

Q4 2019

Local

Digest

CONTENT

NCDMB stakeholder magazine



WOMEN IN OIL & GAS

Pathway to Sustainable
Economic Development

Bala Teku's leap of faith sets him on his dream job

The NOGIC JQS continues to serve as a funnel for bringing intelligent and ambitious Nigerians into the oil and gas industry.



I am Vincent Bala Teku, 33 years old from Southern Kaduna, although I can be referred to as a proper Lagosian since I was born and raised in Nigeria's bustling former capital. I studied Information Technology and Business Information System at Middlesex University, London, Mauritius Branch campus.

I registered on the NOGIC JQS platform as a trainee, seeking opportunities to improve myself and find a career in the oil and gas sector. Over 30 people were selected for the programme. We had a written examination, which was followed by an interview. The selection process involved companies in conjunction with the NCDMB Capacity Building team. We were contacted two weeks after the examination and interview.

Eight of us were shortlisted and we thereafter commenced a one-year programme. I was lucky to be selected by Hamilton Technologies Limited, which specialises in Drilling fluids for International Oil Companies (IOCs). The HCD training was focused on building our expertise in the oil and gas sector, and on the core functions of the company we trained in.

While undergoing the training, I was groomed in HSE, leadership roles, like supervising the Liquid Mud Plants, record-keeping and analysis in both the warehouse and mud laboratory. Others include fluid engineering, BOSIET - (basic offshore safety induction and emergency training) – and the proper handling of chemicals.

At the end of the training, four of us were retained. Productivity, hard work, discipline and character played huge roles in the final selection process. We got several certifications like the BOSIET, HSE Levels 1 and 3, and Mud School certificates.

My role during the training was organised as a rotation process. I began as a trainee mud engineer and then a laboratory trainee, safety officer trainee; I also trained as a plant worker. The idea was for us to train in different departments in the course of the programme.

I am currently working in the corporate admin office as a procurement officer. My role can be challenging sometimes as it keeps me on my feet every now and then.

Being that my background was in information technology, I found the new turf tough initially but I was sure I would be able to continue. But thanks to the team I worked with and with constant desire to learn; over time, it became easier to handle and I work towards improving myself as I make progress.

In the course of the training, all the trainees hoped to be retained. But, honestly, it came as a surprise that I was among the shortlisted candidates.

Young people hoping to emulate me should be ready to work hard, be disciplined in achieving their goals and take a leap of faith. Opportunity meets preparation, as it is widely believed. Any opportunity you have to improve your skills should be taken with

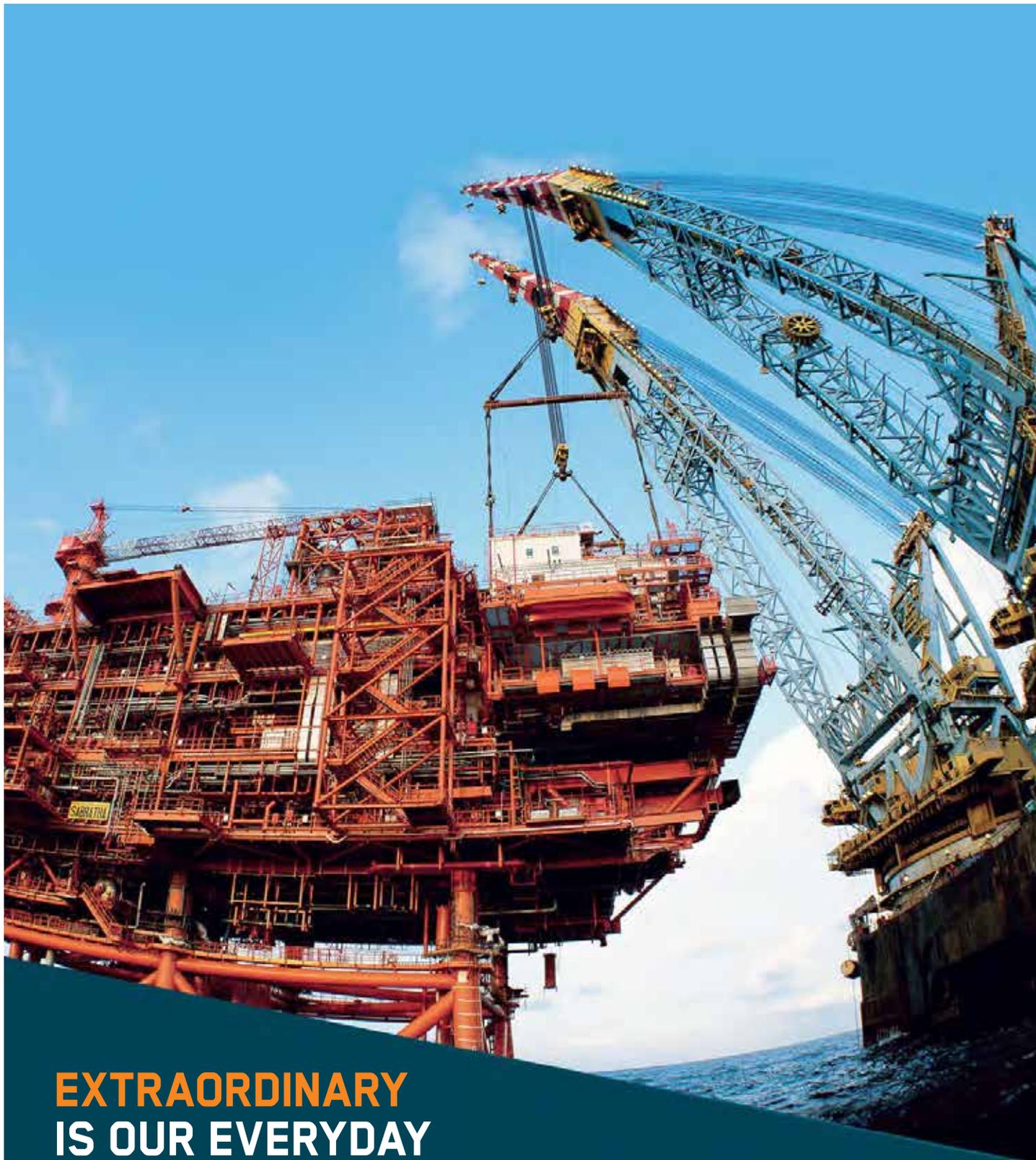
both hands. This can come in the form of an internship, conference and, sometimes, a chance to shadow an individual in his or her job.

As for my career goal, I would love to climb the hierarchy in the oil and gas industry and after a few years, leave to start up a company. I hope this will give me the chance to empower youths as much as I possibly can.

Nigerians must know that the NCDMB NOGICJQS platform plays a vital role in empowering citizens in the oil and gas industry. Thanks to the platform, the ratio of foreigners to Nigerians has reduced, which in turn opens more doors for people that used to believe that they might never climb above a certain level in the industry.

The number of Nigerians in management roles has increased. Indigenous companies, like the company I work for, have been given the opportunity to render top-class services to IOCs. This was deemed almost impossible a few years back. The platform has over the years given birth to new companies. That, I consider, is a great plus in the jobs market.

Nigerians must know that the NCDMB NOGICJQS platform plays a vital role in empowering citizens in the oil and gas industry.



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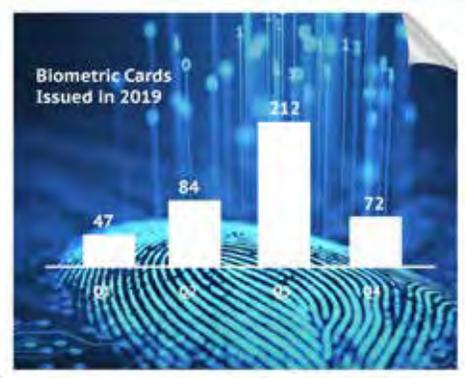
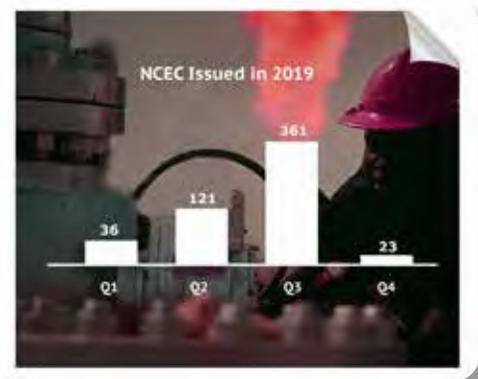
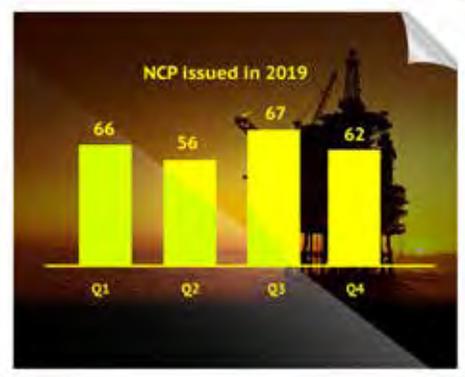
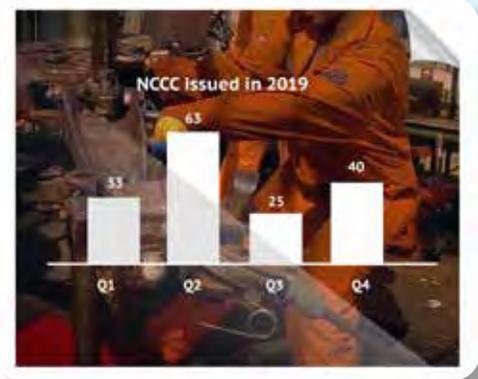
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Source: Strategy and Policy Development Division

Moment of introspection and stocktaking

Follow effective action with quiet reflection. From the quiet reflection will come even more effective action - Peter Drucker

The end of a year and start of another evoke different emotions. For us at NCDMB, this is a period of introspection and stocktaking. Though not in the sense of withdrawal from society like Robin Sharma's lead character in *The Monk Who Sold His Ferrari*; at least, stepping back briefly to reflect on the journey so far and possible measures that can induce more effectiveness, going forward.

To achieve great things, effectiveness is essential. Indeed, to achieve the monumental task of growing Nigerian content in the oil and gas industry to 70 percent by 2027 demands calm reflection, force of character and intentional acts, rooted in sound judgment.

This quarter presents the opportunity for us to look back at our journey in the last 12 months and to review our scorecard.

At the 2019 Practical Nigerian Content (PNC) in Yenagoa, I hinted that our experience this year, like other years, has been exciting and engaging. In April, we convened the second edition of the Nigerian Oil and Gas Opportunity Fair (NOGOF), where we unveiled vast opportunities in the funnel within a five-year outlook. Through the forum, we highlighted investment opportunities in excess of

US\$100 billion, which have been condensed into a compendium to guide investors.

At the beginning of the year, we set out clear objectives, which were in line with our 10-Year Strategic Roadmap. Recall that our 10-Year Strategic Plan is built on five pillars, supported by four enablers. The pillars and enablers are underpinned by strategic initiatives to propel the attainment of 70 percent Nigerian Content growth by 2027 in the Nigerian oil and gas industry.

On the pillar of Technical Capability Development, we promised to support the establishment of at least one more modular refinery, participate in the LPG value chain, progress the development of our industrial parks and provide international sea time for marine cadets. We were able to tick the boxes on each of our promises.

Specifically, we secured approvals for the award of nine contracts from the Federal Executive Council to progress civil works and construction of infrastructure at our industrial parks in Akwa Ibom, Bayelsa, and Cross River states. We are, therefore, immensely grateful to His Excellency, President Muhammadu Buhari, and members of our Governing Council under the Chairmanship of the Honourable Minister of State for Petroleum Resources, Chief

Timipre Sylva, for backing our efforts to domicile and domesticate manufacturing in-country.

We also took up fresh equity in the 12,000 barrels per day Azikiel Hydroskimming Modular Refinery, bringing to two the number of modular refineries that NCDMB is catalysing. The first was Waltersmith Modular Refinery, which is expected to start production in Q2 of 2020.

On target in gas value chain, we obtained approval for partnership to establish a 400,000 per annum Type-3 LPG Cylinders manufacturing plant at Polaku, Bayelsa State and to establish a 168,000MT per annum loading and off-loading LPG terminal in Koko, Delta State.

We also got approval for the establishment of a 48,000 litres/day facility in Port Harcourt, Rivers State for the production of base oil from used engine oil. These agreements were inked on the first day of 2019 PNC. Through these partnerships, the Board is intent on reversing the huge capital flight currently associated with these products, which are all imported. The estimated turnover from the three partnerships is about \$360 million annually.

Still on our Technical Capacity Development pillar, the Board, in conjunction with Charkins Maritime, sent 20 marine cadets overseas to acquire sea-time experience in international waters. The cadets are in Singapore, Australia, USA, Malaysia and China.

To deepen technical capability, we established additional ICT labs in various secondary schools, bringing the total to 24. We trained over 1,000 teachers as part of the Board's intervention to encourage Science, Technology, Engineering and Mathematics (STEM) education in Nigeria. This is not to forget the continuous sponsorship of the NCDMB/NTA annual Science Quiz competition for secondary schools designed to stimulate early interest in STEM education.

We rekindled national interest in technical and vocational training by upgrading two Vocational Education institutions in Abak and Amoli. To close identified critical skills gap, we partnered with AOS Orwell to ensure training of 50 young Nigerians in Smart Electrical Engineering at the Lagos Energy Academy. More importantly, 60 percent of the trainees were immediately recruited by local and international companies, paving way for the start of another set of 50 trainees at the same academy, all in one year!

On Compliance and Enforcement, we deployed fully the services of our seven Third Party Monitors to ensure total coverage of compliance monitoring of operators in the upstream, midstream and downstream. We recalibrated and harmonised our marine vessel categorisation standards with NIMASA and NIWA; fine-tuned and automated our interface with the Ministry of Interior for effective management of expatriate quota. We simplified our reporting templates to boost compliance as well as sustain the third party forensic audit of NCDF remittances, now scheduled to wind down by 31 December, after due reconciliations.

On Enabling Business Environment, we operationalised our Service Level Agreements with operators. In consequence, we obtained the splendid outcomes of record-breaking reduction in the duration between the approval of NC Plan and the signing of the Letter of Intent for NLNG Train-7 project, which was achieved in five months. The approval of the Nigerian Content compliance for the commercial evaluation was issued within 48 hours of submission to

the Board. These are remarkable strides.

Little wonder, NCDMB was selected for double honours award and recognition in the BusinessDay annual merit and leadership awards of 2019 as the most outstanding Public Sector Agency on the ease of doing business category in Nigeria and the Chief Executive of the Board selected as the Transformational Leader of the Year.

On funding, we developed and launched our Hydrocarbon Value-Chain Investment Policy to guide project promoters. Interest in the various products under \$200 million NCI Fund has continued to increase with the Fund drawn down by over 90 percent.

We sustained our stakeholders' engagement and collaborations throughout the year. In Q4 alone, we organised two vital forums - the Nigerian Content Consultative Forum (NCCF) retreat in Lagos and the Nigerian Content Managers retreat in Uyo - aimed at aggregating the feedback necessary to refocus and re-energise our implementation drive. We also organised a workshop to explore mechanisms to mainstream women into the oil and gas sector. Before PNC, we convened the inaugural Human Capacity Development (HCD) workshop to harmonise views on critical training needs, curriculum and pedagogy to ensure alignment between the industry and training providers/institutions. PNC provided yet another platform to interrogate ways to leverage in-country capacities for market growth and expansion.

It deserves to be mentioned that a core part of our stakeholder engagement strategy, in the last three years, has been to enhance the impact of our work on the polity through sensible mix of conventional and social media platforms. Thus, we have successfully optimised the use of radio and television programmes, print and online. Our social media analytics indicate a good degree of interaction with various stakeholders and influencers.

Highlighting some of these strides does not imply that there are no areas that we cannot improve. The performance of our community contract financing under the NCI Fund is one of such areas.

In the coming year, the Board will revisit the issues that have clogged access to the fund. Also, the Board will extend the NCI Fund to some targeted stakeholders' groups in the industry. We will actively pursue the goal of collating reliable data on women in the oil and gas industry, hold the second edition of the Nigerian Content R&D Fair and together with the National Bureau of Statistics, determine baseline capacities in the industry, with fabrication and engineering designs as the pilot.

On Regulation, we will work with the Office of the Honourable Minister of State for Petroleum Resources to obtain sign-off and issue the Ministerial Regulations. We will also work closely with the Nigerian Content Committees in the Ninth National Assembly to engage stakeholders on the prospect of extending the coverage of the NOGICD Act to other sectors.

To remain focused, we will organise a Strategy Review session in Q1, 2020, to evaluate the next eight years of our roadmap and put in place practical measures to ensure that the 70 percent Nigerian Content target is realisable by 2027.

As Peter Drucker, the American-Austrian management guru and author enjoins, we will draw strength from reflective learning to follow up on our most effective actions to ensure even more effectiveness from next year.

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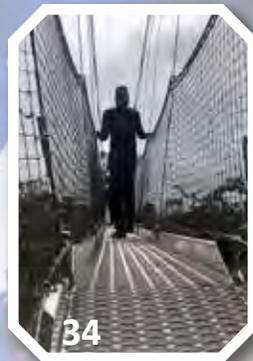
Cover

Nigeria has joined the global train of countries empowering women to play more active roles in the economy. NCDMB sees increased participation of women in the oil and gas sector as a local content imperative.



Milestone

Oilserv, one of Nigeria's leading service companies, is an excellent local content success story. Its template for accessing the Nigerian Content Fund is a model that lends itself for adoption.



Travelogue

Flora and fauna are perfectly mixed in the Lekki Conservation Centre. This oasis in all the steel and concrete that is Lagos, is a perfect getaway for business executives to soak in nature.



Policy

The oil and gas sector will continue to contribute significantly to growing Nigeria's infrastructure and economy. The Honourable Minister of State for Petroleum Resources lays out government's expectations in the New Year.



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2019 leads to a new year of growth and prosperity

The year ended with news of the signing of NLNG's Train 7 FID. It is especially exciting because this project will move the needle on Nigerian content implementation significantly.

The engagements between the Board and NLNG on Train 7 will create tens of thousands of jobs and support the growth of local service companies. Together with other projects in the pipeline announced at the 2019 PNC in Yenagoa, as highlighted in the *Summit* segment, 2020 is certainly looking bright for stakeholders in the oil and gas industry.

One of our major activities this quarter was the conference organised by the Board to expand the number of women in the oil and gas industry. The disparity between women and men in the workplace is wide. The Board recognises that local content cannot be said to have been successfully implemented with a large percentage of the population not well represented and empowered in the industry. The steps outlined by our Executive Secretary and other resource persons to diversify the workplace bode well for women empowerment. This is the focus of the *Cover* of this edition.

In *Policy*, Chief Timipre Sylva, Honourable Minister of State for Petroleum Resources, outlines roles the oil and gas industry is expected to play in growing Nigeria's infrastructure and economy. We also have a deep insight into accessing the Nigerian Content Fund provided by a beneficiary, Oilserv's Managing Director, Adegbite Falade, in *Milestone*. Service companies desirous of benefiting from the Fund could learn a thing or two from the interview.

Our regular lifestyle segments are packed with juicy tidbits. Take, for instance, our feature on Lagos, a fully built up and highly populated city which has sometimes been described as a "concrete jungle". However, Nigeria's commercial and entertainment capital has oases where fauna and flora are perfectly mixed. The Lekki Conservation Centre offers

The Board recognises that local content cannot be said to have been successfully implemented with a large percentage of the population not well represented and empowered in the industry. The steps outlined by our Executive Secretary and other resource persons to diversify the workplace bode well for women empowerment.

Lagosians and visitors alike the bustling city's opportunities to breathe and live nature. In *Travelogue*, you'd find a guide on what to expect when you visit the conservation centre.

In *Outdoors*, we highlight the benefits of spending more quality time with your loved ones in 2020. This will hopefully translate to working smarter in next year. This ties in nicely with vivacious, award-winning TV personality, Tomike Adeoye's practical, easy way to lose belly fat without visiting the gym or engaging in some knee-breaking exercise regime, in *Cuisine*. For those worried about the free reign of midriffs, her guide is especially useful.

Our partners, Saipem, MG Vowgas and Tamrose Ventures, among others, made it possible to bring this edition to you with their advert support. We thank these leading service companies for showcasing their leadership roles via the *Local Content Digest* platform. We urge other companies to come on board the magazine to advertise their local content credentials.

Here is wishing you a prosperous 2020.

Bayelsa schools get modular science lab, ICT Centre

Model Government Secondary School, Twon Brass and Government Secondary School, Okpoama, both in Brass Local Government Area of Bayelsa State, have been provided with a modular science laboratory and Information Communication Technology (ICT) Centre, respectively by the Nigerian Content Development and Monitoring Board (NCDMB).

The ICT centre was inaugurated in December by Chief Timipre Sylva, Minister of State for Petroleum Resources. It is equipped with 31 computers linked to the internet, a projector and printer. It also has an administrative

office, instructor's office, conference hall and a stand-by power generator.

The science laboratory was inaugurated by Hon Israel Sunny Goli, member representing Nembe/Brass Federal Constituency in the House of Representatives. The facility has separate laboratories for Physics, Chemistry and Biology and is supported with solar power.

Engr. Simbi Kesiye Wabote, Executive Secretary of NCDMB said the agency had donated 25 ICT centres to secondary schools across the country and trained teachers in some states as part of its capacity

building and corporate social responsibility programmes. Wabote also said a number of oil and gas investment opportunities could be exploited on the Brass Island because of its closeness to many offshore platforms.

Said the Executive Secretary: "Part of the strategy is to site logistics requirements where it is easy to access, reducing time, fuel consumption and improving turnaround maintenance time. A serious study is going on currently to see the things that would be possible on the Island of Brass in order to bring down our cost of production."



Chief Timipre Sylva, Honourable Minister of State for Petroleum Resources and Engr. Simbi Wabote, Executive Secretary, NCDMB inspecting the independent power project that will supply power to NCDMB headquarters and Nigerian Oil and Gas Park at Emeyal 1, Bayelsa State.

NCDMB to deepen Northeast interventions

The Nigerian Content Development and Monitoring Board (NCDMB) and the North East Development Commission (NEDC) will strengthen their collaboration in the execution of intervention programmes for the rehabilitation of persons and places that were badly impacted by insurgency.

Engr. Simbi Wabote, Executive Secretary of NCDMB and Alhaji Umar Maiwada Mohammed, the Executive Director, Operations, NEDC, reached the agreement when they met at NCDMB's Abuja Liaison office.

The meeting was convened for NEDC to

appreciate NCDMB for its laudable intervention programmes in the Northeast as part of efforts by oil and gas stakeholders in line with President Muhammadu Buhari's plan for the Northeast region.

The meeting also reviewed the progress made on NCDMB's North East interventions, namely Fair Chance Initiative, NCDMB Neighbourhood Project and Deworming Programme of Future Assured Initiative. Wabote and Mohammed also explored other areas of collaboration, including vocational skills acquisition programme for youths in the Northeast region as well as partnership in the development of

strategy for achieving 30 percent local content in the 3,050 megawatts Mambilla power project.

Team Lead for the NCDMB North East Project, Mr Abdulmalik Halilu, listed the achievements of NCDMB Fair Chance Initiative to include the three-month training of 107 internally displaced persons in plumbing, welding, carpentry, bead making, general electrics, mobile phone repairs, soft skills and soap making. He said the Board also provided the trainees with starter packs, created online marketing platform and registered them as cooperative associations.

Nigerian Content Managers advised on core values, in-country capacities

Nigerian Content Managers working for operating and service companies have been advised to adopt the core values of the Nigerian Content Development and Monitoring Board (NCDMB), which are Passion, Integrity, Professionalism, Creativity, Patriotism and Team Spirit.

Engr. Simbi Wabote, Executive Secretary, NCDMB, gave the charge at a retreat organised in Uyo, the Akwa Ibom State capital, in November, for Nigerian Content Managers, Focal Persons and Personnel and other critical stakeholders of the oil and gas industry.

Said Wabote: "Nobody can succeed as a local

content practitioner if the person does not love his or her job. You must believe and have passion for local content concept before you can practice it effectively."

He explained that the Board organised the event so that Nigerian Content managers could reconnect and pay attention to their own capacity development instead of the regular roles of building capacities of other industry players. Wabote stressed that the Nigerian content managers must also be above board, considering the volume of transactions they handle and should never allow pecuniary gains or personal interests

to becloud their sense of judgment.

The Executive Secretary also advised the focal persons to be conversant with the provisions of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act, which he described as the principal reference book for Nigerian Content practitioners. "As professionals, you need to be familiar with the rulebook, guidelines, and processes of your trade. You must be knowledgeable about the state of the industry, in-country capabilities and existing gaps," he added.

Brentex starts ₦5 billion LSAW pipe mill in Calabar

Brentex Petroleum Services Limited is investing about ₦5 billion in an LSAW pipe mill at the Calabar Free Trade Zone, Cross River State. Mr Chidi Nzerem, the company's managing director, confirmed the investment during a visit by Engr. Simbi Kesiye Wabote, Executive Secretary of the Nigerian Content Development and Monitoring Board (NCDMB).

He thanked NCDMB for supporting the project, saying arrangements had been finalised with an Original Equipment Manufacturer (OEM) to conduct a two-year on-the-job training for Brentex's employees to enable them operate the pipe mill when completed.

The Executive Secretary praised Brentex for the progress it had made with the investment, including the installation of a 21-kilometre board piles across the surface of the facility, with capacity to hold huge overhead cranes.

Wabote said: "It is granted that one cannot produce the total array of pipes required in the oil and gas industry because we have different kinds of pipes with varying diameters, and no one factory can produce all of them. The Board took a policy decision that so long as you have invested, you have a right of first refusal to procure any other type of pipes that we do not produce in-

country."

He said the pipe mill's strategic location at the Free Trade Zone, with a sea port, would make it easy for raw materials to come in and boost activities in the FTZ. It will also support the Nigerian Oil and Gas Parks Scheme, being developed by NCDMB at Odukpani, Cross River State, to incubate manufacturing in the oil and gas and linkage sectors.

With other investments in pipe mills, including Yulong in Lagos and SCC in Abuja, Nigeria will soon be self-sufficient in pipes required in oil and gas operations, Wabote added.

New Vessel Categorisation Scheme unveiled

The Nigerian Content Development and Monitoring Board (NCDMB) has partnered Nigerian Maritime Administration and Safety Agency (NIMASA) and National Inland Waterways Authority (NIWA) to develop a revised Marine Vessel Categorisation Scheme.

Mr Akintunde Adelana, Director, Monitoring and Evaluation, NCDMB broke the news when the scheme was presented at a recent workshop in Lagos. He said it sought to increase indigenous participation, manning and ownership in marine operations of the oil and gas industry.

The director said the old scheme was adopted in 2013 for use on tenders involving marine vessels. This helped to increase the

participation of Nigerian-owned vessels from below five percent to 35 percent. Adelana said: "It increased the level of participation for Nigerians, instilled more confidence for investment by Nigerians, increased awareness of Nigerians in this area of operation. It led to increase in in-country spend and this boosted Nigeria's economy."

He recalled that following the adoption of the Board's 10-year strategic roadmap, with targets to grow Nigerian Content to 70 percent by 2027 and capture a wider interest of Nigerians, it became necessary to adopt an approach that would further increase the participation of Nigerian owners in the marine sector.

The director confirmed that the new scheme

had inputs from NIMASA and NIWA. "We have considered inland waterways vessels in the categorisation. This will help to build community contractors," he added.

Adelana said the workshop was organised to enable stakeholders understand what was expected of them and how the process will operate when the scheme is fully deployed during tenders for marine vessels.

Mr Danladi Ibrahim, Acting Managing Director of NIWA, represented by Engr. Sarat Braimah, the Area Manager, Lagos, said NIWA would incorporate relevant categorisation requirements for inland waterway vessels into its planned electronic registration process to aid the work of the NCDMB.



(R-L): Mr Akintunde Adelana, Director, Monitoring and Evaluation, NCDMB; Mr Patrick Obah, Director, Planning, Research and Statistics, NCDMB; Dr Ernest Nwapa, pioneer Executive Secretary; Engr. Simbi Wabote, Executive Secretary, NCDMB and Arch. Denzil Kentebe, erstwhile Executive Secretary; Mr Isaac Yalah, Director, Finance and Personnel Management, NCDMB and Mr Chris Osarumwense, Managing Partner, Greenfields Consultancy and Allied Services Limited after a panel session at the 2019 Nigerian Content Managers Retreat in Uyo, Akwa Ibom.

NCDMB woos foreign missions to local content development

The Nigerian Content Development and Monitoring Board (NCDMB) has sought close collaboration with key foreign missions on Nigeria Content development, particularly in knowledge exchange programmes, research and development as well as credible investor identification that will lead to domiciliation of oil and gas activities in the country.

NCDMB held a network briefing with select foreign missions in October. They included envoys from Brazil, Switzerland, Norway, United States of America, France and Cameroon. Diplomats also came from South Africa, Australia, China, India, Netherland and Italy.

In his remarks, Engr. Simbi Kesiye Wabote, Executive Secretary, NCDMB, stated that “Local Content is not about Nigerianisation of the oil and gas sector but more about domiciliation and domestication of value-adding activities in-country. If you are bringing a new technology and you need many expatriates, we will support your application. However, you will need to have a plan to domesticate and transfer the technology after a few years.” Wabote also assured the missions that NCDMB would help foreign firms that plan to invest in critical capacities in Nigeria and such firms would be patronised.

Mr Tarek Chazli, Italian Deputy Head of Mission, said Italian companies operating in the Nigerian oil and gas industry complied with the provisions of the Nigerian Content Act. “Italy has been playing a leading role in local content since inception. Saipem was one of the leading contractors on Egina, which was a challenging project, but also a successful Nigerian Content story,” he said.

He conveyed Italy’s willingness to support countries that might need guidance on how companies from their jurisdictions can invest in the Nigerian oil and gas industry.



Delegation from NCDMB led by Engr. Simbi Wabote, Executive Secretary, NCDMB with members of the Diplomatic Corps at the Nigerian Content Networking Briefing organised for selected foreign missions at the Federal Ministry of Foreign Affairs, Abuja.

Content Fund Debtors to face stiff sanctions

Serial debtors of the Nigerian Content Development Fund (NCDF) could be investigated by the Economic and Financial Crimes Commission (EFCC) and barred from participating in tenders for upstream contracts. Engr. Simbi Kesiye Wabote, Executive Secretary, Nigerian Content Development and Monitoring Board (NCDMB), gave the warning at a meeting in Abuja with forensic auditors contracted by the Board.

He said NCDMB might also institute a process whereby companies must obtain NCDF clearance before their applications for expatriate quota would be processed. He said the forensic audit of statutory

remittances by oil and gas companies ended on November 30, 2019 and that close-out reports from the exercise would be studied.

Section 104 of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act stipulates the deduction of one percent of the value of contracts awarded in the upstream sector of the oil and gas industry and remittance into the NCDF. The Fund is used for developing Nigerian Content.

Said Wabote: “Some companies were aware of their obligations before the exercise started yet bluntly refused to cooperate with the Board and the forensic auditors assigned to them. The Board will move against them. Some companies adopted delay tactics and

partially released documents to the auditors in a manner that impeded a successful audit. The auditors are required to explore all means to determine their obligations as an interim measure, using best-of-judgment approach.”

He urged companies to remit all undisputed sums, while discussions continue on the disputed amounts. “Transactions that start and end in the Free Zones are not chargeable but transactions that either enter the Free Zone(s) from Nigerian territory or leave the Zone(s) for project locations after completion are chargeable,” he said.



Engr. Simbi Wabote, Executive Secretary, NCDMB commissioning two Snubbing Rigs/Hydraulic Workover Units – ISS 340k and ISS 460k – acquired by TECON-NIGERBLOSSOM Group in Port Harcourt.

NCDMB exemplary in promoting collaborations, says Justice Ministry

The Federal Ministry of Justice has described the Nigerian Content Development and Monitoring Board (NCDMB) as a model for other ministries and agencies in promoting effective collaborations for the delivery of government's developmental mandate.

Mr Dayo Apata, Permanent Secretary, Ministry of Justice and Solicitor General of the Federation, spoke at the Nigerian Content Stakeholders Workshop in October in Abuja for the Ministry's workers. He hailed NCDMB for organising the workshop, the second in the series, adding that the engagements had

enabled the Ministry and NCDMB to foster a cordial relationship in the enforcement of local content for the economy.

Engr. Simbi Kesiye Wabote, Executive Secretary of NCDMB, said the collaboration had yielded positive results, like the approval of fiat for the prosecution of persistent defaulters of the Nigerian Content Act and support for the establishment of Special Purpose Vehicles (SPVs) to boost the Board's partnerships and commercial interventions.

Wabote sought the endorsement of the Ministry of Justice for the extension of the

Local Content Act to other critical sectors of the economy, including power, construction, rail and information communication technology as well as the amendment of the NOGICD Act to enable NCDMB superintend those sectors. He advised against plans to enact a new law to regulate local content in science and technology and the establishment of an independent agency to supervise it.

"Once you establish another agency, there will be overlapping of functions. That way, the atmosphere will become uncertain and scary to investors," he said.

UNN student wins third national oil & gas essay contest

Mr Isaac Fredrick Sunday, a second-year student of Medical Rehabilitation at the University of Nigeria (UNN), Enugu State, recently won the third edition of the annual national oil and gas essay competition organised by the Nigerian Content Development and Monitoring Board (NCDMB).

The essay submitted by the 21-year-old was adjudged the best among over 3,000 entries. He was rewarded with a cash prize of ₦500,000, a laptop computer and plaque. He was among the top 10 finalists in the 2018 edition of the same competition.

The other top four finalists included Melex Tamaradoubra, a 200-level student of Medical

Laboratory, Rivers State University, Port Harcourt; Nater Akpen, a 200-level Medical student of Benue State University, Makurdi and Zeenat Magaji, a 200-level student of Cyber Security Science, Federal University of Technology, Minna. They received varying cash prizes for their efforts.

Barr. Naboth Onyesoh, Manager, Corporate Communication, NCDMB, explained that the essay competition had become a signature event for the Board to promote liberal arts education and development of vital soft skills required in the workplace and business in the emerging digital world economy.

He said: "This programme will continue to

generate interest and awareness among undergraduates about the criticality of Nigerian content philosophy and law in the oil and gas sector as a national economic agenda for job creation, poverty reduction, industrial development and economic growth."

Onyesoh encouraged the top 10 finalists to continue to improve their writing skills because it comes with numerous benefits.

Mr Eyinimi Omorozi, the Project Consultant, said the annual essay contest was conceived to encourage writing and research abilities of Nigerian undergraduates.



NCDMB Governing Council (L-R): Engr. Kashim Ali, Representative of the Council for the Regulation of Engineering in Nigeria (COREN) on NCDMB Governing Council; Engr. Simbi Wabote, Executive Secretary, NCDMB; Chief Timipre Sylva, Honourable Minister of State for Petroleum Resources; Mr Mina Oforiokuma, Representative, Nigerian Content Consultative Forum (NCCF) and former Acting Director, Department of Petroleum Resources, Mr Ahmad Rufai Shakur, during the Minister's oversight visit to NCDMB head office in Yenagoa, Bayelsa State.

Lolite Energy opens fasteners plant in Enugu

Lolite Energy Limited, an oil and gas company, has opened a fasteners manufacturing and fabrication plant in Enugu.

At the plant inauguration, Engr. Kenechukwu Agbo, Director of the company, said Lolite was established to leverage opportunities created by the Nigerian Oil and Gas Industry Content Development (NOGICD) Act.

He described the NOGICD Act as a goldmine and applauded the Nigerian Content Development and Monitoring Board (NCDMB) for supporting indigenous participation in the oil and gas industry. The director advised Nigerians to harness opportunities created by the NOGICD Act.

In his remarks, Engr. Simbi Kesiye Wabote, Executive Secretary, NCDMB, expressed delight at the decision of Lolite Energy to focus on the manufacturing of industrial fasteners. He urged the company to grow its capacity from 1.2 to 3 tonnes as well as expand into the manufacturing of gaskets.

The Executive Secretary also advised investors interested in manufacturing to key into the Nigerian Oil and Gas Park Scheme (NOGaPS), being promoted by the NCDMB, to create regional low-cost manufacturing hubs for production of equipment, components, spare parts and other items that will be utilised in the Nigerian oil and

gas industry.

Wabote said the local oil and gas sector spends an average of \$350 million annually in the procurement of components like bolts, nuts, flanges and gaskets, among others. He maintained that local manufacturing of components used for operations in the oil and gas sector was the best industrialisation strategy as it reduces capital flight in the industry, provides jobs and lifts people from poverty.

Hon. Ifeanyi Ugwuanyi, Governor of Enugu State, praised Lolite Energy for its tenacity and creating jobs for indigenes of the state.

Senate to support Local Content Implementation

The Senate Committee on Local Content has pledged to collaborate with the Nigerian Content Development and Monitoring Board (NCDMB) to strengthen the implementation of Nigerian Content in the oil and gas industry and other key sectors of the economy.

Senator Teslim Folarin, Chairman of the Committee in the Ninth Assembly made the promise during the onboarding engagement session between the NCDMB and members of the committee at the Senate Chambers in Abuja in October, 2019.

He said the Senate placed huge importance on Local Content because of its contributions to the development of the national economy and creation of jobs for Nigerians. The senator promised that the committee would

work closely with NCDMB so that members would understand its core initiatives and be in a good position to support and champion the proposed extension of the Local Content Act to other key sectors.

Engr. Simbi Kesiye Wabote, Executive Secretary of NCDMB explained that the Nigerian Oil and Gas Industry Content Development (NOGICD) Act mandated the Board with the responsibility of developing local capacities and capabilities, monitoring compliance and enforcement of the provisions of the Act. The Board's capacity development initiatives are focused on closing capacity gaps in skills, infrastructure development and facilities or asset ownership, he said.

The Executive Secretary listed some of the Board's key operational tools to include the Nigerian Oil and Gas Industry Joint Qualification System (NOGIC-JQS), the Nigerian Content Plan, the Nigerian Content Compliance Certificate, the Nigerian Content Equipment Certificate, Expatriate Quota Administration, Compliance and Performance Monitoring as well as Litigation and Prosecution.

He said NCDMB had developed six operational guidelines for the implementation of the Nigerian Content Act and seven Draft Ministerial Regulations to address identified gaps in the NOGICD Act.

NAOC holds workshop for contractors

The Nigerian Agip Oil Company (NAOC) and its joint venture partners recently organised a two-day workshop on compliance with the provisions of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act. The workshop, held in Port Harcourt sought to enlighten contractors on the regulations, policies and laws that are applicable in the oil and gas industry and encourage compliance.

Engr. Paul Zuhumben, General Manager, Projects Certification and Authorisation Division (PCAD), NCDMB, praised NAOC/ENI for organising the workshop annually. He

stated that NCDMB developed the Nigerian Content 10-Year Strategic Roadmap hinged on five strategic pillars and four enablers, to enable it achieve the objective of growing Nigerian Content level in the industry from the current 30 percent to 70 percent in 2027.

He said: "Domiciliation of value adding activities is one of the key objectives of the Board. We are excited that operators and service companies now heed our call to develop human capacity of Nigerians through workshops like this." Zuhumben urged the participants to familiarise themselves with the Nigerian Content Act and the Board's 10-

Year Strategic Roadmap.

Mr Alessandro Tiani, General Manager – District, NAOC, said the workshop was organised to develop the capacity of Nigerian-owned companies to actively participate in the oil and gas industry and achieve the objectives of the NOGICD Act.

He said the workshop was the sixth edition and was designed to re-educate the contractors on the provisions of the NOGICD Act in order to raise their level of compliance, empower and enhance their capacities for favourable bids and execution of projects in the industry.



Officials of the Nigerian Content Development and Monitoring Board and Nigerian Agip Oil Company at the Regulatory Compliance workshop organised by the company for contractors/vendors operating in the oil and gas industry in Port Harcourt, Rivers State.

Reps Committee extends mandate beyond oil and gas

The newly constituted House of Representatives Committee on Nigerian Content Development and Monitoring Committee (NCDMC) has extended its mandate beyond the oil and gas industry. It will now provide oversight on activities of key ministries, departments and agencies, to ensure their compliance with the Presidential Executive Orders on Local Content implementation.

Hon. Legor Idagbo, Chairman of the committee, stated this at the inaugural meeting of the Committee with the Nigerian Content Development and Monitoring Board (NCDMB) at the National Assembly in November. He said the committee was

different from its predecessor in the Eighth Assembly. The differences, he said, included the name change from Local Content Committee and expansion of the mandate.

The lawmaker assured stakeholders that the committee would amend the Nigerian Oil and Gas Industry Content Development (NOGICD) Act and extend it to other critical sectors of the economy. Idagbo said the committee would also ensure that the gains recorded in the oil and gas industry through the implementation of the Act in the last nine years were replicated in other key sectors of the economy. He noted that other sectors had their peculiarities and the amendment would take those uniqueness

into consideration.

Engr. Simbi Kesiye Wabote, Executive Secretary of NCDMB, lauded the committee's promise to extend the NOGICD Act to other sectors and affirmed that the nation would derive several benefits, if the move becomes successful.

He explained that Nigerian Content implementation was distinct from corporate social responsibility and does not compromise standards. Wabote said the development of new oil and gas projects was critical to the growth of Local Content.

NCDMB supports PTI facilities upgrade

The Nigerian Content Development and Monitoring Board (NCDMB) will support the upgrade of facilities in the Petroleum Training Institute in Effurun, Delta State, with a view to bringing the institution back to its glorious days.

Engr. Kesiye Wabote, Executive Secretary of NCDMB, made the promise during a visit to the institution. He said Chief Timipre Sylva, Minister of State for Petroleum Resources, had directed effective collaboration among the agencies within the ministry.

He recalled that PTI was established to develop middle level manpower for the oil

and gas sector. The institution consequently provided most of the production technicians, instrumentation and other skilled personnel in the industry before its decline.

The Executive Secretary urged the management of PTI to articulate its demands. He said NCDMB was already promoting the establishment of centres of excellence and PTI would need to determine the subject it wanted its Centre of Excellence to focus on. He also promised to support PTI's plan to establish a modular refinery to serve as a teaching aid to students.

Wabote said if Nigeria had focused early on research and development with regards to refineries, the petroleum sector would have been able to keep its three refineries working optimally.

Prof Sunny Iyuke, the Principal of PTI, said the Minister of State for Petroleum Resources had directed NCDMB and PTI to collaborate on a number of projects, including conducting research on the use of local materials for production optimisation and production of locally formulated drilling fluids for enhanced recovery.

Project 100 companies undergo project management training

Beneficiaries of Project 100 programme being sponsored by the Nigerian Content Development and Monitoring Board (NCDMB) have participated in a week-long training on Project Production Management (PPM) training in Lagos.

Mr Patrick Daziba Obah, Director, Planning, Research and Statistics, NCDMB, said the training was intended to address the current gaps in project delivery, project failure and inculcate the beneficiaries with capacities for effective project delivery and project

production management.

He said: "As part of the mandate of the Board, we have over the years invested significant resources in project management training either through direct intervention or project-based training, with the singular objective that we crown our excellent plan with quality delivery to ensure steady flow of investment in-country."

Dr Ama Ikuru, General Manger, Capacity Building, NCDMB, explained that Project 100

sought to nurture 100 Nigerian wholly owned oil and gas service providers in a competitive and sustainable manner and through targeted interventions into larger scale players that would create high impact.

Mrs Edughom Hanson, Managing Director, Wider Perspectives, the training consultancy, thanked NCDMB for initiating the training and encouraged beneficiaries to use the knowledge to add more value to the Nigerian oil and gas industry.



Representatives from Project 100 companies during a Project Production Management training organised by NCDMB in Lagos.

Contributors: Naboth Onyesoh, Obinna Ezeobi, Nyoki Ita, Teleola Oyeleke, Ifeanyi Nwokemodo, Chinonso Nworgu

A woman in a blue work uniform, white hard hat, and safety glasses is working in an industrial setting. She is looking upwards and to the right, with her right arm raised. The background shows various industrial equipment, including pipes and a yellow valve. The overall scene is brightly lit, suggesting an indoor industrial environment.

Mainstreaming **Women** in oil industry for sustainable economic development

A small circular icon of the Nigerian flag, featuring green and white vertical stripes with a red triangle at the top, is positioned to the left of the text.

New initiatives launched by the NCDMB will address under-representation of women in the oil and gas industry, and support sustainable Local Content growth and economic development

If any today's Nigerian woman finds career progression in the oil and gas industry daunting, she might find inspiration in the story of Reba Masterson, an early American female petroleum geologist. "So hostile was the environment for women in early 1900s, she walked around with a pistol. She used her knowledge of microfossils to retain her rights for the minerals under the soil, while she sold the surface of the land she bought in Texas," recounted Engr. Simbi Kesiye Wabote, Executive Secretary, Nigerian Content Development and Monitoring Board (NCDMB), at a workshop organised by the Board in October 2019 for deepening the participation of women in the oil and gas industry.

The nexus between Local Content and promotion of gender equality and women empowerment is in the joint focus in creating employment opportunities, integrating the populace in economic activities and engendering a better economy.

Issues around women empowerment were codified internationally in the United Nations Millennium Development Goals (MDGs) adopted in September 2000 and again as Goal Five in the subsequent 17 Sustainable Development Goals (SDGs) set out in 2015 by the UN General Assembly Open Working Group (OWG).

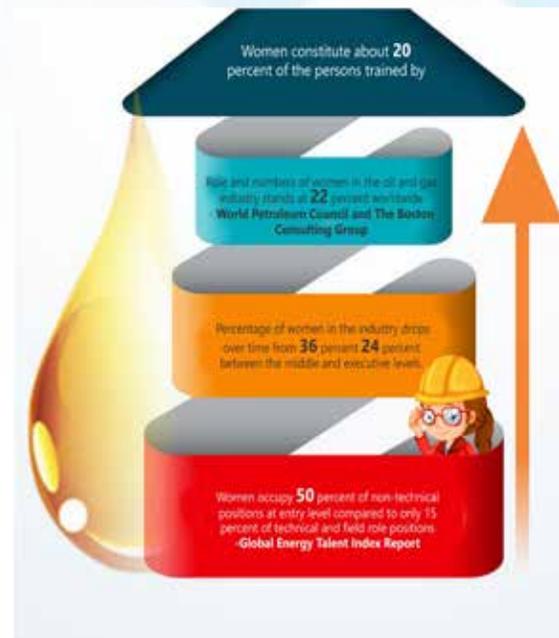
While the jury is still out on Nigeria's performance on MDGs and SDGs, there is consensus on the successful implementation of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act in the past decade. Yet, some industry watchers posit that the low participation of the female folk - half of Nigeria's active population - in the oil and gas industry is a dent on Local Content implementation.

Beginning from 2017, the NCDMB introduced the Nigerian Content 10-Year Strategic Roadmap, with five pillars and four enablers, providing a comprehensive chart for Local Content development. The workshop for women in oil and gas was conceived by the Board as a key activity for one of the enablers - Collaboration and Stakeholder Engagement.

Surprisingly, the global oil industry has not changed radically since Masterson's pioneering role. Quoting a recent study by the Global Energy Talent Index Report, which indicated that there is a shortage of women in the oil and gas industry, Engr. Wabote said: "It is estimated that women occupy about 50 percent of non-technical positions at entry level, compared to only 15 percent of technical and field role positions. Gender diversity decreases with seniority with only a tiny proportion of women in executive positions. The percentage of women in the industry drops over time from 36 percent to 24 percent between the middle and executive levels."

What the numbers say

Several factors are responsible for limiting the role and number of women in the oil and gas industry, which has been put at 22 percent worldwide in a report by the World Petroleum Council and The Boston Consulting Group. Compared to other sectors, the oil industry lags far behind and given that worldwide revenues is estimated by *IBISWorld* to top US\$3 trillion in 2019, highly skilled female professionals should be playing major roles in the industry.



It starts at an early age, when the girl-child's interest in science, technology, engineering and mathematics – referred to as STEM – starts waning. Some parents and guardians worsen the situation by presenting science subjects and courses as very difficult and goading their girls to choose the 'easy' arts, social sciences and management subjects and courses. Dr Folasade Yemi-Esan, acting Head of the Civil Service of the Federation, recounted how her mum counselled her 'lovingly' to apply for an 'easy' course in the university. Luckily, young Folasade was strong willed and applied for a 'difficult' discipline – Dental Surgery, at the University of Ibadan, emerging the best graduating student in her class in 1987!

A big worry is that even if women take up half of all entry level positions in the oil and gas industry, their number starts shrinking with the ascension of the ladder. In the Global Energy Talent Index Report quoted by the Executive Secretary, the number of women at the top hierarchy is particularly thin.

"Further alarming is the almost negligible stock of women who occupy technical or sit in executive boardrooms of oil companies in Nigeria, which have been dubbed a boys' club. While men and women apparently set out on a general equal footing, women scarcely reach the top of organisations. This deficit may superficially be attributed to poor ambition among women; however, a more thorough study of the scenario will paint a wider picture," says Yemi-Esan, while delivering the keynote address at the workshop, with the theme: *Mainstreaming women in the oil and gas industry*. She attributed common impediments to strongly held stereotypes. "The issue of gender parity in the corporate world is a global problem and Nigeria is not left out,"

Further alarming is the almost negligible stock of women who occupy technical or sit in executive boardrooms of oil companies in Nigeria, which have been dubbed a boys' club. While men and women apparently set out on a general equal footing, women scarcely reach the top of organisations. This deficit may superficially be attributed to poor ambition among women; however, a more thorough study of the scenario will paint a wider picture. The issue of gender parity in the corporate world is a global problem and Nigeria is not left out.

Dr Folasade Yemi-Esan, acting Head of the Civil Service of the Federation



(L-R): Managing Director of Nigeria LNG Limited, Engr. Tony Attah; Executive Secretary, Nigerian Content Development and Monitoring Board (NCDMB) Engr. Simbi Kesiye Wabote and Minister of State for Petroleum Resources, Chief Timipre Sylva at the 2019 Practical Nigerian Content (PNC) in Yenagoa, Bayelsa State.

she said.

There is also the biological challenge. The average woman might go on maternity leave two or three times in her working career and could miss out on some positions, if not promotions.

“What’s a pretty young lady like you doing in a dark, dangerous business like oil and gas?” is a question Katie Mehnert, CEO, Pink Petro, says she gets to hear all the time. She attributes the low number of women in the oil and gas industry to three factors. The first is short-term thinking and the second is failure to make gender equality a value. The biggest struggle is changing how the energy sector presents itself. “Leaders need to show women why it’s a great place for them to work,” she said.

Highlighting this point, Ms. Hadiza Bala-Usman, Managing Director of Nigerian Ports Authority (NPA), recalled her experience working as the Chief of Staff to the Governor of Kaduna State, Malam Nasir Ahmed el-Rufai, a few years ago. Her two young children developed morbid hatred for ‘work’ because it kept their mum away from them for long hours. Determined to spend more time with her kids and make them see ‘work’ as less than a monster but a thing of pleasure, Bala-Usman had the kids brought to her office after school every day so they would play in her office and even meet with the Governor while she rounded off meetings and other deliverables.

A roadmap for inclusiveness

There is no doubt that the oil and gas industry is well placed to champion gender diversity. Being the biggest contributor to the public coffers and having some of its biggest corporations, if the oil industry gets gender diversity right, other sectors will likely model their workplace culture after its example.

For this to happen, Nigerian women must participate fully in the industry by acquiring the requisite skills for technical positions, said

Yemi-Esan. This is in recognition of the fact that affirmative action does not translate to jettisoning quality for quantity. The Head of Service also urged current and aspiring female industry professionals to pursue technically inclined disciplines, which will in turn expose and position them for opportunities. “We will facilitate the formulation of gender smart policies as well as supporting relevant ministries, departments and agencies in gathering reliable women-specific data for the industry. We will also uphold gender-responsible budgeting through the expansion of gender desks, which are targeted at ensuring the inclusion of women and girls,” she promised.

Engr. Wabote also assured NCDMB would review its strategy on the Nigerian Content Intervention Fund (NCI Fund), saying: “Access to finance is very important and we will look at our policy to see how we can support women who are serious to do business. Already, two firms managed by women have benefited from the NCI Fund because NCDMB took steps to ensure that.” The Board will also drive the collation of data on women who participate in various sectors of the industry, so they can receive support, he pledged.

There was more cheery news. Engr. Wabote said the Board would work with project promoters, including the Nigeria Liquefied Natural Gas Company, which has started the huge and exciting Train 7 project, to ensure the award of some contracts to firms owned by women. Addressing the root of the problem, the NCDMB helmsman said the Board would also encourage the study of sciences, technology, engineering and mathematics among secondary school girls.

The Board has been investing in capacity programmes with a view to increasing the number of female professionals in the industry long before the workshop. “Out of the total number trained by the Board, women constitute about 20 percent. We hope to increase the number of women trained to meet up the industry’s skilled labour demand,” the Executive Secretary pledged.

Dignitaries and participants at the **Women in Oil and Gas Workshop**, organised by **Nigerian Content Development and Monitoring Board (NCDMB)** at Eko Hotels and Suite, Lagos on October 17, 2019. The workshop was held to discuss the role of women in the industry and to deepen their participation in oil and gas activities.



Participants take the National Anthem.



(L-R) Executive Secretary, Nigerian Content Development and Monitoring Board (NCDMB), Engr. Simbi Kesiye Wabote; Head of Civil Service of the Federation, Dr (Mrs) Folasade Yemi-Esan and Managing Director, Nigeria Ports Authority (NPA), Ms Hadiza Bala-Usman.



Ms. Hadiza Bala-Usman delivered a goodwill message.



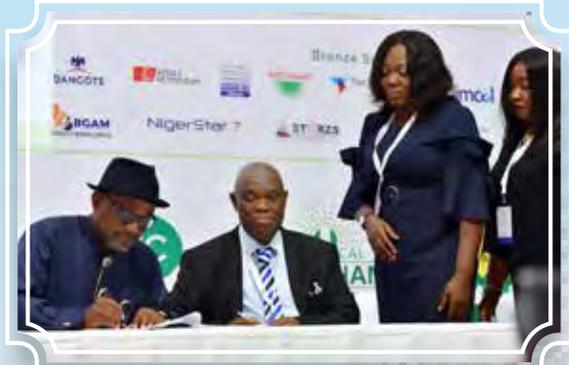
Some of the Panelists with the Executive Secretary.



PNC 2019 sets the ball rolling for a bumper decade

The 9th edition of the Practical Nigerian Content Workshop, which held at the conference hall of the new NCDMB headquarters in Yenagoa, the Bayelsa State capital, from December 2-5 2019 was attended by leading lights of the Nigerian oil and gas industry, including Chief Timipre Sylva, Minister of State for Petroleum Resources, Mr Paul McGrath, Managing Director, Mobil Producing Nigeria Unlimited and Chairman, Oil Producers Trade Section and a representative of the Group Managing Director of the Nigerian National Petroleum Corporation, Mallam Mele Kyari.

Others top shots were Mr Jeff Ewing, Chairman and Managing Director, Chevron Nigeria Limited and Mr Osagie Okunbor, Country Chair, Shell Companies in Nigeria, Senator Teslim Folarin, Chairman of the Senate Committee on Local Content,





Mike Sangster, Managing Director of Total Nigeria E&P as well as chief executive of Nigerian independent producing and service companies.

The PNC is organised annually by the Nigerian Content Development and Monitoring Board (NCDMB) in partnership with CWC Africa. The theme of this year's edition was *Leveraging Local Expertise for Market Growth and Expansion*.

An opening dinner was held on the arrival day - Monday - a novelty for PNC. It drew quality attendance, including the Minister, Engr. Simbi Wabote, Executive Secretary of NCDMB; Mr. Victor Okoronkwo, Managing Director of Aiteo – host of the dinner and many other dignitaries.

The opening session of the workshop on Tuesday featured a very interesting spotlight session on the Nigerian Content opportunities of Train 7 project. It was presented by Engr. Tony Attah, Managing Director of Nigeria LNG.

The Executive Secretary of NCDMB delivered the keynote address in which he indicated that NCDMB had completed the implementation of 20-short term initiatives as part of the 10-Year Nigerian Content Strategic Roadmap. He said 25 initiatives were planned for the first two years of the roadmap and the duration of five items would be extended. He added that the percentage of Nigerian Content implementation had moved from 26 percent to 30 percent in the last two

years of implementing the 10-year plan.

The Executive Secretary stated that NCDMB will mark its 10th year anniversary in 2020 and would organise a strategy review session and “evaluate the remaining eight years of the roadmap to put in place necessary measures to meet the 70 percent Nigerian Content target by the year 2027”.

A major highlight of the welcome speech was the signing of NCDMB’s partnerships agreements for the establishment of two gas plants and a base oil facility. Wabote expressed hope that the partnerships would help to reverse capital flight currently associated with these products, with estimated annual turnover of \$360 million.

Chief Timipre Sylva delivered the Ministerial Address. He urged local vendors to deliver premium services and support the Federal Government’s strategy of using Local Content to drive down the cost of crude oil production, increase the contribution of the oil sector to

the Gross Domestic Product (GDP) and guarantee the security of oil production.

The Minister commended NCDMB for the development of its 17-storey headquarters building, with a world-class conference centre right in the heart of the Niger Delta, executed by a wholly indigenous construction company, Megastar Technical and Construction Company Limited. He said the building serves as a strong attestation of President Muhammadu Buhari’s love and commitment to the development of the Niger Delta Region.

He advised multinational oil companies and their indigenous counterparts to take a cue from NCDMB and engage more local contractors in projects in the oil and gas industry.

The 2019 PNC featured many other presentations, panel discussions and entertainment. The event ended on Thursday, with site visit to MG Vowgas, a fabrication company in Port Harcourt, Rivers State.

Women aspiring to have long-lasting careers in the industry will find encouragement in the clarification from Engr. Wabote that the oil and gas industry, although still quite complex, no longer requires heavy lifting as it was in the past. Most of the jobs have been replaced with advanced electronic systems that require brains, not brawn.



Member Representing Nembe/Brass Federal Constituency in the House of Representatives, Hon Isreal Sunny Goli and Executive Secretary of Nigerian Content Development and Monitoring Board (NCDMB), Engr. Simbi Kesiye Wabote commissioning a multi-modular science laboratory donated by the NCDMB to Model Government Secondary School, Twon Brass, Bayelsa State.

Conversely, people in authority have a duty to mentor girls and accommodate the needs of young working mothers, so that they can remain in employment and gain needed experience and competences that will position them for elevation to executive positions years later. You need to give a long rope to the mum that doesn't come to work because her child was vaccinated or has to attend a school function for her child.

Ms. Hadiza Bala-Usman, Managing Director of Nigerian Ports Authority



Katherine Sheddu, the great machinist at Nigerdock, has trained many people, thereby earning the sobriquet, Iron Lady.

Diversified workforce avails immense benefits

In its report, *Why Diversity Matters*, McKinsey, the global consultancy, stated that diversity makes business sense and is a competitive differentiator. It added that the more diversified an organisation is, the more profitable it would likely be and higher value it would deliver.

Nigeria's oil and gas industry will certainly benefit from a more diverse workforce. Six immediate benefits of a diversified workforce are listed by www.wonolo.com. They include: having a variety of perspectives, increased creativity, increased productivity, reduced fear, improved performance, boost to brand reputation and global impact.

With the signing of the Africa Continental Free Trade Area (AfCFTA)

deal and companies in the oil and gas sector poised to leverage on the agreement, they will be well-minded to pay attention to the benefits of a diversified workforce. The companies' continent-wide growth aspirations may be hindered or boosted by how diversified their workforce is.

Women aspiring to have long-lasting careers in the industry will find encouragement in the clarification from Engr. Wabote that the oil and gas industry, although still quite complex, no longer requires heavy lifting as it was in the past. Most of the jobs have been replaced with advanced electronic systems that require brains, not brawn.

Instead of hoisting a pistol on their hips to defend their turf, like Reba Masterson did in her days, today's professionals need only to arm themselves with knowledge and passion. They should ride on the charge by the MD of NPA for a woman to "define herself around capacity and capability, and not just show up because you are a woman. When you get there, you must prove that you are capable".

Conversely, people in authority have a duty to mentor girls and accommodate the needs of young working mothers, so that they can remain in employment and gain needed experience and competences that will position them for elevation to executive positions years later, Bala-Usman added. "You need to give a long rope to the mum that doesn't come to work because her child was vaccinated or has to attend a school function for her child," she said.

Women also have a local content model. "Katherine Sheddu, the great machinist, has trained so many people in a so-called 'man's field', which earned her the (sobriquet) Iron Lady, with a whopping 26 years (experience) as machinist at Nigerdock. We were fascinated by her journey and had to run a feature on her in our *Local Content Digest* quarterly magazine," said Engr. Wabote.

With the commitment of NCDMB to push policies and programmes for bridging gender disparity in the oil and gas industry, Nigerian women's path for a successful career seems well assured.

- Report by **Adewole Ojo & Obinna Ezeobi**. Adewole works with Four Points Communications and Obinna is with the Corporate Communications Department of NCDMB.

Regular eye checks are vital for high performance

Poor sight is costing organisations and individuals. The losses are avoidable.



When it comes to workforce productivity, the eyes have it. Yes, indeed, a good eyesight is directly related to the amount and level of work that can get done. Poor eyesight not only reduces the amount but sometimes the quality of work. Imagine, for a moment, a bank teller that is having to squint and strain to input or compute deposits or withdrawals. The queue at the teller point will no doubt lead to dissatisfied customers who may eventually move elsewhere for their banking needs. Or a petrol attendant who has difficulties, due to poor vision, reading correctly the figures on the pumps. There is bound to be regular fights with customers over dispensing errors, which is bad for the business.

Better still, imagine the frustration you feel when you require a quick service from a business but have to wait for what seems like ages because the individual attending to you is struggling to write out the order or the receipt. Or, imagine the strain on your neck, the muscles around your head region and the discomfort you feel when you work in a poorly lit environment and have to struggle to get the job done. It is much the same way with a poor eyesight.

People, unfortunately, “often don’t know they have a vision issue because they only know what they see,” says Global Executive Director of Vision Impact Institute, a body dedicated to mobilising global drive for healthy vision. This is even more pronounced in Nigeria, where the average person believes he is superhuman and thus takes his health for granted, hardly bothering to go for regular health checks.

According to Dr Ozy Okonokhua of the Nigerian Optometric Association, “Nigerians like waiting for things to go wrong or until there is an obvious effect before they walk into an eye clinic or hospital”. This tendency often leads to uncorrected vision, which has been identified as a major cause of lost productivity. The economy loses billions of naira in lost man-hours yearly due to uncorrected refractive error (URE). The World Health Organisation (WHO) projected that 0.8-4.0 percent (about 280 million) of the world’s population is affected by visual impairment at an estimated cost of more than US\$272 billion (est. ₦99.2 trillion).

Unfortunately, current accurate figures of visually impaired Nigerians are not available. But based on the National Blindness and Visual Impairment Survey conducted between 2005 and 2007, 3.1 million Nigerian adults had either “moderate visual impairment” or “severely visually impaired”. Cataract and glaucoma are said to be the two leading causes of visual impairment. Thankfully, cataract is fairly easy to treat while glaucoma, which is more serious, can be managed effectively with early detection.

From the 2007 figures, it can be safely extrapolated that the number has risen considerably in the 12-year period since the last survey was

Nigerians like waiting for things to go wrong or until there is an obvious effect before they walk into an eye clinic or hospital. This tendency often leads to uncorrected vision, which has been identified as a major cause of lost productivity. The economy loses billions of naira in lost man-hours yearly due to uncorrected refractive error (URE).

-Dr Ozy Okonokhua of the Nigerian Optometric Association

conducted. A higher number of workers are now predisposed to visual impairment due largely to constant exposure to harmful blue light from electronic devices, such as computers, tablet and smartphones. “Blue light exposure may increase the risk of macular degeneration, an eye disease that causes vision loss. This is because the wavelength of blue light enables it to penetrate through to the retina,” says Dr Gloria Okoekhian, an optometrist at Vista Eye Centre in Maryland, Lagos. Discomfort, pains and headaches, which are common symptoms of bad eyesight, affect concentration on the job and ultimately a drop in productivity.

However, all of this can be avoided if businesses and individuals imbibe regular eye tests culture, adoption of healthier lifestyle, and access to “promotive, preventive, curative and rehabilitative eye healthcare at sufficient quality”, says Dr Bade Ogundipe, president of the Ophthalmological Society of Nigeria. To prevent exposure to blue light, matte screen protector can be fitted on devices to reduce the intensity of light from such devices.

Another important but often neglected benefit of regular eye check is the fact that “eye exams provide a non-invasive way to see blood vessels and nerves, automatically providing an opportunity for early detection of a variety of chronic diseases”, says Michael Guyette, an American eye care professional.

The eye, it is often said, is the window to the soul. Indeed, it is the window to pretty much everything: the quality of life you live, the quality of work you do and your earning power.

FAMILY REUNIONS ARE GREAT ELIXIR FOR HIGH PRODUCTIVITY AT THE WORKPLACE

Stable families help workers achieve more. Finding that stability is increasingly becoming the focus of studies



Family reunion is an American practice that is beginning to catch on in Nigeria, particularly in the South-eastern part of the country. Family reunion is a period when members of the extended family (from new-borns to grand and great grandparents) gather at a place to make merry, update the family register, relive old memories, introduce new members of the family and teach them the family traditions and discuss plans for family growth, among other activities.

Many things happen at such gatherings: old jealousies are rekindled, new ones spring up, old quarrels and fights are either revived or settled, new alignments are established, promises are made and old wounds could be healed or reopened. In spite of the shenanigans, however, family reunion is generally a fun and healthy period for attendees.

A publication in the American Psychological Association's (APA) *Journal of Family Psychology* showed that "family routines and rituals are powerful organisers of family life that offer stability during times of stress and transition". It was stated in the report, that "family routines and rituals are important to the health and well-being of today's families trying to meet the busy demands of juggling work and home".

Indeed, the recognition of the impact of a stable family life in productive enterprise gave birth to the idea of a work-life balance. Work-life balance is an aspect of a healthy work environment where workers are encouraged to devote equal amount of time and effort to family as they devote to work as a way to reduce work-related stress and burnouts while increasing productivity.

Harvard Business Review puts the yearly cost, in healthcare spending in the United States, of the "psychological and physical problems of burnt-out employees" at between "\$125 billion and \$190 billion". Family reunions and other out-of-home family activities have been found to help burst work-related stress and other health issues. As part of employee engagement and keeping a healthy and productive workforce, businesses are increasingly instituting outdoor activities involving staff and their families.

The scope and scale of modern work life could sometimes be overwhelming, and so it is important for an employee's emotional and physical balance to latch on to the anchor the family provides. However, quality family time

must be devoid of distractions; otherwise, the benefits are lost. For instance, a family picnic where the father is busy with business calls half the time, the mother is online checking the latest fashion trends and the children are on Twitter, Instagram, Periscope, or WhatsApp, is not and cannot be quality family time. Such times should be fully devoted to doing things together as a unit.

Quality family time could be an outing to the park where the parents and the children play games together. Chess, scrabble, handball, football, hide and seek, or hopscotch are a few fun games the whole family can play together. The family can also go sightseeing, depending on budget, to destinations, such as the Yankari Games Reserve in Bauchi; Ikogosi Warm Spring in Ekiti; the Ogbunike Caves in Anambra, or the Olumo Rocks in Ogun. Nothing revives the creative spirit than to experience the wonders and beauty of nature, away from deadlines and schedules. And doing it with loved ones around you is the icing on the cake.

Going on a beach date is both fun and therapeutic. Like the park, there are so many fun activities the family can engage in: like horse riding, board games, castle building, and shell picking, among many others. And if the family is into fitness, a great way to have quality family time is by jogging or walking together.

The harmattan period is a wonderful time to enjoy outdoor activities with the family. You can build a fire, for instance, in the open and sit around it at night to tell tales or share experiences with one another, if you are lucky to have such space in the city. The family time is so important because, according to a sociologist, Dr Fasoranti Olayiwola in a study on strains on family values, "the family seems to be increasingly losing its capacity to shelter the young and the adult". Once an individual can no longer find shelter or stability in the family, several studies have shown, it becomes difficult to effectively manage situations and issues, including work-related stress. It is imperative, therefore, that families fashion out activities that will allow for quality time together to bond.

Great family time is not only beneficial to the parents, it is even more so for the children. A study in the US has shown that "children who grew up with the lowest levels of green space had up to 55 percent higher risk of developing a psychiatric disorder independent from effects of other known risk factors".

Indeed, the recognition of the impact of a stable family life in productive enterprise gave birth to the idea of a work-life balance. Work-life balance is an aspect of a healthy work environment where workers are encouraged to devote equal amount of time and effort to family as they devote to work as a way to reduce work-related stress and burnouts while increasing productivity.



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1. Engr. Tolulope Abolade, Assistant Project Manager, Megastar Construction Limited, explaining the status of the NCDMB Headquarters Building Project to Chief Timipre Sylva, Honourable Minister of State for Petroleum Resources.
2. Engr. Simbi Wabote, Executive Secretary, NCDMB, receiving the Maritime Industry Merit Award from Elder Asu Beks, Chief Executive, Maritime Media Limited, in recognition of his outstanding contribution to the development and growth of Nigerian's maritime industry.
3. Barr. Naboth Onyesoh, Manager, Corporate Communication, NCDMB (middle) with the best eight finalists in the third edition of the Annual National Oil and Gas Essay competition organised by NCDMB.
4. Engr. Simbi Wabote, Executive Secretary, NCDMB with representatives from International Oil Companies (IOC) after a facility tour at PE Energy Centre for Excellence yard in Port Harcourt, Rivers State.
5. Engr. Simbi Wabote, Executive Secretary, NCDMB inspecting PPE garment made by Xirea Apparels at a facility tour of Aerix Group in Port Harcourt, Rivers State.



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- 6. (L-R): Arch. Denzil Kentebe, erstwhile Executive Secretary, NCDMB; Engr. Simbi Wabote, Executive Secretary, NCDMB and Dr Ernest Nwapa, pioneer Executive Secretary at the 2019 Nigerian Content Managers Retreat in Uyo, Akwa Ibom.
- 7. (L-R): Dr. Ginah O. Ginah, General Manager, Corporate Communications & Zonal Coordination, NCDMB; Prof Gabriel Okon, Rivers State University of Science & Technology; Mr. Victor Itonyo, Financial Consultant and Engr. Mofe Megbele, Supervisor, Capacity Building Division, NCDMB at a workshop organised by NCDMB for media stakeholders in the Southsouth region, in December.
- 8. Cross-section of participants at the 2019 Nigerian Content Managers Retreat organised by NCDMB in Uyo, Akwa Ibom State.
- 9. (R-L): Mr Obinna Frederick Eneh, Chief Executive Officer, Aerix Group; Engr. Simbi Wabote, Executive Secretary, NCDMB;

- Mr Bank-Anthony Okoroafor, Chairman, Petroleum Technology Association of Nigeria (PETAN) at an inspection visit to Xirea Apparel in Port Harcourt, Rivers State.
- 10. Engr. Simbi Wabote, Executive Secretary and top management of NCDMB with panelists at the 2019 Human Capital Development (HCD) workshop organised by the Board in Port Harcourt, Rivers State.
- 11. Engr. Simbi Wabote, Executive Secretary, NCDMB with top management of Niger-Benue Transport Company after a facility visit to the company's yard in Warri, Delta State.
- 12. Engr. Simbi Wabote, Executive Secretary, NCDMB performing the foundation laying of PE Centre of Excellence in Port Harcourt, Rivers State.



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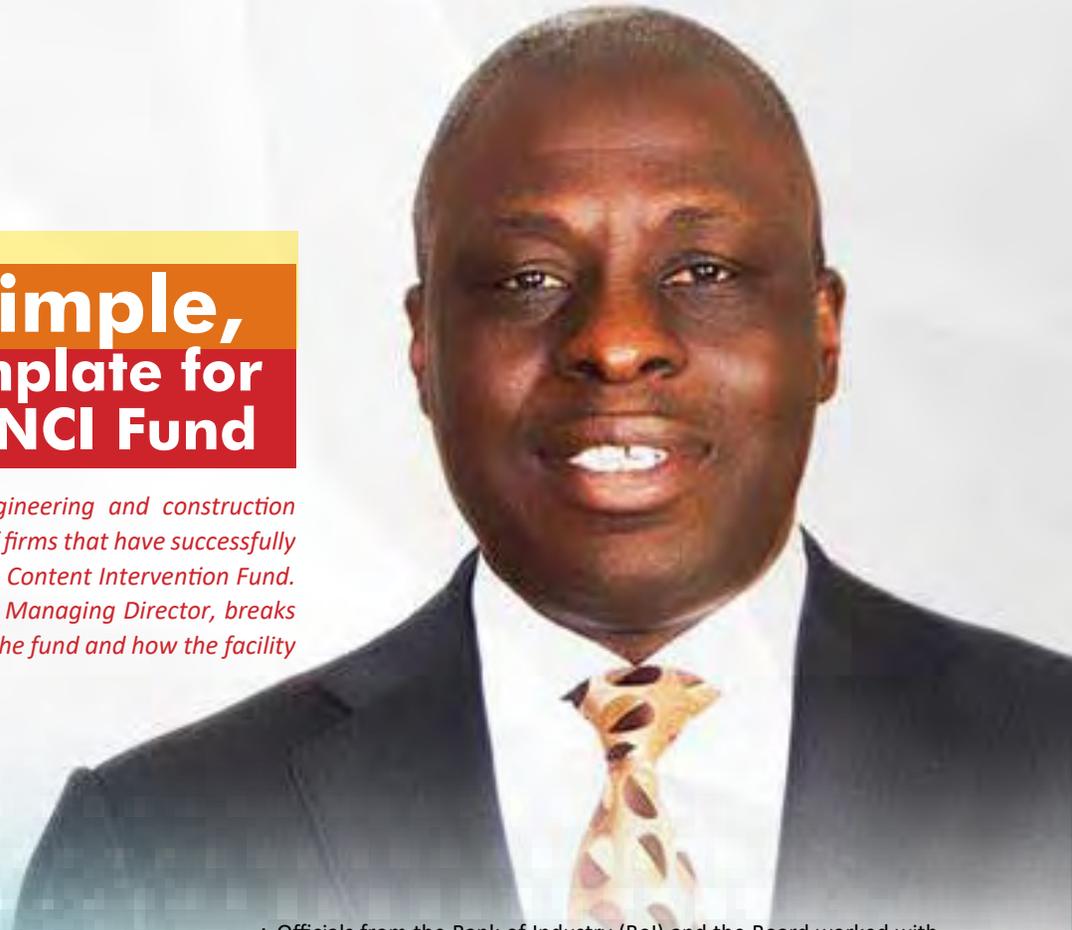
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Oilserv's simple, adoptable template for accessing the NCI Fund

Oilserv Limited, an oil and gas engineering and construction company, is among a good number of firms that have successfully accessed the US\$200 million Nigerian Content Intervention Fund. Mr. Adegbite Falade, the company's Managing Director, breaks down the processes it took to access the fund and how the facility was deployed.



What has been the trajectory of Oilserv?

Oilserv provides services to a range of clients that cover the upstream, downstream, midstream sectors, including NNPC and the multinationals. We have been in operation in the last 24 years. We actually started functioning as a company in 1995 even though our inception dates back to 1992.

We are proud to say that we are one of those living proofs of what the efforts of NCDMB is and continues to be. They have helped in building capacity locally and ensure that expertise that used to be possessed solely by multinational service companies are now domiciled here. Technologies and knowledge are transferred and we retain the funds for executing projects within the local economy.

How did your company get to know about the Nigerian Content Intervention Fund?

I must salute what the NCDMB has been doing and the giant strides that have been achieved in pushing the mandate of the NOGICD Act. In the course of the Board's sensitisation programmes, we became aware of the NCI Fund. We have also received visits of NCDMB officials who have been here to carry out inspection of the yards and performance checks. These conscious and deliberate efforts made us to be aware of other ways that will enable us to be supported by the Board, one of which is the Nigerian Content Intervention fund.

We have now come to know that those statutory deductions remitted to the Board from the projects we executed were not in vain. What we have contributed had been warehoused into an intervention fund, which NCDMB is using to boost local capacities.

We also became aware through direct engagement with staff of the Board, through some materials the Board had published in the print and electronic media, and we decided to follow up.

How would you describe the process your company went through to access the NCI Fund?

We engaged with the Bank of Industry (BoI) and followed the process through and accessed the fund. It was gratifying to discover that the process was simplified, transparent and straightforward, as long as you follow through the guidelines and make available whatever is required.

Officials from the Bank of Industry (BoI) and the Board worked with us to the point where we were able to access the fund. The process we took was very transparent. At some points, we were asking ourselves if we were dreaming because we were accessing the funds with ease. We just had to follow the process and we were able to access US\$10 million facility to support our business and the speed at which it was executed was part of what made us to feel it was a dream. The processes were concluded in 45 days.

This strengthens our conviction that the government of Nigerian got it right with the Nigerian Content Act that established the NCDMB. We are extremely glad to be a part of it and as a beneficiary as well.

Which product of the NCI Fund did your company apply for and why?

We went for the loan refinancing package. We are a fabrication and construction company. Sourcing finances for our projects from commercial banks is part of the major challenges we face. Being an EPC contractor in the oil and gas industry, we get a very small margin when we execute projects.

So, if we are going to depend solely on financing that comes from commercial banks, which comes with its high interest rate, then we are dead on arrival. For us, it was a life-saver to find a fund that allows us to finance our business at a much more affordable interest, (thereby) freeing up capacity that allows us to inject and plough back whatever margin we get from the business and continue to strengthen the business and expand it. This has continued to help us operate successfully and profitably.

Some companies claim they experienced difficulty while trying to access the NCI Fund. What were the major factors that made it easy for you at Oilserv?

There were very clear and explicit guidelines to follow. One of the key requirements was to show evidence of our remittances to the NCDF, as it were. Also, the ability to show a good business plan, which shows the credibility of what our pursuit and enterprises are as well as how we were going to deploy the funds. All these helped to give the BoI the comfort that you have got the opportunities and will be able to repay the funds. All (of) these, I think, helped to push

our case.

It is possible that some other people come to the table with incomplete documents, without being able to fulfill their own part, which is ensuring that they are contributors to the Fund. It is also possible that a company could have come with a wish-list of what to do with the funds without factual records that would give comfort that they are profitable, well-managed, and well-known. Such companies will not inspire confidence that the money being put on the table will not be at risk.

For us, it's a combination of satisfying the requirements and most likely the Bank of Industry also took a view of the management capability of the enterprise and were convinced that they are dealing with a credible institution that has (a) good track record and is serious-minded.

Did you have to engage NCDMB or BoI officials privately to discuss your proposal or had assistance from key officials to access the NCI Fund?

The answer is no. It may interest you to know that at my level, this is the first time in the whole process that I'm meeting NCDMB officials. It will (also) interest you to know that the people in my organisation who ran the process are our financial staff and our Nigerian Content advisors. They are the ones that took charge of the process, and there has not been any need for my intervention on or offline.

It is a straightforward process. This was different. This is not my first time of participating in fundraising. The process of raising funds from commercial banks and some multinational agencies give more hardship than the one that happened in this case. This is certified, straight to the point. I think the NCDMB has developed the capacity and competence to separate the wheat from the chaff. It knows who is credible and who is not. That helped a lot.

What was the facility utilised for?

We undertake significant large scale engineering projects. In the process of handling some of our ongoing projects, we have had to source working capital from commercial banks, with some of the facilities coming with 21 percent interest rate. So, what we did was to apply for the NCI Fund and, basically, refinanced those loans that we had taken at a very high interest rate. The NCI Fund gave us the opportunity to get it at eight percent interest. The lifeline that the refinancing gives us at eight percent interest rate versus the one at 21 percent is too good to be true. This gives us more funds that we can use to invest in capacity, equipment, and people, among others. It positions us to be able to do bigger things, which is the aspiration of NCDMB.

Have there been follow-ups by officials of the BoI or NCDMB to ascertain how the fund you accessed is being managed?

Yes, there have been interfaces with the Bank of Industry officials. They have come around to review our process and check our records and see things for themselves. We have gladly taken them round and equally provided answers to all their questions. We took them to some of our equipment base and project sites, just for them to also get a feel of what we deployed the funds for. Also, we constantly have NCDMB officials who come around to do business performance review. So, there's a close monitoring to be sure that we are compliant with expectations.

What's your advice for companies that need guidance on applying for the NCI Fund?

First, the conditions and requirements for accessing the NCI Funds are not significantly different from what any financier will put before a new borrower. There are conditions to assure comfort, to ensure that you know what you are doing. For somebody that wants to access the Fund, it is important that the basic requirements of being a believer in what NCDMB stands for is visibly demonstrated with a good track record of you having contributed actively to the growth and development of the Board itself. You must be making those

remittances.

Second, you need to also have your business set up to fulfill the aspirations of local content. In other words, you must have been investing in capacity development to ensure that Nigerians are getting the opportunities to step in and execute services and contracts in the energy sector.

On the financial side, your financial needs ought to be well articulated, your business plans, your cash plans and your investment basis must be well set up and run as a proper business. You must have a consistent track record and governance that speaks to your filings, accounting, and audit records, among others. All these things need to be in place.

Likewise, the compliance with due process, in terms of how you run your business, comes to play. When they were asking for audited financial records, we showed them. They asked for all kind of things to show that this business is being run properly and we were able to show them the evidence.

How committed is your company to repaying the NCI Fund loan?

We remain extremely committed to repayment. This is not our first time of borrowing and we have been borrowing at much more stringent terms and conditions and we were faithful in repaying the facilities we took. We don't indulge or undertake fabulous expenses when we have finances that we have not repaid. You need to upgrade loan repayment to become a first-line charge. In other words, once you deal with your direct costs for running your business, you need to also take care of the cost of funding. It has to be paid back and we must do it with a sense of responsibility because every default in paying back is denying somebody else an opportunity to access the same facility.

Those of us who have been privileged to access the Fund will give a good story that encourages the Board to continue to do this kind gesture. So, it is not just about our own obligation; it is something with moral responsibility to ensure that we sustainably fulfill our own part so that the fund can be recycled to reach others as well.

What is Oilserv's outlook for the next 10 years?

Our aspiration is to be the Julius Berger of our sector. Ten years ago, what we are doing now and the space we are playing in were the exclusive preserve of international companies. We have grown our profile through years of hard work and success to a point where NNPC contracted us to build one of its most strategic gas master plan transmission pipeline system, which is the Obiafu-Obrikom-Oben pipeline, popularly known as OB3. We were awarded Lot B, which was 65-67km by 48 inch gas transmission pipeline with an associated gas treatment plant that is able to handle two billion cubic feet of gas per day. It is one of the largest of such facilities on the continent. This project is assigned and entrusted to an indigenous company like ours today.

We have, over the years, proven ourselves with the support of our clients and NCDMB to deliver on projects. Through this, we have been assigned to handle another very critical national transmission pipeline system, which is the Segment One of the Ajaokuta-Kaduna-Kano (AKK) pipeline. It's a 40-inch pipeline and 303km.

Looking to the next five years, we want to continue to do more but in a way where nobody will doubt that as Nigerians, we are capable of doing exactly what has been done by anybody else. That, in us, you will not have the need to look for foreign contractors to handle this sort of job. We would like our name to continue to represent what we stand for, which is achievement, execution, quality.

We also want the capacity of our workforce to be 100 percent Nigerian because we are not just a Nigerian company, we are a Nigerian-operated company. We hope that in the next five to 10 years when NCDMB is looking for success of the Nigerian Content Act, we would be right there at the top.

Key to successful stakeholder relationship management in the oil and gas industry

By Jimmy Ahmed



Since the 1980s, some major changes relating to the management of safety, the environment and stakeholder relations have been taking place in the petroleum industry, resulting in poor and unhealthy business relationships between oil and gas companies and the various stakeholders in the industry. Safety and environmental management are now very well integrated into all aspects of the business processes and operations.

One key area that is still undergoing embedment and yet to be fully integrated into venture management, and which has the potential to add lots of value to the business towards sustainability, is business and stakeholder relationship management. The industry has since realised that the growing costs of managing the fallouts and negative reputation that poor stakeholder relationships were having on their business and profitability was unacceptable. This was the advent of *business sustainability*, the effective management and coordination of financial, social and environmental (the three pillars of sustainability) risks, obligations and opportunities. The impact of these changes on the industry has not only been seen in the quality of and increased manning levels but also in the increased costs associated with managing these new focus areas of the business, albeit, leading to more responsible and sustainable outcomes. This article focuses on one aspect of managing these changes, *stakeholder relationship management*.

The more successful companies that become partners of choice, and clinch better oil and gas deals with major resource holders, are those with a good reputation on having built and are maintaining sustainable relationships with host governments and other stakeholders; relationships based on trust, respect and a win-win mind-set. It is therefore fair to say that 'any relationship that is not based on a 'win-win' formula will not be

sustainable and will end up in acrimony.

Many companies in those days felt they knew what the society and stakeholders needed without the need for effective engagements and consultations. In some cases, the companies were already operating in the countries before the independence of the countries, so adapting to the new system with local host governments was a novel idea. Over time, friction in the relationships developed, between the companies on the one hand and the governments, the host communities, Non-Governmental Organisations (NGOs), among others on the other hand, leading to major reputational issues, high down time and production losses in the business. Something needed to give or be done to change the dynamics. Chief executives who should be spending most of their time managing the business were spending almost 100 percent of their time managing crisis, mostly caused by poor relationships with their business partners, host governments, host communities, NGOs, regulatory authorities and the NOCs.

A recognised best practice to manage and foster business sustainability is stakeholder engagement. It leads to organisations learning from customers, employees, host communities, host governments, partners, among several others. The engagements are not unidirectional, only pushing out messages, but form the basis for gathering business intelligence, understanding the business environment, other parties' positions and needs, finding common grounds and involving stakeholders or taking their needs too into decision-making. These engagements also help to build mutual trust in the relationships between the companies and their various stakeholders.

Where we are today

As the realisation of the need for very strong and effective business and stakeholder relationships management grew in the industry, re-

lationship management teams in these companies grew beyond imagination, in some cases with more staff than some technical (petroleum engineering and exploration) departments put together! While those functions were in the past staffed mostly with "staff that were no longer needed in core functions", today, those functions are staffed with the brightest and best, high potential staff. 'High flyer high potential' technocrats and staff that should be busy managing assets or business functions to improve the bottom line and grow the business are now sent to manage these relationships. In some cases, as development assignments for the high potential staff, in preparation for senior management roles, same as with a stint in safety management. There is also a stakeholder relationship management staff on most senior management teams, and or top management meetings.

These changes to the way stakeholder relations are managed have also increased the cost of doing business but the very positive impact of these costs on sustainability and profitability are now also very obvious. Besides increased staff costs, corporations are having to spend more on logistics too, including the use of private jets and company guest houses by executives outside of operational bases, to attend numerous and sometimes very unnecessary impromptu crisis management meetings with various stakeholders within countries and globally. Some of these costs and inconveniences can be avoided by having structured engagement plans and programmes in place. The cost benefit analysis of these increased spending is now clearly seen as having positive impact on the profitability and sustainability of the business.

Excerpts of an article by Jimmy Ahmed, a non-technical risk management consultant in the petroleum industry. He retired as a Director of Shell Petroleum Development Company.



Money lessons matter

Teaching kids these lessons prepare them for life

“I don’t want my children to suffer the way I did” is a statement many Nigerian parents are wont to make in reference to their own struggles to attain success and their desire to ensure a less tedious path to success for their children. Unfortunately, many such parents ended up complicating their children’s path to success due to narrow-minded upbringing and training.

Many of these parents, in fairness, take steps they honestly believe will help smoothen the path to success for their children. Those children get expensive toys, they are sent to expensive schools, taken on holidays to exotic destinations, and given expensive gifts. They are generally treated like royalty.

Treating one’s children like royalty is fine, but there is a snag. Such children are usually not well grounded; they grow up protected, experiencing life from the narrow prism of abundance and receiving that they are ill-prepared for life. They sometimes develop the attitude of entitlement.

Parents anxious to love, nurture, protect and train their children forget perhaps the most important life lesson of all – money matters. Unfortunately, schools do not teach it either.

Interestingly, training children in money lessons encompasses all other lessons. So, for parents, it is important they learn quickly money skills to impart to their children in the coming year. Below, we have compiled the key money lessons for children, according to financial planning and parenting experts

How to earn money

It is imperative to teach children very early in life that money is earned through work; that

there is dignity in labour, and then proceed to teach them how to work to earn money. Children love to make demands: they want toys, biscuits, cakes, sweet, ice cream, go on the roller coaster again and again, the trendiest PlayStation game, among others. Teaching them that money is earned and how to earn it prepares them for the future work life. It also shows them the value of things as well as the need to prioritise their wants. Parents can teach them by giving the kids odd tasks at home, office or business area. House chores should not count as odd jobs. Those are their contributions to the wellbeing of the family. A beadmaker, for instance, can give basic bead stringing to the children and pay them for it. Or, they may be given a bit role in the office.

How to save money

“As soon as children have access to their own money, they can begin to save at least 10 percent,” says Mrs Nimi Akinkugbe, a personal finance expert and trainer. As a child is taught how to make money, it must be accompanied by savings skills. It is essential to teach the child the concept of delayed gratification. Not everything earned is spent immediately. What the concept of saving does for the child is to allow her to understand early the finite nature of money, which is deployed to meet not only present needs but future ones. “Children should be taught the distinction between wants and needs,” adds Akinkugbe. The savings skill helps the child to understand the difference between needs and wants and allows her to quickly grasp the concept of delayed gratification. A simple way to teach savings skills is by having two piggybanks, *Spending*

and *Saving*.

How to invest money

Investment training comes with savings. Ambrose Omorodion, a certified financial planner and investment advisor, said: “Investment is a skill many people do not learn early, which is why a critical sector, like the capital market, continues to struggle.” The child must understand that investing money helps it to grow, getting more than he puts in. A third piggybank may be added, labelled *Investment*. For every naira the child saves, the parent should add a pre-arranged percentage to it. For instance, the parent explains to the child that money in the Investment piggybank grows by 10 percent every month. The parent must add that 10 percent to the money and the child encouraged to check at the agreed interval to confirm the money has truly grown.

Money is a tool

“An invaluable lesson about money is that giving is as important as receiving. Patience and modelling on your part will go a long way towards helping your children to develop a spirit of generosity,” says Deb Cohen, a certified parenting educator. A child could learn the above money skills so well that he becomes obsessed with earning and accumulating. Thus, it is important to teach the child that the love of money is the root of all evil. The child must understand that money is not everything; that it is simply a tool to make life comfortable for himself and others. It should never be allowed to suppress kindness, empathy, giving, friendship, relationship and family.

Capacity building strategies must evolve with tech trends, says Wabote

The Nigerian oil and gas industry needs to modernise its human capacity development frameworks and strategies to meet technological changes and emerging trends in our industry and society, Engr. Simbi Kesiye Wabote, Executive Secretary, Nigerian Content Development and Monitoring Board (NCDMB) has said.

Wabote spoke at the 2019 Human Capacity Development workshop organised by the Board in Port Harcourt, Rivers State. He said massive technological changes were taking place in the industry, including the operation of FPSOs with zero personnel on Board and robots carrying out underwater inspections

and repairs.

He said: "The Board wants to champion the industry's readiness for change by implementing human capacity development initiatives. One of the areas to address is the need to modify our training curriculum. The design, mode of delivery and the desired outcome need to be looked into. The key outcomes should be employability and entrepreneurial skills. It should be such that the training will impact skills that employers are in dire need of."

Wabote said: "It should also be possible for the trainee to choose to be an entrepreneur based on the knowledge acquired at

our project-based or direct-intervention trainings."

The Executive Secretary highlighted the need to provide learning infrastructure for the critical skill areas, a good example being the Board's partnership with Aker Solution in the development of Subsea Learning Centre in Yenagoa, Bayelsa State. "We need something similar for instrumentation, control and automation. We look forward to delivery of our collaboration with PTDF on the completion and utilisation of the Skill Acquisition Centre here in Port Harcourt," he added.

PE Energy Centre for Excellence opens

PE Energy Centre for Excellence has been opened in Port Harcourt, Rivers State. The facility sits on a 10,800m² of land and will provide services, such as valves assembling and automation, HIPPS assembly and integration, metering skids assembly and calibration, automation and control solutions, process solutions, integrated services including packaged substations and control panels.

Engr. Simbi Wabote, Executive Secretary, Nigerian Content Development and

Monitoring Board (NCDMB), performed the foundation-laying of the facility. He hailed PE Energy Limited for its contribution to the growth of Nigerian Content.

The Executive Secretary said the Centre of Excellence would also assemble Early Production Facilities (EPFs) and Mobile Production Units (MOPUs), which are essential in Nigeria's aspiration to increase oil and gas production. "Instrumentation Control and Automation is a key area of interest to the Board and has a very wide

application beyond the oil and gas industry. When completed and fully operational, it would be utilised as a Centre of Excellence for Human Capacity Development in the area of Instrumentation Control and Automation," he added.

Wabote also hailed the company for contributing to the resurgence of Trans Amadi as an industrial area investors should move into for their businesses to thrive.

Wabote inaugurates TECON's rigs

Engr. Simbi Wabote, the Executive Secretary of Nigerian Content Development and Monitoring Board (NCDMB), has inaugurated two Snubbing Rigs/Hydraulic Workover Units - ISS 340k and ISS 460k - acquired by TECON-NIGERBLOSSOM Group, an indigenous oilfield services company.

The company executes several activities, including oil well fishing, casing and tubing running, oil well snubbing/hydraulic workover services, machine shop/tool fabrication, among others. The company had provided services for multinational companies in Nigeria, Congo and Ghana.

The Executive Secretary commended TECON for acquiring the assets, despite the huge

capital outlay and skills required to operate them safely. He said about 300,000 barrels of crude oil were locked in and required well intervention techniques, such as snubbing, to unlock. He expressed the Board's excitement that the unique area of need had received the attention of a local company to help access some of the industry's locked-in production.

He emphasised that asset ownership represented one of the key yardsticks used to define a Nigerian company as stipulated in the provisions of the Nigerian Content Act. "Acquisition of these types of assets buttresses the point that there are genuine Nigerian businesses that are positioned to

offer top-notch services in-country," he added.

Wabote also lauded the company's expansion plans, including the development of an energy park at the Oginigba Waterfront, to serve as a multi-service centre for fabrication, supply base, marine construction and machine shop.

The Executive Secretary visited Xirea Apparel in Port Harcourt as part of efforts to assess in-country capacities in the oil and gas sector. He praised the company for employing young Nigerians, especially women, and training them in the business of industrial garment manufacturing.



Engr. Simbi Wabote, Executive Secretary, NCDMB with representatives from International Oil Companies (IOCs) and key players in the oil and gas industry on a facility tour at TECON-NIGERBLOSSOM yard in Port Harcourt, Rivers State.

Tomike's

weight-losing regime can work for everyone

Award winner Tomike Adeoye is talented at keeping viewers glued to their TV screens. She shares a personal weight losing-experience that is easy to adopt by anybody struggling with their waistline. A vlogger, actress, brand influencer and entrepreneur, she is currently a presenter at Ebony Life TV.

carelessness, they will dump you. Sounds funny but it's a constant reminder that works for me. I have to stay in shape for me and for the TV screens.

I had my biggest motivation to lose weight this year. I lost several pounds in less than a month! No, I didn't work out and didn't suffer.

My motivation was the Avant Garde by Elizabeth R wedding gown. I had gone to try it out a few weeks to my wedding and it didn't fit. It was a struggle zipping past my waistline! After we forcefully zipped it, I looked bloated. My tummy was sticking out like I was three-months pregnant. It then dawned on me that if I truly wanted to walk down the aisle in the breath-taking Avant Garde, I just had to lose weight.

Out of frustration and desperation, I registered at a gym for ₦25,000. Guess what? I went only twice! I got too busy and couldn't work out. I would get home exhausted and thinking the day was enough work out for me.

Now you're wondering: What happened?

I worked on my diet. I stopped eating late at night. I learnt the trick of portion control. Better put, I didn't want to feel like I was on a diet, so I ignored the meal plans I saw online (those meal plans can be really depressing). I didn't have time to follow the meal plans; I just decided I would be moderate in everything I did.

Honestly, I believe our African parents made it difficult to lose weight. They instilled in us the habit of *I must finish it, team no wastefulness, team eat five spoons of rice*. They would pack lots of food in our plates and insist that we finished every single bit.

Don't get me wrong, it was great for us as kids because we owe our cute baby pictures to them. It made us robust and healthy kids but as an adult trying to stay fit, I had to trash those rules. I learnt to eat in bits, which was a life-saver. I drink lots of water so I would be too filled to eat much food. I would eat half spoon (serving spoon) of rice or whatever it was, hours later I would munch on nuts or chips (in small portions, of course). Another trick I learnt was to chew my food for long before swallowing. It helped me get filled up without eating too much. It was indeed a life changer as it worked for me.

Long story short, when I tried my wedding dress one last time before dry-cleaning, it fit perfectly. It wasn't tight. I felt comfortable. I had lost weight! I felt lightweight and trust me it felt good. I couldn't be happier.

Keeping fit and losing weight is a mind-set. It's a gradual process. Try portion control. Try drinking lots of water. It worked perfectly for me and so I can confidently say it's going to work for you too.



I'm already fat, let me eat my junk in peace, is a mind-set that has trashed the weight loss diet plan of many! To be honest, keeping fit isn't easy!

Cities don't make it easier with the crazy schedules, traffic, name it, but truth is, many have succeeded and many will continue to diet successfully with the right motivation.

My weight usually fluctuates. Blame it on being a media personality. Some weeks you're on set back-to-back and you have to eat lots of junk to remain sane through the stress. No one wants to stick to a stressful diet when work is enough stress.

One major sentence I always ring in my head when I start eating junk and putting on weight is, *if you go out of shape because of your own*

Lekki Conservation Centre An oasis in concrete jungle

Lagos, described as the third most stressful city globally, and a concrete jungle, hosts the alluring Lekki Conservation Centre.



This was the foremost thought in my head as we (my fiancée and best friend, a medical doctor on a short-term programme in Lagos) alighted from the car and proceeded down the boulevard of coconut trees that greeted us at the entrance of Lekki Conservation Centre (LCC) in Lagos.

The brochure indicated the centre is 193 acres end-to-end but now standing in the reception area to pay for our tickets and get our visitor's tags, it seemed as though every inch of the place was teeming with excited humanity. Established in 1990, the centre's primary purpose is to protect the wildlife and mangrove forests of Nigeria's Southwest coastline from the threat of urban development. The facility was built by the Chevron Corporation for the Nigerian Conservation Foundation (NCF).

There were thrill seekers in sporty shorts, multiple groups of teenagers, lovers holding hands and business executives. Parents with kids under 12 were not allowed on the canopy walk, which was the main attraction of the centre. So, the kids followed another route to the open field where they could play floor board games.

A guide walking with us said the canopy walk was the longest in Africa. He talked for a long time about the kinds of animals we would meet - snakes, crocodiles, apes, birds - and he seemed to be trying really hard to get us in the mood. One "mischievous" person at the back asked if we were going to see dinosaurs too; and this was greeted with hoots of laughter.

We found a tree house 21 metres high. Daredevil kids were taking turns climbing the ladder that led to the top. My fiancée and friend joined the group of climbers while I stayed down below because I didn't have the right footwear.



When both of them descended, they couldn't stop talking about the panoramic view. From the perch, one could very easily take in the picturesque lay of the picnic area, the visitor's centre and the children's playground among the trees.

The tour guide, who had tried to sell the adventure to us, said the mammal life was mostly nocturnal. This piece of information was not taken kindly because we didn't get to see crocodiles or boa constrictors either. It was difficult to blame him though, as we all knew if he had mentioned that tiny detail at the reception, tickets sales were sure to drop.

Once we left the tree-house, we came directly to the main attraction of the centre, the canopy walk. Here, our original tour guide left us to attend to the next group of explorers. The new park ranger, a young man with a perpetual grin, beckoned on us to approach carefully in groups of eight.

Watching from a distance, the canopy walk really did look terrifying. The platforms were made of durable metal but they were suspended in mid-air by cables. No matter how strong the cables



By the time we got to the second and third platforms, knees were beginning to give way. The expanse of land that was the LCC was several feet beneath us and the sight of it, although breathtakingly beautiful, was the source of anxiety for most of us.

looked, it didn't seem like something for the feeble-minded!

We joined five other ladies and, steadying ourselves by holding onto the cables, we climbed up. The first bit of the ascension was easy for we were still close to the ground. The ranger was full of stories and he joked that those who were too frightened to continue could turn back now.

He seemed particularly delighted to regale us with stories of people who had mistakenly dropped their phones from such incredible heights while taking selfies. He told us of people who lost control of their bowels when they got to the peak and of others who had walked all the way back, crying and shivering, when everyone else was moving forward because they suddenly realised they were acrophobic.

True to his words, by the time we got to the second and third platforms, knees were beginning to give way. The expanse of land that was the LCC was several feet beneath us and the sight of it, although breathtakingly beautiful, was the source of anxiety for most of us.

The sheer adrenaline made it difficult for us to walk steadily. The platform became wobbly and we had our hearts in our mouths. It didn't help that a group of boisterous teenagers ahead of us were shaking the cables. A plump girl who was the last in line was mischievously stomping on the platform.

Everyone yelled at the teens to be careful and a few people even promised to deal with them when we eventually got down. I was quite amused by the threats. The girl didn't seem to care either; she was simply having a jolly good time.

An older woman clutching onto her daughter was muttering her prayers even though the ranger repeatedly told her there was literally no record of anyone plummeting to their deaths. Whenever the wind blew or a mona monkey jumped close by, the ladies screeched and nearly lost their balance. With our hearts thumping in our rib cages

and our palms clammy with sweat, we managed to trudge on to the end.

My friend swore she was never going to climb the canopy again but as soon as we descended from the last platform, she was eager to re-live the entire experience. My other friend, however, wasn't so keen; so, the three of us wandered off to the playgrounds where small pockets of visitors were having picnics, dancing, playing chess on a giant floor board and taking pictures.

There was a small shed where grilled fish and coconut were being sold. Since we didn't eat before we set out, my friend thought it would be wise to try it. Someone had brought a monkey who could do tricks. There was a lot of laughter as we settled down to wait for our food. The monkey mimed sleeping, eating, riding a motorcycle and playing dead, and was rewarded with sweets.

We were served coconuts with straws and offered help to shell them when we were done with the juice. It was a good meal, but I didn't quite enjoy the coconut since they weren't mature and crunchy. The fish was exceptionally tasteful, though.

We spent the rest of the evening swapping stories and generally just de-stressing, having burnt all those calories walking and climbing. It wasn't until the sun began to set before we left the centre.

By the time we got home, I found my friend had uploaded several pictures of our adventures on Instagram with captions on how the experience helped reinvigorate her senses. Seeing how excited she was, it wasn't difficult for me to acquiesce to her request that we visit the place again.

*Hannu Afere is a writer with published work **Trinity** and co-author of **How the story folds**. He is currently the editor of **WOW** magazine and editor-in-chief of a forthcoming anthology of contemporary **West African Poetry**.*



Architect-turned-fashion entrepreneur, **Adedotun Adeyeye** of **FreshByDotun**, sees colours and styles crossing their traditional boundaries.

is the year of the androgynous!

The fact is fashion has significantly penetrated the fabric of societies, including Nigeria. How we dress reveals our identity, profession and to some extent, our nativity. Fashion has witnessed various transformations, especially from professionals who hitherto were operating in other industries.

As the trade continues to evolve (with resultant changes in trends and styles), the struggle for dominance has become intensified, as local and international brands jostle for minds and wallets. As we enter 2020, fashionistas will be looking to see the new styles that will define the year.

Fashion experts say there will be new creative twists to fashion in 2020. This is because fashion trends are always changing and people are mostly inspired by what celebrities wear and what they see in fashion shows. On *insider.com*, the popular fashion blog predicts that *peplum-style tops and linear lines, like stripes*, are likely to make strong appearances and a comeback in 2020. It further reveals that *animal prints and mixed prints, colourful leathers, suiting, feathers, pleated pants and belted bags* will be among the dominant fashion trends that will have staying power in 2020.

It is impossible to talk about fashion without referencing Nigeria's fast-growing fashion industry. Home to legendary celebrity fashion designers, the industry sets the pace for fashion across Africa, mainly due to the influence of TV - Nollywood and Nigerian music videos.

Combining design skills from architecture and sartorial elegance, Adedotun Adeyeye, Chief Executive Officer of *FreshByDotun*, is one celebrity designer whose works have attracted global recognition and accolade. The United Nations Ambassador has got firm views about what to expect in the industry in 2020.

The avant-garde designer says fashion is unpredictable. "With the industry's successes and milestones attained in 2019, fashion lovers should expect a revolution in the fashion industry come

2020," says Adeyeye. He recalls that 2019 served up the very best of fashion trends and inspiration, from *unique ankara* designs to *agbada* styles, senator wears, *atiku, isiagu* and *danshiki*. And because trends are usually influenced by previous eras, brands are most likely to integrate social and environmental themes into their brands and services.

Adeyeye predicts that 2020 will crank up the volume of bright colours. The rave-making entrepreneur, who specialises in contemporary traditional outfit, casuals and corporate outfit for men, said: "Colours will be critical influencers of trendiest styles for 2020. Bright colours would be more dominant. We will be seeing more of muted and minimalist tones of grey and browns." He hints that taupes are being tossed to the wayside for loud colours and fun prints.

Conservative men would want to spice up their dress sense a little, says Adeyeye, noting that the magic would be in the attention to details. This, he explained, could be in the use of accessories, cuts and patterns. He assures that bright colours will become trendy for men. He says wide leg trousers are likely to also make a comeback because the fashion of the past will always set pace for the present-day style.

Adeyeye's background in architecture and celebrity association have not only made *FreshByDotun* a formidable brand in the industry but a word that depicts class, glamour, and artfulness. As a firm believer in the fashion of the past, Adeyeye says: "In 2020, I see men wearing wide leg pants, be it flared or just billowing; more generously proportioned legs are on the uptick. Personally, I feel once you go skinny, you can never go wide, but times are changing. *Agbadas and dansikis* will still be in vogue, but this time with a contemporary touch because of consumers' growing appetite for newness."

The University of Lagos alumnus says mixed patterns will also be in vogue. "To many, mixed patterns are a risky trend to hop on, but as fashion is evolving, 2020 will likely see many people mastering the art of mixing prints and the potential outfit options will wildly increase," said the young entrepreneur.



He also hints that *kaftans* will not be limited to specific fabric, noting that many will embrace the three-quarter sleeves on caftans.

Acknowledging the irresistible influence of foreign wears on traditional attires, Adeyeye believes foreign wears will likely come out bold in 2020. "There will be a beautiful mix of traditional and contemporary wears. So, traditional attires will be worn casually and even officially, and genderless fashion will also be trendy - the androgynous look. Men and women will begin to have same elements on clothes, like florals, stripes, bows and ruffles," says the creative designer.





Living in Bondage: Breaking Free

It is a sequel to the critically acclaimed Nollywood movie, *Living in Bondage*, which focuses on a young couple's struggle with love, betrayal, suffering and redemption.

The film, which marks the directorial debut of one of Nollywood's finest actors, Ramsey Nouah and produced by Steve Gukas, who is known for *90 Days*, tells the story of Nnamdi Okeke, son of Andy Okeke, an ambitious young man who wants more out of life. Down on his luck, circumstances lead him to take the same path as his father - an encounter with Chief Ibaka, a family friend with a notoriously dark past who opens the door to all he has dreamt. But it all comes at a great price that will change his life forever.

With its very impressive soundtrack, the film features old timers, like Kenneth Okonkwo, Bob-Manuel Udokwu, Kanayo O. Kanayo and new faces, like Enyinna Nwigwe, Nancy Isime, Swanky JKA and Munachi Abii. It is a fine specimen that might end up becoming a classic like its precursor. You must go and see it.



Your Excellency

In another directorial debut, Nollywood's queen of comedy, Funke Akindele also known as *Jenifa*, makes the big leap to join the company of actress-turned directors. *Your Excellency* is a feel-good, family-oriented movie produced by Ebony Life Films, which has consistently given us hit holiday movies, like *Wedding Party*, *Chief Daddy*, among others.

Your Excellency tells the story of Chief Olalekan Ajadi, a bumbling, billionaire businessman and failed presidential candidate. Just when his campaign looks set to be another disaster, Ajadi is anointed by a major party and becomes a credible contender - all through the power of social media. As the political drama unfolds, there is the possibility that an inept candidate, with little to offer voters except nice soundbites and amusing antics, can mount a serious challenge for the presidency.

The funny film, which touches on themes like love and loyalty, features a stellar cast that include Funke Akindele, Akin Lewis, Shaffy Bello, Bimbo Manuel; comedians Chioma 'Chigul' Omeruah, Helen Paul, Seyi Law, EmmaOhMaGod, and Kemi Lala Akindoju, Oreka Godis, Deyemi Okanlawon and Toni Tones. The audience will surely laugh out loud.



Sugar Rush

To complete the season of debuts, popular musician Dapo Oyebanjo aka D'banj, makes his first appearance in Nollywood in *Sugar Rush*.

One interesting fact about this film is that it is a co-production that involves Greoh Media owned by award-winning director of *Isoken*, Jade Osiberu, popular cinema distribution company, Film One, production services giant, Jungle Filmworks and D'Banj's DKM Media. Talk about a powerful partnership.

Filed in just 14 days in locations around Lagos, *Sugar Rush*, features Zack Orji, Nkem Owoh, Adesua Etomi, Omoni Oboli as well as Big Brother Nigeria alumni - Tobi Bakre and Bisola Aiyeola.



Billionaire - Teni

From the bubbling young and energetic music act who has blessed us with hits like *Askamaya*, *Case* and closed out last year with a solid inspirational banger, *Uyo Meyo*, comes another sweet jam, *Billionaire*.

Even though Teniola Apata, also known as Teni Makanaki has released two singles earlier this year, *Power rangers* and *Sugar mummy*, the Dr Dolor entertainment artiste declares her aspirations for a 10-figure bank account in this new song produced by Pheelz.

Billionaire sounds like an inspirational feel-good jam saying - you want to be a billionaire, right? That is not too much to ask of, just work hard towards counting it, as those who have made it don't have two heads. What is a billionaire song without paying homage to Femi Otedola and Mike Adenuga? With its blend of Afro-juju and highlife melodies with clear lyrics, *Billionaire* is a song you'd love to dance to.



Beginning - Joe boy

Mr Eazi-mentored artiste and EmPawa beneficiary, Joeboy is one good, rising talent to look out for. This year alone he has released *Baby*, which some have dubbed as the biggest and most durable Nigerian song of 2019. He has now given us another hit track, *Beginning*, for our enjoyment and dancing pleasure.

Beginning is a sweet, melodious protestation of love. You don't believe me - let's look at the lyrics. *If they point a gun to my head and tell me to deny, I go tell them sey lai; I fit to spend all of my money on you; special type of feeling that I feel when I am with you; I'm beginning to begin to fall in love...*

This upbeat Afropop song is one jam that has received massive airplay in the last few months and when you hear "Shabalistic", you know *Beginning* is about to take over the dance floor.



Pak and go -Kizz Daniel

Kizz Daniel is no stranger to controversy. This year, he gifted the world with the hair-raising rhyme spitting challenge, which many artistes took up with so much glee. Kizz closes the year with a somewhat combative song in *Pak and go*. He seems to be tired of girls who don't want to move relationships forward and are afraid to show some form of commitment or appreciation.

Produced by DJ Coublon, *Pak and go* is a reflection of a Kizz Daniel that isn't in touch with gender politics. But he says the issues he raises in the song cut both ways. *If you call her pretty woman, she say she no like am, biko pak and go; if you buy her Toyota, she say she wan Honda, biko pak and go; if you buy her isi-ewu and she say you no buy shawarma, oya pak and go...*

Outside gender politics, *Pak and go* is a relatable song with feel-good vibes.



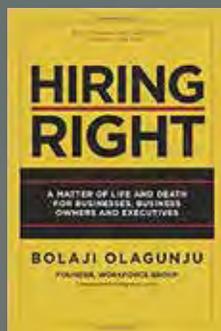
Hiring Right: A matter of life and death for businesses, business owners and executives - Bolaji Olagunju

Like picking a spouse, choosing your business partners or selecting your employees, is a matter of life and death decisions and must be taken with great care. It is, therefore, not surprising that many successful organisations rate the importance of having the right people on their team as top priority, above all else.

Hiring Right is a practical book that will bulletproof any organisation against wrong hiring and its devastating impact. It also has an easy-to-use reference manual in its appendix to guide all hiring decisions. Unlike many other books on hiring and sourcing talents, this book is locally relevant, relatable and value-laden piece. Its rich use of case studies and real-life stories that are well situated within the Nigerian business environment is another reason why you should read this gem.

The author, Bolaji Olagunju, Founder, Workforce Group, with over 20-year experience in human resources and business management, brings his wealth of experience of having personally conducted over 10,000 job interviews and trained more than 50,000 people to bear in *Hiring Right*.

“Here lies a man, who knew how to enlist; in his service, better men than himself,” by Andrew Carnegie is what this book helps us to achieve.



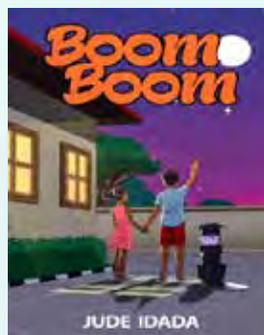
Boom Boom - Jude Idada

“I was eight years old small, my sister was five years old tiny, my mum was 30 years old strong and the Border Collie, Kompa, who my mother had given me for my sixth birthday, was a year and three months old feisty”, says Osaik through whose eyes we experience a family’s struggle with the bonds of love, friendship, loyalty and trust in the face of impending doom.

Osaik, a charming boy with an unusual ability to hear things no one else hears, has his world thrown into disarray when his mother dies from sickle cell disorder. He has to find a way of saving his little sister, Eghe, from the same disease. Along with his dad, and Kompa his dog, they begin a race to get her all the help she needs. It is not an easy one, because at every turn there is a new obstacle to avoid and a new hurdle to surmount.

Boom Boom by Jude Idada is a unique book that provides a lot of medical information about the sickle cell disease, and the actions to take concerning its management and eradication while engaging and entertaining the reader in a simple, down to earth and child-friendly manner. This suspenseful and hilarious narrative will engage and excite children as well as other people of every age.

Boom Boom won the 2019 edition of the Nigeria Prize for Literature, which focused on children’s literature this year.



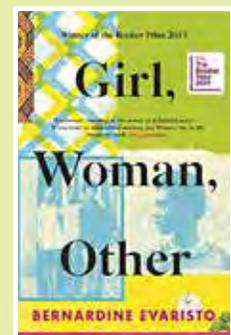
Girl, Woman, Other - Bernardine Evaristo

Bernardine Evaristo is the joint-winner of the 2019 Booker Prize and the first black woman to receive this highest literary honour in the English language.

According to the Booker Prize judges, in their citation for *Girl, Woman, Other*, the book is “a must-read about modern Britain and womanhood... An impressive, fierce novel about the lives of black British families, their struggles, pains, laughter, longings and loves...Her style is passionate, razor-sharp, brimming with energy and humour. There is never a single moment of dullness in this book and the pace does not allow you to turn away from its momentum”.

Girl, Woman, Other, Evaristo’s eighth novel, is a richly textured narrative with its social portrayal of the intersections of identity. It is a hopeful story of an interconnected group of 12 black British women and explores their struggle while deftly treating themes around love, joy and imagination.

Even though through these women we experience multiple voices and different lifestyles, generations, faiths, classes, politics and heritages - a newly acclaimed playwright; a jaded teacher with decades of work in one of London’s funding-deprived schools; a successful investment banker; a cleaner - there is a shared experience that make us members of the human family and a sharp reminder that connects us even in times when we are encouraged to be split apart. It is an all-round good read.



Outstanding performances in 2019 were recognised at the NCDMB end-of-the-year party in Yenagoa. Here are highlights of the glamorous event.

AWARDS



1



2



3



4



5



6

- 1 **Engr. Simbi Wabote**, Executive Secretary, received the award for the **Most Outstanding Industry Influencer of 2019**.
- 2 **Mr. Abdulmalik Halilu**, General Manager, Research, Statistics and Development received the award for the **Most Admirable Coach/Mentor of 2019**.
- 3 **Engr. Adedamola Aderibigbe**, a senior officer in the Monitoring and Evaluation Directorate, received the award for the **Most Outstanding Staff of 2019**.
- 4 **Mr. Abisoye Akinlade**, a senior officer in the Planning Research & Statistics Directorate, received the award for the **Best Dressed Staff (Male) of 2019**.
- 5 **Ms. Hauwa Hamisu**, a supervisor in Strategy and Policy Development, received the award for **Best Dressed (Female) of 2019**.
- 6 **Mr. Uduak Obot**, Zonal Coordinator, Akwa Ibom/Cross River zone received the award for **Best Performing Zonal Coordinator of 2019**.
- 7 **Mr. Bashir Ahmed**, a supervisor in the Monitoring and Evaluation Directorate, on secondment with ExxonMobil, won the award for the **Upcoming Leader/ Leader to Watch**.
- 8 **Mr. Todd Appah** won the award for the **Best Driver of the Year**.
- 9 **Mrs. Rose Okpana** won the award for the **Best Security Personnel of the Year**.
- 10 **Mrs. Consider Ogidi** won the award for the **Best Cleaner of the Year**.

WEDDINGS



Mr. Chukwuka Ezedimbu, a senior officer in the Finance and Accounts Division, NCDMB walked down the aisle with former **Miss Ogechi Orji** on 7th December 2019 at Holy Ghost Novitiate, Awo-Omamma, Imo State. We pray God to continue to bless their home.



Engr. Kio O. Mikietuoniso, an officer in the Project Certification and Authorisation Division (PCAD), NCDMB walked down the aisle with former **Miss Ogechi Attracta Nwuzi** on 7th December 2019 at St. John the Baptist Catholic Church, Rumuolumeni, Port Harcourt, Rivers State. We wish them a blissful married life.

OIL AND GAS INDUSTRY EXPECTED TO DRIVE INFRASTRUCTURE AND ECONOMIC GROWTH

By Chief Timipre Sylva

NCDMB headquarters is a strong testament of commitment

I have toured the magnificent 17-storey building and I consider it the strongest testament of NCDMB's impressive achievements in the past nine years of its existence. While we applaud the exceptional work done by the Nigerian construction company, Megastar Construction, our overwhelming appreciation must go to President Muhammadu Buhari (GCFR) and the Federal Executive Council for the gracious and timely approvals, which helped to speed up the completion of this project.

This building serves as a strong attestation of Mr. President's love and commitment to the development of the Niger Delta region and I look forward to bringing him to inaugurate this edifice in no distant time. Multinational oil companies and their indigenous counterparts should take a cue from NCDMB and engage more local contractors in their projects in the oil and gas industry.

Obligations of local contractors to cost reduction

While we support and encourage the patronage of local contractors, they have an obligation to deliver premium services and support the Federal Government's strategy of using Local Content to drive down the cost of crude oil production, increase the contribution of the oil sector to the Gross Domestic Product (GDP) and guarantee the security of production. We must not allow Local Content to become an excuse for cost over runs, slippages in project delivery schedule or shoddy job.

High expectations in the oil and gas industry

The entire country is looking up to our sector for increased revenue earnings to fund annual budgets and develop critical infrastructure. We must all be genuinely concerned that our cost per barrel of crude is one of the highest among OPEC countries

and often erodes our net revenue from crude oil sales and depletes the resources meant for development.

We must take practical steps to ensure that we curtail the various elements that contribute to high cost of production.

Nigerian Content has made us proud

The Ministry of Petroleum Resources is proud of Nigeria Content achievements in the oil and gas sector. We are delighted at the various capacities and capabilities that have been put in place since the enactment of the Nigerian Content law. We are also proud that these achievements are well recognised in the continent to the extent that some African countries, like Kenya, Congo Brazzaville, Uganda, Gabon and Angola have come to Nigeria in the past for mentorship and peer assistance on Local Content practice and implementation.

Local content beyond oil and gas

This Administration had taken strategic steps to entrench Local Content implementation beyond oil and gas through the Presidential Executive Orders 03 and 05, among others. We are also aware of the recent pledges by the Local Content Committees of the Senate and House of Representatives to extend the Nigerian Content Act to other key sectors of the economy. This is because we can all see the benefits so far realised from the implementation of Nigerian Content requirements in the oil and gas industry.

In all, I assure you of the Federal Government's commitment to the promotion of a fair and robust business environment for the private sector participation and growth.

- Excerpts of speech by Chief Timipre Sylva, Minister of State for Petroleum Resources, at the Practical Nigerian Content Workshop, December 2019, Yenagoa, Bayelsa State.



While we support and encourage the patronage of local contractors, they have an obligation to deliver premium services and support the Federal Government's strategy of using Local Content to drive down the cost of crude oil production, increase the contribution of the oil sector to the Gross Domestic Product (GDP) and guarantee the security of production. We must not allow Local Content to become an excuse for cost over runs, slippages in project delivery schedule or shoddy job.



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Disbursement of feeds to trainees



Disbursement of Day Old Chicks (DOCs)



Officials of NCDMB, Perfect Works and Lecturers

One of the underlying goals of Nigerian Content implementation is the creation of job opportunities from oil and gas activities. In ensuring this, the Board catalyses the development of ancillary sectors that have capacities to create huge employment opportunities, conscious that core oil industry operations are technology-driven and may, therefore, not absorb large numbers of employees.

Agricultural sector a close ally of the oil sector

The agricultural sector is critical to the oil and gas industry for the obvious reason that it supplies the edibles consumed by players in the oil sector. Statistics indicate that the agricultural sector contributes approximately 25 percent of Nigeria's Gross Domestic Product (GDP) and employs about 70 percent of the working population. It also requires low start-up capital compared to other sectors of the economy.

The GAET initiative

The NCDMB Graduate Agro Entrepreneurship Training (GAET) is rooted in three of the six key thrusts of the Nigerian Oil and Gas Industry Content Development (NOGICD) Act, which are: Integrate oil and gas producing communities into the oil and gas value chain, maximise the utilisation of Nigerian resources, for example, goods, services and assets.

Link oil and gas to other sectors of the economy

Some of the objectives of GAET include: link young farmers to oil and gas catering supply chain; promote entrepreneurship development and value creation in the agro supply chain; create jobs; promote youth empowerment and economic productivity and diversify the local economy.

So far, NCDMB, through the Capacity Building Division, has implemented two pilot projects under the GAET initiative in Bayelsa and Ondo states.

Vocational training for 25 women and youths in Bayelsa State

The programme was facilitated by Elohim Professional Farms Limited. It entailed classroom and on-the-job training of 25 youths selected from Bayelsa, Rivers and Delta states.

The participants underwent three weeks in classroom training on poultry

farming. The curriculum covered vital areas, like poultry industry overview, preparation and brooding, layer rearing, poultry farm features, rearing and production, water and feed management, health management, record keeping and accounting.

The Board sponsored the construction of poultries for the trainees in their chosen locations and supplied them with starter packs, which included layers and completed pens with capacity to hold 300 birds. The Board also installed galvanised tank stands, bore-hole system, provided a generator set, drugs and vaccines as well as installed fully functional drinker system and electrification.

NCDMB also registered the business names of all the trainees with the Corporate Affairs Commission (CAC) and they enjoyed follow-up delivery of poultry feeds and drugs till the birds commenced egg production.

NCDMB outgrowers/GAET training on poultry farming in Ondo State

In Ondo State, the training was facilitated by Perfect Works Integrated Services Limited, which trained 120 people on broiler production. The trainees were thereafter drafted into the Perfect Works Outgrowers Scheme, a platform which enables the beneficiaries to raise quality and healthy chicken for processing and marketing by Perfect Works.

Classroom and practical training ran for two weeks, although split into two batches of 60 trainees in each batch, after which farm inputs were delivered to prospective farmers. Each of the trainees received bags of feeds consisting of starters, growers and finishers. They also got Day Old Chicks (DOCs) with each farmer receiving 500 DOCs. Finally, doses of vaccines were also distributed to the farmers.

After rearing the birds for six weeks, the farmers sold the chickens to Perfect Works, which processed and marketed them.

The Board is planning to organise phase two of the GAET Programme. The initiative will help to address the unemployment challenge in Nigeria and empower the graduates to exploit the opportunities in the agricultural value chain of the oil and gas industry.

-Tobin Spiff, Capacity Building Division



Cross-section of trainees during practicals at the farms site



Cross-section of trainees during classroom interactive session



Trainees and officials at the closing ceremony/awards of certificates

The just completed 17-storey Nigerian Content Tower stands as the tallest edifice in the South-South and South East regions of Nigeria. It's a huge testament to the phenomenal growth of Local Content in the last decade.

Constructed by Megastar, a local company, with maximal local inputs and personnel, the edifice is equipped with a multi-level car park, 1,000 capacity conference hall, floor spaces to let and state-of-the-art features.

Ox-bow Lake, Swali, Yenagoa, Bayelsa State

NIGERIAN CONTENT TOWER

