UPSTREAM GAZE

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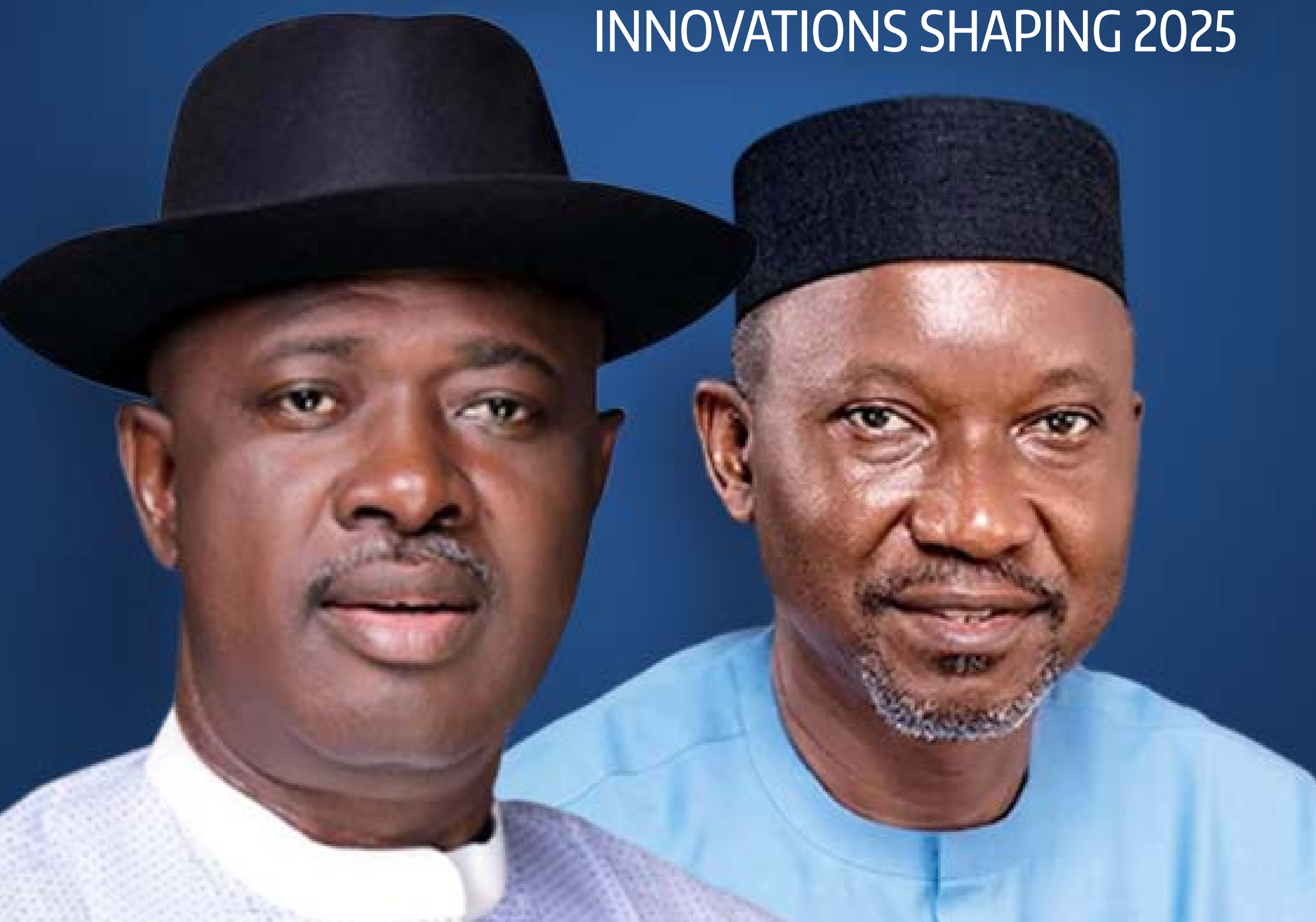
THE SUN SHINES AGAIN ON NIGERIA'S UPSTREAM OIL AND GAS SECTOR

SUSTAINABLE DEVELOPMENT GOALS: HOW NIGERIA'S PETROLEUM SECTOR IS ALIGNING WITH GLOBAL OBJECTIVES

ASSESSING THE FISCAL IMPLICATIONS OF THE PETROLEUM INDUSTRY ACT 2021 IN THE CONTEXT OF GLOBAL ENERGY TRANSITION: RISKS TO NIGERIAN GOVERNMENT REVENUE

THE FUTURE OF NIGERIA'S PETROLEUM INDUSTRY: TRENDS AND INNOVATIONS SHAPING 2025



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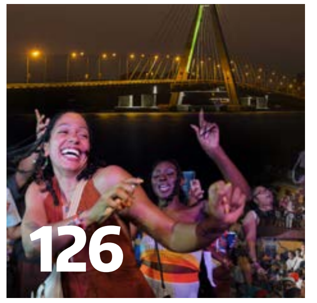

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UPSTREAM GAZE

PUBLISHER'S NOTE

WELCOME TO THE 9TH EDITION OF UPSTREAM GAZE

This edition explores the key trends, technological advancements and sustainable practices shaping Nigeria's upstream petroleum sector in 2025.

Strategic developments, including Oando's acquisition of the Nigerian Agip Oil Company and the expansion of the Dangote Refinery, are strengthening Nigeria's role in Africa's evolving energy landscape.

New tax incentives and regulatory reforms are attracting global investment, fostering a competitive industry focused on energy security and long-term sustainability.

Technological advancements, such as artificial intelligence, drones and blockchain, are driving efficiency, transparency and operational performance. The Nigerian Upstream Petroleum Regulatory Commission (NUPRC) continues to drive sustainability efforts, ensuring these innovations contribute to industry-wide progress while strengthening governance and environmental responsibility.

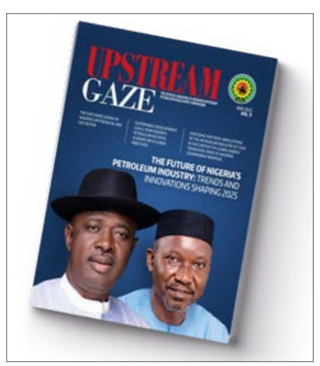
With a strong commitment to emission reduction and cleaner technologies, Nigeria's petroleum sector is aligning with global energy transition goals. The NUPRC continues to prioritise resource management, health and safety enforcement and hydrocarbon measurement accuracy, reinforcing Nigeria's position in the international energy market.

As the industry navigates new opportunities and challenges, Nigeria's upstream sector remains pivotal in shaping Africa's energy future.

Join us as we explore the transformative journey of Nigeria's upstream petroleum industry towards a sustainable future.

Happy reading!

Engr. Gbenga Komolafe, OFR, FNSE



THE big picture

Nigeria AKK Pipeline Project

THE FUTURE OF NIGERIA'S PETROLEUM INDUSTRY: TRENDS AND INNOVATIONS SHAPING 2025

- Lekan Fatodu -

At a more rapid pace than ever, the global oil industry is witnessing monumental shifts in its structure, operations and long-term outlook. Advancements in technology, the push for decarbonisation and unstable geopolitical and market dynamics in more recent years are propelling oil-producing nations and companies to rethink their strategies to remain competitive.

Perhaps the most significant catalysts of emerging trends in the sector are attributable to countries' heightening adoption of new digital technologies to streamline processes. The emergence of digital oilfields, artificial intelligence (AI), robotics and blockchain, among others, are eliciting widespread excitement in their abilities to transform how petroleum resources are explored, extracted and monetised globally.

"THE EMERGENCE OF DIGITAL OILFIELDS, ARTIFICIAL INTELLIGENCE (AI), ROBOTICS AND BLOCKCHAIN, AMONG OTHERS, ARE ELICITING WIDESPREAD EXCITEMENT IN THEIR ABILITIES TO TRANSFORM HOW PETROLEUM RESOURCES ARE EXPLORED, EXTRACTED AND MONETISED GLOBALLY

It is remarkable that AI has given rise to some of the most revolutionary trends transforming long-standing operations in the global petroleum industry. For international oil giants such as Chevron and the UAE's Abu Dhabi National Oil Company (ADNOC), AI is rapidly becoming a valuable tool for predicting optimal equipment functionality and improving production efficiency. This is just as big data analytics, robotics, automation and the Internet of Things (IoT) are playing groundbreaking roles within the industry, contributing to the rise of smart refineries in oil-rich nations like Saudi Arabia's Saudi Aramco.

Beyond easing operational processes, it is easy to see why the global oil industry is hurriedly gravitating towards the digitalisation of oil production processes.

"IT IS ASSURED THAT THE NUPRC, UNDER THE GUIDANCE OF ENGR. GBENGA KMOLAFE, WILL CONTINUE TO DEMONSTRATE, THROUGH STRATEGIC ACTIONS, THAT IT WILL ENSURE THE OIL SECTOR REMAINS RESILIENT AND COMPETITIVE

Such technologies present even more critical advantages for oil-producing nations to maximise their gains, as they play a major role in cost reduction. Data, in fact, indicates that oil companies that exploit advanced digital technologies can reduce operational costs by up to 20%.

For Nigeria, the adoption of these innovations in oil exploration and extraction could serve as a game-changer in its efforts to revitalise its oil industry. This understanding of the monumental possibilities is reflected in the establishment of the Petroleum Industry Act (PIA) in 2021. The PIA, which highlights the critical need for the oil sector to ensure its operations are aligned with the global move towards digitalisation, effectively provides a framework that encourages innovation in the upstream sector.

Recently, in outlining strategies lined up over the next months to scale production output in the sector, the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) has emphasised its focus on the digitisation of upstream regulatory activities to ensure operational efficiency. The Commission, which has earnestly begun to encourage the implementation of new-age technologies like 3D and 4D seismic imaging tools and drones at exploration sites, plans to further employ AI to refine existing processes and manage costs. It has also stated its intent to utilise advanced metering technology to boost hydrocarbon measurement accuracy.

However, the challenge remains in ensuring that Nigeria's oil workforce is adequately reskilled to work alongside these advanced technologies. While AI promises significant benefits in terms of efficiency and profitability, Nigeria must strike a balance between technological adoption and workforce development to avoid exacerbating unemployment or skill gaps in the sector.

Heightening investments in renewable energy projects indicate another defining trend among global oil industry players. As the timeline for meeting the United Nations' climate goals of preventing further environmental damage gradually approaches, oil-producing nations are desperately intensifying their commitments to renewable energy sources. In 2024, global investment in renewable energy surged to $2.1 trillion, marking an 11% increase from the previous year.

This growing investment, expected to reach new levels in the coming years, is particularly evidenced in the transformative carbon capture technology deployed in Norway's Sleipner and Snøhvit fields.

Nigeria's decarbonisation investments are just as exciting. Having pledged its commitment to climate action, the country has, again, indicated its future as a major player in clean energy sources and adherent to environmental safety, is unwavering.

According to the NUPRC, Nigeria's oil sector is set to enter new phases in its gas flaring reduction programmes, carbon capture utilisation and storage (CCUS) and investments in renewable energy integration. The country's emphasis on natural gas as a transitional fuel is highlighted through the Decade of Gas initiative, which advocates for gas-driven industrialisation and power generation.

NIGERIA'S OIL SECTOR IS SET TO ENTER NEW PHASES IN ITS GAS FLARING REDUCTION PROGRAMMES, CARBON CAPTURE UTILISATION AND STORAGE (CCUS) AND INVESTMENTS IN RENEWABLE ENERGY INTEGRATION

In a similar vein, proposed collaboration with international climate support institutions such as the United States Department of State's Bureau of Energy Resources and the United Nations Environment Programme (UNEP) are measures that signify the NUPRC's intent to expedite its investments in carbon credit mechanisms and green technologies for a safer future.

Despite these reassuring strategies, it is pertinent to note that achieving a sustainable future for Nigeria's petroleum industry will largely depend on its ability to maintain transparency and eradicate fraudulent activities. Globally, blockchain technology is rapidly becoming a valuable tool for addressing loopholes in the oil industry. In Thailand, the implementation of a blockchain-based system to streamline tax refunds for oil exporters and combat VAT fraud in the country has received approval.

Through similar adoption of blockchain technology, major oil-producing nations such as Nigeria have a unique opportunity to further build trust between stakeholders and investors. The NUPRC, which continues to demonstrate readiness to explore all avenues to promote transparency within the sector, can begin to reduce income leakages, improve data accuracy and ensure accountability in oil transactions.

In addition to other advanced technologies, including enhanced oil recovery (EOR) techniques, it is a critical time for Nigeria to closely monitor other key global trends, particularly strategic decisions such as OPEC's plans to gradually unwind production cuts starting in April 2025. This is vital, as the NUPRC sets its sights on bridging the current production gap of 350,000 barrels per day to achieve Nigeria's 2025 budget's crude oil production target of 2.062 million barrels per day at $75 per barrel.

The country's adaptability to OPEC's long-term approach to stabilising the global oil market will undoubtedly be crucial in shaping the future of its petroleum sector.

Although challenges lie ahead, it is assured that the NUPRC, under the guidance of Engr. Gbenga Komolafe, will continue to demonstrate, through strategic actions, that it will ensure the oil sector remains resilient and competitive. The Commission's commitment to the cause guarantees that Nigeria is on the right path to bolstering its status as a key player in the global oil industry for years to come. ■

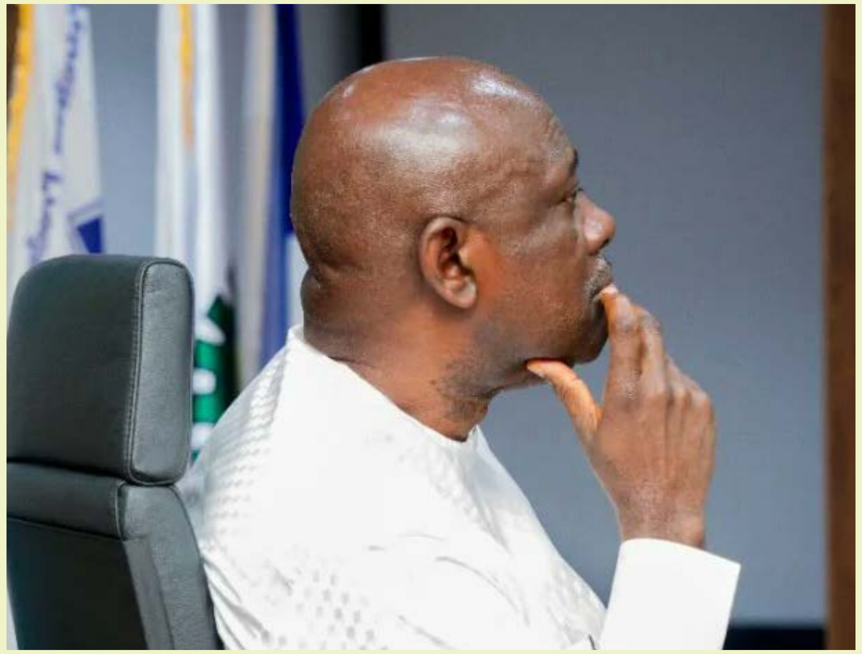
KEYNOTE ADDRESS BY SEN. HEINEKEN LOKPOBIRI PH. D

THE HONOURABLE MINISTER OF STATE FOR PETROLEUM RESOURCES (OIL)

AT THE MEMAN WEBINAR

WITH THE

THEME: IMPROVING SAFETY IN THE TRANSPORTATION OF PETROLEUM PRODUCTS



PROTOCOLS

Distinguished stakeholders, industry leaders and esteemed participants,

The rising number of petroleum tanker accidents is both alarming and unacceptable. The human and economic losses, along with the environmental devastation caused by these incidents, demand urgent and decisive action.

The causes of these accidents are well-known overloading, excessive speeding, reckless driving and the use of unqualified drivers. These are failures within the industry that must be addressed without delay.

Beyond these, another critical concern is the reckless behavior of some citizens who disregard safety warnings, rushing to accident scenes to scoop fuel. Too many lives have been lost due to preventable explosions triggered by such actions. Safety is a collective responsibility and we must all recognise that ignoring warnings can have fatal consequences.

As a government, we are not just watching, we are acting. We are strengthening inter-agency collaboration with the Federal Road Safety Corps (FRSC), the Fire Service and other relevant bodies to implement policies that will enhance safety standards and ensure strict compliance. However, policies alone will not solve this problem, the industry itself must take responsibility for driving meaningful change.

This brings me to a fundamental question: What will you, as key stakeholders, do differently? How will you take ownership of safety practices to prevent future tragedies? What support do you require from the Government to make this happen? Ours is a listening administration, but we expect strong commitment from every player in the sector. Self-regulation is not optional; it is an absolute necessity.

The message is clear: Every petroleum transporter must enforce strict safety measures. Tanker vehicles must be roadworthy. Drivers must undergo proper training and certification. Speeding, overloading and reckless driving must stop. The industry must act decisively or the Government will be left with no choice but to enforce stricter compliance measures.

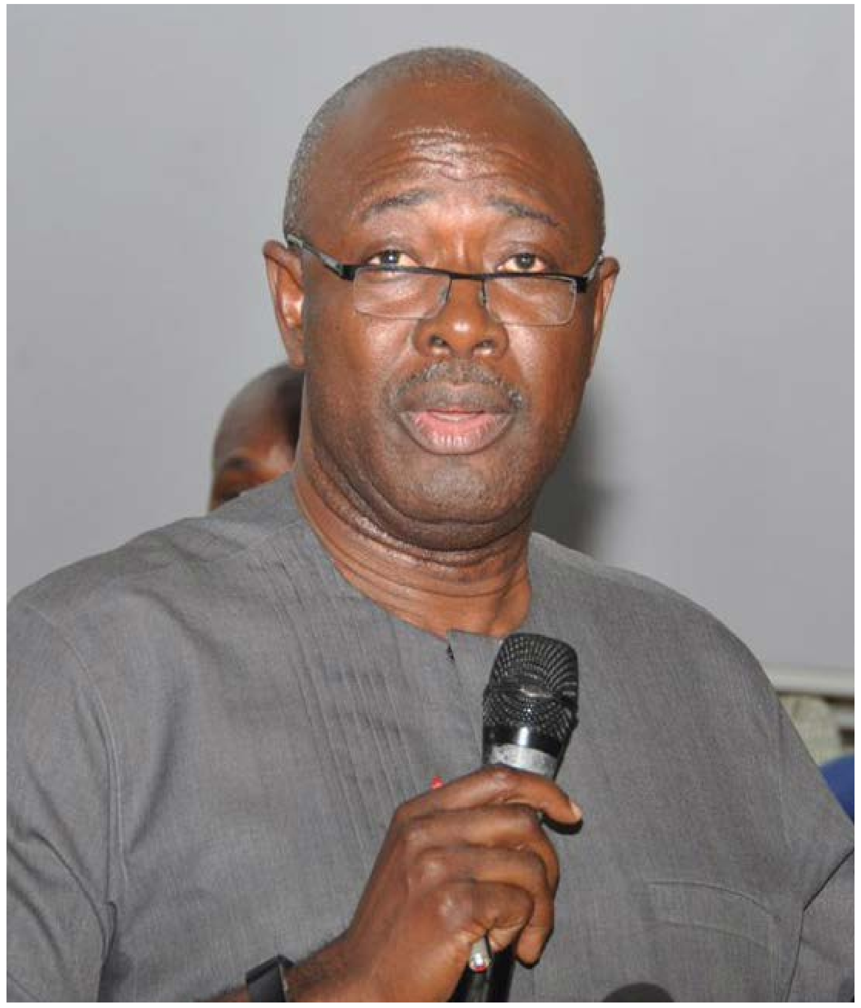
This is not merely about enforcement; it is about responsibility. We must all work together to protect lives, safeguard investments and ensure safer roads for all Nigerians.

AN ADDRESS DELIVERED BY

HONOURABLE MINISTER OF STATE, PETROLEUM RESOURCES (OIL)

THE MAIDEN EDITION OF THE PETROLEUM INDUSTRY STAKEHOLDERS FORUM

ON THE 16TH OF JANUARY, 2025 AT PTDF TOWERS, ABUJA.



PROTOCOLS

I am delighted and honoured to address this assembly convened to inaugurate the Petroleum Industry Stakeholders Forum – A platform aimed at fostering collaboration, innovation and excellence within the Nigerian oil and gas sector.

This comes at a crucial juncture as this industry which serves as the cornerstone of our economy, contributing approximately 80% of export earnings and a major source of the government's revenue, urgently needs to adapt and strategically position itself to achieve global standards.

Under the visionary leadership of President Bola Ahmed Tinubu, we have witnessed bold initiatives that underscore the government's unwavering commitment to the industry's growth and sustainability. The foremost policy that took the industry by storm was the removal of the long-standing fuel subsidy to liberate resources that could be reinvested in other sectors of our economy.

1. This administration also recalibrated fiscal policies to enable ease of investment through the Executive Orders signed to attract multi-billion-dollar investment opportunities and the streamlining of contracting cycles from the alleged 36 months to about 6 months, thus eliminating bureaucratic bottlenecks that deter investors.
2. It is also imperative to mention that for the first time in over four years, we have met our OPEC quota; an increased crude oil production from 1 million barrels per day to 1.8 million barrels per day within 18 months of this administration. This evident growth among others like the Hosting of the Africa Energy Bank and rehabilitation of the Port Harcourt and Warri Refineries, as well as the Incentives for Deepwater Exploration are collaborative efforts, made possible by the synergy between the government who listens, responds and delivers tangible results and the international as well as the indigenous operators and stakeholders within the sector.
3. 4. Indisputably, the role of stakeholders cannot be overstated. The ongoing shift in asset ownership to Indigenous players with the likes of Oando, Seplat, Chappal Energy and Renaissance Consortium signals a strategic recalibration toward domestic control and value retention.
4. The commencement of operations of the Dangote Refinery with a refining capacity of 650,000 barrels per day has led to a significant reduction of our nation's dependence on fuel imports.

Indeed, our Indigenous stakeholders have shown remarkable resilience, stepping into spaces left by

IOCs and innovating their unique trends that could compete with global practices.

While these achievements are commendable, there is also a need to highlight the ongoing challenges to fully unlock the potential of our oil and gas sector.

1. The menace of Oil Theft and Pipeline Vandalism has undermined our national economy and deprived citizens of the full benefits of our natural resources. Thankfully, industry stakeholders, including our security operatives have launched initiatives that have yielded tangible results. Stakeholders still must collaborate more to eliminate this threat.
2. Infrastructure Deficit: The midstream has been plagued with aged and inadequate pipeline and storage facilities hindering the efficiency of distribution.
3. The downstream challenges include refining capacity deficits and ensuring fair pricing mechanisms.

Furthermore, we ought to come together to accelerate the full implementation of the Petroleum Industry Act (PIA) which would in turn ensure transparency, fiscal stability and investor confidence.

The challenges of the oil and gas industry demand unified action. No single entity, be it the government or the private sector, can tackle these issues alone. Hence, the introduction of the Petroleum Industry Stakeholder Forum.

It is said that "he who wears the shoes, knows where it pinches". No one can resolve the issues of the industry other than those playing active roles in it. The Petroleum Industry Stakeholder Forum is an assembly where all industry stakeholders, including key players, meet to share ideas, streamline decision-making, reduce bottlenecks and foster a climate of trust and shared responsibility. It is a platform to engage in meaningful dialogue, address pressing challenges and develop actionable solutions that are not only comprehensive but also reflective of the diverse interests within the industry. This forum aims to foster innovation and sharing of technology and expertise, particularly in areas that address our challenges and can propel us to be globally competitive.

We can gain valuable insights from the successes of other sectors, such as the banking industry with its Bankers' Committee and the financial markets with its Capital Market Committee. These platforms have structured avenues for their stakeholders to deliberate, resolve conflicts and align priorities. They have proven that when everyone comes to the table, issues are resolved faster, synergies are built and an enabling environment is created for sustainable growth.

Imagine and consider the profound transformation that a comparable framework could bring to our oil and gas sector. Aside from the fostered environment of collaboration and shared goals, Nigerians also stand to gain improved energy security, increased job opportunities and a more robust economy.

I HEREBY PROPOSE THE ESTABLISHMENT OF THE PETROLEUM INDUSTRY STAKEHOLDER FORUM.

As we deliberate on the next steps for our industry, I urge us all to reflect on the importance of unity and collaboration. Under a structured platform like this, we can harness our collective expertise and resources to create an industry that is not only more efficient and profitable but is also sustainable and inclusive. So let us set aside our differences and embrace this vision of collaboration, knowing that the success of our industry is inextricably linked to the prosperity of our nation.

Thank you and I look forward to working with you, NNPCL, NUPRC, NMDPRA, NCDMB, PTDF, PTI, OPTS, IPPG, PCTS, MEMAN, CORAN, DAPPMAN, IPMAN, PETROAN, NUPENG, PENGASSAN, PETAN, NLCGA and other notable stakeholders which time will not permit to mention, as we take this bold step towards transforming the Nigerian Oil and Gas Industry. ■

MINISTERIAL ADDRESS BY **RT. HON. DR. EKPERIKPE EKPO**

HONOURABLE MINISTER OF STATE, PETROLEUM RESOURCES (GAS)

AT THE NCDMB'S PRACTICAL NIGERIAN CONTENT (PNC) CONFERENCE 2024.

PROTOCOLS

It gives me great pleasure to speak to you at the Practical Nigerian Content Conference this year. This gathering has grown to be a vital component of the Nigerian oil and gas sector's advancement through sustainable local content policies. I applaud DMG Events and the Nigerian Content Development and Monitoring Board (NCDMB) for creating this significant event and for their unwavering efforts in promoting this important cause.

The theme of this year's conference, "Advancing Local Content for a Sustainable Energy Future," is a call to action and a reaffirmation of Nigeria's commitment to leveraging our local capabilities to drive energy security, economic growth and environmental sustainability.

Under the exemplary leadership of His Excellency, President Bola Ahmed Tinubu GCFR, the Ministry of Petroleum Resources – gas is aligning its policies with the aspirations of Nigerians, ensuring that local content remains a priority in all facets of our energy strategy. Some of our policy directions that impact local content include:

A. DEEPENING DOMESTIC GAS UTILIZATION

Through the Decade of Gas Initiative, we are accelerating the development of critical gas assets and infrastructure to further boost production and distribution of gas across the country and for export purposes. In the last 12 months, 2 critical gas projects with combined volumes of 600 MMSCF/day were completed.

1. **Projects commissioned**
   - i. SEPLAT ASSA North – 300 MMSCF/Day
   - ii. SPDC Ohaji south – 300 MMSCF/Day

Final investment decisions that will guarantee an additional 420 MMSCF/day of natural gas to existing production has been taken through the following:

2. **FID Projects**
   - i. SPDC Iseni Project – 90 MMSCF/Day
   - ii. TOTAL Ubeta Project – 330 MMSCF/Day

While the SEPLAT Assa North and SPDC Ohaji South gas plants are already commissioned, critical pipeline infrastructure like the

- i. OB3 Gas Pipeline – This is a 48"/36"x 130 km pipeline that runs from the Obiafu-Obrikom plant to Oben which sits at 97% completion and
- ii. AKK – This is a 40"x 614 km pipeline from Ajaokuta-Kaduna-Kano currently at 77% completion.

The OB3 Gas Pipeline and the AKK Gas Pipeline both present enormous prospects for local businesses engaged in construction, maintenance, operations and security services as well as gas-based sectors like gas to power, gas to fertilizer and other manufacturing businesses along the lengthy corridors. By 2030,

the country's current gas production is expected to increase by almost 4 BCF/day, according to the Decade of Gas plans. At this point, we have accomplished 25% of this goal.

B. PROMOTING GAS AS A TRANSITION FUEL

Gas will be the mainstay of Nigeria's energy shift and we're giving local businesses a chance to engage in gas distribution, processing and power generation. The probable replacement for PMS has also been determined to be natural gas in the form of CNG. In order to encourage other solutions and alternatives to the massive payout from the nation, the President's inauguration speech prohibited further fuel subsidy payments. The Presidential CNG Initiative has greatly advanced the nation's cause of switching from PMS to CNG-powered engines. The CNG Mandate of Mr. President includes the following

1. Incentive adoption of CNG for mobility: This allows deploying and financing CNG vehicles for mass transit, distributing CNG Conversion kits at discount and providing conversion incentives including training.
2. Facilitation of Investments: The PICNG role is to facilitate investments in the CNG sector to plug the conversion workshop, infrastructure and CNG supply gaps.
3. Regulate for Growth: The PICNG is to enable the regulatory process for CNG to ensure zero incidences while allowing rapid adoption.

So far, the initiative has achieved the following tremendous metrics worthy of celebration while offering significant public/private partnerships for enterprises that desire to do business in the CNG space.

1. Over $450 million has been invested in the CNG sector covering infrastructure, conversion centres and platforms
2. 65 Mother Stations in various stages of development
3. 88 New Daughter stations in development with 26% completion
4. Over 145 New Conversion Centres deployed with additional 90 in construction phase
5. More than 150,000 kits acquired nationwide
6. 34000 conversions stimulated
7. 5808 CNG and EV Platforms acquired via Ministry of Finance
8. Over 1000 conversion technicians trained
9. Launched 85 standards with the Standards Organisation of Nigeria (SON) and Nigeria Gas Vehicle Monitoring System is presently under development

C. SUPPORT FOR INDIGENOUS MANUFACTURING

We are working with the NCDMB to ensure that Nigerian companies are prioritised in the manufacture of components for pipelines, refineries, gas facilities, CNG Stations, conversion centres, training facilities and instructors.

Through the Midstream, Downstream, Gas Infrastructure Fund (MDGIF), the administration of Mr. President has empowered 6 local companies in the Gas value chain to the tune of 122 billion Naira. These amounts serve as the Federal Government's equity in these businesses to help derisk the investments and further enhance the speedy completion of the various gas midstream and downstream projects aimed at pushing gas to the final end users and thus enhancing the consumption and utilisation of natural gas in the country.

I must commend the NCDMB for its visionary Nigerian Oil and Gas Parks Scheme (NOGaPS). These parks play a critical role in promoting innovation, industry and employment creation. These parks need to reach their full potential. To guarantee that the parks are developed into hubs for the gas industry, I implore the NCDMB to give top priority to collaborations with businesses that produce gas components, such as compressors, valves and fittings. I also applaud the NCDMB's investments in gas-related projects, including support for compressed natural gas (CNG) projects, modular gas processing plants, manufacturing plants for LPG cylinders, LPG depots, LPG terminals, LPG storage and bottling plants, gas gathering facilities, smart gas and smoke detector alarm services and more. In addition, I challenge the Board to open and make fully operational most of these parks by 3rd quarter 2025 at the latest.

These are laudable efforts that demonstrate the Board's commitment to aligning local content development with the national gas agenda of Mr. President. I encourage the NCDMB to ensure that these investments become operational and yield the intended results, thereby demonstrating the economic and developmental impact of their initiatives.

I also acknowledge the Board's significant role in the NLNG Train 7 Project. Your efforts in ensuring local participation and capacity building have set a benchmark for collaboration and success.

Distinguished ladies and gentlemen, as you are aware, we recently signed the Gas Sales and Purchase Agreement (GSPA) for the Brass Fertilizer and Petrochemical Project. This agreement is a significant milestone, as it provides the legal and commercial framework for the supply of natural gas to the project. It ensures that the project will have a steady and reliable feedstock to produce urea, methanol and other products critical for Nigeria's agricultural and industrial sectors.

This agreement signifies more than just the supply of gas; it represents our commitment to enabling local industries, creating jobs and fostering economic growth. We are now working diligently with stakeholders to ensure that the project reaches a Final Investment Decision (FID) in the shortest possible time.

This project will not only provide fertilisers to enhance agricultural productivity but also establish a strong base for export, earning Nigeria much-needed foreign exchange.

Distinguished, ladies and gentlemen, the journey toward a sustainable energy future is one we must walk together. I call on all stakeholders to:

1. **Maximise Opportunities in Gas:** Leverage our abundant gas resources to drive local content development and industrial growth.
2. **Operationalise NOGaPS:** Ensure that these parks become functional hubs that attract local and international investments.
3. **Prioritise Sustainability:** Align local content development with global energy transition goals, ensuring that Nigerian businesses remain competitive in a changing world.

In closing, let me reiterate this administration's unwavering commitment to advancing local content as a cornerstone of our energy strategy. Together, we have the opportunity to build an energy industry that empowers Nigerians, strengthens our economy and contributes to a sustainable future.

congratulate the NCDMB on their outstanding efforts to promote local content and advance the oil and gas sector. Nevertheless, as they say, "the reward for a job well done is more work." As a result, I urge the Board to establish even greater benchmarks for quality and creativity. In addition to providing a platform for dialogue, let this conference function as a spur for practical ideas that move our country closer to a more promising and sustainable energy future.

Thank you, and may God bless the Federal Republic of Nigeria. ■

NAVIGATING THE GLOBAL ENERGY TRANSITION: LEVERAGING DECARBONISATION IN NIGERIA'S UPSTREAM OIL AND GAS FOR SUSTAINABLE VALUE CREATION

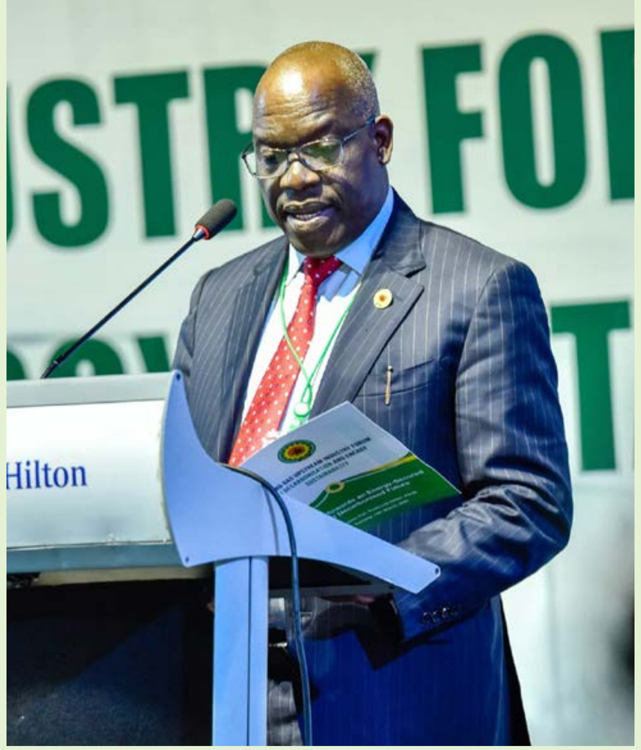
Keynote Address by

Engr. Gbenga Komolafe, (D.Sc.), OFR, FNSE

Commission Chief Executive (CCE)

Nigerian Upstream Petroleum Regulatory Commission (NUPRC)

at the **Decarbonisation and Energy Sustainability FORUM (DESF)**



PROTOCOLS

Distinguished Guests, Industry Leaders, Government Officials, Industry Stakeholders, Gentlemen and Ladies of the Press, fellow Nigerians and esteemed global partners, I am delighted to be here today at this crucial and vital notable event to address a subject of strategic importance: Navigating the Global Energy Transition by Leveraging Decarbonisation in Nigeria's Upstream Oil and Gas for Sustainable Value Creation. This forum is not just a meeting of minds but a declaration of intent: a call to action for sustainable value creation.

The Imperative of Energy Transition: Global Energy Dynamics and Geopolitical Considerations

Ladies and Gentlemen, the post-Paris Agreement era has witnessed a growing recognition on the urgency to combat climate change. Consequently, many countries and entities have set ambitious carbon neutrality targets, which in turn have resulted in a global shift towards a more sustainable and low-carbon energy landscape. However, this shift has also led to a decline in oil and gas investments, as financial institutions and investors face growing pressure to align with climate goals.

Amidst this transition, however, is a resounding call for a just transition; one that acknowledges the unique economic realities of different regions and countries. At COP28, world leaders committed to tripling global renewable power capacity by 2030 while recognising the importance of national circumstances and starting points. Moreso, at COP29, the concept of "just transition" took centre stage, emphasising equitable climate action that integrates social equity, inclusivity and environmental sustainability.

Furthermore, in January 2025, the United States declared a national energy emergency, reinforcing the critical link between energy security, economic stability and national resilience as well as underscoring the necessity for nations to secure reliable, diversified energy supplies, reaffirming the geopolitical importance of energy independence. Against this backdrop, global leaders have continued advocating for pragmatic approaches to the energy transition. At the recent CERAWeek conference, U.S. Energy Secretary, Chris Wright, emphasised the essential role of oil and natural gas in ensuring energy affordability and reliability. He cautioned against prematurely displacing these resources.

The above perspectives align with the Nigeria's strategy of leveraging natural gas as a transitional fuel. The global leaders' stance has also opened the door for Nigeria and Africa as a whole, to chart its own transition pathway that balances climate action with economic growth and energy security.

Nigeria's Commitment to Decarbonisation and Energy Transition

Distinguished guests, in 2021, at the UN Climate Conference (COP26), Nigeria pledged to achieve net-zero emissions by 2060: a testament to our resolve to lead in responsible energy stewardship. Today, we stand at a pivotal juncture in our nation's history, boldly reaffirming our unwavering commitment to combating climate change and championing sustainable development. However, the road ahead demands both ambition and pragmatism. As we navigate this transition, we must strike a balance that fosters sustainability, ensures energy security and promotes economic prosperity for all.

With 37.5 billion barrels of crude oil and 209.26 trillion cubic feet of natural gas and life indices of 70 and 90 years, respectively, the stakes are even higher for Nigeria. As you are aware, oil and gas sector contribute nearly 90% of our foreign exchange earnings and 70% of national revenues. The key question before us today is: How do we leverage our vast hydrocarbon resources while embracing decarbonisation to ensure long-term sustainability and competitiveness?

Interestingly, our journey towards decarbonisation goal has been underpinned by transformative initiatives designed to reshape our energy landscape. The National Gas Policy (NGP) of 2017, the National Gas Expansion Programme (NGEP) initiated in 2021 and the Decade of Gas Initiative (2021–2030) collectively chart an ambitious course to harness Nigeria's extensive gas reserves, positioning natural gas as a pivotal transition fuel. Building upon this foundation, the Nigerian Gas Transportation Network Code (NGTNC) and the Gas Master Plan have been established to create a structured framework for developing a competitive, transparent and investor-friendly gas market. Despite challenges such as infrastructure gaps and investment constraints, these forward-thinking policies and programmes have already laid the groundwork for Nigeria's natural gas shift and sustainable development.

A New Dawn for Nigeria's Energy Sector

Ladies and gentlemen, the enactment of the Petroleum Industry Act (PIA), the launch of the Presidential Compressed Natural Gas (CNG) Initiative (Pi-CNG), the landmark introduction of Presidential Executive Order #40 in 2024 and the strategic implementation of the Nigerian Gas Flare Commercialisation Programme (NGFCP) signify a new dawn for the Nigerian gas development: one that dismantles longstanding barriers and unlocks unprecedented opportunities for growth. Notably, the Pi-CNG, introduced in 2023, aspires to revolutionise our transportation and industrial sectors by promoting CNG usage, offering a cleaner, cost-effective alternative to petrol. These initiatives and reforms are not merely policy commitments but strategic imperatives that define the future of Nigeria's energy industry.

Recognising this, The Nigerian Upstream Petroleum Regulatory Commission (NUPRC) is spearheading strategic initiatives to unlock our vast gas potential by accelerating exploration and development which will drive industrialisation, expand domestic energy access and reinforce Nigeria's leadership in the global energy landscape

Decarbonisation Drive for Sustainable Value Creation in Upstream Oil and Gas Sector

The NUPRC has embraced decarbonisation as an opportunity to unlock investment, drive growth and position Nigeria as a leader in responsible energy utilisation and efficiency. It has therefore embedded sustainability at the core of its operations, making emissions reduction and environmental responsibility integral to the industry's evolution. As a demonstration to its unwavering commitment, the Commission has established a dedicated Energy Sustainability and Carbon Management department, solely focused on championing and driving comprehensive decarbonisation and sustainability agenda.

Guided by seven strategic pillars - which include natural gas gift, zero routine flaring and methane abatement, carbon market development, technological innovation, operational efficiency, incentive mechanisms and collaborative risk management - the Commission is building a future where investment thrives, energy security is strengthened and environmental responsibility becomes the standard. This is more than regulation; it is a national mandate, an economic strategy and a commitment to generations yet unborn.

13. We recognise that the journey ahead requires vision, collaboration and relentless pursuit of excellence. Our success will not be defined by intentions alone but by the real, measurable progress we make in cutting emissions, turning waste into wealth, driving operational efficiency and unlocking the full potential of carbon markets. We have therefore, early in the year, issued the Upstream Petroleum Decarbonisation Template (UPDT) as a regulatory tool to strengthen Nigeria's decarbonisation and sustainability agenda. Today, we will be proudly launching a comprehensive blueprint/handbook for the decarbonisation of the sector and will also showcase our new Guideline for Participation in the Upstream Oil and Gas Decarbonisation and Carbon Management.

Conclusion

Ladies and Gentlemen, as we stand on the precipice of a new energy era, you will agree with me that the Commission, alongside our industry partners, has embarked on a bold and decisive journey toward decarbonisation. We are not merely adjusting to change; we are laying the foundation for the journey towards the sustainable energy future, that ensures prosperity while safeguarding our environment. Today, we are taking a significant step forward in that journey. I hereby seize this defining moment to declare March 18th as Upstream Decarbonisation Day: a day that will stand as a symbol of our commitment, a rallying point for action, a reminder of our responsibility to reinforce our sustainability efforts and accelerate our drive toward a cleaner, more resilient future.

As we mark this milestone, let us remember the words of Mahatma Gandhi: "The future depends on what we do in the present." Today, we choose progress, we choose responsibility and above all, we choose a future where Nigeria leads in sustainable energy transformation. Together, let us navigate the energy transition with purpose and chart a path toward a cleaner, more resilient and prosperous energy future for Nigeria.

Thank you for listening. ■

KEYNOTE ADDRESS BY

THE SPECIAL ADVISER TO THE PRESIDENT ON ENERGY, MRS. OLU AROWOLO VERHEIJEN,

AT AN EXECUTIVE SESSION OF ENERGY INSTITUTE NIGERIA AND THE NIGERIAN ASSOCIATION OF PETROLEUM EXPLORATIONISTS (NAPE), AT EKO HOTEL AND SUITES, VICTORIA ISLAND, LAGOS

PROTOCOLS

Good morning distinguished Ladies and gentlemen. It gives me great pleasure to join esteemed industry colleagues to speak on the theme of Unlocking Investment for Africa's Energy Future: Strategies for Sustainable Growth. I would like to thank NAPE and Energy Institute teams for organising this session and providing a platform for collaboration and accountability to various stakeholders.

The theme is very timely. Nigeria needs ever-increasing levels of energy investment to catalyse our economic development. Energy, in its many forms, is a vital path to higher paying jobs, to industrialisation, to innovation and to sustained prosperity, for Nigeria and for all of Africa.

Over the last eighteen months since my appointment, our team in the Presidency, has worked closely with many of you in this room to deliver our mandate to support the President in designing and coordinating reforms across oil, gas and power,

to achieve the vision of repositioning Nigeria as a top destination for investments on the continent and even globally.

The objective is to attain sustained economic growth, that has a momentum of its own, that has the scale to liberate millions of Nigerians and Africans from poverty. To achieve this, we must explore and mine our abundant resources – first class minds, as well as first grade resources underground.

Our overarching strategy for achieving the oil and gas vision outlined above is as follows:

1. A disciplined focus on producing oil and gas with the strongest economics and lowest emissions to the market as quickly as possible – the energy transition is accelerating!
2. Greater emphasis on shorter cycle projects and quick payback opportunities
3. Laser focus on capital efficiency, execution and value creation
4. A shift towards gas, for which demand is more resilient through the energy transition

To implement this strategy, we took very specific and deliberate actions, considering the fact that we have two major classes of investors – the domestic independents and the International Oil Companies (IOCs) – both of which are collectively critical to the success of our oil and gas industry.

These actions have also very importantly sought to build on the foundation of the Petroleum Industry Act (PIA). The Act has done very well in improving the attractiveness of onshore and shallow water oil and associated gas production, enabling us to further build a new class of independents with technical and financial capacity that will enable their success even beyond Nigeria.

However, for our longstanding partners and investors, the IOCs, it was clear that we needed to do more to attract their high-powered resilient capital and technical capacity for deepwater oil and non-associated gas to improve the reliability of our supply to export markets.

We moved first to address the security challenges affecting onshore oil and gas. We worked with the Office of the National Security Adviser (ONSA) and key operators to develop and issue data-driven, targeted security directives. These directly improved the uptime of Trans Niger Pipeline in the east of Niger Delta. Today, all operating companies along the TNP can produce into this major trunkline.

We also took the decision to immediately clarify the regulatory scope of the two regulators covering our upstream, midstream and downstream sectors to engender a clear and stable regulatory framework for a conducive investment climate.

With resolution of these issues, we then turned our attention to Nigeria's cost and fiscal competitiveness. Post-PIA analysis indicated that we needed to be more competitive in deepwater and non-associated gas (NAG) – which are critical to our long-term ambition of 4 million barrels a day, securing our position as Africa's leading LNG exporter, and fueling a gas-fired industrialisation.

Through extensive engagements, benchmarking to regional and global competitors and rigorous analysis – and you recall our intense modelling sessions, we designed fiscal incentives to improve our competitiveness for capital allocation within global portfolios.

In the development of these incentives, we were guided by four main principles:

1. The incentives were output-based, instead of a cost based one ensuring compliance with fiscal policy direction for Nigeria
2. A careful consideration of government revenues: we were clear that the application of the upstream incentives would not negatively impact existing government revenues
3. Ease of application or implementation of the incentives d) Flexibility to discriminate between various types of projects – i.e. the ease of targeting incentives to match project size and scope.

In February 2024, these incentives were issued as Presidential directives aimed at quickly signaling that a new era is dawning in Nigeria and we are determined to make up for lost time and opportunities:

1. **Directive 40:** outlines incentives for onshore and shallow water NAG, incentives for midstream gas investments and a directive to introduce competitive tax incentives for deepwater oil and gas. We coordinated the multi-agency implementation in record time while also developing the deepwater incentives. On October 1st, we finalised and issued the Deepwater incentives.
2. **Directives 41 and 42:** address cost efficiency and project execution timelines by shortening contracting timelines to a maximum of 6 months, eliminating middlemen who contribute to Nigeria's 40% cost premium, reinvigorating local entrepreneurs who have built capacity and lifting the threshold at which operators have to seek NNPCL approval from 500 thousand dollars in JOAs and 250,000 dollars in PSCS to 10 million dollars.

These reforms are direct enablers of our strategy to bring more energy to markets profitably with speed and efficiency.

To deliver on our energy security and transition, we also issued fiscal incentives which formalised the presidential directive to remove VAT on the sale of feed gas, LPG, CNG and Mini LNG, as well as the equipment associated with the production and processing of these forms of gas.

Distinguished guests, ladies and gentlemen we have had a busy 18 months! We are determined to show that the status quo can change and investors are paying attention and responding favourably.

The question that would naturally follow any extended discussion of reforms is obvious; What has the administration's ambitious reform programme delivered so far?

Because the reforms targeted actual bottlenecks and real projects in the investment pipelines. In April this year, FID was reached on the Ubeta Non-Associated Gas project, a half-a-billion-dollar project. The Ubeta field was discovered in 1965 and has finally been unlocked to deliver prosperity to multitudes of Nigerian lives and businesses.

For deepwater gas, we have gone from a total absence of a fiscal framework to now having one for the first time in our history.

Nigeria's deepwater oil projects now deliver competitive returns. Nigeria has now moved from the bottom quartile of 13 indexed countries to top three.

We are now positioned to tap into $90 billion in financing that will be available for deepwater projects around the world, by IOCs that are already operating in Nigeria. Accessing 20 percent of this, would be more than enough to bring 5 major deepwater projects on-stream, unlocking 1.3 billion barrels of oil equivalent (boe).

We are gearing up our first FID on a greenfield deepwater development since the last one (Egina) in 2013.

Going into 2025, we expect the investment momentum to quicken, proving beyond any doubt that President Tinubu's energy reform agenda is truly revolutionary. Our challenges are addressable and fixable.

All these new investments will have major implications for the Nigerian economy. The foreign exchange inflows will help with exchange rate management and macroeconomic stability; local economies will benefit from the increased spending on construction and hiring; skill-building and technology transfer will take place.

26. Importantly, with the industry infrastructure being developed, each new investment will ensure that subsequent projects are possible at lower costs and with the guarantee of greater returns – creating a virtuous cycle of new investments.

27. It is still early days for our reform journey, but I am an optimist. You must be one to do this job. So, we look to the future with excitement, not fear. We know that when we make the right decisions, we will see the right results.

1. I will close with three key insights into the thinking underlying President Tinubu's energy reform agenda:
2. One. Vision is everything. It is a great bonus for Nigeria that we have a President who himself has a background in the energy sector and who innately understands the concept and principles of incentives within business environments. President Tinubu has a very clear vision of the kind of oil and gas industry he would like to leave behind as his presidential legacy and it is now my job, along with colleagues, to support the realisation of that vision. To put in place the building blocks, review the vision and progress regularly and recalibrate where and when required.
3. Two. One of the factors that has made a difference is new thinking in the public sector. We needed and still need, more commercially minded, long-term thinking, to replace a legacy of short-term approaches. Human capacity makes a great deal of difference and the president's energy team is heavy on people who understand the positions and perspectives of investors and how to incentivise investments in a win-win manner.
4. Three. Communication is essential and one of the things that I am most keen on in my role is ensuring that we craft clear and credible messaging that is regularly updated and that speaks at all times to the concerns of investors and stakeholders.

This is the point at which I invite you all to be a part of the unfolding energy revolution in Nigeria. We cannot succeed without you, without listening to you and taking your feedback. As much as we want to attract financing, we also want to work closely with partners who truly believe in our ability to keep our pledges and to ensure that the reform momentum never loses steam.

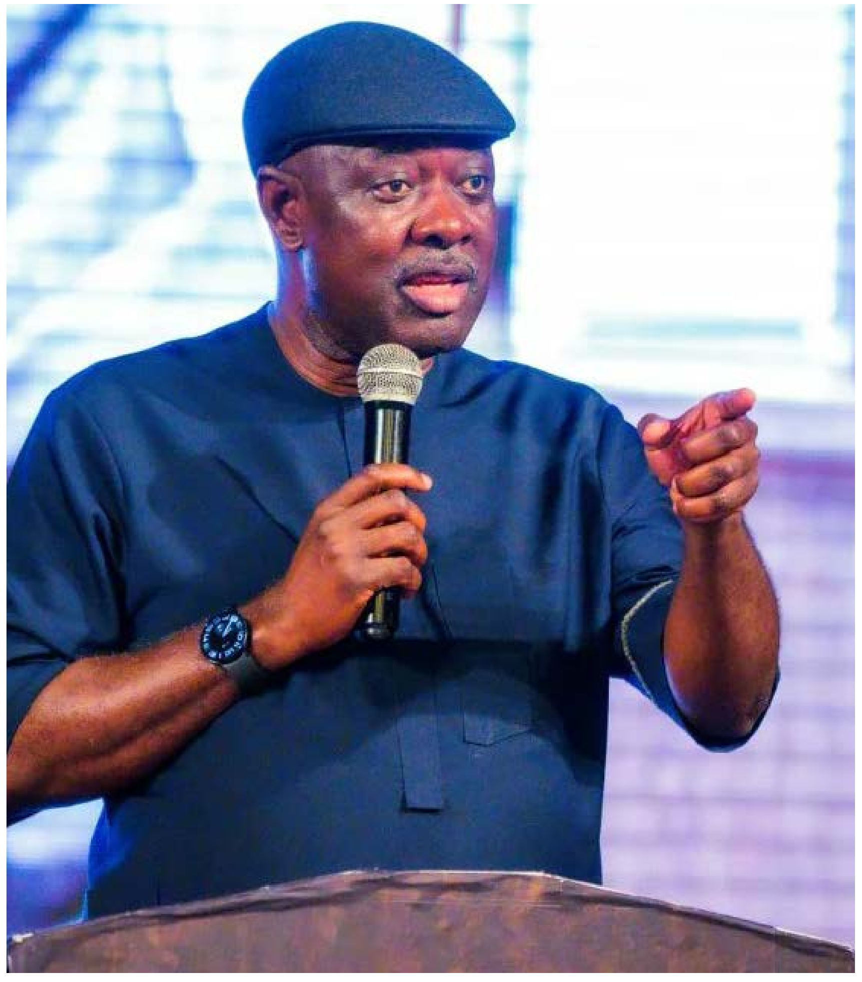
I thank you for your kind attention. ■

Building Africa's Future: Advancing Local Content and Sustainable Development in the Oil and Gas Industry

Keynote Address by

SEN. HEINEKEN LOKPOBIRI PH. D,

THE HONOURABLE MINISTER OF STATE FOR PETROLEUM RESOURCES (OIL), at SAIPEC 2025



PROTOCOLS

Distinguished Guests, Ladies and Gentlemen,

I am honored to be with you today at SAIPEC 2025—a gathering of visionary leaders, innovators and policymakers committed to advancing Africa's energy sector. Today, I bring a message of transformation, resilience and leadership, as Nigeria enters a new era defined by energy independence, local empowerment and sustainable growth.

We gather under the theme, "Building Africa's Future: Advancing Local Content and Sustainable Development in the Oil and Gas Industry." These words are not just aspirational, they are essential to our shared future. Africa's energy destiny hinges on our ability to responsibly harness our natural resources, empower our people and lay the foundation for long-term, sustainable development.

THE POWER OF LOCAL CONTENT

Local content is no longer a luxury; it is the key to unlocking Africa's true potential. By investing in local businesses, nurturing our youth and transferring critical technology to our people, we are not just building an industry, we are shaping our future.

In Nigeria, we have witnessed firsthand the transformative power of local content. Our successful divestment programme, empowering indigenous companies to take ownership of marginal fields and shallow water assets, stands as a testament to this shift. This programme has not only enhanced production capacity but has also opened new opportunities for local businesses, service providers and communities.

Through the growth of Nigerian companies, we've seen a remarkable demonstration of technical expertise and operational efficiency, which has revitalised dormant assets, expanded production and retained greater value within our economy. Nigeria is now a regional leader, proving that African nations can take full ownership of their resources and transform them into engines of prosperity.

However, this journey is far from complete. The future holds even greater promise. With the right policies, access to financing and technological support, indigenous operators will be able to tackle larger projects, make new discoveries and play an even more dominant role in Africa's energy future.

As a government, we remain committed to providing the enabling environment for businesses to thrive. But we cannot achieve this alone. Africa must unite. We must share knowledge, close funding gaps and harmonise regulations to strengthen our competitiveness. Our greatest asset is our collective strength and together, we can build a brighter future.

SUSTAINABILITY: THE FUTURE OF ENERGY

The world is evolving, and so must we. The global transition to cleaner energy is not a threat, it is an opportunity. Africa can and must lead the way in sustainable energy development.

Our approach must be twofold:

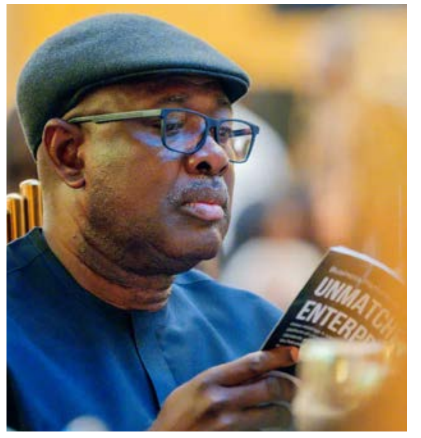
1. **Optimising Our Hydrocarbon Resources:** We must extract value from our oil and gas in ways that diversify our economies, while remaining environmentally responsible.
2. **Investing in Renewables:** The future belongs to those who embrace change. By integrating Africa's abundant renewable energy sources into our energy mix, we can secure long-term energy stability.

Sustainability is not just about the environment; it is about our people. Host communities must benefit. Our children must inherit an industry that prioritises education, healthcare and infrastructure. True development is measured by the lives we transform.

ENERGY FINANCING: THE AFRICAN ENERGY BANK

One of the greatest challenges to Africa's energy development has been access to financing. As global investment in oil and gas declines due to energy transitions, Africa has decided to take charge by creating its own solutions.

A landmark initiative in this regard is the establishment of the African Energy Bank (AEB), which will be hosted in Nigeria. This institution has the potential to revolutionise energy financing across the continent by providing funding



tailored to Africa's unique energy needs. This is not just for oil-producing nations; it is for all of Africa.

The African Energy Bank represents a shift toward financial autonomy. It allows us to move away from dependency on foreign capital and external policies that do not align with Africa's development priorities. This bank has the power to unlock billions in funding, accelerate infrastructure development and secure Africa's energy future. This is how we take control of our destiny.

For the African Energy Bank to succeed, it requires broad support. Every African nation must play a role in strengthening this institution, ensuring it serves as a catalyst for economic transformation. Nigeria has taken the lead in hosting this bank, but its success will depend on the collective commitment of all African nations, private investors and regional financial institutions.

A CALL TO ACTION

Ladies and gentlemen, the time for talking has passed. Now is the time for action. To build Africa's energy future, we must:

1. Strengthen Regional Collaboration: Let us create frameworks that encourage African nations to work together, rather than compete against one another.
2. Invest in Human Capital: The energy industry of tomorrow requires a skilled, innovative workforce that is ready to seize global opportunities.
3. Drive Innovation: Technology is transforming the world. Africa must lead, not follow. Let us invest in research, development and digital transformation.
4. Uphold Transparency and Governance: Investors trust nations that prioritise accountability. Good governance is good business.

NIGERIA'S NEW ERA: A BOLD FUTURE AHEAD

This is not just another chapter in Nigeria's energy story—this is the dawn of a new era. An era of leadership, where we set the pace for Africa's energy transformation. An era of self-reliance, where indigenous companies drive progress. An era of bold investments, where Africa finances its own energy future. And an era of sustainability, where economic growth and environmental responsibility go hand in hand.

Nigeria is not just adapting to change—we are shaping it. The future is bright and we invite the world to join us as we power Africa's next frontier.

CONCLUSION

Africa's strength is not just in its oil, gas and minerals—it is in its people. We are resilient. We are resourceful. We are ready.

By committing to local content, sustainability and innovation, we will not just participate in the global energy conversation—we will lead it.

This is our moment. Let's seize it.

IN POWER SECTOR, FG PRIORITISES METERING, DEBT REDUCTION AND PROTECTION OF THE MOST VULNERABLE NIGERIANS

– Rollout of smart meters starting 2025 will end estimated billing for 7 million households –

ABUJA, 03 February 2025 – It has become necessary to clarify media reports suggesting an imminent 65 percent increase in electricity tariffs.

This is a misrepresentation of what I actually said in a recent press interview. I highlighted the fact that, following the increase in Band A tariffs in 2024, current tariffs now cover approximately 65 percent of the actual cost of supplying electricity, with the Federal government continuing to subsidise the difference.

Also, while the government is indeed committed to ensuring fairer pricing over the long term, the immediate focus is on taking decisive action to deliver more electricity to Nigerians, ensure fewer outages and guarantee the protection of the poorest and most vulnerable Nigerians.

In line with these, the Federal government's power sector priorities include:

Presidential Metering Initiative (PMI):
One of the most significant steps in this reform is the Presidential Metering Initiative, which is accelerating the nationwide rollout of 7 million prepaid meters, starting this year.

This will finally put an end to the practice of estimated billing, giving consumers confidence in what they are paying for and ensuring transparency in electricity charges.

Metering will also improve revenue collection across the sector and will attract the investments needed to strengthen Nigeria's power infrastructure.

Targeted Electricity Subsidies:
Today, the Federal government spends over ₦200 billion per month on electricity subsidies, but much of this support benefits the wealthiest 25 percent of Nigerians rather than those who truly need assistance.

To address this, the Federal government is working towards a targeted subsidy system to ensure that low-income households receive the most support. This approach will make electricity more affordable and accessible for millions of hard-working families.

Settlement of Legacy Power Debt:
Furthermore, the Federal government is addressing one of the major roadblocks to improved service, the mounting debts owed to power generation companies.

For years, these debts have prevented investments in new infrastructure and hampered efforts to improve electricity supply.

By clearing these outstanding obligations, the government is ensuring that power companies can reinvest in better service delivery, stronger infrastructure and a more stable electricity supply for all Nigerians

Reducing Costs for Alternative Power Generation:
Through a range of fiscal incentives, including VAT and Customs Duty Waivers, the Federal Government is working to lower the cost of alternative power sources such as Compressed Natural Gas and Liquified Petroleum Gas.

The government fully understands the economic realities facing citizens and is committed to ensuring that reforms in the power sector lead to tangible improvements in people's daily lives.

Every policy is designed with the Nigerian people in mind – eliminating unfair estimated billing, ensuring that subsidies benefit the right people and creating the conditions for stable, affordable electricity.

These reforms are laying the foundation for better service delivery, expanded access to electricity for homes and businesses and unlocking prosperity for all Nigerians.

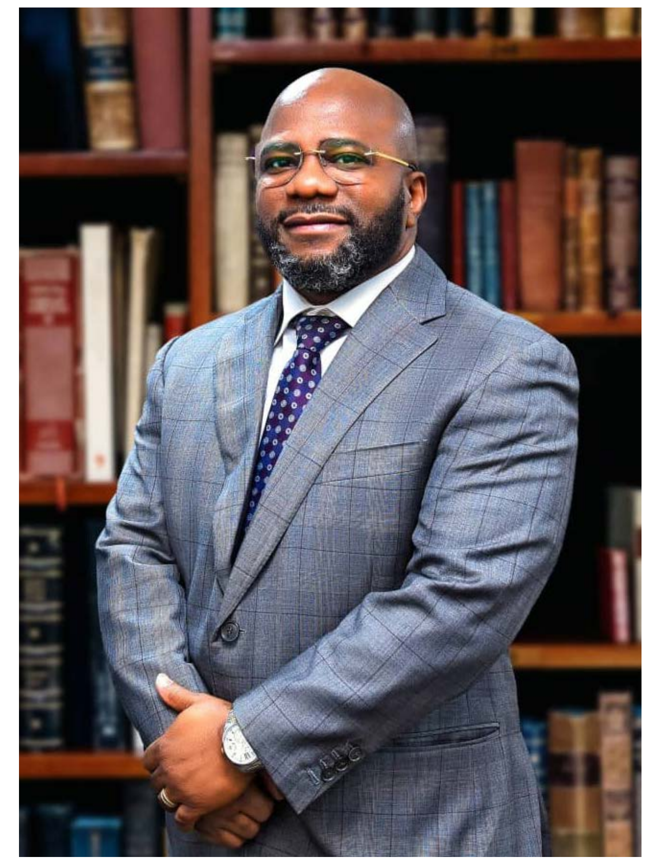
Signed
Olu Arowolo Verheijen
Special Adviser to the President on Energy

TRANSFORMING CHALLENGES INTO OPPORTUNITIES: NUPRC'S STRATEGIC REFORMS

- Dr. Kelechi Onyekachi Ofoegbu -

The Nigerian oil and gas industry has long been a crucial driver of the country's economy. However, like any other sector, it faces numerous challenges, including regulatory bottlenecks, environmental concerns, declining investment and operational inefficiencies. Recognising the urgent need for transformation, the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) has embarked on a series of strategic reforms aimed at turning these challenges into opportunities. The NUPRC's approach to regulatory oversight is not merely about enforcing compliance but fostering an enabling environment that attracts investment, enhances efficiency and ensures sustainability. By implementing strategic reforms in licensing, environmental management, digital transformation and fiscal policy, the commission is redefining Nigeria's upstream petroleum industry. This article explores how NUPRC is transforming challenges into opportunities through its strategic reforms, the impact of these reforms on the oil and gas sector and what the future holds for Nigeria's petroleum industry.

> **BY IMPLEMENTING STRATEGIC REFORMS IN LICENSING, ENVIRONMENTAL MANAGEMENT, DIGITAL TRANSFORMATION AND FISCAL POLICY, THE COMMISSION IS REDEFINING NIGERIA'S UPSTREAM PETROLEUM INDUSTRY**



The upstream petroleum industry in Nigeria has faced multiple challenges that hinder growth, investment and efficiency. Some of the most pressing issues include:

1 REGULATORY UNCERTAINTY AND BUREAUCRATIC DELAYS

Before the passage of the Petroleum Industry Act (PIA) in 2021, Nigeria's oil and gas regulatory framework was characterised by overlapping mandates, inefficiencies and slow decision-making processes. The lack of a clear legal framework discouraged foreign and local investors from committing to long-term projects.

2 DECLINING OIL PRODUCTION AND RESERVES

Nigeria has struggled with declining oil production due to several factors, including aging infrastructure, divestment by international oil companies (IOCs), security threats and technical inefficiencies in exploration and production.

3 ENVIRONMENTAL AND COMMUNITY-RELATED ISSUES

Oil spills, gas flaring and pollution have led to significant environmental degradation, especially in the Niger Delta. Additionally, host communities have long protested marginalisation, leading to conflicts that disrupt operations.

4 CRUDE OIL THEFT AND PIPELINE VANDALISM

Oil theft and vandalism of pipelines have led to massive revenue losses, increased operational costs and discouraged new investments in the industry.

5 GLOBAL ENERGY TRANSITION AND MARKET VOLATILITY

With the world moving towards cleaner energy sources, Nigeria faces pressure to adapt its petroleum industry to a low-carbon future while remaining competitive in the global energy market.

"

THIS ALIGNS WITH NIGERIA'S COMMITMENT TO REDUCING CARBON EMISSIONS AND MONETISING GAS RESOURCES

To address these issues, the NUPRC has embarked on a series of strategic reforms aimed at transforming Nigeria's upstream petroleum sector. These reforms focus on regulatory efficiency, investment attraction, environmental sustainability and technology-driven governance.

1 STRENGTHENING REGULATORY FRAMEWORK AND TRANSPARENCY

One of the most significant steps NUPRC has taken is streamlining the regulatory framework to create clarity and enhance ease of doing business. Key initiatives include:

- **Full Implementation of the Petroleum Industry Act (PIA)**

The PIA has provided the legal foundation for an efficient, transparent and investor-friendly regulatory environment. NUPRC has been at the forefront of implementing its provisions, ensuring that both indigenous and foreign investors operate within a well-defined legal framework.

- **Automation and Digitalisation of Licensing Processes**

To eliminate bureaucratic delays, NUPRC has introduced digital platforms that facilitate online licensing, permit approvals and compliance reporting. This shift has significantly reduced the time required for companies to secure necessary approvals.

- **Improved Fiscal Terms and Incentives**

By reviewing fiscal terms and offering attractive incentives, such as reduced taxes and royalties for new investments, NUPRC is positioning Nigeria as a competitive destination for oil and gas investments.

2 ENHANCING OIL PRODUCTION AND RESERVES

To reverse the decline in oil production and reserves, NUPRC has introduced several proactive measures:

- **Marginal Field Development and Asset Optimisation**

Through transparent bid rounds and incentives, NUPRC has encouraged indigenous companies to take over marginal fields previously abandoned by IOCs. These fields, though considered less lucrative by larger companies, are being revitalised by local firms, increasing Nigeria's overall production capacity.

- **Improved Data Access and Seismic Studies**

NUPRC has enhanced access to geophysical and geological data, enabling oil companies to make informed investment decisions. This has led to renewed interest in exploration activities, particularly in frontier basins.

- **Enhanced Recovery Techniques**

By promoting enhanced oil recovery (EOR) techniques, such as water injection, gas injection and chemical flooding, NUPRC is ensuring maximum extraction from existing reservoirs.

3 ADDRESSING ENVIRONMENTAL AND COMMUNITY CONCERNS

Sustainability and community engagement are key priorities for NUPRC. The commission has introduced several reforms to ensure responsible operations:

- **Stronger Environmental Regulations**

Companies are now mandated to adopt stricter environmental management practices, including the use of advanced spill detection and response technologies. NUPRC has also introduced penalties for environmental violations.

- **Gas Flaring Reduction Initiatives**

Through the implementation of the Nigerian Gas Flare Commercialisation Programme (NGFCP), NUPRC is pushing for the utilisation of associated gas instead of flaring. This aligns with Nigeria's commitment to reducing carbon emissions and monetising gas resources.

- **Host Community Development Fund**

The PIA introduced a framework where oil companies must contribute a percentage of their operational revenue to host communities. NUPRC has ensured the successful implementation of this policy, fostering better relationships between oil firms and local communities.

4 TACKLING CRUDE OIL THEFT AND SECURITY CHALLENGES

To combat oil theft and vandalism, NUPRC has deployed innovative strategies, including:

- **Pipeline Surveillance and Digital Monitoring**

The commission has partnered with security agencies and private firms to deploy real-time monitoring systems, including drones and satellite surveillance, to track pipeline activities.

- **Security Partnerships with Local Stakeholders**

By engaging local communities and stakeholders in security efforts, NUPRC has fostered collaboration that discourages vandalism and theft.

5 NAVIGATING THE GLOBAL ENERGY TRANSITION

Recognising the shift towards renewable energy, NUPRC is positioning Nigeria as a leader in the transition while maximising the value of its hydrocarbon resources.

- **Promotion of Gas as a Transition Fuel**

NUPRC is driving investment in Nigeria's gas sector, promoting it as the country's transition fuel in alignment with the "Decade of Gas" initiative.

- **Carbon Capture and Clean Energy Investments**

The commission is encouraging companies to adopt carbon capture, utilisation and storage (CCUS) technologies to reduce emissions while continuing production.

THE IMPACT OF NUPRC'S REFORMS ON THE INDUSTRY

The strategic reforms introduced by NUPRC have already begun yielding positive results:

1. **Increased Investor Confidence:** Streamlined processes and improved fiscal incentives have attracted new investors into Nigeria's upstream sector.
2. **Growth in Oil and Gas Production:** Enhanced recovery techniques and marginal field developments are reversing production declines. The launch of the 1 MBOPD incremental initiative has further significantly boosted crude oil production.
3. **Environmental Improvements:** Reduced gas flaring and stricter environmental policies are helping Nigeria meet its climate commitments.
4. **Stronger Community Relations:** The implementation of the Host Community Development Fund has reduced tensions between oil companies and host communities.

Looking ahead, NUPRC is committed to sustaining and expanding its reform agenda. The commission aims to:

1. Further automate regulatory processes through artificial intelligence (AI) and blockchain technology for enhanced transparency.
2. Develop strategic partnerships with global energy firms to drive innovation in clean energy solutions.
3. Strengthen security measures through continued collaboration with local and international stakeholders.

With these ongoing reforms, Nigeria's upstream petroleum industry is set to overcome historical challenges and emerge as a globally competitive energy hub. NUPRC's strategic reforms are transforming challenges into opportunities, ensuring that Nigeria's petroleum industry remains vibrant and competitive. By fostering regulatory clarity, enhancing production efficiency, promoting sustainability and addressing security concerns, the commission is paving the way for a prosperous future. Through continuous adaptation and innovation, Nigeria is poised to not only sustain its oil and gas sector but also transition towards a more diversified and sustainable energy future. The ongoing reforms will undoubtedly shape a new era of growth, resilience and global relevance for Nigeria's upstream petroleum industry..

FROM EXPLORATION TO EXTRACTION: THE TECHNOLOGICAL ADVANCEMENTS REVOLUTIONISING NIGERIA'S UPSTREAM SECTOR

– Nze David UgorjI –

The demand for Nigeria's oil industry transformation is louder than ever. As the global oil industry adapts to a rapidly changing energy landscape, calls for the country's embrace of new technologies to also maximise its oil wealth have reached new levels.

Indeed, Nigeria's ability to reshape and align its oil industry's operational focus amid unprecedented shifts toward technological advancements to address changing market dynamics and environmental concerns is crucial.

Over the past few years, the country has actively sought ways to overcome decades-old challenges in its oil sector including insecurity, theft, vandalism and corruption to fulfill its economic potential. After a long time, the country has only recently achieved its goal of significantly increasing its output and meeting its OPEC quota, with crude oil production reaching 1.5 million barrels per day in December 2024.

Despite this notable progress in boosting oil production levels, however, new opportunities continue to emerge in the form of advanced technologies shaping global operations.

Across the Atlantic, oil-producing nations like the United States have charted new territories in utilising artificial intelligence (AI), machine learning and automation to optimise oil exploration and production. The Permian Basin in Texas, for instance, has seen the rise of smart oil fields, where IoT (Internet of Things) sensors provide real-time data on reservoir conditions and equipment performance.

> **FROM STATE-OF-THE-ART EXPLORATION TOOLS TO ADVANCED EXTRACTION TECHNIQUES, NIGERIA IS EMBRACING TECHNOLOGICAL ADVANCEMENTS TO ENSURE THE SUSTAINABLE AND EFFICIENT EXTRACTION OF ITS VAST OIL RESERVES.**

In the Middle East, Saudi Arabia and the United Arab Emirates (UAE) continue to lay the blueprint for technology's future impact on efficiency in the global oil industry. Saudi Aramco, notably, has begun investing in smart refineries that incorporate big data analytics, robotics and automation to optimise crude processing, while the UAE's ADNOC (Abu Dhabi National Oil Company) has implemented AI-powered drilling technology to reduce costs and boost exploration efficiency.

Similar groundbreaking innovations in sustainable environmental practices, which require countries to take on defining roles in carbon capture, utilisation and storage to reduce greenhouse gas emissions from their oil and gas exploration activities, are being implemented in Europe. Norway, through its Sleipner and Snøhvit fields where CO_2 is separated and stored underground instead of being released into the atmosphere has become a pioneer in carbon capture technology. The country also boasts a state-controlled energy company that is heavily investing in offshore wind power to support energy transition efforts.

It is not as if Nigeria, a leader among Africa's largest crude producers, needs a push to recognise the impact of evolving technologies on its oil sector like its global counterparts. In recent years, the country has shown both awareness and readiness to embrace advanced technology to reap the rewards of its oil wealth as it negotiates the industry's resurgence. Although much can be said about how far Nigeria has come since the introduction of the Petroleum Industry Act (PIA) in 2021 to reform its often-troubled oil sector, it is its sheer determination to keep pace with its counterparts in technology adoption that inspires confidence in a sustainable and rewarding future.

> **THE COUNTRY HAS ACTIVELY SOUGHT WAYS TO OVERCOME DECADES-OLD CHALLENGES IN ITS OIL SECTOR INCLUDING INSECURITY, THEFT, VANDALISM AND CORRUPTION TO FULFILL ITS ECONOMIC POTENTIAL**

There is no gainsaying that this dedication to adopting emerging technology remains high on the country's agenda in 2025. From state-of-the-art exploration tools to advanced extraction techniques, Nigeria is embracing technological advancements to ensure the sustainable and efficient extraction of its vast oil reserves.

For one, the introduction of modern 3D and 4D seismic imaging tools by the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) have been instrumental in Nigeria's oil fields over the past year. With these technologies offering more detailed and precise images of underground reservoirs, enabling operators to make better-informed decisions on exploration sites, it is becoming easier to identify potential drilling sites quicker and reduce the cost of operations.

The adoption of drones for aerial surveillance of oil rigs and offshore platforms has been just as pivotal. Now, operators can utilise unmanned aerial vehicles (UAVs) to monitor equipment and infrastructure from a safe distance, identifying potential maintenance needs or detecting gas leaks without putting human workers in harm's way. This adoption has also been vital in reducing cost and time associated with traditional inspections.

Interestingly, after recording a 1.45% growth in national oil reserves and a 26% increase in oil production between April 2023 and November 2024, the NUPRC—tasked with revitalising Nigeria's oil sector—has identified new technologies to further streamline its processes and reduce costs. A notable strategy among the Commission's enunciated plans to bridge the current production gap of 350,000 barrels per day to meet Nigeria's 2025 budget's crude oil

INSPIRED BY ITS LEADERSHIP'S VISION, THE NUPRC CONTINUES TO DEMONSTRATE A RESOLUTE COMMITMENT TO LEAVING NO GAPS IN ITS EFFORTS EVIDENCED BY ITS ENGAGEMENT WITH GLOBAL STAKEHOLDERS FOR STRATEGIC PARTNERSHIPS TO DRIVE THE IMPLEMENTATION OF ADVANCED TECHNOLOGIES

production target of 2.062 million barrels per day, is the digitisation of upstream regulatory activities to drive compliance and operational efficiency.

This digitised process is expected to include the adoption of AI-powered predictive maintenance to help operators identify potential equipment failures before they occur. It also seeks to adopt advanced metering technology for accurate hydrocarbon measurement and data collection and IoT devices to monitor oil rigs and pipelines in real time for improved decision-making.

Also, Nigeria, like other oil-producing nations, acknowledges the global shift toward renewable energy sources. As oil-rich nations commit to reducing carbon emissions and combating climate change, the country is also intensifying its efforts to diversify its energy mix through increased investments in renewable energy projects and technology. Critically, the country's efforts toward achieving its pledge of net-zero carbon emissions by 2060 are expected to gain momentum in 2025. The NUPRC's advancement of Carbon Capture and Storage (CCS) technologies and the development of a carbon credits framework to incentivise decarbonisation and emission reduction projects will take centre stage.

The upcoming Africa Energy Bank, backed by the Commission, is similarly expected to play a critical role in this effort in the coming months. It will create jobs and provide financial support for oil and gas businesses committed to utilising technology in reducing Nigeria's carbon footprint.

As recently reiterated by the Commission's Chief Executive, Engr. Gbenga Komolafe, this is a critical time for the oil sector to embrace more innovative technologies to advance its cause. Inspired by its leadership's vision, the NUPRC continues to demonstrate a resolute commitment to leaving no gaps in its efforts evidenced by its engagement with global stakeholders for strategic partnerships to drive the implementation of advanced technologies.

Indeed, by utilising digital innovations for sustainability, efficiency and profitability in its oil and gas sector in 2025, Nigeria is poised for a promising economic upturn. Ultimately, incorporating more cutting-edge solutions will set the nation on the path to becoming more than a side player in shaping a new global era of oil exploration and extraction.. ■

SUSTAINABLE DEVELOPMENT GOALS: HOW NIGERIA'S PETROLEUM SECTOR IS ALIGNING WITH GLOBAL OBJECTIVES

- Lekan Fatodu -

REMARKABLY, THE COUNTRY, WHICH HAS KICKSTARTED A MUCH-NEEDED REFORM OF ITS HISTORICALLY TROUBLED OIL INDUSTRY IN THE PAST FEW YEARS, RECOGNISES THE SIGNIFICANT STEPS IT MUST MAKE TO MEET SET SUSTAINABILITY TARGETS

The defining moment in the United Nations' Sustainable Development Goals (SDGs) mandate for member nations is fast approaching. In just five years, the first critical global assessment of progress will take place, evaluating how well nations have advanced toward achieving these ambitious objectives. With 2030 as the deadline, countries must demonstrate tangible progress in addressing climate change, economic inclusivity, energy sustainability and responsible industrialisation.

For oil-producing nations, the pressure to align petroleum sector activities with global sustainability standards is even more intense.

An evolving energy transition agenda means oil-rich countries must now prove their ability to strike a balance between economic growth and environmental responsibility. In particular, the global push for decarbonisation, energy diversification and emissions reduction has placed a spotlight on major petroleum producers, compelling them to adopt greener technologies, enforce stricter regulations and implement industry-wide reforms.

As Africa's largest oil producer and a key player in global energy markets, Nigeria finds itself in this pool. Remarkably, the country, which has kickstarted a much-needed reform of its historically troubled oil industry in the past few years, recognises the significant steps it must make to meet set sustainability targets.

One of the most pressing issues in Nigeria's petroleum sector is gas flaring, a long-standing environmental problem that contributes to climate change and energy wastage. A 2023 World Bank's Global Gas Flaring Tracker Report names the country as one of the top gas-flaring nations, with oil companies operating in its oil-rich regions flaring an estimated 211.73 million cubic meters (7.48 billion cubic feet) of gas. Unfortunately, this practice doesn't support the UN's objectives of affordable and clean energy provision to mitigate climate concerns (SDG 7 and 13).

It is, therefore, expected that the persistence of this activity will raise serious concerns about the feasibility of Nigeria meeting its pledge to achieve net-zero carbon emissions in its oil fields by 2060.

However, the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), responsible for ensuring sustainable practices in Nigeria's oil sector, continues to take proactive steps toward addressing this issue. After enacting a series of regulatory measures following its establishment, the Commission has introduced new strategies to curb flaring activities while promoting the utilisation of gas for domestic consumption and export.

The restructured Nigeria Gas Flare Commercialisation Programme (NGFCP), an initiative designed to convert flared gas into commercially viable energy sources, has become a major driver of these decarbonisation efforts. Since the programme's activation, over 40 flare sites have been auctioned to verified bidders. Similarly, the National Gas Expansion Programme (NGEP) is inspiring the shift from crude oil-based fuels to cleaner alternatives,

such as Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG), to align Nigeria with global clean energy policies.

Over the next few years, the Commission aims to further strengthen its efforts toward significantly reducing carbon and greenhouse gas emissions through initiatives such as the adoption of advanced Carbon Capture, Utilisation and Storage (CCUS) technology, and the sustained implementation of a carbon credits framework.

Despite being a major focus of its sustainability framework, Nigeria's actions extend beyond merely addressing climate concerns. Inspired by the Petroleum Industry Act (PIA), the country's oil sector is also making strides toward achieving the global objective of building resilient infrastructure, supporting innovation and promoting inclusive and sustainable industrialisation (SDG 9).

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> **IT HAS IDENTIFIED THE ADOPTION OF ADVANCED METERING TECHNOLOGY TO ENHANCE HYDROCARBON MEASUREMENT ACCURACY AS ONE OF THE KEY FACTORS IN ACHIEVING THIS TARGET**

Nigeria's petroleum sector has historically been dominated by multinational corporations, often leading to limited local participation. The NUPRC is making sure this remains a thing of the past. The Commission especially champions policies that promote increased local employment and skill acquisition programmes, leaning on the Nigerian Oil and Gas Industry Content Development Act as well as collaboration with the Nigerian Content Development and Monitoring Board (NCDMB).

More importantly, the NUPRC has been welcoming of advanced technology to streamline its operations. Its encouragement of oil operators to utilise modern 3D and 4D seismic imaging tools in exploring oil fields for better efficiency is particularly proving pivotal. Now, the Commission has fully set its sights on employing other innovative technologies such as artificial intelligence (AI), IoT (Internet of Things), machine learning and many others to ease operational pressures and minimise costs.

In fact, as it aims to optimally increase oil production to 2.062 million barrels per day to meet Nigeria's 2025 budget expectations, the NUPRC emphasises that digitising its processes will be crucial. Hence, it has identified the adoption of advanced metering technology to enhance hydrocarbon measurement accuracy as one of the key factors in achieving this target.

Also holding significant importance in Nigeria's efforts to align with global objectives is its commitment toward environmental compliance and responsible production (SDG 12 and 13).

Reports indicate that, over the past six decades, more than 40 million liters of crude oil have been spilled in the

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> **IT ENSURES THAT OIL-PRODUCING COMMUNITIES RECEIVE DIRECT ECONOMIC BENEFITS FROM PETROLEUM OPERATIONS, THEREBY PLAYING A CRITICAL ROLE IN MITIGATING SOCIAL UNREST AND FOSTERING COMMUNITY-DRIVEN DEVELOPMENT**

Niger Delta, posing a major threat to biodiversity and human health. Given the impact of oil spills, pollution and habitat destruction on local communities, it has become imperative for Nigeria to enforce stricter environmental regulations and adopt sustainable practices in its petroleum sector.

Over the past few years, the government has called for unified efforts to mitigate these challenges by strengthening monitoring systems, enforcing cleanup measures and promoting the use of environmentally friendly technologies. In response, the NUPRC has strengthened environmental regulations by mandating Environmental Impact Assessments (EIAs) before new oil projects. The Commission has also begun to enforce strict penalties for oil spills and pollution to hold companies accountable, while promoting sustainable drilling technologies to reduce ecological damage.

The recently established Host Communities Development Trust (HCDT) takes this effort even further. It ensures that oil-producing communities receive direct economic benefits from petroleum operations, thereby playing a critical role in mitigating social unrest and fostering community-driven development.

While significant progress has been made, it is important to note that challenges remain. The NUPRC, however, has strong confidence that issues related to the slow transition to clean energy, lack of commitment to environmental responsibility, non-compliance with institutional frameworks and fractured relationships among stakeholders, oil sector players and local communities will become a thing of the past soon.

With 2030 fast approaching, Nigeria's ability to navigate these challenges and fully integrate sustainability into its petroleum sector will determine its success in meeting global objectives. Achieving this holds critical weight for the nation, as it promises a future where economic prosperity and environmental responsibility effortlessly coexist.. ■

CRUDE OIL MARITIME OPERATIONS IN NIGERIA

– Ikechukwu Okoro –

Over the last few years, you may have noticed increased maritime operations in the Nigeria crude oil industry. While international crude oil operations have mainly been through the maritime using vessels such as crude oil tankers to transport crude oil from terminals to refineries worldwide, crude oil transportation from production platforms to terminals in Nigeria, has traditionally been through pipelines. However, the situation is changing with a significant increase in operations through the maritime industry using barges. For this reason, let's unpack this industry, as it is increasingly becoming critical to the realisation of the vision and mission of the NUPRC!

Why the Maritime Industry is Important to NUPRC

1. GLOBAL REACH

Nigeria exports most of its crude oil produce to distant locations. Shipping enables the transport of crude oil across continents, ensuring a steady supply to meet global energy demands.

2. USE OF FPSO AND FSO TERMINALS

Most of Nigeria's export terminals are on floating structures! Twenty-four out of twenty-nine operational crude oil terminals in Nigeria are either FPSO (Floating Production, Storage and Offloading) or FSO (Floating Storage and Offloading! These are converted ships or floating structures with the capacity to receive crude oil through pipelines, ships and barges and then evacuate into export ships.

3. BRIDGING THE GAP CREATED BY DETERIORATING CRUDE OIL PIPELINE INFRASTRUCTURES AND REMOTE OIL FIELD LOCATIONS

Pipeline infrastructure is either unavailable in remote locations or deteriorating due to age and vandalism. Therefore, the increasing popularity of ships, barges as short-term solutions to ensure crude oil continues to be produced and evacuated. There are currently about 20 active barging permits.

> **THIS TRANSPARENCY EMPHASISES THE CREDIBILITY OF THE NUPRC AND REINFORCES NIGERIA'S COMMITMENT TO CREATING A FAVOURABLE INVESTMENT CLIMATE**

At this point it is important to emphasise that barging through the creeks is only a short-term arrangement and the Commission is pushing to have most our crude production piped to the terminal as this is the most cost, environmentally and logistically effective crude oil transportation mode.

THE DIFFERENT TYPES OF VESSELS

The Nigerian crude oil industry utilises various vessels and structures designed to store and evacuate crude oil in the maritime and offshore industry. These vessels can mainly be categorised as ships, barges, FSO and FPSO.

- **Ships:** Large, self-propelled vessels designed for deep-water navigation. They transport crude oil volumes through the open sea and waterways with high drafts.
- **Barges:** Flat-bottomed boats, typically non-self-propelled. They are used on rivers, canals and sheltered waters with very low drafts. They are mainly towed or pushed by tugboats.
- **FSO (Floating Storage and Offloading):** A ship or converted oil tanker used for storing oil. They store crude oil produced from offshore platforms and offload it to tankers for export. They are moored at a single location for an extended period.
- **FPSO (Floating Production, Storage and Offloading):** A floating vessel that produces, processes, stores and offloads oil. They are moored at offshore oil fields, process crude oil, store them until they can be transferred to oil tankers for export.

CERTIFICATIONS/ APPROVALS GRANTED BY THE COMMISSION TO THESE VESSELS

NUPRC ensures the vessels meet certain minimum standards in their operations by issuing licenses and approvals. The most important ones are:

- **Coastal Vessel License:** This applies to ships and barges and is issued on a calendar year basis. This license ensures the Commission has a detailed record of the vessel, and that her integrity, safety and navigation equipment meet both international standards and the Commission's Procedure Guides.
- **Tank Calibration Table:** This applies to all crude oil storage facilities and consequently to these vessels that include ships, barges, FPSO and FSO. Due to the importance of accurately determining evacuated crude oil volume, the storage tanks are calibrated at most every 60 months.
- **License to Operate:** This applies to FPSO and FSO which are fixed facilities for crude oil storage and export. The license approval process passes through project approval phases and a License to Operate issued at the end. This approval is renewed annually based on a

conformity assessment inspection.

USEFUL CONCEPTS

As the volume and capacity to store crude oil is an important feature of the vessels to the Commission, the following are useful concepts to note:

- **Gross Tonnage (GT):** A measure of the overall internal volume of a ship, calculated based on the molded volume of all enclosed spaces and used to determine the vessel's size for regulatory and port fee purposes.

- **Net Tonnage (NT):** A measure of the useful capacity of a ship, representing the volume of cargo spaces derived from gross tonnage, mainly used for calculating revenue-producing metrics and determining port fees and regulatory requirements.

- **Deadweight (DWT):** The total weight a ship can safely carry, including cargo, fuel, passengers, crew, water and provisions, indicating the vessel's carrying capacity.

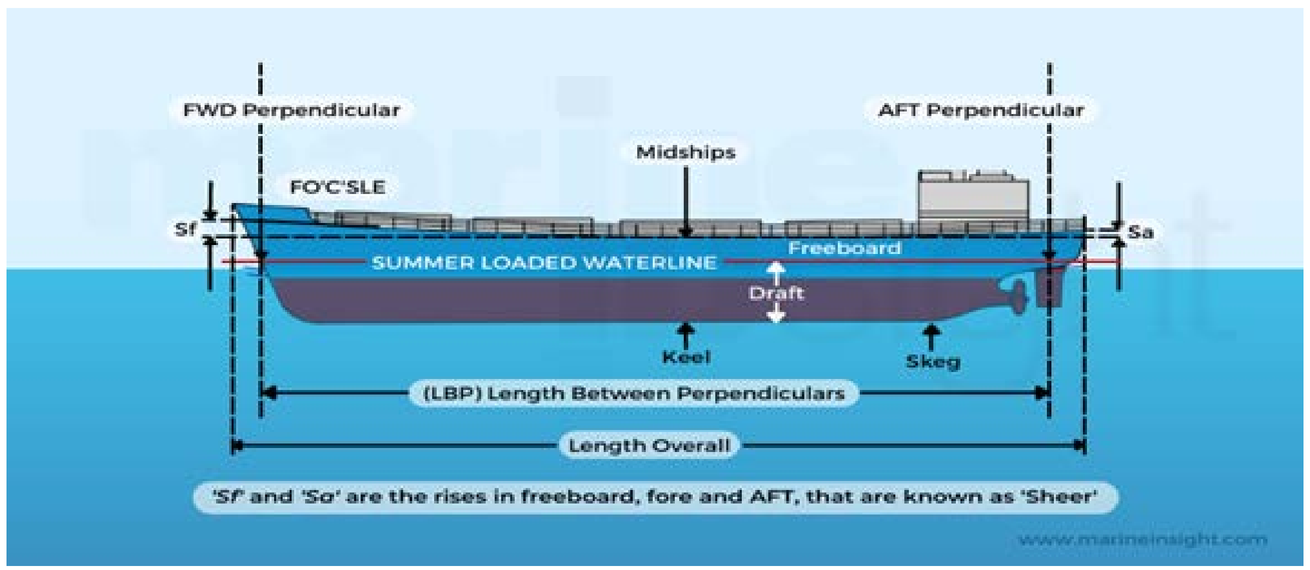
- **Cargo Capacity:** This is the volume or weight of cargo a ship can carry, determining how much cargo a ship can transport, affecting operational efficiency.

The key difference between deadweight (DWT) and cargo capacity is that while deadweight measures the weight of the ship giving an indication of the cargo the ship can carry, the cargo capacity tracks the total volume available for storage.

Consequently, coastal vessel license indicates the deadweight of a vessel, while the tank calibration table will indicate the cargo capacity of the vessel.

OTHER USEFUL CONCEPTS

- **Ship Draft:** This is the vertical distance between the waterline and the bottom of the hull (or keel) of a ship. This is most essential in barges due to its use in low draft waterways. The more the weight of the fluid in a barge, the more water it must displace to float (remember Archimedes' principle!). This volume translates into increased height displacement into the water.



- **Ship-to-ship (STS) transfer:** This refers to the process where crude oil is transferred from one ship/barge to another while at sea. The primary purpose of STS is to facilitate crude oil movement between barges/ships without requiring a port. This particularly in important in barging operation due to depth limitations of most of the Niger delta water ways.

Credit to G-Valeriy / Shutterstock.com

SAFETY AND ENVIRONMENTAL CONSIDERATIONS

1. **Regulations:** International conventions like MARPOL (International Convention for the Prevention of Pollution from Ships) and SOLAS (Safety of Life at Sea) set standards for constructing, equipping and operating ships to prevent accidents and environmental damage. The Commission aligns with these conventions in granting license and approvals to these vessels.

2. **Spill Response:** Shipping / barging companies must have contingency plans and resources ready to respond to oil spills and other accidents. This includes training crews and maintaining equipment for rapid deployment in case of an emergency.

3. **Emissions Control:** The industry is working on reducing emissions from ships by adopting cleaner fuels, improving engine efficiency and deploying technologies such as scrubbers and ballast water management systems.

CHALLENGES AND INNOVATIONS

1. **Piracy and Security:** Maritime vessel routes remain vulnerable to piracy. Measures such as adopting stringent journey management plans that incorporate armed security personnel, rerouting and naval patrols help mitigate these risks.

2. **Technological Advancements:** Innovations in ship design, such as improved navigation systems and enhanced hull coatings, increase efficiency and safety in shipping operations.

3. **Sustainability**: The industry is exploring alternatives to traditional fuels, such as LNG and hydrogen, to reduce the environmental impact of shipping. Additionally, efforts are being made to develop more sustainable ship recycling practices.

CONCLUSION

The maritime industry has become the backbone of the oil and gas industry, enabling the seamless movement of resources needed to power economies worldwide. While the sector faces numerous challenges, ongoing innovations and strict regulatory frameworks ensure efficient and safe operations. The future of the crude oil industry looks promising with advancements in tec nology and a growing focus on sustainability. ■

ASSESSING THE FISCAL IMPLICATIONS OF THE PETROLEUM INDUSTRY ACT 2021 IN THE CONTEXT OF GLOBAL ENERGY TRANSITION: **RISKS TO NIGERIAN GOVERNMENT REVENUE**

- **Dr. Efre, Cyril E** -

ABSTRACT

This paper evaluates the potential risks to Nigeria's government revenue posed by the global energy transition, the implementation of the Petroleum Industry Act (PIA) 2021, and the energy policies introduced during Donald Trump's 2025 presidency. The study underscores critical vulnerabilities and opportunities within Nigeria's oil-dependent economy by drawing on historical data, scenario projections, and policy analysis. The findings reveal that while the PIA's revised fiscal framework can attract investment and stabilise short-term revenues, the global transition toward renewable energy could precipitate a 40% decline in oil revenue by 2040 under a rapid transition scenario.

Furthermore, President Trump's renewed emphasis on U.S. energy dominance has escalated competition in the global oil market, applying downward pressure on crude oil prices and diminishing demand for Nigerian exports. In response, OPEC+ nations may deploy counterstrategies such as production adjustments and market diversification to stabilise prices. However, these measures could inadvertently limit Nigeria's export volumes, exacerbating fiscal pressures. Nigeria's renewable energy investment - currently under $1 billion annually - lags far behind global allocations, which exceed $250 billion, leaving the country ill-prepared for an energy landscape increasingly dominated by renewables.

The paper emphasises the urgent need for policy interventions, including diversifying the economy, increasing renewable energy investments to a minimum of $2 billion annually, and ensuring transparency and accountability in utilizing community development funds. These reforms are crucial for mitigating fiscal risks, adapting to global energy dynamics, and positioning Nigeria for long-term economic sustainability in a changing energy landscape.

1. INTRODUCTION

1.1 BACKGROUND

Nigeria's economy depends significantly on oil revenues, which account for approximately 50% of government revenue and 90% of export earnings. This dependence has historically rendered the country vulnerable to fluctuations in global oil prices, resulting in fiscal instability and economic volatility. Despite its abundant natural and human resources, Nigeria has faced challenges diversifying its economy beyond oil, rendering it particularly susceptible to global energy market dynamics.

The Petroleum Industry Act (PIA) 2021, introduced as a landmark reform to address inefficiencies in Nigeria's oil and gas sector, aims to create a more transparent and investor-friendly framework by revising fiscal terms, restructuring the Nigerian National Petroleum Corporation (NNPC) into a commercially focused entity, and establishing a fund for host community development. While the PIA has been praised for its potential to attract foreign direct investment (FDI) and enhance short-term revenues, its success hinges on effective implementation and sustained production growth.

In January 2025, President Donald Trump declared a national energy emergency, initiating policies to boost U.S. fossil fuel production and expedite energy project permitting. These actions aim to lower domestic energy prices and enhance U.S. energy exports.

OPEC+ nations have engaged in discussions to stabilise global energy markets. For instance, energy ministers from Saudi Arabia, Iraq, and Libya met in Riyadh to deliberate on market stability strategies. While specific counterstrategies have not been publicly detailed, OPEC+ has historically employed production adjustments and market diversification to manage global oil prices.

These developments present significant considerations for Nigeria's economy, which remains heavily dependent on oil revenues. Increased U.S. fossil fuel production and

OPEC+'s strategic responses could influence global oil prices and demand, impacting

Nigeria's fiscal stability.

At the same time, the global energy landscape is experiencing a significant transformation. International commitments to tackle climate change, advancements in renewable energy technology, and the increasing adoption of electric vehicles are speeding up the transition from fossil fuels. By 2023, global investments in renewable energy exceeded $250 billion annually, highlighting this trend. For Nigeria, these changes pose both risks and opportunities. The country faces the dual challenge of managing declining oil demand while positioning itself in the burgeoning renewable energy economy.

1.2 OBJECTIVES

This paper examines the potential effects of President Trump's 2025 energy policies and OPEC+'s counterstrategies on Nigeria's government revenues, providing insights into the challenges and opportunities arising from these global energy dynamics.

2. ANALYSIS

2.1 Historical Trends in Oil Revenue

Nigeria's oil revenue has historically shown significant volatility due to fluctuating global oil prices. Figure 1 illustrates revenue trends from 2000 to 2023, highlighting sharp declines during periods of low oil prices (e.g., 2014–2016). These fluctuations are primarily attributed to global market dynamics, including geopolitical events, supply gluts, and shifts in demand. For instance, the revenue drop from 2014 to 2016 coincided with a considerable decline in global oil prices due to oversupply and reduced demand growth. Conversely, periods of elevated oil prices, such as the early 2000s, resulted in revenue surges, underscoring Nigeria's vulnerability to external market forces.

Further disaggregating the data, oil production levels have also played a critical role. In contrast, high oil prices boosted revenues in the early 2000s, but declining production due to underinvestment in exploration and infrastructure restricted revenue growth. Notably, the rise of militant activities in the Niger Delta during the mid-2000s further exacerbated revenue instability, as oil facilities were often shut down or damaged.

The analysis highlights Nigeria's systemic overreliance on favourable external conditions, which renders its oil revenues vulnerable to shocks. The Petroleum Industry Act 2021 aims to address these vulnerabilities by providing incentives for deepwater exploration and enhancing sector efficiency. For instance, reduced offshore royalties and more precise fiscal terms are designed to attract long-term foreign direct investment (FDI) and rejuvenate production. Presumably, these improved terms should result in predictability in revenue expectations and exert some control over revenue fluctuations.

Figure 1 demonstrates that Nigeria's revenues will continue to be closely tied to fluctuating global oil prices unless structural diversification and modernization occur. This underlines the urgent necessity for policies that decouple government income from oil dependency.

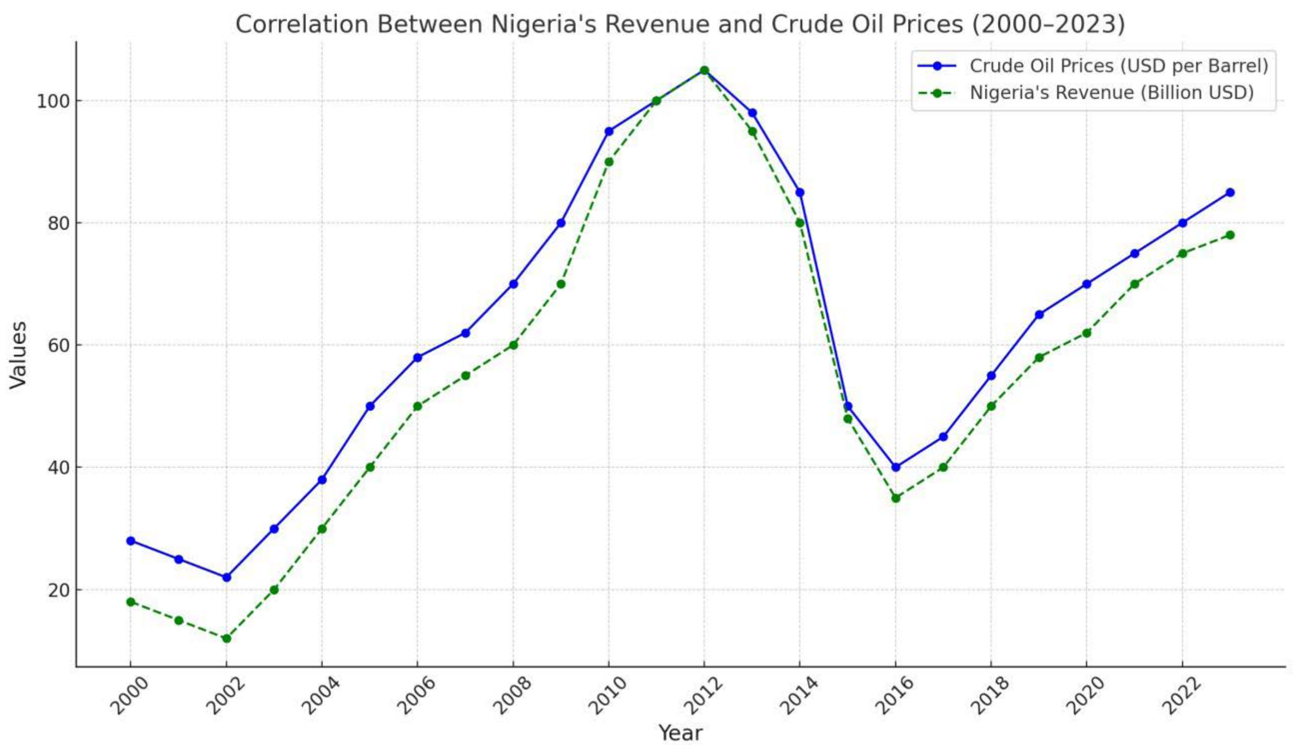


Figure 1: Correlation between Nigeria's Oil Revenue and Crude Oil Price

2.2 GLOBAL INVESTMENT TRENDS

Figure 2 offers insights into the global shift in energy investments, emphasising the increasing allocation towards renewable energy. Since 2000, investments in renewables have shown a consistent upward trend, rising from approximately $20 billion to over $250 billion by 2023. In contrast, investments in fossil fuels have steadily declined, reflecting a global pivot towards more sustainable energy sources.

This divergence in investment patterns highlights the growing appeal of renewables, driven by technological advancements, cost reductions, and global policy incentives. The waning interest in fossil fuels presents significant risks to oil-dependent economies like Nigeria. For instance, Nigeria risks being left behind in a rapidly evolving global energy market if it does not diversify its energy portfolio.

Analyzing Nigeria's position within this trend reveals that the country's investment in renewable energy remains disproportionately low. While global leaders such as China and the European Union have made substantial progress in transitioning to renewables, Nigeria's emphasis on oil has impeded its ability to benefit from the global energy shift.

Figure 2 highlights the urgency of aligning national energy policies with international trends to ensure long-term fiscal and economic stability.

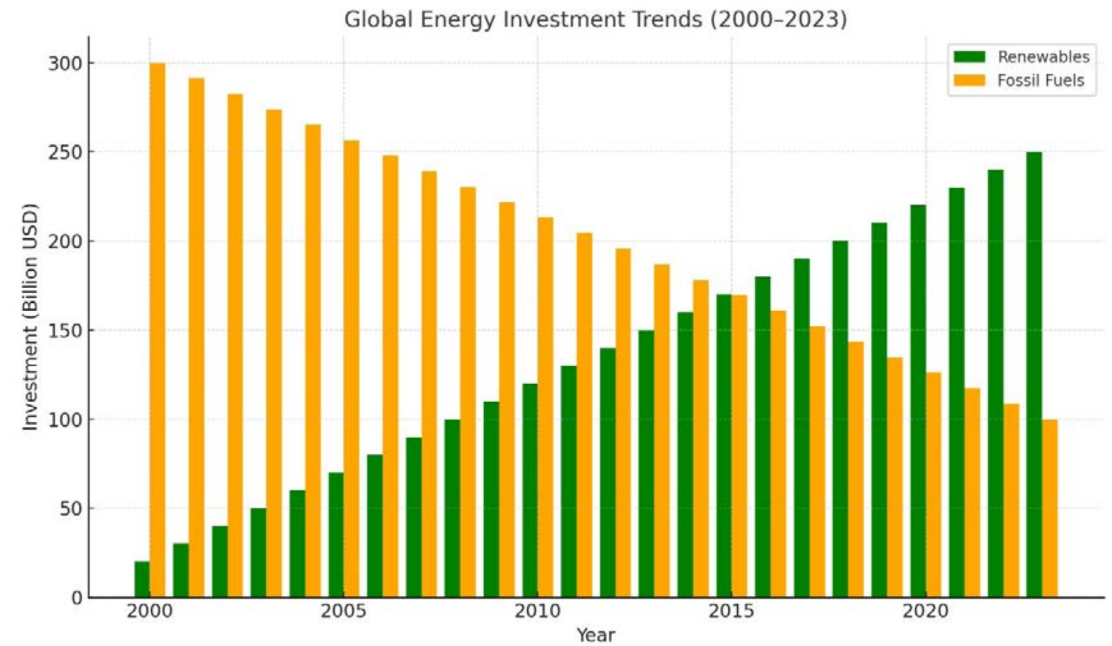


Figure 2a: Global Energy Investment Trends (2000-2023)

The "Simulated Global Energy Mix Dynamics (2023-2040)" chart (Figure 2b) provides insights into the projected transformation of the global energy landscape over the next two decades. This transition is driven by multiple factors, including environmental policies, technological advancements, and shifts in market demand.

The chart highlights an inevitable shift in global energy dynamics where fossil fuels decline, renewables surge, and nuclear energy sees moderate growth. Countries that proactively adapt to these trends will secure long-term energy and economic stability, while those that remain overly reliant on fossil fuels risk economic stagnation and fiscal crises.

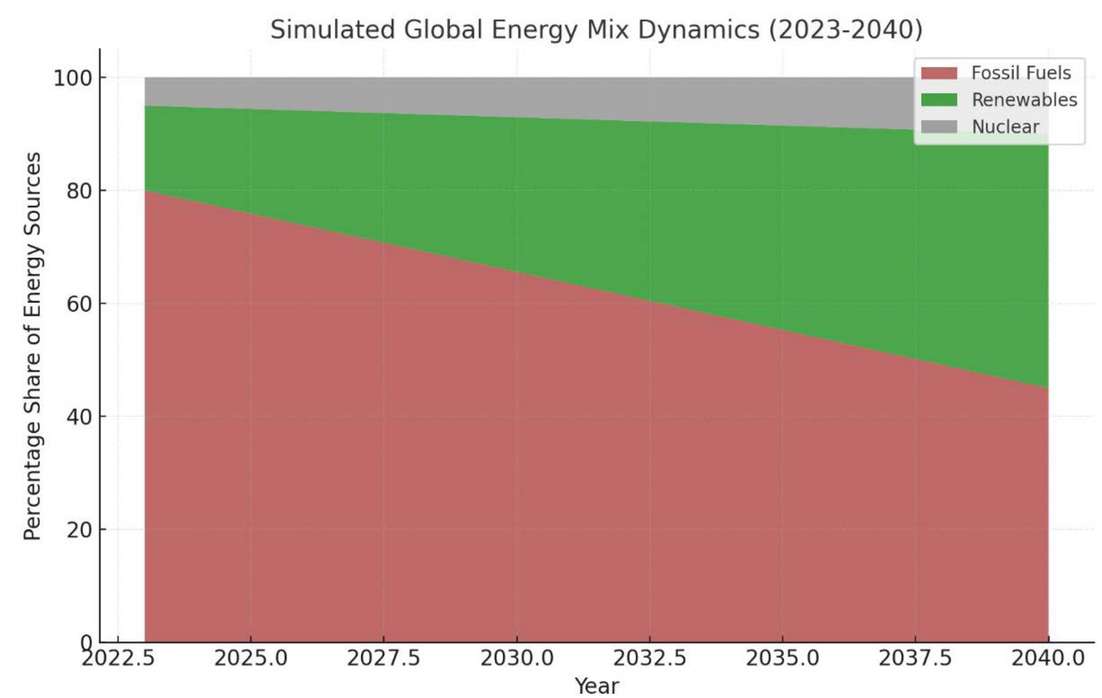


Figure 1b: Simulated Global Energy Mix Dynamics (2023 - 2024)

2.3 RISKS FROM ENERGY TRANSITION

In the Rapid Transition scenario (illustrated in Figure 3 below), Nigeria's oil revenue could decline by as much as 40% by 2040 due to diminishing global demand for fossil fuels. Figure 3 compares projected revenues across baseline, moderate transition, and rapid transition scenarios. This highlights the pressing need for proactive diversification strategies and investments in alternative energy sectors to mitigate the long-term fiscal risks posed by the global energy transition.

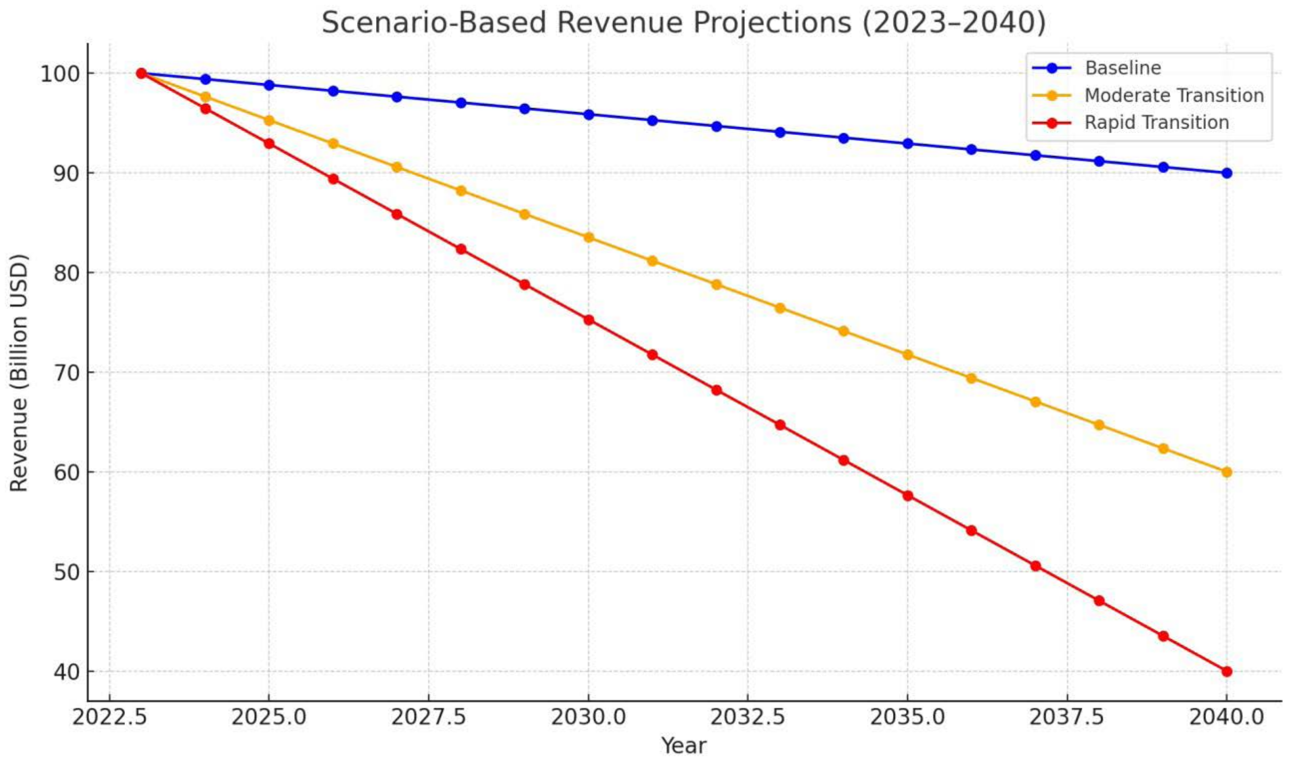


Figure 3: Scenario Based Revenue Projection (2023-2040)

2.4 PIA FISCAL TERMS

Table 1(a, b, and c) highlights the critical changes to fiscal terms introduced by the PIA, which aim to attract investment and ensure better revenue allocation.

Terrain	Onshore	Shallow Water	Deep Offshore	Inland Basin & Frontier
Companies Income Tax (CIT)	30% for Oil and Gas industry in Upstream Operations			
Hydrocarbon Tax	Converted OML = 30% Green PML = 15%	Converted OML = 30% Green PML = 15%	Converted OML = N/A Green PML = N/A	N/A
Petroleum Profit Tax (PPT)	1st 5 years = 65.75% > 5 years = 85.00%		50%	
Cost Price Ratio	CPR Limit = 65% of gross revenues			
Cost Consolidation	Across Terrains			
PSC Cost Limit	Brown PSC = 60% based on total oil production New PSC + 70% based on total oil production			

TERRAIN	New Leases	Production Allowance Per Field		Petroleum Act Investment Allowance
	Cumulative Oil Production	LOWER OF		Rate
Onshore	Up to 50 MMbbls	$ 8.00	20% of FP	5%
	Above 50 MMbbls	$ 4.00	20% of FP	
Shallow Water	Up to 100 MMbbls	$ 8.00	20% of FP	10% (<= 100m)
	Above 100 MMbbls	$ 4.00	20% of FP	15% (<= 200m)
Deep Offshore & Frontier Basins	Up to 500 MMbbls	$ 8.00	20% of FP	50% (ITC/ITA)
	Above 500 MMbbls	$ 4.00	20% of FP	
Conversion Contracts				
All terrains	No Limit	$ 2.50	20% of FP	

TERRAIN	Tranches		PIA Rate	Mechanism	Petroleum Act Rate	Gas Royalties
	Oil Royalties (Bopd)				Fixed Rate	
Onshore	First	5,000	5.0%	Sliding	20.00%	PIA Domestic Sales 2.5%
	Next	5,000	7.5%			
	Above	10,000	15.0%	Sliding		
Shallow Water (up to 200m water depth)	First	5,000	5.0%	Sliding	18.50%	PIA Export Sales 5.0%
	Next	5,000	7.5%			
	Above	10,000	12.5%	Sliding		
Deep Offshore (>200m water depth)	Up to	50,000	5.0%	Sliding	10.00%	PA: Onshore 7%. Offshore/Frontier/Deep Offshore 5.0%
	Above	50,000	7.5%	Sliding		
Frontier Basin			7.50%	Flat	5.00%	

KEY OBSERVATIONS:

1. **Royalties (Offshore):**
The reduction in offshore royalties from ~10% to ~7.5% reflects a deliberate strategy to enhance the competitiveness of deepwater projects against global benchmarks. While this incentivises production, it could lead to lower per-barrel revenue for the government, especially if global oil prices remain low.

2. **Royalties (Onshore):**
Lowering onshore royalties from 20% to 15% aims to encourage development in mature and marginal fields. This change is expected to stimulate production, particularly from local and smaller operators, balancing revenue loss with broader industry participation.

3. **Profit Tax:**
Transitioning from a flat 50% profit tax to a variable structure linked to profitability introduces flexibility. This change ensures that the government captures higher revenues during periods of elevated oil prices while providing relief to operators during low-price cycles, potentially reducing the risk of project abandonment.

4. **Company Income Tax (CIT):**
Maintaining the 30% CIT rate offers stability, which is critical for investor confidence. The absence of changes in this area reflects the government's effort to avoid further fiscal pressures on operators.

5. **Host Community Development Fund Contribution**:
The introduction of a 3% operating expenditure levy marks a significant shift toward addressing long-standing grievances in oil-producing communities. While this promotes social equity, it increases producers' operational costs, requiring careful monitoring to ensure funds are effectively utilised.

The PIA framework creates a more flexible and investment-friendly fiscal environment. However, its success depends on increasing oil production to compensate for potential revenue shortfalls caused by lower royalty rates. To achieve this balance, effective implementation and rigorous monitoring are essential to ensuring both investment growth and sustainable revenue generation.

2.5 IMPACT OF DONALD TRUMP'S PRESIDENCY ON THE GLOBAL ENERGY LANDSCAPE (2025 ONWARDS)

Donald Trump's renewed presidency from 2025 introduces significant shifts in the global energy landscape, mainly due to policies emphasising fossil fuel production, reduced federal support for renewables, and a focus on U.S. energy independence. These policies directly affect global crude oil production, prices, renewable energy investment, and Nigeria's revenue stability:

1. Crude Oil Production and Supply
In 2025, President Trump declared a national energy emergency to boost U.S. oil and gas production. This policy will significantly increase U.S. crude oil output, potentially oversupplying global markets. It will also accelerate shale oil exploration and expand drilling in previously restricted areas, including Alaska. Increased supply from the U.S. will heighten competition for traditional oil exporters like Nigeria, whose dependence on crude oil exports to maintain fiscal budgets may encounter additional challenges. Nigeria's share in the global market could diminish as countries like the U.S. prioritise domestic production and exports.

2. Crude Oil Prices
The renewed focus on U.S. energy dominance may exert downward pressure on global crude oil prices due to oversupply. For Nigeria, where government budgets often rely on an oil price benchmark,

sustained low prices could exacerbate fiscal deficits. For instance, a $10 per barrel decline from assumed budget benchmarks could diminish Nigeria's annual oil revenue by over $5 billion. Moreover, President Trump's potential foreign policy actions, such as sanctions on energy-exporting countries or alterations in trade agreements, could bring volatility to global oil markets. This unpredictability presents challenges for Nigeria's fiscal planning.

3. Investment in Renewables

President Trump's policies deprioritise investment in renewable energy in the U.S., which includes reduced funding for green infrastructure projects and a renewed withdrawal from international climate agreements. While this results in a short-term slowdown in U.S. renewable growth, it may also redirect global investments towards Europe, Asia, and developing markets. This allows Nigeria to attract increased foreign investment in renewable energy, especially from countries prioritizing decarbonisation. However, without significant policy incentives and infrastructure readiness, Nigeria risks missing this potential influx of capital

Donald Trump's presidency underscores the pressing necessity for Nigeria to diversify its economy away from oil. Dependence on crude oil revenue, which constitutes 50% of governmental earnings, is untenable in a market increasingly characterised by oversupply and diminishing fossil fuel demand. Nigeria must adopt aggressive policies to mitigate these risks and attract renewable energy investments. Leveraging international partnerships, particularly with Europe and Asia, could unlock billions in green energy funding and infrastructure support.

2.6 OPEC+ COUNTERSTRATEGIES

In response to President Donald Trump's 2025 energy policies, which emphasise increased U.S. fossil fuel production and reduced support for renewable energy, OPEC+ is anticipated to implement several counter-strategies to maintain market stability and protect member revenues:

1. Production Adjustments

OPEC+ is likely to continue its strategy of coordinated production cuts to counteract potential oversupply resulting from heightened U.S. oil output. The alliance aims to prevent significant price declines and stabilise the market by reducing collective production. For instance, OPEC+ has previously withheld approximately 5.86 million barrels per day (bpd) from the market to support prices.

2. Market Diversification

To mitigate the impact of increased U.S. production, OPEC+ members may seek to strengthen their presence in emerging markets, particularly in Asia and Africa, where energy demand is projected to grow. By securing long-term supply agreements and investing in refining infrastructure in these regions, OPEC+ can diversify its customer base and reduce reliance on traditional markets.

3. Collaboration with Non-OPEC Producers

OPEC+ might enhance cooperation with non-OPEC oil-producing nations to implement broader production management strategies. This expanded collaboration could help exert greater influence over global supply and prices, countering the effects of increased U.S. production.

4. Investment in Downstream and Petrochemical Sectors

Expanding capacities in downstream activities, such as refining and petrochemical industries, allows OPEC+ members to add value to their crude oil and reduce vulnerability to crude price fluctuations. By doing so, member countries can secure alternative revenue streams and enhance economic resilience.

5. Monitoring and Adapting to U.S. Policy Changes

OPEC+ will closely monitor U.S. policy developments, including potential sanctions on oil-producing nations like Iran and Russia, which could affect global supply dynamics. By staying vigilant, OPEC+ can adjust its strategies promptly to address any market disruptions arising from U.S. actions.

Nigeria's oil revenue is closely tied to the organisation's production decisions as an OPEC member. Adherence to OPEC+ production cuts may limit Nigeria's export volumes, affecting revenue. However, efforts to stabilise prices could offset some revenue losses. Nigeria's focus on increasing its production capacity

to 2 million bpd may lead to discussions within OPEC+ regarding its production quota. Higher production levels could strengthen Nigeria's position in negotiating more favourable quotas.

In summary, OPEC+ may employ a multifaceted approach, including production management, market diversification, and strategic investments, to counter the potential market impacts of President Trump's 2025 energy policies. Nigeria should navigate these strategies carefully to optimise its oil revenue and maintain economic stability.

3. POLICY IMPLICATIONS AND RECOMMENDATIONS

In light of President Donald Trump's 2025 energy policies and the subsequent counterstrategies by OPEC+, Nigeria should consider several policy implications to safeguard its economic stability:

1. Economic Diversification

The U.S. administration's efforts to boost domestic fossil fuel production and withdraw from international climate agreements are expected to increase the global oil supply, potentially leading to lower prices. OPEC+ may respond with production cuts to stabilise prices, which could limit Nigeria's export volumes. To mitigate the impact of these external factors, Nigeria should strengthen its efforts to diversify its economy beyond oil dependence. Investing in sectors such as agriculture, technology, and manufacturing can create alternative revenue streams and reduce vulnerability to fluctuations in the global oil market.

2. Renewable Energy Investment

The global shift towards renewable energy continues despite changes in U.S. policy. Nigeria's current annual investment in renewable energy remains under $1 billion, significantly behind global trends. Nigeria should strive to increase its renewable energy investments to at least $2 billion each year to stay competitive and ensure long-term energy security. This entails developing infrastructure for solar, wind, and hydroelectric power, which can diminish domestic dependence on oil and create new opportunities for economic growth.

3. Engagement with OPEC+

As OPEC+ implements strategies to counteract rising U.S. oil production, Nigeria must actively engage with the alliance to advocate for favourable production quotas. By participating in discussions and aligning with collective decisions, Nigeria can influence policies that balance global oil supply and demand, thereby supporting price stability. This collaborative approach can mitigate potential revenue losses due to external market pressures.

4. Fiscal Policy Reforms

Anticipated fluctuations in oil revenue necessitate prudent fiscal management. Nigeria should strengthen its fiscal policies by accumulating foreign exchange reserves during high oil prices and exercising caution in public spending. Robust fiscal buffers can protect against revenue shortfalls resulting from volatility in the global oil market.

5. Transparency and Accountability

Ensuring transparency in managing oil revenues and community development funds is crucial. Implementing stringent oversight mechanisms can prevent mismanagement and corruption and ensure that resources are utilised effectively for national development. By demonstrating a commitment to good governance, this approach can enhance public trust and attract foreign investment.

By proactively engaging with these policy areas, Nigeria can more effectively navigate the challenges of evolving global energy dynamics and ensure a more resilient economic future.

4. CONCLUSION

In conclusion, Nigeria's economic resilience is intricately linked to the evolving global energy landscape, particularly in light of President Donald Trump's 2025 energy policies and the strategic responses from OPEC+. The U.S. administration's aggressive push to enhance fossil fuel production and its withdrawal from international climate agreements are set to increase global oil supply, potentially applying downward pressure on oil prices. OPEC+'s countermeasures, such as coordinated production cuts and market diversification efforts, aim to stabilise prices but may inadvertently restrict Nigeria's oil export volumes.

These dynamics underscore the urgency of Nigeria's enacting comprehensive policy reforms. Diversifying the economy away from dependence on oil is crucial to mitigate the vulnerabilities linked to fluctuations in the global oil market. Significant investments in renewable energy infrastructure are essential to align with the global transition towards sustainable energy sources and secure alternative revenue streams. Furthermore, active engagement with OPEC+ is vital for negotiating favourable production quotas and influencing decisions directly impacting Nigeria's fiscal health.

By proactively addressing these challenges through strategic policy interventions, Nigeria can navigate the complexities of the current energy environment and lay the foundation for a sustainable and resilient economic future. ■

THE SUN SHINES AGAIN ON NIGERIA'S UPSTREAM OIL AND GAS SECTOR

- **Akpandem James,** fnge -

The Nigerian oil and gas sector is experiencing a significant resurgence, highlighted by a 1.45% increase in national oil reserves and a 26% rise in oil production from April 2023 to November 2024. The active rig count has surged from an average of eight in 2021 to 32 in January 2025, reaching 38 by February 20, 2025. By March of this year, the active rig count is projected to hit 50, signaling a renaissance in the country's oil and gas industry. These developments reflect remarkable growth in rig operations and indicate a boost in oil and gas production nationwide.

Increasing the number of active rigs is crucial for enhancing oil production. This goal lies at the heart of the Nigerian Upstream Petroleum Commission's (NUPRC) effort to reach a target of two million barrels per day for the Federal Government's 2025 budget. Engr. Gbenga Komolafe, the Commission Chief Executive (CCE), spoke to industry players at the Heirs Energies' Nigeria Petroleum Industry Leadership Discourse in Abuja on Thursday, February 20, 2025. He emphasised that the commission is committed to achieving this target by facilitating collaboration among key stakeholders, including funders and rig owners.

"Part of what we've done is to create a platform for interaction among key actors - funders, rig owners and others. Currently, we have an active rig count of about 38. Given our commitment to this project, we believe that by the end of March, we should achieve 50 rigs, which is our projection," Komolafe stated. "As we continue to drive this initiative, we believe that reaching this milestone will bring us closer to our goal of attaining the 2.5 million-barrel target."

Achieving this target not only depends on the number of active rigs but also involves combining several other factors. The Commission is keenly aware of this and has been collaborating with multi-client companies to undertake exploratory activities that could generate more data and encourage further investment in the Nigerian upstream sector. There has been notable progress in increasing oil production, primarily due to effective collaboration with security agencies, resulting in over a 40% reduction in oil theft and production deferment over the past year.

Also, the Commission achieved a significant milestone with the 2024 Bid Round, conducted on December 18, 2024. Winning and reserve bidders were announced for each block on offer during this event, which was held online in real time. Representatives from the Federal Ministry of Petroleum Resources, the Federal Ministry of Finance, the Nigeria Extractive Industries Transparency Initiative (NEITI) and the public participated in the process, ensuring adherence to the provisions of Section 74 of the Petroleum Industry Act (PIA) 2021. This approach ensured an open, transparent, and competitive bidding process, in line with Section 73(1)(a) of the Act. The resort to a real-time online Commercial Bid Conference marked a first in Nigeria's over 70 years of exploration and production history, and was aimed at enhancing transparency and boosting investor confidence.

INCREASE IN NIGERIA'S OIL RIG COUNT AND ITS ECONOMIC IMPACT

The increase in Nigeria's oil rig count has a significant impact on the economy, primarily through enhanced exploration and production activities aimed at achieving the target of 2.062 million barrels per day set in the 2025 budget. The number of oil rigs surged by 27% year-on-year, reaching 19 in March 2024. This increase indicates heightened exploration efforts and has attracted more investments in the oil sector. By February 2025, the number of active rigs rose further to 38.

This upward trend is largely attributed to the Petroleum Industry Act (PIA), which has improved fiscal incentives and governance, creating a more conducive environment for investment. The Nigerian Upstream Petroleum Regulatory Commission (NUPRC) has also played a vital role by providing regulatory guidelines and fostering collaboration among upstream operators, which helps optimise operations and enhance production efficiency. The support from the Presidency put the icing on the cake.

A sector-focused study indicates that a 1% increase in exploration activities correlates with a 0.4786%

"AS WE CONTINUE TO DRIVE THIS INITIATIVE, WE BELIEVE THAT REACHING THIS MILESTONE WILL BRING US CLOSER TO OUR GOAL OF ATTAINING THE 2.5 MILLION-BARREL TARGET

increase in economic growth over the long term and a 0.6030% increase in the short term. This suggests that more operational rigs can lead to higher oil output and revenue, ultimately benefiting Nigeria's GDP. However, the increase in rig numbers is yet to drive a proportional rise in production levels. Despite more active rigs in the past year, crude oil production has not experienced a significant boost, primarily due to challenges such as theft, aging infrastructure and operational inefficiencies - issues that industry regulators and stakeholders are addressing with promising results.

Engr. Gbenga Komolafe remains optimistic about the industry's outlook, noting that ongoing investments and exploration activities are expected to enhance production capabilities over time. The Commission initiated a process in October 2023 aimed at increasing production to 2.1 million barrels per day within the year. This effort includes the resurrection of inactive rigs and the deployment of new ones, as part of the "1 Million Barrel Per Day Incremental Production Initiative."

While the government's push for increasing rigs indicates potential economic benefits through investment and growth, it was essential to address the production challenges to enable full benefits for Nigeria's economy. At the Petroleum Industry Stakeholders' Forum in Abuja on January 16, Engr. Komolafe shared insights on the commission's efforts in this direction. He dismissed the claim of a bleak outlook for the industry, pointing to recent developments that indicate a positive trajectory.

The optimism in the sector is further bolstered by global market trends, particularly following Donald Trump's presidential victory in 2024, which sparked a nearly 4% rise in energy stocks. This rally signals renewed investor confidence in fossil fuel investments, which could positively impact Nigeria's upstream sector.

Looking ahead, the NUPRC has established a focused agenda for 2025 that includes effective implementation of the incremental production initiative and enhancing hydrocarbon measurement accuracy through new regulations. The agenda also includes digitalising regulatory activities for improved compliance, optimising unit costs per barrel to increase revenue, and conducting licensing bid rounds to revitalise non-performing assets. The Commission is committed to fostering transparency and accountability through innovative measures such as the Advanced Crude Oil and Liquids Accounting System (ACLAS) and the Automated Upstream Measurement and Evaluation Facility (AUMEF).

With these initiatives and a growing focus on natural gas exploration, Nigeria aims to position itself as a key player in the global energy landscape while aspiring to become Africa's energy hub. The relocation of the Africa Energy Bank headquarters to Abuja underscores this ambition, promising job creation and financial support for oil and gas ventures.

ENGR. KOMOLAFE ASSURED STAKEHOLDERS THAT THE COMMISSION WOULD CONTINUE TO MAXIMISE THE BENEFITS ALREADY ACHIEVED WITH THE HOST COMMUNITY DEVELOPMENT TRUST (HCDT) USING THE HOSTCOMPLY PORTAL, WHICH HAS DELIVERED POSITIVE OUTCOMES

PIA 2021 AND INVESTMENT IN THE SECTOR

The achievements in Nigeria's oil sector over the past three years can largely be attributed to the Petroleum Industry Act (PIA) of 2021, the support from the Presidency, the efforts of NUPRC and collaboration among stakeholders, especially the key industry players.

The PIA plays a significant role in shaping investment in Nigeria's oil sector through several key provisions to improve the regulatory and fiscal environment. Its goal is to create a more favorable investment landscape by enhancing fiscal terms, strengthening governance, addressing community needs and promoting gas utilization - all crucial for attracting local and international investors. The Act has improved the fiscal framework governing operations in the sector, enhanced transparency and governance, facilitated the development of host communities, promoted gas utilisation, and implemented structural reforms.

One of the PIA's major contributions is the introduction of a more attractive fiscal regime that lowers taxes and royalties for operators, which is expected to stimulate domestic and foreign investments. This reform addresses previous concerns about Nigeria's competitiveness in the global oil market, where the country had experienced substantial losses in foreign direct investment due to uncertainty within the sector. The Act also fosters transparency and accountability by establishing new regulatory bodies, such as the NUPRC and the Nigerian Midstream and Downstream Petroleum Regulatory Authority (NMDPRA). These bodies are designed to improve governance and create a more predictable operating environment for investors.

AFRICA BOASTS FIVE OF THE WORLD'S TOP OIL-PRODUCING COUNTRIES, AND NIGERIA IS POISED TO LEAD A RENAISSANCE IN THE OIL AND GAS SECTOR THAT MEETS GLOBAL STANDARDS

A noteworthy aspect of the PIA is its emphasis on social responsibility, which requires companies to contribute to a development trust fund for host communities. This initiative aims to foster sustainable development and mitigate conflicts, making the investment climate more stable and appealing to investors. Also, the PIA encourages gas industrialisation by providing incentives for midstream operations and large-scale gas utilisation projects, including tax holidays for investors involved in gas infrastructure - an important move given Nigeria's vast gas reserves. The transformation of the Nigerian National Petroleum Corporation (NNPC) into a limited liability company is expected to enhance operational efficiency and attract private investment, potentially through public offerings in the future.

During the Petroleum Industry Stakeholders' Forum held at the Petroleum Technology Development Fund (PTDF) Towers in Abuja earlier this year, Engr. Komolafe highlighted developments in the global energy sector. He noted a significant stock market rally following Trump's anticipated 2024 presidential victory, where the Energy Select Sector SPDR Fund (XLE), which represents energy stocks in the SandP 500, rose nearly 4%. As quoted by Forbes, this rally reflects market optimism regarding fossil fuel investments under Trump's expected pro-oil and gas policies. In contrast, renewable energy companies saw declines, notably with U.S. solar giant First Solar dropping over 10%. These market reactions suggest that Trump's second term may prioritise traditional energy sectors, potentially limiting support for renewables while advancing oil and gas expansion. This development is promising for the Nigerian upstream sector, indicating that the country does not operate in isolation. It brings tremendous hope and renewed energy to focus on Nigeria's goals for industry development.

ACHIEVING BUDGET TARGETS THROUGH INCREASED PRODUCTION

Engr. Komolafe highlighted the importance of assembling industry stakeholders early in the year, emphasising that the goal was to promote collaboration and teamwork to meet the government's aspirations.

The CCE explained that the 2025 budget is based on an anticipated crude oil production of 2.062 million barrels at $75 per barrel; but current production averages around 1.7 million barrels, resulting in a

shortfall of approximately 350,000 barrels which must be addressed. To close this gap and avoid a budget deficit, the Commission is pursuing the "1 Million Barrels Per Day Incremental Production Initiative," launched during its third anniversary. This initiative aims to create a cohesive economic system within the upstream value chain, replacing the previous siloed approach, which hindered the optimisation of capabilities and economies of scale.

To effectively implement the project, the Commission developed a template to identify the needs of every player within the value chain. This approach seeks to address the gaps arising from individual player needs that can be met by other players, fostering synergy, networking and leveraging capabilities throughout the value chain. In 2024, the Commission set an agenda for the industry by rolling out the Regulatory Action Plan (RAP), which focused on regulatory predictability, future licensing rounds policy and implementation, optimising the unit cost of production, establishing a carbon credit earnings framework for upstream operations, improving business processes for operational efficiency, promoting ease of entry and investment retention, eliminating barriers related to high asset acquisition fees, and enhancing transparency, accountability and fairness.

For 2025, the Commission is focusing on a five-point agenda that prioritises the effective implementation of the one million barrels per day incremental production initiative. It aims to enhance the transparency of hydrocarbon measurement accuracy through the implementation of metering and advanced cargo regulations, digitise upstream regulatory activities to foster compliance, analyse and optimise unit costs per barrel to increase federation revenue and conduct licensing bid rounds in line with the "drill or drop" provisions of the PIA 2021, and ensuring that non-performing assets are revitalised and brought into production.

Engr. Komolafe assured stakeholders that the Commission would continue to maximise the benefits already achieved with the Host Community Development Trust (HCDT) using the HostComply Portal, which has delivered positive outcomes. He reiterated the Commission's commitment to reducing the carbon footprint of its operations and emphasised its readiness to lead the industry in achieving desired results in this area.

To unlock Nigeria's vast hydrocarbon potential and attract investments that will drive economic growth and shared prosperity, the NUPRC initiated a new licensing round for oil blocs in late 2023. At a pre-bid conference in Lagos on June 11, 2024, the CCE, informed stakeholders that Nigeria is on a transformative path aligned with the highest global standards and commitments, aiming to create intentional pathways for a collective energy future amidst unprecedented challenges and opportunities.

COUNTING BLESSINGS

At the Renewed Hope Global Town Hall Conference in Abuja on Saturday, February 15, 2025, the Commission took the opportunity to reflect on its accomplishments in transforming Nigeria's upstream petroleum sector. The focus was on the need for a paradigm shift to position Nigeria as a leader in energy security and economic growth.

During the conference, Engr. Komolafe highlighted Nigeria's oil and gas potential and its positioning on the global stage. He pointed out that Africa boasts five of the world's top oil-producing countries, and Nigeria is poised to lead a renaissance in the oil and gas sector that meets global standards. Currently, Nigeria is the continent's second-largest oil producer and holds the largest gas reserves, with estimated oil reserves of 37.5 billion barrels and gas reserves of 209 trillion cubic feet (TCF). Oil production in Nigeria averages 1.75 million barrels per day (BOPD), alongside a gas production rate of 7 billion standard cubic feet per day (SCFD).

He discussed the regulatory reforms the Commission has initiated since its inception in August 2021 and noted that since the PIA 2021 became operational, the Commission has implemented several initiatives to enhance regulatory effectiveness and attract investments.

In May 2023, the Commission unveiled its 10-year Regulatory and Corporate Strategic Plan (2023–2033), followed by a Regulatory Action Plan for 2024 that outlined key industry reforms. These reforms are focused on increasing oil and gas reserves and production, enhancing transparency in hydrocarbon accounting, achieving cost efficiency and decarbonisation in upstream operations, ensuring stability in host communities and reducing the carbon footprint of oil and gas activities.

On licensing rounds and investment drive, he pointed to the 2024 Licensing Round which offered 24 oil and gas assets to investors. To attract global participation, the commission had roadshows in Houston, Miami, London and Paris, showcasing Nigeria's energy potential.

The CCE also highlighted Nigeria's gas flare commercialisation programme – NGFCP as a key component of the country's energy transition strategy, which aims to eliminate routine gas flaring, reduce methane emissions and promote carbon capture technologies. Also, the carbon credits earning framework – CCEF, seeks to monetise decarbonisation efforts while encouraging sustainable energy practices.

Giving a brief on revenue growth and financial performance, coupled with industry challenges, Engr. Komolafe said the Commission has maintained a track record of consistently exceeding revenue targets. 2024 was not an exception as the commission outperformed its budgeted revenue collection by 84%, indicating a strong financial performance for Nigeria's upstream sector.

On fiscal transparency, the Commission has implemented regulations on hydrocarbon metering, fiscal oil price determination and cargo declaration systems to curb revenue leakages and crude oil theft.

> **2024 WAS NOT AN EXCEPTION AS THE COMMISSION OUTPERFORMED ITS BUDGETED REVENUE COLLECTION BY 84%, INDICATING A STRONG FINANCIAL PERFORMANCE FOR NIGERIA'S UPSTREAM SECTOR**

Regarding host community engagement and regulatory transparency, the Commission incorporated 137 Host Community Development Trusts (HCDTs) to foster local participation and stability in oil-producing regions. Furthermore, the Alternative Dispute Resolution Centre (ADRC) was established to resolve conflicts efficiently and as a result reduce disruptions to oil and gas operations.

As he was reeling out the achievements, the Commission's helmsman did not lose sight of the challenges, which included the pervasive issue of oil theft that caused a drastic drop in production to 1.1 million BOPD in 2022. He, however, reported that through a combination of kinetic and non-kinetic interventions, oil theft has significantly reduced to 5,000 BOPD, leading to a steady increase in production to 1.7 million BOPD. He expressed optimism that by the end of 2026, the government aims to boost production levels by an additional 1 million BOPD under the Project 1 MMBOPD initiative, leveraging collaboration among operators, service providers, financiers and host communities.

Given all these and more, Engr. Komolafe asserted that Nigeria was more than ever ready for business, citing government commitment to regulatory certainty, investment-friendly policies and global competitiveness.

With a stable political environment, a growing gas economy and a clear roadmap for energy transition, Nigeria is positioning itself as a prime destination for energy investments in Africa. Engr. Komolafe reaffirmed the Commission's commitment to collaborate with global investors, financiers, and energy stakeholders to unlock the country's full hydrocarbon potential while driving sustainable development. ■

DYNAMIC INTERACTIONS AMONG ENERGY CONSUMPTION, ECONOMIC GROWTH AND CO_2 EMISSIONS: EVIDENCE FROM EMPIRICAL ANALYSIS FOR POLICY IMPLICATION AND TECHNOLOGY ADOPTION

– Habib Abba Jato Al-amin, Eung Kyu Lee, El-Badawy Umar Hassan –

OVERVIEW

This study investigates the links between CO_2 emissions (TCO2E) and energy consumption variables, for Oil, Natural Gas, Coal, Renewable Energy and GDP been an economic factor, deploying an Autoregressive Distributed Lag (ARDL) framework for analysis in Nigeria taking data from 1990 to 2021. The study seeks to answer the question in a different perspective from a previous research conducted ' Analysis of the relationship between carbon dioxide emissions, energy supply from fossil fuel, energy consumption and gdp: Nigerian case' ; "What is the relationship and the causal direction between carbon dioxide emissions, energy and economic growth?" and "What are the appropriate energy policies to attain the goal of greenhouse gas reduction in an economy mainly dependent on fossil fuel production and consumption?" in line with the National Determine Contribution and also the mandate of the Nigerian Upstream Petroleum Regulatory Commission in decarbonisation.

METHODS

The study uses the Autoregressive Distributed Lag (ARDL) framework for analysis in Nigeria taking data from 1990 to 2021 from IEA (International energy Association). The study further utilises Granger causality tests, this is to ascertain directional cause across variables, augmented by impulse response functions (IRFs) to analyse the dynamic reactions of emissions to energy-related shocks.

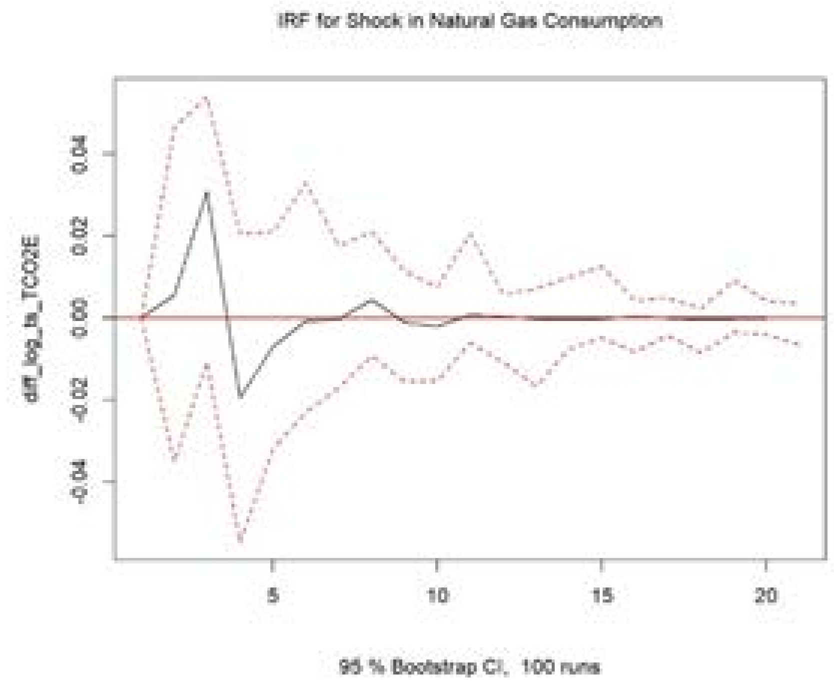
RESULTS

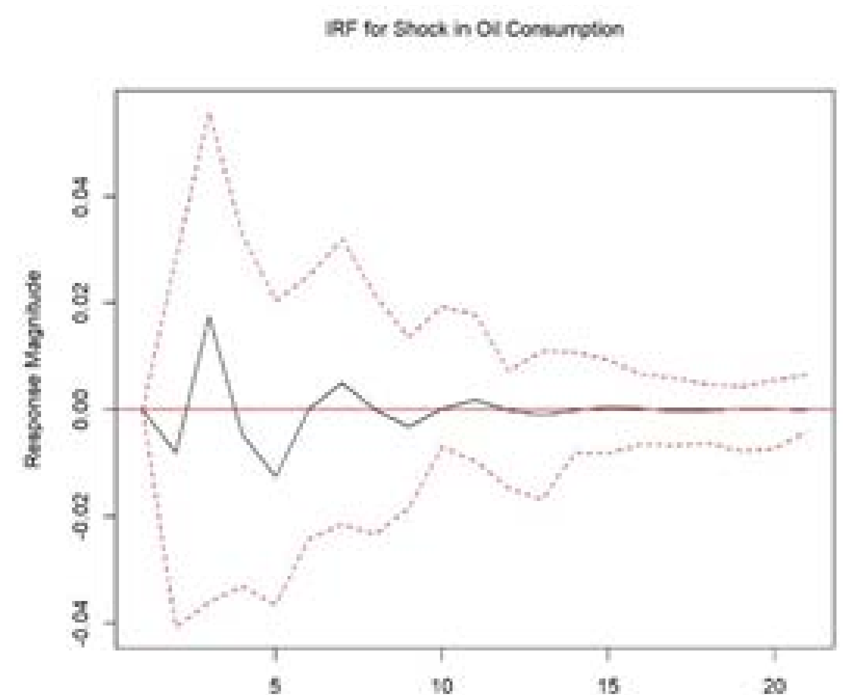
The ARDL model indicates a strong indication of cointegration which was derived from the bound test.

The Error Correction Model (ECM) shows notable short-term results, revealing that natural gas and oil consumption exert considerable positive impacts on CO_2 emissions, however oil has more positive significance than oil. Conversely, coal usage, renewable energy use and GDP demonstrate negligible influence. The lagged error correction term is insignificant, indicating minimal feedback modifications in the short term. Pairwise Granger causality tests reveal no significant direct causality between CO_2 emissions and certain energy consumption factors, prompting inquiries regarding possible omitted variable bias or indirect pathways, which prompted for an Impulse Response Function been done to further investigate the shocks of the dependent variable on the independent variable, since no noticeable casualty was noticed especially with oil and natural gas variables.

The impulse response functions indicate that oil and natural gas consumption significantly affect emissions in the short term and cumulatively, while disturbances in coal, renewable energy and GDP provide minimal or negligible effects.

These findings emphasise the role of oil and natural gas in generating CO_2 emissions especially in a country like Nigeria, while the negligible impact of renewable energy within the existing framework reveals a possible deficiency in its efficacy for emission reduction and that can be explained further by the low usage of renewable energy in the energy sector.





CONCLUSION

This research offers critical insights for policymakers seeking to mitigate emissions by highlighting the necessity for a focused strategy in energy transition policies, especially in diminishing dependence on fossil fuels such as oil and gas or find cleaner ways of using it with the adoption of technology to mitigate emissions, especially in developing countries like Nigeria. It underscores the significance of investigating system-wide causal theories to further see how the interaction between the various variables may bring about a favorable policy.

I would like to express my gratitude to Ogunnubi, O.B Amb, P., the Warri Regional Coordinator, who is also my Department Head, for his encouragement in undertaking this research.

CRAF: NAVIGATING A NEW ERA OF NUPRC'S REGULATORY ACTIVITIES FUNDING IN NIGERIA'S OIL SECTOR

- Ogechi Iheukwumere -

A PRELUDE TO CHANGE

In the labyrinthine world of oil and gas regulation, the Commission Regulatory Activity Funding (CRAF) initiative marks a significant pivot towards transparency, efficiency, and global alignment. This journey began with the Petroleum Industry Act (PIA) of 2021, which sought to revolutionise how Nigeria's upstream petroleum sector was governed. The CRAF initiative, born from this legislative overhaul, has unfolded into a narrative of innovation, adaptation, and strategic foresight.

THE GENESIS OF CRAF

The seeds of CRAF were sown amidst concerns over the traditional funding mechanisms for regulatory activities. The old system, where operators directly funded logistics and travel for NUPRC staff, was fraught with potential legal and ethical issues, particularly under scrutiny from international anti-corruption laws like the U.S. Foreign Corrupt Practices Act (FCPA).

In June 2022, NUPRC proposed a visionary change, which was swiftly approved by the Honourable Minister of State for Petroleum Resources on September 1st. The essence of this proposal was to redirect all funds through dedicated NUPRC accounts, ensuring that every naira spent was transparent, traceable, and aligned with international best practices.

CRAF'S OPERATIONAL ROLLOUT

- **Pilot Phase Announcement:** By December 2022, NUPRC had outlined a two-year pilot phase for CRAF, as communicated to all Exploration and Production Companies. This phase would be voluntary, allowing for real-world testing and refinement before any mandatory implementation across the industry.
- **Shell's Pioneering Role**: The two (2) Shell companies (Shell Production Development Company, SPDC and Shell Nigeria Exploration and Production Company, SNEPCO) have been pioneers in embracing CRAF. In Addition, Sunlink Energies, operator of the Shell's HI block, is also a voluntary subscriber.

DETAILED ACTIVITIES AND ACHIEVEMENTS

- **SPDC Under CRAF:** SPDC's engagement with CRAF has been transformative. According to the January 2025 executive report, SPDC's regulatory activities saw a significant escalation, particularly from October 2024 through January 2025. This period was marked by the commissioning of the Forcados Terminal LACT unit, where regulatory oversight intensified by about 45% compared to the previous year, highlighting SPDC's commitment to operational integrity under the new funding paradigm.

- **SNEPCO's Engagement:** Shell Nigeria Exploration and Production Company (SNEPCO) similarly intensified its regulatory practices, with activities doubling from Q3 to Q4 2024, reflecting a robust adaptation to CRAF's demands. Both local and international operations benefited from this increase in regulatory scrutiny.

DEEP DIVE INTO CRAF'S IMPACT

- **Efficiency and Transparency:** The new funding model has streamlined how funds are managed, reducing the administrative burden on both operators and NUPRC. The centralised approach allows for better auditing and reporting, offering a transparent view of how regulatory activities are funded and executed.

- **Stakeholder Engagement:** The continuous communication while the CRAF framework was being developed and after and the introduction of specific contact points for inquiries signify NUPRC's commitment to open communication, ensuring that operators have the support needed to navigate this new system.

LOOKING AHEAD WITH CRAF

- **Technology Integration:** There's a clear path for CRAF to evolve with technological advancements. Digital tools would be employed for real-time tracking of funds, enhancing the accuracy and speed of regulatory activities.

- **Sustainability and Compliance:** As CRAF matures, its influence could extend beyond mere regulatory compliance to driving sustainability within the sector, thereby aligning with global trends towards responsible resource management.

- **Broader Industry Adaptation:** The voluntary pilot phase is a strategic move, allowing for feedback and adjustments before a full-scale rollout. This approach not only mitigates risks but also fosters a culture of collaboration and continuous improvement within Nigeria's oil sector.

CONCLUSION

As CRAF continues to unfold, its impact on the Nigerian oil and gas sector's regulatory environment is undeniable. The initiative is a beacon for how regulatory funding can be managed with integrity, ensuring that Nigeria's vast oil resources are governed with the highest standards of transparency and efficiency.

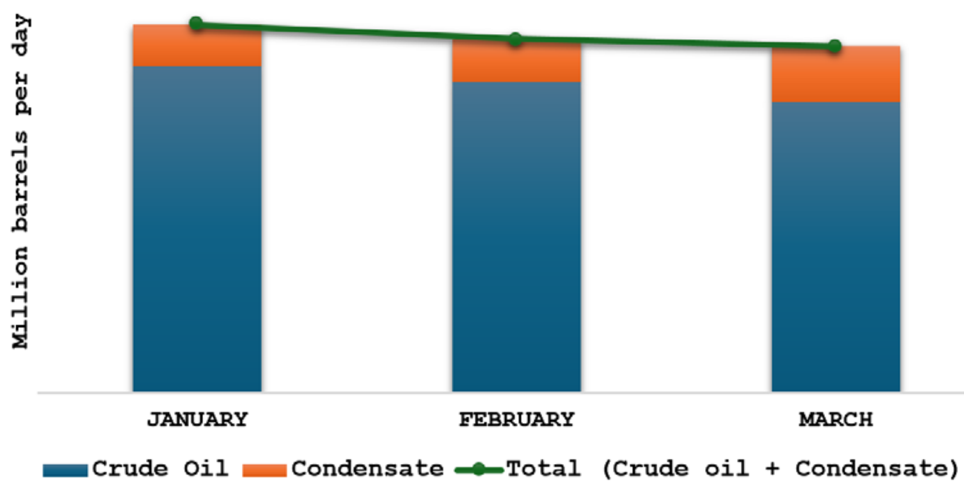
For industry stakeholders, CRAF represents not just a regulatory change but a cultural shift towards more accountable practices. As we move forward, the focus will be on further refining these processes, perhaps integrating more digital solutions for tracking and reporting, and expanding the scope to include more operators in this innovative funding model.

Finally, CRAF's journey from a mere proposal to an active, transformative initiative showcases Nigeria's ambition to lead in regulatory innovation. With each step, from the initial approval in 2022 to the detailed execution reports of 2025, CRAF is not just about changing how operations are funded but about redefining the ethos of regulatory oversight in one of Africa's most vital industries. As CRAF continues to evolve, it stands as a beacon for how regulatory frameworks can adapt to ensure integrity, efficiency, and responsiveness to both national and international demands in the oil and gas sector.

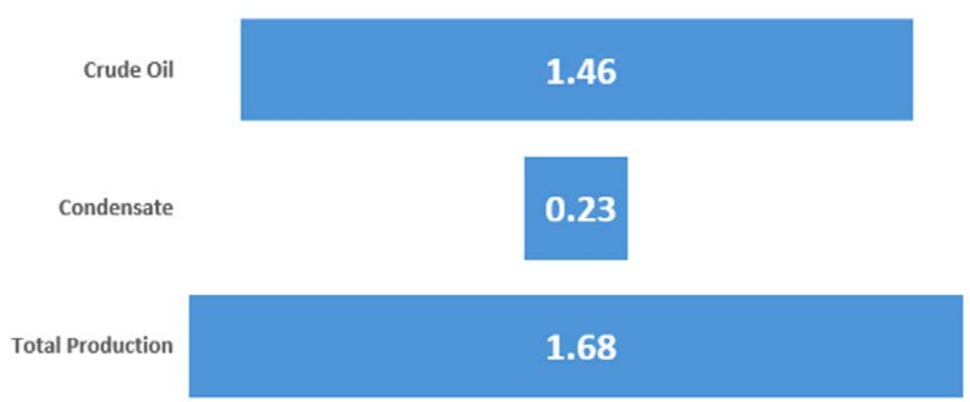
2025 CRUDE OIL AND CONDENSATE PRODUCTION AND LIFTING STATISTICS

– Idris Abdulrahman –

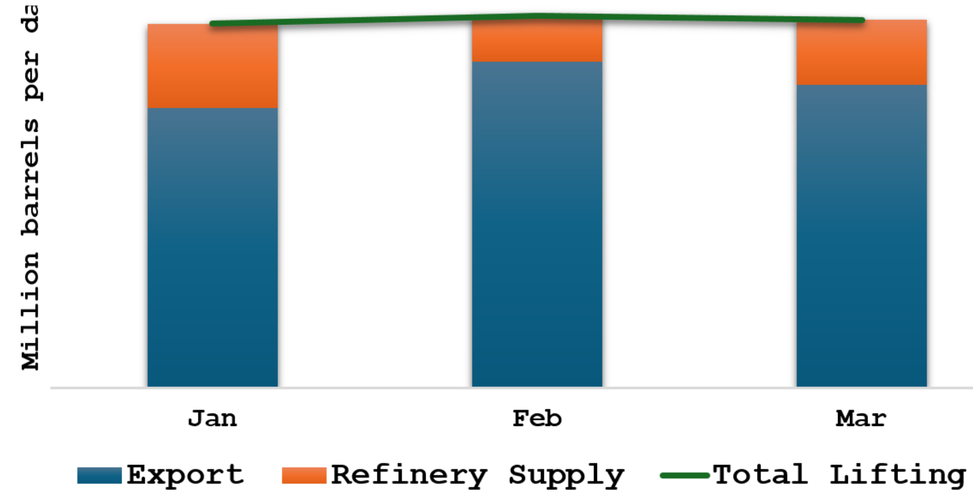
YTD MARCH 2025 AVERAGE DAILY PRODUCTION



YTD MARCH 2025 PRODUCTION SPILT (MBPD)



YTD MARCH 2025 AVERAGE DAILY LIFTING



YTD MARCH 2025 LIFTING SPILT (MBPD)

KEY OIL AND CONDENSATE FACTS FOR 2025 YTD

S/NO	TOTAL OIL AND CONDENSATE PRODUCED	1.68 MBPD
1	**OIL:** CONDENSATE SPLIT	87%:13%
2	TOTAL LIFTING	1.57 MBPD
3	EXPORT VOLUME	82%
4	DOMESTIC (REFINERY) SUPPLY	18%

INSIGHT FROM THE CRUDE OIL AND CONDENSATE NUMBERS

For quarter one (Q1), 2025 crude oil and condensate remain essential in the global energy supply. As of March 24th, key industry statistics highlight stable output levels and a strong export market presence.

PRODUCTION OVERVIEW

Total crude oil and condensate production for 2025 has averaged 1.68 million barrels per day (mbpd), reflecting sustained upstream operations. A breakdown of the production mix reveals that crude oil accounted for 87%, while condensate contributed 13%, maintaining historical production trends.

LIFTING ANALYSIS

Total lifting stood at 1.57 mbpd, with export sales dominating at 82%, reinforcing Nigeria's position as a key supplier in international markets. Meanwhile, 18% of the lifted volume was allocated to domestic refinery supply, underscoring ongoing efforts to enhance local refining capacity and reduce import dependency.

INDUSTRY IMPLICATIONS

The balance between production and lifting reflects a well-managed supply chain, with a significant share of output directed toward international markets. Although refinery supply constitutes a smaller portion, it ensures consistent domestic energy availability. Moving forward, market trends, global energy policies and efforts to strengthen Nigeria's refining capacity will be key factors influencing the industry's trajectory.

UPSTREAM OIL AND GAS FORUM ON DECARBONISATION AND ENERGY SUSTAINABILITY

18TH MARCH 2025 • TRANSCORP HILTON, ABUJA

Topic: Organising an International-Level Event Leveraging the Commission's In-House Resources – The Upstream Decarbonisation Forum in Focus

BACKGROUND

The Upstream Oil and Gas Industry Forum on Decarbonisation and Energy Sustainability was a landmark event that brought together key industry stakeholders, international partners and relevant government bodies. The Forum served as a vital platform to drive discussions on Nigeria's energy transition, decarbonisation strategies and carbon monetisation, reinforcing the nation's commitment to global climate change agreements, including the Paris Agreement and the Net-Zero by 2060 target.

Recognising the importance of a well-orchestrated event, a structured event management approach was implemented to ensure seamless coordination across multiple teams. Clearly defined committee roles and responsibilities were established to uphold international standards, fostering an environment conducive to meaningful dialogue, collaboration and actionable policy recommendations. This approach not only ensured the success of the Forum but also solidified Nigeria's position as a proactive player in the global push for a sustainable energy future.

A key highlight of the Forum was its cost-effective execution, leveraging in-house expertise and adhering to the principles of prudent resource management, as championed by the Commission Chief Executive (CCE). This approach optimised resources and contributed significantly to the event's resounding success, as reflected in positive feedback from local and international participants. Additionally, the Forum enhanced the Commission's reputation in the decarbonisation space, improving its global perception as a capable government agency hosting international-standard events.

Following the successful completion of the Forum, which had over 500 attendees, the organising team identified critical success factors and key lessons from the planning and execution of the Forum. These insights will serve as valuable guidance for organising future events of a similar scale and significance in the Commission.

CONSTITUTED COMMITTEES AND THEIR ROLES

1. Steering Committee:

The Steering Committee, chaired by the Executive Commissioner, Development and Production (EC, D and P), provided high-level oversight and strategic direction for the successful planning and execution of the Forum. This committee played a pivotal role in ensuring that the Forum was effectively structured to align with Nigeria's national commitments to climate action, global energy transition goals and the promotion of sustainable upstream operations.

Key responsibilities:

- Provided overall strategic direction by defining the vision and objectives of the Forum, ensuring alignment with Nigeria's decarbonisation roadmap and sustainability goals.
- Facilitated prompt decision-making and secured timely management approvals for key planning components, ensuring seamless and efficient execution of the event.

2. Technical and Programme Management Committee:

The Technical and Programme Management Committee played a crucial role in shaping the structure and content of the Forum to ensure its effectiveness and alignment with key industry priorities.

Key responsibilities:

- Managed the Forum's agenda, panel discussions, keynote sessions and technical presentations.
- Identified key stakeholders, including prominent industry leaders, government agencies and international partners, while strategically defining their roles as speakers, panelists and moderators to enhance the Forum's impact and discourse.
- Ensured alignment of topics with the objectives of decarbonisation, energy sustainability and carbon monetisation.
- Developed the Upstream Oil and Gas Industry Decarbonisation and Energy Sustainability Blueprint.
- Oversaw the management of technical sessions during the Forum.

3. Stakeholder Management Committee:

The Stakeholder Management Committee played a crucial role in leading the invitation process and ensuring active participation from key industry stakeholders.

Key responsibilities:

- Led high-level engagement with government officials, oil and gas executives, high-profile industry leaders/stakeholders and international collaborators.
- Developed a stakeholder engagement plan and communication strategy.
- Managed invitations, confirmations and follow-ups with stakeholders/delegates.
- Ensured participation of key players in the industry, enhancing the event's credibility and impact.

4. Venue and Media Management Committee

The Venue and Media Management Committee played a crucial role in ensuring the Forum's setting, branding and media presence met international standards.

Key responsibilities:

- Secured the approved venue that met global event standards in terms of facilities, security and accessibility (Transcorp Hilton, Abuja).
- Handled event branding, stage setup and venue decoration to reflect the significance of the Forum.
- Managed live streaming, audio-visual management, virtual participation during the event; social media coverage and media engagements to maximise outreach.
- Coordinated photography, videography and post-event media reporting to enhance visibility.

5. Secretariat and Administration Committee

The Secretariat and Administration Committee functioned as the central coordinating hub, ensuring seamless communication and organisation across all committees.

Key responsibilities:

- Served as the central coordinating unit for all committees.
- Maintained accurate documentation of meetings, decisions and progress reports.
- Managed preparations, including registration and communique during the Forum.
- Oversaw the documentation of lessons learned for future event planning improvements.

KEY CONTRIBUTIONS TO A SUCCESSFUL FORUM

1. Early and Strategic Planning / Budget Approval

- Lesson Learned: The team's strong collaboration and shared commitment played a crucial role in delivering a successful event, despite the limited timeframe.
- Recommendation: For future events, a structured project timeline with clearly defined milestones should be established. This will ensure effective coordination of logistics, content preparation and stakeholder engagement.
- Providing adequate preparation time will help prevent last-minute pressures and enhance overall event execution.
- The Budget should be compiled by Committee heads and submitted for management approval in a timely manner.
- Expedited approval and support from management will facilitate smoother planning and ensure efficient execution of future events.

2. Effective Stakeholder Engagement and Communication

- Lesson Learned: Proactive and timely communication with industry stakeholders and international partners played a crucial role in driving attendance and fostering meaningful engagement and elevating the Forum's global relevance.
- Recommendation: To further enhance stakeholder engagement, a dedicated communication team should be established. This team will be responsible for managing invitations, tracking confirmations, conducting follow-ups and ensuring seamless communication before, during and after the event.
- Implement a system for tracking stakeholder engagement, including email open rates, website visits and social media interactions. This data will provide valuable insights into the effectiveness of communication efforts and inform future strategies.

3. Venue and Vendor Management

- Lesson Learned: Choosing a high-quality venue, such as the Transcorp Hilton, significantly contributed to the overall success of the event. The venue's excellent facilities, security and accessibility provided a professional atmosphere, elevating the event's prestige and enhancing the experience for attendees.
- Additionally, the in-house PACC team demonstrated remarkable capability in managing key aspects of the event, including outsourcing and overseeing decorations, venue branding, ushering and security. This hands-on approach not only ensured seamless execution but also strengthened the team's event competence in this aspect.
- Recommendation: For future events, selecting a venue with world-class facilities should always remain a priority. Emphasis should be placed on venues that offer advanced technological support, top-tier security and exceptional hospitality services.
- Additionally, continuous capacity-building opportunities should be provided to further enhance the in-house team's event planning and coordination skills.
- Develop a standardised vendor evaluation form to assess performance based on pre-defined criteria (e.g., quality of service, timeliness, communication). This will ensure consistent and objective vendor selection in the future

4. Effective Media and Publicity Strategy

- Lesson Learned: The in-house PACC team played a pivotal role in managing key aspects of event media coordination, including outsourcing services, overseeing live streaming and facilitating virtual participation for online delegates. This hands-on involvement not only ensured a seamless digital experience but also provided the team with valuable exposure and skill enhancement in event media management. This contributed to the event's broad reach and engagement, reinforcing the importance of integrating both physical and virtual participation in future industry forums.
- Recommendation: To maximise visibility and engagement for future events, a comprehensive media engagement strategy should be developed early in the planning process. This strategy should leverage a mix of digital platforms, social media campaigns, traditional media outreach and industry networks to create awareness, attract a wider audience and enhance overall participation.
- Investing in capacity-building initiatives for the PACC team will further strengthen their expertise in media management and virtual event coordination.
- Develop a Post-Event Content Strategy and create a plan to repurpose event content, such as session recordings, presentations and interviews, to extend the event's lifespan, provide ongoing value to attendees and attract new audiences.
- Make media kits and press releases available to media representatives, including key event information and speaker profiles.

5. Seamless Registration Process

- Lesson Learned: The implementation of a well-structured registration system, both online and onsite, played a crucial role in ensuring seamless attendee access, minimising delays and facilitating efficient data collection. This organised approach enhanced the overall participant experience, streamlined entry processes and provided valuable insights into attendee demographics for post-event analysis.
- Recommendation: Future events should integrate digital registration systems with pre-event confirmations and automated check-ins.

6. Robust Security and Protocol Arrangements

- Lesson Learned: Well-coordinated security measures ensured the safety and smooth movement of VIPs and delegates. This was effectively managed by the PACC, whose strategic oversight helped maintain a secure and organised environment throughout the event.
- The structured security arrangements also contributed to the smooth flow of activities, reinforcing the event's professionalism and credibility.
- Recommendation: Security and protocol planning should be an integral part of event logistics.

7. Post-Event Feedback and Reporting

- Recommendation: To enhance future event planning and execution, digital post-event surveys should be systematically integrated into the event wrap-up process. These surveys will provide valuable insights by capturing participant feedback on key aspects such as organisation, content delivery, logistics and overall experience. By leveraging structured feedback, the Commission can identify strengths, address areas for improvement and refine strategies to ensure continuous enhancement of event quality and stakeholder engagement.

CONCLUSION

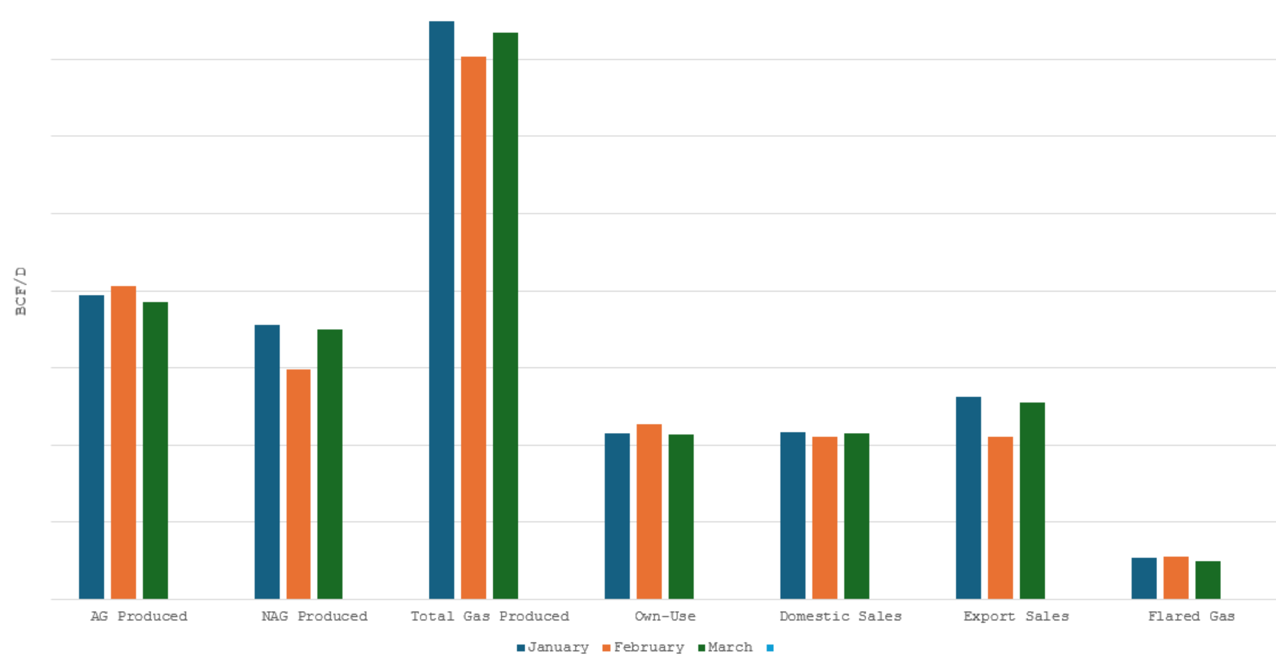
The success of the Upstream Oil and Gas Industry Forum on Decarbonisation and Energy Sustainability was driven by structured planning, dedicated committees and high-level stakeholder engagement. The Upstream Decarbonisation Day was indeed a D-Day, as declared by the Commission Chief Executive. The lessons learned from this Forum will serve as a blueprint for future industry events, ensuring continuous improvement in programme management, logistics and stakeholder relations.

Against the foregoing, the Commission has positioned itself as capable of organising a global event, leveraging its in-house capacities and competencies in a cost-competitive manner. Indeed, the Upstream Oil and Gas Industry Forum on Decarbonisation and Energy Sustainability is a landmark achievement for the Commission as it aspires to "Be Africa's Leading Regulator".

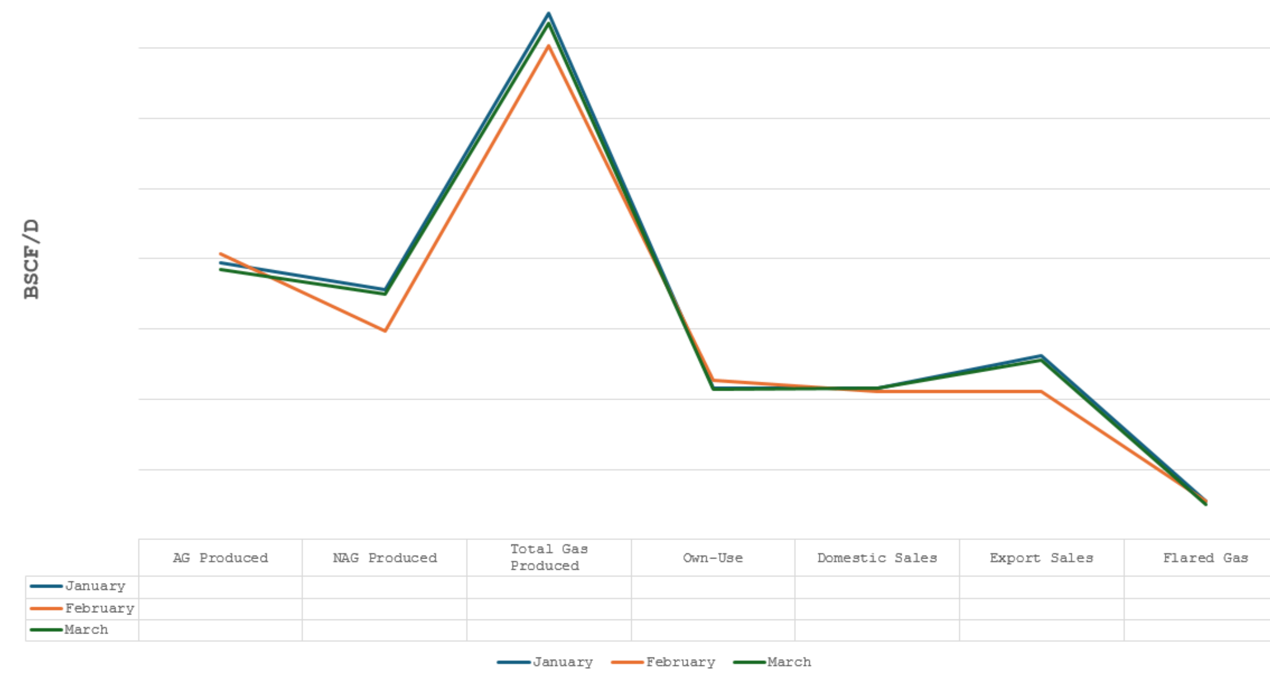
2025 GAS PRODUCTION AND UTILISATION IN NUMBERS

– Engr. J.C. Anyanwu –

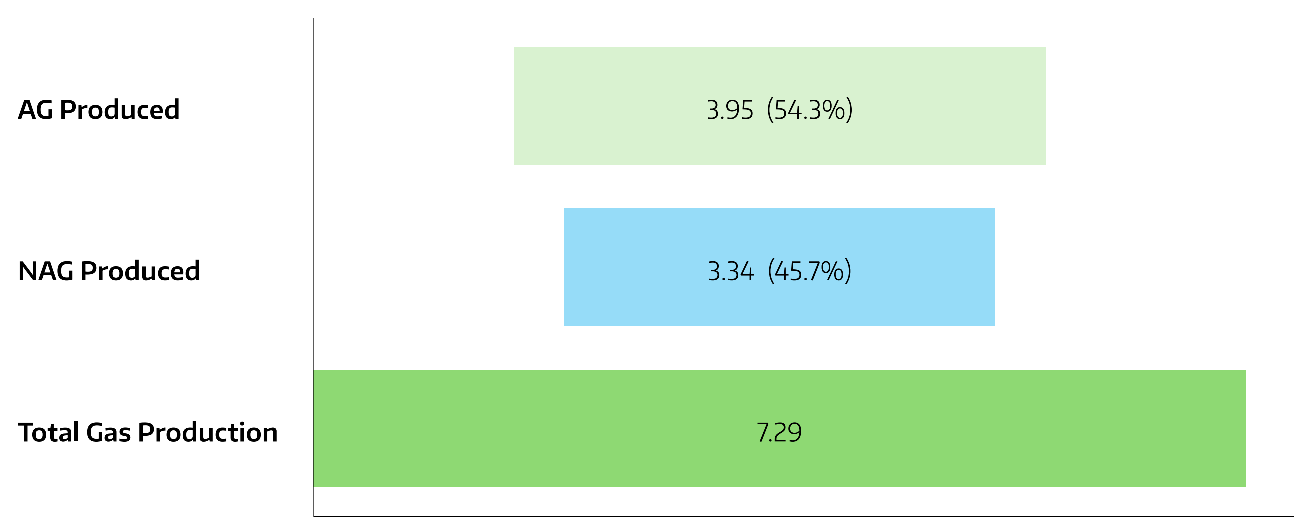
YTD MARCH 2025 GAS PRODUCTION, UTILISATION AND FLARE



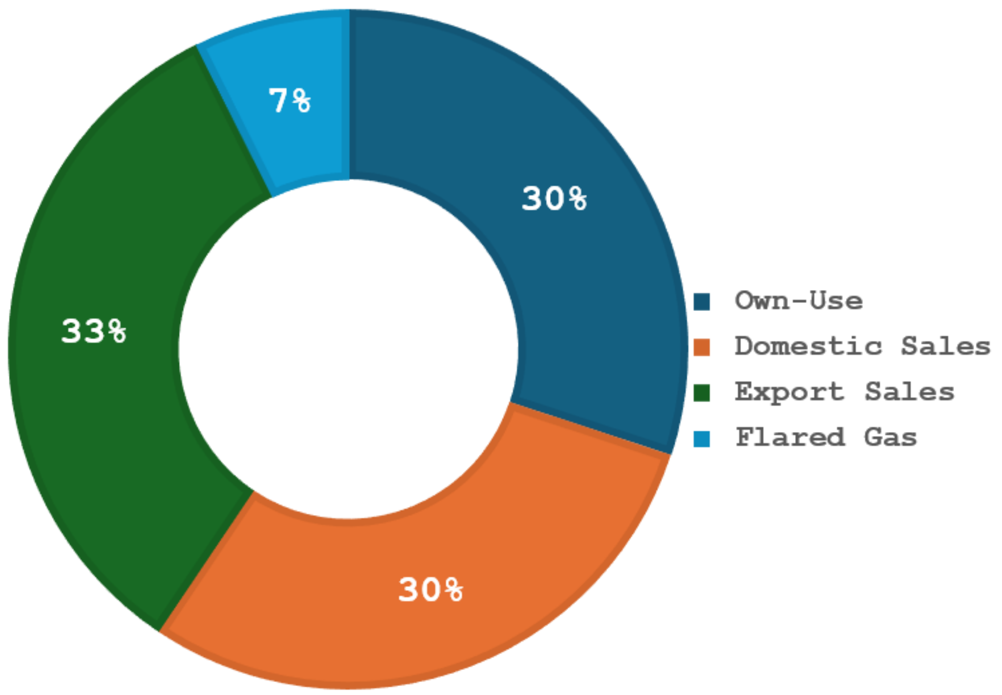
YTD MARCH 2025 MONTHLY GAS PRODUCTION, UTILISATION AND FLARE



YTD MARCH 2025 MONTHLY GAS PRODUCTION SPLIT (BSCFD)



YTD MARCH 2025 AVERAGE DAILY GAS UTILISATION RATIOS



KEY GAS FACTS FOR 2025 YTD

1	Total Production	7.29BSCF/D
2	AG:NAG Split	54.3%/45.7%
3	Export Sales Leads with	33%
4	Domestic Sales	30%
5	Field use (quite substantial) at	30%
6	Flaring	7%

INSIGHTS FROM THE GAS NUMBERS

Compared to year 2024 quarterly average, Q1 2025 has recorded an impressive uptick, with monthly daily average production of 7.29BSCF/d. This is indicative of gains made by the ramping up of oil production through the project 1MMBOPD initiative of the Commission, which in turn drives increased production of associated gas.

Most of the total gas production is associated gas (AG) – i.e. gas produced in association with oil and accounts for about 54% of total gas production.

It is also reflective of the stability in the production regions of Niger Delta allowing production and evacuation activities go uninterrupted.

This also implies that any disruptions to oil production activities would impact gas production volumes significantly as most gas produced is associated.

The export market continues to slightly dominate as compared to the domestic supply. The domestic market challenges ranges from dearth of infrastructure in both the offtake and supply value chain and liquidity issues- these despite significant improvement recorded in recent times

The recent issuance of 2025 DGDO and the Gas flaring thresholds to the companies continues to compel improved operational practices and in spite of increased production of gas, gas flaring numbers have been limited to 7%.

The Commission, remains resolute in the implementation of optimised Domestic Gas Delivery Obligation administrative framework towards deepened in-country gas utilisation.

Additionally, the industry has maintained a flaring in the realm of 7% in the quarter under review. Through the administration of the gas flaring thresholds for all gas producing fields and facilities, the Commission aims at achieving the 2030 zero routine flaring target for the country through a progressive incremental tightening of the threshold values..

HARNESSING THE POTENTIALS OF DEEPWATER OIL AND GAS ACCUMULATIONS IN NIGERIA THROUGH CLUSTER DEVELOPMENT – THE OVERVIEW

– Engr. Amadasu E, Mac-Jaja E. B., Etukudoh M. V., Dadi M. B., Echendu J. C, Alonge O. –

INTRODUCTION

Nigeria's Deepwater (Deep Offshore) terrain lies in areas beyond 200 meters of water depth and its development journey spans over 34 years, beginning with the licensing rounds – 1990 deepwater initiative of which PSC agreement was not reached until 1993, the award was predicated on 1993 PSC agreement amended in 1999. A total of nineteen (19) deepwater

blocks were awarded, with twelve (12) granted to multinational companies and seven (7) to indigenous firms.

This was followed with the licensing bid rounds in the year 2000 which were also predicated on the 1993 PSC agreement amended in 1999. A total of ten (10) deepwater blocks were awarded largely to multinational companies. Notably, these awards led to the

development of Nigeria's deepwater and discovery of ultra-deepwater assets. Recently, the Commission awarded twenty-four (24) blocks from the deepwater 2022/2023 mini bid round and 2024 licensing round.

On the strength of the recorded successes in exploration, development and production, it is evident that the Nigerian deepwater terrain is endowed with enormous hydrocarbon resources. A testament to the richness of its resources is commercial discoveries and prolific historical productions of the NNPC Exploration and Production Limited's Abo field, Chevron Nigeria Limited's Agbami Field, Yinka Folawiyo's Aje field, TotalEnergies Upstream Nigeria Limited's Akpo and Egina fields, Shell Nigeria Exploration and Production Company's Bonga field and ESSO Exploration and Production Usan and Erha fields among others. Safe to say Nigeria's deepwater terrain has become the new bride of international oil companies in the wave of current portfolio rationalisation and divestment programmes.

Characteristically, the Deep offshore terrain presents complexity in accessibility, technology, investment and facility deployment, which potentially explains its status as largely underexplored and underdeveloped.

Empirical data indicates that there are about fifty-nine (59) open blocks opportunities in deep offshore Nigeria (Figures 1 and 2) which accounts for about twenty-seven (27) percent of total open blocks in Nigeria and eighty (80) percent of open blocks in the prolific Niger Delta and its offshore terrains.

DISTRIBUTION OF OPEN BLOCKS IN NIGERIA

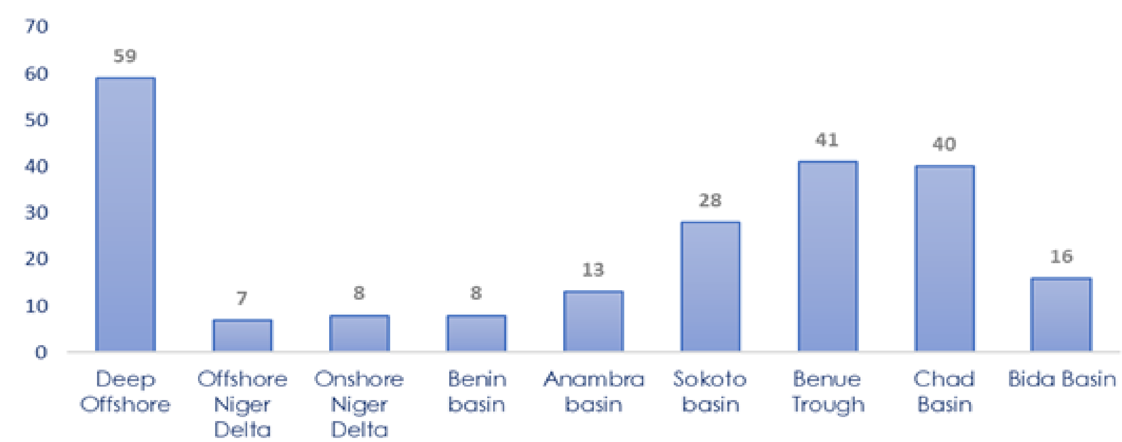


Figure 1: Distribution of Open Blocks in Nigeria

NIGERIAN DEEP OFFSHORE ACREAGES

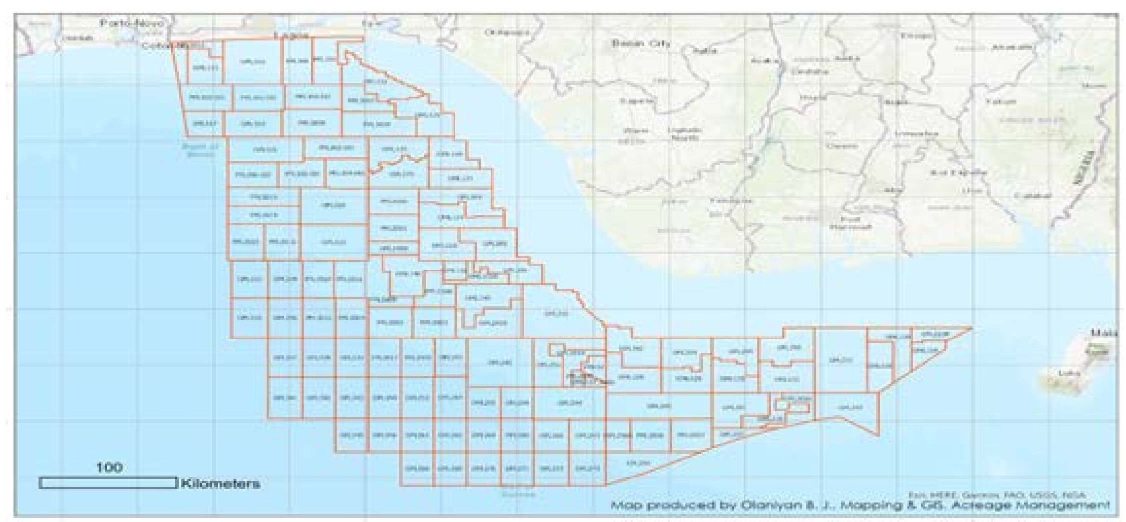


Figure 2: Nigerian Deep Offshore Acreages

Additionally, as of January 01, 2025, the deepwater terrain contributes approximately nineteen (19) percent and twelve (12) percent of oil and gas reserves in Nigeria. Sixty-five (65) percent of the discovered fields are undeveloped while only ten (10) percent of discovered fields are developed (Figure 3). The remaining twenty-five (25) percent of deep offshore reserves have development in view. This implies that over 3,500 MMB of oil and condensate reserves (Figure 4) and 18.8 TCF of Non-Associated Gas (NAG) and Associated Gas (AG) reserves (Figure 5) are locked in undeveloped fields.

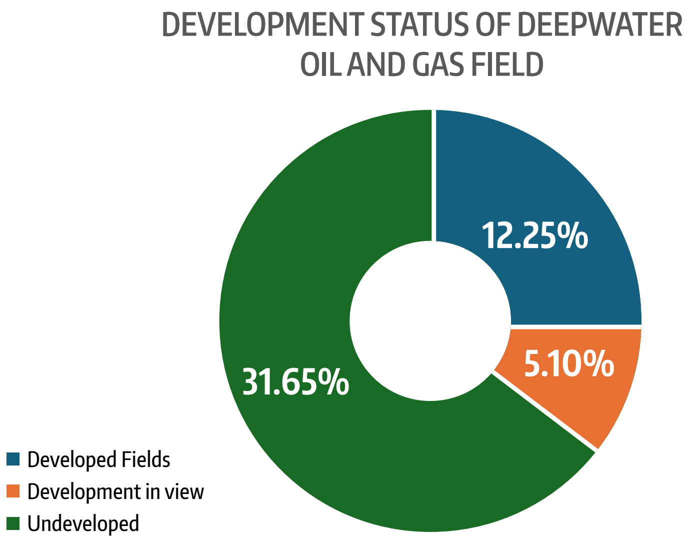


Figure 3: Development Status of Deepwater Oil and Gas Fields

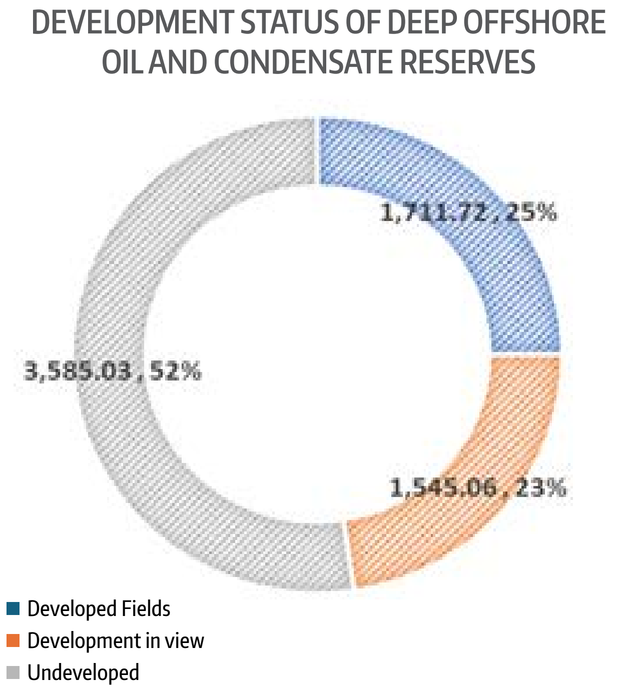


Figure 4: Development Status of Deepwater Oil + Condensate Reserves

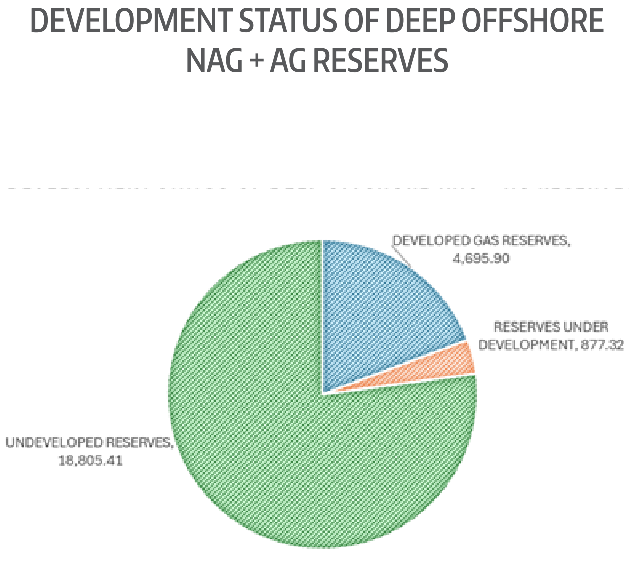


Figure 5: Development Status of Deepwater NAG + AG Reserves

Further to the foregoing, the deepwater assets accounts for approximately twenty-nine (29) percent and twenty-one (21) percent of Nigeria's daily oil and gas production in 2025 year-to-date.

The success story of these few developed and producing deepwater assets against the locked potentials presents a significant opportunity to explore pragmatic ways of harnessing the substantial potentials that has remained untapped.

Cluster/Nodal development as an initiative to unlock potentials

Out of the many plausible options, cluster/nodal development is being identified as critical enabler towards bringing the discovered resources to production.

Accordingly, preliminary evaluation has identified and mapped possible cluster/nodal development nodes, depicted in Figure 6 as a feasible strategy that would aid in unlocking the potentials in Nigeria Deepwater considering the huge CAPEX and development complexity associated with its development.

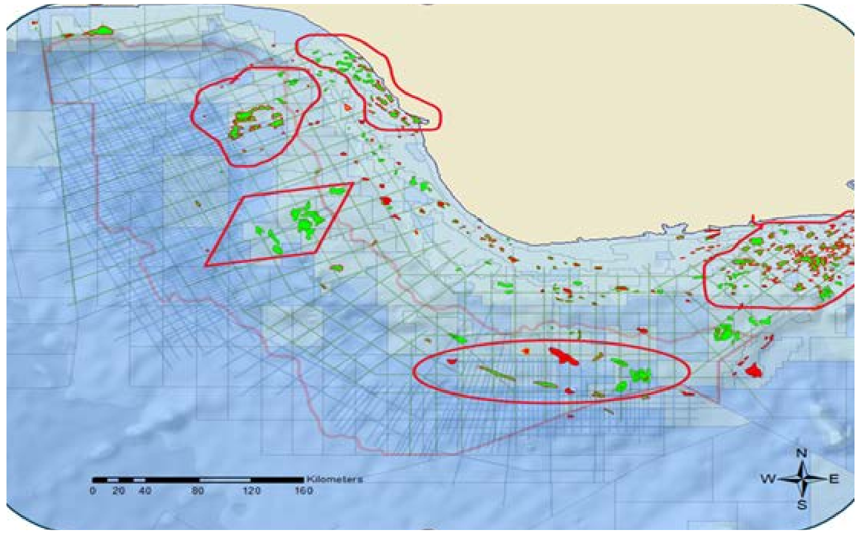


Figure 6: Deepwater Discovery map showing potential cluster developments

The success of this initiative will be hinged on the following identified systematic approach:

1. Mapping of the assets (sub-surface, sub-sea and surface assets) including the oil and gas reserves held, clustering, distance of fields from existing facilities for the purposes of initiating nodal development.
2. Development of a Deepwater regional map
3. Validation of reserves/resources volumes
4. Determination of the Economic threshold for standalone and / or nodal development
5. Determination of the technical feasibility of asset clustering amongst others

LOOK AHEAD

Arising from the foregoing, the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) as a proactive industry regulator and business enabler, is driving policy direction to engender deepwater cluster/nodal development in Nigeria. It is intended that the initiative would integrate all stakeholders and once again, make the prolific deepwater terrain in Nigeria a premier destination for global oil and gas investment filled with plethora of upstream activities.

Amongst the foreseeable advantages/opportunities ahead of us includes, but not limited to:

1. Enhanced Resource Management: By concentrating efforts in specific clusters, companies can optimise resource allocation, reduce operational costs and improve efficiency

2. Technological Advancements: Cluster development encourages the sharing of technology and expertise among companies, leading to innovative solutions for complex geological challenges which are typical of the deep offshore.

3. Development of uneconomic accumulations: Cluster development can stimulate the development of reserves that would hitherto have remained undeveloped due to technical and economic considerations.

4. Environmental Sustainability: Concentrated development will mitigate the environmental footprint by minimising the need for extensive infrastructure spread across vast areas which aligns with the Commission's Decarbonisation strategy and Nigeria's quest to contribute to net zero by 2060.

CONCLUSION

As obtainable in other climes, Cluster development is a promising strategy to unlock its vast hydrocarbon potential. By leveraging the strengths of each operating companies in technology, shared facilities, funding and regulatory support, Nigeria can transform this underexplored terrain into a thriving hub of energy production and economic growth.

THE PETROLEUM INDUSTRY ACT AND HOST COMMUNITY DEVELOPMENT TRUSTS - OPTIMISM FOR SUSTAINABLE PROSPERITY

– Alonge O. –

It is no longer news that Petroleum Industry Act PIA 2021, devotes an entire chapter to the development of upstream petroleum host communities, the new regime and governance structure. This development is a welcome one, as it is aimed at engendering better relationships between Settlors and Communities that may be impacted by oil and gas operations/activities. The establishment of the Host Communities' Development Trusts (HCDTs) ensures a framework by which host communities benefit materially and sustainably from the proceeds generated from the Petroleum Industry. The PIA provides that each Production Company allocate 3% of the previous year's Operating Expenditure to Community Development Projects and fund investments under a Trust. The Act further imposes a one-year timeline for Settlors to migrate all community development projects under existing agreements/schemes, Memoranda of Understanding or Global Memorandum of Understanding into the Host Community Development Trust HCDT regime.

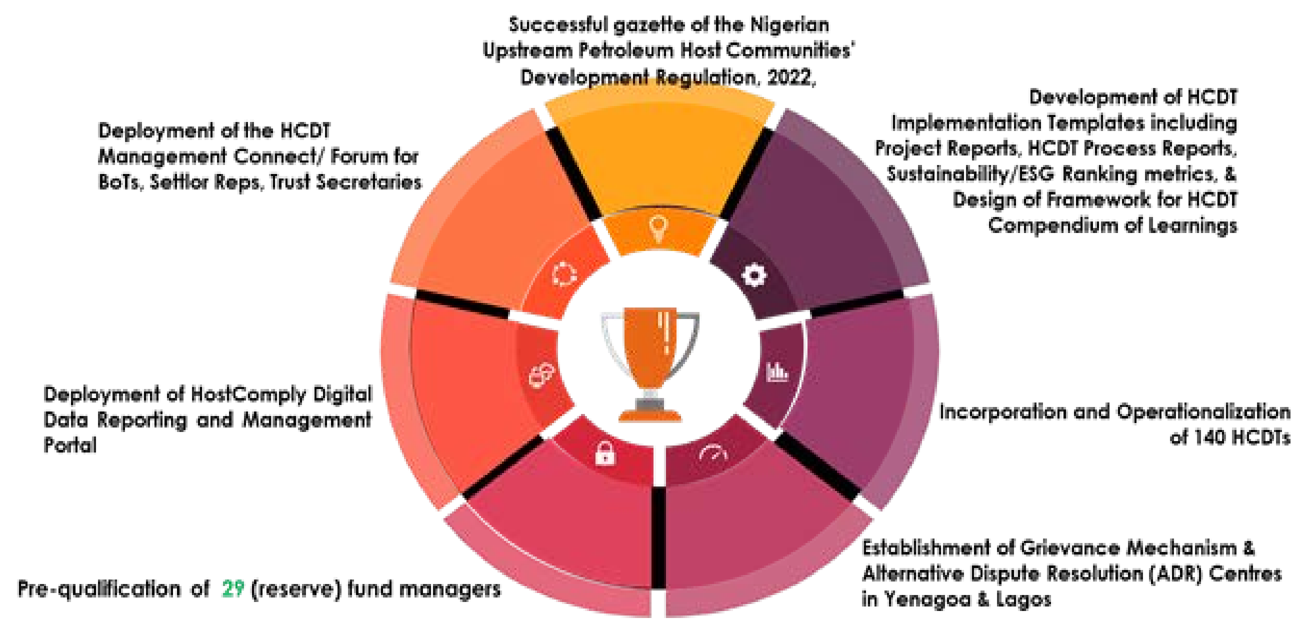
Developmental policies are sustainable, where such policies seek to ensure that there are no inherent conflicts between substance and process. The long-term sustainability of policies on economic growth largely depends on maintaining a healthy environment and cohesive societies. Accordingly, in providing a framework to support the development of host communities, the Petroleum Industry Act spelt out modalities to finance and execute projects for the benefit and sustainable development of host communities, undertake infrastructural development of host communities within the scope of funds available to the Board of Trustees, invest part of available funds for and on behalf of host communities, support local initiatives within host communities which seek to enhance environmental protection amongst other objectives. A participatory approach is important in successfully achieving these objectives, as the criteria for sustainable community development cannot be defined in purely technical terms. This means that the process through which decisions are reached must be informed by the full range of possible consequences, which in turn must be transparent and accountable to concerned parties.

Three years after the PIA was granted assent, one might ask – 'how has the Commission performed, in terms of its regulatory oversight regarding the establishment and incorporation of the HCDTs?' Well, like most typical start-ups, a myriad of challenges have bedeviled the establishment of the HCDTs, top amongst which is gaining the confidence and co-operation of stakeholders in the selection of members of Board of Trustees (BOT) to pilot the affairs of each Trust. For the initial take-off of operations of the Trusts, the Settlors (Operators) are saddled with the responsibility of convening stakeholder engagements with relevant host communities to determine:

- The cluster of communities within a Trust
- A name for the Trust
- Selection criteria for Board of Trustees members
- The Chairman of the Board of Trustees
- A Trust Secretary for the HCDTs
- Community Needs Assessment
- Five-year Projects Development Plan

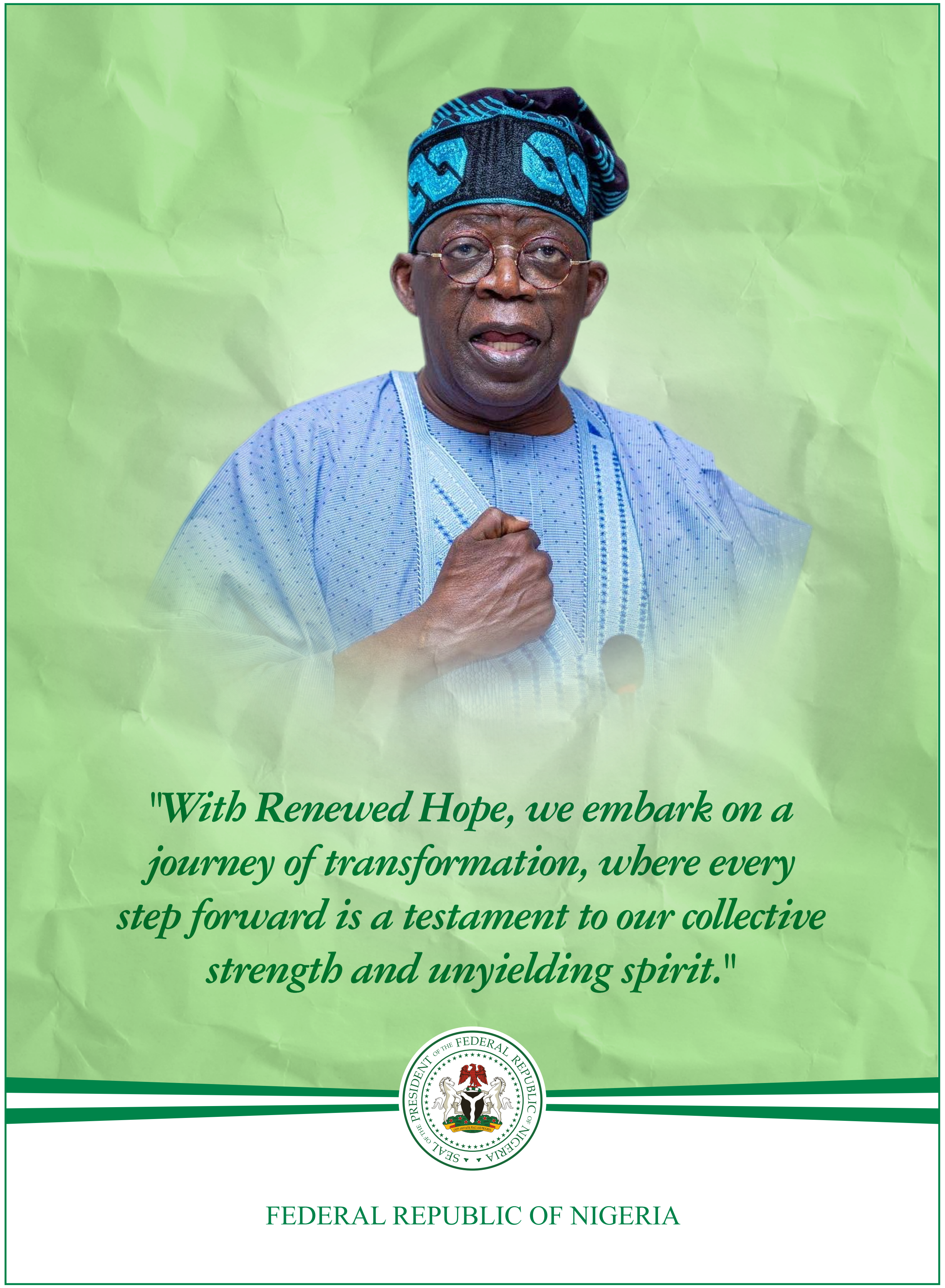
Having to first undertake a Community Needs Assessment wherein the needs of the target audience are collated, evaluated and prioritised before expansion into a five-year development plan underscores the need for development that lasts. Where upstream petroleum host communities can maximise human and environmental well-being for today's generation without overly depleting resources for the well-being of future generations. This is in accordance with the objects and intents of the PIA to foster sustainable prosperity within host communities.

In implementing the Host Community Development Trusts, the Commission has achieved significant milestones in their incorporation and operationalisation:



Concern for the interests of future generations will for many people be reason enough to look beyond economic growth as an indicator of welfare, rather consider the availability of opportunities to benefit from, through participation in a growing global economy. This is an ultimate expectation from the operationalisation of the Host Community Development Trusts, the overall success of the HCDTs will therefore require linking community development projects, socio-cultural development, economic empowerment and the environmental objectives of host communities, in a balanced way. ■

Credits: **Host Community Branch, HSEC**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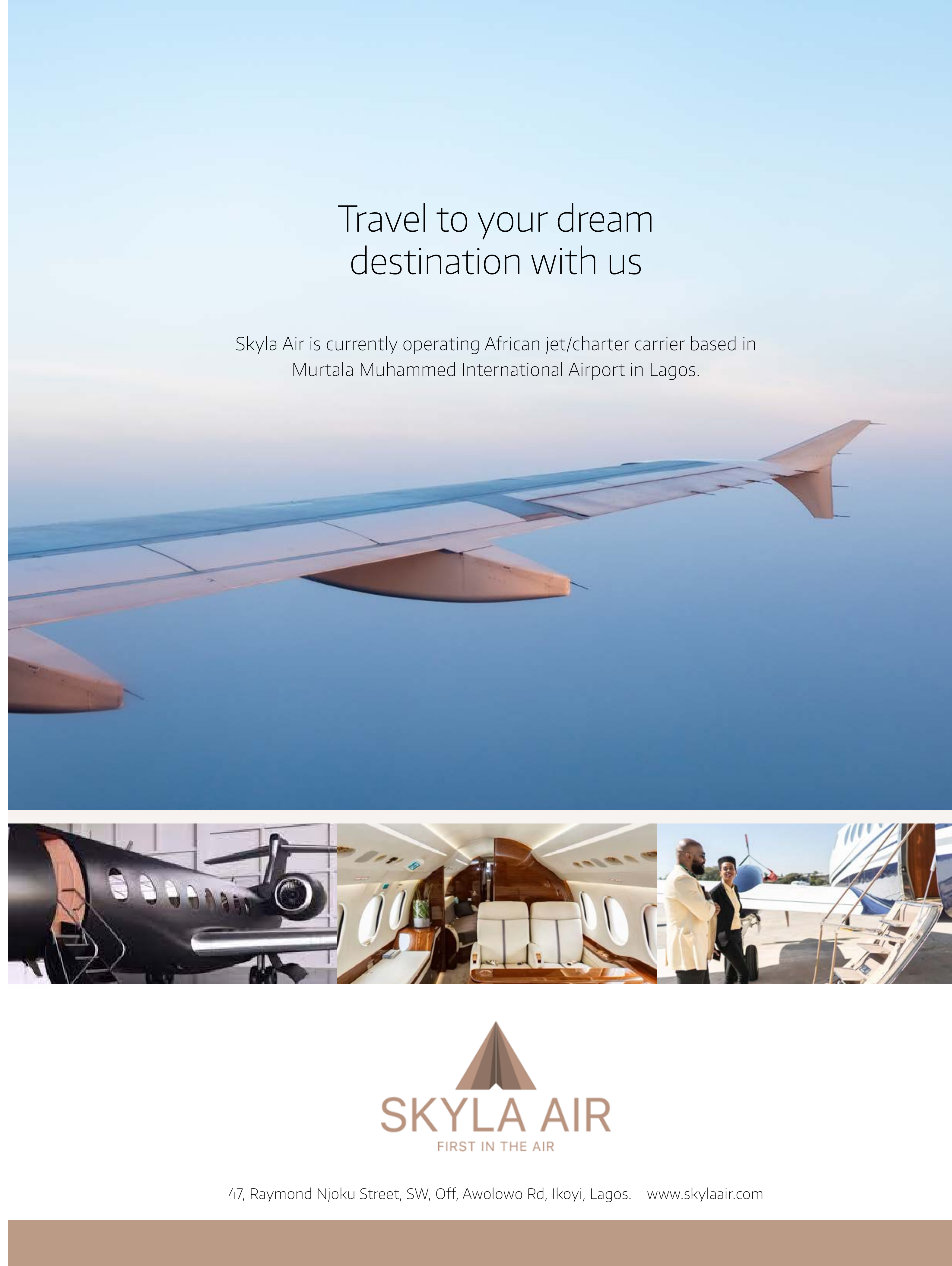
SEAL OF THE PRESIDENT OF THE FEDERAL REPUBLIC OF NIGERIA
FEDERAL REPUBLIC OF NIGERIA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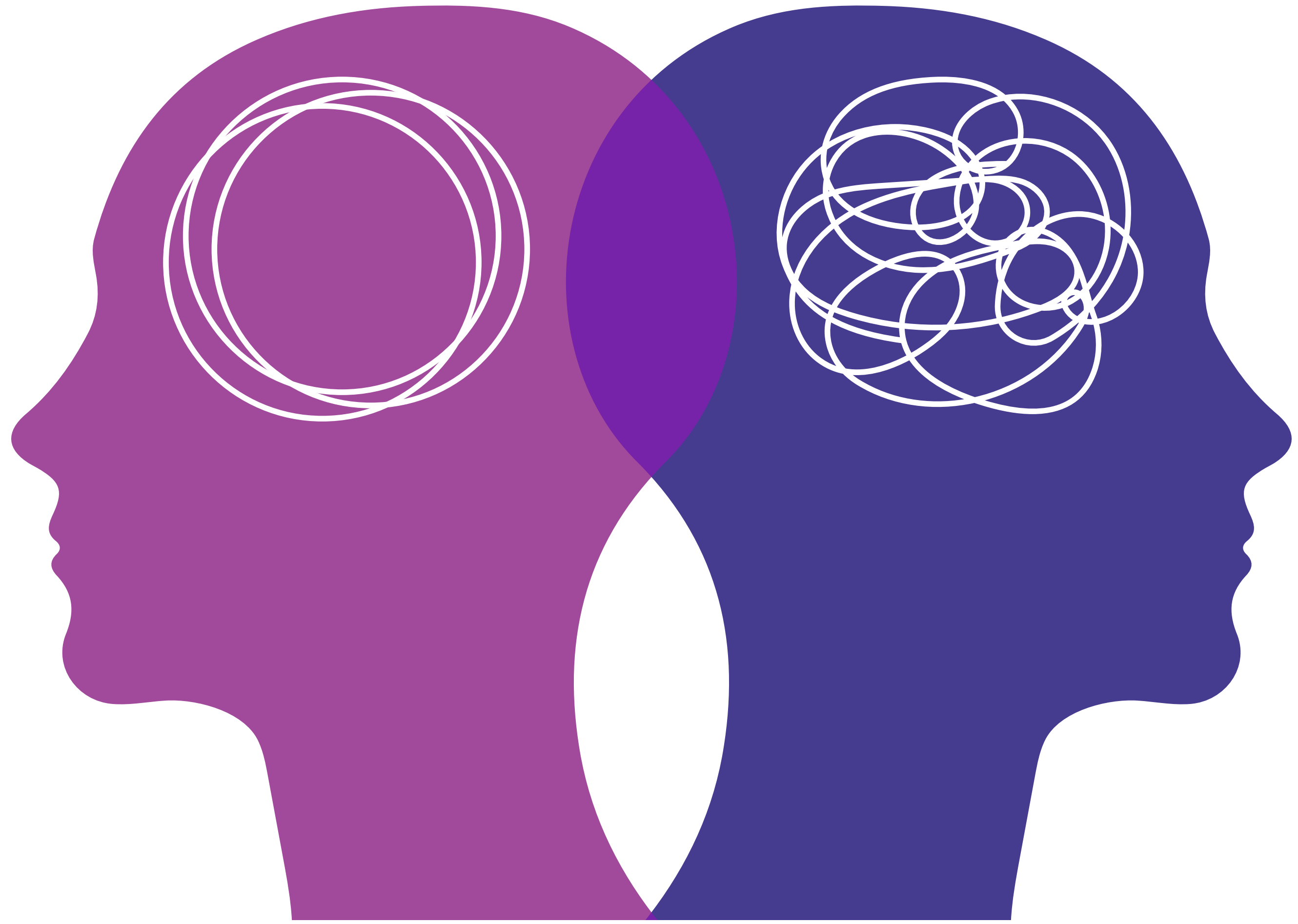
Mental Wellbeing Guide:

HOW TO FLOURISH IN THE WORKPLACE IN 2025

– Hafsat Dauda



In today's fast-paced and high-pressure professional environments, achieving success is no longer just about meeting deadlines and delivering results. In 2025, flourishing in the workplace requires a holistic approach one that prioritises mental well-being alongside professional growth. For professionals in high-demand industries like the upstream oil and gas sector, maintaining mental health is essential for sustained performance and job satisfaction.

This guide explores actionable strategies to help you not just survive, but flourish in the workplace by nurturing your mental well-being.

1 EMBRACE WORK-LIFE INTEGRATION, NOT JUST BALANCE

The traditional concept of work-life balance is evolving into work-life integration, where personal and professional boundaries are fluid but well-managed. For professionals working in high-stakes environments such as oil and gas industry, long hours and demanding deadlines can take a toll.

How to achieve it:

- Set clear boundaries between work and personal time, ensuring you have moments to disconnect.
- Utilise flexible work arrangements when available, such as hybrid work models.
- Prioritise activities that nourish you outside of work whether it's spending time with family, traveling or engaging in hobbies.

2 BUILD MENTAL RESILIENCE THROUGH SELF-CARE PRACTICES

Mental resilience is the foundation of thriving in a demanding workplace. The ability to adapt to stress and overcome challenges starts with prioritising self-care.

Practical steps:

- Practice mindfulness and meditation to manage stress and improve focus. Apps like Headspace or Calm can be useful tools.
- Incorporate physical activity into your routine, even short walks during breaks.
- Ensure you get adequate rest, as sleep deprivation can significantly affect decision-making and productivity.

3 CULTIVATE SUPPORTIVE WORKPLACE RELATIONSHIPS

Having a strong support system at work is crucial for mental well-being. Whether it's engaging with colleagues or seeking mentorship, fostering positive relationships can enhance job satisfaction and reduce stress.

Tips for fostering workplace connections:

- Engage in mentorship programmes to learn from experienced colleagues and share your insights with juniors.
- Be proactive in team-building activities and professional networking events.
- Practice open communication, addressing workplace concerns early to avoid unnecessary stress.

4 DEVELOP EMOTIONAL INTELLIGENCE (EQ)

In the dynamic landscape of 2025, technical skills alone won't suffice. Cultivating emotional intelligence, the ability to recognise, understand and manage emotions can help you navigate workplace challenges more effectively.

Key aspects to focus on:

- Self-awareness: Recognise how workplace stress affects your emotions and behaviour.
- Empathy: Understanding colleagues' perspectives can foster better collaboration and conflict resolution.
- Adaptability: Be open to change, as the energy and regulatory sectors are constantly evolving.

5 UTILISE WORKPLACE MENTAL HEALTH RESOURCES

Many organisations, including regulatory bodies and multinational companies, now offer mental health resources and Employee Assistance Programmes (EAPs). If available, take advantage of these offerings to maintain your well-being.

Look for:

- Counselling services or confidential helplines.
- Wellness programmes that provide stress management tools.
- Online platforms offering mental health workshops and training.

6 SET REALISTIC GOALS AND MANAGE EXPECTATIONS

In high-pressure roles, it's easy to become overwhelmed by expectations. Setting realistic, achievable goals helps maintain motivation without compromising your mental health.

How to set effective goals:

- Break down large projects into smaller, manageable tasks.
- Use tools like the SMART goals framework (Specific, Measurable, Achievable, Relevant, Time-bound).
- Communicate openly with supervisors about workload expectations and capacity.

7 RECOGNISE THE SIGNS OF BURNOUT EARLY

Burnout is a common challenge in fast-paced industries like oil and gas regulation, where professionals juggle multiple responsibilities. Being able to identify the early signs can help prevent long-term mental health issues.

Warning signs include:

- Persistent fatigue and lack of motivation.
- Feeling detached or cynical about work.
- Decreased productivity despite working longer hours.

What to do:

- Take breaks and step back when needed.
- Seek professional help if symptoms persist.

- Reassess workload and discuss adjustments with management.

8 ADVOCATE FOR A POSITIVE WORK CULTURE

A healthy workplace culture plays a significant role in employee well-being. Be an advocate for policies that support mental health, such as:

- Encouraging open discussions about mental health without stigma.
- Supporting flexible work policies that prioritise well-being.
- Promoting an inclusive, respectful work environment.

9 STAY ORGANISED AND MANAGE TIME EFFECTIVELY

Both physical and mental clutter can contribute to stress. Developing strong organisational skills can help create a sense of control over your workload.

Time management strategies:

- Use productivity tools like Trello, Asana, or Microsoft Outlook to stay on top of tasks.
- Prioritise tasks using the Eisenhower Matrix (urgent vs. important).
- Set aside time for focused work without distractions.

10 SEEK PROFESSIONAL DEVELOPMENT OPPORTUNITIES

A sense of growth and accomplishment contributes to overall well-being. Whether it's advancing your regulatory knowledge or expanding your legal expertise, continuous learning can boost confidence and reduce job-related anxiety.

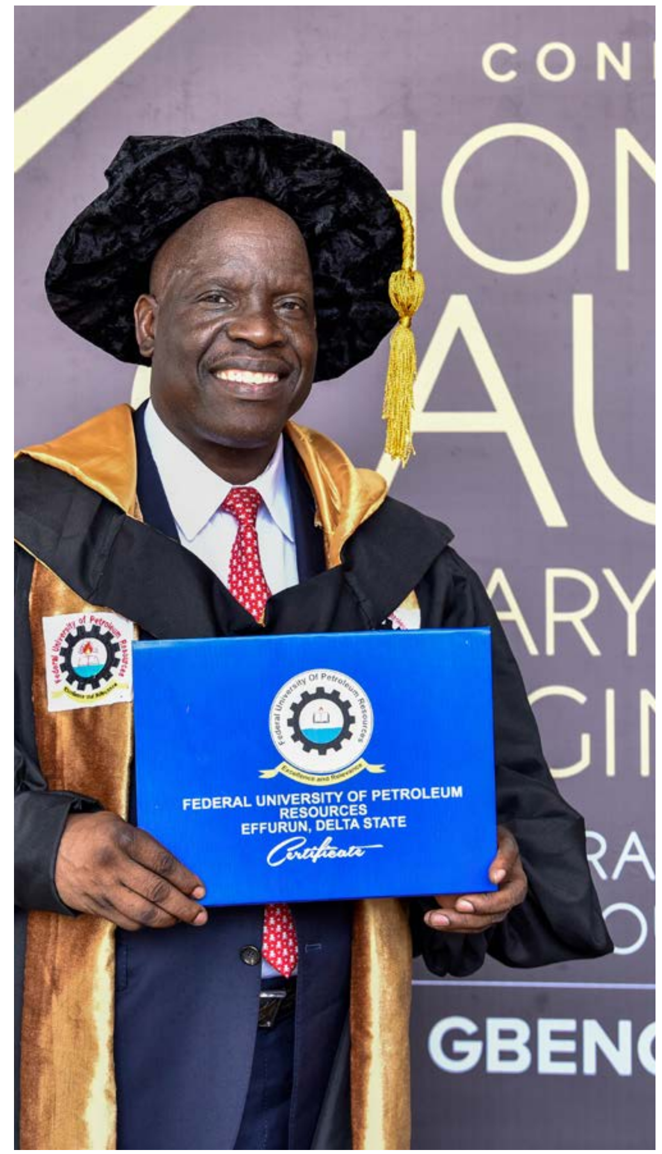
Ways to grow professionally:

- Enrol in courses and workshops relevant to your industry.
- Attend conferences and networking events to stay connected.
- Set career goals that align with your personal aspirations.

Flourishing in the workplace in 2025 is about more than just meeting deadline it's about thriving holistically. Remember, your mental health is as important as your professional achievements. Taking intentional steps to care for it will empower you to excel both personally and professionally. ■

HONOURING EXCELLENCE: ENGR. GBENGA KOMOLAFE'S LEGACY IN NIGERIA'S PETROLEUM SECTOR

- Lekan Fatodu -



In a testament to his exemplary contributions to the Nigerian petroleum sector and engineering field, Engineer Gbenga Komolafe, the esteemed Commission Chief Executive of the Nigerian Upstream Petroleum Regulatory Commission, has been awarded an honorary Doctorate Degree in Engineering by the prestigious Federal University of Petroleum Resources, Effurun, Delta State. This accolade, a crowning jewel in his illustrious career, reaffirms his status as a transformative leader and visionary in his domain.

Engr. Komolafe's career is marked by an unwavering commitment to innovation, excellence and the advancement of Nigeria's energy framework. His visionary leadership has not only elevated the operational standards of the Nigerian Upstream Petroleum Regulatory Commission but has also positioned Nigeria as a beacon of progress within the global energy community. This honour from the Federal University of Petroleum Resources reflects the deep respect and admiration he commands as a trailblazer in both engineering and governance.

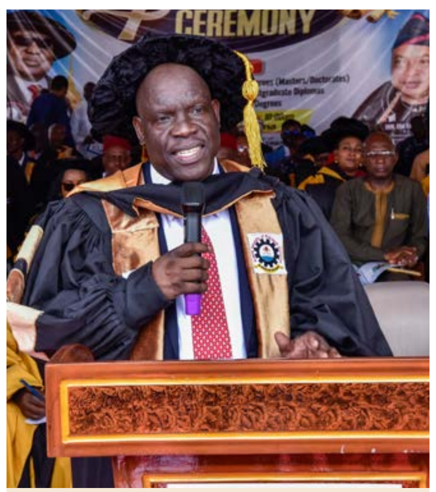
The conferment of this honorary degree is more than a ceremonial recognition it symbolises the impactful legacy of a leader whose work continues to inspire and shape the future of the nation. Through his unparalleled dedication and forward-thinking approach, Engr. Komolafe has set a standard of excellence that resonates far beyond the petroleum industry, touching lives and fostering growth in the broader engineering community.

This moment serves not only as a celebration of Engr. Komolafe's achievements but also as an inspiration to aspiring engineers and professionals who look up to him as a role model. With this latest honour, his name is further etched into the pantheon of leaders who have significantly influenced Nigeria's development and the global energy landscape. Truly, Engr. Gbenga Komolafe exemplifies a life dedicated to purpose, excellence and progress. ■












TOWARDS REDUCING THE UNIT COST OF PRODUCTION IN NIGERIA'S OIL AND GAS INDUSTRY

- Engr Williams Osahon Imasuen -

INTRODUCTION

The oil and gas industry in Nigeria plays a vital role in the country's economy, contributing a significant portion of its revenue. However, one major challenge the industry faces is the high unit cost of production. This paper aims to explore and diagnose the root causes behind this issue, shedding light on the factors that have contributed to the inflated cost of production.

1. Infrastructure Deficiencies
One of the primary causes of high production costs in Nigeria's oil and gas industry is the lack of adequate infrastructure, insufficient transportation, processing and storage facilities, resulting in increased logistical challenges and delays driving up costs. In addition, obsolescence of equipment and ageing of components of infrastructure leads to frequent repairs and maintenance, thereby contributing to higher expenses.

2. Security Challenges
Nigeria's oil and gas industry operates in an environment plagued by security challenges. Frequent pipeline vandalism, oil theft and attacks on oil facilities lead to production disruptions and increased security costs for companies. These incidents require significant investments in security personnel, surveillance systems and repair activities, further hiking up the unit cost of production.

3. Inadequate Local Capacity and Human Capital
The oil and gas industry in Nigeria heavily relies on foreign expertise, equipment, materials and support services, resulting in increased costs due to currency exchange rates and importation expenses. Limited local capacity and inadequate human capital lead to a scarcity of skilled professionals and locally sourced materials within the industry, driving up labour and material costs. There is a need for robust training programmes and investments in local content development to reduce dependency on external resources.

4. Environmental Concerns and Community Relations
The oil and gas industry often faces environmental challenges, with community conflicts arising from the perception of environmental degradation and inadequate compensation for pollution and land use. Companies are required to comply with stringent environmental regulations, leading to increased spending on waste management, remediation and compliance measures. Also, addressing grievances and community development initiatives add to the financial burden, elevating production costs.

6. Unstable Power Supply
Another contributor to the high unit cost of production is Nigeria's unreliable power supply. Companies are forced to rely on expensive alternative sources of electricity such as diesel generators which leads to increased General and Administrative (GandA) cost.

The high unit cost of production in Nigeria's oil and gas industry is a complex issue with various intertwined causes. Addressing the root causes requires a comprehensive approach, involving government reforms, improvements in infrastructure, enhanced security measures, streamlined regulations, capacity building and sustainable environmental practices. By addressing these challenges, Nigeria's oil and gas industry can lower production costs, attract more investments and ensure long-term viability and competitiveness in the global market.

METHODOLOGIES, SOLUTIONS AND GOVERNMENT POLICIES THAT CAN HELP IN ACHIEVING EFFICIENT REDUCTION IN UNIT COST OF PRODUCTION IN NIGERIA'S OIL AND GAS INDUSTRY

Reducing unit production costs in the oil and gas industry in Nigeria requires a multi-faceted approach that encompasses various methodologies, solutions and effective government policies. In this section, we will enumerate and expand on these strategies.

1. Enhancing Infrastructure
An essential strategy for reducing unit production costs is to invest in infrastructure improvements. This includes the expansion of transportation networks such as pipelines and storage facilities to streamline the transportation of crude oil and natural gas. Regulation providing the market rules covering Open Access and standardised tariff system for transportation and handling cost to prevent predatorial practices is being developed to address petroleum handling and disposal costs.

2. Addressing Security, Environmental and Community Challenges
The government should prioritise the prevention of oil theft and pipeline vandalism. This requires enhancing surveillance systems, training and increasing security personnel, and prosecuting and punishing perpetrators. Additionally, the provisions of the Petroleum Industry Act 2021 as regards the Host Community Development Fund and the Environmental Remediation Fund should be judiciously implemented through effective stakeholders oriented and participatory regulations and processes that are seen to be just, transparent and promote peaceful relations.

3. Driving Local Content Development
The government should promote local content development by incentivising the transfer of technology and knowledge to enhance domestic capacity. This requires investing in training and education programmes, promoting local entrepreneurship and creating policies that encourage the establishment of small to medium-scale enterprises. By doing so, the country can reduce the industry's dependency on foreign expertise while mitigating the effects of foreign currency fluctuations and capital flight. The Petroleum Technology Development Fund (PTDF) should find ways to ensure that Nigerians trained overseas return to develop the country with their new-found expertise. The Nigerian Content Development and Monitoring Board (NCDMB) should seek innovative ways to ensure the cost of project does not balloon while trying to increase local content.

4. Eliminating Routine Gas Flaring
Eliminating routine gas flaring can help to combat Green House Gas (GHG) emissions and increase chances of access to international funding. It can also help to reduce operating expenditure (OPEX) by way of eliminating payment of Gas Flare Penalty.

Reducing the unit cost of production in Nigeria's petroleum industry is a complex challenge that requires a multi-faceted approach. By enhancing infrastructure, addressing security and community challenges, streamlining regulations, promoting local content development, improving governance practices and investing in renewable energy, the country can achieve an efficient reduction in unit production cost while attracting investments, ensuring long-term viability and competitiveness in the global oil and gas market. The Nigerian government must demonstrate commitment to implementing these strategies while creating an enabling environment for the private sector to thrive.

The Commission is driving various initiatives towards reducing unit cost of production in the Nigerian Oil and gas Industry.

Such initiatives include putting in place a Standardised Tariff Template/ System for Transportation and Handling Costs, encourage and enforce Open Access, deliberate Expansion of Transportation Networks including upgrading and/or debottlenecking of existing ones, address Environmental and Community Issues and Complete and Operationalise the Nigerian Gas Flare Commercialisation Programme (NGFCP). ■

NUPRC: REGULATORY DIVESTMENT FRAMEWORK

1. **TECHNICAL CAPACITY** The successor entity must demonstrate proven and verifiable capacity to operate the asset vigorously and in a business-like manner. The entity must showcase competencies and capabilities comparable to or surpassing those of the divesting entity. In addition, all production allocation and cost issues related to unitisation in the case of straddled fields must be resolved.
2. **FINANCIAL** The Commission shall assess the prospective successor entity's balance sheet and financial viability and verify readiness to undertake a defined work programme and fulfil required obligations on the assets. Due diligence shall be undertaken on potential buyers to assess suitability, alignment with state interests, reputation, investment objectives, and track record etc.
3. **LEGAL** The acquiring entity must be 'fit and proper' persons in the eyes of the law and in line with the interest of the nation. Clear evidence of the resolutions of legacy debts and legal encumbrances must be established and appropriate mechanisms to manage residuals agreed.
4. **DECOMMISSIONING AND ABANDONMENT (DANDA)** Applicable DandA costs must be diligently assessed and ensure settlement of outstanding obligations. Commission to ensure that potential exposure of the Nigerian government to decommissioning liabilities is averted.
5. **HOST COMMUNITY TRUST / ENVIRONMENTAL REMEDIATION FUND** The Commission shall assess the status of Host Community Trust Fund obligations and ensure robustness of successor entity's social inclusion programme in line with the provisions of the Petroleum Industry Act, 2021 (PIA). The Commission shall evaluate acquiring entity's adherence to decarbonisation plans and sound Environmental Social and Governance (ESG) principles.
6. **INDUSTRIAL RELATIONS AND LABOUR ISSUES** The Commission shall Implement a robust assessment mechanism to avert undesirable labour union issues and disharmony arising from the divestment process. Concerned parties shall endorse "Certificate of Settlement" to validate alignments reached on all labour issues (staff welfare, benefits, entitlements as well as disengagement, redundancies, retirement, etc.). The aim is to ensure the nation averts socio-economic disruptions arising from failure to resolve labour issues that might result as a consequence of post divestment.
7. **DATA REPATRIATION** The Commission shall ensure that all data mined during the operating life of the asset are repatriated to the National Data Repository (NDR) in line with extant regulations.

COMMISSION CALL

- Olaide Shonola -

1

NUPRC ANNOUNCES 2025 LICENSING ROUND TO UNLOCK POTENTIAL OF UNDEVELOPED FIELDS

The Nigerian Upstream Petroleum Regulatory Commission (NUPRC), the apex regulatory authority for the nation's petroleum industry, has officially announced the commencement of the 2025 Licensing Round, with a strategic focus on harnessing the potential of fallow assets.

The announcement was made during the 2024 Commercial Bid Conference, held at Eko Hotel and Suites, Lagos. In his address, the Commission Chief Executive (CCE), Engr. Gbenga Komolafe, reaffirmed NUPRC's commitment to transparency, sustainability and economic advancement within Nigeria's upstream petroleum sector. He underscored the critical role of fallow assets in bolstering the country's energy production capacity.

Engr. Komolafe noted that despite numerous significant discoveries, a considerable number of fields remain undeveloped, representing a vast opportunity to increase national output, stimulate job creation and attract foreign direct investment (FDI).

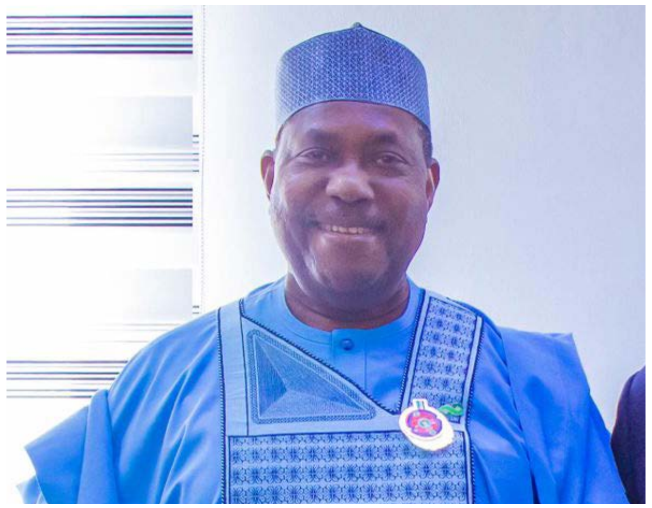
He further highlighted that the 2025 Licensing Round will incorporate insights gained from the current year's exercise, with a particular emphasis on fallow assets and the prioritisation of natural gas development. This approach aligns with Nigeria's broader commitment to the United Nations Sustainable Development Goals (SDGs).

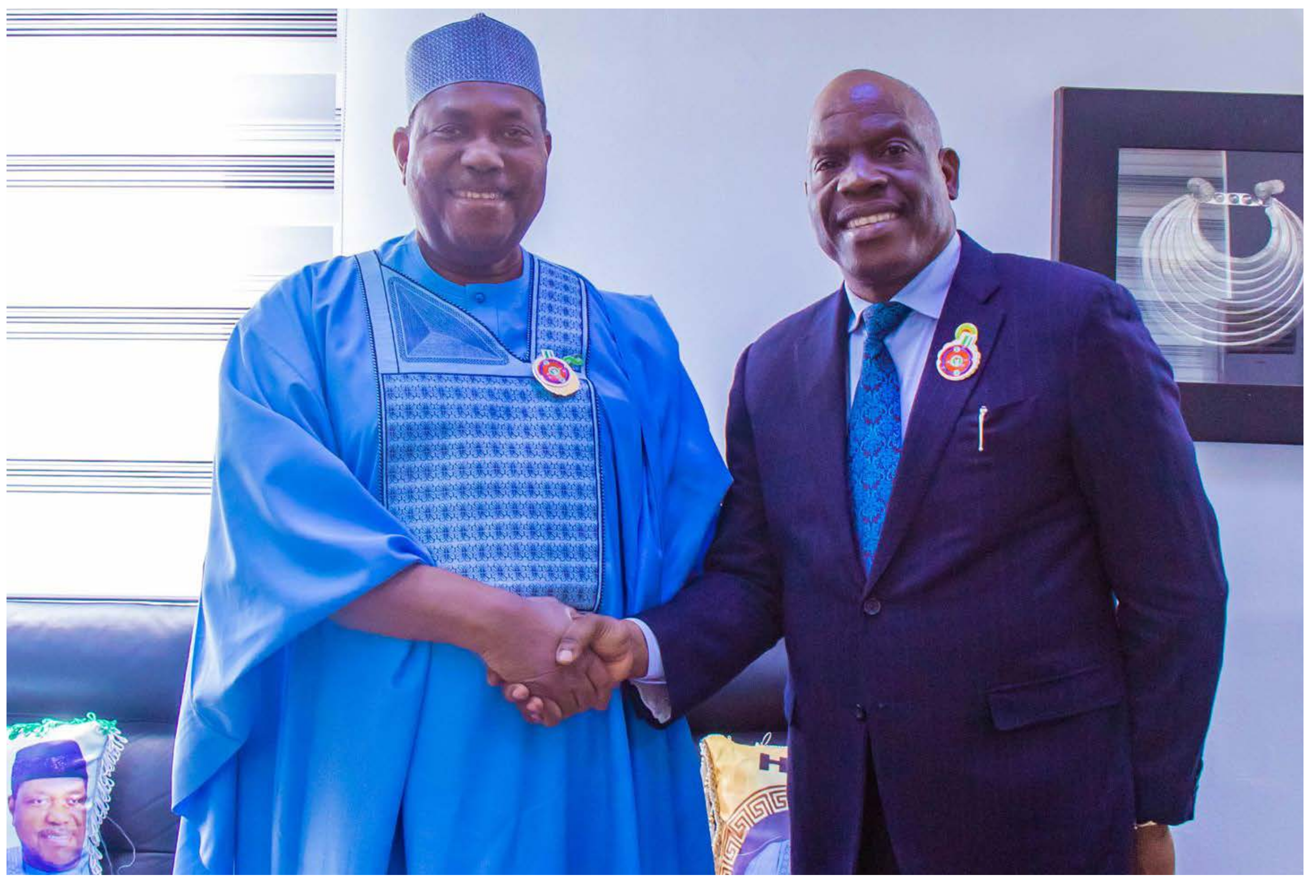
The CCE emphasised that this initiative is designed to strengthen Nigeria's competitive position within the African oil and gas industry, particularly in response to emerging competition from countries such as Angola and Namibia.

In conclusion, Engr. Komolafe reiterated NUPRC's objective of streamlining the process for acquiring oil blocks, with the goal of

2

The Commission Chief Executive (CCE) of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), Engr. Gbenga Komolafe, paid a courtesy visit to the Secretary to the Government of the Federation (SGF), Senator George Akume, at his office in Abuja.





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NUPRC CHIEF, ENGR. GBENGA KOMOLAFE, HONOURED WITH THISDAY/ARISE GROUP CEO OF THE YEAR AWARD

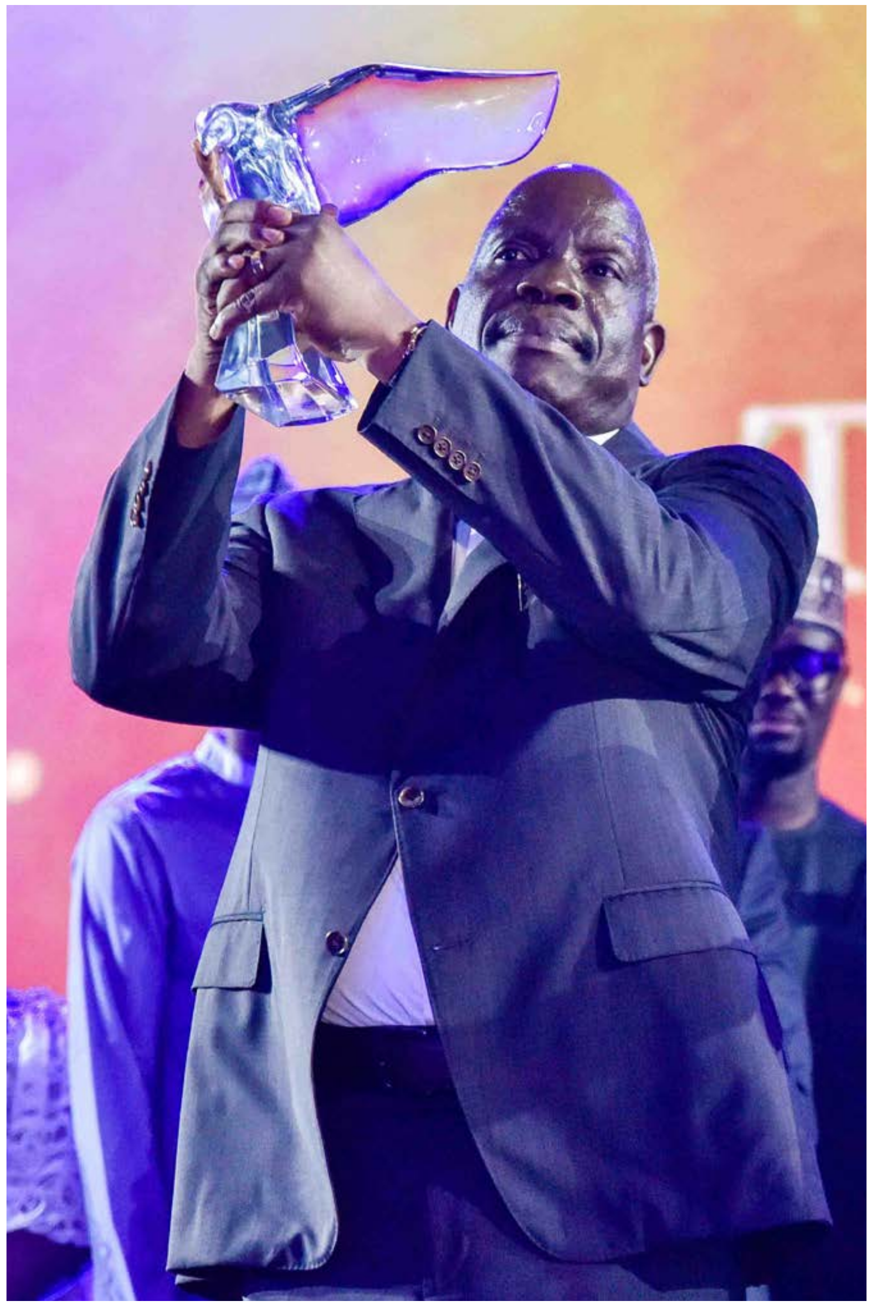
The Commission Chief Executive (CCE) of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), Engr. Gbenga Komolafe, has been awarded the prestigious ThisDay/Arise Group CEO of the Year Award in recognition of his exemplary leadership and substantial contributions to Nigeria's upstream oil and gas sector.

The accolade highlights Engr. Komolafe's pivotal role in driving transformative reforms within the NUPRC, aimed at enhancing operational efficiency, attracting investment and strengthening regulatory oversight across the industry.

Under his leadership, the Commission has successfully introduced and implemented key regulations that have stimulated sectoral growth, boosted productivity and increased government revenue from the oil and gas industry. These strategic initiatives have also been instrumental in restoring investor confidence and positioning Nigeria's petroleum sector for long-term, sustainable development.

In his acceptance speech, Engr. Komolafe expressed profound gratitude to the NUPRC team for their dedication and commitment to advancing the sector. He reaffirmed the Commission's unwavering focus on upholding global best practices while working to enhance Nigeria's energy security and foster economic growth.






4 NUPRC MANAGEMENT HONOURED AT 2025 NIGERIA OIL AND GAS FORUM AWARDS

The senior management team of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) was honoured with distinguished accolades at the 2025 Nigeria Oil and Gas Forum Awards, held in Abuja on January 30, 2025. The awards recognised the team's exceptional contributions to the growth, sustainability and advancement of Nigeria's oil and gas sector.

The NUPRC leadership was commended for its transformative policies and unwavering commitment to promoting transparency, operational efficiency and environmental stewardship within the upstream petroleum industry. Under their strategic direction, the Commission has successfully driven key regulatory reforms, enhanced stakeholder engagement and encouraged innovation in exploration and production activities, significantly strengthening the sector's performance and global competitiveness.







5 NUPRC CHIEF ENGR. GBENGA KOMOLAFE DELIVERS KEYNOTE ADDRESS ON INDUSTRIAL ENGINEERING AS A CATALYST FOR SUSTAINABLE GROWTH AND INNOVATION AT LAGOS STATE UNIVERSITY

The Commission Chief Executive (CCE) of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), Engr. Gbenga Komolafe, delivered a keynote address at Lagos State University on the pivotal role of Industrial Engineering as a Catalyst for Sustainable Growth and Innovation.

In his address, Engr. Komolafe highlighted the transformative impact of industrial engineering on driving efficiency, fostering innovation and promoting sustainable practices across various sectors, including the oil and gas industry. He emphasised the importance of leveraging advanced engineering solutions to boost productivity, optimise resource utilisation and support Nigeria's broader economic and environmental goals.

Engr. Komolafe also underscored the critical role of academia in shaping the next generation of engineers and innovators, advocating for stronger collaboration between industry and educational institutions to drive sustainable development and technological advancement.

6 THE NIGERIAN UPSTREAM PETROLEUM REGULATORY COMMISSION (NUPRC) AIMS TO ATTAIN A DAILY CRUDE OIL PRODUCTION CAPACITY OF 2.1 MILLION BARRELS (MBOPD) BY THE YEAR 2025.

This development was disclosed by the Commission Chief Executive, Engr. Gbenga Komolafe, during a formal briefing to the Senate Committee on Appropriation. Engr. Komolafe emphasised the substantial advancements made by the NUPRC since its establishment in 2021, including a notable increase in Nigeria's rig count from 16 in 2021 to 32 under the Commission's jurisdiction. This improvement underscores the Commission's commitment to bolstering upstream operations and elevating the nation's crude oil production capabilities.

Engr. Komolafe further asserted that this production target is an integral component of the Commission's broader agenda to position Nigeria as a competitive and sustainable leader in the global oil and gas sector.

7 THE JOINT SENATE AND HOUSE COMMITTEE ON FINANCE HAS LAUDED THE NIGERIAN UPSTREAM PETROLEUM REGULATORY COMMISSION (NUPRC) FOR EXCEEDING ITS 2024 REVENUE TARGET

This commendation was made during the appearance of the Commission's Chief Executive, Engr. Gbenga Komolafe, before the committee on Monday, January 13.

The committee emphasised that this achievement underscores the Commission's notable contribution to national revenue and its effective regulatory management of Nigeria's upstream petroleum sector.

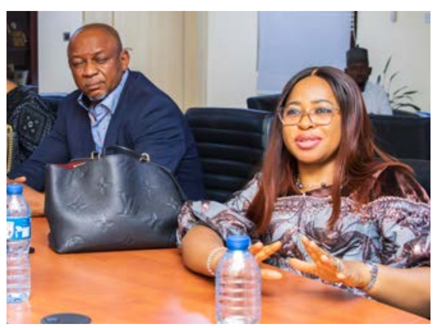
While addressing inquiries regarding gas flaring, the Chief Executive highlighted the Commission's implementation of a comprehensive Gas Flaring and Commercialisation Plan. This plan aims to significantly reduce methane emissions while simultaneously enhancing revenue generation through optimised gas utilisation and monetisation.

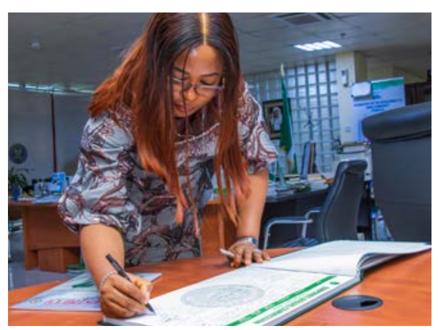
Engr. Komolafe further reiterated NUPRC's dedication to striking a balance between environmental sustainability and economic progress in the upstream petroleum industry.

These successes, according to the Chief Executive, demonstrate the Commission's strategic focus on advancing revenue generation, ensuring regulatory compliance and fostering transparency.

8 NUPRC AND CAC AIM FOR ENHANCED COLLABORATION

Olayemi Anyanechi, the Commission Secretary and Legal Adviser of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), visited Hussaini Ishag Magaji, the Registrar General of the Corporate Affairs Commission (CAC). The visit focused on building a stronger partnership and improving regulatory efficiency between the two organisations.





9 SAIPEC 2025: KOMOLAFE EMPHASISES AFRICA'S ENERGY FUTURE AND INVESTMENT OPPORTUNITIES

The Commission Chief Executive (CCE) of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC) has reiterated Nigeria's dedication to driving innovation, sustainability and investment in the oil and gas industry.

This message was delivered at the 9th Sub-Saharan Africa International Petroleum Exhibition and Conference (SAIPEC) in Lagos, where the CCE was represented by Engr. Enorense Amadasu, Executive Commissioner for Development and Production.

The NUPRC Chief commended PETAN for organising SAIPEC, highlighting its pivotal role in advancing regional collaboration, technological innovation and knowledge sharing. He celebrated Nigeria's progress in the oil and gas sector, particularly the significant reforms introduced through the Petroleum Industry Act (PIA) of 2021.

He noted that this landmark legislation has strengthened governance, transparency and efficiency, positioning Nigeria as a prime hub for energy investments. Through strategic field development, enhanced oil recovery techniques and resource optimisation, Nigeria continues to demonstrate its commitment to innovation and leadership in the global energy sector.

10 NIGERIA'S OIL SECTOR ON THE RISE: REFORMS AND ACHIEVEMENTS

Engr. Gbenga Komolafe, the Commission Chief Executive of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), highlighted significant advancements in Nigeria's oil and gas sector during the Heirs Energies Leadership Forum 2025 in Abuja.

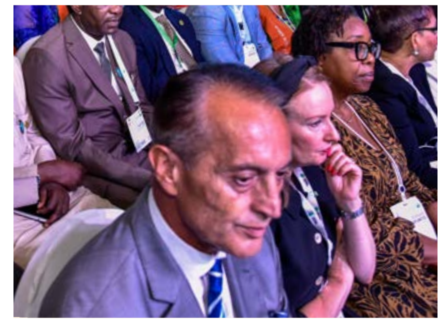
11

NUPRC LEADS THE WAY AT 2025 NIGERIA INTERNATIONAL ENERGY SUMMIT

The 2025 Nigeria International Energy Summit (NIES), held from February 24 to 27 in Abuja, has brought together major stakeholders in the global energy sector. Themed "Bridging Continents: Connecting Investors Worldwide with Africa's Energy Potential," the event highlights Africa's vast energy resources and opportunities for investment.

Central to Nigeria's energy regulation is the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), which ensures the upstream petroleum sector's efficiency and transparency under the Petroleum Industry Act (PIA) of 2021. The NUPRC's efforts have fostered investor confidence, reduced gas flaring and supported domestic gas supply and environmental sustainability.

In addition to regulatory oversight, NUPRC drives policies that emphasise local content, sustainable energy practices and transparency, solidifying its position as a key force in Nigeria's energy landscape.



CELEBRATING THE WOMEN OF NUPRC

SHAPING THE FUTURE WITH STRENGTH AND VISION

- Nze David UgorjI -

On this International Women's Day, I stand in awe and admiration of the extraordinary women of the Nigerian Upstream Petroleum Regulatory Commission (NUPRC). You are the lifeblood of progress, the architects of innovation and the champions of excellence who continue to leave an enduring legacy in the energy industry.

Your brilliance shines as you lead transformative initiatives, craft impactful policies and drive sustainability with an unwavering resolve. You've broken barriers, rewritten narratives and blazed trails in a sector where your passion and dedication inspire us all.

But your influence goes far beyond professional accomplishments. As mentors, visionaries and change-makers, you exemplify resilience, compassion and leadership qualities that uplift and empower everyone around you.

Today, I salute your achievements, your courage and the boundless potential you unleash every day. You are not just part of the story; you are the authors of a brighter, more inclusive future for the energy sector and beyond.

To the women of NUPRC, thank you for your unparalleled contributions, your strength and your brilliance. The world celebrates you today and every day.

Happy International Women's Day!

1. Dozie-Enukora Ihuoma Ann **2.** Ejiro Ufondu **3.** Fadeni Tola Omowumi
4. Barr. Mrs Olayemi Anyalechi **5.** Mrs Olaide shaw **6.** Sholabi Olanrewaju Fola Shade **7.** Shonola Olaide

INTERNATIONAL

Women's Day

TOWARDS AN ENERGY-SECURED AND DECARBONISED FUTURE: REFLECTIONS ON THE UPSTREAM DECARBONISATION AND ENERGY SUSTAINABILITY FORUM

– Engr. Joseph Ogunsola, Dr. Mohammed Malah, Engr. Bamidele Dada, Chinasa Anyanwu, Engr. Hajara Abdulfatah Kabir –

On the 18th of March 2025, the Commission hosted a defining moment in the country's upstream oil and gas sector. The Upstream Decarbonisation Forum, held at the Congress Hall of the Transcorp Hilton in Abuja, brought together an exceptional range of participants, including policymakers, international partners, industry leaders, financial institutions, service companies and subject matter experts who were all unified by a single theme: "Towards an Energy-Secured and Decarbonised Future."

The conferment of this honorary degree is more than a ceremonial recognition it symbolises the impactful legacy of a leader whose work continues to inspire and shape the future of the nation. Through his unparalleled dedication and forward-thinking approach, Engr. Komolafe has set a standard of excellence that resonates far beyond the petroleum industry, touching lives and fostering growth in the broader engineering community.

This moment serves not only as a celebration of Engr. Komolafe's achievements but also as an inspiration to aspiring engineers and professionals who look up to him as a role model. With this latest honour, his name is further etched into the pantheon of leaders who have significantly influenced Nigeria's development and the global energy landscape. Truly, Engr. Gbenga Komolafe exemplifies a life dedicated to purpose, excellence and progress.

Figure 1: Headline banner for the event.

The Forum was not merely an industry event; it was a convergence of responsibility and opportunity. It marked the public launch of the Nigerian Upstream Oil and Gas Decarbonisation and Sustainability Blueprint, the Commission's flagship blueprint and regulatory framework for steering upstream petroleum operations toward a lower-carbon, more resilient and investment-friendly future. Developed by a team of technical experts within the Commission and through broad-based consultations, the Blueprint reflects both a technical commitment and a moral imperative to manage Nigeria's natural resources in a way that responds meaningfully to climate realities, global transition pressures and domestic development priorities.

The day began with formalities, including onsite registration, the national anthem and a welcome address by Engr. Enorense Amadasu, Executive Commissioner for Development and Production. What followed set the tone for a full day of honest conversations and strategic engagement. A series of goodwill messages from diplomatic partners from Norwegian, German and British missions, domestic institutions including the Nigeria Council on Climate Change Secretariat (NCCCS), Nigeria National Petroleum Corporation Limited (NNPCL), Nigerian Midstream and Downstream Petroleum Regulatory Authority (NMDPRA) and industry groups including the Independent Petroleum Producers Group (IPPG) and Oil Producers Trade Section (OPTS) highlighted the level of interest and shared commitment across the energy ecosystem in Nigeria.

The keynote address by Engr. Gbenga Komolafe, FNSE, Commission Chief Executive, was the high point of the morning session. With characteristic clarity, the CCE laid out the core tension facing the industry: how to sustain value creation from oil and gas resources while repositioning operations to align with a decarbonising world. His address struck a pragmatic balance, acknowledging Nigeria's energy poverty, economic reliance on hydrocarbons and the expectations of host communities while affirming the country's commitment to achieve its Net Zero by 2060 target. The message was unmistakable: Nigeria will transition, but on its own terms, grounded in science, enabled by policy, financing and shaped by its national interest.

This was followed by a strategic presentation from Engr. Joseph O. Ogunsola, Head of Energy Sustainability and Carbon Management at the Commission. He outlined the implementation architecture and regulatory roadmap of the Blueprint. His presentation emphasised the seven thematic pillars of the Blueprint, which include natural gas shift, elimination of routine flaring, carbon markets, technology and innovation, operational efficiency, incentive mechanisms and collaboration with each supported by regulatory tools, actionable targets, and performance metrics. What stood out was the coherence of the vision: this was not a menu of aspirational ideas but a structured and enforceable plan.

Figure 2: The cover of the Blueprint launched at the event by The Commission Chief Executive

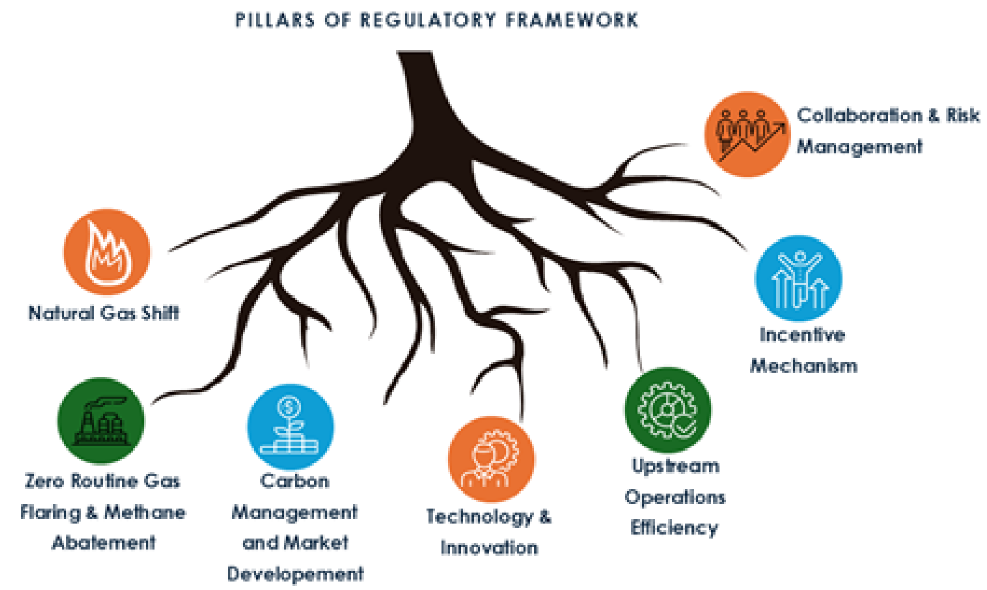


Figure 3: The Seven Pillars of the Decarbonisation and Energy Sustainability Blueprint.

An international panel session brought voices from the Norwegian Offshore Directorate, UN Environment Programme (UNEP), the World Bank's Global Flaring and Methane Reduction (GFMR) initiative and the North Sea Transition Authority (NSTA), alongside the Oil and Gas Decarbonisation Charter. Moderated by Dr Kelechi Ofoegbu, the session offered valuable lessons on how upstream decarbonisation is being approached in other jurisdictions. The emphasis on robust measurement systems, carbon pricing, regulatory certainty and collaborative innovation served to affirm many of the directions set out in Nigeria's own Blueprint for the upstream oil and gas sector by the Commission. At the same time, it was a reminder that the global energy transition is not uniform and that Nigeria must craft its path while remaining aligned with international standards.

The Industry CEOs Roundtable that followed, moderated by Heine Melkevik of Carbon Limits, featured leaders from the major upstream operators TotalEnergies, Chevron, Shell, Seplat, NNPC EandP Limited (NEPL) and others. These are the companies at the frontline of both emissions and opportunity. The discussion explored operational realities: the cost

of flare reduction, uncertainty around carbon credit monetisation, the pace of technology adoption and the tension between capital efficiency and sustainability investments. It was a frank exchange, but one where commitment to the transition was clear. What emerged was a consensus on the importance of regulatory predictability, access to finance and the urgent need for collaborative action within the industry and between regulators and operators.

The unveiling ceremony was simple yet significant. The Commission Chief Executive officially launched the Decarbonisation Blueprint, joined by members of the Executive Management. Engr. Joseph Ogunsola gave a brief highlight of the policy contents, reinforcing the Commission's intention to embed sustainability within the legal and compliance frameworks of upstream operations. This moment was symbolic of the shift underway, highlighting a move from informal conversations to codified pathways and obligations.

After a brief break and executive photo session, the Forum resumed with an afternoon session focused on technology, carbon markets and financing. The panel discussions in this session brought together service companies like Baker Hughes and SLB, financial institutions such as the Development Bank of Nigeria, and carbon market players, including Carbon AI and Carbon Limits. This session was particularly important, as it addressed the practical enablers of decarbonisation. Without technology to monitor emissions, the talk of reduction is speculative. Without finance, even the best-laid decarbonisation plans remain on paper. And without carbon markets, emissions reduction will continue to be a cost centre rather than a revenue opportunity.

The Plenary Session moderated by Dr Mohammed Malah on 'Leveraging Carbon Market Mechanisms and Financing Options for Upstream Operations' was like the icing on the cake for the event. Carbon AI's presentation on international carbon markets highlighted the opportunities available to Nigeria's upstream operators, particularly in the voluntary carbon market. The Director-General of the NCCCS, represented by Michael Ivenso, complemented this with an overview of the country's emerging carbon market policy and what is to come for the industry. What was clear in the intervention was how upstream companies must reposition themselves to attract low-carbon investment, not by greenwashing, but by demonstrating verifiable emissions performance and credible transition strategies. As all the structures for a vibrant carbon market as a key enabler of decarbonisation are already in place.

The closing remarks by Mrs. Olayemi Anyanechi, Corporate Secretary/Legal Adviser of the Commission captured the spirit of the event. She summarised key takeaways from the event - policy clarity, industry collaboration, finance mobilisation and technology integration and emphasised that implementation must begin immediately. The call to action was measured, but firm: the Forum must not end as an event; it must continue as a programme of action across the industry.

The final session before the business luncheon and networking engagement was the closing remarks delivered by Captain John Tonlagha, Executive Commissioner for Health, Safety, Environment and Community (HSEC), who gave a forward-looking outlook on regulatory initiatives and collaboration pathways. The networking conversations reflected a shared recognition: the transition is already underway. What remains is to stay the course with discipline and resolve.

For those of us involved in the Blueprint's technical design and those engaged in its operationalisation, the Forum was both a milestone and a beginning. It confirmed that the policy direction is sound, that the industry is ready to engage and that Nigeria can define its decarbonisation pathway without sacrificing its economic development or energy sovereignty.

The journey ahead will be complex, there are no illusions there. But the Decarbonisation Forum has made one thing clear: we have the regulatory foundation, we have the commitment, the financing is out there, the technologies are proven and we have a plan. The challenge now is to stay focused, deepen implementation and keep the conversation going. Not for show but for results. ■

ROUGH DIAMOND – A REVIEW

– Akpandem James –

The first thing that caught attention about the book was its title – Rough Diamond. Diamonds ordinarily are known for being clean, precious gemstones with sparkling attributes. Rough depicts lacking in refinement or polish. A rough diamond would therefore convey a metaphorical contextualisation of great potentiality lacking in refinement – a precious entity in its natural state devoid of cutting and polishing to reveal its hidden virtues. The complexity of the book title's conceptualisation became clear in the storyline's exposition.

The title reminds of some books of similar word formation - Diamond in the Rough by Skye Warren and Diamonds in the Rough by Portia Da Costa. Warren's Diamond in the Rough is a dark romance novel in which a kidnapped woman navigates captivity, uncovering secrets and forming unexpected connections amidst danger and suspense. The story is part of a trilogy and features complex characters, suspenseful action and a blend of romance and intrigue. Similarly, Da Costa's Diamonds in the Rough is a Victorian erotic romance novel. The story focuses on one Miss Adela Ruffington and Wilson Ruffington, who share a history filled with passion and betrayal. In spite of the different genres and styles employed in conveying the narratives, the two books utilise the diamond metaphor to explore themes of transformation, hidden potential and the complexities of human relationships.

Cynthia Obiora's Rough Diamond treads that trajectory. Some say the morning defines the day. This finds expression in Obiora's work where the prologue serves as an appetizer and the epilogue serves as the dessert. It is basically a story book, a chronology that resonates with real life experiences of some people, in some quarters - a familiar storyline. It is a story of small beginnings, sumptuous assumptions and sober denouement. The lessons learnt transformed the worldview of the main character in the book and defined her future.

Although Diamonds in the Rough was published in 2013, Diamond in the Rough was published in 2020 and Rough Diamonds was published in 2024, they share some similarities. The trajectory hangs on a romance that got challenged by betrayals and vicissitudes. They espouse narratives that showcase a blend of romance and intrigues, but the victims emerged with life lessons that shaped their future. These are common themes that run through the three novels, which have diamond stones cast on smokey dark covers.

Obiora's Rough Diamond starts with a conversation that would sound familiar to low-level inhabitants of major cities in Nigeria. In fact, it is a typical story in the consciousness of slum dwellers. A story that resonates with those who have either inhabited or interacted with the urban slums of Lagos. A narrative of poverty, hustle, rivalry, harassment and intimidation. The main character, Nwanne experienced and witnessed all of these at close quarters.

The author describes a narrative based on the true experiences of a young girl who believed that the quickest way to achieve a good life and gain influence was to attach herself to a wealthy man. However, her real-life experiences proved otherwise. She was so convinced of this mindset that she defied her parents and ended up with betrayals and strife. She came out of it though, and the lessons learnt refined her rough fate to a bright revelation.

The book paints a vivid picture of the escapades of young people who suddenly discover themselves on the other side of maturity, beginning to inch some freedom into their custodial life. From association with Enefe, a more exposed friend, Nwanne was transported at a birthday party from the realm of innocence to that of youthful rascality, from which she got associated with not just a boy which she identified with openly but also an old man that she kept secret.

It encapsulates the excitement of a romantic engagement, the apprehension of mismatch, the concerns of friends and family and the power of conviction. Nwanne shared the excitement of a marriage proposal from the old man, Babatunde with her bosom friend Tessy who was more worried about the age disparity between them. She tried to talk her out of it, but Nwanne who was already sold on the idea informed her parents. Opposition, apprehension and pressure set in to dissuade her. When those failed, the extended family members were brought into the picture. Because of some of those involved in the last set, she almost caved in, but love - or is it infatuation - overwhelmed her.

The story mirrors the falsity of cravings, especially when decisions are taken against rational thinking and pushed by sustained obstinacy. It also depicts tragedy as a trigger for the expedition of wishful desires. Nwanne's father's death gave vent for her long-planned escape into Babatunde's nest, but the envisaged good life became a mirage. Reality set in, especially with the birth of a child she thought would be a game changer. Intrigues took centre stage, frustration loomed, misery followed and then a desire to escape to a new life. A flashback showed a bleak future. She was caged, not by Babatunde, but by the circumstances she thrust on herself.

A ray of hope for a better situation started showing from Chapter Five. Her aunt, Aunty Oma came to the rescue. She hatched and executed a business plan which prepared her for a new lease of life. Again, it was a game of intrigues that saw both of them outsmarting Babatunde's overbearing sister, Aunty Sola. From then the story started changing but did not signify the end of Nwanne's travails. She got into another fix in a second relationship, but at the end of it all she learnt some useful lessons that were to guide her future interactions and existence.

It is a self-narrative story that combines the themes of overcoming the past and achieving goals through learnt lessons. It is set in a location that perfectly fits the storyline and is masterfully presented by a writer who seems to be at home with descriptive storytelling. The author's understanding of the setting is evident through her use of the local language and her familiarity with cultural norms.

Obiorah's background in mass communications and public relations shines through the book, with evidence to support her husband and children's assumption that she is "the best storyteller ever." An associate professor, Obiorah's scholarship in occupational health, safety and environment issues adds impetus to her literary excursion. Her writing style has a harmonious rhythm, especially in how she blends formal English expressions with Pidgin narratives.

Rough Diamond is a 155-page book formatted in a 6 x 9-inch size. The body text is set in 13-point Palatino Linotype font. The front cover features a simple design of three diamonds stacked on each other, symbolising the stages of progression: from a rough state through a crucible to a refined state. The colours on the front cover are sombre - different hues of black - from grey to dark. The back cover is soft peach-coloured with a snippet of the book, a brief about the author and her mug shot. The book has 13 chapters and is published by Belant Publications.

- James is a Fellow of the Nigerian Guild of Editors

"ON THE DOCTRINE OF UNIONISM AND COLLECTIVE BARGAINING WE STAND"

- Comrade Musa Abubakar -

"THE RELATIONSHIP BETWEEN MANAGEMENT AND UNIONS SHOULD BE A CONTINUOUS PROCESS NOT A DESTINATION"

INTRODUCTION

Collective Bargaining is a process in Industrial Relations where employers and employees, represented by unions, negotiate terms and conditions of employment, such as wages and benefits. It involves group action through representatives, promoting flexibility and employee participation in forming their employment conditions. This method resolves industrial disputes with minimal government intervention, fostering democratic values and employee dignity. The goal is to achieve industrial harmony through mutual agreements, enhancing communication and understanding among parties involved.

THEORIES OF COLLECTIVE BARGAINING

Collective Bargaining is a concept first introduced by Beatrice Webb, supported by her husband Sidney Webb, as a negotiation process between employers and employee groups, typically represented by unions, to determine working conditions such as wages and benefits. They viewed it as an economic transaction that enhances employees' bargaining power over employers. However, different perspectives on Collective Bargaining exist:

1. **Allan Flanders' View:** Flanders argued that Collective Bargaining is primarily a political process rather than an economic one. He emphasised its role in protecting employees' dignity and establishing workplace rules beyond economic terms, defining relationships among individuals, employees, union officials and employers.
2. **Marxist Perspective:** Marxists see Collective Bargaining as a means of social control and an expression of class struggle between capital and labour in capitalist societies. They believe that for Collective Bargaining to be effective, its structure must align with the environmental context and organisational characteristics of both unions and employers.

CONDITIONS NECESSARY FOR EFFECTIVE COLLECTIVE BARGAINING

Collective Bargaining is a multifaceted process that requires specific conditions to be effective. For it to thrive, parties must be well-organised, with employees having the freedom to form independent unions that are recognised by employers. Both sides need to possess necessary skills and conduct negotiations in good faith, with binding agreements. The process involves multiple parties, including union leaders and management and requires specific issues to bargain over.

CHARACTERISTICS OF COLLECTIVE BARGAINING

Collective Bargaining is characterised by its dynamic and flexible nature. It involves group actions where workers and union leaders meet with management to discuss and agree on various issues. This two-way process allows both parties to express their views and ensures that all matters are fully deliberated. It is a continuous process that adapts to economic conditions but can be affected by emotional tensions, requiring parties to manage their emotions and be realistic.

TYPES OF AGREEMENT

The outcomes of Collective Bargaining include two types of agreement: procedure agreements and substantive agreements. Procedure agreements establish protocols for dispute resolution and negotiation, preventing arbitrary power use. Substantive agreements focus on employment terms like wages, working hours and benefits, ensuring that compensation aligns with economic conditions. Overall, Collective Bargaining promotes industrial harmony through mutual agreements and democratic participation, embodying industrial democracy and requiring an interdisciplinary approach.

POWER IN BARGAINING

Power plays a crucial role in bargaining within industrial relations, as it refers to the ability to unilaterally influence change. Both employers and employees possess intrinsic power based on their status. Employers hold "position power" due to their authority, while employees may have power if their skills are essential. The use of this power is influenced by factors such as mutual dependence, trust, existing rules, negotiator skills and available sanctions, which determine whether negotiations rely on coercion or persuasion.

The degree of interdependence between employers and employees significantly impacts bargaining power. There are three scenarios: employees relying heavily on management due to limited job options, management relying on employees with scarce skills or mutual recognition of interdependence. In the first scenario, management has a strong position, while in the second, employees hold more power. When both sides recognise their mutual dependence, they can better understand their strengths and weaknesses.

CONCLUSION

Trust between management and union representatives is vital for effective industrial relations. High trust reduces the likelihood of using sanctions during negotiations. Collective Bargaining is a key tool for managing employee relations, allowing cooperative establishment of employment terms. Regular communication between unions and management can prevent disputes by addressing grievances promptly and engaging in consultations for lasting solutions. A strong employer-employee relationship is essential for organisational success, leading to a more productive and satisfied workforce. ■

The Power of Brand Awareness

MAKING YOUR BRAND UNFORGETTABLE

– Moedu Adaeze –

In the fast-paced and constantly shifting world of modern business, where countless brands compete for consumer attention, standing out is more challenging than ever. Every day, people are exposed to a flood of advertisements, logos and marketing messages, but only a few manage to leave a lasting impression. The brands that succeed are not necessarily the ones with the biggest budgets or the flashiest campaigns—they are the ones that have mastered the art of brand awareness. This is what transforms a business from being just another option into a familiar, trusted name that consumers instinctively gravitate toward.

Brand awareness is the foundation upon which successful businesses are built. It is the degree to which consumers recognise, recall or are familiar with a brand and its products or services. In an increasingly competitive marketplace, where consumers are bombarded with countless choices every day, brand awareness is the first crucial step in gaining their attention and trust. Without it, even the best products can remain unnoticed and businesses can struggle to establish a foothold.

The power of brand awareness goes beyond simply making a name known; it is about creating a lasting impression in the minds of consumers. When people recognise your brand, they are more likely to consider your product when making purchasing decisions. It is a psychological process that hinges on exposure and repeated positive interactions. The more a consumer sees or hears about a brand in a context that resonates …ore l… they are to remember it when …o m… a purchase.

…heart of brand awareness is visibility. Simply … more people know about a brand, the better …t has of being considered when a need arises. … companies invest heavily in marketing and … their brand in front … stome… rough traditional … sion … ital channels like … or influencer col- … their presence is … his broadens their … the minds of their

However, creating brand awareness is not just about being seen; it is about being seen in the right places, by the right people and in the right context. It is about connecting with consumers on a deeper level, aligning the brand with values, needs and emotions that resonate. A brand that speaks to its audience in a relatable, authentic way is far more likely to leave a lasting impression than one that relies on superficial advertising or generic messaging. A successful brand is one that can make its customers feel that it understands them and their world.

In today's digital age, brand awareness has evolved beyond the mere recognition of a logo or tagline. Social media has become an essential platform for creating awareness, with its ability to amplify a brand's message in real-time to a global audience. Platforms like Instagram, X and TikTok allow businesses to engage directly with consumers, build relationships and create memorable experiences. The viral nature of digital content means that brand awareness can spread far and wide in a matter of hours, often through user-generated content or word-of- mouth.

Another critical aspect of brand awareness is consistency. For a brand to be recognised, it must maintain a cohesive and unified identity across all its communications. From the logo and colour scheme to the tone of voice in messaging, every touchpoint should reflect the same values and aesthetics. Inconsistent branding can confuse customers, making it harder for them to identify the brand or trust its offerings. A strong, consistent identity creates familiarity, which is essential for building brand loyalty.

But brand awareness is not simply about gaining recognition; it is about cultivating trust. Once consumers know a brand, they begin to form an opinion about it. This is where brand perception comes into play. If consumers associate a brand with quality, reliability and positive experiences, they are more likely to favour it over others. However, if they have a negative perception or lack of confidence in the brand, their awareness won't necessarily translate into sales.

In the long term, building brand awareness is about more than just increasing visibility. It is about establishing a relationship with consumers, creating experiences that are memorable and fostering a sense of familiarity and trust. As awareness grows, so too does the potential for word-of-mouth marketing, which remains one of the most powerful tools for organic brand growth.

Ultimately, brand awareness is the first step in a journey that leads to brand preference, loyalty and advocacy. It is not a static achievement but a dynamic process that requires constant nurturing and adaptation. As markets evolve and consumer expectations shift, businesses must stay relevant and visible, ensuring that their brand remains top-of-mind. By doing so, they set themselves up for sustained growth, a loyal customer base and a strong, recognisable position in the marketplace. ■

WORKPLACE **DIVERSITY** MANAGEMENT

IN NIGERIA'S PUBLIC SECTOR:

AN OVERVIEW

– Uchechi Chinazom Ekejiuba –

The sole aim of any organisation is to maximise profit. This is achieved by having effective and efficient staff that can provide great customer service. Companies are concentrating on identifying and retaining talented workers with the appropriate abilities, know-how and dispositions, irrespective of their educational background or place of origin, to ensure they have the best people on board. Unlike the public sector, private sector companies do not typically prioritise diversity in their recruitment process as they focus more on skills and abilities. The public sector on the other hand,

must be diverse by law to ensure the Government is not viewed as discriminatory, especially in multicultural countries like Nigeria.

To prevent conflicts therefore and ensure peace and harmony in a diverse workforce, the Leadership of any heterogeneous organisation should employ workplace diversity management using certain variables to retain commitment of its staff. Some of these variables include inclusion, fairness, equal opportunity, policies and programmes.

Inclusion: This is the involvement of everyone in an organisation to participate and contribute meaningfully regardless of mental or physical abilities; educational and professional background, age, language, religion, ethnicity and to appreciate, respect and value them. Having employees provide their ideas and opinions (even if it is not implemented), would give them a sense of belonging in the organisation. They should not be considered too young or too old as their contribution may just be a solution to the organisation's challenge. This would in turn increase their loyalty and help the organisation achieve its goals.

Fairness: This is the impartial treatment of all employees. In other words, rewards and/or consequences arising from any employee's action or inaction should be applied to every other employee who acts in the same manner irrespective of background. Employee commitment is directly impacted since workers compare themselves to others who have similar traits, qualifications, skills, etc and are more inclined to leave the organisation if they sense any sort of imbalance or injustice. Realistically, some private organisations with family ownership may not always abide by this rule.

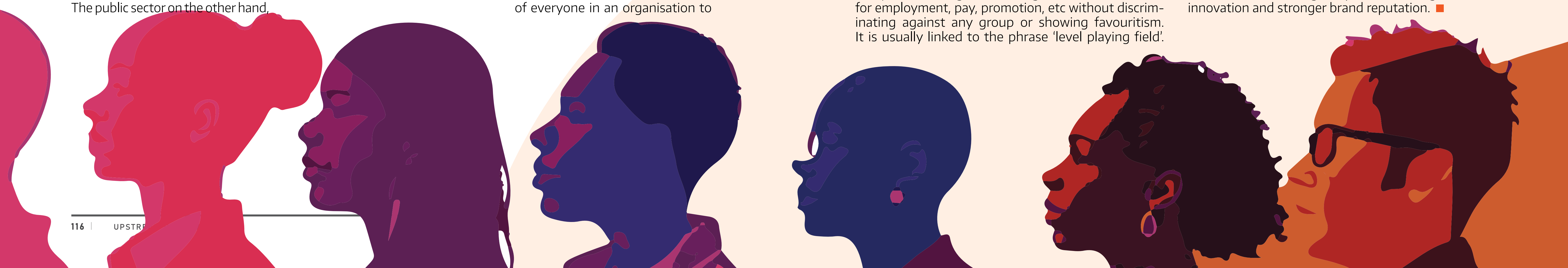
Take for example, in a private sector organisation, an employee whose father or uncle is the CEO or Chairman by virtue of being the highest shareholder, is unlikely to face severe consequences like termination or stagnation (lack of promotion) even when he commits an infraction, unlike his peers. This is because it is assumed that such employee is also a co-owner of the organisation. Similarly, in the public sector though, a bit unusual, an employee who may be the son of the Chief Executive of the supervising Agency of the Department he works for, may have his way in certain areas in the organisation such as approvals that ordinarily may not have been given or getting assigned to projects that may not have been assigned to him due to knowledge gap and/or lack of experience; unlike his peers in the organisation. The leadership of organisations must adhere to laid down guidelines of the organisation to attract employee loyalty and overall organisational effectiveness.

Equal Opportunity: This is a strategy whereby everyone in an organisation is given the same chance for employment, pay, promotion, etc without discriminating against any group or showing favouritism. It is usually linked to the phrase 'level playing field'. Different criteria should be set for employees to qualify for various requests such as: loan applications (car, compassionate and housing); Leave days (sick, study, maternity, paternity, exam.); career development, promotion, etc. However, due to tight competition and limited resources available to companies, certain conditions must be met and standards set for employees to become beneficiaries of the above. These conditions may be tied to length of stay in the organisation, status of employee appointment, competencies, employee achievements, etc.

Policies and Programmes: These are plans or agenda an organisation puts in place for the benefit of its employees, while achieving its goals. These plans are devoid of discrimination but involve inclusion, fairness, justice and equity. While programmes are thought of as internal activities that reflect inclusion, such as recruitment, non-exclusion and leadership development, policies are rules or guidelines that specify proper behaviour or best practice in a professional setting. Policies cover areas like attendance, code of conduct, equal opportunity, health and safety, different kinds of leave, etc. Employers typically implement policies that are in line with their corporate objectives and the type of work environment they want to create.

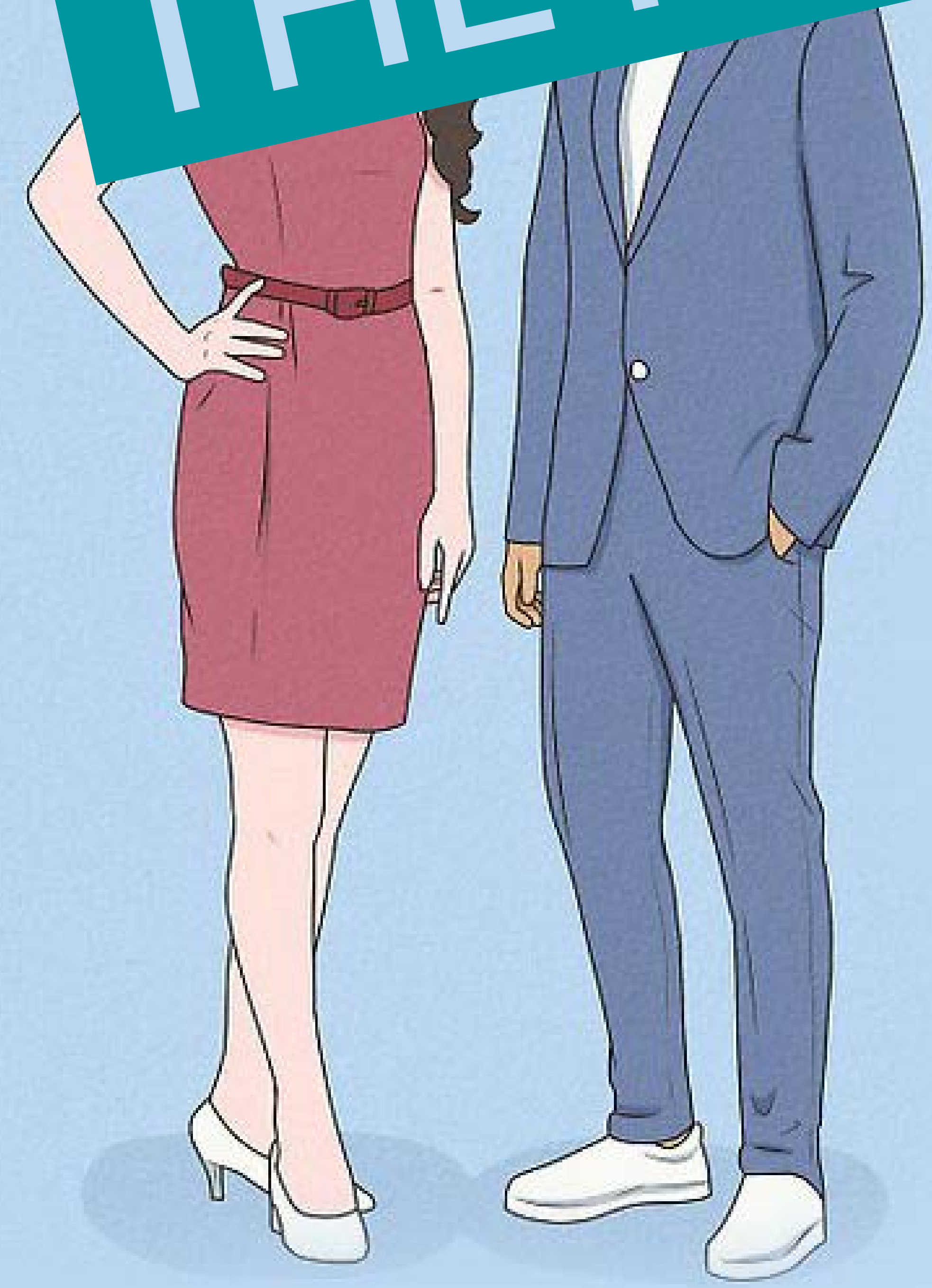
In a heterogeneous workforce therefore, flexibility should be entertained when making certain policies due to cultural differences example Moslem women could be excused from corporate dressing; mourning period for loss of a spouse in certain cultures are a bit extended when compared with the normal period the organisation allows; placement of new entrants should be the same as existing staff and should be adhered to in future recruitments unless the policy is reviewed. Any deviation from the norm is likely to reflect discrimination and nepotism which will ultimately reduce employee commitment and increase attrition rate.

In conclusion, by using some or a combination of the above constructs, the leadership of organisations can effectively manage their heterogeneous workforce. The outcome of diversity management, therefore, cannot be over emphasised as both employees and organisations will reap benefits like increased productivity, better decision making and problem solving, increased innovation and stronger brand reputation. ■



DRESSING THE PATH

Alogi-Diamond 0.0



The adage "dress how YOU want to be addressed" serves as a timeless reminder of the role clothing plays in shaping perceptions. In a world where first impressions are often made within seconds, how we dress can significantly influence how others view and treat us. This concept is especially relevant in professional, social, and personal settings, where appearances often speak louder than words.

THE PSYCHOLOGY BEHIND APPEARANCE AND PERCEPTION

Clothing is a form of non-verbal communication. It sends messages about our personality, confidence, and values before we even Utter a word. Studies show that people make judgments about others' competence, trustworthiness, and social status based on their attire "Dongwon Oh" at the National University of Singapore. While these judgments may not always reflect the truth, they highlight the importance of aligning our outward appearance with how we wish to be perceived.

DRESSING FOR RESPECT AND AUTHORITY

In professional environments, dressing appropriately can set the tone for how others address you. For example:

A well-tailored suit or a chic business outfit conveys authority, competence, and professionalism.

Casual or sloppy attire in formal settings may send the wrong message, suggesting a lack of attention to detail or seriousness

By dressing with intention, you project confidence and establish credibility, encouraging others to treat you with the respect you desire.

SELF-EXPRESSION VERSUS APPROPRIATENESS

While it's important to dress authentically and express your personality, context matters. A vibrant, edgy outfit may reflect your creativity, but it might not be suitable for a corporate meeting. Similarly, overdressing for a casual gathering might make you seem out of t0UCh. The key is striking a balance—embracing your personal style while considering the expectations of the setting.

HOW TO DRESS FOR DIFFERENT SCENARIOS

1. PROFESSIONAL SETTINGS
   - Go for polished, structured pieces such as blazers, dress shirts, and tailored pants
   - Stick to neutral or muted tones with subtle accents for a professional yet approachable look.

2. SOCIAL GATHERINGS
   - Showcase your personality through colour, accessories, or unique patterns, while keeping the occasion in mind.
   - Choose comfortable yet stylish attire that aligns with the event's vibe.

3. CASUAL OUTINGS
   - Casual doesn't have to mean careless. Well-fitted jeans, clean sneakers, and neat tops can strike a perfect balance.
   - Avoid overly wrinkled or worn-out clothing, as it may give off an impression of neglect.

4. SPECIAL EVENTS
   - Formal attire, such as evening gowns or tuxedos, often demands attention to detail.
   - Consider the dress code and aim to elevate your style while staying true to your preferences.

DRESSING TO EMPOWER YOURSELF

The way you dress isn't just about how others see you—it's also about how you feel about yourself. Wearing clothing that fits well, suits your personality, and matches the occasion can boost your confidence and set a positive tone for interactions.

When you dress with intention, you're not only shaping how others address you but also reinforcing your self-image. This empowerment can translate into better communication, stronger relationships, and greater SUCCeSS in various aspects of life.

CONCLUSION

"Dress how you want to be addressed" is more than just a saying; it's a principle that underscores the power of appearance in shaping perceptions and interactions. While clothing alone doesn't define your worth, it can influence how others perceive your competence, confidence, and character. By dressing with care and purpose, you can ensure that your style aligns with your goals, values, and the respect YOU deserve.

Remember, its not the wallet or the pocket size, its the eye, if YOU have a good fashion eye, you can go into a thrift store (bendown select) and make good choices, this has nothing to do with money, style and fashion is how you wear it and not what you are wearing. ■

GAZE LIFESTYLE
HEALTH AND WELL-BEING

- **Dr. Okoawoh Andrew Isimenmen** (MBBS, MRCEM) -

Regular Health Check-Ups:
The Secret to a Lifetime of Wellness

In our fast-paced world, it's easy to overlook our health amidst busy schedules and daily responsibilities. However, making time for regular health check-ups is crucial for maintaining good health and preventing chronic diseases. Regular health assessments provide an opportunity for early detection of potential health issues, ensuring a better quality of life over time.

Regular health check-ups, often referred to as preventative healthcare or routine examinations, consist of scheduled visits to healthcare professionals, typically a primary care physician. These visits can involve various assessments, including physical examinations, blood tests and screenings. The frequency and nature of these check-ups may vary based on age, gender, medical history and risk factors.

Why Are Regular Health Check-Ups Important?

1 **EARLY DETECTION OF DISEASES:** Many medical conditions, such as high blood pressure, diabetes and certain types of cancer, can develop silently without noticeable symptoms in their early stages. Regular check-ups can help in the early identification of these diseases, allowing for timely intervention and treatment, which significantly boosts the chances of successful management.

2 **MONITORING CHRONIC CONDITIONS:** For individuals with pre-existing conditions, consistent check-ups are essential. These visits enable healthcare providers to monitor the progression of the disease, adjust treatment plans and provide necessary counsel to manage symptoms effectively.

3 **ERSONALISED HEALTH STRATEGIES:** Everyone has unique health needs. Regular check-ups allow healthcare providers to tailor preventive measures and lifestyle advice based on personal health profiles, family histories and lifestyle choices. This personalised approach enhances health outcomes and fosters better self-care practices.

4 **VACCINATION UPDATES:** A critical component of routine health assessments includes ensuring that vaccinations are up to date. Immunisations play a vital role in preventing infectious diseases particularly for children and high-risk populations. Regular visits allow for timely updates and discussions regarding necessary vaccines.

5 **ENCOURAGING HEALTHY LIFESTYLE CHOICES:** Health check-ups often provide an opportunity for healthcare providers to discuss lifestyle factors, including diet, exercise, alcohol use and smoking. These conversations can motivate individuals to make healthier choices and adopt behaviours that enhance overall well-being.

6 **COST SAVINGS:** While there may be a perceived cost associated with regular check-ups, the long-term financial implications of neglected health can be significant. Preventing chronic diseases through early intervention can save on medical expenses associated with extensive treatments and hospitalisations.

During a typical health check-up, patients can expect:

- **Medical History Review:** A thorough discussion of personal and family medical histories to identify risk factors.
- **Physical Exam:** A general physical examination to assess overall health and identify any immediate concerns.
- **Vital Signs Measurement:** Monitoring of blood pressure, heart rate, temperature and weight provides vital information about cardiovascular and metabolic health.
- **Laboratory Tests:** Blood tests and screenings (such as cholesterol levels, blood sugar tests and cancer screenings) may be included based on age and risk factors.
- **Discussion of Lifestyle and Concerns:** Patients are encouraged to bring up any health concerns or lifestyle issues they wish to address with their healthcare providers.

Regular health check-ups are an essential aspect of proactive healthcare. They not only facilitate early disease detection but also empower individuals to take charge of their health. By prioritising health assessments in our lives, we set the foundation for a healthier future, reducing the risk of severe health issues and enhancing our overall quality of life. Make an appointment today, your health is worth it!

DAVID WEJ LAGOS: WHERE AFRICAN ELEGANCE MEETS EUROPEAN CHIC

Nestled in London's buzzing fashion hub, David Wej stands as an emblem of refined sophistication. Originating in Lagos, Nigeria, this premium menswear brand has masterfully merged traditional African grace with cutting-edge European style, carving a niche in the global fashion arena.

The visionary behind this sartorial empire, Adedayo David Eweje, began from a car boot in Lagos, a symbol of ambition and perseverance. Fast forward to today, the flagship store at 38 Great Portland Street is a showcase of the brand's dedication to unmatched quality and timeless craftsmanship. From bespoke jacquard suits to effortlessly stylish casual pieces, David Wej's collection caters to every occasion. Key highlights include the sophisticated Alfredo Single-Breasted Shawl Lapel Tuxedo and the relaxed yet chic Marcelo Suit. It's a paradise for the contemporary gentleman looking to elevate his wardrobe.

David Wej has become a favourite among fashion influencers and A-list celebrities. Endorsements from prominent figures like Banky Wellington, Ozo, Kiddwaya and Zlatan highlight the brand's rising prominence on the global fashion stage. With the hashtag #DAVIDWEJSTYLE gaining traction, the brand continues to cement its status as a trailblazer in contemporary menswear. Whether you prefer to shop online or in-store, David Wej Lagos, London offers unparalleled convenience. Their intuitive website enables browsing and purchases at the click of a button, while their physical stores provide a tactile journey through high-quality fabrics and bespoke designs. For the discerning gentleman or style aficionado, David Wej is not just a brand, it's a lifestyle. Experience the fusion of tradition and innovation, where fashion transcends borders. Step into the world of David Wej today and redefine sophistication on your own terms.

GAZE TOURISM

- Abdulqadir Muhammad Buba -

AKWA IBOM: THE UNDISCOVERED JEWEL OF NIGERIAN TOURISM

Tucked away in the southeastern corner of Nigeria lies Akwa Ibom, an enchanting state that boasts a perfect blend of natural wonders, rich cultural heritage and unmatched hospitality. Known as the Land of Promise, Akwa Ibom delivers on its name, offering travelers a vibrant tapestry of experiences ranging from tranquil beaches to culinary delights. Join me as we embark on an exploration of this hidden paradise, a destination poised to captivate your senses and inspire your soul.

A COASTAL ESCAPE: THE MAGIC OF IBENO BEACH

Picture yourself strolling along the endless stretch of soft golden sands, with the rhythm of the Atlantic waves in the background and a horizon that glows in hues of orange as the sun sets. Welcome to Ibeno Beach, the pride of Akwa Ibom and the longest beach in West Africa. This slice of coastal heaven invites relaxation and adventure alike, whether you're riding the waves on a jet ski, enjoying a family picnic or simply basking in the serenity of the sea.

As night falls, Ibeno transforms into an artist's dream, where the shimmering moonlight meets the rippling tides. It's an experience that leaves you longing to return, time and time again.

DISCOVERING HISTORY: THE AMALGAMATION HOUSE

Delve into Nigeria's colonial past with a visit to the Amalgamation House in Ikot Abasi, a monumental site that symbolises the unification of Nigeria's northern and southern protectorates in 1914. Walking through its historic halls, you'll feel a deep connection to the roots of Nigeria's formation.

The road to the Amalgamation House, lined with picturesque villages and rich landscapes, adds a sense of adventure to this historical journey. For travelers seeking both knowledge and inspiration, this landmark is must-see.

NATURE AND CRAFTSMANSHIP: IBOM ICON PARK AND IKOT EKPENE RAFFIA MARKET

Nature lovers will find their haven in the serene surroundings of Ibom Icon Park, a lush green space ideal for leisurely walks, picnics and peaceful reflection. The park's modern installations and artful sculptures offer a charming blend of relaxation and creativity.

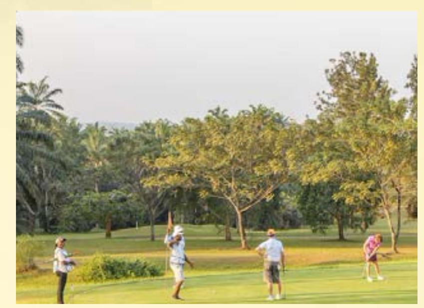
For a deeper dive into Akwa Ibom's cultural heartbeat, the Ikot Ekpene Raffia Market is the place to be. Known as the Raffia City, Ikot Ekpene is famous for its skilled artisans crafting intricate raffia goods such as baskets, furniture and fashion accessories. Watching these craftsmen weave their magic is nothing short of awe-inspiring.

A CULINARY PARADISE: FLAVORS OF AKWA IBOM

Akwa Ibom holds the crown as Nigeria's culinary capital, serving up delicacies that leave food lovers in awe. Feast on the aromatic afang soup, the richly flavoured editan soup and seafood platters fresh from the Atlantic. Each dish tells a story of tradition and community, paired perfectly with a glass of freshly tapped palm wine.

For the more adventurous palate, try ekpang nkukwo a cocoyam porridge wrapped in banana leaves or ukang uba, a local salad with a medley of fresh ingredients. The food alone is enough reason to book a trip to Akwa Ibom!

LUXURY MEETS ADVENTURE: IBOM GOLF RESORT



Where luxury meets thrill, Ibom Golf Resort stands tall as the ultimate getaway. Nestled amid rolling hills and verdant forests, this 18-hole golf course invites players of all levels to immerse themselves in its picturesque beauty. Beyond golf, the resort offers luxurious accommodations, rejuvenating spa treatments and eco-tours through nearby rainforests. It's a destination that caters to every traveller's whim, whether you're seeking relaxation or exhilaration.

FESTIVALS AND THE SPIRIT OF AKWA IBOM

The heartbeat of Akwa Ibom is its vibrant festivals and warm hospitality. During the holiday season, Uyo, the state capital, comes alive with the colorful Christmas Village—a festive wonderland filled with music, lights and cheer. The Ibom Cultural Festival showcases the state's traditional music, dance and attire, offering a window into its rich heritage. However, the real charm lies in the people of Akwa Ibom, whose warmth and friendliness make every visitor feel like family.

TOURISM AS A TOOL FOR CHANGE

Akwa Ibom's commitment to tourism extends beyond recreation, it's a lifeline for the state's economy and youth empowerment. By investing in tourism infrastructure, the state creates jobs for local artisans, tour guides and service providers, thereby reducing unemployment and addressing social challenges. The ripple effect of tourism uplifts entire communities, fostering pride and unity.

A DESTINATION LIKE NO OTHER

Akwa Ibom is not just a destination; it's an invitation to rediscover the beauty of life. From its tranquil beaches to its dynamic culture, this state offers experiences that are as enriching as they are unforgettable. Whether you're an adventurer, a history buff or a culinary enthusiast, Akwa Ibom has something special for you.

Set out for this gem of Nigeria. Let Akwa Ibom welcome you with open arms, promising memories that will last a lifetime. After all, the Land of Promise is a promise fulfilled.

GAZETAINMENT

- Dare Olaniyan -

DETTY DECEMBER: NIGERIA'S ULTIMATE FESTIVE EXTRAVAGANZA

As the year winds down, Nigeria transforms into a vibrant hub of celebration, music and culture, welcoming locals and visitors alike to experience the magic of "Detty December". This unique phenomenon, which spans the entire month of December, is more than just a festive season, it's a cultural movement that brings people together in a whirlwind of joy, entertainment and unforgettable memories.

What is Detty December?

The term Detty December is derived from Nigerian Pidgin English, where "detty" means "dirty" but is used here to signify unrestrained fun and celebration. It's a time when Nigerians, both at home and in the diaspora, come together to revel in the spirit of the holidays. From Lagos to Abuja, Port Harcourt to Calabar, the country comes alive with concerts, festivals, weddings and parties that cater to every taste and style.

The Heartbeat Of Detty December: Music and Concerts

Music is the soul of Detty December, and Nigeria's thriving entertainment industry takes center stage. The month is packed with star-studded concerts featuring Afrobeats icons like Burna Boy, Wizkid, Tiwa Savage and Davido. Events such as the Flytime Music Festival, Rhythm Unplugged and Livespot X Festival, draw massive crowds, offering electrifying performances that keep fans dancing into the early hours.

For gospel music lovers, The Experience in Lagos is a spiritual highlight, bringing together local and international gospel artists for a night of worship and praise. These concerts are more than just entertainment they're a celebration of Nigeria's rich musical heritage and its global influence.

Cultural Festivals and Homecomings

While the cities buzz with nightlife and concerts, Detty December also celebrates Nigeria's diverse cultural traditions. The Calabar Carnival, often dubbed "Africa's Biggest Street Party," is a month-long spectacle of colorful parades, music and dance. Visitors can immerse themselves in the vibrant culture of Cross River State while enjoying the festive atmosphere.

For many Nigerians, December is also a time for homecomings. Families reunite in their ancestral villages to celebrate weddings, traditional ceremonies and community festivals. This blend of urban excitement and rural tradition makes Detty December a truly unique experience.

Food, Fashion and Fun

No Nigerian celebration is complete without food and Detty December is a feast for the senses. From street food vendors serving suya and jollof rice to high-end restaurants offering gourmet Nigerian cuisine, there's something to satisfy every craving. Food fairs and pop-up markets add to the culinary adventure, showcasing the best of Nigeria's flavours.

Fashion also takes center stage during this festive season. Lagos Fashion Week and other style events highlight the creativity of Nigerian designers, while partygoers dazzle in their finest outfits, making every event a runway.

The IJGB Effect: A Global Reunion

Detty December is particularly special for the IJGBs an acronym for "I Just Got Back," referring to Nigerians returning from the diaspora. These returnees bring a cosmopolitan flair to the celebrations, reconnecting with their roots while enjoying the vibrant social scene. It's a time for networking, rekindling friendships and rediscovering the beauty of Nigeria.

Why Detty December Matters

Beyond the glitz and glamour, Detty December has a significant impact on Nigeria's economy and society. The influx of tourists and returnees boosts local businesses, from event organisers and hotels to artisans and food vendors. The season also fosters a sense of unity and pride, showcasing Nigeria's resilience and creativity on a global stage.

Tips for Enjoying Detty December

- Plan: Popular events sell out quickly, so book your tickets and accommodations early.
- Stay Safe: Be mindful of your surroundings and use trusted transportation options.
- Embrace the Culture: Whether it's trying local dishes or attending a traditional festival, immerse yourself in the full Nigerian experience.

A Celebration Like no Other

Detty December is more than just a festive season it's a celebration of life, culture and community. Whether you're dancing at a concert, savouring a plate of jollof rice or reconnecting with loved ones, the magic of Detty December leaves an indelible mark on everyone who experiences it.

So, pack your bags, bring your dancing shoes and get ready to make memories that will last a lifetime. In Nigeria, December isn't just the end of the year, it's the highlight of it. Let the festivities begin!.

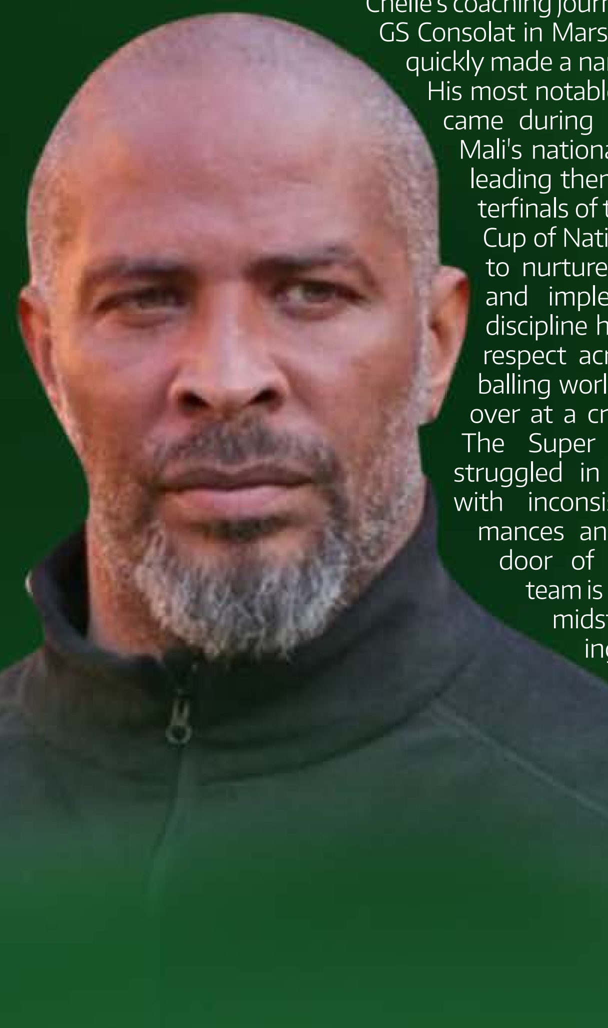
GAZESPORTS

- Adewale Osoneye -

ERIC CHELLE: USHERING IN A NEW ERA FOR NIGERIAN FOOTBALL

The winds of change are sweeping through Nigerian football as the Nigeria Football Federation (NFF) appoints Éric Sékou Chelle as the new head coach of the Super Eagles. With a rich background in both playing and coaching, Chelle's arrival marks a pivotal moment for the national team, as fans and stakeholders alike look forward to a brighter future for Nigerian football.

Born in Abidjan, Côte d'Ivoire, Éric Chelle boasts a diverse heritage with a French father and Malian mother. His professional football career spanned over 15 years in France, where he played as a center-back for clubs like Valenciennes, RC Lens and Istres. Known for his leadership on the pitch, Chelle transitioned seamlessly into coaching after retiring in 2014.



Chelle's coaching journey began with GS Consolat in Marseille, where he quickly made a name for himself. His most notable achievement came during his tenure as Mali's national team coach, leading them to the quarterfinals of the 2023 Africa Cup of Nations. His ability to nurture young talent and implement tactical discipline has earned him respect across the footballing world. Chelle takes over at a critical juncture. The Super Eagles have struggled in recent years, with inconsistent performances and a revolving door of coaches. The team is currently in the midst of a challenging qualification campaign for the 2026 FIFA World Cup, having drawn three and lost one of their opening four matches. Chelle's immediate task is to stabilise the team, instill confidence and secure a World Cup ticket. Beyond that, he must address long-standing issues such as defensive frailties, lack of cohesion and the need for a clear playing philosophy.

One of Chelle's most promising strategies is his emphasis on youth development. Reports suggest he is scouting a new generation of talent, including players like Ethan Nwaneri of Arsenal and Victor Udoh of Southampton. These young stars, along with established players like Victor Osimhen and Samuel Chukwueze, could form the backbone of a rejuvenated Super Eagles squad. By integrating fresh talent and fostering a competitive environment, Chelle aims to build a team that is not only successful in the short term but also sustainable for years to come. The future of Nigerian football looks promising under Chelle's leadership. With a wealth of talent both at home and abroad, the Super Eagles have the potential to reclaim their status as one of Africa's footballing powerhouses.

Key to this resurgence will be:

- Tactical Discipline: Chelle's experience as a defender and coach will be crucial in organising the team's backline and improving overall structure.
- Youth Integration: By nurturing young players, Nigeria can ensure a steady pipeline of talent for the national team.
- Global Competitiveness: With players excelling in top European leagues, the Super Eagles are well-positioned to compete on the world stage.

Éric Chelle's appointment signals a fresh start for Nigerian football. While challenges remain, his track record and vision offer hope for a brighter future. As the Super Eagles prepare for their next matches, fans can look forward to a team that embodies the resilience, passion and talent that define Nigerian football. The journey ahead may be tough, but with Chelle at the helm, the Super Eagles are poised to soar once again. Let the new era begin!. ■

HOST COMMUNITY DEVELOPMENT TRUST FUND

The Host Community Development Trust Fund helps to engender harmonious and peaceful operating environments in the communities.

All Producers are enjoined to remit their statutory payments as prescribed by the Petroleum Industry Act 2021

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