



# Advisory Assistance to the Ministry of Energy of Georgia Program

TRAINING NEEDS ASSESSMENT - PHASE II (September 30, 2005 –  
DECEMBER 29, 2006)

September 30, 2005

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# 1. INTRODUCTION

The Advisory Services to the Ministry of Energy of Georgia Program is supporting a host of energy sector issues including national energy policy reform, energy sector reform and governance improvement, medium and long term sector strategy development, public awareness and public participation methodologies to engage the public in an informed dialog on reforms, development of a Ministry-wide energy management information system, as well as assisting the Ministry in day-to-day sector policy development and analysis issues. USAID's support includes assistance in (i) the development of new legislation to aide in implementing reforms, (ii) development of amendments to existing energy laws, (iii) policy papers on energy regulatory approaches and market structure, (iv) issues surrounding energy security and vulnerability, and other areas such as creating a wide-scale understanding of the role energy plays in economic development among various stakeholders including consumers, service providers, policy makers and politicians.

The energy sector in Georgia is like that of many other transitioning countries. The country is on a recovery path from the collapse of the Former Soviet Union, which resulted in the breakdown of Georgia's trade, payments, and financial system. The country suffered from the economic, social, and political impacts of secessionist conflicts in the early years of its independence but is now moving toward achieving greater political stability and establishing a foundation for further economic progress. For sound functioning of the country's economy, a financially viable energy sector is critical. Energy is the driver for industrial development and jobs creation, as well as small scale business development which can assist in poverty alleviation, particularly in the Regions. The socio-economic conditions of the population, created as a result of the dissolution of the Soviet Union, triggered a true financial crisis in Georgia's energy sector. The primary difficulties facing the sector in its attempt to become financially viable include the failure of consumers (industrial, government, urban, peri-urban, and rural) to pay for their consumed electricity. In addition, political interference in the sector's operations at the international, national, and local levels created an environment for corruption.

After the Rose Revolution in November 2003, the new Government initiated implementation of reforms in the energy sector. The Government of Georgia, through its actions, is demonstrating its commitment to solve the severe problems in the energy sector that will lead to a sustainable and financially viable energy sector. To assist in achieving this result, local human resources responsible for governance of the system, as well its day-to-operation, need to be appropriately educated and trained. The Advisory Assistance to the Ministry of Energy of Georgia Program is targeted to achieving the following goals in support of the sector's overall reform:

Goal 1: Ministry is capable of developing and implementing Policy and Strategy with assistance, to involve stakeholders in Policy and Strategy Development, and to communicate policy, strategy, and other critical issues to the public

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Goal 2: Public understands and is aware of Ministry's initiatives to reform and rehabilitate the sector

Goal 3: Development (and partial implementation) by the end of December 2006 of Policy and Strategy capable of meeting Georgia's short and medium term energy goals (power supply, reliability, security, cost, and Government of Georgia involvement)

In order to achieve these goals, the Ministry of Energy of Georgia requires training and capacity building at all levels (senior managers, mid level and professional staff, and junior level personnel) within the Ministry. A comprehensive training program to strengthen the personnel within the Ministry to fulfill its mandate is required. Under the Advisory Assistance to the Ministry of Energy of Georgia Program, a training needs assessment was conducted in two phases. The first phase focused on the most critical and urgent areas of training and capacity building based on the Phase I Training Needs Assessment conducted in May 2005. Numerous recommendations contained within that report were implemented during the period June-July 2005. As a timely follow-on to those activities, a more comprehensive training needs assessment was conducted during the period July-September 2005. This report provides a detailed summary of the findings of the Phase II Training Needs Assessment and a detailed list of recommended courses and programs which, if provided to the Ministry, would significantly enhance the capabilities of the Ministry of Energy personnel and further the country's goals for a financially viable and sustainable energy sector.

A summary of the Phase I Training Needs Assessment and a description of the programs that were implemented based on that assessment is provided in the next section.

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## 2. TRAINING NEEDS ASSESSMENT - PHASE I

### 2.1 Description of Phase I TNA Activities and Outcomes

The Training Needs Assessment Phase I, conducted in May 2005, focused on assessing the strategic policy making and analysis skills of the Ministry. It was determined that the first phase of the training would focus on the most urgent and critical needs of the Ministry based on the fact that (i) the Ministry has been recently reorganized and new personnel had not yet been hired and (ii) there were urgent activities for which the Ministry staff needed training. Thus, Phase I addressed these urgent training needs as well as some basic skills development. It also allowed for the performance of preparatory work for the more comprehensive Phase II Training Needs Assessment.

The Phase I training needs assessment, conducted by CORE, focused on the identification of training requirements based on discussions with senior and mid-management, as well as individual employees that would be involved in the most urgent training activities. As a result, CORE identified, designed, and implemented a series of high level training courses targeted to the most senior and mid level decision makers within the Ministry and the broader stakeholder community.

These courses were delivered during the period June 17 through July 22, 2005 as described below:

#### **Best Practices in Electricity Reform – June 17 – 20, 2005**

The course provided a detailed overview of the Best Practices Worldwide in Electricity Sector Reform. The Minister of Energy, Deputy Ministers from the Ministry of Energy and the Ministry of Economy, and lead members of Parliament were in attendance. The participants were provided detailed success stories and lessons learned from energy reform programs in various countries. They then had the opportunity to discuss, debate, and evaluate the applicability of these Best Practices in the current energy sector setting of Georgia.

**Instructor: Dr. Donald Hertzmark**

**Venue: Gudauri, Georgia**

#### **Electricity Market Structure – June 19 – 21, 2005**

The course focused on the Electricity Market Structure functions, and the importance of regulatory principles. Representatives from the Ministry of Energy, Georgian Wholesale Electric Market (GWEM), Georgian Electricity Systems (GSE), Georgian National Energy Regulatory Commission (GNERC), several electricity distribution companies, and the Academy of Energy

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attended the workshop. The first day of the training was dedicated to an overview of Electricity Market Structures and the various components of such structures. Each participant had the opportunity to state their issues and questions with Electricity Market Structures. The second day of the training focused entirely on the current and proposed electricity structure in Georgia. As a result of this workshop, the participants learned new and innovative approaches to the electricity market structure development, which will help them to select appropriate and effective measures for restructuring of the wholesale electric market in Georgia. Representatives of the Ministry of Energy, GWEM, GSE, GNERC, UDC, Telasi and the Academy of Energy participated in the training.

**Instructor: MK Shean**

**Venue: Ministry of Energy**

#### **Electricity Project Financing – June 27 – July 1, 2005**

The course was aimed at raising awareness and educating participants on the fundamentals of energy assets valuation; various factors impacting value such as risk and taxation; security requirements and covenants of financial institutions for lending; and the influence of banking requirements on the transaction structure. The workshop also provided senior decision makers with the ability to understand how sale value is impacted by their decision or indecision.

**Instructor: Craig O'Connor**

**Venue: Ministry of Energy**

#### **Tariff Design and Rate Setting Principles – July 4 – 6, 2005**

The course Tariff Design and Rate Setting Principles provided the Ministry of Energy and GNERC staff with a theoretical basis for tariffs, and hands on experience in tariff calculations. This course promoted an understanding of the principles of tariff related policies, as well as a broader range of tariff methodologies and related accounting practices.

**Instructor: Yelena Antonova**

**Venue: Ministry of Energy**

In addition to the above courses, the Advisory Assistance to the Ministry of Energy Program also supported several other targeted training and capacity building activities in support of the goals of the Ministry of Energy. The targeted activities were supported in direct response to the Ministry's requests and on a quick turn around basis:

Government of Georgia Participation in the "**4th Annual Energy Regulation and Investment Conference**", **Energy Regulators Regional Association (ERRA), Budapest, Hungary, April 11-13, 2005**. The main topics of the conference included the following:

- Investments for Competition & Security of Supply
- Public Service & Environmental Obligations; Investment & Regulatory Implications
- Regional Market Development
- Sector Reform, Privatization & Investment – Lessons Learned

All topics were most relevant and timely for the two senior members of the Ministry who attended the event.

#### **Infrastructure in a Market Economy: Public - Private Partnerships in a Changing World, Harvard University, Boston, Massachusetts, July 10, 2005 - July 22, 2005**

This 12 day MBA-level training program focused on financing infrastructure development programs in market economies to assist senior public and private sector officials from both

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industrialized and newly industrialized countries to become aware of the latest trends in developing, managing and financing successful public-private partnerships in infrastructure. It also included discussions on the importance of strong regulatory institutions when creating such partnerships. USAID supported the attendance of the Deputy Minister who has significant responsibility for the financial aspects of Georgia's energy sector reform.

Chart 1 below provides the details of the training programs that have been supported to date.

**Chart 1: Training Programs Supported through the Advisory Services to the Ministry of Energy Program (as of September 30, 2005)**

Training Activity	Training Method	Timing	Venue	Trainer	Target Audience	Number of participants
"Best Practices in Electricity Sector Reform"	Intensive, hands-on three day course	June 17-20	Gudauri, Republic of Georgia	Dr. Donald Ian Hertzmark	Ministry of Energy; Minister, Deputy Ministers, Heads of Departments; Ministry staff	10-15
"Electricity Market Structure"	Two day course	June 19-21	Ministry of Energy Tbilisi, Georgia	MK Shean	Market Structure Working Group	20-25
"Electricity Project Finance"	Intensive, hands-on five day course	June 27-July 1	Ministry of Energy Tbilisi, Georgia	Craig O'Connor	Ministry of Energy, Ministry of Finance and the Ministry of Economy Staff	12
"Tariff Design and Rate Setting Principles"	Three day course	July 4-6	Ministry of Energy Tbilisi, Georgia	Yelena Antonova	Ministry of Energy and GNERC staff	10
4th Annual Energy Regulation and Investment Conference	Three day conference	April 11-13	Marriott Hotel, Budapest, Hungary	Budapest, Hungary	First Deputy Minister and Deputy Minister of Energy	2
Infrastructure in a Market Economy	Twelve day MBA level training	July 10 - 22	Harvard University, Boston, Massachusetts	Harvard University Faculty	Deputy Minister Archil Mametelasvili	1
<b>Total</b>						<b>65</b>

## 2.2 Development of a Survey Instrument and Data Collection

An important component of the Phase I Training Needs Assessment included the development of a survey instrument to gather information about the current capabilities and training needs of the professional personnel within the Ministry. During the Phase I implementation, the survey document, provided here in [Appendix I](#), was distributed to all Ministry personnel. The survey allowed for the collection of information for use in determining what type of trainings will be the most relevant and useful to Ministry personnel. The survey provides the information necessary for an accurate "gap analysis" which is an analysis of the gap that exists between the types and

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kinds of skills which personnel are required to have in order to perform their job function versus their current knowledge, skills, and abilities (KSAs).

### **2.3 The Ministry's New Charter and New Requirements for KSAs**

Also as part of the Phase I TNA, CORE evaluated the Ministry's new Charter (adopted on March 17, 2005 and included in [Appendix II](#)). The review of this Charter set the stage for a comparison of what employees are currently doing and what will be expected of them as the Ministry continues to grow and change. In addition, the final approved Charter of the Ministry, as approved by the Prime Minister, includes a new structural entity called "General Inspection" which has assumed the responsibilities of several existing Ministry departments. The General Inspection (office) - GIO for purposes of this Report - is not currently staffed as of the date of preparation of this report. However, it is anticipated that some additional forty persons will be added to the Ministry staff by the end of 2005, in order to implement the GIO mandates. It is believed, that even though we were unable to survey and define accurately the training requirements for these potential new employees of the Ministry, it is presumed that many of the needs of these future GIO personnel will be served through the recommendations of this TNA Phase II.

Senior Management of the Ministry was actively involved in the planning and the implementation of the Phase I activities. They provided the same level of interest and support throughout the Phase II Training Needs Assessment process. This included providing CORE with information related to the Ministry's internal "Attestation Process" which greatly assisted CORE in targeting its training program recommendations. The Ministry is aware of the absolute necessity for training of its personnel and has placed great emphasis on increasing the internal capacity of the Ministry to respond to its new mandates and the role it plays in governmental and sector reform.

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## **3. PHASE II TRAINING NEEDS ASSESSMENT - APPROACH**

### **3.1. Approach to Performing the Phase II Training Needs Assessment**

In May of 2005 when the TNA Phase I was conducted there were a number of activities being implemented by the Ministry which would have an impact on any comprehensive plan for training of Ministry personnel. For example, the Ministry of Energy's Charter was not fully put in place, the future staffing of a General Inspector (office)-GOI with some 40 new proposed personnel was not yet implemented, and the Ministry was implementing the government-mandated Attestation Process. During the period May-September, the CORE Team was able to respond to some urgent needs of the Ministry through targeted training programs as well as gather the additional data and information needed to prepare a comprehensive training plan. CORE's approach for the TNA Phase II was to assess the training needs for all of the professional personnel within the Ministry based on (i) findings provided to CORE by the Ministry resulting from the Ministry's Attestation Process; (ii) the results of a survey conducted during the period July-September 2005 which provided the data for the gap analysis; (iii) the identification of professional knowledge, skills, and abilities (KSAs) requirements for senior and mid-level managers; and (iv) the practical need for institutional capacity building identified by the USAID contractor team through its day-to-day interaction with different personnel and management units within the Ministry.

### **3.2 Ministry of Energy Attestation Process**

Based on Georgian legislation, the Ministry of Energy, (and all other Ministries), was required to conduct a Staff Attestation, or a thorough evaluation of all personnel and staff working within the Ministry. In the Ministry of Energy, the attestation process was launched in June 2005 whereby the Ministry embarked on documenting and evaluating the qualifications of each of its employees. The "Special Attestation Committee" was created and headed by Minister Gilauri. All Deputy Ministers, the Head of the Ministry of Energy Administration, and the Head of the Human Resources Department served as members of the Commission. On June 4-6, 2005 "attestation" of the Central Office Staff of the Ministry of Energy was conducted through a process of personal interviews in accordance with the "Charter of the Contest-Attestation Commission" of the Central Department of the Ministry of Energy of Georgia approved by Order #30 of the Minister of Energy of Georgia dated May 13 (attached as [Appendix III](#)).

Under this Charter, a Commission of Attestation was formed in order to evaluate all central staff of the Ministry of Energy. The primary goals of the Commission are to ensure that vacant positions are filled based on competition ('contest'), ensure the qualifications of employees

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match those with their position, create a staff reserve, and evaluate personnel for promotion. The Attestation Commission interviewed employees of the Central Office in order to ensure that their professional skills, qualifications, abilities and educational background match with their position. The overall attestation process was conducted in accordance with the reform process of the GoG as a means of discouraging political favoritism towards unqualified persons, false claims of employment by individuals, decentralizing responsibilities for greater productivity, etc. Through the interview and documentation process of the Attestation Committee it was determined that 25% of the current personnel of the Ministry were suitable to their position and should also be recommended for promotion. Fifty-two percent of the personnel were suitable to their positions and should remain at their current level and pay scale, 19% were partially suitable to their position and required qualification/training enhancement to fully meet their job responsibilities; no persons were considered unsuitable for their function; and 4% were recommended to be dismissed. Chart 2 provides a graphical summary of the Attestation Committee's findings related to the 48 employees of the Central Office.

**Chart 2: Attestation Evaluation Results for Skills, Qualifications, Abilities and Education**

Suitable to the occupied position and is subject to promotion	Suitable to occupied position	Partly suitable to occupied position (needs qualification upgrading)	Unsuitable to the occupied position, should be downgraded	unsuitable to the occupied position and should be dismissed
Area 1	Area 2	Area 3	Area 4	Area 5
12 employees	25 employees	9 employees	-	2 employees

The employees, who were positively assessed (44 of 48), were categorized with a position 'range' and 'title', and 'class' or grade. Of these, 11% of the Central Personnel fall under the category of the highest ranking First Class Advisor, with the total senior positions within the Ministry representing 23% of the total Central Personnel staff. The Leading Public Position staff represent a total of 11% of the Central Personnel and 66% of the positions are classed as "Junior". Chart 3 provides a summary of the documentation of the categorization.

**Chart 3: Attestation Evaluation Results for Senior, Leading and Junior Positions (range, title, class)**

Senior public position			Leading public position		Junior public position		
First class advisor	Second class advisor	Third class advisor	First class advisor	Third class advisor	First class consultant	Second class consultant	Third class consultant
5	4	1	4	1	7	14	8

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Total: 10 senior public positions	Total: 5 leading public positions	Total: 29 junior public positions
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Analyzing this data, without having participated in the Attestation Process, is somewhat difficult. However, it can easily be seen that there is a need in the Ministry to strengthen its middle level personnel, i.e., its Lead Position personnel, in order to increase the capacity of the Ministry in supporting its future leaders and future senior staff. It would also appear that there may be junior level personnel that may never move up into the mid level range of positions, yet still need training in basic skills to perform their jobs well. Often, based on the great needs of a society that is in a state of economic change, there is a tendency for the government to provide employment to masses of individuals since their pay scale is typically very low but there needs are very great. While it cannot be assessed from the data presented whether or not this is the case within the Ministry of Energy, a fairly small organization given its mandate, it would be logical to assume that for true capacity building and strengthening the Ministry should be targeting new hires at the middle to lower senior levels rather than the Junior Public Position Level, which would appear fully staffed.

The Ministry of Energy structure has been modified since our TNA Phase I report was prepared. As mentioned earlier, a new division or entity of the Ministry called the office of "General Inspection" (GIO for purposes of this report) has been added to the existing organizational structure of the Ministry. The General Inspection now houses the Department of Internal Audit and the Department of Technical Inspection. A description of these departments and their responsibilities are provided below:

**Department of Internal Audit - Summary of Responsibilities**

- a) Control of discipline and legal compliance of the employees of the Legal Persons of Public Law subordinate to the Ministry and Ministry's control.
- b) Investigation of the mistakes and deviations made by the employees of the Legal Persons of Public Law subordinate to the Ministry and Ministry's control during implementation of their work responsibilities and authorities; and preparation of the appropriate conclusion.
- c) Control of legal compliance of spending and distributing, target management and rational use of the resources reflected in the Ministry's allocations; complex and thematic inspection of the financial-economic activities of the Legal Person of Public Law subject to the Ministry's control.
- d) Preparation of the recommendations for detecting and preventing the reasons facilitating facts of violating the law by the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control.
- e) Detection of the facts of in compliance of the interests of the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control and preparation of the proposals for their eliminations.
- f) Control on ensuring publicity and transparency of the activity of the Legal Persons of Public Law subordinate to the Ministry's control.

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### **Department of Technical Supervision - Summary of Responsibilities**

a) Investigating, analyzing and preparing appropriate conclusions of the accidents and other technical disorders (including metering points at the wholesale electricity level).

b) According to the Minister's assignment detecting technical disorders and preparing appropriate conclusions, submitting to the Minister and in emergency conditions preparing the recommendation to prevent the accident.

The General Inspection has not been staffed yet. There are 40 position vacancies that the Ministry anticipates filling by the end of this year. It is believed that many knowledge, skills, and ability areas have likely been captured in the survey of the existing Ministry personnel and would likely have great value to these new employees as well.

### **3.3 Responsibilities of the Ministry of Energy Based on the Newly Adopted Charter**

In order to match the skills requirements for Ministry personnel with training requirements, it is necessary to know the full range of responsibilities that the Ministry's newly adopted charter mandates the Ministry to perform. Below is a summary of the main functions of the Ministry as contained within its charter are:

**Energy Sector Planning:** Definition of the main priorities and directions, development conceptions of the separate areas and the entire technical-economic complex of the energy sector, elaboration of the short, medium, and long-term programs and facilitating their implementation;

**Energy Sector Reform, Restructuring, and Privatization:** Promotion of implementation of the energy sector restructuring and main economic reforms, and accordingly, development of the competition on Georgian energy resource market; participation, within its competence, in the defining of the list of the facilities for privatization and elaborating the energy sector privatization plan;

**Energy Sector Investment:** Promotion of foreign and local investors to ensure short, medium and long term investments in the energy sector; elaboration of the recommendation and main directions for using investments;

**Energy Sector Emergency and Contingency Planning:** Elaboration of State emergency energy strategy, monitoring of the main parameters of the energy system;

**Energy Sector Performance Monitoring and Market Stability:** Monitoring of the internal market of energy resources for achieving density and stability of the market;

**Energy Sector Design and Construction:** Participation in the development of the energy sector designing and constructing provision within its competence and in accordance with the Acting Legislation;

**Energy Sector Safety Standards and Performance:** Control of safe operation, organization and implementation of the State energy supervision and management of the quality determined by Standard Acts of the Legislation, in coordination with the Georgian

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Standards Department, of the legal persons consuming, exporting/importing, supplying, distributing, transmitting generating electricity production on the territory of Georgia;

**Renewable Energy Use and Promotion:** Definition of the directions of renewable energy utilization and promotion of the sector developments;

**Energy Legislation Development:** Perfection of the legislative base appropriate for energy sector functioning and development;

**Financial Monitoring:** Monitoring of the financial conditions and budget relations of the state agencies and legal persons of the Public law subordinate to the Ministry's governance and promotion of the adequate economic policy implementation on the energy sector;

**Regional Economic Cooperation and Trade:** Promotion of the export and import related relations and establishing of the relationship between the local and foreign energy companies;

**Relationship Building with Investors, IFIs, & Donors:** Establishment of external relations in the energy sector within the scope of its competence; expand the relations with the international financial institutions, Government and non-government agencies and private investors;

**Coordination on Research and Pilot Programs:** General coordination and elaboration of the programs in relation with the scientific-research and pilot-construction works of particular importance in for the energy sector;

**Human Resource Development:** Definition of the human resource policy within its competence and promotion of its implementation;

**Promotion of Sustainable Development in the Energy Sector:** Promotion sustainable development and function of the energy resource producing sectors in accordance with the acting Legislation;

**Elaboration of Policies and Strategies for Resource Development:** Elaboration of the proposals regarding the policy and the strategy of the development of energy resource producing industries in the country; preparation of the appropriate projects and coordination of the implementation decisions in accordance with the established rules; and

**Recommendations as to Methodologies for Energy Resource Exploitations - Rules and Standards:** Methodology recommendations of the energy resources producing sectors, elaboration of technical exploitation rules and other standard documents in accordance with the Acting Legislation.

While the Attestation Process was underway, and the Ministry's Charter was reaching final adoption, CORE ensured the distribution of surveys to the Ministry of Energy personnel and requested that they be completed and returned for analysis. These surveys were then reviewed and analyzed in terms of the gap between the knowledge, skills, and abilities that the personnel needed to perform their job functions versus the knowledge, skills and abilities that the

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individuals possess. The result is a "gap analysis" which is summarized in the next section. The full Gap Analysis Report based on the survey results is provided in Appendix IV.

### **3.4 Survey of Ministry of Energy Personnel - Gap Analysis**

The gap analysis conducted through the implementation of the Phase I TNA, allowed for the gathering of information which would guide the TNA Phase II. The survey instrument designed under the TNA collects a variety of information on the employee's such as position, education, and previous training. It also seeks to: (1) determine employees understanding, experience, and knowledge of the energy sector in Georgia as well as generally; and (2) document, through self assessment, the employees' existing level of knowledge in specific skill areas. The skill areas which are included in the survey reflect the main responsibility areas of the Ministry through its Charter as described in the last section.

Through the gap survey, employees' are asked to rate their existing capabilities by specifying a level of expertise. These levels are in the range of "level 1" through "level 5", with level 5 reflecting the *least* capability and level 1 reflecting knowledge great enough to train others in that skill area. The pairing of numbers to existing ability level is shown below.

#### **Existing Ability**

1. Able to train others
2. Expert
3. Intermediate understanding
4. Beginner – basics
5. No training

The results of this section indicate the abilities a person has in each specific area, whether or not acquired through training and whether or not required for their existing job. This helps in determining several important aspects of a good human resources program. First, it determines if people have the training they need to perform their job. Second, it determines if they can teach others, an important aspect in creating a sustainable training program. Third, it helps to identify where there are opportunities to move people to different areas or divisions that could better use their skills.

Next, employees are requested to document, on a scale of 1 through 5, their perceived training needs, from 'not needed' (level 1) to 'needed at the managerial/policy setting level' (level 5):

#### **Training Required**

1. Not needed to perform
2. Basic Level
3. Intermediate Level
4. Advanced Level
5. Managerial Level/Policy Setting

These categories are important because they identify (i) whether or not the person believes training is required; (ii) the extent to which the person believes training is required; and, (iii) the level of instruction at which they would most desire to receive the training. As these are

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important focus areas for designing training (selecting trainers, venue, materials, delivery method, content and results) we provide a brief discussion of each category below:

**Category 1 Not Needed to Perform Job Function**

No training or skills needed for this person to perform their job.

**Category 2 Basic Level**

They have not had training in this area before and basic skills and awareness are required because the person will not be called upon to perform higher level functions. For example, their job may require that they print spreadsheets and/or enter data. However, they are not required to develop models or make analysis that requires more advanced training and experience.

**Category 3 Intermediate Level**

The employee has basic knowledge. This course level will enable the employee to perform "tasks and use the tools and methodologies of a position."<sup>1</sup>

**Category 4 Advanced Level**

The employee is called upon to have a thorough understanding of the theoretical underpinning as well as skill in applying the theory to varied and often new situations. Advanced level is characterized by both the breadth and depth of training and experience. Employees having completed the advanced level will have knowledge of Best Practices.

**Category 5 Managerial/Policy Setting Level**

The employee is called upon to manage the process or to establish policy. This course prepares the participant to establish broad objectives, delegate tasks, evaluate analyses and make policy recommendations and decisions within the context of sector and international experience and Best Practices.

The respondents were asked to rate, from 1-5, their "existing abilities" against 24 general areas of specialization which are components of the Ministry's Charter and mandate. They were also requested to document whether or not skills or abilities in that area were necessary for their job function and if yes, to rate, using the criteria above, the category level of training that would be most beneficial to them. In the broad context of the overall survey, the Gap Analysis shows that as a total population surveyed, the greatest number of respondents felt that they were trained at the intermediate level (Level 3). Only between 0-13% of those surveyed believed they were able to train another person in their area of expertise (Level 1). In the area of documenting themselves as "Experts" (Level 2), the respondents numbers in the general areas ranged from 0% in areas such as "Pipeline Operations", "Oil and Gas Exploration", and "Coal" to a high of 45% in the general skill area of Internet Searches. In the Level 4 - Beginner Basics category,

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<sup>1</sup> Georgia Energy Sector Organizational Assessment, World Learning, 2002, pages 6-89.

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the respondents' showed a percentage range of 13%-42% depending upon the general area of specialization. In the "No Training" category (Level 5) the range was documented to be between 6% and 52% for particular areas of specialization. Overall, these results show a survey population generally confident in their own area of expertise but weak in (i) inter-organizational knowledge and (ii) high level senior experts capable of training the next generation of specialists.

The results of the "Training required" section of the survey show an identical percentage of respondents that believe they should receive training at the Advanced Level (Category 4 Level) as those that believe they require training at the Beginner Basics Level (Category 2 Level). For this reason, CORE's recommendations for training describe both the course material to be covered as well as the level at which the training should be conducted. By doing this, trainees should be given the opportunity to select which level they would prefer to receive the training. For example, the overall number of training courses that would be conducted at the Managerial Level are the least in number, but a course on that theme may be conducted at the next level down, i.e., at the advanced level in order to serve a greater number of the population. However, an individual preferring training at the Intermediate Level (Category 3) may find this training too advanced for their needs.

Chart 4, shown on the next several pages, provides a listing of the 24 general areas of expertise and the respondents' results by percentage.

In addition to the above results, each person surveyed was provided with the opportunity to document any special skill or special area of expertise that they wished to receive specific training in. These suggestions by the personnel surveyed have been incorporated into the recommendations section of this report.

### **3.5 Needs Identified through the Day-to-Day Interaction with Ministry Personnel**

In the approach to conducting the TNA Phase II, the importance of the Attestation Process, the Phase I TNA results and activities, the newly adopted charter of the Ministry, and the results of the Gap Analysis were all important components. In addition to these, the TNA Phase II also took into strong consideration the practical needs of the Ministry which were observed on a daily basis through the interaction of the CORE Team with Ministry personnel. CORE's role in advising the Ministry is to help establish a sustainable organization fully capable of responding to the current urgent requirements of Georgia's energy sector as well as preparing it to properly manage and guide the sector in the future. For this reason, CORE has placed great emphasis in its recommendation section on increasing the capabilities of Ministry personnel in the areas of strategic planning and policy development and analysis.

Given the changing role of the Ministry and the pending privatization and already launched restructuring process in the energy sector, new skills, tools, and mindsets are required. Therefore this TNA takes on heightened importance both for these reasons and also because the Ministry is reorganizing and hiring new employees. CORE's main focus in conducting this TNA was the Ministry of Energy, but it also extends to other Ministries, to the Parliamentary committees that will have a main impact of the MOE's mission, as well as other stakeholders and sector participants that the Ministry routinely works with.

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**Chart 4: Results of Gap Survey by General Area of Knowledge**

I. ENERGY SECTOR RESTRUCTURING								I. ENERGY SECTOR RESTRUCTURING							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	10%	10%					1	Not needed to perform	10%	10%				
2	Expert	13%		13%				2	Basic level	29%		29%			
3	Intermediate level	52%			52%			3	Intermediate level	10%			10%		
4	Beginer Basics	13%				13%		4	Advanced level	32%				32%	
5	No training	13%					13%	5	Managerial level	19%					19%
II. ENERGY SECTOR REGULATION								II. ENERGY SECTOR REGULATION							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	10%	10%				
2	Expert	26%		26%				2	Basic level	29%		29%			
3	Intermediate level	26%			26%			3	Intermediate level	10%			10%		
4	Beginer Basics	26%				26%		4	Advanced level	32%				32%	
5	No training	16%					16%	5	Managerial level	19%					19%
III. ENERGY SECTOR POLICY AND PLANNING								III. ENERGY SECTOR POLICY AND PLANNING							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	10%	10%				
2	Expert	26%		26%				2	Basic level	26%		26%			
3	Intermediate level	23%			23%			3	Intermediate level	6%			6%		
4	Beginer Basics	29%				29%		4	Advanced level	35%				35%	
5	No training	16%					16%	5	Managerial level	23%					23%
IV. ENERGY ECONOMICS								IV. ENERGY ECONOMICS							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	6%	6%				
2	Expert	10%		10%				2	Basic level	29%		29%			
3	Intermediate level	26%			26%			3	Intermediate level	23%			23%		
4	Beginer Basics	35%				35%		4	Advanced level	32%				32%	
5	No training	26%					26%	5	Managerial level	10%					10%
V. FINANCE AND FINANCIAL ANALYSIS								V. FINANCE AND FINANCIAL ANALYSIS							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	0%	0%					1	Not needed to perform	26%	26%				
2	Expert	6%		6%				2	Basic level	29%		29%			
3	Intermediate level	29%			29%			3	Intermediate level	29%			29%		
4	Beginer Basics	33%				33%		4	Advanced level	13%				13%	
5	No training	32%					32%	5	Managerial level	3%					3%
VI. ELECTRICITY SYSTEMS PLANNING								VI. ELECTRICITY SYSTEMS PLANNING							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	23%	23%				
2	Expert	13%		13%				2	Basic level	32%		32%			
3	Intermediate level	32%			32%			3	Intermediate level	6%			6%		
4	Beginer Basics	26%				26%		4	Advanced level	26%				26%	
5	No training	26%					26%	5	Managerial level	13%					13%
VII. LOAD FORECASTING								VII. LOAD FORECASTING							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	32%	32%				
2	Expert	13%		13%				2	Basic level	23%		23%			
3	Intermediate level	23%			23%			3	Intermediate level	19%			19%		
4	Beginer Basics	32%				32%		4	Advanced level	13%				13%	
5	No training	26%					26%	5	Managerial level	13%					13%
VIII. ENERGY AND FINANCIAL MODELING								VIII. ENERGY AND FINANCIAL MODELING							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	0%	0%					1	Not needed to perform	23%	23%				
2	Expert	13%		13%				2	Basic level	35%		35%			
3	Intermediate level	32%			32%			3	Intermediate level	26%			26%		
4	Beginer Basics	23%				23%		4	Advanced level	13%				13%	
5	No training	32%					32%	5	Managerial level	3%					3%

**Chart 4: Results of Gap Survey by General Area of Knowledge (Continued)**

IX. STATISTICS - DATA GATHERING AND ANALYSIS								IX. STATISTICS - DATA GATHERING AND ANALYSIS							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	29%	29%				
2	Expert	23%		23%				2	Basic level	19%		19%			
3	Intermediate level	35%			35%			3	Intermediate level	10%			10%		
4	Beginer Basics	13%				13%		4	Advanced level	29%				29%	
5	No training	26%					26%	5	Managerial level	13%					13%
<b>X. UTILITY OPERATIONS</b>								<b>X. UTILITY OPERATIONS</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	13%	13%					1	Not needed to perform	29%	29%				
2	Expert	10%		10%				2	Basic level	26%		26%			
3	Intermediate level	32%			32%			3	Intermediate level	0%			0%		
4	Beginer Basics	19%				19%		4	Advanced level	26%				26%	
5	No training	26%					26%	5	Managerial level	16%					16%
<b>XI. OIL AND GAS EXPLORATION AND DEVELOPMENT</b>								<b>XI. OIL AND GAS EXPLORATION AND DEVELOPMENT</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	29%	29%				
2	Expert	0%		0%				2	Basic level	36%		36%			
3	Intermediate level	23%			23%			3	Intermediate level	13%			13%		
4	Beginer Basics	32%				32%		4	Advanced level	19%				19%	
5	No training	42%					42%	5	Managerial level	3%					3%
<b>XII. PIPELINE OPERATIONS</b>								<b>XII. PIPELINE OPERATIONS</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	29%	29%				
2	Expert	0%		0%				2	Basic level	32%		32%			
3	Intermediate level	33%			33%			3	Intermediate level	13%			13%		
4	Beginer Basics	32%				32%		4	Advanced level	23%				23%	
5	No training	32%					32%	5	Managerial level	3%					3%
<b>XIII. ENVIRONMENTAL IMPACT ASSESSMENT</b>								<b>XIII. ENVIRONMENTAL IMPACT ASSESSMENT</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	0%	0%					1	Not needed to perform	23%	23%				
2	Expert	6%		6%				2	Basic level	31%		31%			
3	Intermediate level	32%			32%			3	Intermediate level	10%			10%		
4	Beginer Basics	39%				39%		4	Advanced level	26%				26%	
5	No training	23%					23%	5	Managerial level	10%					10%
<b>XIV. ENERGY EFFICIENCY</b>								<b>XIV. ENERGY EFFICIENCY</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	0%	0%					1	Not needed to perform	16%	16%				
2	Expert	16%		16%				2	Basic level	23%		23%			
3	Intermediate level	32%			32%			3	Intermediate level	10%			10%		
4	Beginer Basics	36%				36%		4	Advanced level	38%				38%	
5	No training	16%					16%	5	Managerial level	13%					13%
<b>XV. RENEWABLE ENERGY</b>								<b>XV. RENEWABLE ENERGY</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	3%	3%					1	Not needed to perform	16%	16%				
2	Expert	10%		10%				2	Basic level	26%		26%			
3	Intermediate level	29%			29%			3	Intermediate level	13%			13%		
4	Beginer Basics	42%				42%		4	Advanced level	35%				35%	
5	No training	16%					16%	5	Managerial level	10%					10%
<b>XVI. COAL</b>								<b>XVI. COAL</b>							
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	49%	49%				
2	Expert	0%		0%				2	Basic level	32%		32%			
3	Intermediate level	19%			19%			3	Intermediate level	13%			13%		
4	Beginer Basics	23%				23%		4	Advanced level	3%				3%	
5	No training	52%					52%	5	Managerial level	3%					3%

**Chart 4: Results of Gap Survey by General Area of Knowledge (Continued)**

XVII. ACCOUNTING							XVII. ACCOUNTING								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	39%	39%				
2	Expert	10%		10%				2	Basic level	19%		19%			
3	Intermediate level	19%			19%			3	Intermediate level	26%			26%		
4	Beginer Basics	33%				33%		4	Advanced level	13%				13%	
5	No training	32%					32%	5	Managerial level	3%					3%
XVIII. STRATEGIC PLANNING							XVIII. STRATEGIC PLANNING								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	10%	10%					1	Not needed to perform	42%	42%				
2	Expert	13%		13%				2	Basic level	16%		16%			
3	Intermediate level	16%			16%			3	Intermediate level	13%			13%		
4	Beginer Basics	35%				35%		4	Advanced level	26%				26%	
5	No training	26%					26%	5	Managerial level	3%					3%
XIX. FINANCE							XIX. FINANCE								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	46%	46%				
2	Expert	10%		10%				2	Basic level	19%		19%			
3	Intermediate level	29%			29%			3	Intermediate level	19%			19%		
4	Beginer Basics	16%				16%		4	Advanced level	13%				13%	
5	No training	39%					39%	5	Managerial level	3%					3%
XX. WORD PROCESSING							XX. WORD PROCESSING								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	13%	13%					1	Not needed to perform	45%	45%				
2	Expert	36%		36%				2	Basic level	13%		13%			
3	Intermediate level	29%			29%			3	Intermediate level	3%			3%		
4	Beginer Basics	16%				16%		4	Advanced level	29%				29%	
5	No training	6%					6%	5	Managerial level	10%					10%
XXI. SPREADSHEETS							XXI. SPREADSHEETS								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	38%	38%				
2	Expert	36%		36%				2	Basic level	13%		13%			
3	Intermediate level	29%			29%			3	Intermediate level	13%			13%		
4	Beginer Basics	19%				19%		4	Advanced level	26%				26%	
5	No training	10%					10%	5	Managerial level	10%					10%
XXII. DATABASE							XXII. DATABASE								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	6%	6%					1	Not needed to perform	48%	48%				
2	Expert	36%		36%				2	Basic level	13%		13%			
3	Intermediate level	16%			16%			3	Intermediate level	3%			3%		
4	Beginer Basics	26%				26%		4	Advanced level	26%				26%	
5	No training	16%					16%	5	Managerial level	10%					10%
XXIII. INTERNET SEARCH							XXIII. INTERNET SEARCH								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	10%	10%					1	Not needed to perform	39%	39%				
2	Expert	45%		45%				2	Basic level	13%		13%			
3	Intermediate level	23%			23%			3	Intermediate level	3%			3%		
4	Beginer Basics	16%				16%		4	Advanced level	35%				35%	
5	No training	6%					6%	5	Managerial level	10%					10%
XXIV. TECHNICAL WRITING							XXIV. TECHNICAL WRITING								
No.	Existing Abilities of the MoE Personnel	%	1	2	3	4	5	No.	Training Required	%	1	2	3	4	5
1	Able to train others	13%	13%					1	Not needed to perform	35%	35%				
2	Expert	32%		32%				2	Basic level	16%		16%			
3	Intermediate level	26%			26%			3	Intermediate level	10%			10%		
4	Beginer Basics	13%				13%		4	Advanced level	23%				23%	
5	No training	16%					16%	5	Managerial level	16%					16%

## 4. PHASE II TRAINING NEEDS ASSESSMENT - FINDINGS AND RECOMMENDATIONS

### 4.1 Proposed Training Program for the Ministry of Energy

Based on the TNA Phase I and Phase II processes, the following four major theme areas have been identified as the focus for the Ministry's Training Program through 2006:

Theme Area 1 - Policy and Analysis Themes

Theme Area 2 - Technical Themes

Theme Area 3 - Management and Human Resource Development

Theme Area 4 - International Best Practices Cross Cutting All Themes

These programs are geared toward the development of internal skills in policy making and analysis (Theme 1), knowledge enhancement in a number of critical energy sector technical issues (Theme 2), improved abilities in the area of energy sector operations and management (Theme 3) and regional energy market development issues for cooperation and increased security (Theme 4). As noted in the previous sections, certain courses and programs are designed for different levels in order to maximize the capacity of the individual trainees to retain the information and benefit from participating in any program.

The following are the recommended courses to be delivered to specific target groups within the Ministry and the broader energy stakeholder community, listed by Theme Area:

#### **Theme Area 1 - Policy and Analysis Themes**

##### **Skills Development in Policy Making and Analysis**

1. Enhancing Energy Sector Policy and Strategy Design Process
2. Energy Statistics & Balances
3. Energy Sector Governance and Regulatory Issues and Options
4. Financial Management of the Energy Sector in Georgia
5. Collection Methods and Effective Utilization of Energy Statistics in the Decision Making Processes (including IT-based technologies)
6. Best Practices in Energy System Reliability Concepts and Standards, Performance Benchmarking, and Quality of Supply and Service

## **Theme Area 2 - Technical Themes**

### **Knowledge Enhancement in Energy Sector Technical Issues**

1. Coal Exploration Sector: Organizational Structure and Activities, Introduction of New Technologies, and Coal Utilization – International Case Studies
2. Hydropower Facility Construction, Operations, and Monitoring Standards
3. International Standards for Energy Sector Related Safety Procedures, Accident Prevention and Disaster Management (Generation and/or Distribution Utilities)
4. Oil and Gas Sector Exploration, Operations and Management

## **Theme Area 3 - Management and Human Resource Development**

### **Improved Abilities in Energy Sector Operations and Management (Management and Human Resource Development Themes)**

1. Program Management: Planning Monitoring and Control
2. Change Management in Power Sector
3. Customer Satisfaction, Communications and Outreach
4. Best Practices in Personnel Management and Employee Productivity Enhancement
5. Development of Individual and Team Based Communication Skills, Design and Conducting of Presentations
6. Effective Utilization of MS Office Suite Software

## **Theme Area 4 - International Best Practices Cross Cutting All Themes**

### **Regional Energy Market Development, Cooperation, and Security (International Best Practices, Cross Cutting All Themes)**

1. Enhancing Regional Energy Cooperation and Development
2. Comparing the Similarities and Differences of Regional Regulatory and Legal Foundations – Lessons to be Learned

## **4.2 Course Descriptions for Phase II Training Needs Assessment**

The detailed descriptions of the training activities are provided in [Appendix V](#): Detailed Training Descriptions.

## **4.3 Additional Training for Ministry of Energy Personnel**

In addition to the courses and programs outlined above, it is also recommended that USAID consider providing training assistance funds to respond to timely and critical training needs which may arise from time to time throughout the Phase II implementation. The types of training to be supported can be categorized in the following general areas:

1. Support for Critical Training for Managerial Level/Policy Setting Level Leadership Personnel

2. On-the-Job Training (OJT) Provided by Local Short-term Experts and Expatriate Personnel
3. Support for Ministry Participation in Training Activities Conducted by, or in Conjunction with, Other Stakeholders
4. Support for Ministry Participation in Training Programs which will have Longer Term Impact to Enhance the Institutional Capacity of the Ministry

**Support for Critical Training for Managerial/Policy Setting Level, Leadership Level Personnel**

It is recommended that some training funds be made available to support the Ministry of Energy's senior level and leadership personnel. As can be seen from the Gap Analysis and the course descriptions a majority of the training programs to be implemented will be conducted at either the advanced level or basic beginners level. This does not mean, however, that the Managerial Level/Policy Setting (Category 5) and leadership levels can be ignored. Rather, this level of personnel typically receives the best training through attendance at world and regional forums and at courses which are designed specifically for the capacity building, exposure, and retention abilities for individuals of their level. Typically, this level of personnel cannot spend long periods of time away from their Ministries, and can afford to attend even week-long courses for just one-or-two days at most. Exposing these individuals to new trends in finance, privatization, regulation, regional integration and other critical policy-level forums, conferences, workshops and training programs is often imperative to encouraging confidence in proper decision-making. Previous activities of this type have been supported through the Advisory Services to the Ministry of Energy Program and have resulted in both the institutional strengthening of the Ministry personnel as well as a great deal of good will. It is recommended that a percentage of funds for this additional type of training be made available to fund Managerial/Policy Setting Level and Leadership personnel to attend up to 8 specific and relevant training programs world wide.

**OJT Provided by Local Short-term Experts and Expatriate Personnel**

There is a significant amount of on-the-job training (OJT) which is being performed by the CORE Team in a more unofficial manner, and often on a daily basis. The CORE team is in place to assist in the strengthening of Ministry personnel in order for them to eventually perform their functions "solo", without outside assistance. CORE has provided OJT throughout the program's first year in many areas such as assistance to the public relations department in the development of press releases and information campaigns, assistance to many personnel in data analysis, and in many other areas. In the Phase II implementation, it is recommended that OJT support continue through the Phase II Implementation and, on a case-by-case basis, with outside local and expatriate personnel.

One immediate need already identified relates to making the Ministry's Management Information System fully operational. In the framework of implementing the Advisory Assistance to the Ministry of Energy program component related to the MIS system, a local subcontractor was engaged to assist in the creation of a Ministry of Energy Database and MIS system. The MIS system includes an internal document circulation system. Training needs to be provided to every member of the Ministry's personnel who will be using the system and this training should be tailored directly to each individuals' job responsibility. In addition, the overall Energy Database and MIS system requires maintenance. Training to personnel within the Ministry which will allow the Ministry to run solo with this system, is recommended to be continued

throughout the Phase II implementation. It is recommended that some funds be made available for OJT training to be conducted by local short term experts and expatriate personnel to respond to specific needs for OJT requirements during the Phase II Implementation.

#### **Training Activities Conducted by, or in Conjunction with, Other Stakeholders**

An important component of the training programs recommended during the Phase II TNA is the inclusion of other stakeholders and energy sector participants such as parliamentarians and representatives from organizations such as GSE, UEDC, etc. At the same time, opportunities arise to share the costs of training with other stakeholders in both the course development as well as delivery of the training. One recent example is an idea to provide a training program in energy sector issues to media representatives in order to increase their understanding of the difficulties, needs, and responsibilities of the various sector participants such as the Ministry, Telasi, UEDC, etc. While this program is hold for the moment, it is believed that other opportunities of this kind will arise in the future and through funds available through this type of activity, the Advisory Services to the Ministry of Energy Program could capitalize on opportunities to leverage funding. In some cases, additional funding is not required, as in the case of a planned activity for the CORE Team to provide training on the power dispatch simulation model created by the CORE Georgia Team in conjunction with the GSE. It is recommended that some funds be made available to conduct trainings in conjunction with other stakeholders and sector participants when additional funding is required.

#### **Participation in Training Programs which will have Longer Term Impact to Enhance the Institutional Capacity of the Ministry**

The Advisory Services to the Ministry of Energy Program is designed to assist in the strengthening of the internal capacity of the MOE. For purposes of longer term stability, the participation in targeted training programs geared specifically to strengthen the institutional capacity of mid-to-upper level managers and decision makers being groomed to serve as future leaders within the Ministry is both wise and necessary. At present, there is, as an example, an urgent request by the Ministry to provide a small amount of funding for up to three Ministry lawyers to attend a six-month post-graduate “Certificate in Law” program conducted at the Georgian Institute of Public Affairs (GIPA). The Course is in English with western-trained faculty. The subject matter of the program includes International Business Transactions; EU Law; Human Rights Law; and Law of Local Governance in Democratic Societies, all subject matter areas which the Ministry should have the internal knowledge, skills and abilities to address through both policy making and legislative actions. It is recommended that training funds for this type of training be made available to the Ministry and that urgent approval for the participation of these key personnel to attend this program be approved by USAID through the existing resources in the Program.

#### **4.5 Next Steps**

The next steps following the completion of this Phase II TNA include:

1. Development of a Master Training Plan for the Ministry of Energy which will prioritize the identified training courses and programs;
2. Based on the Master Training Plan, develop an implementation plan which identifies those courses which can be conducted through (i) the remaining funds in CORE’s training budget; (ii) other USAID training resources such as World Learning; and (iii) additional funds provided to the Ministry;

3. Development of a timetable for the delivery of the training to be provided by CORE;
4. Implementation of the CORE training programs within the timeline designated in a Master Training Plan

# APPENDIX I – Survey Instrument

## TRAINING NEEDS SURVEY

Name: \_\_\_\_\_

**EMPLOYMENT RECORD:** Give the last three positions held starting with your current position.

Position	Department/Employer	Employment From	Dates To
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**EDUCATION:**

Institution	Degree	Major Subjects	Date Awarde d
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**OTHER TRAINING:** List technical courses, seminars or workshops beginning with those most relevant to your current position. Provide the year and duration of each course.

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The following section asks you to rate yourself in a variety of different areas. The idea is to get an understanding of your level of training, what training you may need and areas where you may be able to train others. Circle your answer.

**1. Which answer best describes your experience in conducting technical energy analyses.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**2. Which answer best describes your experience in conducting statistical and policy analyses in energy.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**3. Which answer best describes your experience in development of complex written documentation involving thorough analyses and recommendations.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**4. Which answer best describes your experience in formulating policy and assessing resource issues on new and/or current programs.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**5. Which answer best describes your experience in analyzing, evaluating and/or preparing reports which summarize the progress and results of projects and/or programs.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**6. Which answer best describes your experience in developing studies which characterize energy supply and demand and business trends in various sectors, e.g., commercial, industrial, manufacturing.**

1. I have not had experience, education, or training in this area.
2. I have completed formal education or training, but have not performed this task on the job.
3. I have performed this function, but under close supervision by supervisor, manager or senior employee.
4. I have performed this function as a regular part of my job, independently and usually with little supervision.
5. This function has been a core responsibility of my job. Management has used my information as input as important part of an organization's decision-making process.

6. Not applicable

**7. Do you have analytical skills to evaluate complex energy programs and issues?**

Yes No

**8. Do you have a good understanding of how the energy sector works in Georgia?**

Yes No

**9. Do you have a good understanding of how the energy sector works in other countries?**

Yes No

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This section asks you to rate yourself in a variety of other areas. Please put the number of your rating in the box to the right of the skill area.

Skill Area: Use the rating scale on the right for each skill area.

- EXISTING ABILITY**
1. Able to train others
  2. Expert
  3. Intermediate understanding
  4. Beginner – basics
  5. No training

- TRAINING REQUIRED**
1. Not needed to perform
  2. Basic Level
  3. Intermediate Level
  4. Advanced Level
  5. Managerial Level

Energy Sector Restructuring  
Energy Sector Regulation  
Energy Sector Policy & Planning  
Energy Economics  
Finance & Financial Analysis  
Electricity Systems Planning  
Load Forecasting  
Energy or Financial Modeling  
Statistics – Data gathering and Analysis  
Utility Operations  
Oil & Gas Exploration & Development  
Pipeline Operations  
Environmental Impact Assessment  
Energy Efficiency  
Renewable Energy  
Coal

**MANAGEMENT SKILLS**

Accounting  
Strategic Planning  
Finance

**GENERAL SKILLS**

Word processing  
Spreadsheets  
Database  
Internet Search  
Technical Writing

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Please describe your position; what do you do. What skills are required, what knowledge of the industry is required.

What professional courses do you feel you need to better perform your job that are not listed above?

## APPENDIX II – Ministry of Energy Charter

### Order #49 of the Government of Georgia

March 17, 2005 Tbilisi

#### On Approving the Charter of the Ministry of Energy of Georgia

In accordance with the 1<sup>st</sup> Clause of the Article 17 of the Law of Georgia on “Rule of Activity, and Authority, and Structure of the Georgian Government”:

1. Attached Charter of the Ministry of Energy shall be approved.
2. Order #36 of the Georgian Government dated by May 21, 2004 on “Approving the Charter of the Ministry of Energy Of Georgia” shall be declared null and void.
3. Order shall become effective by publishing.

Prime Minister of Georgia

## **Charter of the Ministry of Energy**

### **Article 1. General Provisions**

1. Ministry of Energy of Georgia (hereinafter referred to as Ministry) is the State institution implementing executive authority and state policy in the Georgian energy sector.
2. Ministry has been created in accordance with the Law of Georgia on “The Structure of the Government of Georgia”.
3. Ministry’s activities shall be governed by the Georgian Constitution, International Agreements, and other Standard Acts and this Charter.
4. Ministry’s goals, authority and structure shall be determined by acting Legislation and this Charter.
5. Ministry with its entire system shall ensure implementation of the State policy in the energy sector, State control and employment supervision.
6. Ministry shall report to the Government according to the Rules established by the Legislation.
7. Central Staff of the Ministry and the subordinated departments and legal persons of Public Law create the entire system.
8. Ministry is the budget organization and is financed from the state Budget.
9. Ministry has a completed balance and account in the treasury, list of costs, seal with the expression of State Herald Sign of Georgia and mark of its name.
10. The address of the Ministry’s official web page is: [www.minenergy.gov.ge](http://www.minenergy.gov.ge)
11. Legal Address of the Ministry is: 10 Lermontov, Tbilisi, Georgia.

### **Article 2. Sphere of Activity and Objectives of the Ministry**

Ministry’s Sphere of Activity and Objectives are:

- a) Elaboration and coordination of the implementation, after approving by established Rules, of the main State directions to ensure effective functioning and development of the energy sector;
- b) Perfection of the sector structure in accordance with the acting legislation, its sustainable functioning and implementation of the energy efficiency program;
- c) Participation in elaboration of the State policy of energy sector priority financing, supervision of the policy implementation within the scope of its competence;
- d) Promotion of financial- and budgetary policy implementation in the energy sector in accordance with the country’s economic policy and under the Acting Legislation;
- e) Elaboration of restructuring and reform policy taking into consideration the energy sector peculiarities; participation in elaborating the energy sector privatization policy, within the scope of its competence, with the aim of optimal implementation and elaboration of the united privatization plan;
- f) Promotion of short, medium and long-term investments aimed at sector rehabilitation and developments in accordance with the Acting Legislation;
- g) Elaboration and Coordination of the implementation of the organizational measures required for industrial and economic security of the energy complex;
- h) Elaboration of the country’s energy security policy and its implementation according to the established rules.

### **Article 3. Functions of the Ministry**

Main functions of the Ministry are:

- a) Definition of the main priorities and directions, development conceptions of the separate areas and the entire technical-economic complex of the energy sector, elaboration of the short, medium, and long-term programs and facilitating their implementation;
- b) Promotion of implementation of the energy sector restructuring and main economic reforms, and accordingly, development of the competition on Georgian energy resource market; participation, within its competence, in the defining of the list of the facilities for privatization and elaborating the energy sector privatization plan;
- c) Promotion of foreign and local investors to ensure short, medium and long term investments in the energy sector; elaboration of the recommendation and main directions for using investments;
- d) elaboration of State emergency energy strategy, monitoring of the main parameters of the energy system;
- e) Monitoring of the internal market of energy resources for achieving density and stability of the market;
- f) Participation in the development of the energy sector designing and constructing provision within its competence and in accordance with the Acting Legislation;
- g) Control of safe operation, organization and implementation of the State energy supervision and management of the quality determined by Standard Acts of the Legislation, in coordination with the Georgian Standards Department, of the legal persons consuming, exporting/importing, supplying, distributing, transmitting generating electricity production on the territory of Georgia.
- h) Definition of the directions of renewable energy utilization and promotion of the sector developments;
- i) Perfection of the legislative base appropriate for energy sector functioning and development;
- j) Monitoring of the financial conditions and budget relations of the state agencies and legal persons of the Public law subordinate to the Ministry's governance and promotion of the adequate economic policy implementation on the energy sector;
- k) promotion of the export and import related relations and establishing of the relationship between the local and foreign energy companies;
- l) Establishment of external relations in the energy sector within the scope of its competence; expand the relations with the international financial institutions, Government and non-government agencies and private investors;
- m) general coordination and elaboration of the programs in relation with the scientific-research and pilot-construction works of particular importance in for the energy sector;
- n) Definition of the human resource policy within its competence and promotion of its implementation;
- o) Promotion sustainable development and function of the energy resource producing sectors in accordance with the acting Legislation;
- p) elaboration of the proposals regarding the policy and the strategy of the development of energy resource producing industries in the country; preparation of the appropriate projects and coordination of the implementation decisions in accordance with the established rules;
- q) Methodology recommendations of the energy resources producing sectors, elaboration of technical exploitation rules and other standard documents in accordance with the Acting Legislation;

## **Article 4. Rights and Obligation of the Ministry**

To ensure implementation of the uniform State policy in the energy sector the Ministry of Energy has the right to:

- a) Participate in elaboration of the draft laws, social and economic policy of the country within the scope of its competence;
- b) Study, within its competence, the implementation of approved programs, plans and projects aiming at the development of the different spheres of energy; accept and review the implementation reports in this regard; elaborate recommendation proposals for improving the activities of the energy sector enterprises and institutions; and implement their fulfillment monitoring;
- c) Under the scope of the projections made under the acting Legislation, issue permissions for locating oil processing facilities, as well as electricity generation and electricity transit or natural gas transportation facilities in the energy system; define main principles of using fuel and energy;
- d) Promote, according to the established rule, applying of different forms of financing scientific – research and pilot-construction works of high importance in the energy sector (grants, funds, etc.)
- e) Request from all state institutions, legal persons of public and private laws documentary and other materials needed for implementation granted authority fully;
- f) Establish relations in accordance with the rules with the international Institutions and legal and physical persons, conclude agreements within the scope of the granted authority and competence ;
- g) Prepare conclusions and suggestions regarding different Standard Acts related to the energy sector;
- h) Conduct human resource policy, promote creation of the system for staff selection, preparation, qualification upgrading in the energy sector;
- i) Request financing from the Budget for implementing the projects of significant importance for the development and normal functioning of the energy sector;
- j) Implement other responsibilities defined by legislation.

## **Article 5. Management of the Ministry**

1. Ministry is managed by the Minister
2. Minister, after the President's approval, is appointed by the Prime Minister. Minister is released from the position by the Prime Minister.
3. Minister shall:
  - a) ensure fulfillment of the goals of the Ministry, coordinates the activities of the state subdivisions and legal persons of the Public law within the Ministry's system, regulates the issues related to the Ministry management;
  - b) take responsibility for fulfillment of the Georgian constitution, International Agreements, Law, Orders and decrees of the President of Georgia, Government Resolutions and Decrees;

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- c) supervise fulfillment of the obligations of the Ministry's structural sub-division and state and institutions and legal persons of the Public Law under the Ministry's management, implements supervision of activities and decisions of the Ministry's public servants;
- d) appoint and dismiss public servants in the Ministry, envisaged by the List of Staff, as well as the Managers of Legal Persons of the Public Law under the Ministry according to the Georgian Legislation; submit to the Prime Minister the candidates for appointing at the management positions in the State organizations subordinate to the Ministry;
- e) appoint and dismiss the deputies managers of the suborbital agency by recommendation of the managers of the agencies;
- f) submit the proposal of the Ministry's annual budget revenues and expenditures to the prime Minister and if necessary proposal on the supplementary budget, make decisions about target used of the budgetary resources and take responsibility for targeted and accurate fulfillment the budget;
- g) in accordance with the State Budget, approve the list of expenses of the subordinated State institutions, implement supervision of its fulfillment and, if needed, give instructions on use of budget allocations;
- h) determine the structure of the State institutions subordinated to the Ministry and the rule of their records maintenance, other than the cases determined by the legal documents superior to the Minister's Order;
- i) submit the Statement of Work to the prime Minister;
- j) Participate in the Government Sessions;
- k) represent the interests of the Ministry in the relations with the legal and physical persons; sign agreements, contracts;
- l) personally take responsibility before the Georgian Government for meeting the obligations and objectives assumed;
- m) monitor legality and reasonability of the activities of structural sub-divisions of the Ministry, also, implement the decisions of the Ministry's public employees and supervision of their activity according tot the rule established by Law; implement State control over the Legal Persons of the Public Law. Minister has the right to assign the First Deputy Minister to supervise the activities of the Ministry officials;
- n) terminate the validity of the Acts of First Deputy, Deputies, manager of the Ministry sub-divisions and legal persons of the Public Law, which do not comply with the Georgian Constitution, Orders of the President and Government Resolutions and Decrees, as well as the Minister's Orders;
- o) Minister is authorized to terminate the validity of the Acts of managers listed in the Clause N due to their unreasonability;
- p) Present distinguished employees for granting awards and honorary titles in accordance with the rule established by Legislation;
- q) issue orders and supervise their fulfillment within his competence and in accordance with the rule established by legislation;
- r) approve the Charters of the institutions subordinated to the Ministry according to the established rules, the charters are registered in the special Register of the Government of Georgia, also, Charters of the Legal Persons of the Public Law, except of the cases when they are defined by the legal documents superior to the Minister's order;
- s) approve the Charters of the Ministry sub-divisions;
- t) settle the legal disputes in the Ministry sub-divisions, and the institutions and legal persons under the Ministry management;
- u) take responsibility for protection and use of State property, organize the activity in accordance with the established rules;

- v) fulfill the assignments given to him, by the president's Orders and Decrees, Government resolutions and Orders, Legislation and other
- 4. Minister's authority shall be terminated by the Rule established by the legislation.
- 5. Minister shall have four Deputies, including on First Deputy, which, presented by the Minister, are appointed by and dismissed by the Prime Minister in coordination with the President.
- 6. In the absence of the Minister his responsibilities are taken by the First Deputy Minister.
- 7. Responsibilities between the First Deputy Minister and the Deputy Ministers shall be distributed by the Minister's Order. One of the Deputies shall undertake the functions of the Parliamentary Secretary of according to the Minister's Order.

## **Article 6. Ministry Councils**

- 1. Minister has the right to establish commissions and councils with the advisory authority in the sphere of his management and define their obligations and rule of activity.
- 2. Councils shall be created for working on different issues within the scope of the Ministry's competence. The main objectives as well as the rules of preparing its conclusions and proposals shall be determined by the Minister during establishment of a council.
- 3. Council shall be created by the Minister's Order defining its goals, Chairman, (Vice-Chairman, if necessary) and the members, terms of fulfillment the goals, and servicing structural sub-division.
- 4. The State organization employee by consent of this organization's manager can be appointed as the member of the council. The persons, who are not employed by the State organizations, can be involved in its activity by their consent.
- 5. The activities of the council and protocols of its meetings shall be provided by the Ministry's structural sub-division servicing to the council.
- 6. Council shall be authorized to request the documentation needed for fulfillment of its goals.
- 7. Chairman of the council shall report to the Minister.

## **Article 7. Structure of the Ministry and Main Functions of Structural Sub-divisions**

### **1) Structural Subdivisions of the Ministry are:**

- a) Administrative Department;
- b) Energy Policy and International Relations Department;
- c) Energy System Coordination and Monitoring Department;
- d) Economic Department;
- e) Legal Department;

### **2) "Energy Supervision and Fuel Quality Control Department" is the State Institution subordinated to the Ministry.**

### **3) "Energogeneratsia" is the Legal Person of the Public Law in the Ministry system.**

### **4) Main functions of the Administrative Department are as follows:**

- a) Introduction and analyses of the uniform informational base of the energy sector;
- b) Creation of material and technical conditions necessary for the central office to carry out its functions; organization of construction and repair in compliance with the rules stipulated by the legislation; also organization of the State procurements for the requirements of the ministry's Central Office;
- c) Promoting relations with the mass media, NGOs and other public organizations on behalf of the Ministry;
- d) Preparation of orders regarding appointment and dismissal of the Ministry's personnel and employees, within his/her scope of competence;
- e) Preparation of personal files, labor history records and books of the Ministry's personnel, within his/her scope of competence;
- f) Organization of professional training for the personnel; job posting and competition for jobs; targeted usage of employee reserves; control over the discipline and internships;
- g) Ensuring control of the implementation of the Ministry assignments
- h) Creation and constant upgrading of the information data base; proper operation and development of the internal computer network; placement of legal acts and various necessary information in the computer network;
- i) development and constant upgrade of the Ministry's web-page; placement of the Ministry's standard acts, records, annual reports, statistical, economic and technical data and the Ministry's public information on the webpage.
- j) Confidential records maintenance, ensuring compliance with the confidentiality requirements of the Acting Legislation;
- k) Coordination and organization of reception hours for citizens;
- l) Organization of the records maintenance of the Ministry Structural Sub-divisions;
- m) Ensuring coordination of the structural divisions activities with by the Minister;
- n) Ministers personal organizational, informational-analytical services, organization of 24-hour shift;
- o) If necessary, ensuring execution of the protocols of the meetings held in the Ministry;
- p) Fulfillment of other assignments given by the Minister and the Deputy Ministers.

**5) Functions of the Energy Policy and International Relations Department are as follows:**

- i. development of uniform policy and strategy in the energy complex and promotion of its implementation;
- ii. development of short term, medium and long term programs; development of the country's energy security policy and promotion of its implementation;
- iii. definition of directions for the utilization of the renewable sources of energy; development of the uniform State policy and strategy in this regard;
- iv. participation in elaboration of the energy sector privatization plans, within the Ministry's competence, and preparation of the list of the facilities for privatization
- v. Participation in energy efficiency and energy saving, as well as environmental policy development in energy sector and promotion of their implementation within the scope of its competence;
- vi. coordination of sector and inter-sector scientific research and testing/construction projects;
- vii. preparation of relevant documents needed to issue permissions and conclusions regarding the proposed location of the energy sector facilities to be constructed;
- viii. development and coordination of international relations;
- ix. coordination of planned activity and programs targeted to integrate the country into the Euro-Atlantic structures (within the Ministry's sphere of competence);
- x. coordination of work of international donor organizations within current and planned projects and relations with international investors (within its sphere of competence), development of attractive projects for promoting investments in the energy sector and presentation of these projects at international forums;
- xi. development of the current and future prospects for transportation and transit of energy resources (within its sphere of competence);
- xii. fulfillment of other assignments given by the Minister and Deputy Ministers

**6) Functions of the Energy System Coordination and Monitoring Department are as follows:**

- a) coordination and cooperation with the organizations operating within the energy sector; monitoring over the technical condition of equipment belonging to power generation, transmission/dispatch, distribution enterprises and production enterprises (coal, crude oil, natural gas etc.);
- b) supervision over safe utilization of electric equipment and devices (within its competence);
- c) development of proposals regarding energy sector management, improvement of technological processes, reduction of energy and thermal losses; development of projects targeted to modernize technical and technological processes; preparation of programs and technical data for rehabilitation of generation, transmission and distribution facilities;
- d) development of energy balances; forecast of the country's increased demand for energy resources, taking into consideration the household basket and national economic parameters;
- e) monitoring over their implementation in order to guarantee reliable operation of the Georgian electric system and energy distribution companies.
- f) monitoring over production and sale of energy resources, also import/export volumes of energy resources;
- g) preparation of the proposals and recommendations on efficient utilization parameters of fuel resources and their effectiveness.
- h) forecast of energy resource volumes and analysis of current expenditure;

- i) elaboration of methodological recommendations technical maintenance rules and other Standard Acts on energy producing spheres within the scope of its competence and in accordance with the Acting Legislation
- j) fulfillment of other assignments given by the Minister and Deputy Ministers

**7) Main functions of the Economic Department are as follows:**

- a) promotion of competition in the Georgian energy resources market within the scope of its competences and in compliance with the implementation of the energy sector restructuring and main economic reforms;
- b) participation in the elaboration of the State and Budget financing policy in the energy sector and promotion of its implementation;
- c) participation, within its competence, in the negotiations with the donors and investors and financial monitoring of contract implementation;
- d) within its competence, implementation and monitoring of the procurements made by funds allocated for the energy sector rehabilitation;
- e) organization of budget processes; determination of budget parameters according to the main directions; development of the draft budget for the whole Ministry;
  - f) preparing and analyzing financial and accounting accounts and statements; elaboration of financing plans and spending limits; preparation of proposals and conclusions on tax, budget, and financial policy
  - g) elaboration of the draft budget for the Ministry Staff;
  - h) development of the state indicative programs and forecast plans in the energy sector;
  - i) monitoring and preparing information reflecting the State budget relations and financial statuses of the Ministry subordinated institutions as well as the Legal persons of the public law under the Ministry governance;
  - j) fulfillment of other assignments given by the Minister and Deputy Ministers

**8) Main functions of the Legal Department are as follows:**

- i) elaboration of the legal bases for the functioning, restructuring and developing the energy sector;
- ii) coordination of legal relations with the Parliament, President's Administration and other State organizations;
- iii) conducting negotiations with investors and donors organizations, preparation and examination of draft agreements and monitoring of the implementation of the concluded agreements;
- iv) coordination of the activities of the legal departments of the organizations subordinate to the Ministry;

- v) implementation of the legal relations with the foreign countries, international financial institutions and private investors; in accordance with the Acting Legislation
- vi) ensuring representation of the Ministry at Court and Arbitrage in accordance with the rules established by Acting Legislation;
- vii) perpetration of draft legal documents and ensuring their compliance with the Acting Legislation;
- viii) fulfillment of other assignments given by the Minister and Deputy Ministers.

## **Article 8. Symbols of the Ministry**

1. Ministry has a round, 50 mm diameters seal with the State Emblem in the center. "The Ministry of Energy of Georgia" is written in Georgian and English languages around the center.
2. Ministry shall use the State Flag and emblem in accordance with the Acting Legislation.
3. Ministry may have its emblem, which will be registered according to the Acting Legislation.
4. Ministry emblem can be used in visit cards, other printing publications and Ministry's souvenirs.

## **Order #86 of the Government of Georgia**

**May 8, 2005 Tbilisi**

On “Making Changes and Amendments to the Order #49 of March 17, 2007 on “Approving the Charter of the Ministry of Energy of Georgia””

The following changes and amendments shall be made to the Charter of the Ministry of Energy approved by Order #49 of March 17, 2007 on “Approving the Charter of the Ministry of Energy of Georgia” in accordance with the 1<sup>st</sup> Clause of the Article 17 of the Law of Georgia on “Rule of Activity, and Authority, and Structure of the Georgian Government”:

1. Clause 7 of the Article 1 shall read as follows:

“7. Central Office of the Ministry and the legal Person of Public Law subordinated to its State control shall create the united system together with the Ministry”

2. Article 3:

a) Sub-clause “G” shall be deemed null and void;

b) Sub-clause “H” shall read as follows:

“H) Shall facilitate energy efficiency measures of enhanced development of energy resources and renewable (alternative) energy sources, related to increasing production effectiveness;

c) Sub-clause “J” shall read as follows:

“J) Shall monitor financial status and State budget relations of the legal Person of Public law subordinated to the Ministry’s control and facilitating implementation of adequate economic policy in the energy sector;”;

d) Sub-clause “R” with the following content shall be added to the Article 7:

“R) Shall define the strategy of ensuring energy sector security, elaborate recommendations, also investigate the reasons of accidents and technical disorders and prepare appropriate conclusions”

3. To Article 5, Clause 3:

a) Sub-clause “A” shall read as follows:

“a) Shall ensure fulfillment of the Ministry’s goals, coordinate control of the activities of the Legal Person of Public Law subordinate to the Ministry’s control, regulate the issues related to the sphere of Ministry’s management;”;

b) Sub-clause “C” shall read as follows:

“c) Shall supervise implementation of the obligations of the Legal Person of Public Law subordinate to the Ministry’s control, conducts supervision of the activities and decisions taken by public employees of the Ministry;”;

c) Sub-clause "D" shall read as follows:

"d) Within its competence shall appoint and dismiss public servants in the Ministry, envisaged by the List of Staff, as well as the Managers of Legal Persons of the Public Law under the Ministry's control according to the Georgian Legislation;

d) Sub-clauses "E", "G" and "H" shall be deemed null and void;

e) Sub-clause "M" shall read as follows:

"n) Shall supervise legal compliance and rationality of the activities of the Ministry's structural Divisions, also, implements supervision of the decisions and activities of public employees of the Ministry according to the rule established by law, conducts State control over the Person of Public law within the system of the Ministry. Minister has the right to assign his First Deputy to supervise the activities of public employees of the Ministry;"

f) Sub-clause "N" shall read as follows:

"o) Minister shall cancel the Acts of the first Deputy, Deputies, Managers of Structural Divisions and Legal persons of public Law under the Ministry if they do not conform with the Georgian Constitution, Laws of Georgia, Decrees and Orders of the president of Georgia, Government Resolutions and Orders, as well as Minister's Orders;"

g) Sub-clause "R" shall read as follows:

"r) Shall determine according to the Legislation the Charter of the Legal Person of Public Law subordinated to the Ministry's control, except when it is determined by the legal Document superior to the minister's order;"

h) Sub-clause "T" shall read as follows:

"t) Shall settle the legal disputes between the Ministry's Structural Divisions, also, between Structural Divisions and Legal Persons of Public law".

4. To Article 7:

a) Sub-clause "f" with the following content shall be added to he clause 1:

"f) General inspection";

b) Clause 2 shall be deemed null and void;

c) sub-clause b" of Clause 6 shall be deemed null and void;

d) Sub-clause "I" of Clause 7 shall read as follows:

"i) Shall monitor financial status and State budget relations of the Legal Person of Public Law subordinated to the Ministry's control and prepare periodic (annual, quarterly) information on this issue;"

e) Sub-clause "D" of Clause 8 shall read as follows:

"d) Shall coordinate the work the legal Person of Public Law subordinated to the Ministry's control;"

f) Clause 9 with the following content shall be added to the Article:

"9. Main functions of the General Inspection are:

a) Control of the discipline and legal compliance of the work of the public employees of Legal Person of Public law subordinated to the Ministry's control;

- b) Investigation of the mistakes and deviations made by the employees of the Legal Persons of Public Law subordinate to the Ministry and Ministry's control during implementation of their work responsibilities and authorities; and preparation of the appropriate conclusion;
  - c) Control of legal compliance of spending and distributing, target management and rational use of the resources reflected in the Ministry's allocations; complex and thematic inspection of the financial-economic activities of the Legal Law of Public Person subject to the Ministry's control;
  - d) Preparation of the recommendations for detecting and preventing the reasons facilitating facts of violating the law by the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control.
  - e) Detection of the facts of incompliance of the interests of the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control and preparation of the proposals for their eliminations.
  - f) Control on ensuring publicity and transparency of the activity of the Legal Persons of Public Law subordinate to the Ministry's control;
  - g) Investigating, analyzing and preparing appropriate conclusions of the accidents and other technical disorders (including metering points at the wholesale electricity level);
  - h) Detecting technical disorders and preparing appropriate conclusions by the Minister's assignment, submitting to the Minister and in emergency conditions preparing the recommendation to prevent the accident.
  - i) Fulfillment of other assignments of the Minister and Deputy ministers."
5. The order shall become effective by publishing

Prime Minister

Zurab Noghaideli

## **Ministry of Energy of Georgia**

### **ORDER N32**

30 May 2005

Tbilisi

**On abolishing Order N 32, dated November 10, 2004 of the Minister of Energy “On Approving the Charter of Structural Departments of the Ministry of Energy” and making changes and amendments to the Order #19 on “On Approving the Charter of Structural Departments of the Ministry of Energy” issued by the Minister of Energy on April 4, 2005**

In compliance with Article 18.2 of the Georgian Law on the Structure, Authority and Activity of the Georgian Government and Article 5.3 (t) of Resolution N 49, dated March 17, 2005 of the Georgian Government “On approval of the Ministry of Energy’s Charter”,

#### **I ORDER:**

Order N 32, dated November 10, 2004 of the Minister of Energy “On Approving the Charter of Structural Departments of the Ministry of Energy” shall be deemed void and making the following changes to the Order #19 on “On Approving the Charter of Structural Departments of the Ministry of Energy” issued by the Minister of Energy on April 4, 2005:

1. Sub-clause “F shall be added to the 1<sup>st</sup> Clause of the 1<sup>st</sup> Article:  
“f) General Inspection”
2. Sub-clause “f” with the following content shall be added to the Article 4:  
“f) General Inspection:  
f. a) Department of Internal Audit;  
f. b) Technical Supervision Department.”
3. Sub-clause “A.g.” of the Clause 1 of Article 8 shall be deemed null and void
4. Sub-clause “A.g.” of the Clause 1 of Article 9 shall read as follows:  
“G.b) Elaboration of the proposals on forecast data of financing capital constructions and capital maintenance works, monitoring of the financial conditions of the legal persons subject to the Ministry’s control and preparation of periodic information on these issues”.
5. Sub-clause “B.e” of Article 10 shall read as follows:  
“B.e) Coordination of the work of the LPPL Legal Department subject to the Ministry’s control
6. Article 10<sup>1</sup> with the following content shall be added to the Charter:

#### **Article 10<sup>1</sup>. General Inspection**

1. The following Departments carry out the functions of the General Inspection:
  - a) Department of Internal Audit:
    - A. a) Control of discipline and legal compliance of the employees of the Legal Persons of Public Law subordinate to the Ministry and Ministry’s control;
    - A. b) Investigation of the mistakes and deviations made by the employees of the Legal Persons of Public Law subordinate to the Ministry and Ministry’s control during

implementation of their work responsibilities and authorities; and preparation of the appropriate conclusion;

A. c) Control of legal compliance of spending and distributing, target management and rational use of the resources reflected in the Ministry's allocations; complex and thematic inspection of the financial-economic activities of the Legal Person of Public Law subject to the Ministry's control;

A. d) Preparation of the recommendations for detecting and preventing the reasons facilitating facts of violating the law by the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control.

A. e) Detection of the facts of incompliance of the interests of the Ministry's employees and the employees of the Legal Persons of Public Law subordinate to the Ministry's control and preparation of the proposals for their eliminations.

A. f) Control on ensuring publicity and transparency of the activity of the Legal Persons of Public Law subordinate to the Ministry's control;

B) Department of Technical Supervision:

B. a) Investigating, analyzing and preparing appropriate conclusions of the accidents and other technical disorders (including metering points at the wholesale electricity level);

B. b) According to the Minister's assignment detecting technical disorders and preparing appropriate conclusions, submitting to the Minister and in emergency conditions preparing the recommendation to prevent the accident.

2. General Inspection shall fulfill the main functions envisaged by the 1<sup>st</sup> Clause of this Article on the bases and in accordance of the specific assignment of the Minister.

3. General inspection shall Submit to the Minister written information on each implemented inspection, investigation and their results.

4. One in quarter of each calendar year General inspection shall submit to the Minister the report on fulfilled activities and their results ever

5. The order shall become effective by publishing

N. Gilauri

# APPENDIX III – Charter of the Attestation Commission of Holding Contests and Attestation of the Public Employees of the Central Staff of the Ministry of Energy of Georgia (Order #30)

## **Order # 30 Minister of Energy of Georgia**

13 May, 2005

Tbilisi

### **On the Rule of holding the Contests and Attestation of the Public employees of the Central Staff of the Ministry of Energy, and Approving of the Charter of Attestation Commission**

In accordance with the Law of Georgia on “Public Service” I order:

1. Approve the Charter of the Attestation Commission for holding the contests and settings of the public employees of the central staff of the Ministry of Energy of Georgia
2. Order becomes effective by publishing.

Nick Gilauri

**Charter of the Attestation Commission of holding the Contests and Attestation of the Public Employees of the Central Staff of the Ministry of Energy of Georgia**

**Chapter I General Provisions**

**Article 1. Scope of Application**

1. This Charter is prepared in accordance with the Law of Georgia on “Public Service”
2. This Charter shall be applied to the Central Staff employees of the Ministry of Energy of Georgia

**Chapter II Attestation and Contests commission**

**Article 2. Goals and Functions of the Commission**

1. Goals of the commission are:
  - a) Selection of the candidate for the vacant position through contest;
  - b) Determining the compliance of the employee with the position to be occupied;
  - c) Creating the staff reserve;
  - d) Making decision about promotion of the employee;
2. Functions of the Commission are:
  - a) Conducting the evaluation procedures of the proficiency, skills, qualification, abilities and personal characteristics of the person;
  - b) Presenting the proposal of the candidate appraisal to the persons entitled to appoint the person on the vacant position;

**Article 3. Commission**

1. Attestation Commission (hereinafter referred to as “Commission”) shall define the organizational issues related to holding the contests and attestation, reserve formation. Commission is composed of the Chairman of the Commission, Vice-Chairman, and the members.
2. Chairman shall be appointed by the Head of the Public Unit on the bases of the Minister’s proposal.
3. Chairman of the commission shall define the number and composition of the Commission, shall appoint the Vice-chairman form the members, which shall act as the Chairman in case of the Chairman’s absence, and shall appoint the Secretary of the Commission.
4. Experts can be invited as the members of the Commission as well.

**Article 4. Rule of Appointing the Members of the Commission**

Members of the Commission shall be appointed by the Chairman in accordance with the following rules:

- a) Employees shall appointed based on their desire and professional level;
- b) Invited experts shall be appointed by their agreement.

### **Article 5. Commission Regulations**

1. Chairman of the Commission shall distribute the functions among the Members and defines the working regime
2. Each Member of the Commission has the voting right. meeting of the Commission is authorized is it is attended by more than half of the Members;
3. Decision shall be made through open voting by pure majority of the attending Members. In case of equal distribution of the votes the vote of the Chairman shall be considered;
4. Meeting of the Commission shall be executed by Protocol, which shall be signed by the chairman and members attended. Member of the Commission has the right to attach his/her different opinion to the Protocol that will also be noted in the Protocol.

### **Article 6. Compensation of the Members of the Commission**

Activities of the Members of the commission shall be subject to compensation from the Budget of the Ministry of Energy according to the Rule established by Georgian Legislation

## **Chapter III Contest**

### **Article 7. Announcement of the Contest**

1. Public contest for hiring the employee on the vacant position shall be announced in the official printing organization by the Head on the Unit with the suggestion of the person authorized to appoint on this position.
2. Meeting of the Contest-Attestation Commission shall be convened within three weeks after publishing the announcement;
3. Secretary of the Commission shall ensure solving of all organizational issues including receiving of the candidates' applications and checking the compliance of the documents submitted by them, and presenting these documents to the commission, also publishing of the contest topics in the official printing agency.

### **Article 8. Requirements given to the Public Employee Candidate**

Candidate of the public employee of the Ministry of energy can be any capable citizen of Georgia having reached the age of 21, which has high education and knows State language. Additional qualification requirements shall be determined by the order of the Minister of Energy in compliance with the Law of Georgia on "Public Service".

### **Article 9. Documents for Submission to the Contest**

1. Together with the application the candidate, for participating in the contest, shall present addressed to the Chairman the following documentations:
  - a) Resume (biography data);
  - b) Certificate of education or appropriate qualification;
  - c) Labor history book (if available);
  - d) Two color photos (size 3\*4);
  - e) Form given by the Attestation Commission Secretary (Annex #1)
  - f) Copy of the Identity Card

For submission candidates shall be given minimum two weeks after the day of publication of the vacancy.

**Article 10. Candidate's right to change the contested opening**

During the term of the registration Candidate has the right to withdraw the application or change the vacancy by indicating another vacancy in the appropriate application to be submitted.

**Article 11. Conditions of the Contest**

1. Attestation shall be held in written form. Attestation topics and program shall be defined by the Chairman of the Commission taking into consideration the specifications of the vacant position.
2. Program of attestation issues shall be subject to publication.
3. Contest participating shall be released from contest if he/she has the scientific degree in the referred specialty.
4. To receive a positive evaluation, the participant shall accumulate as many points as required by the Commission (Minimal level).
5. In case of holding the contest only in the form of attestation the winner shall be selected by number of points among the candidates, which passed the minimal level of the points determined by Clause 4 of this Chapter

**Article 13. Interview**

Assessment of the professional skills, abilities and personal characteristics of the candidate in compliance with he given requirements shall be allowed by interview.

**Article 14. Consideration of the candidates by the Commission**

1. Candidates shall not attend the Commission session, which shall review the appraisal issue of the candidates after the tests and the interviews.
2. Commission shall assess compliance of the candidate with the requirements of the vacant position, if necessary, shall considers the opinion of the person authorized to make an appointment of the referred position.

**Article 15. Voting rule and making Decision**

1. Commission shall hold an open vote for making decision.
2. each candidate participating in the contest shall be voted separately
3. Decision shall be made in accordance with the Clauses 3 and 5 of this Article.
4. Candidates, which received equal votes, shall be voted again.
5. In the event of the same result the priority shall be given to the candidate, having the scientific degree or longer experience of working on the similar position. In addition, business reputation of the candidate shall also be considered.
6. Motivated summary shall be written regarding the selected candidate, which shall be signed by the Chairman of the Commission and the members.

#### **Article 16. Result of the Contest**

1. Commission shall either present its candidate for appointing at the vacant position or refuse to present its candidate.
2. Chairman of the Commission or Vice-Chairman in ca of the Chairman's absence, or any other authorized person, through the Secretary shall send a written notice to all candidates on the made decision within 2 days after making decision, and shall inform the person authorized to make an appointment about the Commission's candidature or about refusal on presentation of the candidature.
3. Results of the contest shall be reported to the Minister of energy within a week after holding the contest.
4. Minister of Energy of Georgia, taking into consideration the Commission's conclusion, shall make decision on the appointment or rejection of the candidate for the vacant position.

#### **Article 17. Failure of the Contest**

Contest shall be deemed as failed in case no application for participation is submitted, and if Commission refuses presenting its candidature for the tendered position.

### **Chapter IV. Attestation of Employees**

#### **Article 18. The person subject to attestation shall be tested:**

- a) 3 time a year (attestation period)
- b) employee that was presented for promotion;
- c) person in the reserve
- d) candidate of the public employee's position if the position is tendered.

#### **Article 19. Time of Attestation**

1. Time of holding the attestation shall be defined by the Minister of Energy of Georgia and in coordination with the Chairman of the Commission
2. Person subject to attestation shall be informed about it 2 weeks prior to the attestation.

#### **Article 20. Rule of holding the attestation**

1. Two weeks prior to the attestation immediate supervisor of the public employee shall present the reference letter to the Administrative Department (Annex 2).
2. The employee has the right to get acquainted with the reference letter concerning him/her a week before the attestation.
3. Administrative Department shall prepare the documents required for attestation.
4. Interview shall be attended by Head of the Structural Division of the Central Staff of the Ministry, in which the interviewee works.
5. Attestation shall be held in verbal or/and written form. Minister of Energy of Georgia shall define the attestation topics in accordance with the specifications of the position.
6. In case the public employee does not appear at attestation procedure due to some respected reason the issue shall be postponed for the next session. In case of the

employee's absence without any respected reason the participant shall be appraised negatively by the Commission.

7. When attestation is held through an interview aimed at determining the compliance of the employee with the occupied position Commission shall listen to the employees report on implemented activities, examine his/her knowledge according to the qualification requirements and asks the questions regarding the issues related to his/her work obligations.

#### **Article 21. Employee's Appraisal and Decision-Making**

1. The Rule of voting attestation and making decision shall be determined by the Article 16.
2. Commission shall make one of the following conclusions according to the attestation results:
  - a) Complies with the occupied position and deserves promotion;
  - b) Complies with the occupied position;
  - c) Partly compiles with the occupied position (needs qualifications upgrading);
  - d) Does not comply with the occupied position and should be moved to a lower position;
  - e) Does not comply with the occupied position and should be dismissed.
3. Commission shall prepare a motivate conclusion that shall be included in the protocol of the meeting and signed by the Chairman and the members of the Commission.
4. Employee shall be informed about the attestation results after finishing the voting.
5. Attestation results shall be included in the attestation paper, which will be filled in one copy and, together with the reference letter, attached to the Personal files of the Public employee.

#### **Article 22. Attestation results**

1. Attestation results shall be reported to the Minister of Energy of Georgia within a week after attestation.
2. Minister shall make decision according to the recommendations of the attestation commission bout promotion, granting a special title or dismissal of the employee, moving to another job within a month after holding the attestation in accordance with the rule established by Georgian legislation.

### **Chapter V. Employee Reserve**

#### **Article 23. Goal of the Employee reserve**

The Goal of he Public employees reserve is:

- a) Selection of the candidates for public service;
- b) In the event of successfully passing the tests of the Attestation Commission finding job for public servants;
- c) Finding jobs for the persons dismissed from work.

#### **Article 24. Status of the Employees included in Reserve**

1. Employees included in reserve shall be registered by Contest - Attestation Commission.
2. Legal status of the reserve employees, their rights and obligations shall be determined by Article 113-120 of the Law of Georgia on "Public Service".

**Chapter VI  
Final Provisions**

**Article 25.**

Canceling and making changes and additions to this charter shall be made by the Order of the Minister of Energy of Georgia.

**Description of the education and professional background of the applicant to the employment in the Central Staff of the Ministry of Energy of Georgia**

1. Name \_\_\_\_\_
2. Date of birth \_\_\_\_\_
3. Place of Birth \_\_\_\_\_
4. Marital Status \_\_\_\_\_
5. Education \_\_\_\_\_
6. Address, Telephone, Mobile Phone # \_\_\_\_\_
7. Languages \_\_\_\_\_

Language	Reading	Speaking	Writing

8. Computer Software \_\_\_\_\_

9. Qualification trainings \_\_\_\_\_

10. Scientific Degree, works, publications

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. work Experience

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Signature \_\_\_\_\_

**Annex #2**

**Reference to the Public employee of the Central Staff of the Ministry of Energy of Georgia**

**1. Name** \_\_\_\_\_

**2. Position** \_\_\_\_\_

**3. Functions and duties**

\_\_\_\_\_  
\_\_\_\_\_

**4. List of the issues in solving of which the employees participated**

\_\_\_\_\_  
\_\_\_\_\_

**5. Professional and personal skills**

\_\_\_\_\_  
\_\_\_\_\_

**6. Promotion**

\_\_\_\_\_  
\_\_\_\_\_

**7. Disciplinary Measures**

\_\_\_\_\_  
\_\_\_\_\_

**8. Negative characteristics**

\_\_\_\_\_  
\_\_\_\_\_

**9. Proposals on possible promotion, granting special title to the employee**

\_\_\_\_\_  
\_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Attestation Paper of the Public employee of the Central Staff of the Ministry of Energy of Georgia**

1. name \_\_\_\_\_
2. Position occupied during attestation and the date of appointment on this position  
\_\_\_\_\_
3. Conclusion of the Commission  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. Number of the Commission members attended the meeting \_\_\_\_\_
  - a) for \_\_\_\_\_
  - b) against \_\_\_\_\_
5. Recommendation of the Commission  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
6. Signatures:  
  
Chairman of the Commission \_\_\_\_\_  
  
Members of the Commission  
\_\_\_\_\_  
\_\_\_\_\_
7. Time of Holding the Attestation (year, month and day)  
\_\_\_\_\_

## APPENDIX IV - Gap Analysis Based on Survey Results of Ministry Personnel

### **Background**

The Phase I Training Needs Assessment for the Ministry of Energy of Georgia (May 11, 2005) was conducted under the Advisory Assistance to the Ministry of Energy Program and contained a recommendation that all Ministry personnel participate in a survey as a means for documenting their training requirements. The Phase I TNA included a draft survey instrument which included important elements of an earlier World Learning Energy Sector Organizational Assessment Questionnaire which was well suited for the exercise. Two Senior Level Ministry managers assisted the CORE Team in distributing the survey instrument, explaining its purpose, and providing basic guidelines for completing it. The survey was conducted during the summer of 2005 and returned to the CORE Team for analysis. The survey results form the basis for a number of training program recommendations in the TNA Phase II.

### **Summary of the Survey Instrument**

The survey allowed for the collection of information for use in determining what type of trainings will be the most relevant and useful to Ministry personnel. The survey provides the information necessary for an accurate "gap analysis" which is an analysis of the gap that exists between the types and kinds of skills which personnel are required to have in order to perform their job function versus their current knowledge, skills, and abilities (KSAs). The survey instrument allows for the collection a variety of information on the employees, such as position, education, and previous training. It also seeks to: (1) determine employees' understanding, experience, and knowledge of the energy sector in Georgia (as well as general knowledge of energy sector issues); and (2) document, through self assessment, the employees' existing level of knowledge in specific skill areas.

Through the gap survey, employees are asked to rate their existing capabilities by specifying a level of expertise. These levels are in the range of "level 1" through "level 5", with level 5 reflecting the *least* capability and level 1 reflecting knowledge great enough to train others in that skill or knowledge area. The pairing of numbers to existing ability level is shown below.

#### **Existing Ability**

6. Able to train others
7. Expert
8. Intermediate understanding
9. Beginner – basics
10. No training

The results of this section indicate the abilities a person has in each specific area, whether or not acquired through training and whether or not required for their existing job. This helps in determining several important aspects of a good human resources program. First, it determines

if people have the training they need to perform their job. Second, it determines if they can teach others, an important aspect in creating a sustainable training program. Third, it helps to identify where there are opportunities to move people to different areas or divisions that could better use their skills.

Next, employees are requested to document, on a scale of 1 through 5, their perceived training needs, from 'not needed' (level 1) to 'needed at the managerial/policy setting level' (level 5):

**Training Required**

5. Not needed to perform
6. Basic Level
7. Intermediate Level
8. Advanced Level
5. Managerial Level/Policy Setting

These categories are important because they identify (i) whether or not the person believes training is required; (ii) the extent to which the person believes training is required; and, (iii) the level of instruction at which they would most desire to receive the training. As these are important focus areas for designing training (selecting trainers, venue, materials, delivery method, content and results) we provide a brief discussion of each category below:

**Category 1 Not Needed to Perform Job Function**

No training or skills needed for this person to perform their job.

**Category 2 Basic Level**

They have not had training in this area before and basic skills and awareness are required because the person will not be called upon to perform higher level functions. For example, their job may require that they print spreadsheets and/or enter data. However, they are not required to develop models or make analysis that requires more advanced training and experience.

**Category 3 Intermediate Level**

The employee has basic knowledge. This course level will enable the employee to perform “tasks and use the tools and methodologies of a position.”<sup>2</sup>

**Category 4 Advanced Level**

The employee is called upon to have a thorough understanding of the theoretical underpinning as well as skill in applying the theory to varied and often new situations. Advanced level is characterized by both the breadth and depth of training and experience. Employees having completed the advanced level will have knowledge of Best Practices.

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<sup>2</sup> Georgia Energy Sector Organizational Assessment, World Learning, 2002, pages 6-89.

## **Category 5 Managerial/Policy Setting Level**

The employee is called upon to manage the process or to establish policy. This course prepares the participant to establish broad objectives, delegate tasks, evaluate analyses and make policy recommendations and decisions within the context of sector and international experience and Best Practices.

The respondents were asked to rate, from 1-5, their "existing abilities" against 24 general areas of specialization which are components of the Ministry's Charter and mandate. They were also requested to document whether or not skills or abilities in that area were necessary for their job function and if yes, to rate, using the criteria above, the category level of training that would be most beneficial to them.

### **Summary of the Survey Results**

In the broad context of the overall survey, the Gap Analysis shows that as a total population surveyed, the greatest number of respondents felt that they were trained at the intermediate level (Level 3). Only between 0-13% of those surveyed believed they were able to train another person in their area of expertise (Level 1). In the area of documenting themselves as "Experts" (Level 2), the respondents numbers in the general areas ranged from 0% in areas such as "Pipeline Operations", "Oil and Gas Exploration", and "Coal" to a high of 45% in the general skill area of Internet Searches. In the Level 4 - Beginner Basics category, the respondents' showed a percentage range of 13%-42% depending upon the general area of specialization. The "No Training" category (Level 5) was selected by between 6% and 52% of the respondents, depending on the general area of specialization. Overall, these results show a survey population generally confident in their own area of expertise but weak in (i) inter-organizational knowledge and (ii) high level senior experts capable of training the next generation of specialists.

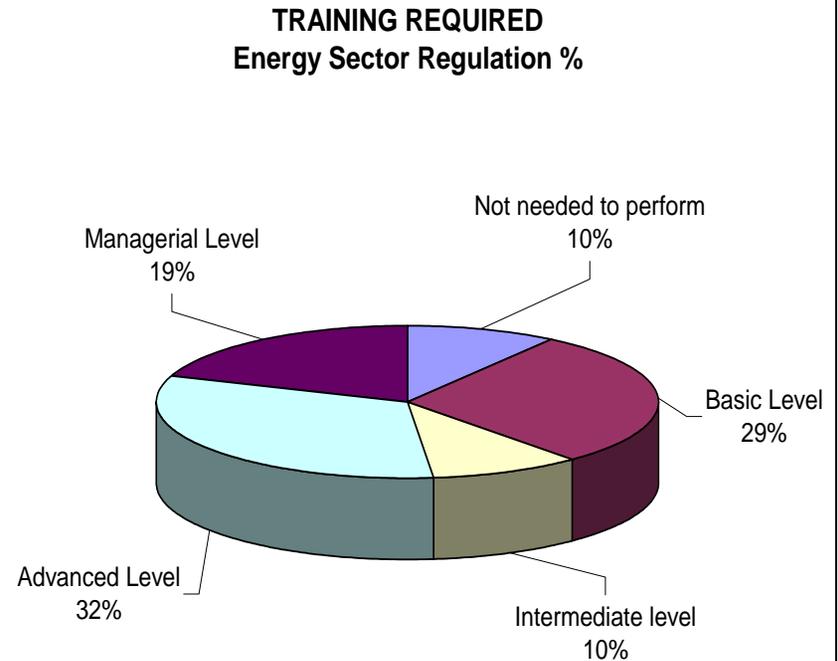
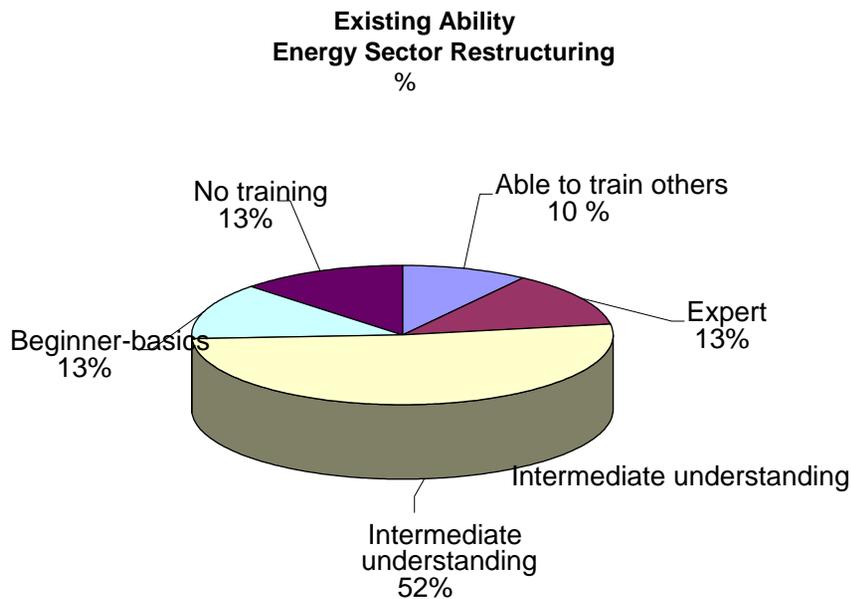
The results of the "Training required" section of the survey show an identical percentage of respondents that believe they should receive training at the Advanced Level (Category 4 Level) as those that believe they require training at the Beginner Basics Level (Category 2 Level). For this reason, CORE's recommendations for training describe both the course material to be covered as well as the level at which the training should be conducted. By doing this, trainees should be given the opportunity to select which level they would prefer to receive the training. For example, the overall number of training courses that would be conducted at the Managerial Level are the least in number, but a course on that theme may be conducted at the next level down, i.e., at the advanced level in order to serve a greater number of the population requiring the training. However, an individual preferring training at the Intermediate Level (Category 3) may find this training too advanced for their needs.

Exhibit 1, presented on the following pages, shows the results of the survey in each of the 24 general skills areas.

### Exhibit 1: Existing Abilities and Training Required by General Skill Area

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

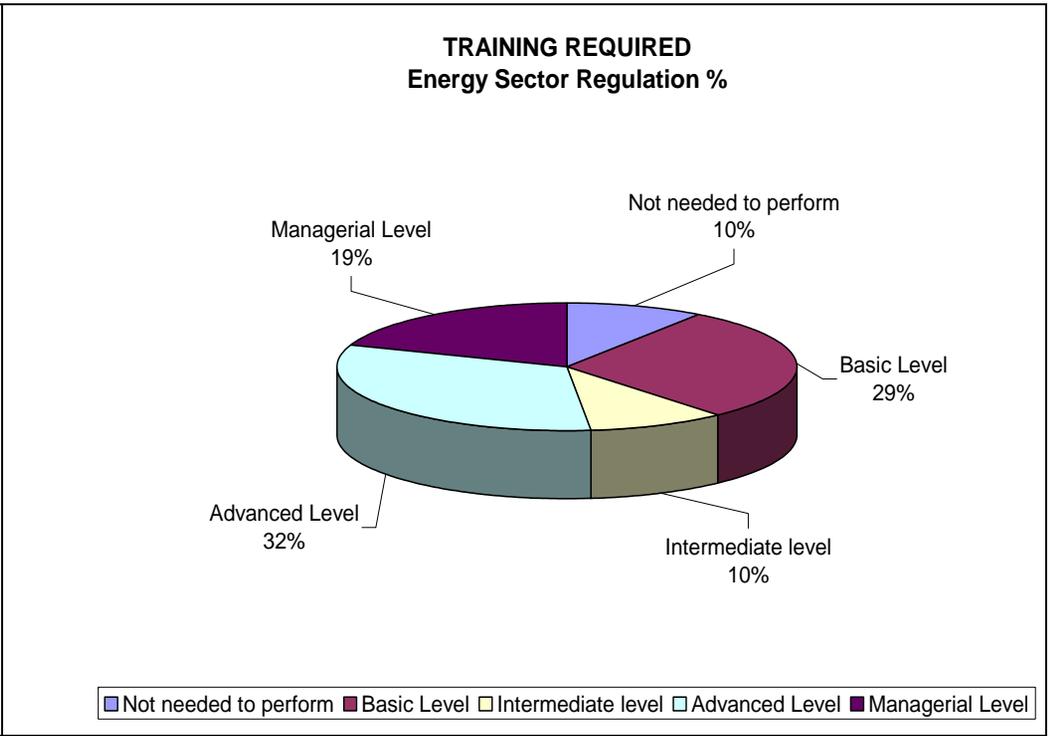
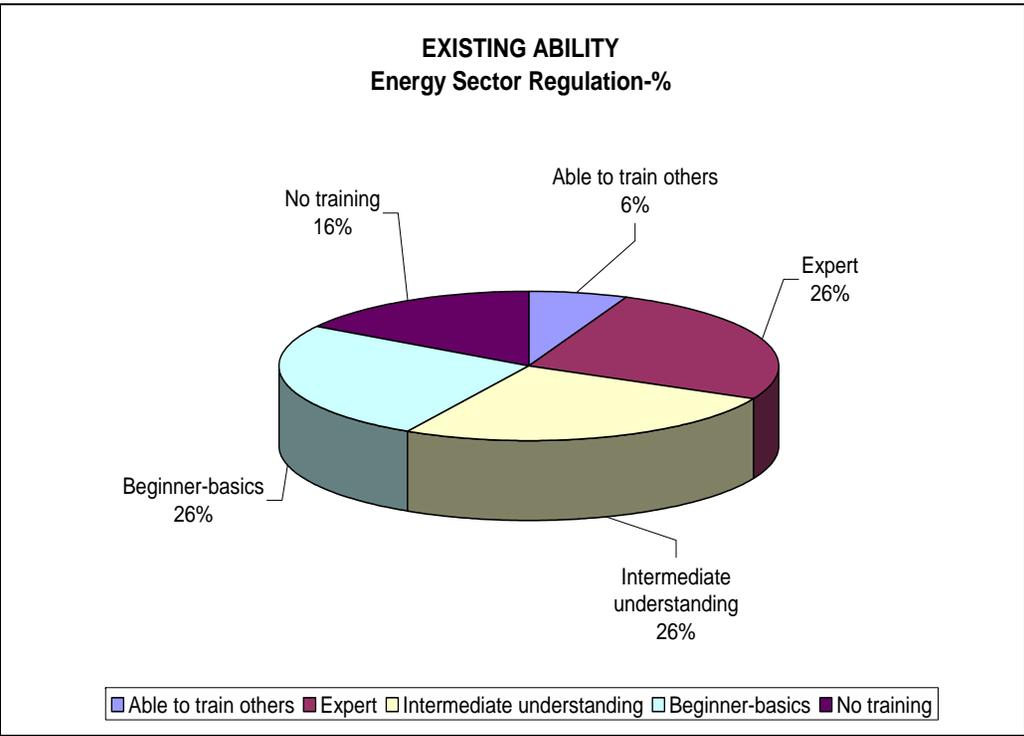
#### 1. ENERGY SECTOR RESTRUCTURING



■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial

Existing Abilities of the Ministry of Energy Personnel	Training Required
<ol style="list-style-type: none"> <li>1. Able to train others</li> <li>2. Expert</li> <li>3. Intermediate level</li> <li>4. Beginner-basics</li> <li>5. No training</li> </ol>	<ol style="list-style-type: none"> <li>1. Not needed to perform</li> <li>2. Basic Level</li> <li>3. Intermediate Level</li> <li>4. Advanced Level</li> <li>5. Managerial Level</li> </ol>

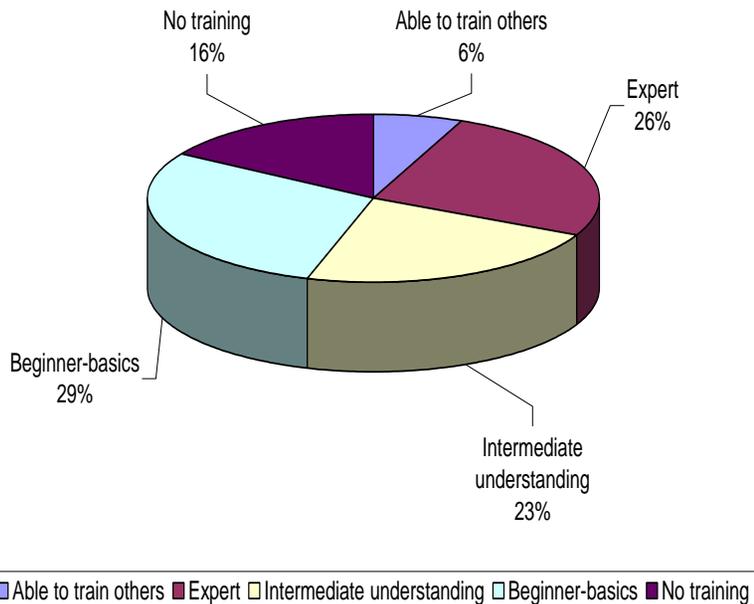
**2. ENERGY SECTOR REGULATION**



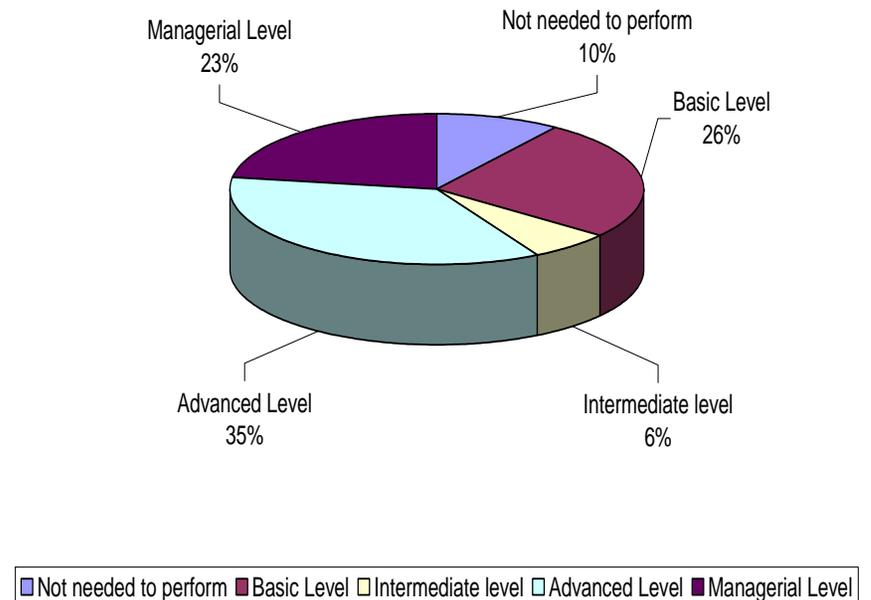
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

**3. ENERGY SECTOR POLICY AND PLANNING**

**EXISTING ABILITY**  
 Energy Sector Policy and Planning



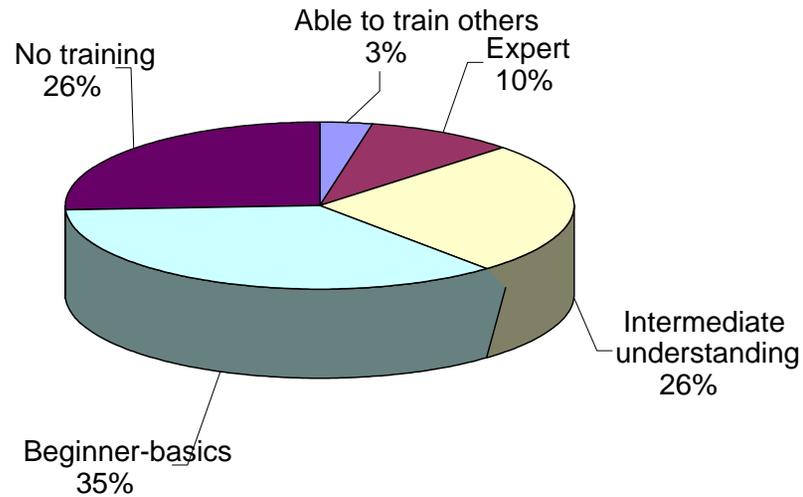
**TRAINING REQUIRED**  
 Energy Sector Policy and Planning %



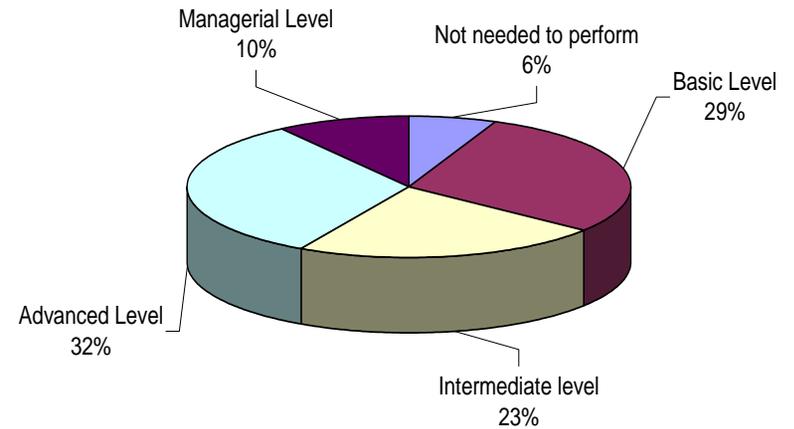
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

**4. ENERGY ECONOMICS**

**EXISTING ABILITY**  
 Energy Economics %



**TRAINING REQUIRED**  
 Energy Economics %

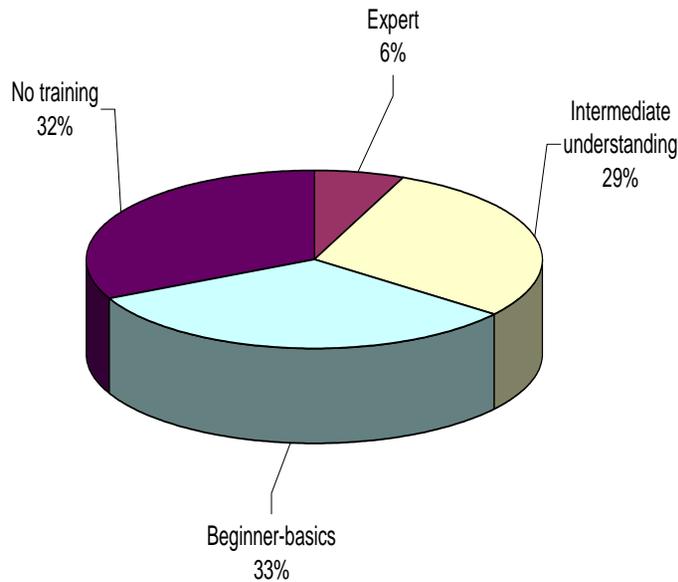


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
<ol style="list-style-type: none"> <li>1. Able to train others</li> <li>2. Expert</li> <li>3. Intermediate level</li> <li>4. Beginner-basics</li> <li>5. No training</li> </ol>	<ol style="list-style-type: none"> <li>1. Not needed to perform</li> <li>2. Basic Level</li> <li>3. Intermediate Level</li> <li>4. Advanced Level</li> <li>5. Managerial Level</li> </ol>

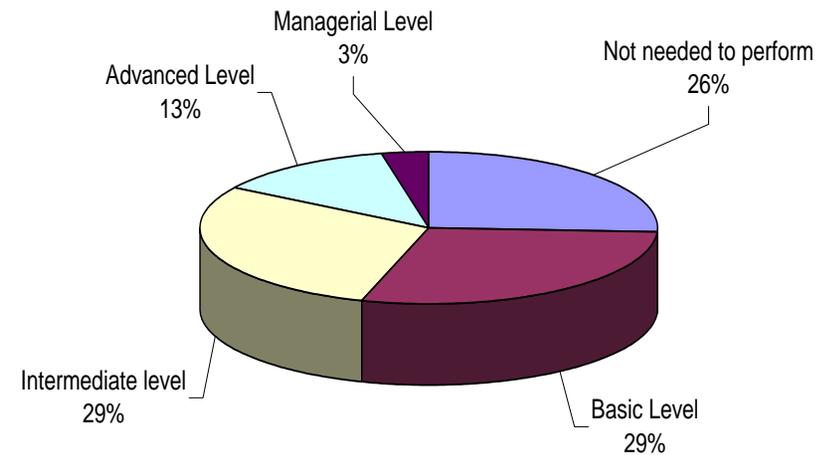
**5. FINANCE AND FINANCIAL ANALYSIS**

**EXISTING ABILITY  
Finance and Financial Analyses %**



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED  
Finance and Financial Analyses %**

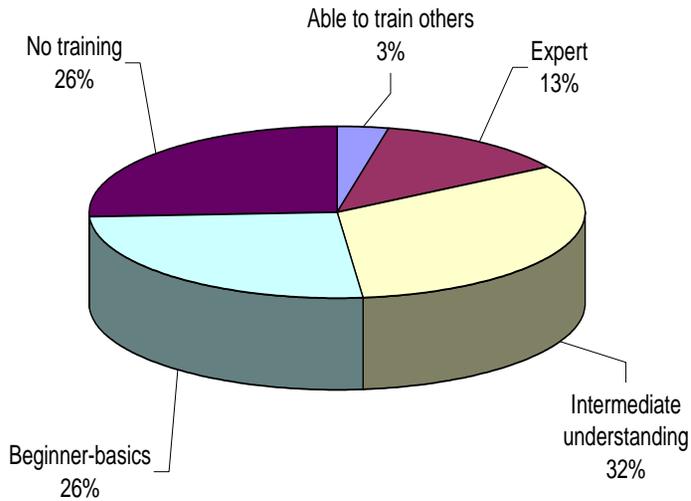


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

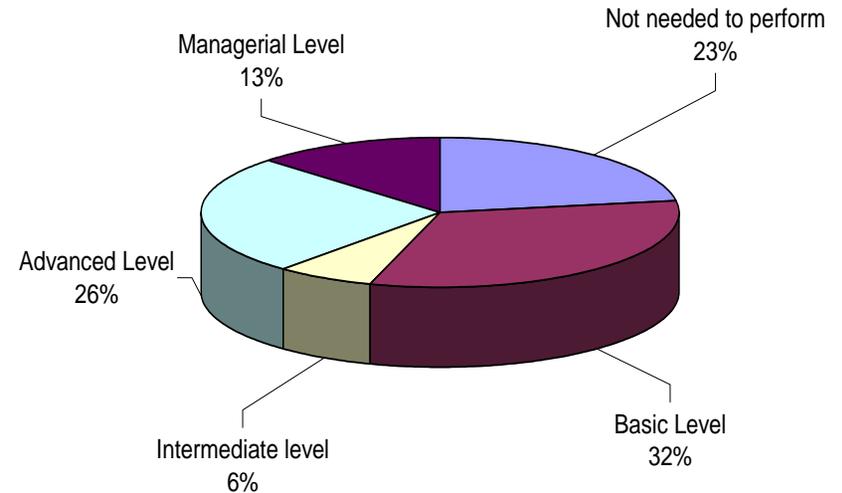
**6. ELECTRICITY SYSTEMS PLANNING**

**EXISTING ABILITY**  
 Electricity Systems Planning %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Electricity Systems Planning %

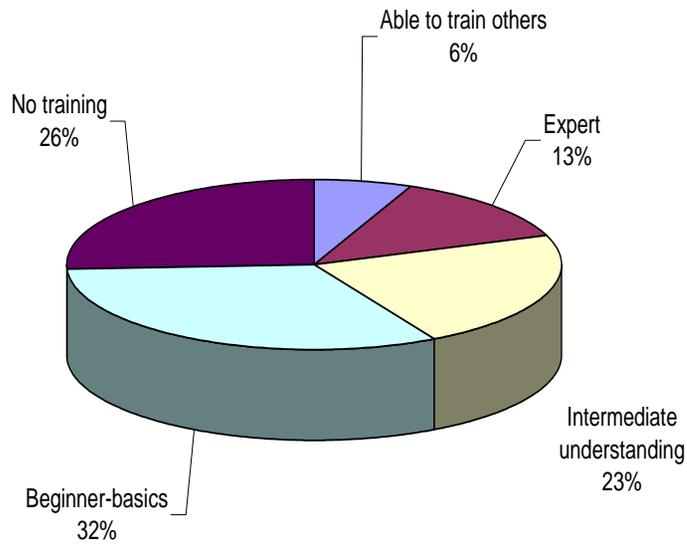


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial L

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

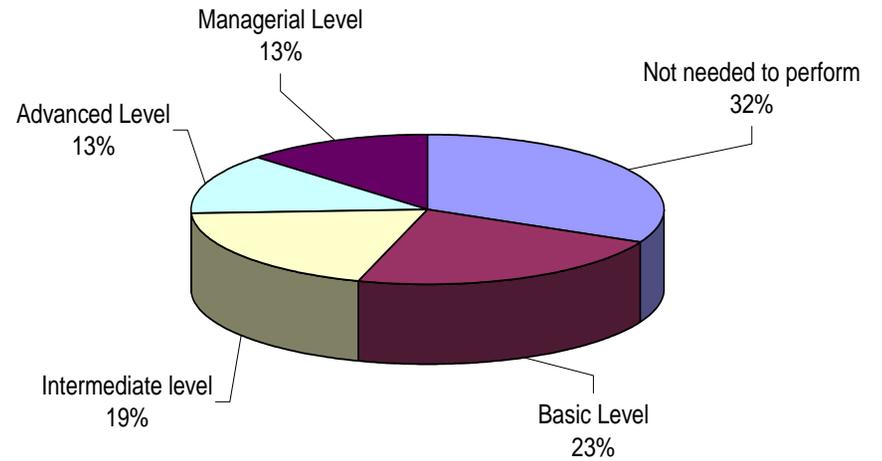
**7. LOAD FORECASTING**

**EXISTING ABILITY**  
 Load Forecasting %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Load Forecasting %

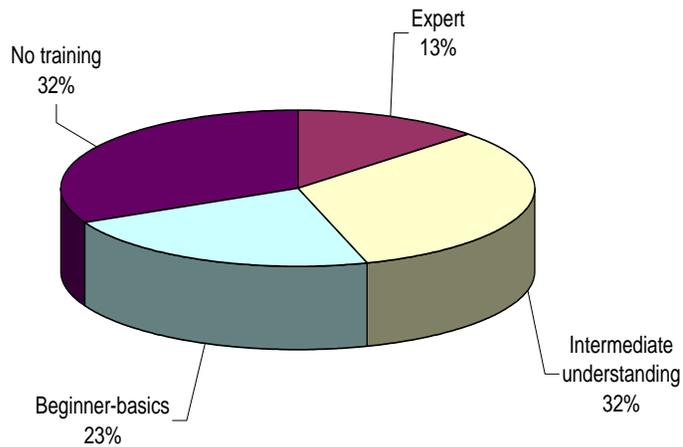


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

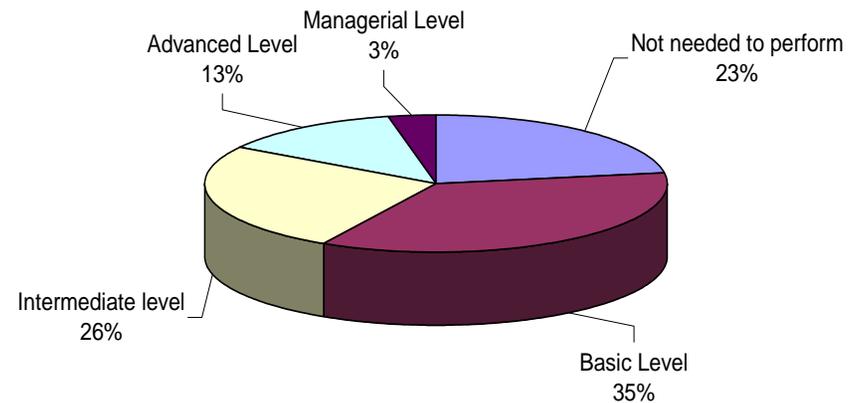
**8. ENERGY AND FINANCIAL MODELING**

**EXISTING ABILITY**  
 Energy or Financial Modeling  
 %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Energy or Financial Modeling %

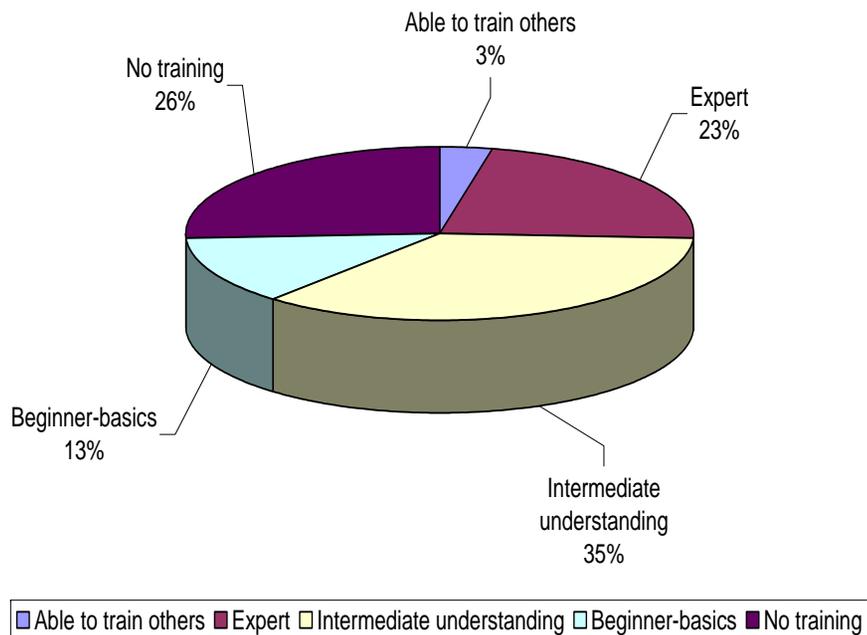


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

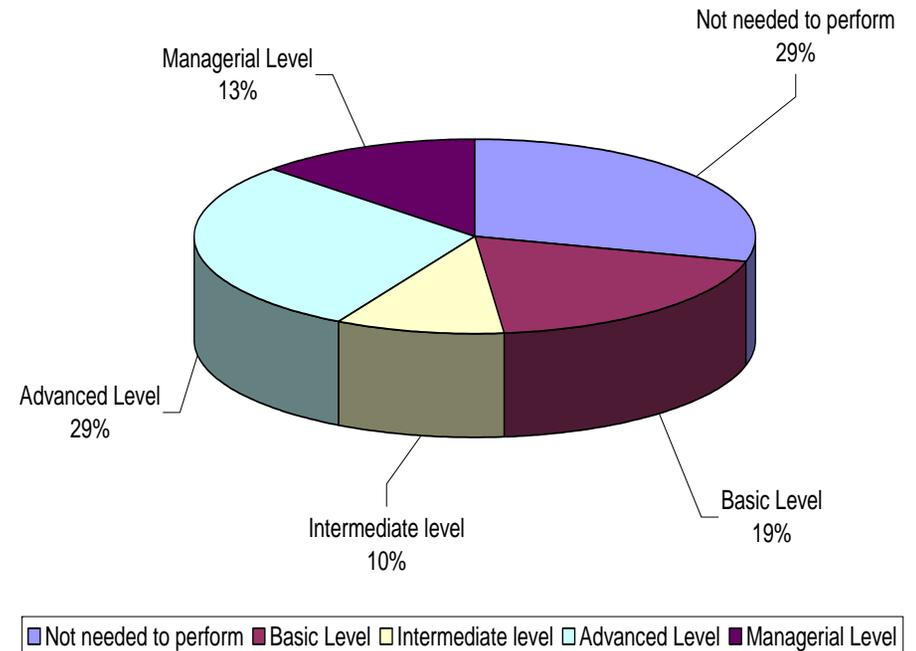
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

**9. STATISTICS – DATA GATHERING AND ANALYSES**

**EXISTING ABILITY**  
 Statistics Data gathering and Analyses %



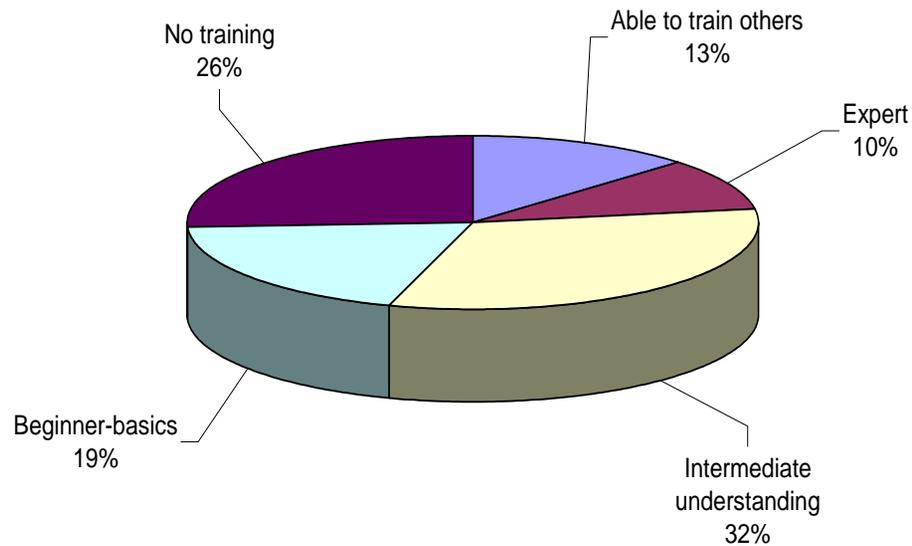
**TRAINING REQUIRED**  
 Statistics data gathering and Analyses %



Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

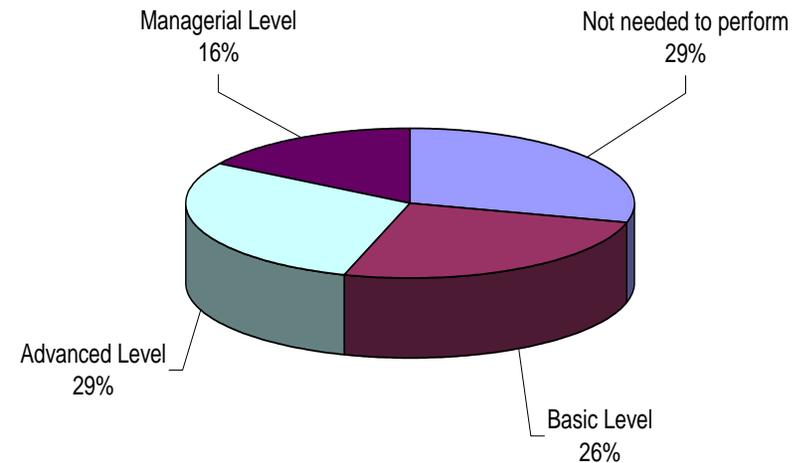
**10. UTILITY OPERATIONS**

**EXISTING ABILITY**  
 Utility Operations %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Utility Operations %

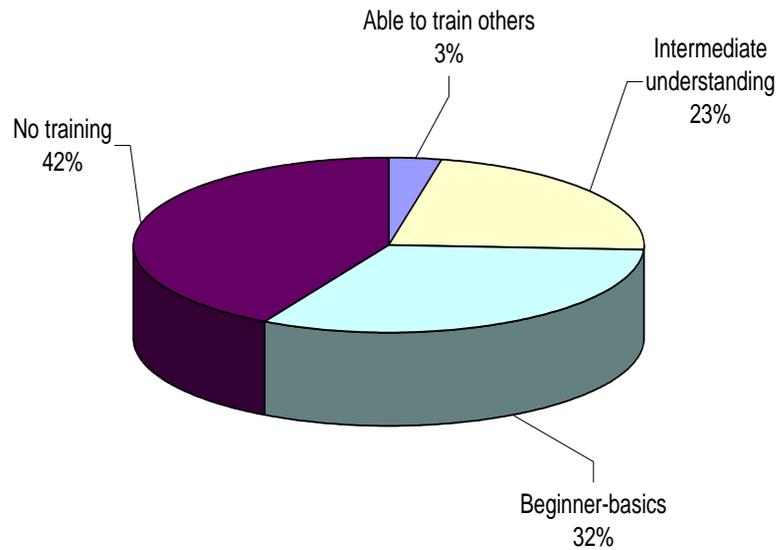


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

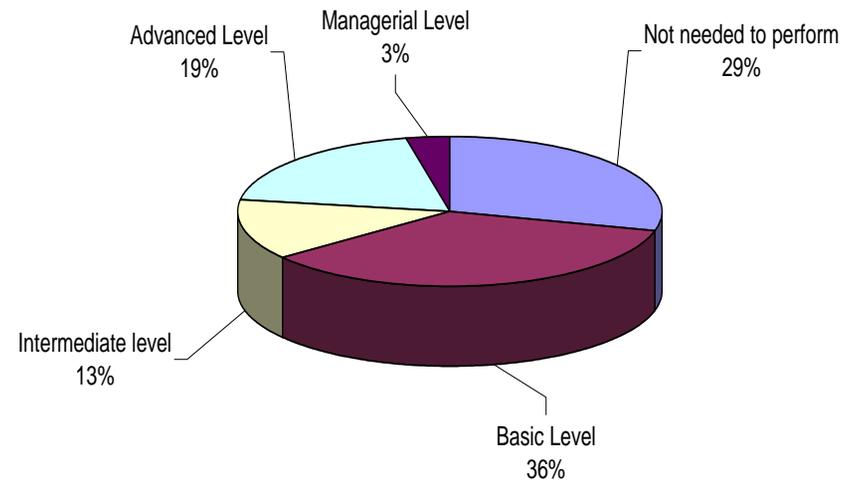
**11. OIL&GAS EXPLORATION AND DEVELOPMENT**

**EXISTING ABILITY**  
 Oil and Gas exploration & Development %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Oil and Gas exploration and Development %

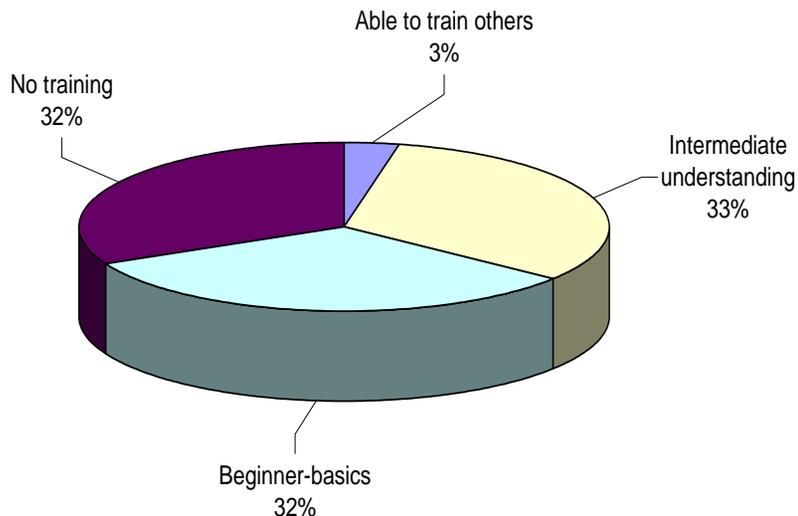


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

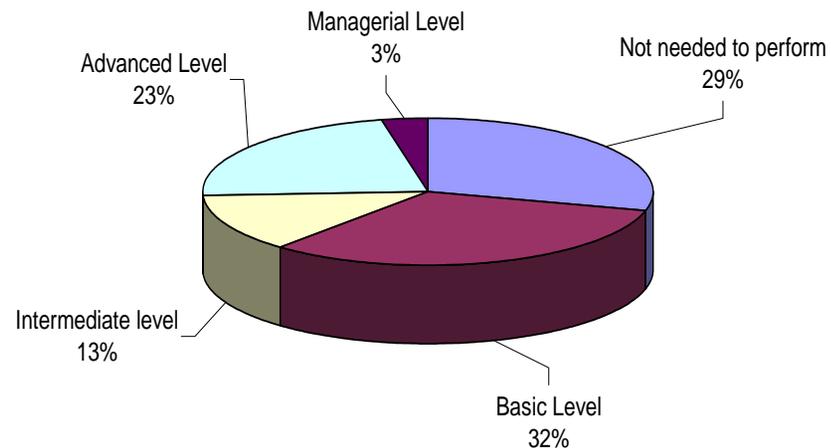
**12. PIPELINE OPERATIONS**

**EXISTING ABILITY  
 Pipeline Operations %**



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED  
 Pipeline Operations%**

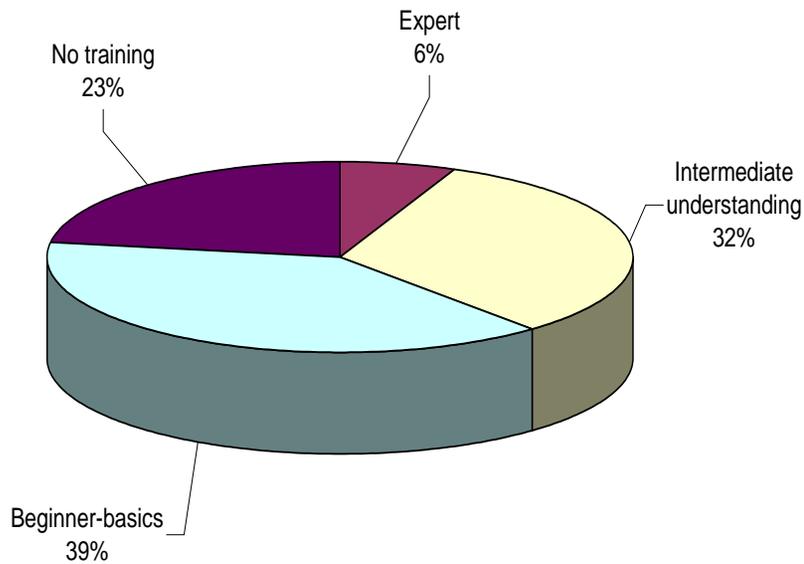


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

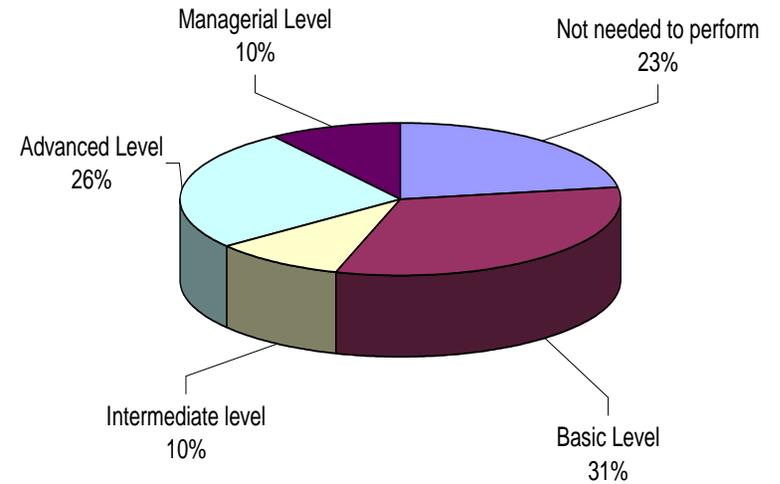
**13. ENVIRONMENTAL IMPACT ASSESSMENT**

**EXISTING ABILITY**  
 Environmental Impact Assessment %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Environmental Impact Assessment %

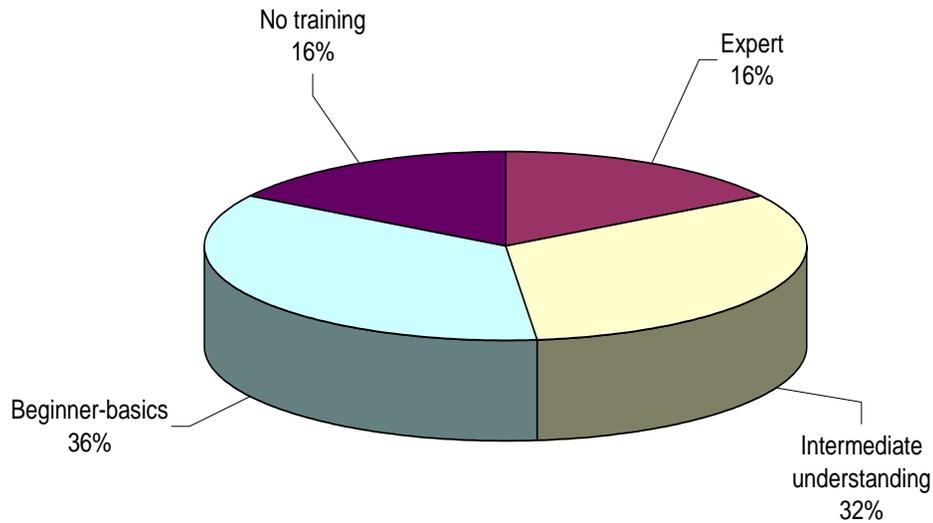


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

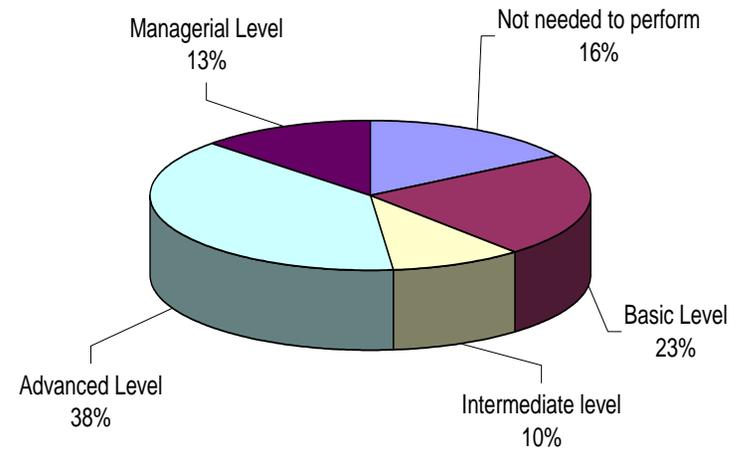
**14. ENERGY EFFICIENCY**

**EXISTING ABILITY**  
 Energy Efficiency %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Energy Efficiency %

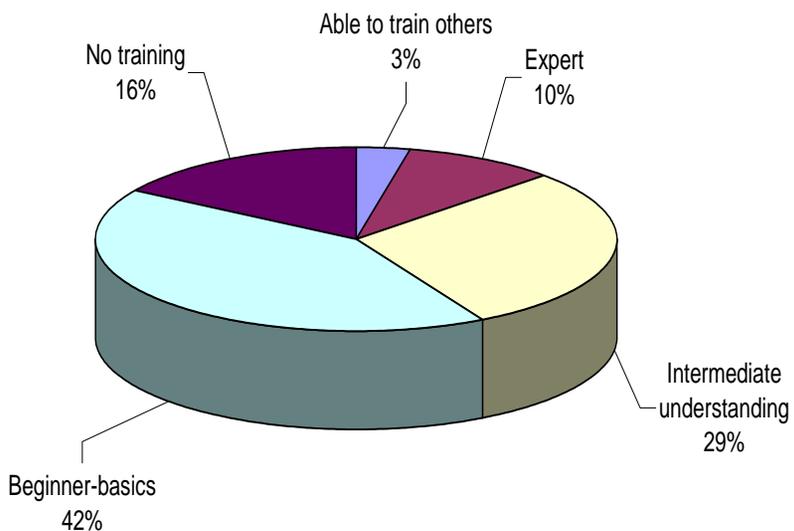


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

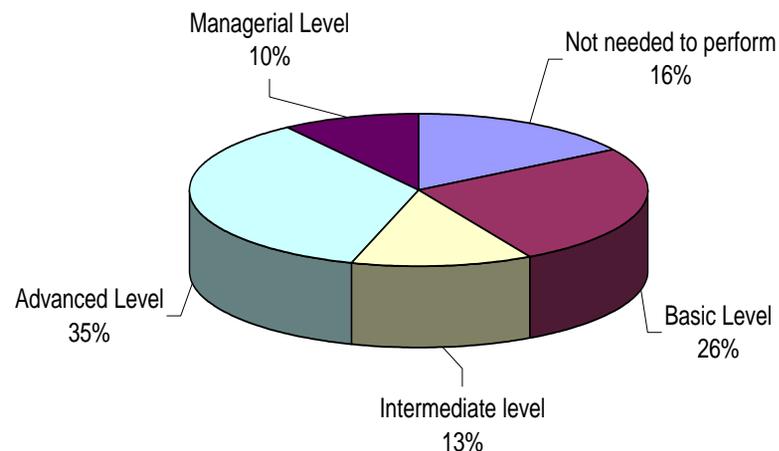
**15. RENEWABLE ENERGY**

**EXISTING ABILITY**  
 Renewable energy %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Renewable Energy %

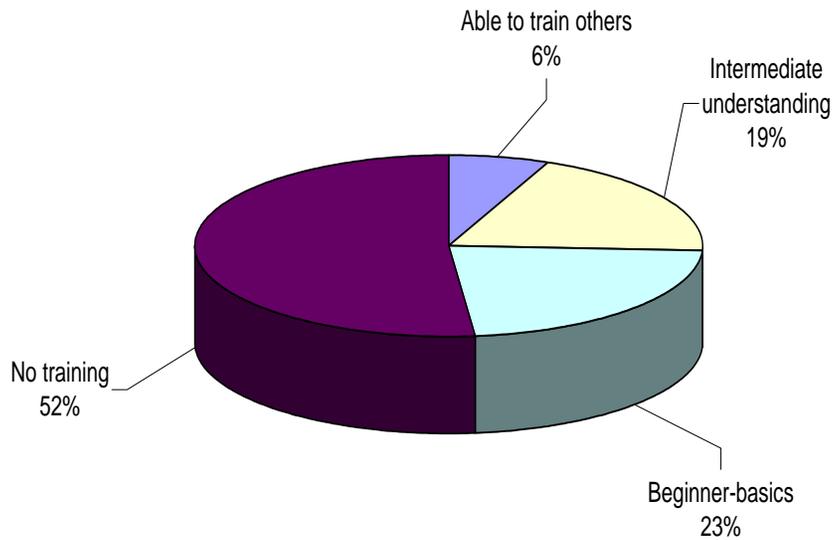


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
<ol style="list-style-type: none"> <li>1. Able to train others</li> <li>2. Expert</li> <li>3. Intermediate level</li> <li>4. Beginner-basics</li> <li>5. No training</li> </ol>	<ol style="list-style-type: none"> <li>1. Not needed to perform</li> <li>2. Basic Level</li> <li>3. Intermediate Level</li> <li>4. Advanced Level</li> <li>5. Managerial Level</li> </ol>

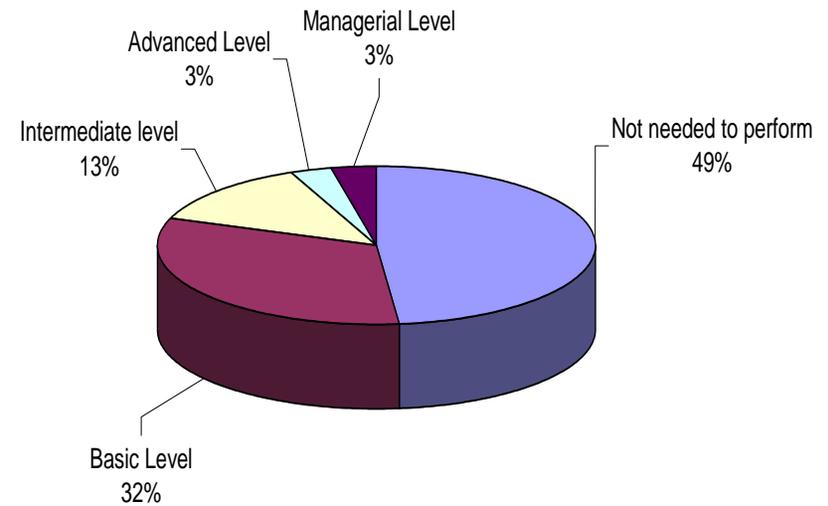
**16. COAL**

**EXISTING ABILITY  
Coal %**



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED  
Coal %**



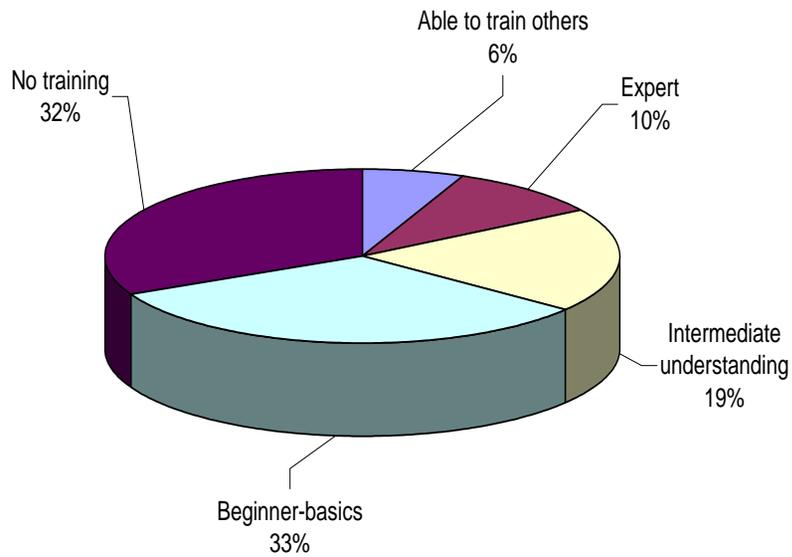
■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

**MANAGERIAL SKILLS**

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

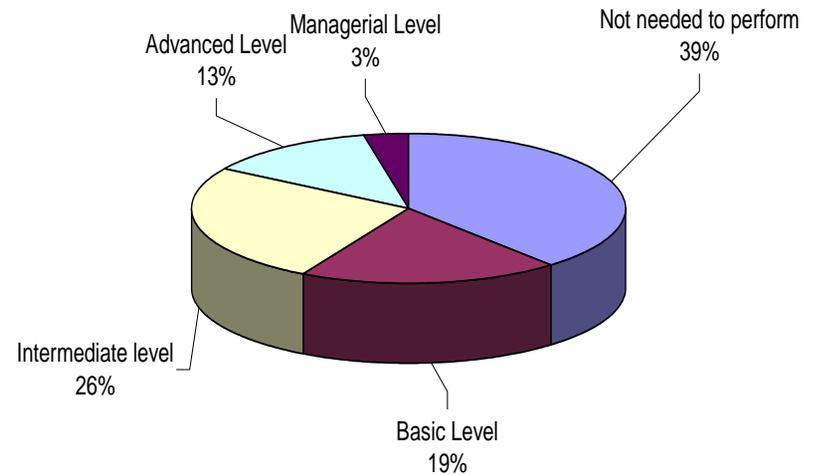
**17. ACCOUNTING**

EXISTING ABILITY  
Accounting %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

TRAINING REQUIRED  
Accounting %

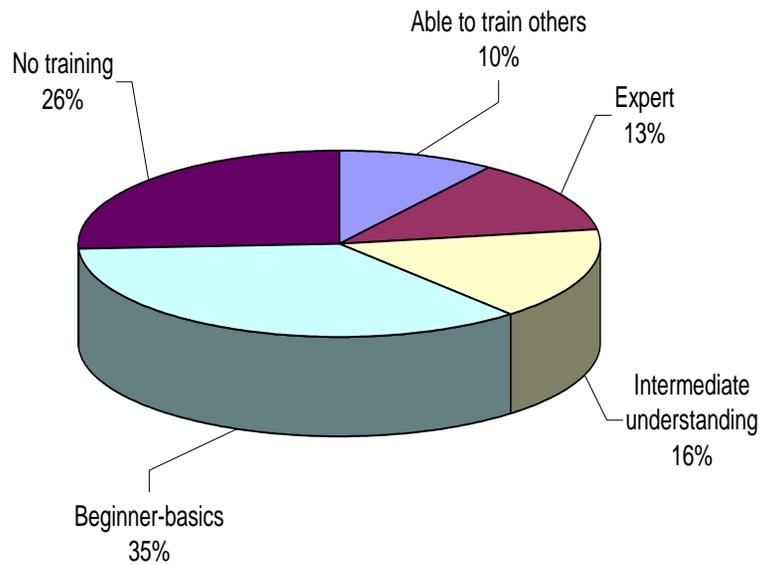


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

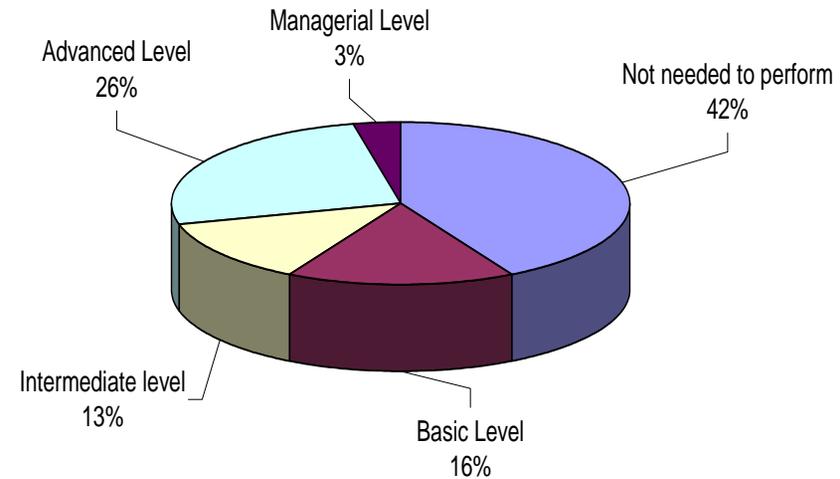
**18. STRATEGIC PLANNING**

**EXISTING ABILITY**  
 Strategic planning %



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED**  
 Strategic Planning %

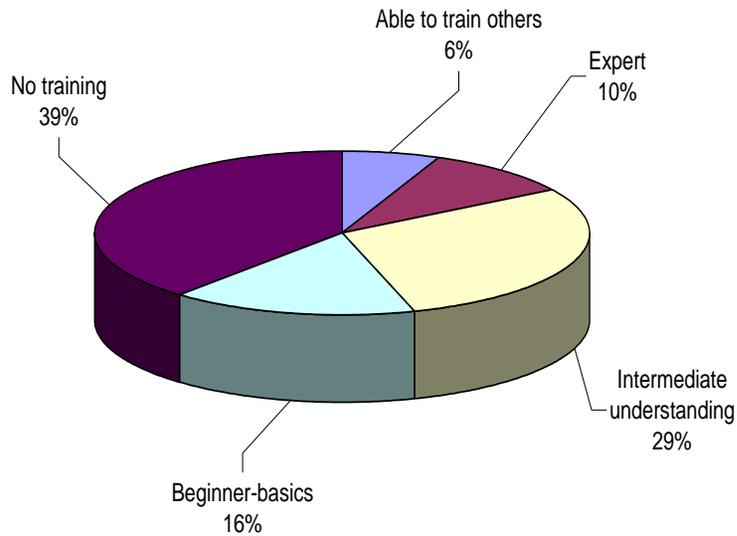


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

Existing Abilities of the Ministry of Energy Personnel	Training Required
<ol style="list-style-type: none"> <li>1. Able to train others</li> <li>2. Expert</li> <li>3. Intermediate level</li> <li>4. Beginner-basics</li> <li>5. No training</li> </ol>	<ol style="list-style-type: none"> <li>1. Not needed to perform</li> <li>2. Basic Level</li> <li>3. Intermediate Level</li> <li>4. Advanced Level</li> <li>5. Managerial Level</li> </ol>

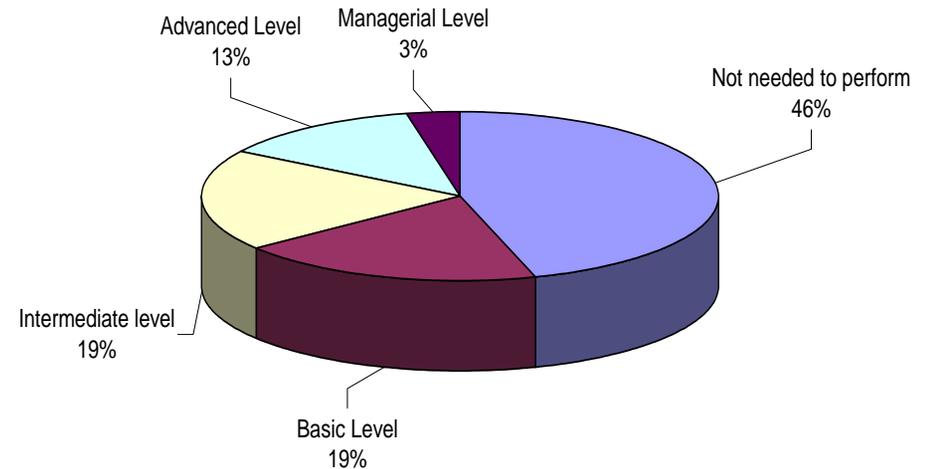
**19. FINANCE**

**EXISTING ABILITY  
Finance %**



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED  
Finance %**



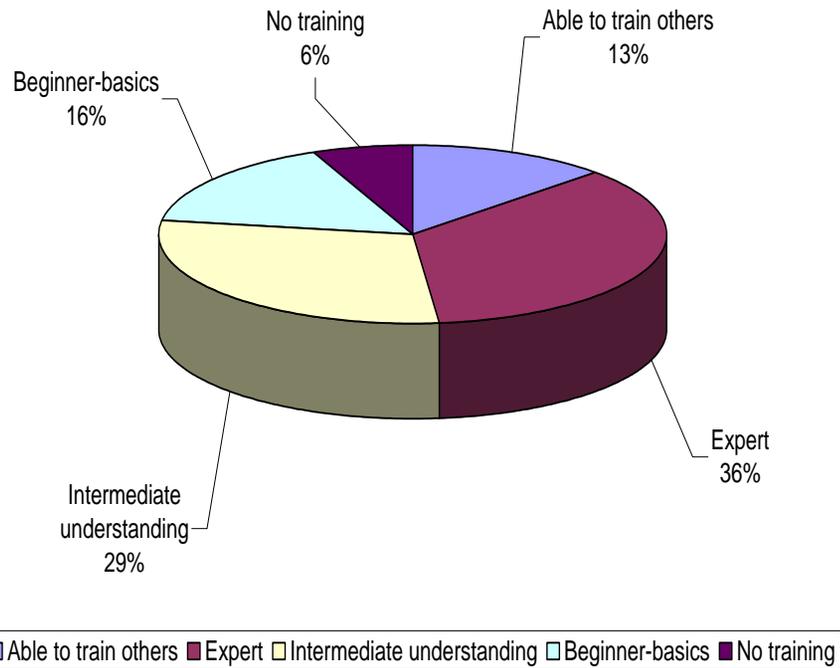
■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

**GENERAL SKILLS**

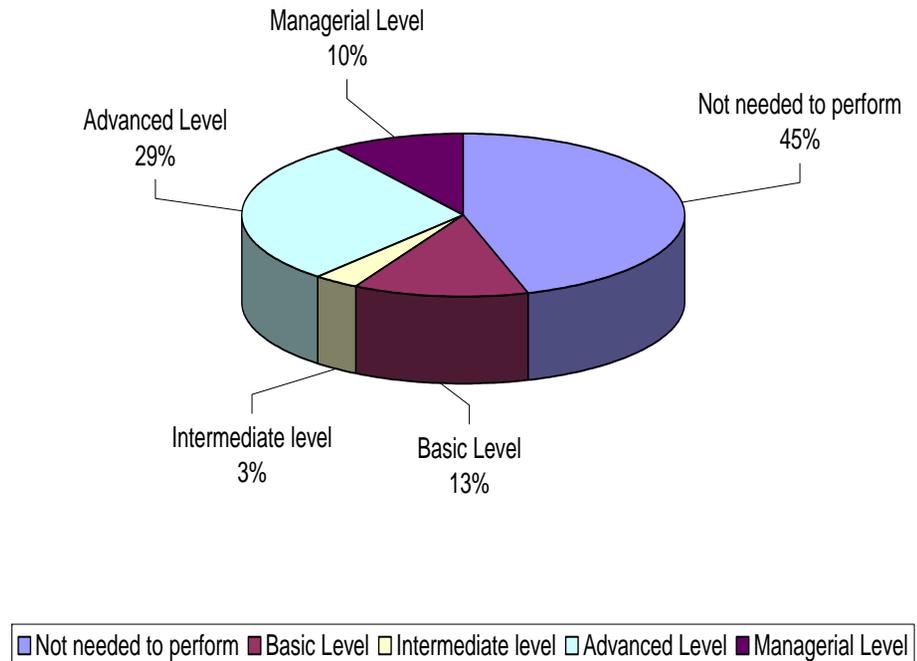
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

**20. WORD PROCESSING**

**EXISTING ABILITY**  
 Word Processing %



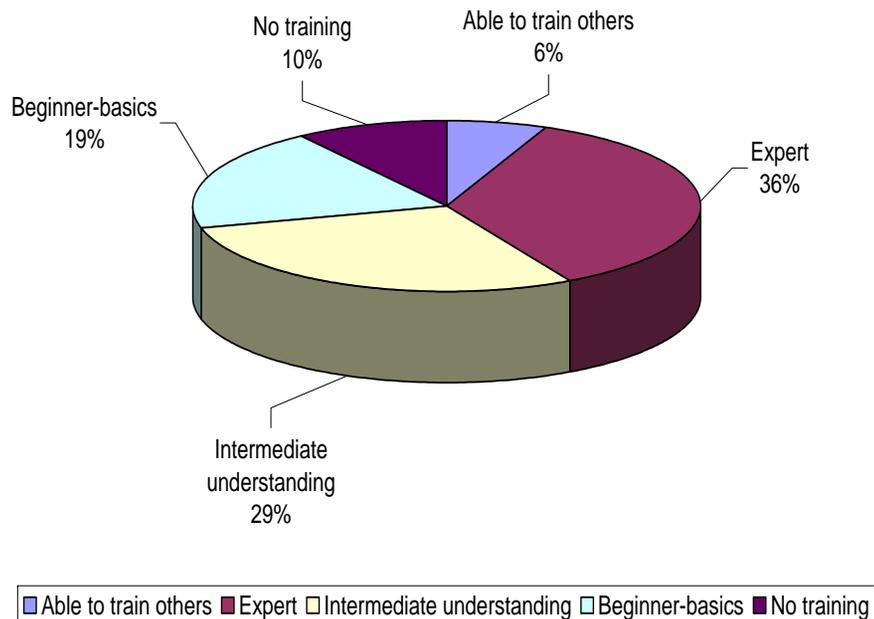
**TRAINING REQUIRED**  
 Word Processing %



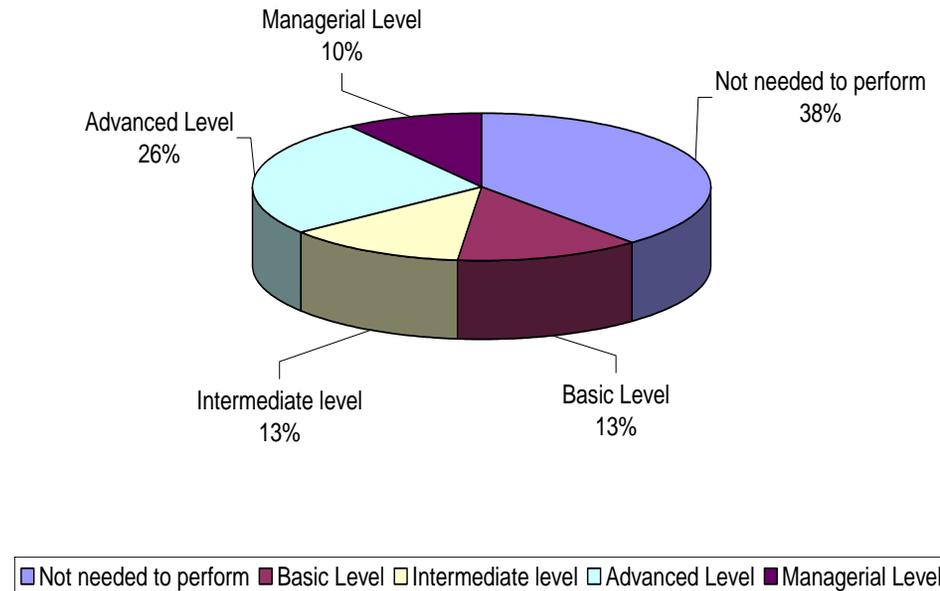
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

21. SPREADSHEETS

EXISTING ABILITY  
 Spreadsheets %



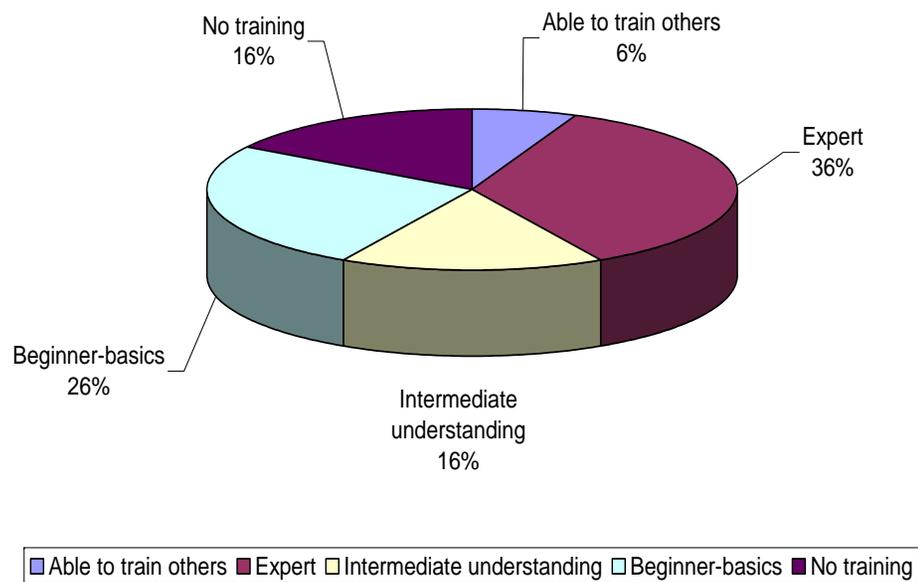
TRAINING REQUIRED  
 Spreadsheets %



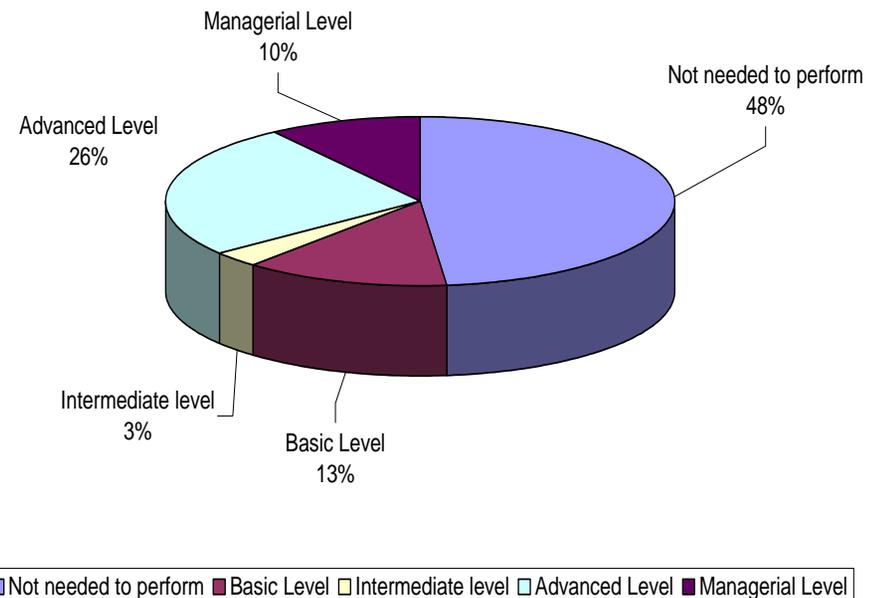
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

22. DATABASE

EXISTING ABILITY  
 Database %



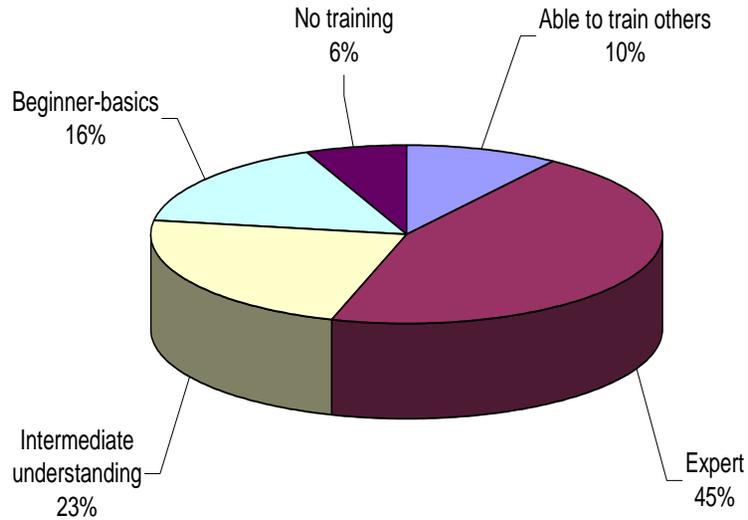
TRAINING REQUIRED  
 Database %



Existing Abilities of the Ministry of Energy Personnel	Training Required
<ol style="list-style-type: none"> <li>1. Able to train others</li> <li>2. Expert</li> <li>3. Intermediate level</li> <li>4. Beginner-basics</li> <li>5. No training</li> </ol>	<ol style="list-style-type: none"> <li>1. Not needed to perform</li> <li>2. Basic Level</li> <li>3. Intermediate Level</li> <li>4. Advanced Level</li> <li>5. Managerial Level</li> </ol>

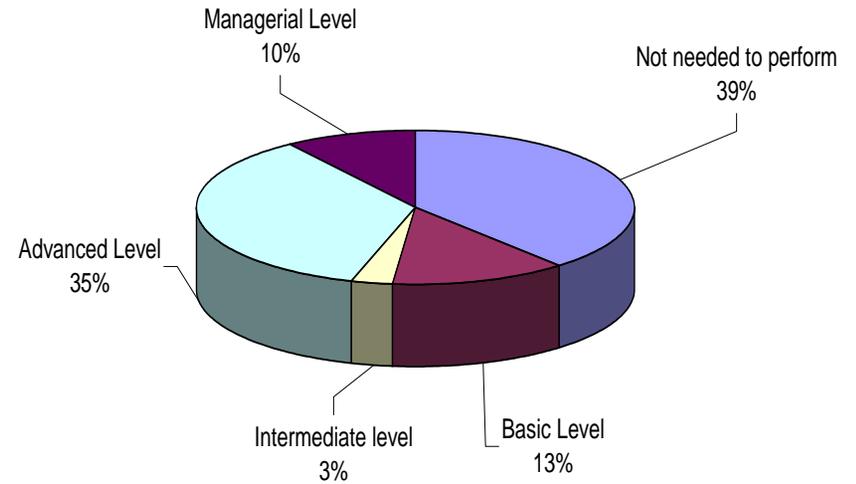
**23. INTERNET SEARCH**

**EXISTING ABILITY  
Internet Chart %**



■ Able to train others 
 ■ Expert 
 ■ Intermediate understanding 
 ■ Beginner-basics 
 ■ No training

**TRAINING REQUIRED  
Internet Search %**

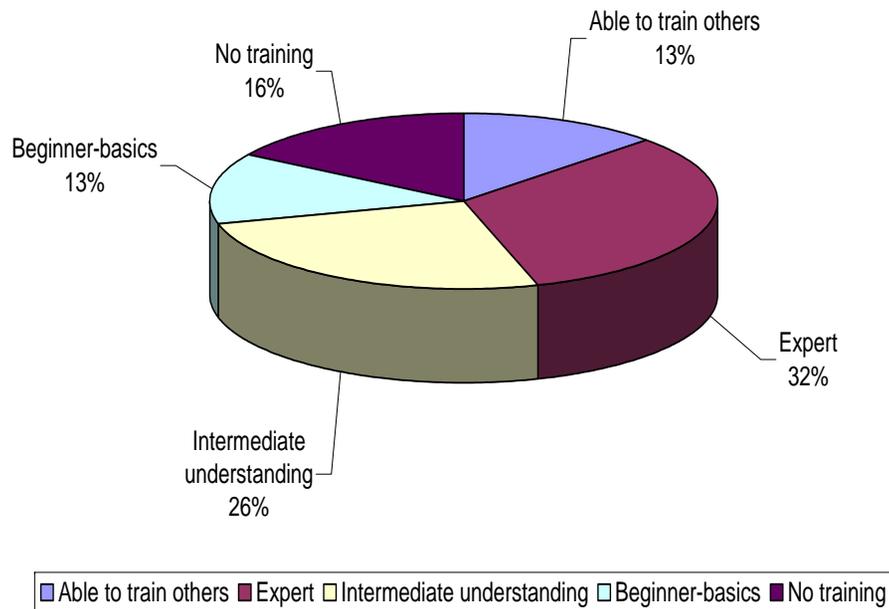


■ Not needed to perform 
 ■ Basic Level 
 ■ Intermediate level 
 ■ Advanced Level 
 ■ Managerial Level

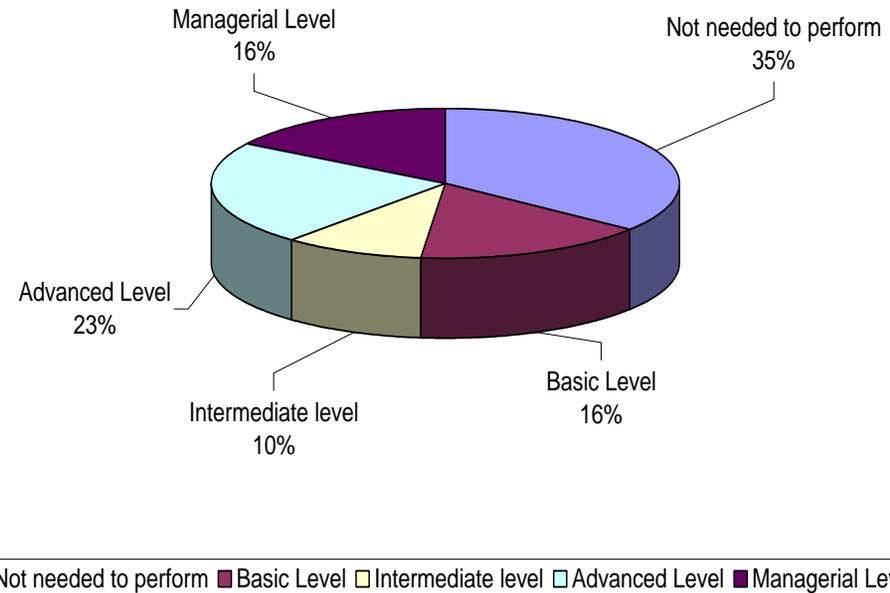
Existing Abilities of the Ministry of Energy Personnel	Training Required
1. Able to train others 2. Expert 3. Intermediate level 4. Beginner-basics 5. No training	1. Not needed to perform 2. Basic Level 3. Intermediate Level 4. Advanced Level 5. Managerial Level

**24. TECHNICAL WRITING**

**EXISTING ABILITY**  
 Technical writing  
 %



**TRAINING REQUIRED**  
 Technical Writing %



## **Course Themes**

As a result of the Gap Analysis it is apparent that there are three general theme areas where the Ministry of Energy personnel require the greatest amount of training and capacity building. These can be categorized under the broad institutional development themes of Theme Area 1 - Policy and Analysis; Theme Area 2 - Technical Themes; Theme Area 3 - Management and Human Resource Development Themes; and Theme Area 4 - International Best Practices which cross cut all the Theme Areas. The greatest needs of the Ministry are shown in the Policy and Analysis Theme areas. For this reason, a proportionately larger number of courses are recommended under this theme. The Technical Theme also requires a significant number of courses based on the diversity of the subject matters, as well as the great need by the Ministry personnel to gain a greater expertise in these areas as a means of supporting them in their policy formulation activities. In the Human Resource Management theme, the courses focus on both enhancement of the productivity and performance of the overall energy sector for Georgia as well as the internal productivity of the Ministry. In the International Best Practices area the courses are focused on comparative law and policy and regional integration issues only, although international best practices and lessons learned will be addressed in all thematic areas. As the Themes are broad in scope, CORE is recommending a "concentration" for each of the Themes that each suggested course should be geared toward.

The recommended subject of concentration under each theme, and a list of the suggested courses are provided below:

### **Theme Area 1: Policy and Analysis Themes**

#### **Concentration: Skills Development in Policy Making and Analysis**

##### **Suggested Courses:**

7. Enhancing Energy Sector Policy and Strategy Design Process
8. Energy Statistics & Balances
9. Energy Sector Governance and Regulatory Issues and Options
10. Financial Management of the Energy Sector in Georgia
11. Collection Methods and Effective Utilization of Energy Statistics in the Decision Making Processes (including IT-based technologies)
12. Best Practices in Energy System Reliability Concepts and Standards, Performance Benchmarking, and Quality of Supply and Service

### **Theme Area 2: Technical Themes**

#### **Concentration: Knowledge Enhancement in Energy Sector Technical Issues**

##### **Suggested Courses:**

5. Coal Exploration Sector: Organizational Structure and Activities, Introduction of New Technologies, and Coal Utilization – International Case Studies
6. Hydropower Facility Construction, Operations, and Monitoring Standards
7. International Standards for Energy Sector Related Safety Procedures, Accident Prevention and Disaster Management (Generation and/or Distribution Utilities)
8. Oil and Gas Sector Exploration, Operations and Management

**Theme Area 3: Management and Human Resource Development**

**Concentration: Improved Abilities in Energy Sector Operations and Management  
(Management and Human Resource Development Themes)**

**Suggested Courses:**

7. Program Management: Planning Monitoring and Control
8. Change Management in Power Sector
9. Customer Satisfaction, Communications and Outreach
10. Best Practices in Personnel Management and Employee Productivity Enhancement
11. Development of Individual and Team Based Communication Skills, Design and Conducting of Presentations
12. Effective Utilization of MS Office Suite Software

**Theme Area 4: International Best Practices Cross Cutting All Themes**

**Concentration: Regional Energy Market Development, Cooperation, and Security  
(International Best Practices, Cross Cutting All Themes)**

**Suggested Courses:**

3. Enhancing Regional Energy Cooperation and Development
4. Comparing the Similarities and Differences of Regional Regulatory and Legal Foundations – Lessons to be Learned

**Course Design**

It is recommended that the courses are designed using a diverse set of training methods including classroom lectures, site tours/visits, on-the-job training, role-playing exercises, and group exercises. It is recommended that wherever possible, the training programs should follow the CORE International Training Program Process which is shown in the chart below:

<b>CORE International, Inc. Training Program Process Framework</b>
Step 1➤ Training Program Survey to Participants
Step 2➤ Training Program Description
Step 3➤ Training Program Agenda
Step 4➤ Training Program Manual/Materials
Step 5➤ Training Program Certificate
Step 6➤ Evaluation Survey
Step 7➤ Activity Completion Report

**Preliminary Implementation Plan**

Exhibit 2 provides a preliminary implementation plan for the Ministry of Energy Training Program, designated by Theme and Concentration, with a suggested list of Courses. The Exhibit shows the anticipated duration, potential location, and the level of training that would be anticipated for each course recommended as a result of this analysis. It also includes additional courses recommended through the full Phase II TNA.

EXHIBIT 2: PROPOSED TRAINING PROGRAM FOR THE MINISTRY OF ENERGY OF GEORGIA

NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
<b>I.</b>	<b>Policy and Analysis Themes</b>					
	<i>"Skills Development in Policy Making and Analysis"</i>					
	<b>Theme Area 1: Policy and Analysis</b>	<b>1. Enhancing Energy Sector Policy and Strategy Design Process</b>	4 days	Ministry of Energy, Georgia	1	Middle and Upper Management of the Ministry; NGOs: Consumer Groups
	<b>Theme Area 1: Policy and Analysis</b>	<b>2. Energy Statistics &amp; Balances</b>	2 weeks	Ministry of Energy, Georgia	1	Midlevel Staff at the Ministry and other Energy Institutions
	<b>Theme Area 1: Policy and Analysis</b>	<b>3. Energy Sector Governance and Regulatory Issues and Options</b>	2 days	Ministry of Energy, Georgia	1	Ministry Policy Makers
	<b>Theme Area 1: Policy and Analysis</b>	<b>4. Financial Management of the Energy Sector</b>	2 days	Ministry of Energy, Georgia	1	Ministry Policy Makers
	<b>Theme Area 1: Policy and Analysis</b>	<b>5. Effective Utilization of Energy Statistics in the Decision Making Process</b>	2 weeks	Ministry of Energy, Georgia	1	Ministry Policy Makers and other Related Energy Institutions

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NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
<b>II.</b>	<b>Technical Themes</b>  <i>"Knowledge Enhancement in Energy Sector Technical Issues"</i>					
	Theme Area 2: Technical Themes	6. <b>Coal Exploration Sector: Organizational Structure and Activates, Introduction of New Technologies, and Coal Utilization – International Case Studies</b>	3 days	Ministry of Energy, Georgia	1	Ministry Policy Makers in the Area of Coal
	Theme Area 2: Technical Themes	7. <b>Hydropower Facility Construction, Operations, and Monitoring Standards</b>	2 days	Ministry of Energy, Georgia	1	Ministry Policy Makers and Inspectorate Personnel in Hydropower
	Theme Area 2: Technical Themes	8. <b>International Standards for Energy Sector Related Safety Procedures, Accident Prevention and Disaster Management (Generation and/or Distribution Utilities)</b>	5 days	Ministry of Energy, Georgia	1	Ministry Policy Makers and Members of the Inspectorate
	Theme Area 2: Technical Themes	9. <b>Oil and Gas Sector Exploration, Operations and Management - Natural Gas Industry</b>	2 days	Ministry of Energy, Georgia	1	Ministry Policy Makers and Downstream Petroleum Decision makers

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NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
	Theme Area 2: Technical Themes	10. Oil and Gas Sector Exploration, Operations and Management - Oil Exploration Industry	2 days	Ministry of Energy, Georgia	1	Ministry Policy Makers and Upstream Petroleum Decision makers
	Theme Area 2: Technical Themes	11. Oil and Gas Sector Exploration, Operations and Management - Oil Refining and Distribution Industry	3 days	Ministry of Energy, Georgia	1	Ministry Policy Makers and Natural Gas Decision makers
<b>III.</b>	<b>Management and Human Resource Development</b>  <i>"Improved Abilities in Energy Sector Operations and Management"</i>					
	Theme Area 3: Management and HRD	12. Change Management in Power Sector	4 days	Ministry of Energy, Georgia	1	Middle and Upper Management
	Theme Area 3: Management and HRD	13. Customer Satisfaction, Communications and Outreach	4 days	Ministry of Energy, Georgia	1	Middle and Upper Management

**Phase II Training Needs Assessment  
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NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
	Theme Area 3: Management and HRD	14. Best Practices in Personnel Management and Employee Productivity Enhancement	4 days	Ministry of Energy, Georgia	1	Middle Management
	Theme Area 3: Management and HRD	15. Development of Individual and Team Based Communication Skills, Design and Conducting of Presentations	2 days	Ministry of Energy, Georgia	1	All Levels of Management
	Theme Area 3: Management and HRD	16. Effective Utilization of MS Office Suite Software	3 days	Ministry of Energy, Georgia	1	All levels of Ministry Personnel
<b>IV.</b>	<b>International Best Practices Cross Cutting All Themes</b>  <i>"Regional Energy Market Development, Cooperation, and Security"</i>					
	Theme Area 4: International Best Practices	17. Enhancing Regional Energy Cooperation and Development	1.5 days	Ministry of Energy, Georgia	1	Mid and Senior Level Personnel
	Theme Area 4: International Best Practices	18. Comparing the Similarities and Differences of Regional Regulatory and Legal Foundations – Lessons to be Learned	4 days	Ministry of Energy, Georgia	1	Middle and Upper Management

**Phase II Training Needs Assessment  
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NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
<b>V. Additional Training for Ministry of Energy Personnel</b> <b>Support for Critical Training for Managerial/Policy Setting Level, Leadership Level Personnel</b>						
	<b>Theme Area 4: International Best Practices</b>	<b>19. Attendance by Ministry Leadership at International Conferences, Fora, Training Programs for Regional Integration and/or Leadership Skills Development</b>	Not Known	Worldwide	Up to 8 events	Senior Management
<b>OJT Provided by Local Short-term Experts and Expatriate Personnel</b>						
	<b>Theme Areas 1, 2, and 3</b>	<b>20. Training in MIS Use</b>	N/A	Ministry of Energy, Georgia	N/A	All Personnel Using the System
	<b>Theme Areas 1, 2, and 3</b>	<b>21. Other OJT By Short-Term Experts (Local and Expat)</b>	N/A	Ministry of Energy, Georgia	N/A	Personnel of the Ministry
<b>Support for Ministry Participation in Training Activities Conducted by, or in Conjunction with, Other Stakeholders</b>						
	<b>Theme Areas 1, 2, 3 and 4</b>	<b>22. Training in Activities Conducted by, or in Conjunction with, Other Stakeholders such as Training for Journalists in conjunction with UEDC and Telasi</b>	N/A	Ministry of Energy, Georgia	N/A	Personnel of the Ministry

**Phase II Training Needs Assessment  
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NO.	TRAINING THEMES	PROPOSED COURSES FOR THE PHASE II PROGRAM IMPLEMENTATION	PROGRAM DURATION	SUGGESTED VENUE	NUMBER OF DELIVERIES	LEVEL OF PARTICIPANTS PER COURSE DELIVERY
<b>Support for Ministry Participation in Training Programs which will have Longer Term Impact to Enhance the Institutional Capacity of the Ministry</b>						
	<b>Theme Areas 1, 2, 3 and 4</b>	<b>23. Support for up to three Ministry lawyers to attend a six-month post-graduate “Certificate in Law” program conducted at the Georgian Institute of Public Affairs (GIPA).</b>	Six Months	GIPA	1 x 3 persons	Mid level legal experts

# APPENDIX V: Detailed Training Descriptions

## Theme Area 1: Skills Development in Policy Making and Analysis

### SUBJECT: ENHANCING ENERGY SECTOR POLICY AND STRATEGY DESIGN PROCESS

#### Training Program Description:

The objective of this course is to enable participants to effectively provide analysis for policy making and planning to senior Ministry officials and/or politicians. The course has three sub-parts: (1) Introduction to Policy Analysis and Planning; (2) Economic Tools for Policy Analysis; and (3) Modeling Tools for Policy Analysis and Planning. Successful completion of this course will provide the participant with an understanding of the role of policy analysis and planning in the Georgian energy sector and the tools necessary to provide policy makers with sound analysis and planning. Also included will be an examination of the complexity of policy problems, methods for designing better policies, and a review of tools used by analysts and policy makers. Each sub-course will use an example from Georgia's energy sector for demonstration purposes.

#### Training Method, Timing & Venue:

- 4 day - course lecture format , Ministry facilities

#### Target Audience:

- The target audience is comprised of Middle and Upper Management Personnel from the Ministry responsible for policy analyses and advice; Active NGOs and Consumer Groups

#### Course Outline

##### 1. Overview Policy Analyses

The role of analyst in Policy Making

Key Elements

- Policy Goals
- Causal Model
- Major tools
- Targets of Policy

##### 2. Economic Tools for Policy Analyses and Planning

- Basic Economic Concepts

- Components of Cost of Supply
  - Price Concepts For Cost of Production
  - Capitalizing costs of exploration and development of “Natural” resources
  - Transmission system network economics
  - Economics of trade-offs between transmission and capacity
3. Modeling Tools for Policy Analyses and Planning

## **Theme Area 1: Skills Development in Policy Making and Analysis**

### **SUBJECT: ENERGY STATISTICS & BALANCES**

#### **Description and Rationale:**

This course is a follow on to the basic energy statistics course and aims at providing training in developing and using energy balances.

Definition and measurements of energy stocks and flows; structure and format of the various types of energy balances; sectoral accounting of energy consumption by the major energy consuming sectors; accounting and assembling of traditional energy;

#### **Training Method, Timing & Venue:**

- Two week classroom sessions in July/August of 2005.

#### **Target Audience:**

- The target audience is comprised of midlevel staff at the Ministry and other related energy institutions.

#### **Course Outline**

- I. Energy Flows in the Economy - Basic Concepts, Measurements and Main Issues
  1. Need for Energy Data
  2. Classification of Energy By Sources and Use
  3. Features of Energy Statistics
  4. Major Energy Flows,
  5. Boundary Problem, Problems of Measurements, Usual Conventions
  
- II. Energy Accounting Framework
  1. Energy Commodity Account
  2. Overall Energy Balance: Structure, Format and Conventions
  3. Alternative Approaches for Energy Accounting
  4. Sectoral Energy Accounting
  5. Traditional Energy Accounting
  6. Issues in Energy Accounting

## **Theme Area 1: Skills Development in Policy Making and Analysis**

**SUBJECT: ENERGY SECTOR GOVERNANCE AND REGULATORY ISSUES AND OPTIONS**

### **Description and Rationale:**

This course is targeted to those individuals responding to the survey instrument as part of the Gap Analysis that have sought additional training in the regulatory area. The specific focus will be on the correlation between regulation and governance issues. The exact course materials will need to be developed in conjunction with Ministry personnel as the course should be given at two levels - basic level and advanced level. Advanced level items will need to be quantified.

### **Training Method, Timing & Venue:**

- Two day course at the Ministry

### **Target Audience:**

- The target audience is comprised of Ministry policy makers

### **Course Outline**

- Law vs. Regulations
- Regulatory Development in an Open Society
- Regulations through the Public Participatory Process
- Transparency in Regulations and Rating for Georgia
- Regulatory Process in Georgia and Current Status of the Regulatory Regime
- Present Day Key Regulatory Issues
- Future Regulatory Issues and the Regulatory Process of the Future

## **Theme Area 1: Skills Development in Policy Making and Analysis**

### **SUBJECT: FINANCIAL MANAGEMENT OF THE ENERGY SECTOR**

#### **Description and Rationale:**

This course is targeted to those individuals that responding to the survey instrument in the Gap Analysis seeking a greater understanding of the past, current, and potential future arrangements for the financial management of the energy sector. The course is geared toward describing cash flows throughout the sector in terms payments for imports, payments to the wholesale market, largest customers, the residential user and key regions of collections difficulties, and the overall cash flow within the system. The course then discusses historical difficulties with financial management of the sector and degrees of vulnerability at each point of financial management. The course further describes best practices in financial management of energy sectors similar in size and make-up and provides case studies in practices and procedures which may be considered in the context of Georgia for purposes of enhancing the integrity of the financial management of the sector.

#### **Training Method, Timing & Venue:**

- Two day course at the Ministry

#### **Target Audience:**

- The target audience is comprised of Ministry policy makers

#### **Course Outline**

- Cash Flow throughout Georgia's Energy Sector
- Key Commercial Users, Governmental Users, and the Residential Customer
- Residential User Collection Rates and Lack of Sustainability of the System
- "Best Management Practices" of the Best Managed Energy Sectors
- Methods for Adding Integrity into the System
- The Ministry's Role in Financial Management of the Sector
- Reducing Risk in the Financial Management of the Sector

## **Theme Area 1: Skills Development in Policy Making and Analysis**

### **SUBJECT: EFFECTIVE UTILIZATION OF ENERGY STATISTICS IN THE DECISION MAKING PROCESS**

#### **Description and Rationale:**

This course is a follow on to the basic energy statistics course and aims at providing training in developing and using energy balances.

Definition and measurements of energy stocks and flows; structure and format of the various types of energy balances; sectoral accounting of energy consumption by the major energy consuming sectors; accounting and assembling of traditional energy;

#### **Training Method, Timing & Venue:**

- Two week classroom sessions at the Ministry of Energy

#### **Target Audience:**

- The target audience is comprised of Ministry policy makers and the midlevel staff at the Ministry and other related energy institutions.

#### **Course Outline**

- Energy Flows in the Economy - Basic Concepts, Measurements and Main Issues
  - Need for Energy Data
  - Classification of Energy By Sources and Use
  - Features of Energy Statistics
  - Major Energy Flows,
  - Boundary Problem, Problems of Measurements, Usual Conventions
- Energy Accounting Framework
  - Energy Commodity Account
  - Overall Energy Balance: Structure, Format and Conventions
  - Alternative Approaches for Energy Accounting
  - Sectoral Energy Accounting
  - Traditional Energy Accounting
  - Issues in Energy Accounting

## Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues

**SUBJECT: COAL EXPLORATION SECTOR: ORGANIZATIONAL STRUCTURE AND ACTIVITIES, INTRODUCTION OF NEW TECHNOLOGIES, AND COAL UTILIZATION – INTERNATIONAL CASE STUDIES**

### **Description and Rationale:**

**Clean Coal Technologies** is for ministry personnel responsible for the ministry programs that deal with the exploitation of domestic coal, the identification, selection and/or operation of coal companies and coal technologies and coal imports. Course provides participants with the fundamentals of the coal industry, clean coal technologies and information for evaluating technologies and contracts currently available in order to determine the one that best fits their particular applications and for the development appropriate policies.

### **Training Method, Timing & Venue:**

- Three day course at the Ministry

### **Target Audience:**

- The target audience is comprised of Ministry policy makers in the area of coal.

### Course Outline

- Overview of coal mining and Georgia's coal sector
- The evolution of coal worldwide
- Overview of international coal companies and coal producers
- Changing commercial structure
- Clean Coal Mining and Preparation
- Coal contracts
- Price and Price Basics
- Coal Economics

## **Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues**

**SUBJECT: HYDROPOWER FACILITY CONSTRUCTION, OPERATIONS, AND MONITORING STANDARDS**

**Description and Rationale:**

Georgia's most abundant energy resource is hydro and it is important that policy address efficient development and operations of this critical resource. This course provides Ministry personnel with international standards for hydropower construction, operations and maintenance.

**Training Method, Timing & Venue:**

- Two day course at the Ministry

**Target Audience:**

- The target audience is comprised of Ministry policy makers and inspectorate personnel in the area of hydropower

**Course Outline:**

- Overview of the industry
- International Best Practices in Large Hydropower construction
- Issues in Resettlement and Environment
- International Best Practices in Small and Mini-hydro construction
- Best Practices in hydro maintenance - including sediment reduction strategies

## **Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues**

**SUBJECT: INTERNATIONAL STANDARDS FOR ENERGY SECTOR RELATED SAFETY PROCEDURES, ACCIDENT PREVENTION AND DISASTER MANAGEMENT (GENERATION AND/OR DISTRIBUTION UTILITIES)**

### **Description and Rationale:**

The Ministry is charged with developing safety standards for the industry and industrial accidents can be a major cost if safety is not adequately addressed. It is also charged with disaster planning and response policy issues. This course addresses safety issues for those employees that perform operations or maintenance work or who have access to electric power generation, transmission, or distribution installations. This course covers safety issues for the following types of operations and personnel: inspection, switching-connection and disconnection, maintenance of lines and equipment, testing and fault locating, streetlight relamping, high voltage electricians, substation mechanics, line foremen, system operators, tree trimmers, and apprentice, linemen, and senior linemen.

The course also covers disaster planning and response measures.

### **Training Method, Timing & Venue:**

- Five day course at the Ministry

### **Target Audience:**

- The target audience is comprised of Ministry policy makers and members of the Inspectorate

### **Course Outline**

- Hazards of Electricity
  - Shock
  - Arc
  - Blast
- Electrical Safety-Related Work Practices
  - Training Requirements
  - Medical services and first aid requirements
  - Minimum pre-job briefing requirements
  - Hazardous energy control
  - Enclosed spaces
  - Excavations
  - Safeguards for personnel protection
  - Use of Equipment
  - Materials handling and storage
  - Working on or near energized parts
  - Deenergizing lines and equipment
  - Protective grounding
  - Safe work practices for high-voltage and high-power testing performed in various locations
  - Mechanical equipment

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- Overhead lines
- Tree trimming operations
- Communications facilities
- Underground electrical installations
- Substations
- Power generation
- Special conditions
- Disaster Planning and Response

## Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues

### SUBJECT: OIL AND GAS SECTOR EXPLORATION, OPERATIONS AND MANAGEMENT

#### Description and Rationale:

**Natural Gas Industry.** A beginning level seminar to provide a basic overview of the natural gas business and is designed for policy professionals needing to broaden their knowledge of the industry

#### Training Method, Timing & Venue:

- Two day seminar at the Ministry

#### Target Audience:

- The target audience is comprised of Ministry policy makers and natural gas decision makers.

#### Course Outline

- Gas Consumers
  - Who are they
  - How do they use gas
  - Load Shapes
  - Needs and Wants
  - Services for end-use customers
- The Physical Gas System
  - Exploration
  - Production
  - Transmission
  - Distribution
  - System Operations
  - Balancing the System
  - Gas Scheduling
  - Gas Value Chain
- Gas Market Evolution
  - Key Gas Industry Trends
  - Profitability for competitive companies
  - Profitability under regulations
  - Price Volatility
  - Market Risks and mitigation
  - Risk Management Tools
- Industry Trends in the next five years

## Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues

**SUBJECT: OIL AND GAS SECTOR EXPLORATION, OPERATIONS AND MANAGEMENT**

### **Description and Rationale:**

**Oil Exploration Industry.** This course is a brief, yet illuminating, introduction to exploration and will take the participant through the progression from geological concept to drilling the exploratory well and how the international industry is organized and operates.

### **Training Method, Timing & Venue:**

- Two day seminar at the Ministry of Energy.

### **Target Audience:**

- The target audience is comprised of Ministry policy makers and upstream petroleum decision makers.

### **Course Outline**

- Introduction - Exploration Terminology
- Principles of Exploration Geology
- Defining the Drilling Prospect
- Risk and Reward in Exploration
- Strategies and Competition
- Drilling the Exploratory Well
- Current Trends and Examples
- Royalties and Exploration Contracts
- International Oil Companies and Negotiations

## Theme Area 2: Knowledge Enhancement in Energy Sector Technical Issues

**SUBJECT: OIL AND GAS SECTOR EXPLORATION, OPERATIONS AND MANAGEMENT**

### **Description and Rationale:**

**Oil Refining and Distribution Industry.** This course is designed for downstream (refining, transportation, and marketing) personnel interested in gaining a broad understanding of the refining, supply, and marketing of petroleum products.

### **Training Method, Timing & Venue:**

- Three day seminar at the Ministry of Energy

### **Target Audience:**

- The target audience is comprised of Ministry policy makers and downstream petroleum decision makers.

### **Course Outline**

- Refining Basics
- Petroleum Basics: Types, Uses, and Characteristics
- Supply: Managing Production to Meet Demand
- Distribution: Moving Petroleum across the Continent
- Petroleum Products and the Environment: Issues and Challenges
- Marketing Overview: Key Participants and Infrastructure
- Understanding Pump Prices - The Pump Price Margin Model
- The Downstream Sector and The Public: Prices and Regulation
- Pump Prices - Historical and Comparative Views
- The Future of the Downstream Petroleum Industry

## **Theme Area 3: Improved Abilities in Energy Sector Operations and Management**

### **SUBJECT: CHANGE MANAGEMENT IN POWER SECTOR**

#### **Description and Rationale:**

The objective of this course is to create an awareness of the changes required by all energy sector stakeholders in the reforming electricity sector in Georgia. The course will discuss the concepts and processes of change, approaches to defining and implementing changes, preparing the stakeholders to be active partners in the reform process, and the roles and responsibilities of various parties. The course will also provide insight into why change in general is required, why it is often met with reluctance, and how to overcome the resistance and create change agents. International case studies will be discussed on selected topics.

#### **Training Method, Timing & Venue:**

4 days – classroom session

#### **Target Audience:**

Middle and Upper Management Personnel from the Ministry, GNERC, Distribution Companies, Active NGOs and Consumer Groups

#### **Course Outline**

- Power Sector in Georgia – Key Challenges
- Drivers of Change in the Georgian Power Sector
- Change Management Concepts and Processes
- People Process in Change Management – Changing Mind Sets
- Change Management in the Ministry – New Structure and Responsibilities
- Change Management in the Ministry – New Role and Relationships with Other Power Sector Stakeholders
- Change Requirements in Reducing Energy Sector Technical Losses
- Change Requirement to Enhance Energy Sector Commercial and Financial Performance
- Change Requirement to Enhance Public Awareness and Education of the Activities in the Georgian Power Sector

## **Theme Area 3: Improved Abilities in Energy Sector Operations and Management**

### **SUBJECT: CUSTOMER SATISFACTION, COMMUNICATIONS AND OUTREACH**

#### **Description and Rationale:**

The objective of this course is to create awareness amongst the middle management officials of the ministry, the regulatory body, the distribution utilities, and other stakeholders to the importance of adopting best practices in providing quality and reliable electricity services to its customers. All stakeholders have an important role in achieving this objective. The course will focus on approaches to (i) improving customer service and building customer confidence, (ii) making the customer an active partner in the governance process of the sector, and (iv) discussions on international case studies and best practices in communications and outreach and consumer satisfaction through modern customer relations management (CRM) programs.

#### **Training Method, Timing & Venue:**

4 days - classroom session

#### **Target Audience:**

Middle Management Personnel from the Ministry, GNERC, Utilities, Consumer Groups, NGOs, Etc.

#### **Course Outline**

Power Sector Customer Service Issues in Georgia

- Human Resource Development
- Role of Electricity Regulatory Commissions in Enforcing Customer Care Elements
- Technology Intervention to Improve Customer Care Practices
- Elements of Better Customer Relations Management
- Functioning and Responsiveness of Call Centers
- Best Practices in Communications and Outreach, and Relationship Building with Customers
- International Best Practices and Approaches for Customer Care

## **Theme Area 3: Improved Abilities in Energy Sector Operations and Management**

### **SUBJECT: BEST PRACTICES IN PERSONNEL MANAGEMENT AND EMPLOYEE PRODUCTIVITY ENHANCEMENT**

#### **Description and Rationale:**

The objective of this course is to create awareness of and improve personnel management practices in the Ministry of Energy and other Georgian power sector organizations with the goal to fulfill the potential of organizational and individual employee productivity. The course will address international best practices in all areas of personnel management, including employee training and development, creating a good organization culture, aligning organizational and individual goals, and employee performance management and evaluation procedures. The overarching intent of the course is to discuss the best practices in creating an environment to maximize employee productivity.

#### **Training Method, Timing & Venue:**

4 days - classroom session

#### **Target Audience:**

Middle Management Personnel from the Ministry, GNERC, Utilities

#### **Course Outline**

- Organizational and Company Structures of Energy Sector Stakeholders – International Experience
- Optimum Employee Ratios in an Organization
- Personnel Down Sizing and Employee Termination
- Job descriptions and Employee Selection
- Employee Retention
- Employee Productivity Improvement
- Organization Culture as Productivity Booster
- Employee Training and Development
- Performance Evaluations and Management by Objectives (Performance Based Incentives)
- Employee Recognition, Team Building and Morale Boosting Practices
- Improving Employee Loyalty

## **Theme Area 3: Improved Abilities in Energy Sector Operations and Management**

**SUBJECT: DEVELOPMENT OF INDIVIDUAL AND TEAM BASED COMMUNICATION SKILLS, DESIGN AND CONDUCTING OF PRESENTATIONS**

### **Description and Rationale:**

The objective of this course is to introduce the basic principles of effective communication on an individual, team-based, and organizational basis. The purpose of the course is to enhance the skills and awareness of participants of the positive and negative impacts they may achieve by using a variety of communication methods and styles. The course will address communication avenues between the various Georgian power sector stakeholders, and how to improve efficiency in communicating with one another. Finally, the course is aimed at improving individual skills of presenting information to an audience of colleagues, supervisors, employees, or public representatives.

### **Training Method, Timing & Venue:**

2 days - classroom session

### **Target Audience:**

All levels of the Ministry of Energy Personnel, GNERC, Utilities, Consumer Groups, NGOs, Etc.

### **Course Outline**

- Basic Good Communication Concepts and Principles
- Enhancing Organizational Communication
  - Organizational Structure of the Ministry
  - Roles and Responsibilities of the Ministerial Departments
  - Communication Within Departments
  - Communication Between Departments
  - Ministry Communication with the Public and Other Power Sector Stakeholder Representatives
- Enhancing Individual Communication Skills
  - Design and Development of a Presentation – Objectives, Structure and Effective Presentation of Information in Front of an Audience
  - Design and Development of a Report – Objectives, Structure and Effective Presentation of Written Information
  - One-on-One Communication Enhancement – Skills of Listening and Body Language
  - Communication in a Team

## **Theme Area: Improved Abilities in Energy Sector Operations and Management**

### **SUBJECT: EFFECTIVE UTILIZATION OF MS OFFICE SUITE SOFTWARE**

#### **Description and Rationale:**

This course may be designed in different level variations in order to meet the specific requirements of the identified course participants. Depending on the specific audience, it may also focus on one or more of the described software programs.

This basic objective of the course is to improve individual skills in the utilization of basic and advanced functions of the spreadsheet, word processing and presentation development programs of the Microsoft Office suite.

#### **Training Method, Timing & Venue:**

3 days – hands-on training

#### **Target Audience:**

All levels of the Ministry of Energy Personnel

#### **Course Outline**

- MS Excel
  - Creating a Basic Worksheet by Entering Text, Values and Formulas
  - Understanding Moving and Copying Data by Using Shortcuts
  - Data and Cell Formatting
  - Spell Checking and Preparation of Documents for Printing
  - Data Entry and Manipulation by Using Formulas
  - Creating Formulas by Using Built-in Functions
  - Creating of Diagrams and Graphs
  - Protection of Worksheet by Locking Cells
  - Importing and Exporting Data
  - Excel Financial and Statistical Functions
  - Creating and Operating Macros
  - Filtering and Sorting Data
  - Other Functions
  
- MS Word
  - General Formatting, Document Layout, and Page Set Up
  - Headers and Footers, and Footnotes
  - Creating Tables and Graphics
  - Inserting Pictures
  - Document Editing in Track Change Mode
  - Creating New Sections, New Page, Columns, etc.
  - Bullets and Numbering
  - Creating Styles

- MS PowerPoint
  - Planning a Presentation
  - Starting a New Presentation
  - Adding, Deleting and Changing Slide Order
  - Slide Formatting and Backgrounds
  - Setting Up and Viewing a Presentation as a Slide Show
  - Creating a Design Template, Slide Master Utilization
  - Creating Speaker Notes
  - Using WordArt
  - Text and Slide Animation
  - Inserting Pictures
  - Creating Designs, Graphics, Tables, Charts

## **Theme Area 4: Regional Energy Market Development Cooperation and Security**

**SUBJECT: ENHANCING REGIONAL ENERGY COOPERATION AND  
DEVELOPMENT**

### **Description and Rationale:**

This course of instruction is designed for middle to upper managers with participation requested from the Managerial and Policy Making/Leadership level of the Ministry. It provides information on three regions of the world that fostered integration through resource sharing and evaluates the cost/benefits for regional energy cooperation and development for Georgia. The course documents the current trade and cooperation which exist and discusses the country's future based on geo-political considerations, social conditions, and economic considerations for integration. The course is designed to improve future Leaders' understanding of cross-border trade of energy resources. It looks at best practices for cross-border sharing agreements, differences in pure economic-driven vs. politically driven decision making processes, and provides a forum for the Ministry to present findings and considerations of the government to Ministry personnel.

### **Training Method, Timing & Venue:**

1.5 days – lecture and discussion format  
Analytical Exercise in Best "Target" Case

### **Target Audience:**

Mid and Senior level personnel with visiting lectures by Managerial and Leadership Levels

### **Course Outline**

- Location, Location, Location - Georgia's Role in a Regional Energy Market
- Economic Hopes and Economic Fears - Timing for Trade
- Best Practices Learned from Effective Regional Energy Markets
- Steps to Building a Regional Energy Market
- Current Trading Arrangements - Economic, Financial, Social
- Tools for Increasing Trade
- Current Opportunities
- Targets for Development - Where to Build, Why to Build, When to Build

## **Theme Area 4: Regional Energy Market Development Cooperation and Security**

**SUBJECT: COMPARING THE SIMILARITIES AND DIFFERENCES OF  
REGIONAL REGULATORY AND LEGAL FOUNDATIONS - LESSONS TO BE  
LEARNED**

### **Description and Rationale:**

This course is designed to provide middle and upper management personnel with a general understanding of the regional regulatory regimes and the legal foundations of neighboring countries' which govern their respective energy sectors. Developed as a comparative course, participants are able to evaluate the leading regulatory and legal foundations which govern the policy making process that have had the most negative and positive impacts on other countries' energy sector development. Key lessons learned are documented by participants. Those regulatory regimes and governing legislations which have had the greatest positive impact are then applied to the Georgian context.

The course is further designed to identify those countries which hold the least risk and greatest benefit for future cooperation with Georgia.

### **Training Method, Timing & Venue:**

4 days – Classroom lecture, group exercises, role-playing exercises, group analysis

### **Target Audience:**

Middle and Upper Level Managers and Analysts of the Ministry of Energy Personnel

### **Course Outline**

- Rate Your Neighbor - a critical look at the legal foundation of selected neighboring countries
- Would You Invest Here? - Key triggers for investor confidence and the regulatory regime of selected neighboring countries
- Know Thy Neighbor - Discussion of the actual impact of legislations and regulatory regimes on energy sector improvements

Group Exercise: Evaluation of Laws of Three Countries

Role-Playing Exercises: Whose Laws are the Best?

Group Exercise: Evaluation of Regulatory Regimes of Three Countries

Role-Playing Exercises: Whose Regulations are the Best?

- Balancing of Regulations and Laws
- Achieving the Home Grown Solution
- Best Practices to Grow at Home
- Current Road Blocks to Nurture Away