



Dr. Øystein Berg, Managing Director

Mrs. Ragnhild Oxfjell who has been with PETRAD since the very beginning in 1989 reached retirement a few months ago. Also, during this period, we have gained a new addition to our staff – Mr. Lars Tveter.

As we are soon finishing up this 2<sup>nd</sup> quarter, the planning of the 3<sup>rd</sup> and 4<sup>th</sup> quarters are well under their way. During this period there will be projects around the world, the 8-weeks programmes start-up and the ONS exhibition that includes visits from various countries. Also, as always, we wish to thank you all for your kind replies – it was good to hear from old friends. Let's stay in touch.

Best regards Øystein



Mrs. Ragnhild Oxfjell Retired on 31 March at the age of 68 after 23 years with Petrad.

Ragnhild was one of the three founders of Petrad in 1989 with an extensive background from senior administrative positions in the Norwegian Ministry of Finance, Ministry of Planning and Norwegian Petroleum Directorate in addition to a total of 5 years working in Kenya and Zambia for Norad – The Norwegian Agency for Development Cooperation.

With her tremendous experience from government and international aid, Ragnhild played a key role in the development, coordination and administration of the Petrad programs from the very beginning. In connection with her work in Petrad she travelled to several countries in Africa, Asia and the former Soviet Union, both in connection with assisting in arranging Petrad seminars, and, on some occasions, being responsible for the whole arrangement.

# WHO WE ARE: PETROLEUM KNOWLEDGE FOR THE WORLD

Petrad initiated was by the Norwegian Ministry of Development Assistance, Norad and the Norwegian Petroleum Directorate in 1989 as a pilot project and became an independent, non-profit making government foundation in 1994. PETRAD International for Petroleum Programme and Administration Management works to facilitate knowledge and experience sharing on petroleum management, administration and technology with managers and experts in governments and national oil companies world-wide. Petrad is situated in Stavanger, the oil capital of Norway, and shares offices with the Norwegian

Petroleum Directorate and the Petroleum Safety Authority Norway. As part of the Norwegian contribution to development aid and internationalization of the Norwegian petroleum industry, Petrad shares

Norwegian government and industry knowledge and experience of managing the petroleum sector through capacity and competence development with a high level of expertise.

Being able to draw on the combined resources of the Norwegian and International oil and gas industry, PETRAD is able to provide for knowledge and experience sharing between present and future leaders of the petroleum sector worldwide.

Petrad is thus able to assist developing nations with all of the elements of efficient petroleum resource management as well as promoting the Norwegian petroleum industry.

PETRAD is ethically and morally dedicated and obliged to share the Norwegian oil and gas experience with all nations that see this as a benefit.

#### THE WORK WE DO: CAPACITY DEVELOPMENT FOR THE FUTURE

With the increasing requests for capacity building programs, PETRAD continues the unyielding journey of sharing the petroleum knowledge and experience Norway has gained over these last decades, thus also, improving along the way.

PETRAD has completed the 20th of the two annual 8-week programs which after all these years are still sought after. With highly testimonies stating the impact PETRAD makes on their nations, national oil companies, governments, and the civil society. lt proves – we do make a difference.

With teachings such as Oil – a curse or a blessing, we teach how the revenues can be managed in a rightful manner and how oil can strengthen a nation's economy, and benefit the people – we believe that this matters and that's what keeps us going.

With the continuous cooperation and support from The Ministry of The Petroleum and Energy, Ministry of Foreign Affairs, Norad Oil and especially the for Development Initiative, PETRAD will proceed within in its realms and work on further expanding our knowledge, teachings and resource personnel so that the teachings will always reflect the present situations.

PETRAD – Øystein, Ellinor, Bengt, Gunnar, Claes, Nils Henrik, Anne-Kariin, Anna, Monica, Fouzia, Mona and Lars. Ragnhild was responsible for all Petrad administration for many years. She was heavily involved in making sure the well-known 8-week programs in Stavanger, Norway, were managed properly and taking care when high level visitors came to Norway. In the last years of her work with Petrad she was trusted with some of the most challenging tasks ever given to Petrad in assisting the government of South Sudan with capacity building in the petroleum sector.

Ragnhild was an extremely hardworking and trusted member of the Petrad administration and always with a very positive attitude. She fixed everything, nothing was impossible and she made sure that everything was done correctly. With a background from work at the library of the Norwegian Petroleum Directorate, she also made sure that the Petrad history, record and pictures were preserved for the next Petrad generations.

On the private side she is very interested in art and music attending exhibitions and concerts. Every year she spends long summer holidays with her family on a beautiful island in the North of Norway.

All the Petrad staff and we are sure that all the thousands of members of the Petrad family in Norway and abroad wish Ragnhild a happy, rich and most deserved time as a pensioner.





Mr. Lars Tveter, Project Director New member of the PETRAD staff

Lars Tveter holds a Master degree in Chemical Engineering from the Norwegian Institute of Technology (NTH) in Trondheim. He also holds a Master in International Management from the Norwegian School of Management (BI) in Oslo.

Prior to joining Petrad as Project Director, Lars Tveter had the position as Manager of Health, Safety and the Environment (HSE) in North Energy ASA, where he was employed from its establishment early 2008. Before that he was responsible for Aibel's operations in Libya in the capacity of General Manager.

Tveter started his working career in 1976 as an engineer with Kværner Engineering where he was responsible for process design of offshore installations. In 1980 he joined Total where he during the period to 1990 held various positions in research & development, petroleum technology, offshore operations and HSE. Thereafter, he joined Dolphin Drilling, operating several drilling units in Norway and UK, where he was Director of Personnel and HSEQ. In 1992 he joined Hitec Dreco as HSE Director, responsible for supervision of all HSE activities during the construction of the Troll drilling unit, fabricated in Norway and Canada. During the period from 1994 to 2008, Tveter was responsible for international business development in Aibel. The main target was to establish local international Maintenance, Modification & Operation entities on the back of the technologies and experiences from Aibel's North Sea operations. Lars Tveter has broad international experience and has lived abroad for several periods, specifically in UK, France, Argentina, Egypt and Libya.

# **THE 8-WEEKS PROGRAMMES**



Bengt Hope, Assistant Managing Director Nils Henrik Fuglestad, Project Director Lars Tveter, Project Director

The 8-weeks programmes in Stavanger have annually been held for over 20 years, and it's the core to PETRAD's work. Petroleum Policy and Resource Management concentrates on how a country can develop its petroleum resources in the best way to the benefit of all the people in the country. The programme is based on the premise that these resources can add substantially to a nation's development and wealth, and should be managed by national authorities. It is also recognized that profit-seeking companies, often coming from outside the nation in question, can bring technical, organisational and financial capabilities which will be decisive for a successful development of the petroleum resources. However, this requires proper legal framework in place and efficient monitoring by the authorities. Whilst the Petroleum Development and Operations will increase the participants' skills and give them tools to assist their country's authorities with the managing and monitoring of the development and operation phases. It is designed to introduce and communicate alternative options of how to ensure significant improvements in the management of offshore petroleum developments and operations.

Starting from 2010, Petrad has added a new feature entitled "CHALLENGES" to its 8-weeks Programme. The objective of this new feature is to link the learning process in the programme directly to the participants' work situation. Programme participants are asked to identify specific challenges from their organisations at home so that they may seek solutions to them during the programme. Participants will explain and discuss their challenges in groups and teams so as to learn from each other and help each other by sharing experiences and viewpoints. Since efficient performance, particularly within the petroleum sector, calls for skills in interaction among personnel, work on Challenges in the 8-weeks Programme is also designed to promote such effective interaction.

After returning home, each participant is expected to make a presentation on her/his challenge to their respective organisation. A short report should be sent to Petrad summarising how the presentation was received.

The participants are also encouraged to follow up with their colleagues and tutors from the 8-weeks Programme by e-mail or otherwise through any social media of choice.

This year, we are happy to hosting 29 countries in the two programmes, starting Monday 17<sup>th</sup> September.

# GHANA



Gunnar Sjøgren, Project Director

Ghana is one of the core countries under the Oil for Development (OfD) umbrella. Petrad has been involved in Ghana since the first days of the cooperation started in 2008. Our 8-weeks programme has had many participants over the years, prior 2008, and also this year there will be a good representation from Ghana.

Petrad is responsible for much of the capacity building and training that is on-going as part of the OfD programme. 2011 saw the end of a more general 2 years capacity building programme on Petroleum Resource Management. A follow-up expected to continue in 2013. The petroleum sector in Ghana is under reconstruction with the introduction of the new Petroleum Commission. The Petroleum Commission is expected to grow much in the near future with a number of new people employed.

There is much need for basic training and building of capacity – Petrad has developed a 4-weeks programme that will cover most parts of then petroleum sector. The programme is expected to start in September and there will be 1 week of training every month.

The petroleum sector is growing rapidly in Ghana, and many new people are being employed in GNPC and various ministries.



Above: Leader of the Petroleum Commission - Mr. Kwabena Donkor Below: Annual Meeting between Norway and Ghana with the Minister Dr. Joe Oteng-Adjei



# BOLIVIA



Gunnar Sjøgren, Project Director

Petrad has been working with Bolivia on several projects for more than 4 years as part of the Norwegian Oil for Development (OfD) Programme. Our main focus during these years has been capacity building.

Bolivia has been producing gas and condensate for several decades. Due to frequent political changes and lack of focus, Bolivia still needs to improve their capacity in the petroleum sector.

Together with Norwegian Petroleum Directorate (NPD), Petrad is responsible for a large number of activities in Bolivia.

For some years there has not been enough focus on discovering new petroleum resources in the country due to politics and lack of capacity. NPD and Petrad, together with the Ministry of Petroleum and Energy (MHE) and the national petroleum company (YPFB), are running a number of capacity building activities. In order to develop domestic capacity several of these programmes are being done together with the state university UMSA in La Paz. In the future this cooperation will be expanded to another state university in Santa Cruz, UAGRM.

Currently NPD/Petrad are doing these programmes:

- 1. General capacity building for personnel working in the ministries (Petroleum and Energy, Environment and others), the national oil company YPFB and students at the university UMSA in La Paz.
- 2. Half year programme in geophysics together with UMSA
- 3. Specific training in exploration technologies for YPFB

Petrad is also advisors in a comprehensive national project on Petroleum Data Management. The purpose of this project is to build a National Data Repository that can support the petroleum development in Bolivia. We have arranged several workshops in order to support the Bolivian technical personnel who are working in the project so that they can take the lead in the development of the project.

Finally Petrad is also engaged as advisors in a restructuring project in YPFB. The purpose of this project is to have an optimal organization of the company in order to meet the requirements as the locomotive in the development of the petroleum sector in Bolivia.

Working in Bolivia is rewarding. Still there is a gap between expectations and current capacity. Many young people are eager to learn more and they work hard in order improve their performance.



Petroleum knowledge for the world

# SOUTH SUDAN



Project Directors - Mona Wahlen and Nils Henrik Fuglestad

PETRADs main focus is to build institutional capacity and improve the ability of countries to manage their petroleum resources to the long-term benefit of the people. Building institutional capacity goes beyond improving the competence of the individuals working in the institution. Hence, also the infrastructure of the institution is an essential element.

In South Sudan the responsibility for the petroleum sector is with the Ministry of Petroleum and Mining. This institution has a challenging work situation with regards to the office facilities where only a fraction of the employees have their own work desk. Also the IT system was lacking a network and a stable internet connection.

To ensure that effective capacity building can be achieved, Norway has included new office building and facility as an integrated part of the cooperation program. The layout of the facility supports the new organization and more efficient way of working.

The construction of the new building started in August last year and was opened on 10th July. The building is almost 750 m2 and will include modern working facilities for 55 employees. This will also include a modern ICT structure.

To improve the working environment further, the project has engaged the Faith Nursery and Primary School in Juba to prepare drawings to illustrate key values for the management of the petroleum sector. This will both add colour to the internal environment in the building, but also serve as a mean to communicate essential principles of the petroleum policy to key stakeholders.







### **EAST- SOUTHEAST ASIA**

Workshop on How should Governments manages the end of concession Period and Decommissioning of Oil and Gas Installation





Dr. Øystein Berg, Managing Director / CCOP Technical Secretariat, Bangkok 12-14 June 2012, Bangkok, Thailand

CCOP - Coordinating Committee for Geoscience Programs in East and South-east Asia (CCOP) is an organization for the geoscience responsible government agencies in 13 countries in East and South East Asia. Petrad has cooperated with CCOP for more than 20 years.

Petrad has for the last 4 years assisted the CCOP-Norway EPPM Program with speakers and resource persons on workshops related to 'Natural Gas Field Development and Environmental Issues'.

The last workshop in this program was arranged in Bangkok, Thailand, on 12-14 June, 2012, on 'How Should Governments manage the End of Concession Period and Decommissioning of Oil and Gas Installations'. The Workshop was also organized in cooperation with the Department of Mineral Fuels, Ministry of Energy, Thailand and ASCOPE – Asean Council on Petroleum, the organization for the 9 national oil companies in South East Asia.

Participants at the workshop were representatives mostly from the petroleum sectors of the CCOP Member Countries- Cambodia, China, Indonesia, Korea, Lao People's Democratic Republic, Malaysia, Philippines, Thailand and Vietnam and Myanmar (observer). The objective of the workshop was to enhance the knowledge in managing end of oil and gas concession period and decommissioning of installation. An important part of the workshop was also to disseminate the outcomes of the ASCOPE Decommissioning Guidelines project (ADG) to the CCOP Countries.

Delivering the welcoming addresses was Prof. Dr. He Qingcheng (TS Director), Mr. Hongpeng Liu (UNESCAP) and Khun Nitat Poovatanakul (DG of DMR and Permanent Representative of Thailand to CCOP). The event was officially opened by Mr. Erik Svedahl, Minister Counsellor of the Norwegian Embassy in Bangkok. In his opening remarks, Mr. Svedahl highlighted importance and timeliness of the topic and encouraged all the CCOP Countries with O & G activities to prepare for and take care of the regulatory requirements for the end of the petroleum concessions, particularly the decommissioning of installations. The CCOP countries should also learn from the experiences of other countries with mature oil and gas activities and consider decommissioning an important part of every field planning from the very beginning.

The CCOP Technical Secretariat, together with PETRAD invited two very experienced international experts on the topic - Dr. Brian Twomey, Director of Reverse Engineering Services Ltd and Mr. Olav Fjellsaa, Director of BP Norway who have been engaged with decommissioning activities in this region for many years. In addition, Mr. Mohammad Yusof B Shahid, General Manager JV/PCSB of PETRONAS, Malaysia and a key expert in the ADG presented the outcomes of the ADG project and its way forward. The program also included presentations from the CCOP countries on the state of their oil and gas decommissioning- for the last 10 years, and group discussions related to the topic.

The discussion focused on the issues and challenges the CCOP countries are currently facing with regards to decommissioning of oil and gas installations (offshore) such as:

Legal Framework – Laws, regulations and guidelines, Cost estimation methods, Environmental concerns, Funding- who will pay?, Public perception and reputation

The group discussions were also highlighted with case studies and lessons learned from Norway, UK, USA and other countries with maturing oil and gas activities.

#### **REGIONAL ACTIVITY** Health, Environment and Safety (HSE) workshop for West Africa

Gunnar Sjøgren, Project Director

On behalf of Oil for Development (OfD), Petroleum Safety Authority Norway (PSA) and Petrad arranged a regional workshop on Offshore Safety for West Africa in February.

Due to the fatal Macondo accident in the Gulf of Mexico, and the enormous consequences it had on people and environment, many people are realizing the risk of petroleum activity.

The accident took place outside USA where there are many resources available when it comes to managing such an accident. Still the effect was devastating.

What if a similar accident is happening outside the coasts of Africa? Will the same resources be available? What would be the long term effect?

We know that in 2012 there have been two serious accidents outside Nigeria. They have not been on the frontpages, but we know that the local communities near by suffered much from the accidents.

Oil for Development represented by PSA and Petrad invited representatives from West African countries to a regional workshop in Elmina, Ghana in order to focus on the Authorities management of Risk during offshore operations.

Participating countries were, Angola, Ghana, Cote d'Ivoire, Liberia and Sierra Leone.

Increasing awareness was an important part of the workshop, to share the challenge of preparing for the worst to happen. There was also strong focus on how it is possible to prevent such accidents from happening; the available technology and regional approach and cooperation.

The HSE work is a high focus area in the Norwegian Oil for Development Programme than ever. There will probably be a similar event in East Africa second half 2012.





Dear Petrad friends, we would like to know more about your activities and endeavours! Let us know how your processes are going and kindly forward you emails to Fouzia O. Ali, <u>foa@petrad.no</u> Also, to stay in touch with PETRAD endeavours, join us on Facebook! www.facebook.com/pages/PETRAD For further information concerning us, kindly see our website: <u>www.petrad.no</u> If you have some news to share and wish us to include it in the next newsletter, kindly forward that to us.

With this newsletter, we wish you all the best for till the next newsletter in December!