

[MM/DD/YY]

**VIA FEDEX PRIORITY**

USCIS

Attn: I-140 (Box 88774)  
131 S. Dearborn St., 3rd Floor  
Chicago, IL 60603-5517

**Form:** I-140, Immigrant Petition for Alien Worker  
**Re:** EB-2 Classification – Advanced Degree/National Interest Waiver  
**Petitioner:** (Confidential)

Dear Sir or Madam:

This letter is written in support of the I-140 EB-2 National Interest Waiver (NIW) petition (“Petition”) filed for **(Confidential)** (“Petitioner”) pursuant to section 203(b)(2)(B) of the Immigration and Nationality Act (“INA”), 8 U.S.C. §1153(b)(2), and *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016).

The Petitioner is a **Civil Engineer** with **20 years** of experience in **engineering design management solutions**. The Petitioner's proposed endeavor is to **assist U.S. companies in the oil and gas sector by developing customized engineering design management systems, project management systems, and capital projects portfolio management systems, as well as software applications. These solutions will leverage capital expenditure (CAPEX) projects to rejuvenate legacy assets in a cost-competitive manner, reduce the carbon footprint, decrease energy intensity, and promote sustainability in operations, ultimately strengthening global competitiveness. See Exhibit 6.**

- The proposed endeavor has substantial merit in the areas of **technology, competitiveness, and the environment** because it will:
  - Rejuvenate legacy oil and gas assets through competitive scoping methods, front-end loading techniques, and energy-efficient systems into capital projects, **thereby driving technological advancement** in U.S. oil and gas companies.
  - Reduce project costs for U.S. oil and gas companies by developing and implementing customized engineering, project, and portfolio management systems, ensuring cost-effective asset rejuvenation and efficient project execution, thus **remaining competitive in the global energy market.**
  - Promote sustainability in operations in the oil and gas sector, by reducing the carbon footprint, and implementing less carbon-intensive solutions thus **improving environmental performance.**

- The proposed endeavor has national importance because it will:
  - Develop custom designed software applications for project portfolio management by applying advanced project development methods such as competitive scoping methods, and front-end loading techniques to ensure the integration of advanced digital and innovative solutions into projects concepts, thereby **strengthening the application of technological innovations**.
  - Enhance cost efficiency in U.S. oil and gas companies by redesigning existing systems and developing and implementing new engineering design processes, and project and portfolio management systems to rejuvenate legacy oil and gas assets, **thereby bolstering the country's global competitiveness**.
  - Reduce the carbon footprint and energy intensity by integrating efficient, low-carbon solutions into capital projects, helping the industry meet environmental regulations and **broadly enhance environmental health**.
  - Supply the talent the United States urgently needs under **USCIS policy's unique considerations for STEM professionals**.
- The Petitioner is qualified and well-positioned to advance the proposed work based on his expertise, education, and professional experience.
- On balance, it benefits the United States to waive the requirements of a job offer and labor certification for the Petitioner.

In this Petition, we submit probative evidence to demonstrate by a preponderance of the evidence that the Petitioner is a professional in the field of **engineering design management solutions** and that his work in the United States will be in the national interest. The evidence demonstrates that the Petitioner meets the criteria for the EB-2 National Interest Waiver classification.

## **I. The Petitioner's Proposed Endeavor in the United States**

Within the Proposed Endeavor Statement enclosed as *Exhibit 6*, the Petitioner states:

*My proposed endeavor aims to assist U.S. companies in the oil and gas sector in becoming more globally competitive. This will be achieved by developing customized engineering design management systems, project management systems, and capital projects portfolio management systems, as well as software applications. These solutions will leverage capital expenditure (CAPEX) projects to rejuvenate legacy assets in a cost-competitive manner, reduce the carbon footprint, decrease energy intensity, and promote sustainability in operations.*

*Ultimately, this initiative will reposition production assets to enhance cost efficiency, readiness for the future, and environmental friendliness, thereby strengthening global competitiveness.*

*In furtherance of my proposal, I will leverage my extensive experience in leading the development and implementation of capital projects in the energy sector. My*

*experience includes redesigning of existing ones, or development and implementation of new engineering design processes, project and portfolio management systems that are used to frame, conceptualize, develop, and implement capital projects for the rejuvenation of legacy oil and gas assets. To do so, I will apply competitive scoping methods, front end loading techniques, processes for integration of digital solutions, energy efficient systems and less carbon intensive solutions into the concept development, engineering design and implementation of capital projects. Moreover, I will design and lead the development of software applications for managing project portfolios, to support the efficient optimization of the portfolio to drive the foregoing objectives.*

*I will offer engineering management consultancy services, mentorship and coaching of young professionals, support for communities of practice, as well as conference presentations, to support advancements in leveraging organizational portfolios of (CAPEX) projects to drive strategic business objectives such as the decarbonization and environmental performance of the oil and gas assets.*

*I am sure that my proposed endeavor will highly benefit U.S. companies in the Oil and Gas industry, by helping them to reduce project costs, reduce their carbon footprint, and to improve their environmental and sustainability performance, thus allowing them to remain competitive in the global energy market, doing all these in a structured and integrative manner that supports the business to be more competitive and demonstrably sustainable. See Exhibit 6.*

## **II. Petitioner's Qualification for the Preference Classification Based on his Advanced Degree**

The Petitioner qualifies for the preference classification because he holds a master's degree.

The Petitioner has a **Master's Degree in Project Management** from **Roehampton University London, (U.K., Year (YY))**. The Petitioner's education evaluation has been determined to be the equivalent of a U.S. Master's Degree in Project Management. Please see **Exhibits 7 and 8**, established that he is a member of the professions holding an advanced degree pursuant to section 203(b)(2) of the INA, 8 U.S.C. §1153(b)(2).

## **III. Petitioner Qualifies for the National Interest Waiver**

The Petitioner's proposed endeavor in the United States satisfies all three prongs for the National Interest Waiver determination under the *Matter of Dhanasar*.

### **Prong 1: The Endeavor Has Substantial Merit and National Importance**

#### ***A. The Proposed Endeavor has Substantial Merit in the areas of technology, competitiveness, and the environment.***

The Petitioner's endeavor will help U.S. companies in the oil and gas sector become more globally competitive by developing customized systems for engineering design, project management, and capital project portfolios. These solutions will rejuvenate outdated assets cost-effectively, reduce carbon emissions, lower energy consumption, and promote sustainable operations. The Petitioner

will apply advanced methods and digital solutions to enhance project efficiency and environmental performance. Additionally, the Petitioner will offer consultancy, mentorship, and support for industry practices to drive strategic business objectives. His endeavor will ultimately reduce project costs, improve sustainability, and ensure long-term competitiveness in the global energy market. *See Exhibit 6.*

The Petitioner's endeavor demonstrates **substantial merit** because it will rejuvenate legacy oil and gas assets through competitive scoping methods, front-end loading techniques, and energy-efficient systems in capital projects, **thereby driving technological advancement** in U.S. oil and gas companies. *See Exhibit 6.* The effective use of digital technologies in the oil and gas industry can significantly reduce costs and enhance operations. According to **McKinsey's** article, these technologies can cut capital expenditures by up to **20%** and reduce operating costs in both upstream and downstream sectors by **3-5%**. Software applications drive this transformation by providing unprecedented operational insights. This will optimize current operations and position companies for future growth. *See Exhibit 9.1.* Here, the Petitioner will design and lead the development of software applications for managing project portfolios to support efficient optimization and achieve the foregoing objectives. Hence, the Petitioner's endeavor has **substantial merit** because it will modernize operations, integrate digital solutions, and enhance technological capabilities in the oil and gas industry. *See Exhibits 6 and 46.*

The Petitioner's endeavor has **substantial merit** because it will reduce project costs for U.S. oil and gas companies by developing and implementing customized engineering, project, and portfolio management systems, ensuring cost-effective asset rejuvenation and efficient project execution, thus **remaining competitive in the global energy market.** *See Exhibit 6.* According to **McKinsey**, the oil and gas industry can significantly improve capital-project performance by embracing innovative management practices and digital technologies. The current approach focuses on the critical path and detailed planning. Leveraging Project Production Management (PPM), digitizing processes, advanced analytics, and agile methodologies can all yield significant improvements by optimizing resource allocation, reducing errors, enhancing data accuracy, and increasing flexibility. These enhancements can lead to 15-30% cost savings, shorter development times, and improved overall project performance, enabling the industry to stay competitive and efficient amidst evolving market demands. *See Exhibit 9.2.* In this case, the Petitioner will redesign the existing system and develop the project and portfolio management systems to frame, conceptualize, develop, and implement capital projects, significantly enhancing the competitiveness of U.S. oil and gas companies in the global market. *See Exhibits 6 and 46.*

The Petitioner's endeavor has **substantial merit** because it will promote sustainability in operations in the oil and gas sector, by reducing the carbon footprint, and implementing less carbon-intensive solutions thus **improving environmental performance.** *See Exhibit 6.* According to a Deloitte survey, the oil and gas industry must adapt to a low-carbon world by implementing innovative practices and technologies for sustainability and efficiency. Initiatives like the Oil and Gas Climate Initiative (OGCI) have reduced methane emissions and flaring, investing \$65 billion in low-carbon technologies. Despite challenges, opportunities in green hydrogen, ammonia, EV charging, and mobility services show a strong commitment to sustainable strategies, positioning the industry to lead the energy transition. *See Exhibit 9.3.* In such a case, the Petitioner will develop and implement energy-efficient systems and carbon-reducing solutions for U.S. oil and gas companies. This will significantly enhance environmental sustainability,

ensuring these companies meet stringent regulations and promote sustainable operations. *See Exhibits 6 and 46.*

The foregoing evidence demonstrates, by a preponderance of the evidence, that the Petitioner's endeavor has substantial merit.

***B. The Proposed Endeavor has National Importance.***

The Petitioner's proposed endeavor addresses strategic challenges faced by the U.S. oil and gas sector, a critical industry for global energy and competitiveness. This endeavor holds national importance as it aligns with U.S. government initiatives such as the **Methane Emissions Reduction Program led by the EPA** and the **Inflation Reduction Act**, which empowers the EPA under the **Clean Air Act** to reduce greenhouse emissions from the U.S. oil and natural gas sector. Additionally, the **Accelerating Progress: Delivering on The U.S. Methane Action Plan** to promote advanced technologies in reducing emissions. **The Pipeline and Hazardous Materials Safety Administration (PHMSA)** has also introduced a rule to improve the detection and repair of leaks in oil and natural gas pipelines. By offering innovative, cost-effective solutions tailored to the unique needs of U.S. companies, the Petitioner's approach supports both the strategic objectives of individual companies and broader national goals of environmental protection and energy independence. *See Exhibit 6.*

The Petitioner's endeavor demonstrates **national importance** because it will develop and integrate advanced software applications and digital solutions for project portfolio management by applying competitive scoping methods and front-end loading techniques, thereby strengthening technological innovation. *See Exhibit 6.* The U.S. oil and natural gas industry is a major source of methane emissions, necessitating regulatory measures to mitigate these emissions effectively. The United States has a robust record of advancing commonsense technologies and techniques to reduce methane emissions. In 2021, the U.S. oil and natural gas industry accounted for 30% of the nation's methane emissions, equivalent to about 240 million metric tons of CO<sub>2</sub>. To address this, the Environmental Protection Agency (EPA) introduced a Clean Air Act rule aimed at reducing methane emissions from both new and existing sources within this sector. The rule encourages the use of advanced monitoring technologies and establishes a national super-emitter response program to swiftly identify and mitigate significant emission events. By promoting the use of proven, cost-effective carbon solutions and advanced monitoring technologies, these regulations foster technological innovation and ensure practical, efficient implementation. *See Exhibit 10.1.* Hence, the Petitioner's endeavor supports the EPA's objectives by advancing sustainable practices and technological innovations within the oil and gas industry, thereby enhancing operational efficiency, and improving the industry's technological capabilities. *See Exhibits 6 and 46.*

The Petitioner's endeavor demonstrates **national importance** because it will enhance cost efficiency in U.S. oil and gas companies by redesigning existing systems and developing and implementing new engineering design processes, project management, and portfolio management systems to rejuvenate legacy oil and gas assets, thereby bolstering the country's global competitiveness. *See Exhibit 6.* The Department of Transportation's Pipeline and Hazardous Materials Safety Administration (PHMSA) proposed a new rule to significantly improve the detection and repair of leaks from over 2.7 million miles of natural gas pipelines. By updating decades-old federal standards and mandating advanced leak detection programs, the proposed rule aims to cut emissions by up to 55%, eliminating up to 1 million metric tons of methane by 2030.

Significant investments—nearly \$200 million and an additional \$400 million in grants—highlight the need for innovative infrastructure safety and modernization, underscoring the Petitioner's crucial role in addressing safety and environmental concerns while boosting the cost efficiency and competitiveness of U.S. oil and gas companies. *See Exhibit 10.2.* In such a case, the Petitioner will support PHMSA's objectives by applying innovative methodologies for the efficient management of asset rejuvenation programs. Hence, the Petitioner's endeavor will reposition production assets of U.S. Companies in the oil and gas industry to become more cost-efficient, future-ready, and environmentally friendly **thereby enhancing its global competitiveness.** *See Exhibits 6 and 46.*

The Petitioner's endeavor has **national importance** because it will reduce the carbon footprint and energy intensity by integrating efficient, low-carbon solutions into capital projects, helping the industry meet environmental regulations and therefore **broadly enhancing environmental health.** *See Exhibit 6.* The U.S. government has taken action regarding this topic. According to the Methane Emissions Reduction Program led by the EPA aims to cut methane emissions from the U.S. oil and natural gas sector. The initiative will provide over \$1 billion in financial and technical assistance, establishing a Waste Emissions Charge (WEC) for methane, and revising the Greenhouse Gas Reporting Program (GHGRP) regulations. *See Exhibit 10.3.* Moreover, the Inflation Reduction Act empowers the EPA under the Clean Air Act to reduce methane emissions, introducing a methane charge for oil and gas companies. The EPA has also proposed rules to curb wasteful methane emissions and encourage industry best practices. These measures are part of the U.S. Methane Emissions Reduction Plan, demonstrating a government effort to reduce methane emissions, mitigate climate change, and promote public health. *See Exhibit 10.4.* In this case, the Petitioner will contribute to these national efforts by providing energy-efficient systems and less carbon-intensive solutions for the concept development to U.S. companies in the oil and gas sector, ultimately promoting sustainability and improving environmental performance, thus having **national importance.** *See Exhibits 6 and 46.*

Lastly, the Petitioner's commitment to **assisting U.S. companies in the oil and gas sector in becoming more globally competitive by developing customized engineering design management systems, project management systems, and capital projects portfolio management systems** is not only a reflection of his academic and professional expertise but also aligns seamlessly with the critical needs of the nation. This endeavor takes on national importance as it directly responds to the demand for highly skilled professionals in these vital sectors, a priority emphasized in USCIS policy's specialized considerations for STEM professionals. By leveraging his background in **Civil Engineering**, the Petitioner's endeavor will contribute to the broader landscape of STEM professionals crucial for the country's growth and resilience. *See Exhibit 10.5.*

The proposed endeavor is nationally important because it addresses a matter that has been explicitly supported by the U.S. government through numerous regulations and initiatives. His undertaking will result in broad and significant benefits and, thus, merits USCIS approval.

The foregoing evidence demonstrates, by a preponderance of the evidence, that the Petitioner's endeavor has national importance.

## **Prong 2: The Petitioner is Well-Positioned to Advance the Proposed Endeavor**

### ***A. The Petitioner is well-positioned to advance the endeavor based on his education.***

The Petitioner's educational credentials include a **Master's Degree in Project Management** from **Roehampton University, London (U.K., YY)**, a Certification Course in General and Civil Engineering from the University of Durham, School of Engineering (**England, YY**), and a Bachelor's Degree in Civil Engineering from the University of Benin (**Nigeria, YY**), which is determined to be equivalent to a U.S. Master's Degree in Project Management and a Bachelor's Degree in Civil Engineering. *See Exhibits 11 through 14.*

With these qualifications, the Petitioner's expertise falls under the STEM classification according to the Department of Homeland Security under **CIP code 14.0800 Civil Engineering**<sup>1</sup>. Consequently, this qualification makes him eligible to benefit from USCIS's special considerations for STEM professionals, aligning with the administration's actions aimed at attracting STEM talent to enhance the country's economic competitiveness.

Thus, the Petitioner has the requisite academic credentials to undertake his proposed endeavor in the United States.

### ***B. The Petitioner is well-positioned to advance the proposed endeavor based on his knowledge and skills.***

The Petitioner has **20** years of progressive professional experience in **driving innovation by developing customized engineering design management systems**, project management systems, and capital projects portfolio management systems, and enhancing the energy sector by applying competitive scoping methods, front-end loading techniques, and integrating digital, energy-efficient, and less carbon-intensive solutions into capital projects. *See Exhibit 6.*

The Petitioner worked at (**Company**) as a **Site Civil Engineer (NYSC)** from **January 2002 to December 2002**. He supported the planning and coordination of daily civil and structural construction activities on site, carried out supervisions and inspections on construction works, and participated in interdisciplinary team meetings to integrate construction activities. *See Exhibit 15.*

The Petitioner worked at (**Company**) from **March 2004 to April 2006**. He designed civil and structural assets such as buildings and jetties, reviewed third-party designs for compliance with standards and specifications, and provided on-site technical and engineering support for project construction teams. *See Exhibit 15.*

The Petitioner worked at (**Company**) from **April 2006 to December 2007**. He coordinated all multidisciplinary construction activities on the assigned project sites, ensured compliance of his team and contractors to specified safety, quality, and environmental standards, and supported the project engineer in managing cost and schedule to stay within the approved baseline. *See Exhibit 15.*

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<sup>1</sup> "DHS STEM Designated Degree Program List," by U.S. Immigrations and Customs Enforcement, available at: <https://www.ice.gov/doclib/sevis/pdf/stemList2023.pdf>

The Petitioner worked at **(Company)** from **March 2012 to June 2015**. He managed a portfolio of housing and infrastructure projects to expand the Nigeria LNG Complex in Bonny Island. He was accountable for the projects' performance in terms of health, safety, environmental compliance, quality, risk management, contracting and procurement, construction, and commissioning. *See Exhibit 15.*

The Petitioner worked at **(Company)** as the **Head of Plant Projects Division C** from **June 2015 to January 2019**. He managed the assigned portfolio of asset rejuvenation projects within the LNG process plant, held single-point accountability for health, safety, and environmental compliance, quality management, risk management, and managed contractual and commercial issues. He also provided coaching and mentorship for team members, especially local engineers, to support their career growth and competence development. *See Exhibit 15.*

The Petitioner worked at **(Company)** as the **Head of Design, Engineering, and Project Integration** from **November 2022 to February 2024**. He was accountable for the design and engineering activities for NLNG's portfolio of expansion and asset rejuvenation projects, covering the process plant and the support infrastructure. He led the continuous improvement of design and engineering management systems to ensure a focus on company strategic objectives such as environmental goals, cost competitiveness, and regulatory compliance. He ensured that capital projects were conceptualized and matured to optimally deliver strategic business objectives like energy efficiency and cost competitiveness. *See Exhibit 15.*

The Petitioner has worked at **(Company)** as the **Project Services Manager** from **February 2024 to date**. He is responsible for setting up and managing the portfolio management systems to ensure alignment of the company's portfolio of capital expenditure projects with strategic business objectives. He manages and drives continuous improvement of the portfolio processes as well as other related project support services such as planning & scheduling, budgeting, cost control, risk management, stakeholder management, etc. *See Exhibit 15.*

To reinforce the evidence in her Curriculum Vitae, the Petitioner provides letters of experienced professionals in **Exhibits 16 and 17**, including a letter from Mr. X, evidencing Petitioner's work experience from March 29th, 2004, to the present date, with his current position being Project Services Manager in the Project Delivery Department of the company, and a letter from Mr. X, evidencing Petitioner's cross-posting assignment to **(Company)**, as Senior Project Engineer, along with a letter of long-term international assignment at **(Company)**, Brunei. These letters substantiate Petitioner's extensive experience and expertise in project management and engineering, bolstering his qualifications and credibility for his proposed endeavor to assist U.S. companies in the oil and gas sector in becoming more globally competitive through innovative and sustainable project solutions.

To solidify his professional trajectory, the Petitioner presents a sample of a work product, including letters and evidence in **Exhibit 18**. This includes the “-\_\_\_\_USER MANUAL: A guide to using the CAPEX Portfolio Management Application. V.1.0,”. This work demonstrates his expertise in developing advanced project management systems and his ability to create practical



solutions for managing capital expenditure portfolios. It also highlights his capability to design and implement systems that enhance cost efficiency, reduce carbon footprints, and promote sustainability in the U.S. oil and gas sector, thereby boosting the industry's global competitiveness.

Building upon his extensive professional experience, the Petitioner also presents evidence of continuing education enclosed in *Exhibits 19 and 39*, which includes a certificate awarded to the Petitioner for attending and completing the Strategic Leader Program training (March 15-22, 2021), a certificate for completing the Competency-Based Interviewing Course (September 18, 2019), a certificate for completing the Leading to Engage and Deliver (DNE) Course (2019), and a certificate for completing the Continuous Improvement Practitioner 1 Program, where he executed and closed an improvement project delivering benefits for Shell (May 21, 2018). These certificates underscore his commitment to continuous professional development and enhance his ability to lead and manage complex projects. They are directly relevant to his endeavor as they equip him with advanced leadership skills, strategic thinking, and a strong foundation in continuous improvement, all of which are crucial for driving efficiency, sustainability, and competitiveness in the U.S. oil and gas sector.

Overall, the Petitioner is an experienced Project management professional with over two decades of managing asset rejuvenation projects for top-tier organizations such as (**Company names**). His diverse roles, including Design Engineer and Project Manager, have uniquely equipped him with the expertise to drive significant improvements in the U.S. oil and gas sector. Holding prestigious certifications like the Senior Project Manager (IPMA-B) and memberships in professional bodies such as PMI, APM, and NSE, he brings substantial knowledge and expertise. His track record in developing engineering design management systems and project management systems will help U.S. firms rejuvenate legacy assets, reduce carbon footprints, and enhance sustainability, making them more cost-efficient, future-ready, and globally competitive. *See Exhibits 15 through 39.*

Thus, the foregoing evidence establishes, by a preponderance of the evidence, that the Petitioner is well-positioned to advance the proposed endeavor based on his knowledge and skills.

***C. The Petitioner is well-positioned to advance the proposed endeavor based on his record of success.***

In recognition of the Petitioner's unparalleled expertise, four peers and other experts familiar with the field and his work have submitted letters in support of the prospective impact of the endeavor and the Petitioner's ability to continue work in the United States. These letters serve as a further illustration of the Petitioner's impressive track record in the field of endeavor. *See Exhibits 40 through 43.* Each professional has attested to the Petitioner's knowledge, skills, and abilities in the field and believes in his ability to implement his endeavor in the United States.

Furthermore, the Petitioner has received a letter from [*Designation of a Recommender*], who has evaluated the Petitioner's record of success in the field of endeavor as well as the relevance of his undertaking in the United States. **Mr. X** establishes that Petitioner led a multidisciplinary team of engineers in completing eighteen plant asset rejuvenation projects, extending the service life of (**Company's**) production units by another 20 years. One exemplary project led by Petitioner was the implementation of new Instrument Air & Nitrogen Generation Asset Units, which was critical to the safe and reliable operation of the LNG production plant. Moreover, **Mr. X** confirms that the

Petitioner's expertise will enhance U.S. oil and gas companies' competitiveness and sustainability by cutting costs and reducing environmental impact. *See Exhibit 40.*

Similarly, the Petitioner has additionally received a letter from *[Designation of a Recommender]* has examined the Petitioner's professional achievements in his field of expertise and has provided his assessment of the endeavor's relevance. **Mr. X** elaborates that one of Petitioner's most significant contributions lies in his commitment to developing the capabilities of local contractors, particularly in the Niger Delta region. Through pro-bono initiatives, he has played a pivotal role in enhancing the engineering, project, and portfolio management systems of numerous local Nigerian companies, including Alcon Nigeria. **Mr. X** also adds that *"Petitioner's is the ideal candidate to spearhead the proposed project in the United States. His proven track record of excellence, combined with his passion for fostering growth and innovation, makes him exceptionally qualified to lead initiatives aimed at enhancing the global competitiveness of U.S. oil and gas companies."* *See Exhibit 41.*

Likewise, the Petitioner has also submitted a letter from *[Designation of a Recommender]*, who has reviewed the Petitioner's extensive professional experience in the endeavor's field in addition to his undertaking. **Mr. X** confirms that Petitioner managed portfolios of major asset rejuvenation and infrastructure expansion projects in NLNG, including overseeing more than twenty infrastructure expansion projects and developing a pool of local contractors. Furthermore, **Mr. X** certifies that *"Petitioner's experience in developing local contractors and managing complex projects has equipped him with the skills to analyze, assess, and understand the needs of U.S. companies, making him uniquely positioned to enhance their global competitiveness and sustainability."* *See Exhibit 42.*

Lastly, the Petitioner has received a letter from *[Designation of a Recommender]*, who has assessed the Petitioner's record of success in the field of endeavor as well as the importance of his undertaking. **Mr. X** argues that **Petitioner has successfully managed numerous infrastructure expansion projects, including developing a new housing complex for NLNG, and has implemented initiatives to enhance the competitiveness of local contractors.** Additionally, **Mr. X** corroborates that *"Petitioner is highly endorsed for his proposed project in the United States, with strong confidence in his capacity to achieve outstanding results and significantly influence the industry. He is a perfect candidate to lead efforts in boosting the global competitiveness of U.S. companies in the oil and gas sector."* *See Exhibit 43.*

Please see **Exhibits 44 and 45** for recognitions that the Petitioner has earned. These appreciation certificates by **(Company)** in 2017 and June 2018, demonstrate his significant contributions towards ensuring a safe workplace. This evidence shows that he has already succeeded in his efforts related to enhancing safety and operational efficiency, key components of his proposed endeavor. These recognitions highlight his proven track record in improving safety standards, which is crucial for the successful implementation of cost-competitive, sustainable solutions in the U.S. oil and gas sector.

Thus, the Petitioner has established, by a preponderance of the evidence, that he is well-positioned to advance the proposed endeavor based on his record of success.

***D. The Petitioner is well-positioned to advance the proposed endeavor based on his model or plan for future activities in furtherance of the endeavor.***

The Petitioner is submitting a detailed plan for future activities, including a three-step approach. First, he will conduct a needs assessment of U.S. firms in the midstream and downstream sectors of the oil and gas industry, with a focus on the LNG sector, using open-source information. This survey will help him analyze the current situation and prospects of U.S. operators. Second, he will identify the most at-risk organizations based on factors such as the age of operating assets, technology, design, and susceptibility to environmental regulatory pressures. Third, he will approach potential clients with tailored proposals to address their needs. This will involve developing preliminary proposals and offering his services through existing consultancy firms, leveraging professional contacts, and directly approaching shortlisted organizations as a freelance consultant. Additionally, he will enhance his impact by participating in professional bodies like the Project Management Institute (PMI), attending conferences, presenting his methods, and providing coaching and mentorship to younger professionals. He will work within professional associations and industry groups to develop communities of practice that focus on leveraging portfolios of CAPEX projects to enhance the future readiness and competitiveness of U.S. companies. *See Exhibit 46.*

Furthermore, the Petitioner has gathered interest in his undertaking by sharing it with colleagues in his field. The Petitioner has already drawn up a proposal for his proposed endeavor, and he has received the interest of a member of his field. *See Exhibit 47.*

The Petitioner has received a **letter of interest** from [*Designation of a Company*], who has demonstrated interest in collaborating with the Petitioner's undertaking. \_\_\_\_\_ LLC. is keen to incorporate the Petitioner's proposed engineering design management systems, project management systems, and capital projects portfolio management systems into their consultancy services to enhance their service offerings and address asset risks in the oil and gas sector. The company recognizes the potential for this collaboration to expand its portfolio, provide comprehensive solutions to clients, and drive future readiness and competitiveness among U.S. companies. Additionally, \_\_\_\_\_ LLC. values the Petitioner's involvement with professional bodies and commitment to mentoring, seeing it as a contribution to advancing industry practices and fostering excellence. *See Exhibit 47.*

Thus, the Petitioner has established, by a preponderance of the evidence, that he is well-positioned to advance the proposed endeavor based on his model or plan for future activities.

***E. The Petitioner is well-positioned to advance the proposed endeavor based on any progress made toward achieving the proposed endeavor.***

For progress towards the proposed endeavor, the Petitioner has already developed a detailed business plan and is ready to establish \_\_\_\_\_ **Consultancy Services, LLC**, a new engineering, projects, and portfolio management consulting firm for the oil and gas industry. The Petitioner will operate as a sole proprietor, offering consulting services to companies in the oil and gas sector, starting in Texas, which accounted for about 40% of the U.S. oil and gas industry exploration activities in 2023. The Petitioner intends to leverage his comprehensive industry experience, relevant advanced academic training, and business leadership training to drive his

endeavor. Initial finances for the startup will come from personal assets, and the business will utilize a lean, efficient, and low-overhead model. His plan includes fully launching operations with an office in Texas to have a presence near multiple markets in the Texas/Permian Basin region and Gulf of Mexico region, developing professional relationships with operating companies in the oil and gas sector, securing Master Service Agreements (MSAs) to open the door for work with each company, and becoming known as a full-service consulting and hands-on service company providing multiple high-demand services. His goal is to achieve the milestone of the 100th client within five years, operating across multiple states. ***Exhibit 48.***

Please see ***Exhibits 49 through 53*** for certificates that the Petitioner has earned. This evidence demonstrates that he has been recognized for his efforts pertaining to **engineering design management and project management systems** and that he has already made progress toward achieving the proposed endeavor. The certificates, including participation in the "Kaizen Event: Reduction of PCM Processing Time," attendance at the Five-Day Workshop on "Project Management Professional, PMP Certification Exam Preparation (PMP 001)," and the Three-Day Workshop on "Effective Project Management (ICPM 01)," highlight his commitment to continuous improvement, effective project management, and professional development. His qualifications add significant value to his endeavor of developing customized systems and software applications to rejuvenate legacy assets, enhance sustainability, and improve global competitiveness for U.S. companies in the oil and gas sector.

Please see ***Exhibits 54 through 58*** for the Petitioner's memberships and professional license that confirm he has made progress toward his proposed endeavor by developing his reputation as a competent professional in the field. The Professional License Certificate issued by the Council for the Regulation of Engineering in Nigeria (COREN) confirms that Petitioner is authorized to practice as a Civil Engineer, demonstrating his technical expertise. His membership credentials from the Association for Project Management (APM) and the Project Management Institute (PMI) validate his proficiency in project management, essential for developing customized project management systems. Additionally, his memberships in the Nigerian Gas Association and the Nigerian Society of Engineers highlight his industry-specific knowledge and commitment to professional development. These credentials collectively enhance his ability to deliver innovative solutions for rejuvenating legacy assets, reducing carbon footprints, and promoting sustainability in the oil and gas sector, making his proposed endeavor highly credible and impactful.

Thus, the Petitioner has established, by a preponderance of the evidence, that he is well-positioned to advance the proposed endeavor based on any progress made toward achieving the proposed endeavor.

***F. The Petitioner is well-positioned to advance the proposed endeavor based on the interest of potential customers, users, or other relevant entities or individuals.***

Please see ***Exhibit 59*** for a professional in the field of endeavor looking to collaborate with the Petitioner's undertaking. This letter is discussed in detail in *section D*.

We accordingly demonstrate that the Petitioner is well-positioned to advance the proposed endeavor based on his education, knowledge, and skills, his record of success, his model or plan for future activities in furtherance of the endeavor, the progress he has made toward achieving the proposed endeavor, as well as the interest of potential customers in the field.

**Prong 3: On Balance, It Would Be Beneficial to the United States to Waive the Requirements of a Job Offer and Thus, of a Labor Certification**

***A. It would be impractical either for the foreign national to secure a job offer or for the Petitioner to obtain a labor certification.***

It would be impractical either for the foreign national to secure a job offer or for the Petitioner to obtain a labor certification. The Petitioner will carry out his proposal through the creation of \_\_\_\_\_ **Consultancy Services** and plans to use his expertise in **engineering and project management** within the oil and gas industry. The labor certification process is designed for standard job opportunities. Please *see Exhibit 46* for the Petitioner's Model Plan for future activities and *Exhibit 48* for the business plan for the Petitioner's endeavor in the United States.

***B. Assuming that other qualified U.S. workers are available, the United States would still benefit from the foreign national's contributions.***

The Petitioner's undertaking also shows demand and urgent need. The U.S. Bureau of Labor of Statistics in the recent Occupational Handbook Outlook, states that the demand for **Project Management Specialist** is projected to grow 6 percent from 2022 to 2032, and this increase is expected to result in about **68,100** new jobs over the decade. *See Exhibit 60*. Thus, the demand for additional professionals is such that, even if other qualified U.S. workers are available, the Petitioner will not significantly impede the ability of these workers to find employment in the field.

***C. The national interest in the foreign national's contributions is sufficiently urgent to warrant forgoing the labor certification process.***

- i.* The Petitioner's proposed endeavor supports the Biden-Harris Administration's objectives by enhancing U.S. oil and gas companies' competitiveness and sustainability. The Petitioner will rejuvenate legacy assets cost-effectively by developing customized engineering design management systems, project management systems, and capital projects portfolio management systems. His endeavor directly fulfills the administration's goal of improving manufacturing efficiency. Additionally, the Petitioner's mentorship and coaching programs for young professionals address the administration's focus on expanding the clean energy workforce through training programs. Furthermore, by providing engineering management consultancy services and supporting advancements in leveraging capital expenditure projects, the Petitioner drives strategic business objectives such as decarbonization and enhanced environmental performance, which are key to the Biden-Harris Administration's commitment to growing the clean energy workforce and promoting sustainable manufacturing practices. *See Exhibit 61*.
- ii.* The proposed endeavor is urgent due to the U.S. oil and gas sector's challenges, including the potential reintroduction of cheap Russian gas, rising environmental concerns, competition from Qatar and Australia, ageing assets, and stricter carbon regulations. The Petitioner will help U.S. companies rejuvenate legacy assets in a cost-competitive manner, reduce their carbon footprint, decrease energy intensity, and

promote sustainability by developing customized engineering design management systems, project management systems, and capital projects portfolio management systems, as well as software applications. His endeavor will enhance cost efficiency, future readiness, and environmental friendliness of production assets, thus strengthening global competitiveness and supporting U.S. companies in reducing project costs, improving environmental performance, and maintaining a competitive edge in the global energy market, making it imperative to act now. *See Exhibits 6 and 46.*

- iii. The Petitioner has the talent that the United States urgently needs pursuant to the USCIS policy's unique considerations for STEM professionals and entrepreneurs. As the holder of a **Civil Engineering**, the Petitioner is well-positioned to advance his proposed endeavor in the STEM field of **engineering design management solutions**. *See Exhibit 62.*

By this legal standard, the totality of the evidence demonstrates that the United States would still benefit from the Petitioner's contributions. Because he will be providing services to **assist U.S. companies in the oil and gas sector** by leveraging his expertise in the field to **enhance their global competitiveness through customized engineering design management systems, project management systems, and capital projects portfolio management systems**, the Petitioner will be working in a manner that does not adversely affect U.S. workers. In addition, it would be impractical to require him to undergo a lengthy certification process because he cannot file a labor certification and job offer on his behalf.

Just like the petitioner in the *Matter of Dhanasar*, (*Name of the Petitioner*) has a record of success in his specific field, particularly regarding **engineering design management solutions**, which furthers critical U.S. interests. The Petitioner has demonstrated, by a preponderance of the evidence, that his proposed endeavor has both substantial merit and national importance, and that he is well-positioned to advance his proposed endeavor. The Petitioner therefore offers contributions of such value that, even assuming other qualified U.S. workers are available, and considering that he will be self-employed, the United States will still benefit from his contributions. As such, the Petitioner satisfies the legal standard in the *Matter of Dhanasar*.

The Petitioner has demonstrated that he satisfies the Advanced Degree and National Interest Waiver criterion. His expertise is critical to the development of \_\_\_\_\_ **Consultancy Services**. The Petitioner's proposed endeavor will benefit the United States technologically, and environmentally if he is allowed to pursue his endeavor.

Thus, we respectfully request approval of the Petition.

Sincerely,

***Attorney's name.***

Attorney at Law

Attorney's Bar No.

Firm Name