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

Contract No. EPP-I-00-03-00004-00, Task Order No. AID-306-TO-12-00002

### **SGGA Performance Monitoring Plan** (Deliverable 1-3)

December 29, 2012

Prepared by:

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

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## Abbreviations

AEAI	Advanced Engineering Associates International, Inc.
AFMIS	Afghanistan Financial Management Information System
AGE	Afghan Gas Enterprise
CCN	Cooperating Country Nationals
COR	Contracting Officer's Representative
DABS	Da Afghanistan Breshna Sherkat
DM	Deputy Minister (of MoM)
E&Y	Ernst and Young
EQUALS	Engineering Quality Assurance and Logistical Support
GIRoA	Government Islamic Republic of Afghanistan
Grantee	Ministry of Mines
GSA	General Services Administration
HR	Human Resources
IA	Information Assurance
IL	Implementation Letter
IPP	Independent Power Producer/ Project
M&E	Monitoring and Evaluation
MEW	Ministry of Energy and Water
MoCI	Ministry of Commerce and Industry
Mod.	Modification
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoM	Ministry of Mines
MW	Mega Watt
NFC	National Finance Center
OFM	Office of Financial Management (USAID)
PGI	Privatization Group International
PMP	Performance Monitoring Plan
PMU	Program Management Unit
PPA	Public Private Alliance
SGDP	Sheberghan Gas Development Project
SGGA	Sheberghan Gas Generation Activity
SOAG	Strategic Objective Grant Agreement
SOE	State Owned Enterprise
TBD	To be Determined
USAID	United States Agency for International Development
USD	United States Dollar

## 1 Introduction and Overview of the Program

This Performance Monitoring Plan (“PMP”) is part of USAID’s Technical Assistance for a gas development program and a 200-MW power plant in Sheberghan, Afghanistan, which is being performed by the Sheberghan Gas Generation Activity (“SGGA”) in 2012 through 2015. This work is part of USAID’s Technical Assistance to Afghanistan’s Ministry of Mines (“MoM”), Task Order No. AID-306-TO-12-00002.

SGGA’s scope of work focuses on the support of projects and transactions relevant to the Sheberghan Gas Development Program (“SGDP”). The scope of this task order consists of design and implementation of a capacity enhancement program for the commercialization and modernization, and possibly corporatization, of Afghan Gas Enterprise. It further consists of a program to promote sustainability of the projects completed within the SGDP through training and mentoring of the MoM and other relevant GIRoA institutions such as DABS and MEW, as mutually agreed to by GIRoA and USAID. This training, mentoring and capacity enhancement program will also provide the basis for the production of a comprehensive feasibility report on industrial development and effective utilization of Afghanistan’s hydrocarbon reserves, including but not limited to the Sheberghan gas fields in Jowzjan Province in Northern Afghanistan and the creation of a natural gas market in Afghanistan.

### 1.1 Strategic Objective and Results

SGGA is driven by certain Strategic Objectives and Intermediate Results, as set forth in the following reference documents:

- Strategic Objective Grant Agreement between the United States Of America and the Islamic Republic Of Afghanistan for the Strategic Objective of a Thriving Economy Led by the Private, Sector, dated September 19, 2005, (“**SOAG**”)
- Implementation Letter No. I for Sheberghan Gas Development Project, amongst Government of the Islamic Republic of Afghanistan (“the Grantee” or “GIRoA”), as represented by the Ministries of Finance (“MoF”) and Mines (“MoM”) and the United States Agency for International Development (USAID), dated May 15, 2012, (“**IL**”)
- Contract Mod #1, Task Order No. AID-306-TO-12-00002 regarding Sheberghan Gas Generation Activity (SGGA), Contract No: EPP-1-00-03-00004-00 between USAID and Advanced Engineering Associates International, Inc., dated November 14, 2012, (“**Mod**”).

#### 1.1.1 Strategic Objective

According to the SOAG, the Strategic Objective is “a thriving economy lead by the private sector in Afghanistan.”

#### 1.1.2 Results

Results are defined in the SOAG as:

- Accelerated market-led growth in agriculture;
- Accelerated broad-based, sustainable rural economic development in ways that provide new opportunities for the Afghan population to seek livelihoods in the legitimate economy;
- Increased incomes through economic growth;
- Stabilized energy services and that are more affordable and accessible
- Expanded and improved access to transportation; and
- Expanded access to water supplies and sanitation.

As it relates to the SGGA, the relevant Results in the SOAG are:

- “c. Increased incomes through economic growth;” and
- “d. Stabilized energy services and that are more affordable and accessible.”

In the SOAG, each Result has defined a Development Hypothesis, Intermediate Results, and Sub-Goals, as follows:

### 1.1.3 SOAG Result: Increased Incomes through Economic Growth

#### Development Hypothesis

The underlying development hypothesis is that the best way to create prosperity and sustainable jobs and to reduce poverty is through promoting growth of individual businesses, primarily through development of a competitive market economy. Policy reforms pursued in partnership between the public and the private sectors are more successful in identifying impediments and in designing reforms than the provision of technical assistance only to state institutions. Implicitly, there is the need to increase the private sector's role and decrease the government's role in the economy. Second, improving financial institutions helps mobilize capital and increases access to financial services. Also, expanding and broadening the outreach of microfinance and rural finance spreads the benefits of growth to a broader range of the vulnerable population, especially women, in both urban and rural areas. Finally, competitiveness can be stimulated by both removing administrative barriers and constraints that prevent enterprises from entering the market and by increasing focus on products and services demanded by the markets.

Relevant (to SGGA) Intermediate Results identified in the SOAG are as follows:

#### 1.1.3.1 Intermediate Result 1: Legal and Regulatory Environment Improved

In order to help achieve this Intermediate Result, any relevant activities should help accomplish one or more of the following sub-results:

- Commercial laws modernized covering commercial code, secured transactions, commercial paper, collateral, bankruptcy, and laws on accounting and auditing of enterprises.
- Governance laws modernized covering public expenditure and financial management, procurement, civil service, and corporate governance.
- Predictability and transparency of regulations enhanced through legal and regulatory reforms and the strengthening of regulatory bodies, including selected public utilities and the financial sector.
- Predictability and transparency of commercial dispute resolution enhanced by building the capacity of commercial courts and making available improved alternative commercial dispute resolutions, including establishing escrow accounts.
- Administrative barriers eliminated in Kabul and selected provinces and remaining administrative procedures simplified to reduce transaction costs and speed the establishment, operation, and reporting of private firms.
- Predictability and transparency of government taxes enhanced through legal and administrative reforms.

### 1.1.3.2 Intermediate Result 8: State-Owned Enterprises (SOE) Evaluated and Restructured, Sold or Liquidated.

In order to help achieve this Intermediate Result, activities may be selected to help accomplish one or more of the following sub-results:

- Displaced workers from State Owned Enterprises provided options for training, new jobs, or voluntarily redirected to other activities and compensated for their time in State service, utilizing proceeds from sale of public entities.
- Marketing effort to attract foreign and local investment in high-priority industries such as cotton ginning, cement, silos, advertising and aviation and to fill in gaps in cluster value chains, based on satisfying customer needs in industries such as carpets and agricultural products.

### 1.1.4 SOAG Result: Stabilized Energy Services and that are More Affordable and Accessible.

#### Development Hypothesis

Energy is a fundamental, cross-cutting driver of economic development and social stability. Limited access to energy is impeding economic development and social welfare improvements in Afghanistan. As a result, the national government is constrained in its ability to conduct day-to-day operations, and business and industry are commonly unable to function effectively. New and refurbished hospitals, schools, clinics and businesses are stalled in their ability to become viable and fully functioning institutions. The lack of access to basic power also has political repercussions as citizens begin to demand improved services. Given the scope and complexity of problems in the sector, priorities must be established and adequate funding must be committed for both immediate and longer-term activities. Donor coordination and the coordination among donors and the Ministries of Energy and Water and Mines and Industry as well as relevant state-owned enterprises will contribute to achieving progress in implementing the highly complex systems that deliver energy for economic growth.

#### 1.1.4.1 Intermediate Result 1: Build a Sustainable Operating System.

Under this Intermediate Result any relevant activities planned should (i) provide support for the emergency power supply for Greater Kabul and Kandahar, Lashkar Gah and Qalat in Zabol, and Kandahar and Helmand provinces; (ii) stabilize the public power supply by rehabilitating/rebuilding the system to serve formerly connected areas; (iii) immediately initiate building of indigenous capacity through technical, management and vocational training applying market-based management practices, (iv) establish sector norms and standards and initiate sector restructuring and reform to promote improved efficiency, cost recovery and sustainability and (v) support the development and expansion of regional energy trade linkages with the Central Asian Republics and the South Asian countries.

Under the program the intent is to achieve sustainable system operations for the provision of reliable, affordable power. The system may include a natural gas-fired thermal plant, hydro, micro-hydro and solar facilities that are sustainable based on cost-recovery. Additional activities may include the production of spare parts and micro-hydro and solar water heating/pumping systems to create small business opportunities in country. Longer term priorities (2-5 years) are to (i) identify and support priority power sector development initiatives to supply power on market-based conditions; (ii) promote indigenous capacity and sustainability to manage the power sector; (iii) help posture Afghanistan strategically in both the Central Asia and South Asian regions to the benefit of long-term energy

relationships; (iv) promote the development of Afghanistan's power sector so that it is integrated into the water and energy nexus to comprehensively support sound economic growth and quality of life.

#### 1.1.4.2 Intermediate Result 2: A shift to Indigenous Sources of Power.

The result will be a reduction and removal of emergency fuel procurement programs and diversification of Afghanistan's power supply portfolio. The least-cost supply may include a blend of economically priced electricity imports from Uzbekistan, Turkmenistan and Tajikistan as well as expanded domestic hydropower and gas-fired generation sources for grid-connected supply. Off grid, the development of mini-hydro, wind and solar power may be promoted through the development of renewable energy data base. Any relevant activities should be designed to promote the use cost-efficient, safe, indigenous fuel sources and create domestic employment opportunities (gas, coal, oil).

#### 1.1.4.3 Intermediate Result 3: Strengthened Human and System Resources.

Activities under this Intermediate Result are intended to ensure that the country will eventually have the institutional capacity to maintain sustainable operations including market-based operations, technical expertise, legal and regulatory safeguards, transparent audit and accounting practices, billing and collections, environmental standards and viable labor management relations. Activities may include support for the Afghanistan Energy Information Center as the primary repository for all historic and updated energy sector data, mapping, analysis and library of assessments, reports including government projects and donor participation and improved regional linkages between institutions to enhance power import opportunities, cross-border trade, contracting and sound regional energy resource management practices.

#### 1.1.4.4 Intermediate Result 4: Improved Policy, legal and Regulatory Frameworks.

In collaboration with other donors, activities under this Intermediate Result may include sector restructuring, establishment of technical, safety and environment codes to assure safe and sustainable operation of systems. These may include grid code, electricity code, health and safety, and environmental regulations. In addition, there may be activities to improve sector efficiency, institutional and regulatory support to enforce sector standards. Support of legal and regulatory standards including institutional operations and oversight to assure transparent and predictable operations, sound use of energy resources and strategic planning for future resource development and use throughout the country may also be part of this intermediate result.

#### 1.1.4.5 Intermediate Result 5: Improved Private-Sector Support for the Energy Sector.

Activities may include support for the development of Afghanistan-based production, where possible, of spare parts, micro-hydro, solar water heating, solar pumping and solar drying systems to create small business opportunities throughout the country. In addition, there may be activities designed to improve technical capacity to provide installation, operations and maintenance of transmission and distribution facilities. The intent will also be to improve technical capacity to support gas field services, exploration and production capability, and pipeline maintenance and repair through private-sector contractors.

## 2 Purpose of this PMP

This PMP is a performance management tool used by SGGA to help plan and manage the process of assessing and reporting progress towards achieving the Strategic Objective, "a thriving economy lead

by the private sector in Afghanistan.” It contains full documentation of the indicators used to track progress toward the Strategic Objective, their data sources, the quality of data available and responsibilities for collection and analysis of the data.

As specified in the Mod, SGGA's performance will be evaluated based on the completion of specific tasks as outlined in the Task Order, adherence to the work plan, and reports submitted to the COR. In addition, SGGA will ensure that the results of the planned activities outlined in the approved work plans are reflected in the project's performance reports. The PMP primarily has custom indicators since only one standard “F” indicator was deemed applicable to this capacity building focused project, 4.4.1-34 Person hours of training completed in technical energy fields supported by USG assistance.

## 2.1 SGGA Proposed PGI Performance Monitoring Plan Indicators

The custom and standard “F” indicator are set forth in the following table that lists the major milestones and the indicators.

Table 1: Proposed PGI Indicators and Targets

\*\*\* *Subject to Final Approval by USAID*

SGGA Proposed PGI Performance Monitoring Plan Indicators			
<b>Milestones</b>			
<i>Capacity Building - MoM, DABS, MEW</i>	<b>Prior</b>	<b>Current</b>	
Capacity Assessments	0	0	
Training Courses	0	0	
Evaluations	0	0	
<b>Tenders</b>	<b>Prior</b>	<b>Current</b>	
1. Advertising	0	0	
2. Award	0	0	
3. Mobilization	0	0	
4. Activity work	0	0	
5. Completion	0	0	
<b>Indicators</b>			
<i>Capacity Building - MoM, DABS, MEW</i>	<b>Prior M/F</b>	<b>Current M/F</b>	<b>Indicator Code</b>
# of Assessed people	0/0	0/0	11/12
# of Afghan prof. trained – “F” indicator	0/0	0/0	13/14
# of Afghan prof. evaluated	0/0	0/0	15/16
<i>M = Male F = Female</i>			
<b>Tenders</b>	<b>Prior</b>	<b>Current</b>	
# of Rehab. & Drilled Wells	0	0	17
# of Gas Plants constructed	0	0	18
Prof. Engineers for Drilling hired	0	0	19
Prof. Engineer Proc. Plant hired	0	0	110

The foregoing milestones involve multiple activities and multiple entities. For example, the Capacity Assessments for MoM cover three groups needed to perform distinct major roles: drilling oversight, business transactions negotiation and Gathering System & Processing Plant (Gas Business Unit) operations. The assessment will not be complete until all of the assessment work for all three groups is finished. The assessments of DABS and MEW may also involve multiple groups but the assessment will not be complete until all of the assessment work for all three groups is finished. The following table shows the expected numerical results from the successful achievement of the milestones.

**Expected milestones to be achieved**

**Capacity Building**

Capacity Assessments	3	One each for MoM, DABS, MEW
Training Courses	3	One each for MoM, DABS, MEW
Evaluations	3	One each for MoM, DABS, MEW

**Tenders**

1. Advertising	4	One each for Well rehab & Drilling work; Gathering System & Processing Plant; Prof. Engineer - Drilling; and Prof. Engineer - Processing Plant
2. Award	4	One each for Well rehab & Drilling work; Gathering System & Processing Plant; Prof. Engineer - Drilling; and Prof. Engineer -Processing Plant
3. Mobilization	4	One each for Well rehab & Drilling work; Gathering System & Processing Plant; Prof. Engineer - Drilling; and Prof. Engineer -Processing Plant
4. Activity work	4	One each for Well rehab & Drilling work; Gathering System & Processing Plant; Prof. Engineer - Drilling; and Prof. Engineer -Processing Plant
5. Completion	4	One each for Well rehab & Drilling work; Gathering System & Processing Plant; Prof. Engineer - Drilling; and Prof. Engineer -Processing Plant

To fully appreciate the context of the selected performance indicator, the appropriate perspective is illustrated in the associated Performance Indicator Reference Sheet below. It is important to note that the Proposed Indicators are pending approval by the USAID COR.

There is one standard "F" indicator that is applicable to this capacity building focused project, 4.4.1-34 Person hours of training completed in technical energy fields supported by USG assistance. Below is the associated Performance Indicator Reference Sheet.

## 2.2 Performance Indicator Reference Sheets

### 2.2.1 Person Hours of Training Completed in Technical Energy Fields

<p><b>Objective #:</b> C.3.1 Provide technical assistance, training and capacity enhancement to the MoM and other relevant institutions for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Subtask #:</b> C.4.1) TASK 1 : Provide technical assistance, training and capacity enhancement for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Indicator #:</b> 4.4.1-34 Person hours of training completed in technical energy fields supported by USG assistance</p>
DESCRIPTION
<p><b>Precise Definitions:</b></p> <p>This indicator uses the following equation to express the number of USG-supported training hours that were completed by training participants:</p> <p>Hours of USG supported training course x Number of people completing that training course</p> <p>People: Only people who complete the entire training course are counted for this indicator.</p> <p>Training: Training is defined as sessions in which participants are educated according to a defined curriculum and set learning objectives. Sessions that could be informative or educational, such as meetings, but do not have a defined curriculum or learning objectives are not counted as training.</p>
<p><b>Unit of Measure:</b> Number (of person hours)</p>
<p><b>Disaggregated By:</b> Sex</p>
<p><b>Justification/Management Utility:</b></p> <p>The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA.</p> <p>Training indicators account for the expenditure of USG funds to build country capacity.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data collection Methodology:</b> Statistics assembled by the Capacity Building Course instructor</p>
<p><b>Data Source:</b> Attendance records of implementing partners that conduct training.</p>
<p><b>Method of Acquisition :</b> class attendance records and examination results</p>
<p><b>Frequency and Timing of Data Acquisition:</b> At each class and at the examination</p>
<p><b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy</p>
<p><b>Individual responsible for providing data to USAID:</b> Michael Scolder</p>
<p><b>Location of data Storage:</b> SGGA offices in Kabul</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> TBD based on first training course</p>
<p><b>Known data Limitations and Significance (if any):</b> Attendance records may be incomplete or inaccurate, especially in the case of determining whether a participant completed an entire course. The universe of countries providing this type of training can vary from year to year; thus, trends should not be interpreted from aggregate data.</p>
<p><b>Actions taken or Planned to Address data limitations:</b> Diligent collection and maintenance of class attendance and examination results records</p>
<p><b>Date of Future Data Quality Assessments:</b> Prior to semi-annually reporting in April and October</p>
<p><b>Procedures for Future Data Quality Assessments:</b> Periodic collection and comparison of attendance at the classes and successful completion of the course examinations</p>
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING
<p><b>Data Analysis:</b> Analyzed in semi-annual reports</p>
<p><b>Presentation of Data:</b> In semi-annual reports</p>
<p><b>Review of Data:</b> By USAID in semi-annual reports</p>
<p><b>Reporting of Data:</b> In semi-annual reports</p>

OTHER NOTES			
None			
Other Notes: None			
INDICATOR VALUES			
Year	Target	Actual	Notes
2013	*		* It is not currently possible to estimate how many of the course invitees will actually attend and successful complete the classes; further the number of courses and course hours has not yet been finalized
2014			
2015			
THIS SHEET UPDATED ON:			

Closely related to the above standard "F" indicator are two other indicators related to capacity building, Possibly Qualified Professionals Assessed and Possibly Qualified Professionals Evaluated. The first indicator, Possibly Qualified Professionals Assessed, compares the best existing staff before the capacity building with the specific job description or indicated role to determine the areas of deficiency and the required nature and extent of the capacity building. The latter indicator, Possibly Qualified Professionals Evaluated, reviews the Professionals after the capacity building training to determine if there is a high likelihood that the combination of staff could perform satisfactorily, or whether supplemental training or even short-to-medium term Technical Assistance during the operational period would be appropriate to assure safe and sustainable operations.

### 2.2.2 Possibly Qualified Professionals Assessed

<p><b>Objective #:</b> C.3.1 Provide technical assistance, training and capacity enhancement to the MoM and other relevant institutions for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Subtask #:</b> C.4.1) TASK 1 : Provide technical assistance, training and capacity enhancement for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Indicator #:</b> Number of professionals evaluated for capacity building purposes</p>
DESCRIPTION
<p><b>Precise Definitions:</b></p> <p>This indicator counts the total number of possibly qualified professionals assessed to potentially perform specified roles for drilling oversight, business transactions negotiation and Gas Business Unit operations for MoM; business transactions negotiation and associated power operations for DABS; and developing policy and the regulatory foundation for private investment in the power sector for MEW</p> <p>People: Only people who complete the entire assessment process are counted for this indicator.</p> <p>Assessment: People are assessed relative to a specific job description or indicated role though assessment questionnaires, CV reviews and subsequent appraisal of the potential to perform adequately after some capacity building.</p>
<p><b>Unit of Measure:</b> Number (of persons)</p>
<p><b>Disaggregated By:</b> Sex</p>
<p><b>Justification/Management Utility:</b></p> <p>The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. Due to the complexity of the gas to power project with the need to safely eliminate poisonous H2S gas and ensure a commercially viable and sustainable model, the best candidates should be identified and assessed for capacity building potential. Training related indicators account for the expenditure of USG funds to build country capacity.</p>

PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection Methodology:</b> Statistics assembled by the Capacity Building assessor			
<b>Data Source:</b> Assessment questionnaires, CV reviews and subsequent appraisal			
<b>Method of Acquisition :</b> Segregation of applicants for specific job description or indicated role and then a comparison of the assessment each one's questionnaire and CV to assign a potential role after any needed capacity building			
<b>Frequency and Timing of Data Acquisition:</b> After each assessment is completed			
<b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy			
<b>Individual responsible for providing data to USAID:</b> Michael Scolder			
<b>Location of data Storage:</b> SGGA offices in Kabul			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> October 2012			
<b>Known data Limitations and Significance (if any):</b> Assessment data may be incomplete or inaccurate based on translation errors, potential misunderstanding of the process by the applicants or the assessor.			
<b>Actions taken or Planned to Address data limitations:</b> Diligent collection and maintenance of assessment data.			
<b>Date of Future Data Quality Assessments:</b> Prior to semi-annually reporting in April and October			
<b>Procedures for Future Data Quality Assessments:</b> Periodic collection and comparison of attendance at the classes and successful completion of the course examinations			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
<b>Data Analysis:</b> Analyzed in semi-annual reports			
<b>Presentation of Data:</b> In semi-annual reports			
<b>Review of Data:</b> By USAID in semi-annual reports			
<b>Reporting of Data:</b> In semi-annual reports			
46t cv			
None			
Other Notes: None			
INDICATOR VALUES			
Year	Target	Actual	Notes
2013	*		
2014			
2015			
THIS SHEET UPDATED ON:			

### 2.2.3 Possibly Qualified Professionals Evaluated

<p><b>Objective #:</b> C.3.1 Provide technical assistance, training and capacity enhancement to the MoM and other relevant institutions for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Subtask #:</b> C.4.1) TASK 1 : Provide technical assistance, training and capacity enhancement for the development and effective utilization of Afghanistan's hydrocarbon reserves</p> <p><b>Indicator #:</b> Number of professionals evaluated for capacity building purposes</p>
DESCRIPTION
<p><b>Precise Definitions:</b></p> <p>This indicator counts the total number of possibly qualified professionals evaluated to successfully perform specified roles for drilling oversight, business transactions negotiation and Gas Business Unit operations for MoM; business transactions negotiation and associated power operations for DABS; and developing policy and the regulatory foundation for private investment in the power sector for MEW</p> <p>People: Only people who complete the entire capacity building and evaluation process are counted for this indicator.</p> <p>Evaluation: People are assessed relative to a specific job description or indicated role though assessment questionnaires, CV reviews and subsequent appraisal of the potential to perform adequately after completion of</p>

the capacity building.			
<b>Unit of Measure:</b> Number (of persons)			
<b>Disaggregated By:</b> Sex			
<b>Justification/Management Utility:</b> The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. There should be a high likelihood that the combination of staff could perform satisfactorily, or whether supplemental training or even short-to-medium term Technical Assistance during the operational period would be appropriate to assure safe and sustainable operations and later transition to local staff only when fully capable. Training indicators account for the expenditure of USG funds to build country capacity.			
<b>PLAN FOR DATA ACQUISITION BY USAID</b>			
<b>Data collection Methodology:</b> Statistics assembled by the Capacity Building evaluator			
<b>Data Source:</b> Capacity building examination and any addition appraisal			
<b>Method of Acquisition :</b> Segregation of applicants for specific job description or indicated role and then an evaluation of each one's capacity building examination and any addition appraisal questionnaire			
<b>Frequency and Timing of Data Acquisition:</b> After each evaluation is completed			
<b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy			
<b>Individual responsible for providing data to USAID:</b> Michael Scolder			
<b>Location of data Storage:</b> SGGA offices in Kabul			
<b>DATA QUALITY ISSUES</b>			
<b>Date of Initial Data Quality Assessment:</b> October 2012			
<b>Known data Limitations and Significance (if any):</b> Evaluation data may be incomplete or inaccurate based on translation errors, potential misunderstanding of the process by the applicants or the evaluator.			
<b>Actions taken or Planned to Address data limitations:</b> Diligent collection and maintenance of evaluation data.			
<b>Date of Future Data Quality Assessments:</b> Prior to semi-annually reporting in April and October			
<b>Procedures for Future Data Quality Assessments:</b> Periodic collection and comparison of evaluation analyses			
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>			
<b>Data Analysis:</b> Analyzed in semi-annual reports			
<b>Presentation of Data:</b> In semi-annual reports			
<b>Review of Data:</b> By USAID in semi-annual reports			
<b>Reporting of Data:</b> In semi-annual reports			
<b>OTHER NOTES</b>			
None			
Other Notes: None			
<b>INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2013	*		
2014			
2015			
<b>THIS SHEET UPDATED ON:</b>			

The other set of Performance Indicators relate to the tenders needed to provide the gas supply assets in a high quality, reliable operation manner. There are tenders for the rehabilitation and drilling of wells, design and construction of the gathering system & processing plant, and for specialized professional engineers to monitor the well work and the gathering system & processing plant. These indicators will show a one for each time that a component is completed, e.g., each time a well is completed or abandoned or an engineer is retained to work, otherwise the indicator will be zero.

## 2.2.4 Tender for Rehabilitation and Drilling of Wells

<p><b>Objective #:</b> C.3.2 Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Subtask #:</b> C.4. TASK 2: Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Indicator #:</b> Completion of the Tender and related Work for Rehabilitation and Drilling of Wells</p>
DESCRIPTION
<p><b>Precise Definitions:</b> This indicator counts the successful completion of the Work for Rehabilitation and Drilling of Wells. The indicator total will increase by one, each time an additional number each time a component is completed, e.g., each time well work is completed, otherwise the indicator will be zero.</p>
<p><b>Unit of Measure:</b> Number (of wells completed or abandoned)</p>
<p><b>Disaggregated By:</b> N/A</p>
<p><b>Justification/Management Utility:</b> The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. On-budget (Government to Government) financial assistance of \$ (financial information omitted) will be provided by USAID to the MoM for rehabilitation and drilling of wells.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data collection Methodology:</b> Information prepared by the Drilling Contractor and reviewed by SGGA</p>
<p><b>Data Source:</b> Drilling Contractor progress reports and any addition sources</p>
<p><b>Method of Acquisition :</b> Collection of progress reports from Drilling Contractor plus verification from the On-Site Field Representative for MoM</p>
<p><b>Frequency and Timing of Data Acquisition:</b> After each well is completed or abandoned</p>
<p><b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy</p>
<p><b>Individual responsible for providing data to USAID:</b> Scott Seeby</p>
<p><b>Location of data Storage:</b> SGGA offices in Kabul</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> Q3, 2013</p>
<p><b>Known data Limitations and Significance (if any):</b> Evaluation data may be incomplete or inaccurate based on poorly performed "down hole" work by the Contractor</p>
<p><b>Actions taken or Planned to Address data limitations:</b> Diligent collection, review and maintenance of progress reports from Drilling Contractor plus verification from the On-Site Field Representative for MoM</p>
<p><b>Date of Future Data Quality Assessments:</b> Prior to semi-annually reporting in April and October</p>
<p><b>Procedures for Future Data Quality Assessments:</b> Periodic collection and comparison of progress reports</p>
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING
<p><b>Data Analysis:</b> Analyzed in semi-annual reports</p>
<p><b>Presentation of Data:</b> In semi-annual reports</p>
<p><b>Review of Data:</b> By USAID in semi-annual reports</p>
<p><b>Reporting of Data:</b> In semi-annual reports</p>

OTHER NOTES			
None			
Other Notes: None			
INDICATOR VALUES			
Year	Target	Actual	Notes
2013	3		It is anticipated that the 3 Bashikurd wells could be completed in 2013
2014	1		It is anticipated that the one Juma well could be completed in 2014
2015			
THIS SHEET UPDATED ON:			

### 2.2.5 Tender for Gathering System & Processing Plant

<p><b>Objective #:</b> C.3.2 Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Subtask #:</b> C.4. TASK 2: Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Indicator #:</b> Completion of the Tender and related Work for Gathering System &amp; Processing Plant</p>
DESCRIPTION
<p><b>Precise Definitions:</b> This indicator counts the successful completion of the Gathering System &amp; Processing Plant. The indicator total will increase by one when the work is completed, otherwise the indicator will be zero.</p>
<p><b>Unit of Measure:</b> Number (of Gathering System &amp; Processing Plant completed.)</p>
<p><b>Disaggregated By:</b> N/A</p>
<p><b>Justification/Management Utility:</b> The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GfRoA. On-budget (Government to Government) financial assistance of \$ (financial information omitted) will be provided by USAID to the MoM for the Gathering System &amp; Processing Plant.</p>
PLAN FOR DATA ACQUISITION BY USAID
<p><b>Data collection Methodology:</b> Information prepared by the Construction Contractor and reviewed by SGGA</p>
<p><b>Data Source:</b> Construction Contractor progress reports and any addition sources</p>
<p><b>Method of Acquisition :</b> Collection of progress reports from Construction Contractor plus verification from the On-Site Field Representative for MoM</p>
<p><b>Frequency and Timing of Data Acquisition:</b> After Gathering System &amp; Processing Plant is completed</p>
<p><b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy</p>
<p><b>Individual responsible for providing data to USAID:</b> Dan Brockway</p>
<p><b>Location of data Storage:</b> SGGA offices in Kabul</p>
DATA QUALITY ISSUES
<p><b>Date of Initial Data Quality Assessment:</b> Q2, 2015</p>
<p><b>Known data Limitations and Significance (if any):</b> Evaluation data may be incomplete or inaccurate based on poorly performed work by the Contractor</p>
<p><b>Actions taken or Planned to Address data limitations:</b> Diligent collection, review and maintenance of progress reports from Contractor plus verification from the On-Site Field Representative for MoM</p>
<p><b>Date of Future Data Quality Assessments:</b> Prior to semi-annually reporting in April and October</p>
<p><b>Procedures for Future Data Quality Assessments:</b> Periodic collection and comparison of progress reports</p>

PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
Data Analysis: Analyzed in semi-annual reports			
Presentation of Data: In semi-annual reports			
Review of Data: By USAID in semi-annual reports			
Reporting of Data: In semi-annual reports			
OTHER NOTES			
None			
Other Notes: None			
INDICATOR VALUES			
Year	Target	Actual	Notes
2013			
2014			
2015	1		It is anticipated that the Gathering System & Processing Plant could be completed in 2015.
THIS SHEET UPDATED ON:			

### 2.2.6 Tender for Professional Engineers for Rehabilitation and Drilling of Wells

<p><b>Objective #:</b> C.3.2 Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Subtask #:</b> C.4. TASK 2: Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Indicator #:</b> Completion of the Tender and related Work for Rehabilitation and Drilling of Wells</p>			
DESCRIPTION			
<p><b>Precise Definitions:</b></p> <p>This indicator counts the successful hiring of the Professional Engineers for the Rehabilitation and Drilling of Wells.</p> <p>The indicator total will increase by one, each time a Professional Engineer is hired; otherwise the indicator will be zero.</p>			
<b>Unit of Measure:</b> Number (of Professional Engineers hired)			
<b>Disaggregated By:</b> N/A			
<p><b>Justification/Management Utility:</b></p> <p>The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GfRoA. On-budget (Government to Government) financial assistance of \$ (financial information omitted) will be provided by USAID to the MoM for rehabilitation and drilling of wells. The Professional Engineer will monitor to ensure compliance with the drilling contract.</p>			
PLAN FOR DATA ACQUISITION BY USAID			
<b>Data collection Methodology:</b> Professional Engineer signs contract and then arrives on site			
<b>Data Source:</b> Signed Contract and On-Site Field Representative for MoM verifies arrival			
<b>Method of Acquisition :</b> Collection of contract copy plus verification from the On-Site Field Representative for MoM			
<b>Frequency and Timing of Data Acquisition:</b> When On-Site Field Representative for MoM verifies arrival			
<b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy			
<b>Individual responsible for providing data to USAID:</b> Scott Seeby			
<b>Location of data Storage:</b> SGGA offices in Kabul			
DATA QUALITY ISSUES			
<b>Date of Initial Data Quality Assessment:</b> N/A			
<b>Known data Limitations and Significance (if any):</b> N/A			

<b>Actions taken or Planned to Address data limitations:</b> N/A			
<b>Date of Future Data Quality Assessments:</b> N/A			
<b>Procedures for Future Data Quality Assessments:</b> N/A			
<b>PLAN FOR DATA ANALYSIS, REVIEW &amp; REPORTING</b>			
<b>Data Analysis:</b> Analyzed in semi-annual reports			
<b>Presentation of Data:</b> In semi-annual reports			
<b>Review of Data:</b> By USAID in semi-annual reports			
<b>Reporting of Data:</b> In semi-annual reports			
<b>OTHER NOTES</b>			
None			
<b>Other Notes:</b> None			
<b>INDICATOR VALUES</b>			
Year	Target	Actual	Notes
2013	2		It is anticipated that 2 Professional Engineer could be hired in 2013
2014			
2015			
<b>THIS SHEET UPDATED ON:</b>			

### 2.2.7 Tender for Professional Engineers for Gathering System & Processing Plant

<p><b>Objective #:</b> C.3.2 Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Subtask #:</b> C.4. TASK 2: Assist the MoM with implementation of infrastructure activities necessary to identify, quantify and develop gas fields, such as testing and re-working existing wells, drilling new wells, and construction of a gas processing (sweetening) plant.</p> <p><b>Indicator #:</b> Completion of the Tender and related Work for Gathering System &amp; Processing Plant</p>
<b>DESCRIPTION</b>
<p><b>Precise Definitions:</b> This indicator counts the successful hiring of the Professional Engineers for the Gathering System &amp; Processing Plant. The indicator total will increase by one, each time a Professional Engineer is hired, otherwise the indicator will be zero.</p>
<b>Unit of Measure:</b> Number (of Gathering System & Processing Plant completed.)
<b>Disaggregated By:</b> N/A
<p><b>Justification/Management Utility:</b> The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. On-budget (Government to Government) financial assistance of \$ (financial information omitted) will be provided by USAID to the MoM for the Gathering System &amp; Processing Plant. The Professional Engineer will monitor to ensure compliance with the Gathering System &amp; Processing Plant contract.</p>
<b>PLAN FOR DATA ACQUISITION BY USAID</b>
<b>Data collection Methodology:</b> Professional Engineer signs contract and then arrives on site
<b>Data Source:</b> Signed Contract and On-Site Field Representative for MoM verifies arrival
<b>Method of Acquisition :</b> Collection of contract copy plus verification from the On-Site Field Representative for MoM
<b>Frequency and Timing of Data Acquisition:</b> When On-Site Field Representative for MoM verifies arrival
<b>Individual (s) responsible at USAID:</b> Jules "Mike" Jordy
<b>Individual responsible for providing data to USAID:</b> Dan Brockway
<b>Location of data Storage:</b> SGGA offices in Kabul

DATA QUALITY ISSUES			
Date of Initial Data Quality Assessment: N/A			
Known data Limitations and Significance (if any): N/A			
Actions taken or Planned to Address data limitations: N/A			
Date of Future Data Quality Assessments: N/A			
Procedures for Future Data Quality Assessments: N/A			
PLAN FOR DATA ANALYSIS, REVIEW & REPORTING			
Data Analysis: Analyzed in semi-annual reports			
Presentation of Data: In semi-annual reports			
Review of Data: By USAID in semi-annual reports			
Reporting of Data: In semi-annual reports			
OTHER NOTES			
None			
Other Notes: None			
INDICATOR VALUES			
Year	Target	Actual	Notes
2013			
2014	2		It is anticipated that 2 Professional Engineer could be hired in 2014
2015			

### 2.3 Start Date and the Expected Completion Date of Each Activity

This PMP also identifies the start date of each activity and the expected completion date. When applicable, milestones will be established for the more complex activities, identifying relevant sub-activities needed to achieve the totality of work to be performed. For the Capacity Buildings, there are four subtasks: Capacity Assessments, Capacity Building [Training] Courses, Capacity Building Evaluations, and if needed, arrangements for continued Technical Assistance. The Evaluations should be conducted with sufficient advance time before the completion of the task, such as the gas plant construction, or the commercial operations date to either complete additional training or arrange for continued Technical Assistance, such as full time operations plus mentoring of designated staff of the critical positions at the gas plant.

Due to the pioneering nature of the work, incomplete and inaccurate references for performing certain tender work in Afghanistan, and the learning curve for the local ministry and other GoIRA officials to understand and appreciate the magnitude of the effort and the level of cooperation required, it is very challenging to estimate the start date of each activity and the expected completion date. Additionally, many activities are contingent of the completion of the predecessor tasks, which may involve multiple activities which cannot be performed on a timely basis for various reasons. Also, some tasks may take longer, e.g., supplemental training courses if the trainees are challenged to comprehend and then demonstrate an understanding of the training materials.

Accordingly, the following dates are not precise since there is no reasonable way of being precise under the circumstances. As a means to track the timing of the tasks, there will be numerous periodic reports on progress. These will include the weekly meetings with the Contracting Officer's Representative, the Monthly reports, the Sheberghan Working Group Meeting and other periodic reports such as the reports of the Monitoring, Evaluation, and Reporting Committee.

Table 2: Start Date and the Expected Completion Date of Each Activity

Capacity Building	Start date	Expected completion date
MoM Capacity Assessments	October 2012	[Q1, 2013]
MoM Training Courses	[Q1, 2013]	[Q4, 2014]
MoM Evaluations	[Q2, 2013]	[Q4, 2014]
DABS Capacity Assessments	October 2012	[Q1, 2013]
DABS Training Courses	[Q1, 2013]	[Q4, 2014]
DABS Evaluations	[Q2, 2013]	[Q4, 2014]
MEW Capacity Assessments	[Q1, 2013]	[Q2, 2013]
MEW Training Courses	[Q2, 2013]	[Q4, 2014]
MEW Evaluations	[Q3, 2013]	[Q4, 2014]
Tenders	Start date	Expected completion date
<i>Well rehab &amp; Drilling work</i>		
1. Advertising	Dec. 2012	Feb. 2013
2. Award	[Q2, 2013]	[Q3, 2013]
3. Mobilization	[Q3, 2013]	[Q4, 2013]
4. Activity work	[Q4, 2013]	[Q2, 2014]
5. Completion	[Q3, 2014]	[Q4, 2014]
<i>Gather. Sys. &amp; Proc. Plant</i>		
1. Advertising	[Q1, 2014]	[Q2, 2014]
2. Award	[Q2, 2014]	[Q2, 2014]
3. Mobilization	[Q3, 2014]	[Q4, 2014]
4. Activity work	[Q3, 2014]	[Q3, 2015]
5. Completion	[Q3, 2015]	[Q4, 2015]
<i>Prof. Engineer Drilling</i>		
1. Advertising	[Q1, 2013]	[Q2, 2013]
2. Award	[Q2, 2013]	[Q3, 2013]
3. Mobilization	[Q3, 2013]	[Q4, 2013]
4. Activity work	[Q4, 2014]	[Q2, 2014]
5. Completion	[Q3, 2014]	[Q4, 2014]
<i>Prof. Engineer Proc. Plant</i>		
1. Advertising	[Q1, 2014]	[Q2, 2014]
2. Award	[Q2, 2014]	[Q2, 2014]
3. Mobilization	[Q3, 2014]	[Q4, 2014]
4. Activity work	[Q3, 2014]	[Q3, 2015]
5. Completion	[Q3, 2015]	[Q4, 2015]

### 3 Result Framework & Linkage to USAID Strategic Planning

#### 3.1 Result Framework

The Strategic Objectives and Results framework as it relates to USAID planning are depicted below:

Strategic Objective	Results	Intermediate Result	Indicator	Indicator Code
A thriving economy led	Increased incomes through economic growth	Legal and Regulatory Environment Improved	Business transactions capacity building	I3/I4
		State-Owned Enterprises (SOE) Evaluated and Restructured, Sold, Liquidated <sup>1</sup>	Displaced workers from State Owned Enterprises provided options for training	I1/I2 I3/I4

Strategic Objective	Results	Intermediate Result	Indicator	Indicator Code
by the private sector in Afghanistan	Stabilized energy services and that are more affordable and accessible	Build a sustainable operating system	# of Rehab. Wells # of Wells Drilled # of Gas Plant constructed	17 18 19
		Strengthened human and system resources	# of Assessed people # of Afghan prof. trained # of Afghan prof. evaluated	11/12 13/14 15/16
		A shift to indigenous sources of power	# of Rehab. & Drilled Wells # of Gas Plants constructed	17 18
		Improved policy, legal and regulatory frameworks	Business transactions capacity building	13/14
		Improved private-sector support for the energy sector <sup>2</sup>	# of Assessed people # of Afghan prof. trained # of Afghan prof. evaluated	11/12 13/14 15/16

<sup>1</sup> The capacity building program will include many more trainees than are expected to actually work for the SGDP. The trainees who are not selected could be available to work at future similar facilities.

<sup>2</sup> The MoM has stated that it "has a mandate to deliver on the Government's vision for sustainable, market-based, economically successful minerals and hydrocarbons sectors that encourages and protects private capital investments and enterprises as set out in the Constitution of Afghanistan and the Afghan National Development Strategy (ANDS). To achieve this, the Government is committed to establishing Afghanistan as an attractive destination for private sector investment in the exploration and development of mineral and hydrocarbon resources." The capacity building program trainees who are not selected to work at SGDP could be available to work at future similar private sector facilities.

### 3.2 Reporting

SGGA will complete the missing targets for all indicators and collect from MoM and construction Contractors, and review all applicable indicator data, and submit them to USAID/Afghanistan on a semi-annual basis, in April and October. Data collected in April will cover the period from October 1 through March 31 (the first six months of a fiscal year); while data collected in October will cover the period from April 1 through September 30 (the second half of a fiscal year).

### 3.3 Monitoring and Evaluating Progress

The semi-annually updated monitoring and evaluation (M&E) plan will be part of the project's annual work plan. Also, the analysis of updated M&E data will ensure that the M&E plan effectively captures and adequately measures the expected outputs, results, and impacts outlined in the work plan.

Also, monitoring and evaluation is a major component of the SGDP. See the Appendix: Monitoring, Evaluation, and Reporting Plan; Sheberghan Gas Development Project.

SGGA will use project planning tools to track progress on main tasks and sub-tasks related to:

- Contractual and physical progress on drilling, well rehabilitation, gas processing plant, gathering system, and any other physical parts of SGDP
- Deliverables for USAID
- Legal transaction advisors support

SGGA will update USAID on the progress of actual versus planned activities.

## 4 Calendar

### 4.1 Indicators and Their Reporting Frequency

Reporting on training-related indicators will be done monthly. Other indicators would be tracked quarterly. SGGA will review and confirm the indicators reported by DABS, MEW, and AGE.

## 5 Conclusion

SGGA has planned for a robust Performance Monitoring Plan necessary to accomplish the goals of the project, and which should meet the needs of USAID and MoM, DABS and MEW.

## 6 Appendix: SGDP M&E Plan

### Monitoring, Evaluation, and Reporting Plan

#### Sheberghan Gas Development Project (SGDP)

May - 2012

#### 6.1 Committee

##### 6.1.1 Charter

The Monitoring, Evaluation, and Reporting Committee will be composed of at least 5 members, appointed by the Minister of Mines. The Committee will report to the Minister of Mines or his designee. The Committee will monitor, evaluate, and report with the greatest objectivity and transparency possible. The Committee will coordinate full and open information exchanges with the Ministry of Finance, Ministry of Energy and Water, USAID, Sheberghan Working Group, Sheberghan Project Management Team, donors, and other Sheberghan gas-to-power program stakeholders. The Committee will meet monthly at a minimum, upon seating, in order to monitor, evaluate, and report on all aspects of project progress. The Committee may meet more often than monthly at its discretion, depending upon project activity, business schedules, and urgency of matters.

##### 6.1.2 Authority

The Committee does not have authority to make operational project decisions, or to direct the actions of the Owner's Chief Project Coordinator or any other organization supporting the project. The power of the Committee rests in its independence and ability to raise factual concerns directly to the Minister of Mines and other stakeholders in an atmosphere of complete objectivity and transparency.

##### 6.1.3 Meeting Minutes

The Committee will structure its meeting minutes into a format that completes the information within Figures 1 and 2 of this Plan, which will also constitute the monthly progress reports submitted to USAID in accordance with the Conditions Precedent of the Implementation Letter. Meeting minutes may include additional information at the discretion of the Committee and may be adjusted as the project proceeds based upon the needs of the Committee, Minister, USAID, and various stakeholders.

##### 6.1.4 Committee Structure

The Committee may, at its organizational discretion, assign members with various responsibilities, including Committee Chairman, Secretary, and leads of the key functions of Monitoring, Evaluating, and Reporting, or adopt any other organizational structure of its choice.

##### 6.1.5 Committee Membership

All Committee members will sign MoM Conflict of Interest statements and ensure that they maintain full independence from the contractors and organizations involved in the project (besides Afghan Gas and the Northern Hydrocarbon Unit). The statement template is included as Figure 3 of this plan.

#### 6.2 Monitoring

The Committee will monitor the status of project funds and the status of contractor performance.

### 6.2.1 Reports

The Committee will receive reports from the Owner's Chief Project Coordinator who will compile the individual reports from the well drilling contractor, AEAI, contracted engineering oversight services, and other project contractors. The Committee will receive relevant reports and financial statements from the Ministry of Mines and Ministry of Finance.

### 6.2.2 Surveillance

The MoM's assigned Owner's Chief Project Coordinator who monitors the project will provide surveillance reports to the Committee once the contract performance begins in Sheberghan and will appear before the committee on a regular basis, based upon mutual arrangement between the Project Coordinator and the Committee. However, the Committee will not have the authority to direct the activities of the Chief Project Coordinator. The Chief Project Coordinator in cooperation with other contractors will provide technical oversight on behalf of MoM and its advisor, AEAI, and will provide regular reports to the Minister of Mines or his designate once contract performance begins in Sheberghan. The Sheberghan Project Management Team (SPMT) is also at the disposal of the Committee as a clearinghouse for project information.

### 6.2.3 Disputes

Additionally, the Committee will receive all complaints and requests for assistance from any project source or stakeholder. The Committee will also be accordingly advised with proposed solutions.

## 6.3 Evaluation

### 6.3.1 Review All Available Information

During each meeting, the Committee will review various contractor reports, minutes from relevant meetings made available to the Committee, reports from the Owner's Chief Project Coordinator and other personnel involved in surveillance, including financial bank statements, contract performance status, and any other relevant information at the Committee's disposal.

### 6.3.2 Quality Control and Quality Assurance

The Committee will evaluate the performance ascertained from the technical and surveillance reports compared to the contract. The Committee will cooperate with USAID supported Engineering Quality Assurance and Logistical Support (EQUALS) project. EQUALS provides a full range of long-term and quick-response construction quality-assurance services support to ensure that the Mission's infrastructure development projects are structurally sound and built according to established engineering standards. Financial progress will also be evaluated compared to ascertained progress and the contract.

### 6.3.3 Comprehensive Analysis

The following probing questions will provide project clarity:

- a. Is the project on contractual schedule? Are the Well Drilling, Completion, Repair and Stimulation Procedures following gas industry best practice and the design procedures as set out by technical personnel from the consultants retained to review operations?
- b. Is the contractor billing in accordance with project status?
- c. Is the site being maintained in a safe, professional, clean and environmentally sustainable way?

- d. Have there been any notable accidents?
- e. Does the contractor appear to have sufficient equipment and supplies on hand?
- f. Does the contractor appear to have sufficient staff on hand?
- g. Has the contractor expressed any concerns about issues outside of their control that are impeding contract progress: visas, customs, site conditions, security, etc.?
- h. Are there any disputes or complaints that threaten successful performance?

## 6.4 Reporting

Evaluation results as compiled by the Chief Project Coordinator with the assistance of any contractors will be placed into meeting minutes designed and formatted to provide updates to the Minister or his appointed representative and to meet the USAID requirement for monthly progress reports. This information should also be shared periodically with the Sheberghan Working Group during its regularly scheduled meetings. Reports will be developed with maximum objectivity and transparency in mind.

### 6.4.1 Required reporting

- a. As Directed: Report to the Minister or his designee.
- b. Monthly: USAID Progress Report, per Implementation Letter, Attachment 2, Paragraph II (ii).
- c. As Scheduled: Status briefing to the Sheberghan Working Group.

### 6.4.2 Optional Reporting

- d. Ad Hoc: Specific responses to various stakeholder inquiries.
- e. Special: As determined by the Committee Chairman.

Reporting will take on a greater importance as the project progresses and meets milestones.

## Sheberghan Gas Development Project (SGDP)

### USAID Monthly Progress Report Template

BUSINESS	
Funds available in account number xxxxxxxxxxxx Routing number xxxxxxxxx	\$ (financial information omitted)
Funds disbursed since last report	\$ (financial information omitted)
Current contract status	Tender advertised
Key SGDP staffing changes since last report	None
Schedule assessment:	On schedule
Next key milestone	Pre-bid meeting, January 7, 2013
Contractor Visas status	None yet
Contractor Customs status	None yet
Contractor Security status	None yet
Attachments	Non-technical meeting minutes, bank statements
Comments: <div style="border: 1px solid black; height: 400px; margin-top: 5px;"></div>	

TECHNICAL	
Contractor status	Mobilizing
Boots on the ground	None yet
Rig status	None yet
Juma Well 1 (rehab) status	None yet
Juma Well 2 (new drill) status	None yet
Bashikurd Well 1 (rehab) status	None yet
Bashikurd Well 2 (new drill) status	None yet
Potential for production wells status	None yet
Safety and/or accident issues	None yet
Base camp accommodation status	None yet
Transportation between base camp and work site status	None yet
Work site status	None yet
Attachments	Technical meeting minutes, contractor reports, drilling progress, test results
Comments	

## Conflict of Interest Statement

<b>General/Specific Title:</b>	Sheberghan Gas-to-Power Project: Bashikurd/Juma Gas Field Development
<b>Assigned Role</b>	Member of MoM Monitoring, Evaluation, and Reporting Committee
<b>Name:</b>	
<b>Permanent Position:</b>	

In signing this form, I confirm that to the best of my knowledge I am not aware of any potential conflicts of interest that could arise as a member of this project.

I WILL NOT accept any form of monetary or non-monetary compensation in the form of gifts or gratuities from any entity involved in this project, nor will my immediate family as listed below.

I DO NOT have any outside employment or other financial interest in the performance of this project. I understand that I may not in the future seek employment with any contractor supporting this project.

I DO NOT have any family members involved in the performance of this project to include:

- a. Spouse (current or former), domestic partner, or romantic interest
- b. Parent, step parent, or grand parent
- c. Children (natural, adopted, foster children, or grandchildren)
- d. Siblings (brother, sister, half-brother or half-sister)
- e. In-Laws by marriage (any immediate family members of a spouse or domestic partner)

**If my status changes in relation to: employment status, receipt of gifts, or family involvement in the project, I will immediately bring it to the attention of my superiors and the Chairman of this committee**

<b>Signature:</b>	
<b>Date Signed:</b>	