



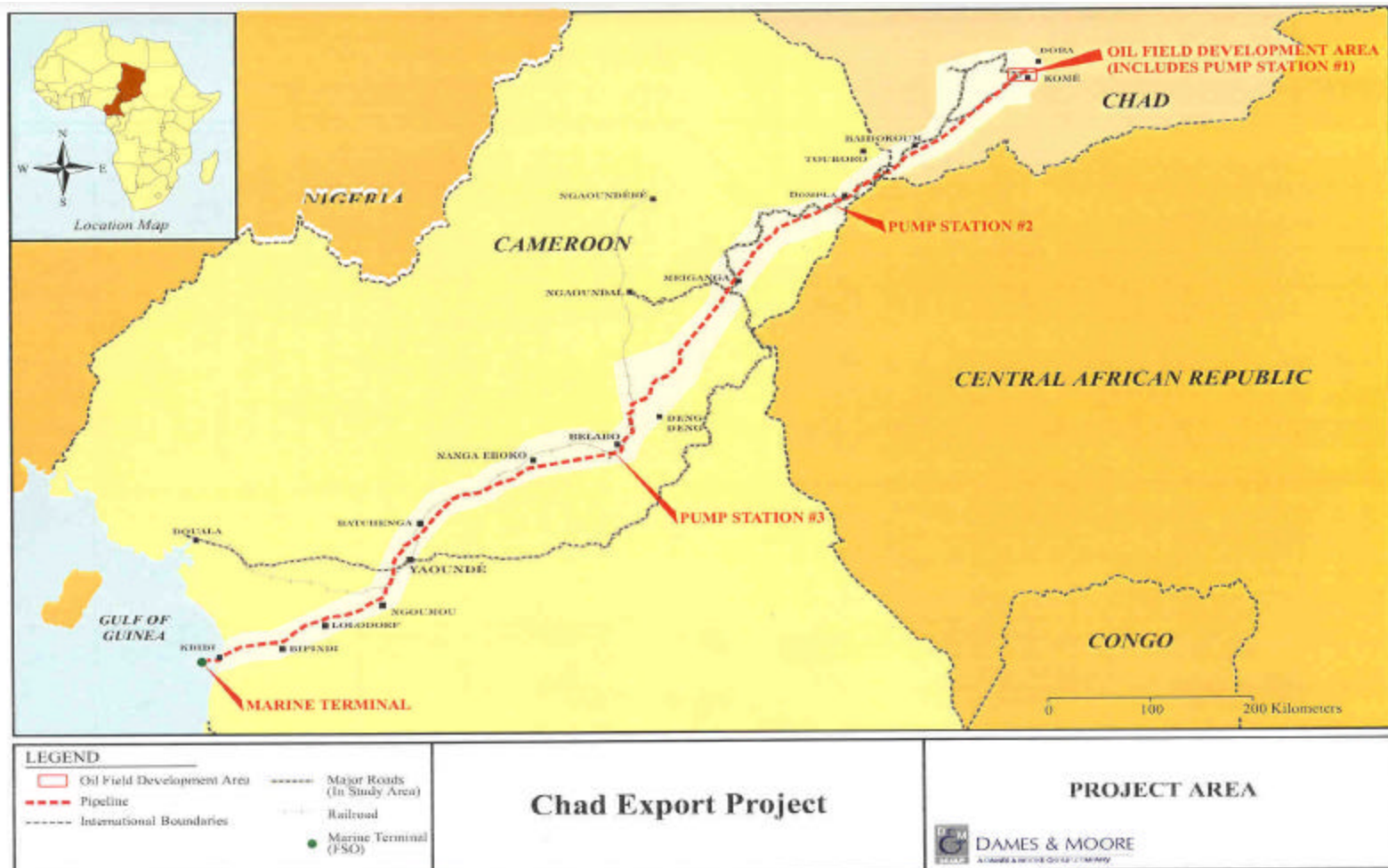
The Change Management Procedure

Lessons Learned on the Chad/Cameroon Export
Pipeline Project

Project Components



- 3 Fields in Southern Chad (< 300 Development Wells)
- 30" 1070 km buried pipeline
- FSO 12 km Offshore
- Infrastructure (road/rail upgrades, airfield, voice data/communication network)





Project Capacity



- 225,000 bbl/day
- 1 Billion bbl over 25 to 30 year life
- Exxon, Chevron & Petronas
- Governments of Chad and Cameroon
- World Bank Group financing
- US\$3.5 billion project cost

The Challenge



- Preserve objectives of the EMP
- Recognition environmental and social reality of “as built” project would vary from predictions in ESIA

Change Management Procedure (CMP)



CMP Objectives



- Identify deviations in “as built” against ESIA predictions
- Manage change to minimize risk
- Approved changes implemented

The “As Built” Project



- Changing government priorities
- Poor baseline data (archaeology)
- More changes than anticipated

Challenges (Approval)



- Approval of CMP changes
- Agreement
- Need for clarity

Challenges (Regulatory Framework)



- Need for checks and balances
- Regulatory framework?
- Rigor of CMP

Challenges (Logistics)



- Six contractors
- Contractor CMP/harmonization with project CMP
- Project EMP/CMP data base

Challenges (The Science)



- EMP intent
- The approved change (standing water)
- The scientific justification?

Conclusions



- Largely successful
- Change Request Document
- Assessment of environmental and social concerns
- Formal review and approval
- Implementation of change
- CEA

Conclusions



- The CMP not to change EMP commitments
- CMP is a means to an end

