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POST-TRAINING EVALUATION REPORT THE INTERNATIONAL LNG BUSINESS MANAGEMENT CERTIFICATE PROGRAM PARTICIPANT TRAINING PROGRAM

JUNE 1–12, 2015

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**The International LNG Business
Management Certificate Program**

Participant Training Program

Training dates: June 1 – June 12, 2015

Post-Training Evaluation Report

In this activity, Energy Policy Program (EPP) successfully delivered the International LNG Business Management Certificate program for Oil and Gas Regulatory Authority (OGRA), Sui Southern Gas Company (SSGC) and Port Qasim Authority (PQA) from June 1 – June 12, 2015 in Kuala Lumpur, Malaysia. Training was given to participants belonging from the key departments of OGRA, SSGC and PQA. In order to enhance the capacity building and to empower newly introduced LNG sector, USAID partnered with IHRDC in Kuala Lumpur to fund and organize a two-week classroom based training on LNG sales, gas Industry, purchase agreements, protocol and documents, FEED contract and tendering process, receiving terminal designs, gas load balancing, LNG markets and load factors, negotiation LNG contracts for receiving terminal and operation phase of LNG receiving terminal.

Number of Participants trained:

Sr #	Organization	Total	Participants	
			Male	Female
1	OGRA	3	3	0
2	SSGC	5	5	0
3	PQA	6	6	0
Total		14	14	0

At the end of the training course, EPP conducted post-training evaluations on August 11, 12 and 17, 2015 at PQA, SSGC and EPP with 12 participants. During the session 12 out of 14 participants showed up hence the feedback will be based on the sample size of 12. The participants were given eight questions post-training evaluation feedback form to detail their valuable experience during the training. Following are the statistics and quotes from participants' responses.

Please tick in appropriate box: 5 outstanding, 4 very good, 3 satisfactory, 2 needs improvement, 1 did not meet expectations

I. Program Rating	Did not meet expectations	Needs improvement	Satisfactory	Very good	Outstanding
Relevance to your organization's work area		3	5	4	
Structure of the training courses			3	8	1
Topics covered in the courses		1	3	7	1
Quality and appropriateness of course content and materials		1	4	6	1
Quality of Speakers/Trainers				4	8
Trainers/Speakers effectiveness				6	6

According to the rounded responses of all participants from the above stated table:

1. 33% of the participants rated as very good "Relevance to your organization's work area" whereas, 41% rated it as satisfactory, and 25% felt the need of improvement.
2. 66% of the participants found "Structure of training courses" as very good, while 66% participant rated it as very good and 8% of the participants rated it as outstanding.
3. 58% participants rated the "Topics covered in the courses" as very good, 25% of them found it satisfactory, 8% felt need for the improvement and 8% rated it as outstanding.
4. 50% rated "Quality and appropriateness of course content and materials" very good, while 33% found it to be satisfactory, whereas 8% rated it as an outstanding content, and 8% felt the need of improvement.
5. 33% of the participants felt the "Quality of Speakers/Trainers" was very good, 66% rated it as an outstanding effort by the trainers.
6. 50% participant's rated "Trainers/Speakers effectiveness" as very good and 50% found the effectiveness to be outstanding.

Please share any observations or comments regarding the International LNG Business Management Certificate Program trainer/training program/logistics:

Participants were asked to share their observations and comments regarding the trainer, training, and logistics. When asked about the trainer and logistic; almost all the participants found the training very beneficial for them w.r.t their organizational work, they elaborated:

"All was very well managed"

"It was an excellent course-trainer & facilitator of the course were highly skilled –course content was good, delivery was excellent .Overall it was an excellent training program"

"Training was great but needs improvement with respect to role of regulations and regulatory authorities"

“Trainer/training program/logistics were efficiently coordinated”

“Program covered LNG Business supply chain including transportation, liquefaction, and regasification process followed all over world”

“Training program was structured in a professional manner”

“Very academic but fields experience was not managed, financial aspects, tariff rates were not discussed in detail”

“The soft copies of the training material should be shared”

“Financial model of IHRDC used discussing workshop should also be shared”

“I must appreciate the knowledge, experience, and presentation skills of Mr. Jack B.king. Whenever we asked some questions, even if it was out of course content; he always replied in so much details”

“It was a comprehensive training covering the upstream and the midstream of LNG business. The site visits were also planned in the training agenda, but unfortunately these visits were not possible”

“It was very good program, but for LNG exporting companies”

“Program’s trainers were generally good; there was limitation that only three trainers have given two week program. It would be appreciated if the location of program be selected on the basis of origin of the trainers as trainees can be moved to that place for the purpose”

Before you received this training, how would you describe your technical knowledge of LNG?

Keeping in view all the responses it showed that before this training most of the participants had very limited technical knowledge regarding LNG export and import. The trainees feel positive about the future use of technical knowledge in constructing new LNG terminals in Pakistan. All of them have significantly developed knowledge of LNG, as they quoted:

“Before this training the technical knowledge was limited and not in systematic shape as it was only limited to port operations and site selection only”

“Little knowledge I had before this course, because we have already gone through a LNG project”

“Since I was directly involved in LNG even before this course, so the downstream section of the course was not so knowledgeable as we knew downstream to some extent but the upstream part of the course was really beneficial and knowledgeable for us”

“As LNG is an infant business in Pakistan. I was involved in the RLNG pipeline hydraulic designing, so I do have some knowledge of LNG whereas I consider myself a beginner.”

“PQA had Very less knowledge in organized manner prior to this training”

“Before this training, the knowledge was limited to LNG ships only”

“My knowledge of LNG, before the training was limited to the RLNG issues being faced by OGRA and the LNG industry in Pakistan”

“OGRA is regulating the downstream of LNG sector. Having an in depth knowledge of the upstream sector was a major infrastructure advantage in the training.”

What specific skills did you gain as a result of your exposure to the International gas industry, LNG project management processes, gas market analysis, and pricing and LNG supply contracts?

Participants were asked to address specific skills that they have gained during this training w.r.t their work domain; and they mentioned:

“We got International LNG market exposure, International gas market analysis, and brief about CNG supply contracts”

“The most important thing was the vast experience of Mr. Jack King, the instructor. He briefed very well on international gas industry, LNG project management processes, gas market analysis, pricing, and LNG supply contracts”

“I managed to understand the basic concepts of project management process and gas market analysis, the pricing mechanism and supply chains contracts and agreements”

“Learnt about contract management, legal regulatory requirements and price mechanism etc.”

“Gained knowledge on various options for dilution of LNG to reduce its BTU content and wobbe Index”

“We have got the overall spectrum of LNG business from its liquefaction, transportation and regasification with financial model, its price mechanism and its buying i. e spot and long term contract with LNG supplier”

“Specifically training’s second week covers the LNG market (includes the countries involved in LNG receiving business like Japan, Korea and now Pakistan also) so I have gained some skill of price mechanism related to LNG”

How will you use your enhanced abilities to analyze and augment the performance of LNG Business Management at your organization after the training?

The training strategy was based on enhancing individual’s ability to analyze newly introduced LNG in Pakistan after the training. Participants were asked to express how they will use their enhanced abilities to perform better, they shared:

“The workshops conducted during the training were really helpful in decision making for LNG marketing and pricing.”

“I am planning to organize a workshop for peers and other employees to share the gained information”

“The training will be helpful in the finalization of future agreements of LNG terminals and determination of tariff for LNG”

“Second LNG terminal would commission in the near future and PQA team can effectively manage it in shape as committed earlier”

“It will be really helpful when SSGC is going to sign the second agreement for current LNG Terminal.”

“I would enhance the LNG knowledge with regard to business management and will transfer the basic knowledge to my department”

“Better understanding of LNG pricing mechanisms will help in determining the RLNG price for end consumers”

“OGRA having better understanding of the sector I is in a much better position to regulate it more efficiently”

How will your organization benefit from the training’s objective of “strengthening LNG sales and purchase agreements, protocol and documents, FEED contracts and

tendering processes, receiving terminal designs, gas load balancing (role of LNG) LNG markets and load factors, negotiation LNG contracts for receiving terminal and operation phase of an LNG receiving terminal “in both short and long term ?

When asked about how the training will help achieve the training objective, participants mentioned:

“We understood legal and commercial points of LNG business so it will help us in upcoming LSA agreements”

“The training was basically for the decision makers. In Pakistan LNG-I project had already been commissioned, but it would be helpful in the coming LNG-II project”

“SSGC will benefit in many areas like, negotiating LNG services agreements in future having better understanding of the issues and also in discussions with LNG service provider during day to day operations”

“Obviously now we are at higher level to understand legal and regulatory matter, pricing mechanism, contract management, terminal operations etc. It will really help us in both short and long term”

“PQA will do a lot regarding receiving terminal design, negotiation of LNG contracts and operation of LNG receiving terminal”

“With added knowledge PQA team can execute agreement negotiations”

“After this training program, we expect that all LNG related business will be streamlined keeping in view the international rules and regulations and best practices”

“Organization like PQA will be benefited from this program for next LNG terminals, tendering process, Negotiations LNG contracts for receiving terminals and project management for receiving LNG terminal”

“This Knowledge will help in understanding the LNG sales and purchase agreement. LNG services agreements tolling agreements, transportation agreements and to better regulates the LNG industry in Pakistan”

What was missing from the training? Please be specific and site examples.

Most of the participants complained about missing the scheduled site visits. Participants shared their respective views and stated:

“LNG receiving terminal visit was missing that is one of our major goals , loading and unloading of LNG at ship, Management of LNG and RLNG from ship or at ship and Mixing of Nitrogen with LNG or RLNG”

“The missing element was site visits specially liquefaction and receiving terminal. Operational knowledge/information provided was limited”

“Visits to site of LNG liquefaction plant and receiving terminal should be organized. Certain areas related to SSGC activities should have been covered in more details like measurement of LNG/RLNG custody transfer’

“Downstream of LNG business i.e. regasification terminal, quality and quantity, metering, blending and commingling”

“Internal codes and standards and tariff mechanism were missing”

“The gasification and regasification process, the specific PINAC and SIGGTO guidelines for LNG Terminal”

Do you have any suggestions for how EPP could improve similar future trainings?

All the participants have different views about how to improve future trainings; some of the highlighted recommendations are:

“EPP should arrange trainings on issues primarily being faced by OGRA”

“Before nominations, the inputs of the organization may be taken for the contents of the training program”

“With more divergent groups involved with all tiers of management involved in training specifically the concerned department”

“Arrange specific trainings for specific sectors. It was a general training and it was helpful but; it could be made more helpful for us if it was gas industry specific”

“Course should be designed to cater the needs of specific organizations /companies to make them more valuable and effective for that organization”

“EPP could improve its future training program by coordinating with the firm, company so that training on specific issues could be possible”

“EPP should send their representative in training programs in order to effectively implement the training agenda. Secondly the duration of training programs should be extended to 1-2 months in order to better understand the topics and practice the models”

“We suggest training to be designed for LNG importing country. Site visits should be arranged during the training”

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