpretation, well completion techniques, and gas chromatography for the Northern Directorate. These sessions were requested by the participants and found to be necessary by the SGFDP team in order to further support the goals of the gas field development project. As the successful development of the gas fields is a primary goal of the project, it is recommended by the SGFDP team that additional training for the Northern Directorate of the Hydrocarbon Unit and for Afghan Gas Enterprise be given a high priority and workshops based on the recommendations of the participants and the SGFDP team be conducted in Sheberghan as soon as possible.

#### **4.1.6 Evaluation**

The capacity building project was a good opportunity for the SGFDP team to observe the capabilities and professional qualifications of the relevant stakeholders without conducting an intrusive assessment process. The SGFDP team was able to interact with stakeholder constituencies and ministry officials on a personnel level, which was extremely helpful for our overall project goals. The capacity building workshops also allowed the SGFDP team to identify and begin to address training needs within the ministries in order to allow them to provide proper support to the project. The enthusiastic response from all participants and their requests for additional training and capacity building workshops suggests that the approach taken by the SGFDP team in implementing the capacity building program was successful.

The basic model of a lecture followed by a guided group discussion and written questions seemed to be very effective as a teaching model and elicited much greater participation by the trainees than was expected by the SGFDP team. The group discussion in particular allowed participants to share their

own experiences and knowledge with members of their group and allowed the lecture material to be reinforced and expanded by the participants. The translation of the presentations into Dari was found to be an essential process, as many of the participants had only limited command of English. The discussion questions and written questions were also translated into Dari, which facilitated greater participation and understanding by the trainees. The simultaneous translation of the lectures and the utilization of SGFDP's Afghan team members to assist in the group discussions ensured a smooth flow of information.

The training workshops were received with great enthusiasm and active participation by all trainees, particularly those among the younger generation of Afghans. However, the SGFDP team was able to identify additional training needs to allow these stakeholder groups to better support both the SGFDP objectives and to provide greater capabilities to execute their respective responsibilities. The SGFDP team observed a varying level of English abilities among the groups. While English is not an official language of Afghanistan, a wealth of information on modern drilling and oil and gas practices is available in English. Further, English language proficiency is extremely useful when combined with information technology resources. The SGFDP team also found basic computer skills and access to information through the internet to be lacking in many of the key constituencies. These two areas, while outside the immediate scope of the SGFDP, are considered by team members to be the most pressing of all future training and capacity building needs.

Most of the professionals in the Ministry of Mines have not been exposed to modern oil and gas systems or advanced technology. While this lack of exposure is due to circumstances beyond the control of these individuals, it represents a significant capacity building need that should be addressed in conjunction with the development of the gas fields and the power plant. The SGFDP team also observed that the professionals of Afghan Gas and the Northern Directorate of the Hydrocarbon Unit have tremendous enthusiasm and commitment, but they lack in some skills due to the absence of appropriate and localized capacity building efforts.

The SGFDP team's objective for the capacity building program was to increase the capabilities of the appropriate stakeholders to provide support for the gas field development and the gas-fired power plant. In addition to facilitating greater understanding of key stakeholders of the project, the training workshops were able to serve the dual role of addressing capacity building needs within the stakeholder groups and providing a realistic assessment of their capabilities to support the SGFDP mission. The enthusiastic reception and level of effort demonstrated by the participants supported the conclusion by the SGFDP team of the successful execution of the capacity building program.

The SGFDP found that two of the principal needs of the constituent groups are training in English and information technology resources, including computer skills. While the SGFDP team was successful in providing a basic introduction to various concepts associated with natural resource development, training programs in English and in utilization of computer technology would allow participants to find information on the natural resource concepts independently and enhance the value of future training programs. The integration of computer technology and the appropriate training for the relevant ministry professionals would provide a significant benefit in terms of data gathering, communications, and independent learning opportunities. If information technology resources can be expanded, professionals will have access to a wide range of information on the internet. A training program

addressing these needs are outside the scope of the SGFDP, but a successful capacity building effort in these areas will have a significant effect on the project's overall success.

Another major recommendation, based on the experience of the SGFDP team at Kabul University is the integration of institutions of higher learning with the government ministries and businesses that will be supporting natural resource development projects in the future. The SGFDP's recommendation in this area is two-fold. First, the SGFDP team recommends that capacity building programs with Kabul University and Kabul Polytechnic University be continued and expanded through the new Project Management Unit. Efforts should also be made to establish linkages between the ministries and institutions of higher education in order to better coordinate training and professional development opportunities for both ministry employees and students. Second, the SGFDP team recommends that capacity building be integrated into the Project Management Unit structure through internship opportunities for students and periodic training programs held by Project Management Unit consultants at institutions of higher learning, particularly Kabul University and Kabul Polytechnic University.

#### 4.2 Ministry of Mines 2012

Based on the lessons learned from the prior capacity building efforts, SGDP was able to develop the following

An assessment process was conducted in October 2012 with the MoM, at that opportunity the work was done by: 1) individual interviews with MoM senior management and, 2) workshop with 37 people of the MoM. The main results of this exercise are:

- The main topics, according the MoM managers, where more training is needed are: Reservoir Management; Exploration; Analysis – degradation; Drilling Wells; Engineering; Gas Quality; Risk Mitigation; Gathering System; Reinjection Criteria; Long Term Programs; New Reservoirs; Financial Planning; Gas Processing; Production; Technical; Operations; Quality Control; Waste Disposal; Personnel; Whole sale Gas; Gas Pipeline; Gas Distribution and GSA contracts.
- For MoM the main interest areas are: In the technical area: Geo Physics (54%); Geology (32.4%); Mines and Minerals (54%); Tools and Equipment (64.8%); Drilling Skills (64.8%). In the financial area: Financial management (48.6%) and Accounting (25.9%). In Procurement and Administration: Contract Management (81%); Bidding Process (45.9%); IT (Internet) (32.4%); Management (59.4%); English language (64.8%); Basic computer skill (64.8%); SGDP Awareness (40.6%). Finally, in the legal area: Legal training (62.1%); Procurement Law (86.4%).

In the next section is the description of the structure of the GBU and the relation with other teams inside the SGDP. The relevance of this section is that all the CB that must be done, is for people who will work in the GBU and the other teams. In that sense, before the Plan can be described it is necessary to have a general view about the operational aspects of the 3 teams and the staffing needs.

## 5 Structure of the Gas Business Unit and other Teams

The Gas Business Unit (GBU) will be responsible for the E&P activities in the field including the gathering system and the Processing Plant Management. In that sense, it will carry on the activities to extract natural gas from the wells and delivery sweet natural gas to the Power Plant. The Sustainability of Operations and Maintenance for the Sheberghan Gas Development Report (version 3.1) developed a preliminary description of the GBU. The positions, number of persons, roles and minimum experience year are described in the following tables.

Table 1: Line Staffing of GBU

Code	Position	Number	Min. Experience Years	Role
	<b>Line Staffing</b>			
LS001	Senior Lead Operator	2	7	Provides management of routine operation of all facilities from wells through processing plant(s) and coordinates with maintenance requirements. Responsible for scheduling and supervising personnel on shifts and addressing health, safety issues, environment and on-the-job training.
LS002	Senior Operator	2	5	Supervises the control room, plant and gas field work. Handles shutdowns and start-ups.
LS003	Operator II, Pumpers	5	2	Daily checking of each producing well for condition, meter (pressure, flow) function, check gathering lines/gathering point interconnect condition and meters, periodic walk/drive of transmission line to gate of processing plant(s) minor repairs, daily reports submitted to Field/Production Manager. Able to drive field vehicles.
LS004	Operator III	5	1	Checking instruments according to operating manual, loading chemicals and consumables, preparing log sheets, refers upward any deviations and out-of-order equipment for repair or maintenance
LS005	Operator Trainee	2	-	Entry level – basic checks and data recording, log sheets, routine simple reports
LS006	Heavy Equipment Operators	3	4	Operating construction and industrial equipment, e.g., forklifts, graders, dump trucks
LS007	Instrumentation Technician, Meter Sp	2	3	Calibration and basic repair of pressure flow meters; trained by meter manufacturers / suppliers. Loop-checking, commissioning, call out on emergency & start up, preventive maintenance, troubleshooting of general field measuring equipment and final control elements.
LS008	Mechanical Maintenance Technician	3	3	Routine maintenance and equipment overhauls, minor repairs, welding, recording job tickets and supporting the computerized maintenance management system (CMMS).
	<b>Total</b>	<b>24</b>		

Table 2: Management Staffing of GBU

Code	Position	Number	Min. Experience Years	Role
	<b>Management Staffing</b>			
MS001	General Manager	1	15	Executive management of natural gas extraction and processing; \$ capital project; \$ revenue operation: Oversees all operational issues: technical, business, financial, profitability, contracts, HR, safety, relations with public, community, government, etc.
MS002	Technical Managing Director	1	15	Technical management of all major aspects. Gas extraction strategy and implementation. CAPX, OPEX estimates, and expenditure projections. Field development plan. Major equipment evaluation, selection, installation and commissioning.
MS003	Production Operations Manager	2	10	Oversees overall daily operations per production plan. Engineering improvements/expansions of existing facilities to solve production and operational issues.
MS004	Field Manager	2	10	Production management; authority for limited repair / maintenance expenses. Directs people, materials, equipment and tools. Coordinates maintenance and establish operating and control procedures.
MS005	Mechanical Maintenance Superintendent	2	7	Plans and implements the routine maintenance and equipment overhauls, minor repairs, welding, etc. Manages the CMMS.
MS006	Senior Instrumentation Engineer	1	7	Specifies and accepts instrumentation, installs and programs sensors, wiring, network, remote gear, recording and storage of data, emergency alert
MS007	Health, Safety & Environment Supervisor	1	7	Produces HS&E manual, provides training, conducts incident investigations and reports
MS008	Procurement Supervisor	1	7	Creates specifications, prequalifies vendors, runs tenders, maintains data room, handles queries from bidders
MS009	Contract and Legal Affairs Manager	1	5	Routine legal drafting and contract review, interpretation, implementation, and first level dispute resolution.
MS010	Community Relations Manager	1	5	Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.
MS011	Finance Director	1	5	Prepares month/quarterly and year end reporting, group budget and forecast. Prepares procedures for operational expenditure, gas production value, track OPEX & CAPEX, maintains and improves manual & automated financial systems.
MS012	Internal Auditor	1	5	Audits and reports to Board of Directors, Board of Supervisors, or other top level oversight group
MS013	HR Manager	1	5	Drafts HR policy, oversees implementation. Handles personnel planning, recruitment, talent management and acquisition. Manages performance appraisals, retention and management. Plans employee recruiting, induction, and exit formalities.
MS014	Security Manager	1	10	Administers overall security policy, planning, management, scheduling, recruiting, dealing with APPF
	<b>Total</b>	<b>17</b>		

Table 3: Support Staff of GBU

Code	Position	Number	Min. Experience Years	Role
	<b>Support Staff</b>			
SS001	Accountat	2	5	Bookkeeping, accounting, payroll, reconciling gas volume reports and billing
SS002	Administrative support	2	5	Communication, filing, records
SS003	Drivers	12	1	Driving
SS004	Finance	1	2	Budgets, forecasts, treasury functions
SS005	HR	1	2	Personnel induction, training and forms
SS006	Health, Safety, Environment	1	2	Incident reporting, safety training, audits
SS007	IT	1	2	Network management, administration of accounts, computer set-up
SS008	Medical staff	1	5	Simple and urgent medical care, referrals as needed
SS009	Procurement	2	2	Bids, quotations, records. Delivery, storage, inventory, and clearing customs for goods, tools, and consumables.
SS010	Security Coordinator/ PSD Team Lead	2	10	Effectively prioritize and organize workloads to set schedules and conduct security operations
SS011	Security Deputy PSD Team Leader	2	7	Oversee the provision of mobile security services
SS012	Security Senior Shift Leader	3	5	Manage the staff, services and any required material for assigned shifts
SS013	Deputy Shift Leader	9	3	Appropriate training and experience in Scheduling and conducting security
SS014	Security Radio Operators	2	3	Monitor and provide communication services as-needed on a continuous basis
SS015	Security Translators	2	3	Support the proper integration of services between the Static Guards and PSD Guards and passengers without the local language skills
SS016	Security Logistics Clerk	1	1	Ensure the proper support of security services with materials and services at the correct time and place
	<b>Total</b>	<b>23</b>		

Considering the assessment done in Sheberghan during November 2012, the skills of the professionals observed and the new information about the technical needs of the GBU, it was possible to reduce the number of personnel with a rearrangement of the organization. Figure 2 presents the new proposed structure for GBU, composed by: 1 general manager, 3 main units (E&P<sup>3</sup>, Midstream, and Finance & Legal) and 3 support units (HSE, Administration and Security).

Regarding the number of people in the GBU, the E&P will have 8 persons (including the manager); the Midstream 17 persons, the manager, in the plant 12 persons (since there should be 3 shifts of 4 persons each one) and the mechanical maintenance staff; the Finance area with 4 persons and; finally, the rest of areas with 22 persons. In total the GBU is planned to start operations with 51 persons, in contrast with the 64 of the previous design. Some features of this organization are:<sup>4</sup>

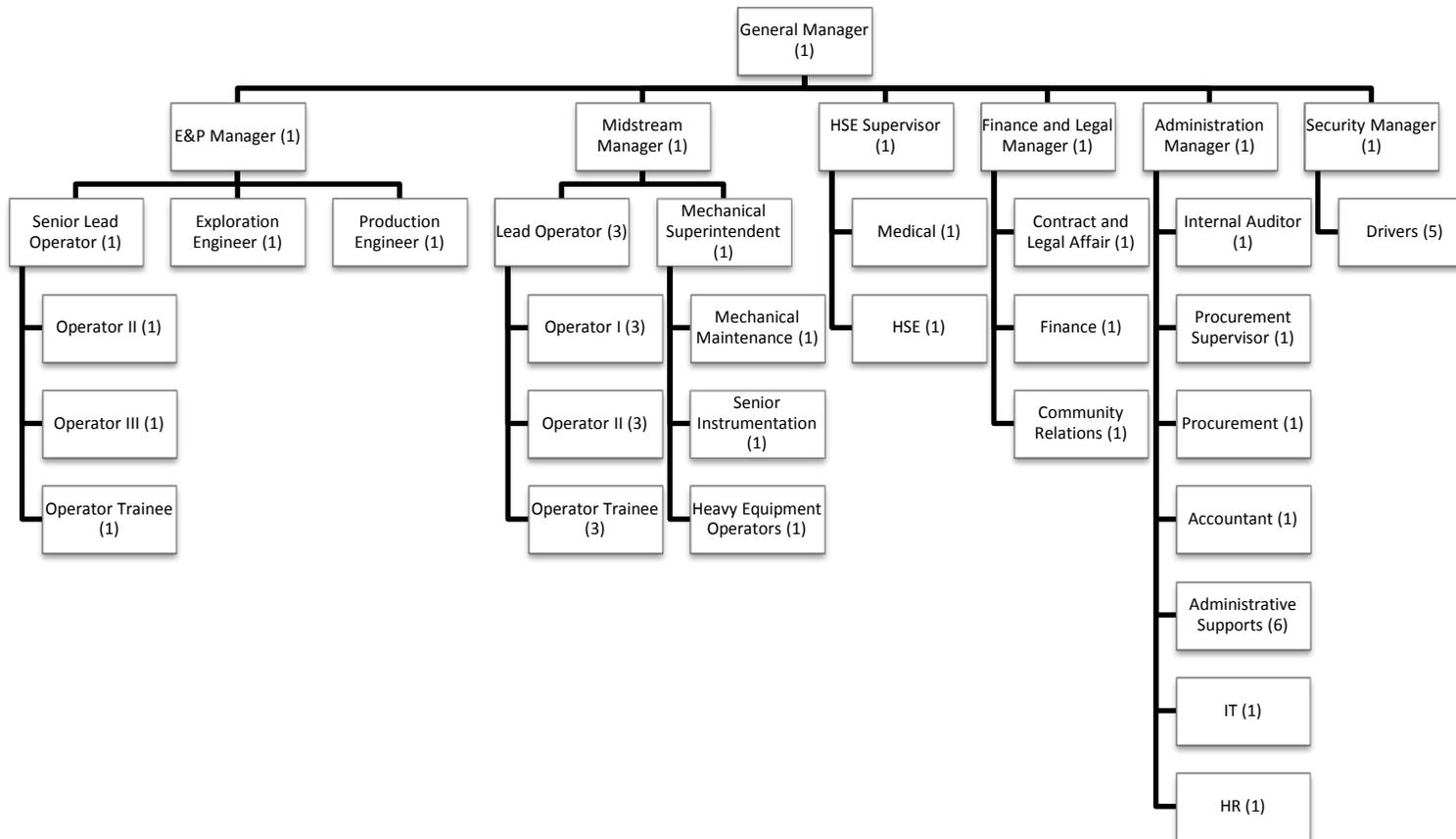
- In the E&P area there would be only one exploration and one production engineers, since at the beginning the operation of the integrated project will start with 4 completed wells, so there would be a delay in the necessity for more wells in the future (perhaps 2 or 3 years or more).
- The mechanical team supports the Midstream manager but also will provide services to the E&P area.
- The finance and legal area will be in charge of the financial reports, contract administration, taxes, etc.
- Inside the Administration area are the typical positions, where the "administrative supports" are the secretaries and trainees that each manager may need.
- Finally, the drivers are under the security manager because both activities are close relate

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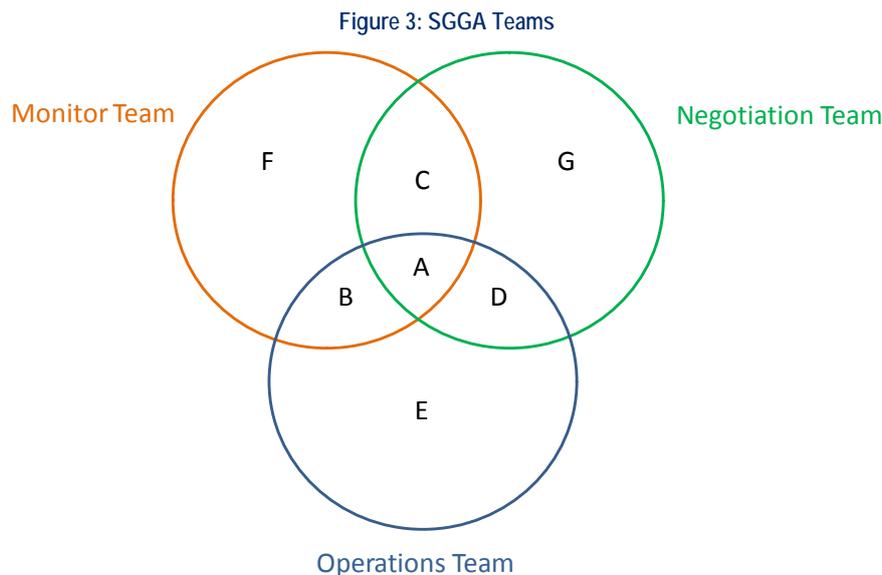
<sup>3</sup> Exploration and Production.

<sup>4</sup> The complete Job Description of these positions can be found in Annex 1.

Figure 2: Gas Business Unit



In order to launch the new Gas Business Unit (“GBU”) to operate the SGDP, there are plans for the creation of 3 teams: 1) a Monitor Team (“MT”) for the drilling activities and processing plant construction, [in the case of the drilling monitor SGGA will call the Oversight Field Representative (“OFR”)]; 2) the Negotiation Team (NT) and; 3) the Operation Team. The MT will be in charge of oversight of the work activities of the Drilling Contractor<sup>5</sup> and the Processing Plant Contractor;<sup>6</sup> the NT will be in charge of the sale/purchase agreement negotiation between the involved parts in this project (GBU, DABS and the private IPP); finally, the OT will be formed by all the future workers of the GBU to operate the gas supply facilities. In this sense, the following figure presents the diagrammatic interrelations between these three groups.



The mentioned interrelations form seven areas or seven groups of people, where it is clear that an efficient capacity building will be concentrated primarily in the region "A", then B, C and D, and after, regions E, F and G. An explanation of each one of these areas is:

- **Region A:** Formed by the persons that can be part of three groups, for example, a Drilling Engineer can be part of the OFR (the monitor team in drilling), also participate in the contract negotiation and, finally, be part of the GBU in the future.
- **Region B:** Formed by the people that can be part of the Monitor Team and the Operations Team, for example, the Midstream Engineer that will monitor the construction of the Plant and, in the future, be part of the GBU.
- **Region C:** Formed by the people that can be part of the Monitor Team and the Negotiation Team, for example, a person who will monitor the contractors activities and will be part of the contract negotiations but, will not work in the GBU.
- **Region D:** Formed by people who will be part of the Negotiation Team and can be part of the GBU, for example, a lawyer who will not monitor the contractor's activities.
- **Region E:** Formed by people who will only work at the GBU, mainly the support staff (accountant, drivers, etc.).
- **Region F:** Formed by people who only will be part of the monitor team
- **Region G:** Formed by people who will only be part of the negotiation, for example, a high level official of the MoM.

The OT will be in charge of the GBU. The E&P will have 8 persons (including the manager); the

<sup>5</sup> The private company awarded the contract for the rehabilitation and drilling wells in Sheberghan.

<sup>6</sup> The private company awarded the contract for the gathering System and Processing Plant Construction.

Midstream 17 persons, the manager, in the plant 12 persons (since there should be 3 shifts of 4 persons for each shift) and the mechanical; the Finance area with 4 persons and; finally, the rest of areas with 22 persons. In total the GBU is planned to start operations with 51 persons.

The NT is planned to have the following professionals: Business Development Lead; Legal Service Lead; Project Finance Lead; Energy Financial Analysis Lead and; and Engineer Lead, a total of 6 persons. The description of the roles of NT is presented in the following table.

The MT will be in charge of the OFR and the people that in the future will carry on the Midstream activities in the GBU. Providing advice to the AGE and OGS the OFR must include the following professionals: Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer and a Plant Engineer, a total of 6 persons.

Table 4: NT Roles

Position	Role
Drilling engineer	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Geologist engineer	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Well testing engineer	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Senior exploitation engineer	Support to MoM in the production stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Operation engineer	Support to MoM in the gathering system and pipeline construction stages in: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.
Plant Engineer	Support to MoM in construction and operation of the plant: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.
Business Development Lead	Support to MoM in the following areas: 1) Coordinates and facilitates the negotiation process, 2) negotiates to minimize the retained risks for the project sponsor while maximizing the financial returns, 3) initiates the operational implementation aspects of the project, 4) verifies that the project implementation is consistent with the planned parameters.
Legal Service Lead	Support to MoM in the following areas: 1) Advice to address legal issues regarding the desirability and enforceability of proposed project structures and contract terms; 2) Represents the project sponsor; 3) legal evaluation exploration, production, pipeline transport and plant operations activities, 4) legal evaluation of the energy purchase and sale agreements, 5) legal evaluation of natural gas exploration and exploitation contracts.
Project Finance Lead	Support to MoM in the following areas: 1) Supports the Business Development Lead on the project financing effort, 2) negotiates the operative contracts, 3) ensure that the project is properly structured and the contract terms are commercially viable, 4) advocates the appropriate operational changes by the contract counterparties, 5) leads the effort to structure and obtain any credit enhancements or guarantees.
Energy Financial Analysis Lead	Support to MoM in the following areas: 1) Supports the Business Development Lead on the project financing effort, 2) negotiates the operative contracts, 3) ensure that the project is properly structured and the contract terms are commercially viable, 4) advocates the appropriate operational changes by the contract counterparties, 5) leads the effort to structure and obtain any credit enhancements or guarantees.
Engineer Lead	Support to MoM in the following areas: 1) Supports the Business Development and Financial Analysis Lead with incremental capital and operating costs, 2) supports the Business Development Lead during the contract negotiation, 3) provides risk mitigation and risk impact estimates for retained risks

## 6 Milestones

SGGA's scope of work focuses on the support of projects and transactions relevant to the Sheberghan Gas Development Program (SGDP). The scope of this task order consists of design and implementation of a capacity enhancement program for the corporatization, commercialization and modernization of Afghan Gas Enterprise. It further consists of a program to promote sustainability of the projects completed within the SGDP through training and mentoring within the MoM and other relevant GIRoA institutions such as DABS and MEW as mutually agreed to by GIRoA and USAID.

This training, mentoring and capacity enhancement program shall also provide the basis for the production of a comprehensive feasibility report on industrial development and effective utilization of

Afghanistan's hydrocarbon reserves, including but not limited to the Sheberghan gas fields in Jowzjan Province in Northern Afghanistan and the creation of a natural gas market in Afghanistan.

To implement the capacity building sessions, SGGA has planned the following activities for 2013 - 2014 -2015 periods:

- Drilling and Construction: January 2013 - March 2013
- Gathering System & Processing Plant: June 2013 - December 2013
- Business Transactions (MoM): January 2013 - June 2013
- Business Transactions (DABS/MEW): February 2013 - July 2013
- Business Transactions (workshops & training): February 2013 - October 2013
- Transaction Legal Advisor: January 2013 - June 2014
- Project Development: June 2013 - May 2015

## 7 Capacity Building Activities

This section will describe the activities to carry on in the TYCE for the next three years, in particular, the schedule for the SGDP regarding the activities of tender, drilling, construction and operation stages of this project.

### 7.1 Year 2013

Table 5 presents the main planned activities for the CB process in year 2013, for each of the areas described previously. 1) The Drilling in the Gas Sector (in yellow); 2) The Gathering System and the Processing Plant (in green) and; 3) the Business Transactions (in blue). Also, the specific and important milestones for the project are highlighted in red and (because of its nature) these milestones are not associated with any target group, are only a reference for the rest of activities. In the rest of this section are described, briefly, each one of the activities of Table 5. Also, is important to mention that the Target Group is related with the three teams described previously.

Table 5: CB Plan Year 2013

2013	Target Group	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
<b>Drilling in the Gas Sector</b>													
Training Drilling Course	OFR/Contract Manager	■											
Helps Bid Evaluation and Financial Analysis	OFR/Contract Manager		■	■	■								
<b>Tender: Contract Award/Finalization</b>					■								
Oversight Well Rehabilitation Work	OFR/Contract Manager				■	■	■	■	■	■	■	■	■
Oversight Well Drilling Work	OFR/Contract Manager					■	■	■	■	■	■	■	■
<b>Gathering System &amp; Processor Plant</b>													
Select Expert Teams 2-4 professionals	Midstream Manager	■	■										
Training in Gas Gathering, Gas Compression, Gas Processing, Gas Sweetening, Sulfur Plant	Midstream Manager			■									
Travels to Turkmenistan or some other country with a sour gas processor plant for three month internship	Midstream Manager				■	■	■						
Select trainees and give training courses	Midstream Operators						■	■					
Help Monitor Construction TFBSO/ADB Plant	Midstream Operators						■	■	■	■			
Help start-up TFBSO/ADB plant	Midstream Operators										■	■	
Involvement in Midstream Tender Preparation	Midstream Manager											■	■
Involvement in Bid Selection leading to Bid Award in May 2014	Midstream Manager											■	■
<b>Business Transaction</b>													
Courses													
1. Economic modeling of E&P investment	MoM	■	■										
2. Energy Project Development	MoM			■									
3. Economic fundamentals of Natural Gas Markets	MoM				■								
4. Contract Negotiation	MoM/DABS/MEW					■							
5. Power fundamentals	DABS/MEW	■	■										
6. Contract management in Power Sector	DABS/MEW					■							
7. Legal aspects in the energy sector	MoM, DABS/MEW						■	■					
8. General Management- Course	MoMDABS/MEW	■	■										
Select Expert Team (10 - 15) professionals	Negotiation Team								■	■	■	■	
Intense Negotiation Preparation	Negotiation Team												■

### 7.1.1 Drilling Area

#### Drilling Training Course

The basic training for the people assessed in Sheberghan consists in a 10% classroom presentation, supervised by the expat, that includes Introduction to Oil well Service and Workover; Petroleum Geology and Reservoirs; Well Logging Methods; Well Completion Methods; Artificial Lift Methods; Production Rig Equipment; Well Servicing and Repair; Well Cleanout and Repair Methods; Control of Formation Pressure; Fishing Tools and Techniques; Well Stimulation Treatments; Well Service and Workover Profitability. The remaining 90% will be covered with supervised (by the expats) visits to the fields, not only those related with SGGA, but also additional ones, for example, the ADB activities in the region.

The material suggested for the 10% class room instruction of the OFR will be based on two books primarily:

#### Normal Drilling Operations

- Making Hole 136 pp on well planning and drill bits
- Drilling Fluids 212 pp on drilling mud (composition, properties, etc.)
- Drilling a straight hole 136 pp covers hole deviation
- Casing and Cementing 122 pp
- Testing and Completing 124 pp

#### Well Servicing and Workover Series

- Introduction to Oil well Service and Workover 111 pp
- Petroleum Geology and Reservoirs 116 pp
- Well Logging Methods 54 pp
- Well Completion Methods 49 pp
- Artificial Lift Methods 45 pp
- Production Rig Equipment 39 pp
- Well Servicing and Repair 61 pp
- Well Cleanout and Repair Methods 32pp
- Control of Formation Pressure 40 pp
- Fishing Tools and Techniques 41 pp
- Well Stimulation Treatments 44pp
- Well Service and Workover Profitability 32 pp

#### Bid Evaluation and Financial Analysis

As part of the training, the participants in this area will participate in the bid evaluation of the drilling and rehabilitation tender process. Also, they will help with the financial evaluation of the E&P activities.

#### Well Rehabilitation Oversight Work

Mentored by the Engineer Contractor<sup>7</sup> this group will oversee the rehabilitation work, in particular, they will be the representative of MoM in the field.

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<sup>7</sup> A group of persons, probably expatriates, with vast experience in the E&P activities that will be contracted in 2013 for the advising in this project.

### Oversight Well Drilling Work

Mentored by the Engineer Contractor<sup>8</sup> this group will oversight the drilling work, in particular, they must be the representative of MoM in the field.

#### **7.1.2 Gathering System & Processing Plant Area**

##### Select Expert Teams 2-4 professionals

A group of professionals (between 2 and 4) will be selected to be the leaders in the midstream activity. The main idea is that these persons, after some time, could be part of the Midstream Area in the GBU and/or also be part of the Negotiation Team.

##### Training in Gas Gathering, Gas Compression, Gas Processing, Gas Sweetening, Sulfur Plant

Guided by the Expats of SGGA, the previous group of people will be trained in the main aspects of the midstream operation.

##### Travel to Turkmenistan or Some Other Country with a Sour Gas Processing Plant for Three Month Internship

Part of the training will be an internship to do ongoing work in some similar plant outside Afghanistan; Turkmenistan could be a good option.

##### Select Trainees and Give Training Courses

After the ongoing work described previously, this team will hire staff (operations personnel) to be trained and, in the future, will be part of the GBU's midstream. Also, the leader group must provide, to the trainees, some training courses.

##### Monitor Construction TFBSO/ADB Funded Plant

The leader group and the operations personnel should monitor the construction of similar projects in Afghanistan, for example, the TFBSO/ADB funded plant.

##### Monitor Start-up of the TFBSO Funded Plant

The leader group and the operations personnel could monitor the start-up of similar projects in Afghanistan, for example, the TFBSO/ADB plant.

##### Involvement in Midstream Tender Preparation

The leader group will be involved in the tender preparation for the Processing Plant.

##### Involvement in Bid Selection Leading to Bid Award in May 2014

The leader group will be involved in the Bid Selection for the Processing Plant.

#### **7.1.3 Business Transaction**

##### Courses

Name:	<i>Economic modeling of E&amp;P investment</i>
Target group:	MoM professionals selected to carry on the finance activities

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<sup>8</sup> A group of persons, probably expatriates, with vast experience in the E&P activities that will be contracted in 2013 for the advising in this project.

of SGGA.

Content of the training: 100% class room that includes: Cash Flow construction of cash flow; finance profitability indicators; oil and natural gas; contracts modeling with cash flow instruments; royalties and tax systems usually applied to the hydrocarbons sector; Montecarlo analysis apply to the cash flow models to evaluate risk analysis.

Name: *Energy Project Development*

Target group: MoM professionals selected to carry on the finance activities of SGGA.

Content of the training: 100% class room that includes: Energy project fundamentals; planning process; financial analysis; financial modeling of SGGA; price analysis of SGGA; cost analysis of SGGA; SGGA project construction; the economic integration analysis if SGGA.

Name: *Economic fundamentals of Natural Gas Markets*

Target group: MoM professionals selected to carry on the finance activities of SGGA.

Content of the training: 100% class room that includes: market description; supply side (producers, pipelines, distribution systems, etc.); demand side (thermo plants, industrial sector, GNC, households, etc); price analysis (hubs, fix price methodologies, etc); economic regulation apply to the markets; international trends in the natural gas markets.

Name: *Contract Negotiation*

Target group: MoM, DABS/MEW

Content of the training: 100% class room that includes: definitions; contract classification; risk evaluation; contract agreement; contract administration; contract resolution.

Name: *Power fundamentals*

Target group: DABS/MEW Afghan professionals.

Content of the training: 100% class room that includes: Sales to utility, PPA; Minimum take, take-or-pay, merchant, tolling; Competitively awarded, negotiated; Creditworthiness of utility; Supply proposed relative to utility size; Track record honoring contracts; Susceptibility to political influence; Privatization, ownership structure; Economic growth in region; Interconnection, transmission; Planning, synchronization; Penalties, timing, deliveries; Coordination with other contracts.

Name: *Contract management in Power Sector*

Target group: DABS/MEW Afghan professionals.

Content of the training: 100% class room that includes: Fuel contract, term, supply;

Specifications; Supplier creditworthiness; Alternate suppliers;  
Coordination with other contracts; PPA.

Name: *Legal aspects in the energy sector*

Target group: MoM professionals selected to carry on the SGGA.

Content of the training: 100% class room that includes: Legal aspects of SGGA; tender experience with SGGA; administration of the contracts related with SGGA; administration of future tenders similar to SGGA; review of the legal framework apply in Afghanistan related with similar projects; Legal risks related with inadequate legal framework and international, state, provincial jurisdiction; Dispute resolution, Project Finance structures, terms, and requirements.

Name: *General Management*

Target group: MoM, DABS/MEW

Content of the training: 100% class room that includes: Basic Management; Functions of management; Human Resources management; Management Modules and; others.

#### Select Expert Team (10 - 15) Professionals

After the courses, the SGGA will select a group of 10-15 professionals that, in the future, are expected to be part of the Negotiation Group and the GBU.

#### Intense Negotiation Preparation

The group described previously will carry on an Intense Negotiation Preparation, theoretical and practical. The main idea is to prepare these professionals for real negotiation activities.

### **7.1 Year 2014**

The Table 6 presents the CB for year 2014, for each of the areas described previously. 1) The Drilling in the Gas Sector (in yellow); 2) The Gathering System and the Processing Plant (in green) and; 3) the Business Transactions (in blue). Also, the specific and important milestones for the project are highlighted in red and (because of its nature) these milestones are not associated with any target group, is only a reference for the rest of activities. Also, it is important to mention that the Target Groups are related with the three teams described before.

#### **7.1.1 Drilling in the Gas Sector**

##### Oversight Well Rehabilitation Work

Mentored by the Engineer Contractor this group will oversee the rehabilitation work, in particular, they must be the representative of MoM in the field.

##### Oversight Well Drilling Work

Mentored by the Engineer Contractor this group will oversee the drilling work, in particular, they must be the representative of MoM in the field.

##### Contractor Demobilization & Project Closeout

Mentored by the Engineer Contractor this group will oversee the final activities of the Contractor, in particular, they must be the representative of MoM in the field.

#### Oversight Reserves Report

Mentored by the Engineer Contractor this group will analyze the Reserves Report, in particular, they must be the representative of MoM.

#### Select E&P Manager + Engineers

Using the data base obtained by the SGGA in the assessment (as an instrument), this group will select the managers and engineers of the GBU see Figure 2.

#### Additional Courses

The managers and engineers will have an Intensive Training Program with theoretical and practical courses.

#### Select E&P Team

Using the data base obtained by the SGGA in the assessment (as an instrument), this group will select the rest of the E&P team of the GBU, see Figure 2.

### **7.1.2 Gathering System & Processing Plant**

#### Involvement in Bid Selection leading to Bid Award in May 2014

The leader group will be involved in the Bid Evaluation for the Processing Plant.

#### Contract Award / Finalization

The leader group will be involved in the Contract Award / Finalization for the Processing Plant.

#### Review of Pre-construction Work Process Design

The leader group will be involved with Design pre-construction work Review Process Design for the Processing Plant.

#### Assist and Monitor the Plant Construction

The leader group and the operation team will be involved with pre-construction work Process Design review for the Processing Plant.

### **7.1.3 Business Transaction**

#### Negotiation of Gas Supply Agreement (DABS/AGE)

The Expert Team (10 – 15 persons) will participate in the Negotiation of Gas Supply Agreement (DABS/AGE).

#### Select Support Personnel of GBU

The Expert Team (10-15 persons) will select the support personnel for the GBU, see Figure 2.

Table 6: CB Plan Year 2014

2014	Target Group	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
<b>Drilling in the Gas Sector</b>													
Oversight Well Rehabilitation Work	OFR/Contract Manager												
Oversight Well Drilling Work	OFR/Contract Manager												
<b>Contractor Demobilization &amp; Project Closeout</b>													
Oversight Reserves Report	OFR/Contract Manager												
Select E&P Manager + Engineers	E&P Manager + Engineers												
Additional Courses	E&P Manager + Engineers												
Select E&P Team	E&P Manager + Engineers												
<b>Gathering System &amp; Processor Plant</b>													
Involvement in Bid Selection leading to Bid Award in May 2014	Midstream Manager												
<b>Contract Award / Finalization</b>													
Involvement with Design pre-construction work Review Process Design	Midstream Manager												
Assist and monitor in plant construction	Midstream Operators												
<b>Business Transaction</b>													
Negotiation of Gas Supply Agreement (DABS/AGE)	Negotiation Team												
Select Support Personal of GBU	General Manager + Finance Team												
<b>IPP Financial Closing</b>													

## 7.2 Years 2015 - 2016

The Table 7 presents the CB for years 2015 and 2016, for each of the areas described previously. 1) The Drilling in the Gas Sector (in yellow); 2) The Gathering System and the Processing Plant (in green) and; 3) the Business Transactions (in blue). Also, the specific and important milestones for the project are highlighted in red and (because of its nature) these milestones are not associated with any target group, are only a reference for the rest of activities. Also, is important to mention that the Target Group is related with the three teams described previously.

Table 7: CB Plan Year 2015 - 2016

2015 - 2016	Target Group	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Q1 2016	Q2 2016	Q3 2016	Q4 2016
<b>Drilling in the Gas Sector</b>																	
Assist and monitor in plant construction	E&P Team																
Monitor operation during one year of plant contract operation by the Contractor	E&P Team																
<b>Gathering System &amp; Processor Plant</b>																	
Assist and monitor in plant construction	Midstream Team																
<b>Gas Gathering and Processing Commercial Operations Date</b>																	
Monitor operation during one year of plant contract operation by the Contractor	Midstream Team																
<b>Business Transaction</b>																	
Assist and monitor in plant construction	General Manager + Finance Team																
Monitor operation during one year of plant contract operation by the Contractor	General Manager + Finance Team																
Start Operations	General Manager + Finance Team + Support Personal																
Transfer of the System to the owner	General Manager + Finance Team + Support Personal																

### **7.2.1 Drilling in the Gas Sector**

#### Assist and Monitor in Plant Construction

The leader group and the operation team will be involved with Design pre-construction work Review Process Design for the Processing Plant.

#### Monitor Operation During One Year of Plant Contract Operation by the Contractor

After the COD the leader group and the operation team will be involved in the operations conducted by the contractor of the plant in order to transfer the 100% of the system to the owner, MoM, in 2016.

### **7.2.2 Gathering System & Processing Plant**

#### Assist and Monitor in Plant Construction

The leader group and the operation team will be involved with Design pre-construction work Review Process Design for the Processing Plant.

#### Monitor Operation During One Year of Plant Contract Operation by the Contractor

After the COD, the leader group and the operation team will be involved in the operations carry on by the contractor of the plant, in order to transfer 100% of the system to the owner, MoM, in 2016.

### **7.2.3 Business Transaction**

#### Assist and Monitor in Plant Construction

The leader group and the operation team will be involved with Design pre-construction work Review Process Design for the Processing Plant.

#### Monitor Operation During One Year of Plant Contract Operation by the Contractor

After the COD the leader group and the operation team will be involved in the operations carry on by the contractor of the plant, in order to transfer the 100% of the system to the owner, MoM in 2016.

#### Start Operations

The starting operations date for GBU is January of 2015.

## 8 Additional Main Activities

### 8.1 Rank Performance of Staff and Identify any Skillset Gaps

The trainer will develop one indicator of performance for all the team trained and identify the skillset gaps after the course. This indicator will consider the following criteria: 1) participation of people in the course; 2) understanding level of the material; 3) understanding level of the practical work and; 4) the level of performance of the team relative to other groups trained. Also the trainer will complete the form attached in Annex 2.

### 8.2 Provide any Supplemental Training and Evaluate Results

The trainer will provide additional material, as requested by the participants and, also evaluate the results of the training. In that sense, the trainer will prepare a test of 10 questions, multiple choices, to be completed by the trainees. The format of this evaluation can be found in Annex 5. After the conclusion of the evaluation the Trainer will present: 1) one form of Annex 5 and; 3) one evaluation (per each trainee) form also explicit in the Annex 5.

### 8.3 Follow-up Evaluation

The ex post evaluation will be conducted by the future employer of the trained professional in Afghanistan. In that sense, after the capacity building process described in this document, the SGGA will construct a data base with the names of all the professionals that have participated in the capacity building process. After that, the SGGA will send a note to the employer of these professionals asking the topics below.

- Assess skill sets individually and collectively
- Objectively appraise the likelihood of successful performance
- Identify any remaining significant skillset gaps and how to best meet

### 8.4 "Get Supplemental Assistance, if Needed"

If the future employer of the professionals trained by the SGGA considers it useful he can ask for more supplemental assistance, with the following steps:

- Assess any skill set gaps to determine resolution needs
- Solicit individual(s) or firm(s) depending on skills and availability
- Select and implement assistance arrangements
- Ensure training and mentoring plan for local staff is adopted and effective

## Annex 1: Job Descriptions of the GBU

**Position:** General Manager

**Role:** Executive management of natural gas extraction and processing; \$ (financial information omitted) capital project; \$ (financial information omitted) revenue operation: Oversees all operational issues: technical, business, financial, profitability, contracts, HR, safety, relations with public, community, government, etc.

**Group:** Management Staffing

### Job Description:

- Ensure the provision of natural gas to the Power Plant Generation and other markets at the lowest cost and ensuring the sustainability of the business unit
- Prepare and present technical and financial results of the business unit to the appropriate authorities
- Oversee operational activities efficiency and effectiveness, ensuring that all the operational teams achieve their objectives for the realization of the projects
- Oversee the financial performance on the business unit
- Ensure, in collaboration with the relevant corporate function, the human resources scheduling defining quality/quantity needs of personnel for the business unit, granting and monitoring resources growth and ensure the necessary support to operations and engineering departments in the correct staffing of projects
- Ensure the necessary assistance to the projects in meeting their contractual milestones and performance of work
- Ensure the preparation and the follow-up of the documents related to the job activities of the projects as required
- Supervise, at organization level, the monitoring and analysis of current and prospects for short/medium/long term workloads, guaranteeing at the same time an overall view of available resources, in terms of competences and skills, in order to achieve optimal allocation of the same and efficient planning of projects
- Ensure the development of skills and the planning of engineering and project execution resources transversal to the projects
- Responsible for developing and implementing process improvements which continuously improve "on time delivery", growth objectives, and operational efficiencies

### Skills and abilities

- Broad knowledge in developing operational plans, financial plans, business plans, and budgets for managing facility performance
- Must have exposure to taking appropriate actions to ensure the aforementioned plans are met and developing & implementing
- Meet repeating deadlines and financial targets
- Technical and operations basic experience
- Previous experience in working within a multi-cultural environment and diverse workforce
- Financial understanding to formulate and manage annual business plans
- Strong processing and commercial skills
- Ability to make technical and business decisions
- Strong interpersonal, communication, leadership skills
- Outstanding ability to develop relationship with others

**Qualifications:**

- Master's Degree in Business Administration or related
- At minimum 15 years of experience
- Fluent in English and Dari

**Position:** E&P Manager

**Role:** Production management; authority for limited repair / maintenance expenses. Directs people, materials, equipment and tools. Coordinates maintenance and establish operating and control procedures.

**Group:** E&P

**Job Description:**

- Directs people, materials, equipment and tools
- Coordinates maintenance and establish operating and control procedures
- Design of daily plan of the field
- Verify the field production according program schedule
- Oversight the safety conditions of the field

**Skills and abilities**

- Investigate and pursue non-traditional media avenues that may benefit each of the brands
- Build working relationships with franchisees and local marketing and media vendors.
- Communicate with vendors and translate franchisee needs into actions.
- Ensure consistent and proper usage of trademarks and logos.
- Conduct competitive and brand pricing analysis quarterly.
- Special projects as assigned.
- Desired Knowledge, Skills & Abilities
- Strong English written and verbal communication skills and negotiation skills are required.
- Ability to be a self-starter and demonstrated leadership ability.
- Ability to work in both a team environment and independently.
- Detail orientation and focus.
- Strong time management skills, ability to effectively manage multiple priorities in a rapidly changing environment.
- Flexibility & adaptability with strong intuitive abilities.
- Analytical capabilities.
- Demonstrated creativity and innovation in prior projects

**Qualifications:**

- A minimum of 10 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English
- Proven project management skills and understanding.

**Position:** Senior Lead Operator

**Role:** Provides management of routine operation of wells and coordinates with maintenance requirements. Responsible for scheduling and supervising personnel and addressing health, safety issues, environment and on-the-job training.

**Group:** E&P

**Job Description:**

- Coordinate daily gas activities and ensure that all activities are carried out in a safe manner that complies with all aspects of the company safety and environment policy
- Monitor process parameters and make an appropriate adjustment when a deviation detected and or an upset condition occurred
- Ensure all process plant equipment and utilities equipment are in safe and good operable condition to maintain high reliability of the plant
- Ensure gathering station activities are carried out in manner complies with all aspects of the company safety and environment policy
- Approves daily reports, material requests and safety reports
- Observes machines and equipment in operation to identify any defects and malfunctions
- Provides supervision and direction to personnel
- Ensures operations meet or exceed all government and industry standards
- Ensures operations are conducted in accordance with the MoM Management System

**Skills and abilities**

- Works in a team environment both in the field & head office to achieve goals
- Mentors and trains junior staff to promote a safe and efficient operating environment
- Maintains high communication levels with the field level to ensure high reliability and processing capacity
- Capacity to manage accidents in the plant
- Willing to relocate to the area

**Qualifications:**

- A minimum of 7 years of recent operating experience
- Technical degree related with the management of gas wells, gathering system and/or processing plants
- Strong Microsoft Word, Excel and other software skills plus prior exposure to plant production reporting
- Will be desirable an intermediate level of English

**Position:** Operator II Pumpers

**Role:** Daily checking of each producing well for condition, meter (pressure, flow) function, check gathering lines/gathering point interconnect condition and meters, periodic walk/drive of transmission line to gate of processing plant(s) minor repairs, daily reports submitted to Field/Production Manager. Able to drive field vehicles

**Group:** E&P

**Job Description:**

- Operate engines and pumps in order to shut off wells according to production and consumption schedules
- Monitor control panels during pumping operations to ensure that materials are being pumped at the correct pressure, density, rate, and concentration
- Perform routine maintenance on vehicles and equipment
- Repair the wells original pumpers gas gauge
- Unload and assemble pipes and pumping equipment, using hand tools
- Ensure that material being pumped to the correct pressure, density, speed and concentration to pump wells ex pumpers display panel
- Begins to recover from the compressor motor of compressor and diverting oil tank, gas and oil wells ex pumpers at the auxiliary equipment
- Also releasing stress those who use the well pump on the surface compressed at the bottom of the specified gas and oil power return valve opened
- Use the well pump drive the gas being pumped from wells and high pressure pump, truck transportation hydraulic machinery, chemicals

**Skills and abilities**

- Operate and control equipment
- Identify problems and review information
- Go back and forth between two or more activities or sources of information without becoming confused
- Read and understand work-related materials
- Follow guidelines to arrange objects or actions in a certain order
- Watch gauges, dials, and output to make sure a machine is working properly
- Determine the tools and equipment needed to do a job
- Notice when something is wrong or is likely to go wrong
- Judge the costs and benefits of a possible action
- Maintain equipment on a routine basis
- Determine when and what kind of maintenance is needed
- Test and inspect products or processes
- Evaluate quality or performance
- Repair machines or systems

**Qualifications:**

- A minimum of 2 years experience in the area
- Technical degree related with operating machines pumpers
- Will be desirable an intermediate level of English

**Position:** Operator III

**Role:** Checking instruments according to operating manual, loading chemicals and consumables, preparing log sheets, refers upward any deviations and out-of-order equipment for repair or maintenance

**Group:** E&P

**Job Description:**

- May repair gas and oil meters and gauges [Instrument Mechanic (any industry)]
- May supervise Oil Pumpers (petrol. & gas) and other workers engaged in producing oil from wells
- Reads tank gauges and pump meters, and keeps production records
- Operates engines and pumping units from central power plant to shut off wells according to production schedule and to switch flow of oil into unfilled storage tanks
- Opens valves to return compressed gas to bottoms of specified wells to re-pressurize them and force oil to surface
- Starts compressor engines and diverts oil from storage tanks into compressor units and auxiliary equipment to recover natural gas from oil
- Starts pumps and opens valves to pump oil from wells into storage tanks
- Operates pumps and auxiliary equipment to produce artificial flow of oil or gas from wells in oil field

**Skills and abilities**

- Operation Monitoring - Watching gauges, dials, or other indicators to make sure a machine is working properly
- Operation and Control - Controlling operations of equipment or systems
- Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
- Active Listening - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times
- Equipment Maintenance - Performing routine maintenance on equipment and determining when and what kind of maintenance is needed
- Mechanical - Knowledge of machines and tools, including their designs, uses, repair, and maintenance
- Mathematics - Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions
- Production and Processing - Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods
- Customer and Personnel Service - Knowledge of principles and processes for providing customer and personnel services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with operating machines
- Will be desirable an intermediate level of English

**Position:** Operator Trainee

**Role:** Entry level – basic checks and data recording, log sheets, routine simple reports.

**Group:** E&P

**Job Description:**

- Prepare, compile and sort documents for data entry
- Check source documents for accuracy
- Verify data and correct data where necessary
- Obtain further information for incomplete documents
- Update data and delete unnecessary files
- Combine and rearrange data from source documents where required
- Enter data from source documents into prescribed computer database, files and forms
- Transcribe information into required electronic format
- Scan documents into document management systems or databases
- Check completed work for accuracy
- Store completed documents in designated locations
- Maintain logbooks or records of activities and tasks
- Respond to requests for information and access relevant files
- Print information when required
- Maintain own office equipment and stationery supplies
- Prepare routine activities reports.
- Check the log sheet

**Skills and Abilities**

- Proficient in relevant computer applications such as MS Office
- Accurate keyboard skills and proven ability to enter data at the required speed
- Knowledge of clerical and administrative procedures
- Information collection skills
- Excellent written and verbal communication skills in Dari, Pashto and English languages.

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with operating machines
- Will be desirable an intermediate level of English

**Position:** Lead Operator

**Role:** Supervises the control room and plant. Handles shutdowns and start-ups.

**Group:** Midstream

**Job Description:**

- Supervises the control room, plant
- Handles shutdowns and start-ups of the plant
- Assemble and dismantle equipment and fittings in gas processing plants
- Load, unload and store materials such as treatment chemicals and tools
- Clear blockages in materials-handling and transporting equipment
- Maintain all functional equipment
- Take samples of materials for testing

**Skills and abilities**

- Physically fit
- Resourceful and mechanical aptitude

**Qualifications:**

- A minimum of 5 years experience in the area
- Technical degree related with the management of gas wells, gathering system and/or processing plants
- Will be desirable an intermediate level of English

**Position:** Mechanical Superintendent

**Role:** Plans and implements the routine maintenance and equipment overhauls, minor repairs, welding, etc. Manages the CMMS.

**Group:** Midstream

**Job Description:**

- Evaluate the condition of machines to diagnose the problems
- Make the repairs and replacements wherever and whenever necessary
- Plan and create the proper schedules for the maintenance work
- Supervise the mechanics and workers properly for allotting the maintenance responsibilities
- Ensure that the machines and equipment are regularly serviced and functioning without problems
- Prepare the estimations for maintenance works such as purchase of new spare parts
- Update and upgrade with the latest developments in the field and upgrading machinery
- Keep the records of all maintenance and repair works
- Provide the training to the entry level maintenance engineers and assist them when needed

**Skills and abilities**

- Excellent knowledge regarding machines, spare parts, operations and maintenance
- Excellent observation skills to analyze the various aspects efficiently.
- Should have the exceptional team working skills
- To be highly organized, systematic and precise in work to do the job
- Should have the basic computer knowledge
- Able to do the physical work perfectly and easily
- The ability to work efficiently, meet demanding deadlines.
- Excellent oral and written communication skills

**Qualifications:**

- A minimum of 7 years experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English

**Position:** Mechanical Maintenance

**Role:** Routine maintenance and equipment overhauls, minor repairs, welding, recording job tickets and supporting the computerized maintenance management system (CMMS).

**Group:** Midstream

**Job Description:**

- Evaluate the condition of machines to diagnose the problems
- Make the repairs and replacements wherever and whenever necessary
- It is needed to plan and create the proper schedules for the maintenance work
- Work as a supervisor to supervise the mechanics and workers properly for allotting the maintenance responsibilities
- Ensure that the machines and equipment are regularly serviced and functioning without problems
- Prepare the estimations for maintenance works such as purchase of new spare parts
- Keep the records of all maintenance and repair works
- Provide the training to the entry level maintenance engineers and assist them when needed

**Skills and abilities**

- The person needs to have excellent knowledge regarding machines, spare parts, operations and maintenance
- Observation skills to analyze the various aspects efficiently
- Knowledge regarding safety measures and laws
- Excellent troubleshooting and problem solving abilities
- Work under the stressful conditions and with the given deadlines as well
- Leadership, communication and motivation skills
- Team working skills
- Basic computer knowledge
- The ability to work well independently, balanced with a strong ability to contribute effectively in a team environment
- The ability to work efficiently, meet demanding deadlines
- Excellent oral and written communication skills
- It is needed to be updated and upgraded with the latest developments in the field and upgrading machinery

**Qualifications:**

- A minimum of 3 years experience in the area
- Technical degree related with the mechanical maintenance
- Will be desirable an intermediate level of English

**Position:** Senior Instrumentation

**Role:** Specifies and accepts instrumentation, installs and programs sensors, wiring, network, remote gear, recording and storage of data, emergency alert.

**Group:** Midstream

**Job Description:**

- Should be capable of independently handling instrument engineering responsibilities on various power & gas projects
- Responsible for designing, developing, installing, managing and/or maintaining equipment which is used to monitor and control engineering systems, machinery and processes
- To carry out the Technical Integrity role for the instrument Engineering on projects
- Ensure all instruments and devices are functional and safe
- Ensure all design work conforms to the codes and standards used by the client, or to agreed industry standards
- Supervise and co-ordinate senior engineers and engineers attached to him
- Ensure all instruments engineering work on the projects assigned to him is carried out within established budgets and schedules
- Track record of instruments and devices and activities
- Responsible for repairing of the devices and instruments
- Manage Emergency Alert
- Instrumentation engineers will develop skills in specific control disciplines such as advanced process control (APC), distributed control systems (DCS), programmable logic controllers (PLC), and supervisory control and data acquisition (SCADA). The use of these disciplines will depend on the exact nature of individual job roles

**Skills and abilities**

- Proven track record in instrumentation engineering
- Understanding and ensuring compliance with the health and safety regulations and quality standards of the country in which work is undertaken
- Understanding of the operational processes of an organization and have a truly multidisciplinary role, working closely with colleagues across a number of functions, including operations, purchasing and design

**Qualifications:**

- A minimum of 7 years experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Heavy Equipment

**Role:** Operating construction and industrial equipment, e.g., forklifts, graders, dump trucks.

**Group:** Midstream

**Job Description:**

- Operate all heavy equipment in a safe and efficient way according to all relevant legislation, policies and procedures
- Perform daily safety and maintenance checks
- Clean heavy equipment as scheduled and/or required
- Ensure heavy equipment is safely and securely stored
- Advise of any requirements for maintenance or repairs
- Maintain inventory
- Maintain roads and transportation systems in order to ensure safe roadways

**Skills and abilities**

- Precise and detail oriented and able to follow directions closely
- Mechanical aptitudes, good hand-eye coordination and the ability to operate the valves, levers, hand wheels and other controls on the machines

**Qualifications:**

- A minimum of 4 years experience in the area
- Completed high school
- Valid driver's license
- Will be desirable an intermediate level of English

**Position:** Health, Safety & Environment Supervisor

**Role:** Produces HS&E manual, provides training, conducts incident investigations and reports.

**Group:** HSE

**Job Description:**

- Develop internal health and safety policies/strategies
- Identify potential hazards.
- Determine ways of reducing risks
- Plan safe working practices and making necessary changes
- Keep up to date and ensuring compliance with current health and safety legislation
- Provide health and safety training courses for employees and managers
- Investigating/recording incidents, accidents, complaints and cases of ill health
- Liaison with relevant authorities
- Organize and attend health and safety meetings
- Safely handling hazardous substance
- Organize internal training on HSE awareness and capability

**Skills and abilities**

- Able to Develop Health, Safety and Environmental policies and standards
- Understand how to develop and implement department-specific HSE procedures with the coordination of department heads
- Excellent coordination skills to liaise with government, other official bodies and the local community on health, safety and environmental issues
- Understand Development and maintenance of emergency response plans
- Capable to organize internal training on HSE

**Qualifications:**

- A minimum of 7 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Medical

**Role:** Simple and urgent medical care, referrals as needed.

**Group:** HSE

**Job Description:**

- Providing administrative and credentialing support for the activities of the Medical Staff
- Assisting the manager with all medical staff requirements and maintains records
- Supporting the medical/dental/allied health process, including of new applications
- Verifying competence, medical and/or professional education, residency
- Maintaining the credentialing database assuring accuracy and completeness
- Acting as a liaison between the medical staff and other departments
- Organizing and maintaining credentials files in the medical staff office
- Maintaining a working knowledge of the Medical Staff
- Facilitating medical staff committee meetings as requested
- Other related responsibilities as required

**Skills and abilities**

- Exhibit a high degree of confidentiality
- Must possess organizational skills
- Knowledge of medical terminology preferred
- Have good behavior and good capacity
- Have strong communication skills
- Capable, honest, with good moral
- Excellent interpersonal skills

**Qualifications:**

- A minimum of 5 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Health, Safety & Environment Support

**Role:** Incident reporting, safety training, audits.

**Group:** HSE

**Job Description:**

- Write internal health and safety policies/strategies
- Identify potential hazards
- Determine ways of reducing risks
- Plan safe working practices and making necessary changes
- Keep up to date and ensuring compliance with current health and safety legislation
- Ensure that equipment is installed correctly/safely
- Write reports, bulletins and newsletters
- Provide health and safety training courses for employees and managers
- Investigate/record incidents, accidents, complaints and cases of ill health
- Make recommendations following accidents/incidents
- Safely handling hazardous substances
- Make regular site inspections
- Work with department heads to develop and implement department-specific HSE procedures

**Skills and abilities**

- Liaise with government, other official bodies and the local community on health, safety and environmental issues
- Good communications skills

**Qualifications:**

- A minimum of 2 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Finance and Legal Manager

**Role:** Prepares month/quarterly and year end reporting, group budget and forecast. Prepares procedures for operational expenditure, gas production value, track OPEX & CAPEX, maintains and improves manual & automated financial systems.

**Group:** Finance

**Job Description:**

- Manage finance functions in accordance with policies and procedures
- Execute, monitor and supervise all financial activities in timely, most cost effective and efficient way
- Keep accurate records of the financial documents
- Actively implement and monitor all control measure
- Manage in ensuring that all financial disbursements at the project site remain within budget allocation
- Manage and monitor overdue advance against expenses by staff on daily bases
- Handling money transfers
- Independently preparing weekly financial report to management
- Bank reconciliations and petty cash
- Preparing of monthly Cash Flow Projection for all AEAI/ SGGA in Afghanistan
- Liaison with Ministry of Finance relating to taxation and other Government regulation issues
- Develop gas production value
- Maintain and improve manuals & automated financial system
- Develops finance organizational strategies by contributing financial and accounting information, analysis, and recommendations
- Establishes finance operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, resolving problems, and implementing change
- Develops organization prospects by studying economic trends and revenue opportunities, cost reduction and systems enhancement

**Skills and abilities**

- Financial Management and project management experience
- An awareness of and ability to apply principles of contract simplification
- Build and maintain excellent relationships with colleagues and clients
- Able to provide and interpreting financial information and financial report
- Excellent verbal, analytical, organizational and written skills
- formulating strategic and long-term business plans
- Able to analyze competitors and market trends
- Able to develop financial management mechanisms that minimize financial risk

**Qualifications:**

- A minimum of 5 years experience in the area
- Master's degree related with the job
- an intermediate level of English and local languages will be desirable

**Position:** Contract and Legal Affairs

**Role:** Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.

**Group:** Finance

**Job Description:**

- Serving as a principal point of contact on commercial legal issues
- Delivering, implementing and maintaining contract policies and procedures
- Working with business clients to structure and prepare commercial agreements and to advise generally on the legal aspects of manufacturing, sales and distribution processes
- Training internal business clients on a wide range of legal issues
- Drafting, reviewing and negotiating commercial agreements and providing legal advice in relation to a broad range of matters, including issues regarding competition law, marketing, compliance, and regulatory matters
- Responsible for the relationship and contracts between the Ministry and suppliers / vendors
- Create, modify, execute, and interpret contractual agreements
- Execute and manage contractual aspects of large, complex projects
- Manage and negotiate contract changes and contract disputes, collaborating with the applicable internal company organizations, to resolve issues with the customer
- Manage and negotiate contract changes and contract disputes, collaborating with the applicable internal company organizations, to resolve issues with the customer
- Evaluate and/or monitor contract performance to determine necessity for amendments or extensions of contracts, and compliance to contractual obligations
- Provide guidance and counsel to company management of contract obligations, deficiencies, commitments, and performance

**Skills and abilities**

- Sound and practical business judgment
- Familiarity with laws relating to copyright, trademark, trade secrets, antitrust, marketing and communications, advertising, and consumer protection
- An awareness of and ability to apply principles of contract simplification
- Clarify goals and reach agreement maintaining the interests of all parties
- Build and maintain excellent relationships with colleagues and clients

**Qualifications:**

- A minimum of 5 years experience in the area
- Master's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Finance

**Role:** Budgets, forecasts, treasury functions.

**Group:** Finance

**Job Description:**

- Analyze financial information to recommend or develop efficient use of resources and procedures, provide recommendations and maintain solutions to business and financial problems
- Compile and analyze financial information to prepare financial statements including monthly and annual accounts
- Ensure financial records are maintained in compliance with accepted policies and procedures
- Ensure all financial reporting deadlines are met
- Accomplishes finance human resource strategies by determining accountabilities; communicating enforcing values, policies, and procedures; implementing recruitment, orientation and training
- Develops finance organizational strategies by contributing financial and accounting information, analysis, and recommendations
- Establishes finance operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, resolving problems, and implementing change
- Develops organization prospects by studying economic trends and revenue opportunities, cost reduction and systems enhancement
- Develops financial strategies by forecasting capital, facilities, and staff requirements; identifying monetary resources; developing action plans
- Monitors financial performance by measuring and analyzing results; initiating corrective actions; minimizing the impact of variances
- Reports financial status by developing forecasts; reporting results; analyzing variances; developing improvements
- Updates job knowledge by remaining aware of new regulations; participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations

**Skills and abilities**

- Excellent verbal, analytical, organizational and written skills
- Computer knowledge
- Good human skills
- Knowledge of cost and financial accounting principles, practices and procedures
- Knowledge of principles and techniques used in conducting management studies, system analyses and financial analyses
- Knowledge of internal control systems and procedures
- Skill in performing complex numerical calculations
- Skill in preparing complex management reports on a timely basis
- Skill in the use of personal computers and related financial and statistical software products
- Skill in both verbal and written communication

**Qualifications:**

- A minimum of 2 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Community Relations Manager

**Role:** Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.

**Group:** Finance

**Job Description:**

- Manage and cultivate partnership with community groups.
- Provide oversight and support to existing partnership and assist in developing of the new partnership.
- Coordinate community focused -projects and facilities connection to and among partnership
- Promote community partnership activities.
- Develop partnership initiatives to enhance strategic objectives and mission of the organization.
- Create means of recognizing and rewarding community partnership
- Represent the project to the community meetings
- Spokesperson for the project

**Skills and abilities**

- Ability to make relationship with community elders.
- Strong interpersonal, communication and leadership skills.
- Outstanding ability to develop relationship with others.
- Self-Starter, ability to troubleshoot and solve technical problems
- Able to represent the project to the community, meeting and press releases.
- Possess the ability to drive change

**Qualifications:**

- A minimum of 5 years experience in the area
- Technical or Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Administration Manager

**Role:** Drafts HR policy, oversees implementation. Handles personnel planning, recruitment, talent management and acquisition. Manages performance appraisals, retention and management. Plans employee recruiting, induction, and exit formalities.

**Group:** Administration

**Job Description:**

- Develop HR policies, systems, and procedures, including regular reviews and updates of the Personnel Manual
- On ongoing basis, oversee all HR systems, policies and procedures to ensure alignment with organizational objectives
- Communicate human resource policies and procedures to all staff, and guide/facilitate the implementation of new/revised systems through continuous interaction with line managers and other staff members
- Make ongoing recommendations to the senior management team for strengthening organizational learning, knowledge management, and change management in support of strategic objectives
- Design and implement recruiting, selection and orientation procedures
- Using the performance appraisal outcomes, collaborate with Managers to identify employee training and career development opportunities and coaching / mentoring needs
- Review the outputs of the employee appraisal process, identifying key issues and trends, and prepare consolidated reports for senior management
- Research and ensure that salaries are competitive for all positions
- Oversee employee benefits administration, ensuring that providers deliver quality services to employees
- Design benefit programs that comply with local labor law, are competitive and meet employee needs.
- Work with Senior Management in designing and implementing competitive incentive programs for key positions
- Work with management in preparing salary increases in accordance to the Budget

**Skills and abilities**

- Specific experience in developing a human resources function based on performance management
- Strong knowledge of local labor law and employment practices
- Ability to develop systems and HR policies
- Ensure complete confidentiality of employee files
- Able to manage and maintain the personnel database system
- Experience in recruiting in a competitive labor market
- Strong knowledge of local labor law and employment practices
- Excellent oral and written skills in English, Dari and Pashtu

**Qualifications:**

- A minimum of 5 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Internal Auditor

**Role:** Audits and reports to Board of Directors, Board of Supervisors, or other top level oversight group.

**Group:** Administration

**Job Description:**

- Conducting Internal Control evaluation
- Preparing an Annual Internal Audit Plan
- Preparing special reports when asked for by the management on various aspects of financial management, including asset management and security, financial reporting, decision support systems, management Information systems;
- Assisting in engaging an independent chartered accounting firm to assess internal controls over contract management, payments, and ex-post review of procurements etc, when required.;
- Conducting any other related task that may be assigned by the management

**Skills and abilities**

- Excellent analytical and interpersonal skills along with strong organizational ability;
- People Management
- Interpersonal Communication
- Strategic Thinking
- Problem Solving Skills
- Teamwork Skills
- Analytical Skills
- Resourcefulness

**Qualifications:**

- A minimum of 5 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Procurement Supervisor

**Role:** Creates specifications, prequalifies vendors, runs tenders, maintains data room, handles queries from bidders.

**Group:** Administration

**Job Description:**

- Supervises professional/analytical staff members to provide direction and feedback and ensure assigned procurement projects and tasks are completed accurately and within specified deadlines.
- Directs staff to provide administrative services to Department employees by prioritizing incoming assignments to ensure accurate and timely completion of work.
- Evaluates employee work performance. Identifies and provides appropriate training where needed.
- Interprets and disseminates information like: laws, administrative rules, general policies and procedures, etc.
- Edits/revises documents to ensure they are complete, accurate, legally defensible, technically corrected.
- Composes correspondence for Department of Administration approvals (e.g. sole source, emergency procurement, brand name approval, request for proposal approvals, contract requests, etc.).
- Reviews, authorizes, and prepares documentation on all formal and difficult technical bids, and responses to bid protests.
- Develops and updates policies and procedures to outline employee responsibilities and correct actions to be taken.
- Recommends changes and improvements to management regarding work unit policies and issues to improve productivity.

**Skills and abilities**

- Exercise good judgment in safeguarding confidential or sensitive information and adhere to high standards of honesty.
- Speak before groups to provide information or explain Departmental policies, procedures and programs.
- Analyze and evaluate procurement programs.

**Qualifications:**

- A minimum of 7 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Procurement

**Role:** Bids, quotations, records. Delivery, storage, inventory, and clearing customs for goods, tools, and consumables

**Group:** Administration

**Job Description:**

- Prepare purchase orders and send copies to suppliers and to departments originating requests
- Determine if inventory quantities are sufficient for needs, ordering more materials when necessary
- Respond to customer and supplier inquiries about order status, changes, or cancellations
- Perform buying duties when necessary
- Contact suppliers in order to schedule or expedite deliveries and to resolve shortages, missed or late deliveries
- Review requisition orders in order to verify accuracy, terminology, and specifications
- Getting Information -- Observing, receiving, and otherwise obtaining information from all relevant sources
- Establishing and Maintaining Interpersonal Relationships
- Developing constructive and cooperative working relationships with others, and maintaining them over time
- Communicating with Supervisors, Peers, or Subordinates
- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person
- Processing Information -- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information
- Communicating with people outside the organization, representing the organization to customers

**Skills and abilities**

- Time Management Managing one's own time and the time of others
- Monitoring Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action
- Judgment and Decision Making Considering the relative costs and benefits of potential actions to choose the most appropriate one

**Qualifications:**

- A minimum of 2 years experience in the area
- Bachelor's Degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Accountant

**Role:** Bookkeeping, accounting, payroll, reconciling gas volume reports and billing.

**Group:** Administration

**Job Description:**

- Prepare, examine, and analyze accounting records, financial statements, and other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards
- Reconciling gas volume reports
- Compute taxes owed and prepare tax returns, ensuring compliance with payment, reporting and other tax requirements
- Analyze business operations, trends, costs, revenues, financial commitments, and obligations, to project future revenues and expenses or to provide advice
- Report to management regarding the finances of establishment
- Establish tables of accounts, and assign entries to proper accounts
- Develop, maintain, and analyze budgets, preparing periodic reports that compare budgeted costs to actual costs
- Develop, implement, modify, and document recordkeeping and accounting systems, making use of current computer technology
- Prepare forms and manuals for accounting and bookkeeping personnel, and direct their work activities
- Survey operations to ascertain accounting needs and to recommend, develop, and maintain solutions to business and financial problems

**Skills and abilities**

- Financial and project management skills
- Able to prepare financial management reports
- Ensure accurate and timely monthly, quarterly and year end close
- Understand planning and organizing of financial issues
- Strong communication skills
- Understand accepted accounting practices and principles.
- Financial problem analysis
- Knowledge of economic principles
- Knowledge of auditing practices and principles

**Qualifications:**

- A minimum of 5 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Administrative Support

**Role:** Communication, filing, records

**Group:** Administration

**Job Description:**

- Provides administrative support, performing a wide range of projects and tasks and a variety of generalized business-related activities.
- Assisting with the management of the machine
- Performs administrative support tasks for a specific function, project, or organization.
- Gathers, collects, records, tracks, and verifies data and information from multiple sources.
- Reviews and analyzes data and information and reconciles report discrepancies.
- Supervises and coordinates activities of workers engaged in clerical or administrative support activities.
- Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.
- Verifies completeness and accuracy of subordinates' work, computations, and records.

**Skills and abilities**

- Good interpersonal skills
- Excellent customer service skills
- Excellent oral and written skills, including proofreading, grammar, spelling, punctuation, accuracy, and attention to detail.

**Qualifications:**

- A minimum of 5 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** IT

**Role:** Network management, administration of accounts, computer set-up.

**Group:** Administration

**Job Description:**

- Website & Web mail server management
- Networking, Internet Access and Data backups
- Troubleshooting Hardware, Software and general Network issues
- Ensure the smooth IT operations at PNAC office
- Perform additional tasks as required
- Improved Visuals and Design
- Sharing of information's and related issues with the partners
- Keeping the partners update about upcoming activities
- Ensuring transparency and thus increasing credibility by sharing
- Networking of Computers & Printer Sharing
- Internet Access of all computers
- Data Backup

**Skills and abilities**

- Excellent computer skills to include Internet, Word, Excel, data-base, Web Page Designing etc.
- Ability to work under pressure and handle multiple tasks
- Excellent cross cultural skills, ability to work in a diverse, multi-cultural environment, with respect, professionalism and gender sensitivity
- Design skills
- Product knowledge
- Process knowledge
- Management of intellectual property
- Patent knowledge

**Qualifications:**

- A minimum of 2 years experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** HR

**Role:** Personnel induction, training and forms.

**Group:** Administration

**Job Description:**

- Administer compensation, benefits and performance management systems and safety programs
- Advise managers on organizational policy
- Allocate human resources ensuring appropriate matches between personnel
- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices
- Analyze training needs to design employee development and health and safety programs
- Conduct exit interviews to identify reasons for employee turnover
- Develop, administer and evaluate applicant tests
- Identify staff vacancies and recruit, interview and select applicants
- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates
- Negotiate bargaining agreements and help interpret labor contracts
- Facilitate change in organization to help transition all levels
- Forecast future staffing and organizational needs
- Develop new programs to attract and retain staff

**Skills and abilities**

- Communicate effectively in writing as appropriate for the needs of the audience
- Talk to others to convey information effectively
- Adjust actions in relation to others' actions
- Being aware of others' reactions and understanding why they react as they do
- Business and management principles involved in strategic planning, resource allocation, human

**Qualifications:**

- A minimum of 2 years experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Security Manager

**Role:** Oversee the provision of mobile security services.

**Group:** Security

**Job Description:**

- Ensure the security policies and procedure are followed and all staff members working in the field office are walked through the procedures
- Ensure the security personnel/guards are following the security procedures and access control policies
- Responsible to set up and implement a preventative maintenance program
- Responsible for ensuring that all work orders
- Responsible for quality control of all maintenance and janitorial services
- Manage the facilities maintenance staff and support them to carry out their work
- Responsible for assigning office staff and visitors
- Inventory all tools and repair equipment available for their work, determine any deficiencies and present a list of all required equipment to carry out job
- Prepare and submit a list of all spare parts, fluids and other materials needed to carry out the work on a regular basis
- Monitors and evaluates unit performance on key security issues and programs, recommends corrective action programs here appropriate
- Establishes/maintains robust customer relationship to ensure complete understanding of customer processes to enable the delivery of viable security responses
- Responsible for planning, developing and implementing security plans, security programs such as Emergency Response and Crisis Management

**Skills and abilities**

- Good analysis skill of the field security issues
- Good managerial skills
- Should have the ability to manage a large pool of staff
- Skill in observing situations and decision making
- Skill in dealing courteously with public

**Qualifications:**

- A minimum of 10 years experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Driver  
**Role:** Driving  
**Group:** Security

**Job Description:**

- Maintain office vehicle, including responsibility for ensuring it is equipped with all necessary supplies (e.g., tools, spare tire, and First Aid kit)
- Regularly check vehicle for any needed services, including engine, oil, water, fuel, and tires
- Take vehicle to authorized service supplier for regular service every 5,000 kilometers. Maintain service and repair log
- Ensure vehicle logbook is complete with all details and on a daily basis
- Check vehicle schedule for long trips prior to departure to ensure tire pressure, fuel, and other fluid levels
- Able to work during night shift
- Report to any kind of damage or maintenance of vehicle to the supervisor

**Skills and abilities**

- Completed security training for safe driving in urban and rural areas
- Knowledge of traffic signs and traffic regulations

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages
- Current driver's license
- Must hold a valid Kabul's Driver's License

## Annex 2: Oversight Field Representative (OFR)

With the collaboration of the president of Afghan Gas Enterprise Eng. Sali Mohammad "Fazil" and the General Director of Oil & Gas Survey Dr. Qutbuddin Qaeym, between November 26 and December 05 of 2012, SGGA conducted the assessment process in AGE and OGS. In particular, SGGA: 1) made a questionnaire asking for main personnel information about professional in AFE and OGS<sup>9</sup> and; 2) gave this questionnaire to 12 applicants for the job.

Following the advice of AGE and OGS, the OFR must include the following professionals: Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer and a Plant Engineer. With the following skillsets:

- Drilling engineer, with 10 years of experience and the following role: Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
- Geologist engineer, with 10 years of working experience and the following role: Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
- Well testing engineer, with 10 years of experience and the following role: Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
- Senior exploitation engineer, with 10 years of experience and the following role: Support to MoM in the production stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
- Operation engineer, with 10 years of experience and the following role: Support to MoM in the gathering system and pipeline construction stages in: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.
- Plant engineer, with 10 years of experience and the following role: Support to MoM in construction and operation of the plant: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.

The main results of this assessment are presented in the following tables, the first one shows the main personal information of the applicants, meanwhile the second presents the information regarding the current job (November 2013) and the professional background related with the position they applied. Regarding the main personal information SGGA can see that: 1) the average age is almost 54 years with a standard deviation of 8 years; 2) all the applicants work at the AGE (67%) and OGS (33%); 3) more than 90% have a bachelor's degree or more; 4) at the moment of the assessment 75% had a manager (or related) position; 5) 67% have good English knowledge; 6) 50% have computer skills and; 7) more than 90% have more than 10 years of work experience. On the other hand, and perhaps more important, the professional background SGGA can see that the people in assessed says they have experience in working at the fields and also no significant recent experience in Gas Processing plants.

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<sup>9</sup> See annex 3 for the description of the questionnaire.

Table 8: Assessment for the OFR - General Information

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Curent Job	Institution	Practical Experience
1	Yaseen Mohammad			Plant Engineer	Master	Regular	Regular	Technical general manager	AGE	More than 10 years
2	Nazari Juma Khan			Plant Engineer	Master	Good	Good	Dispatching Head	AGE	More than 10 years
3	Fazli Salih			Exploitaion Engineer	Master	Good	Good	President	AGE	More than 10 years
4	Qasim Mohammad			Exploitaion Engineer	Bachelor	-	Regular	Head of Extraction	AGE	More than 10 years
5	Fateh Mohammad			Exploitaion Engineer	Bachelor	Good	Regular	Head of Engineers	AGE	More than 10 years
6	Stanezkai Mohammad			Geologist Engineer	Technical	Good	Regular	Field geologist	OGS	More than 10 years
7	Fedayee Kamal			Geologist Engineer	Master	Regular	Regular	Head of geologists	OGS	More than 10 years
8	Karimi Abdul			Geologist Engineer	Bachelor	Regular	Regular	Technical Assistant	AGE	More than 10 years
9	Yari Yar			Well testing Engineer	High School	Good	Very good	Working in the wells	OGS	Less than 10 years
10	Emal Sher			Well testing Engineer	Bachelor	Good	Good	Manager of Gas Drying Device	AGE	More than 10 years
11	Gul Mano			Drilling Engineer	Bachelor	Good	Good	Geoscientist Supervisor	OGS	More than 10 years
12	Sadid Rozi			Drilling Engineer	Master	Good	Good	General Manager of Wells Restoration & Repairing	AGE	More than 10 years

Table 9: Assessment for the OFR - Job and Skills Information

#	Name	Main Activities in current Job	Professional background related with the position
1	Yaseen Mohammad	Organization and control of technical and administrative functions of Khowja Gogerdak Field, assessment and control of gas going to the Kod-e Barq in each 24 hours, observation and taking care of technology used in gas wells in Yatemtaq and Khowja Gogerdak fields.	I have 12 years of experience in gas processing from Khowja Gogerdak factory to Kod-e Barq and also I have knowledge of Automatic Keepings, assessment of gas in 24 hours and Diafragam assessment.
2	Nazari Juma Khan	Proper maintenance of pressure in gas networks, provision and arrangement of technology used in mines, production planning for the factory	I have been engaged in practical work in gas fields as Engineer and dispatcher for more than 20 years, and have the experience in extraction and processing of natural gas in Gerquduq, also I have the experience of provision and arrangement of technology and measurement of sectorial pressures. I got enough experience while teaching in Kabul Polytechnic University, I see myself as a successful person in this field.
3	Fazli Salih	As president of Afghan Gas Enterprise I am responsible for all technical and administrative activities of the organization.	Sense I have been working for almost 28 years in different technical fields specially in steam production, automatic keepings and extraction of gas. I see my success in this field.
4	Qasim Mohammad	Arrangement of gas extraction regime from the well, assessment and calculation of gas well's depth	I have necessary skills in testing and assessment of depth of gas wells, provision of extraction regime, planning the gas extraction and the use of gas
5	Fateh Mohammad	Development of plans and its applications, repairing	Taking in to consideration the work experience for more than 38 years and having professional education, I can do this work very well
6	Stanekzai Mohammad	As Field Geologist, I have worked as detection and extraction geologist and I have enough knowledge of Juma and Bashikurd, Gheghchi and Amo Daria fields	I have worked in fields for more than 31 years in areas of probe drilling, detection and extraction geologist. I have good practical experience in areas of Stratigraphy, Petrography, Letology, Testing of Wells, placement of fans and sampling and also sampling during drilling for determination of rocks, clusters etc.
7	Fedayee Kamal	Organization and arrangement of wells' geological documents, preparation and arrangement of wells' Isobar maps, determination of quality of cement, stabilizing and confirming the pressure of wells.	I have worked for more than 22 years in this field, I have practical experience in repairing of gas wells, revival and reconstruction of gas wells, confirmation of wells' pressure, cleaning of wells, organization and arrangement of gas wells' geological documents.
8	Karimi Abdul	Organization and management of normal activities of wells in Khowja Gogerdak, Yatemtaq and Shakarak, controlling of gas pipelines and regular issue of gas to the consumers	Studying and assessing the geological activities of gas wells, determination of depth of wells, sectorial pressures, sectorial heat, stratigraphy test of field and drawing of graphs indicating the pressure and depth of wells.
9	Yari Yar	Enough work experience in packaging of American and Japanese fans, repairing of fans and its internal operations inside the wells.	Fastening of fans to lock it to the well's pillar, well's internal survey, sampling with Deep Sampler, determining the heat and pressure degrees inside the wells with the help of Manometer and determining the static & dynamic pressures from outside of the wells with Manometers
10	Emal Sher		Calculation (per unit of time) of gas that crosses the Gas Drying Device Separating and isolating the water of different portions from the gas
11	Gul Mano	Had a dominant role in elimination of deficiencies in wells	I know drilling and administration of work very well
12	Sadid Rozi	During my work experience as General Manager of Wells Restoration & Repairing, I repaired and restored tens of wells in Khowaja Gogerdak, Yatemtaq, Gerquduq and Shakarak fields. With repair of wells in Shakarak and Yatemtaq the Kod-e Barq (کود و برقی) was survived from close up.	Professional experience and skills in assessment of pillar resistance against extra internal and external pressures and gravitation, assessment of pillar cementation (casing) and knowledge of cementation technology, calculation of drilling plant's hydropower, assessment of the productivity of pump during circulation, control of the drilling regime and preparation of wells' drilling report and the report regarding steps for elimination of the problems.

### Annex 3: Questionnaire for the on Sight Field Representative

**Positions:** Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer, Plant Engineer

**Group:** Engineer

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:** .....

**Cell number:** .....

**Email:** .....

**Apply position:**

- Drilling Engineer
- Geologist Engineer
- Well Testing Engineer
- Senior Exploitation Engineer
- Operation Engineer
- Plant Engineer

- **Education Level:**

- None
- College
- Technical
- Bachelor
- Master
- Phd
- Other: .....

- **Please describe the institutions attended in your education**

.....  
 .....  
 .....  
 .....

- **Please mark with "x" your language skills**

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

- Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spreadsheets					
Other					

Indicate "Other": .....

- Years of practical experience (10 years minimum): .....
- Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

- Please indicate your main activities in your current job:

.....  
 .....  
 .....

- Please describe, briefly, your professional background related with the position you're applying

.....  
 .....  
 .....  
 .....

- Please describe the critical situations you had to manage in the past regarding: accidents, malfunction of machinery, etc. Also describe how you managed this situation and today results

.....  
 .....  
 .....

- Please describe the type of machinery you manage today and in the past

.....  
 .....  
 .....

- Please describe why do you think you can fit in the position you're applying?

.....  
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.....  
.....  
.....

## Annex 4: Negotiation Team

Position	Number	Min. Experience Years	Role
Drilling engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Geologist engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Well testing engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Senior exploitation engineer	1	10	Support to MoM in the production stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
Operation engineer	1	10	Support to MoM in the gathering system and pipeline construction stages in: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.
Plant Engineer	1	10	Support to MoM in construction and operation of the plant: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.
Business Development Lead	1	10	Support to MoM in the following areas: 1) Coordinates and facilitates the negotiation process, 2) negotiates to minimize the retained risks for the project sponsor while maximizing the financial returns, 3) initiates the operational implementation aspects of the project, 4) verifies that the project implementation is consistent with the planned parameters.
Legal Service Lead	1	10	Support to MoM in the following areas: 1) Advice to address legal issues regarding the desirability and enforceability of proposed project structures and contract terms; 2) Represents the project sponsor; 3) legal evaluation exploration, production, pipeline transport and plant operations activities, 4) legal evaluation of the energy purchase and sale agreements, 5) legal evaluation of natural gas exploration and exploitation contracts.
Project Finance Lead	1	10	Support to MoM in the following areas: 1) Supports the Business Development Lead on the project financing effort, 2) negotiates the operative contracts, 3) ensure that the project is properly structured and the contract terms are commercially viable, 4) advocates the appropriate operational changes by the contract counterparties, 5) leads the effort to structure and obtain any credit enhancements or guarantees.
Energy Financial Analysis Lead	1	10	Support to MoM in the following areas: 1) Supports the Business Development Lead on the project financing effort, 2) negotiates the operative contracts, 3) ensure that the project is properly structured and the contract terms are commercially viable, 4) advocates the appropriate operational changes by the contract counterparties, 5) leads the effort to structure and obtain any credit enhancements or guarantees.
Engineer Lead	1	10	Support to MoM in the following areas: 1) Supports the Business Development and Financial Analysis Lead with incremental capital and operating costs, 2) supports the Business Development Lead during the contract negotiation, 3) provides risk mitigation and risk impact estimates for retained risks

## **Annex 5: Form to be filled by the Trainers**

The next page form will be completed by the trainers after each course.



Capacity Building of the Sheberghan Gas Development Project - Evaluation to be fill by the Trainees

Name: (Name of the Trainee).....

Course: (Name).....

Date: From: ..... To: .....