



NLNG

T H E M A G A Z I N E



**THE OMOTOWA LEGACY
&
NLNG'S NEW
LEAD MEN**

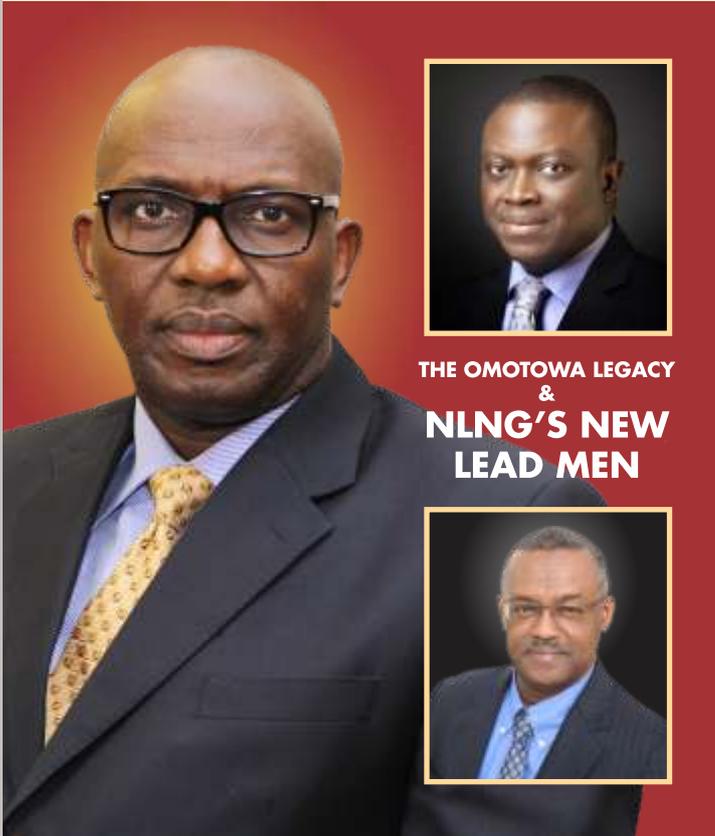




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NLNG

THE MAGAZINE



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NLNG'S NEW
LEAD MEN**

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From the Editor-in-Chief



Kudo Eresia-Eke
General Manager, External Relations

Celebrating our leaders

Harry Truman, America's 33rd president, who helped found the United Nations and North Atlantic Treaty Organisation (NATO), knows leadership. Here's what he said: "Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skilful leaders seize the opportunity to change things for the better."

Truman is right. Nigeria LNG Limited (NLNG) has made immense progress since it was set up because courageous and skilled leaders have seized the opportunity to change things for the better. The last in this string of leaders is Babs Omotowa, seconded to NLNG by his parent company, Shell, in December 2011. During Omotowa's time here, NLNG earned some \$40 billion, became Nigeria's number one home-grown company, led the way in corporate social responsibility. Omotowa built six new LNG carriers and signed into being a new Bonny Master Plan aimed at making Bonny, NLNG's host community, Nigeria's Singapore.

As we roll out the drums to celebrate Omotowa, we welcome his successor, Tony Attah, who comes from Shell's upstream subsidiary, Shell Nigeria Exploration and Production Company (SNEPCo). Attah replaces Omotowa as NLNG's Managing Director and Chief Executive Officer and the Vice President of Bonny Gas Transport, one of NLNG's subsidiaries. Attah made history leading SNEPCo with a sustained and safe production of more than 200,000 barrels of oil a day as a better integrated company. He has been Vice President HSE and Corporate Affairs, and Vice President Human Resources at Shell.

Attah is joined in the task of managing NLNG by Sadeeq Mai-Bornu who took over from Isa Inuwa. Like Isa Inuwa, Mai-Bornu the new Deputy Managing Director is seconded to NLNG from Nigerian National Petroleum Company (NNPC). He distinguished himself at NNPC's subsidiary, Nigerian Petroleum Development Company (NPDC), where he served as the Managing Director, ramping up oil production from about 87,000 barrels per day (bopd) to a record 155, 000!

This edition of your favourite *NLNG: The Magazine* is dedicated to these leaders.

Enjoy your reading.



Kudo

President Buhari's wife, Aisha Buhari, names ship

By Elkanah Chawai and Emeka Agbayi



At the commissioning: NLNG's delegation to South Korea including President Buhari's wife, Aisha Buhari, and members of NLNG and BGT's board and management teams with some Nigerian diplomatic community members. Behind them is the new ship, LNG Abuja II

The wife of Nigeria's President, Mrs Aisha Buhari, recently named a new ship, LNG Abuja II, owned by Bonny Gas Transport (BGT), a subsidiary of Nigeria LNG Limited (NLNG), in her capacity as the vessel's Godmother.

At a ceremony in Goeje, South Korea, Mrs Buhari and top executives and directors of

NLNG and BGT conducted the ceremonial naming of the 175,000m³ ship which will carry LNG from NLNG's Bonny Terminal to customers around the world.

LNG Abuja II is the fifth of the six newly acquired vessels by NLNG to be commissioned. It is also the third ship built by Samsung Heavy Industries

(SHI). In 2013, BGT signed a contract with SHI and Hyundai Heavy Industries (HHI) for the construction and delivery of four and two ships respectively.

While bestowing good luck on the ship as the Sponsor Lady and Godmother, Mrs Buhari noted that it was with great delight that she received the invitation of the Management of



Aisha Buhari, Nigeria's First Lady, performing her duty as LNG Abuja II's Godmother and Sponsor Lady

that is what this ceremony represents for us. Omotowa further pointed out his company's pride in the fact that LNG Abuja II is truly Nigerian as the cables, anodes, furniture and paints used in building the ship were made in Nigeria and Nigerian manufacturers earned over \$10 million exporting

Nigeria LNG Limited to be the God mother of the ship and to commission the new vessel. In her words, "The new ships, I learn, are part of a growth programme which will ensure that NLNG continues to develop its capacity and enhance its reputation as one of the most reliable gas suppliers in the world. I am therefore very pleased to be the new ship's Sponsor Lady and Godmother. By tradition, the Sponsor Lady bestows good luck on the vessel and the crew, and I wish to assure you all that this vessel will go out into the world, proudly flying Nigeria's flag and be an enduring symbol of the partnership and cooperation between our two countries for many years to come," she added.

In his opening speech, Babs Omotowa, former Managing Director and Chief Executive Officer of NLNG, said, "As we take possession of this great



From left: Capt. Temi Okesanjo, GM Shipping; Salem Sallam, Manager, Government Relations; Babs Omotowa, then MD/CEO; Nigeria's First Lady and the ship's Godmother, Aisha Buhari; Dr. O.R. LongJohn, Board Chairman; and Isa Inuwa, then deputy managing director

ship, we can reflect on the double symbolism of today's event. Our country and the LNG business are both experiencing some difficult times. It is altogether fitting and symbolic that our country and our company are by this ceremony reaffirming our faith and confidence in a bright and prosperous future for our country as well as our industry. This new vessel bearing the name of Nigeria's capital city is a sign of that confidence and

materials for this and her sister ships. The ceremony was witnessed by Mrs Mairo Almakura, wife of Nasarawa State governor; Mrs Olufunsho Amosun, wife of Ogun State governor; Mrs Zainab Bagudu, wife of Kebbi State governor; Mrs Nkechi Okorocho, wife of Imo State governor; Dr Osobonye LongJohn, Chairman, NLNG Board of Directors; and Isa Inuwa, then Deputy Managing Director, NLNG, among others.

NLNG, CORA host 11 shortlisted authors

By Anne-Marie Palmer-Ikuku and Emeka Agbayi



Nigeria LNG Limited (NLNG) and the Committee for Relevant Arts (CORA) recently held a book party in honour of the 11 authors shortlisted for the 2016 The Nigeria Prize for Literature.

The book party, which held in Lagos, featured the authors who participated in person or via Skype, readings from their books and a question and answer session.

This will be the first public gathering of the writers on the shortlist recently released by the panel of judges led by Prof. Dan Izevbaye, well-respected literary critic and a professor of English Literature. Other judges include Professor Asabe Usman Kabir and Professor Isidore Diala, first winner of The Nigeria Prize for Literary Criticism.

Among the authors on the

shortlist who attended the event include a past contender for the prize, Elnathan John, author of *Born On A Tuesday*; Aramide Segun, winner of an Association of Nigerian Authors Prose Prize and author of *Eniitan*; Maryam Awaisu, radio presenter and author of *Burning Bright*; Yejide Kilanko, poet and author of *Daughters Who Walk This Path*; Ifeoluwa Adeniyi, radio broadcaster and author of *On the Bank of the River*; Ifeoma Okoye, bestselling author of *Men Without Ears* and *Behind the Cloud* who is on the shortlist with her latest novel, *The Fourth World*; Abubakar Adam Ibrahim, seasoned journalist and author of *Season of Crimson Blossoms*; and Mansim Chumah Okafor, author of two previous books of fiction and who is on the list with his latest, *The Parable of the Lost Shepherds*.

Other authors on the shortlists include Chika Unigwe, winner of The Nigeria Prize for Literature 2012, judge for the 2017 Man Booker Prize and author of *Night Dancer*; Ogochukwu Promise, author of over fifteen novels, founder of Wole Soyinka Prize for Literature in Africa and two-time contender for The Nigeria Prize for Literature who is on the list with *Sorrow's Joy*; and Sefi



The NLNG/CORA Book Party, as the event is tagged, brings together many writers, actors, visual artists and book lovers under one roof and features music and other side attractions.

The Nigeria Prize for Literature rotates yearly among four genres: prose fiction, poetry, drama and children's literature and comes with a cash award of \$100, 000.

Atta, author of the widely popular *Everything Good Will Come* now shortlisted for her latest, *A Bit of Difference*.

In his welcome remarks, the General Manager of External Relations at NLNG, Dr. Kudo Eresia-Eke, said, "The books on this shortlist depict that hard work and nothing short of the pursuit of excellence drove the writing of books. This makes the competition exciting and less predictable. One thing which will not change, however, is our quest for excellence. I state it here without doubt, that NLNG remains committed to this principle."

He added, "At NLNG, excellence is one of our core values, together with Teamwork, Integrity and Caring, which we owe our success to. We believe that we have a lot of potentials which make us world class and able to compete with the best around the world. That is what we intend to do with writers in Nigeria through The Nigeria Prize for Literature."

According to the Secretary-General of CORA, Toyin Akinosho, "We at CORA have always felt that books that make it to this level in such a major award system as The Nigeria Prize for Literature ought to be known in every community in the country. Our ambition is to help that happen; to extend the star attraction of the award winner beyond the Gala Night of the award. We have always maintained that the award is an opportunity for a series of events to really make books look cool; series of book readings and discussions in as many crannies of the country as possible as well as TV discussions and radio shows."

The 11 entries were selected out of a total entry of 173 for this year's competition which focuses on Prose Fiction. The final verdict on the winning entry is expected to be announced in October by NLNG, in commemoration of the company's first LNG export in 1999.



NLNG, Warsash partner on maritime training and safety

By Elkanah Chawai and Emeka Agbayi



Warsash officials with NLNG's delegates including NLNG's then in-coming executive management team, Attah and Mai-Bornu (first row, second and first right respectively)

Nigeria LNG Limited (NLNG) has commissioned a manned model of its new Dual Fuel Diesel Electric (DFDE) vessels at Southampton Solent University's Warsash Maritime Academy, United Kingdom, to contribute to the training and development of mariners globally.

At the commissioning ceremony in Southampton, the then Managing Director and Chief Executive of NLNG, Babs Omotowa, said the introduction of the manned model was "a deliberate strategy to upscale NLNG's world-class safety and

operations records and achievements."

The manned model will join other models used by Warsash Maritime Academy, a world leading marine technology and training academy, to provide training, consultancy and research to NLNG and help develop mariners in the art of handling a ship. The models are tools for simulation and are built to the correct power to weight ratio as its full sized counterpart.

According to Omotowa,

"NLNG's current goal is to sustain growth and build upon it, safely. And that is precisely why we are here today.

"The partnership will also deliver the highest quality ship handling training for NLNG fleet officers and authorized third-party personnel. This is in addition to specialized consultancy services required for the planned NLNG Marine Resource Centre at Bonny Island.

In his response, Dr Syamantak Bhattacharya, Director of

Southampton Solent University's School of Maritime Science and Engineering, said, "This most recent addition to the fleet demonstrates the importance placed on this type of training by the shipping industry. Our Ship Handling Centre is internationally renowned and

Nigeria LNG's latest investment represents a significant addition to our fleet. We look forward to welcoming Nigeria LNG's officers to our Ship Handling Centre at Timsbury Lake."

Warsash Maritime Academy, the commercial maritime arm of

Southampton Solent University, has provided first-class education, training, consultancy and research services to the international shipping, commercial yacht, and offshore oil and gas industries for 70 years.

NLNG reveals secret of its CSR success

By Elkanah Chawai and Emeka Agbayi

Dr. Kudo Eresia-Eke, NLNG's General Manager, External Relations, has revealed that the main secret of the company's CSR success was its commitment to being a trusted partner with all its stakeholders for the sustainable development of Nigeria and its host communities.

Dr. Eresia-Eke made this revelation in a presentation on NLNG's model of corporate social responsibility (CSR) which he recently made to South Korea's Business Community in Nigeria at the invitation of the Embassy of South Korea in Nigeria.

Dr. Eresia-Eke illustrated his presentation with some of NLNG's programmes including sponsorship of the most prestigious literary and science

prizes in Africa, The Nigeria Prize for Science and The Nigeria Prize for Literature which come with cash prize of \$100,000 each; the \$12 million University Support Programme through which it is implementing the construction and equipping of engineering laboratories in six Nigerian universities drawn from the country's geo political zones, to mention a few.

The General Manager also paid glowing tributes to NLNG's host communities for their support and cooperation in providing the conducive environment for the company to do business, and actualize its CSR initiatives.

The Korean Ambassador to Nigeria, His Excellency, Noh Kyu-duk, who led the delegation of top Korean diplomats and senior executives of the major Korean companies in Nigeria commended the CSR work of the company and thanked the company for honouring its invitation. Korean companies represented at the presentation included Samsung, Daewoo, Hyundai, and Korean Energy



Dr. Kudo Eresia-Eke

Management Company Limited (KEMCO).

Nigeria-South Korea trade and bilateral relationship have continued to grow since the formal establishment of ties in 1980. Today, the volume of trade between both countries has risen to over \$4 billion, while Nigeria has also become South Korea's 52nd largest export market and its 30th biggest source of imports. Only recently, Nigeria LNG acquired six new build Dual Fuel Diesel Electric vessels from South Korea's Samsung Heavy Industries (SHI) and Hyundai Heavy Industries (HHI) at a cost of \$1.6billion.

Minister of State for Petroleum, Kachikwu, pledges government's support for NLNG

By Elkanah Chawai and Emeka Agbayi



Dr Emmanuel Ibe Kachikwu
Minister of State for Petroleum

The Minister of State for Petroleum, Dr Emmanuel Ibe Kachikwu, in his keynote address at the recently held National Association of Energy Correspondents (NAEC) Annual Conference assured that the Federal Government was in solidarity with NLNG on ensuring that Nigeria's contractual agreements are honoured. He added that reforms in the industry can't be done on the altar of investments, instead collaboration, creativity and reality should be applied.

Also at the Conference, the then Managing Director and Chief Executive Officer of Nigeria LNG Limited, Babs Omotowa, noted that any tinkering with the Nigeria LNG (NLNG) Act of 2004 would violate bilateral agreements with international investors as well as cost the country a huge \$25 billion in foreign direct investment (FDI) and fines running in billions at the international courts. Omotowa,

who was the chairman of the event, has been the Managing Director for NLNG for some five years and handed over to Tony Attah on September 1, 2016.

Omotowa further noted that NLNG, through its expansion growth programme which involves the expansion of production capacity of the LNG plant in Bonny, Rivers State with a Train 7 and 8, could attract \$25 billion, create 30,000 construction jobs, help to further reduce gas flaring, and generate over \$1 billion to \$2 billion additional revenue to the country in taxes and dividend.

According to Omotowa, "In a period of huge youth unemployment and need for more revenue, this should really be a cause we should have all hands on deck for especially as NLNG has demonstrated its pedigree having attracted \$15 billion in foreign investment, grown from a 2 Train to a 6 Train plant, contributed to reducing gas flaring from 65% to below 20%, delivered \$33 billion to Nigeria from a \$2.5 billion investment.

"This potential \$25 billion in investment, creation of 30,000 jobs, reduced gas flaring, etc is being put in jeopardy by attempts to renege on promises that Nigeria gave to foreign investors that enabled the historical \$15 billion investment historically attracted," he said.

"Whilst the Executive has demonstrated full commitment to the need to keep the sanctity of the NLNG Act, the attempt by the Legislature to amend the clear promises made to investors will cost the country quite a lot. Apart from the relocation of investments in excess of \$25 billion to other countries, Nigeria will also be opened to fines running into billions of dollars in International Courts for renegeing on agreements. Such incentives in the NLNG Act are normal in the LNG world including in Qatar, Oman, Malaysia, Angola, etc. Even in Nigeria, more generous incentives are contained in legislation such as the Oil & Gas Free Trade Zone Act.

This period of low oil price is not a time to jeopardize Nigeria's long term interests by showing Nigeria as a place not to be trusted, and projecting our business environment as uncondusive," Omotowa added.

Others at the event include Minister of Power, Works and Housing, Babatunde Fashola; former Minister of Power, Professor Barth Nnaji and top energy executives.

The National Association of Energy Correspondents (NAEC) conference serves as a platform for interaction between industry leaders and the media. The conference focuses on key issues in the Nigerian oil and gas industry and synergizes stakeholders on finding long lasting solutions.

NLNG wins first SAP Quality Award in West Africa

By Elkanah Chawai and Emeka Agbayi



Adaora Olomu with SAP officials in Johannesburg

Nigeria LNG Limited recently won the first SAP Quality Award in Business Transformation in Africa awarded to any company in Nigeria. NLNG was selected as an Excellence Winner for its recent implementation of the SAP software in all its locations across the world.

The SAP Quality Awards celebrate customers who have excelled in the implementation of their SAP software solutions.

This prestigious award also

recognizes customers who use SAP's ten quality principles to effectively plan, execute and manage their implementations to deliver significant business benefits to their organization.

Nigeria LNG Limited is the first company in Nigeria and West Africa to win SAP Quality Award and the first African company outside South Africa to be recognised in the Business Transformation Category.

Responding to the award, Kudo Eresia-Eke, NLNG's General

Manager of External Relations noted that "winning the award will generally improve Nigeria LNG's recognition within the SAP Ecosystem and bring about opportunities for collaboration with other industry leading organisations as NLLNG drives for excellence in Business Process Efficiency and Cost Leadership".

The award was presented at an event held in Johannesburg, South Africa.

NLNG is Gas Company of the year



Dr. Kudo Eresia-Eke, NLNG's General Manager of External Relations shows appreciation with a firm handshake

Nigeria LNG Limited (NLNG) recently won the Gas Company of the Year award at the 2016 BusinessDay Oil and Gas Innovation awards. The award was based on recognition of the company's pivotal role in reducing gas flares; complying fully with tax laws; and impacting on the lives of Nigerians through its Corporate Social Responsibility (CSR).

At a ceremony in Lagos, BusinessDay newspaper, in conjunction with Oval Energy

Limited, stated that "NLNG won in the Gas Company of the Year category because of its role in harnessing Nigeria's gas resources to produce liquefied natural gas which resulted in generated revenue of about \$85 billion in the last 15 years; tax compliance which translated to the payment of \$1.6 billion; payment of \$30 billion in dividends to its shareholders; and the company's 2016 CSR projects, among others."

Receiving the award on behalf

of the Managing Director and Chief Executive Officer of NLNG, the General Manager, External Relations, Dr. Kudo Eresia-Eke, expressed the company's delight at the award. "We believe in standards and in excellence. Our resolve for excellence reflects in our business and interaction with our stakeholders, our operations, our CSR projects and in fulfilling our vision of helping to build a better Nigeria," he added.

NLNG gets CSR Excellence award

By Elkanah Chawai and Emeka Agbayi



NLNG wins; Dr. Kudo Eresia-Eke proudly displays the plaque for his company's CSR Excellence Award

the Abuja Chamber of Commerce. We stand on the values of Integrity, Teamwork, Excellence and Caring. It is great to see that these values have worked for us in our behaviour and interaction with our stakeholders, our operations, our CSR projects and in fulfilling our vision of helping to build a better Nigeria. On the other hand, our success and award will inspire other companies to emulate us and even do it better than we have done."

NLNG's University Support Programme (USP) is a

Abuja Chamber of Commerce and Industry (ACCI) at a recent ceremony in Abuja rewarded Nigeria LNG Limited (NLNG) for the outstanding impact of its \$12million pan-Nigeria University Support Programme (USP) with its Excellence Award for CSR.

At the ceremony, ACCI President, Mr. Tony Ejinkeonye, said: "Neither integrity nor excellence was compromised in choosing Nigeria LNG Limited. Your work and actions were judged fairly and you were chosen with nothing but the principles of excellence and integrity. Your organisation gives us a lot of hope for the future of our nation."

The ACCI President further said that NLNG was selected for the Excellence Award after an extensive research and a comprehensive analysis by a professional team of business intelligence experts.

Receiving the award on behalf of the Managing Director and Chief Executive Officer of NLNG, the General Manager for External Relations, Kudo Eresia-Eke, said: "We are very pleased to receive the Excellence Award for CSR from



Dr. Eresia-Eke with some of NLNG's members of staff

\$12million project approved by the Board of NLNG to support the development of research and scholarship in the country by building and equipping engineering/technical laboratories in six universities drawn from Nigeria's geo-political zones.

Bonny Vocational Centre acquires more equipment

By Elkanah Chawai and Emeka Agbayi



Students of Bonny Vocational Centre, officials of Samsung Heavy Industries, Bonny community leaders and NLNG officials including Dr. Kudo Eresia-Eke, GM External Relations (4th from left) and Capt. Temi Okesanjo, GM Shipping (2nd from left) in a group photograph

NLNG-funded Bonny Vocational Centre (BVC) recently acquired more equipment from Samsung Heavy Industries (SHI). The acquisition occurred as SHI closed its Samsung Training School in Bonny after training over 400 Nigerians and, subsequently, handed over its equipment to BVC.

In 2013, a contract between Samsung Heavy Industries, Hyundai Heavy Industries (HHI) and BGT (a subsidiary of NLNG) was signed to build six new vessels at the cost of US\$1.6billion. Included in the contract was a Nigerian Content element which, among other things, secured the training of Nigerians in ship building and repairs. The training school was

commissioned in 2014 to implement the training programme.

During the Samsung Training School closing out and hand-over ceremony in Bonny, NLNG's Deputy Managing Director, Sadeeq Mai-Bornu, said, "As at last count, more than 700 young Nigerians many of them from Rivers State and the Niger Delta, have benefitted from skills in various areas of shipbuilding. We strongly believe that the Nigerian maritime industry will be the better off for it".

Mai-Bornu noted that with the donation of the new equipment by Samsung, BVC was now better equipped than previously to offer training in basic

welding, using some of the best technology available.

In his remarks, Captain Temi Okesanjo, General Manager of NLNG's Shipping Division, added that an important milestone was made in Bonny with the graduation of the last batch of trainees of the Samsung Heavy Industry training programme and the handover of the equipment used during the programme to Bonny Vocational Centre.





We earned \$40 billion with no cent missing - Babs Omotowa

Many years hence, not a few people will remember **Babs Omotowa** as the man with incredible energy and drive. Many within the company and outside have had the experience of sending a mail to him and receiving prompt, clear and instantaneous response from him. Many have sent tomes to him and he comes back grilling them on the finer details. Such is the man, his zeal for work, his tirelessness, his passion for excellence. Qualities he put to work in his time at Nigeria LNG Limited. Without a doubt, NLNG was a very successful company when Omotowa arrived. He is leaving it even more successful.

Between December 2011 when he was seconded to NLNG from Shell, and August 2016 when he was redeployed, NLNG has witnessed incredible transformations. The company earned some \$40 billion and became Nigeria's number one home-grown company. Plant reliability has stood at near perfect 96 per cent and the company achieved a record of four years without fatality.

In the years he spent in NLNG, Omotowa built six new LNG carriers; four by Samsung Heavy Industries and two by Hyundai Heavy Industries. Omotowa secured quite some juicy deals as part of the Nigerian Content scheme attached to that ship construction. He got the South Koreans to train 600 Nigerians in ship design and construction in Korea and Nigeria; use Nigerian goods and services in building the ships; use qualified Nigerians as part of the workforce for the ship construction; and facilitated the establishment of a ship repair yard in Nigeria. Berger Paints Nigeria PLC, Metec West Africa, Paints and Coatings Manufacturers Nigeria Limited and Nexans Kabelmetal Limited are among the companies that exported about \$10 million worth of goods and services to Korea for the ship building.

Omotowa-led NLNG has led the way in corporate social responsibility at the national and community levels. NLNG's University Support Programme (USP) remains an exemplar of private sector partnership with public educational institutions to effect positive changes. Universities in the six geo-political zones benefitted from the \$12 million USP (\$2 million per university) for constructing and equipping of world-class laboratories. At the community level, NLNG enjoyed unparalleled peace in its host and pipeline communities. The paradigm shift in NLNG's relationship with its host Bonny Kingdom promises to be wholly transformational. In a move to community-led development entrenched in a recently signed MOU, Bonny will get N3.6 billion annually from NLNG and Shell to drive the 25-year new Bonny Master Plan aimed at making Bonny Nigeria's Singapore or Dubai.

In this interview which he granted **Tony Okonedo** and **Emeka Agbayi**, Omotowa discusses these achievements and gives insights into what made them possible. You are sure to find it enlightening.

We understand that this is not retirement. Nonetheless, this is a good time to ask you to reflect on your work life so far. For instance, what are the most challenging and exciting things you have achieved in your career and at NLNG and what are your goals for the future at this time?

I will say two main things - providing ethical leadership and serving as an inspiration to the country, to the society and to staff in the organization. In terms of inspiration to the country, we have been able to show clearly that Nigerians are able to run world class



companies and run them properly and compete with other companies elsewhere in the globe. Today, NLNG can be classified as one of the FTSE500 companies, if we are

listed on the New York or London stock exchange. We bought six new ships for our subsidiary company, Bonny Gas Transport, and through that process trained 600 Nigerians, enabled more than \$10 million worth of goods to be exported to Korea and also facilitated the building of a dry dock in Nigeria. Inspiration to society: we made tremendous progress on the University Support Program (USP) which has enabled the engineering laboratories in six universities across the country to be modernised. In Bonny, we have been able to deliver a 25-year Marshal Plan to see how we

NLNG has now been ranked as the number one home-grown company in the country. We were able to generate \$40 billion during my time; paid \$22 billion to Nigeria and \$12 billion to our shareholders.

can make Bonny a Singapore or a Dubai. In terms of inspiration to staff, we have shown that with hard work, with dedication, focus and integrity, you can achieve success and you can progress well in your career. So it's been quite an exciting time for me.

And because you asked about my working life, I will talk about inspiration even in previous roles. While in Shell we were able to grow a local aviation (helicopter) company in Nigeria. We supported the company with \$100 million financing which helped it to acquire modern helicopters and that company today provides helicopter services not only in Nigeria but in other African countries. And that's again something that I am excited about.

The second part, as I said, is about ethical leadership which is that irrespective of the position you hold in Nigeria you don't have to do unethical things. This is a company where we earned over 40 billion

dollars within the time that I was at the helm of affairs and accounted for every cent. No single dollar is missing. We have had no issues with contracting. We have no issues with employment because, as a leader, I have been able to show that you don't have to do anything unethical despite the pressures you get from across the country. So, for me those are the two exciting things: being an inspiration and providing ethical leadership.

Certainly, people within and outside NLNG are curious as to what Babs Omotowa will do next. Are you able to discuss that with us?

My next job is at Shell, my parent company, where I have been assigned a role in the global upstream leadership team as a vice president, so I will be providing global leadership on safety and environment across about twenty countries including Nigeria, Brazil, Gulf of Mexico, Iraq, UK, Holland, Brunei, and Oman. I will sit on the global upstream leadership team reporting to the Shell Upstream director.

Upon assumption of duty as NLNG MD, the in-house communication team held an interview with you which was later entitled, 'What Will Babs Do?' Now that you are moving on, we ask, 'What did Babs Do?' In other words, what are some of your most significant achievements or milestones here?



I had three objectives at that time. One was to ensure that we continued to make NLNG a success story; second was to move NLNG to the next level; the third was to be an inspiration to the country. In terms of maintaining NLNG as a success story, NLNG has now been ranked as the number one home-grown company in the country. That in itself says a lot. We were able to generate \$40 billion during my time; paid \$22 billion to Nigeria and \$12 billion to our shareholders. In the period, we were able to keep plant reliability at over 96 per cent. We were able to achieve four years without fatality for a company that used to have two fatalities every year. We ended 2015 without any lost time injury. So, across the board we have been able to maintain that success story that I met.

Second objective was to move the company to the next level, mainly growth. We've worked hard on Train 7. We were able to bring out Train 7 from the keep-warm-phase that it was in when I came to pre-FID

activities phase. We were able to grow shipping capacity, by adding six new modern and bigger ships to the fleet.

I think we have done quite a lot with regard to the third objective of serving as an inspiration to the country. We have demonstrated very clearly that this successful model is one that needs to be replicated. Many people across the country now talk about NLNG, and by the work we did in the society—be it the work we did in Bonny with the new MOU we signed, be it the Nigerian content dividends that accrued from the acquisition of six new ships, be it the University Support Scheme across the country, be it the sustained successes we have achieved, and so on—I think we have shown very clearly that this definitely is a company that can inspire the country.

You have done a tour of duty as the Managing Director of Nigeria LNG Limited, one of Nigeria's leading companies. In your time at NLNG, you were also the International President of Chartered Institute of Purchasing and Supply, now Chartered Institute of Procurement and Supply. What would you say accounts for this trajectory, your movement into that high profile space? What's equipped you to do that the way you have done and what were your drivers originally?

It is always difficult to totally understand why you are appointed into positions like

being a global president of an institute. I guess it comes from some of the values that I have held onto, values like integrity,



The headwinds as we described it in 2012 was a challenge that NLNG was going to face because at that time it was very clear, when you look at the dislocations in the LNG industry, that competition was going to come and we were going to face a different world from the one we were used to.

hard work, excellence and drive. In my appointment by the Global Institute of Procurement and Supply it was highlighted that the appointment was also because I could inspire and motivate younger generations, and inspire other members as well, to especially see that you could aspire to the very top of an organisation irrespective of your background. So, I think it comes down to the values and also to one's achievements. In

every work I have done I have always looked out for three things. One is to make sure I deliver on the critical key performance indicators. Two is to make sure that I improve and take that business to the next level. Three, of course, is to build relationships and work to motivate and inspire others and I think that contributed.

When you arrived here, you began to talk about headwinds and it did not take long before those headwinds emerged and everybody saw what you were talking about. At the moment, we know you have put in motion strategic plans and processes to mitigate their effects and ensure that NLNG remains a profitable organisation. Could you reflect on some of these with us?

The headwinds as we described it in 2012 was a challenge that NLNG was going to face because at that time it was very clear, when you look at the dislocations in the LNG industry, that competition was going to come and we were going to face a different world from the one we were used to. We, therefore, put in place a transformation improvement project—Project TIM—which had three legs. First leg was on strategic issues, second leg was on systemic issues (culture and leadership) and the third leg was on structures.

With regard to structures, we were able to make the organization to work as one company. Previously we had a



lot of divergence and inefficiencies in the organization, but today we are one company; functional excellence has also been brought into the organization and we now operate more as one entity. With regard to the systemic issues, we have been able to drive a Culture Alignment Journey where we have now implemented the Ten NLNG Behaviours and we have also been able to spend time to develop leadership across the organization.

... across about seven work streams: marketing, production, finance, people, stakeholders, and so on, we have been able to put in strategies that will help the organization through difficult times ...

With regard to the strategic, we have been able to look at several aspects of the company beginning with marketing - how to find new and niche

markets—even during these difficult times. We have looked at what to do in the domestic LPG market. We have also looked at our assets. Rejuvenation work is ongoing at the plant. We are also working at pipeline robustness so that we can improve our gas supply into the future. We are looking into our finance with the aim of driving cost down while deriving more value for our spend. We have put in place a programme to drive cost leadership. We brought in KPMG to help us and also setup an internal team and now we're driving down our costs because, as the market tightens and prices come down, the two things we can control are our own costs and the operational efficiencies within the organization. Therefore, across about seven work streams: marketing, production, finance, people, stakeholders, and so on, we have been able to put in strategies that will help the organization through difficult times and we are already seeing the dividends of those programmes. As at today, the revenue of the company has come down significantly, but we have been able to maintain the returns, in terms of net income after tax, that we promised in the business plan despite our revenue being behind in the business plan.

You talked about your inspirational approach to business and to personal management. You also talked about the headwinds and the challenges of managing a

business through these turbulent times. Against that background, there's some concern about NLNG having a seamless handover and continuity. What have you said to your successor to help achieve this seamless transition? What do you think your successor needs to do at this time?

I think it is always important that we allow our successors to chart their own course. It will be a bit unfair to start to dictate to him about what he should do or not do. But if I had any advice it will be that he should work towards the vision of the company which is to be a global company helping to build a better Nigeria.

I think it is always important that we allow our successors to chart their own course. It will be a bit unfair to start to dictate to him about what he should do or not do. But if I had any advice it will be that he should work towards the vision of the company which is to be a global company helping to build a better Nigeria. As long as he is working towards that vision and the objectives of the company then I have no doubt in my mind that he will do right. Of course, growth will be important; so Train 7 should continue to be progressed, or opportunities to debottleneck the plant and achieve more volumes out of that. I also think

that the work on gas supply robustness is very important and plant rejuvenation, too, because the plant has to continue to produce efficiently. And, as every leader knows, he also needs to focus on people because at the end of the day the greatest assets are the people—how we lead, how we coach, how we mentor, how we develop, and how we make sure that leadership in the company at all levels are able to inspire the staff. These will be areas that I am certain he will look into.

In your CIPS valedictory speech—a rousing speech we must say— you reminded fellow members of the institute of the values to be derived through efficient practice and observation of the guiding ethics of the profession. What future do you see for procurement and supply in Nigeria, especially in the oils and gas industry? How can Nigeria take advantage of what the profession offers to check corruption, maximize profit and ensure national development?

In the country, the oil and gas industry or indeed any organisation, once you remove the overheads you will find that majority of the spend—70 to 80 per cent—usually will have to be done through procurement, be it projects or equipment that has to be bought. Procurement and contracting play a key role in the expenses of the country and organizations, and how you do

The recent arms-gate scandal in Nigeria is a good example of what can happen when procurement is poorly managed. We, therefore, need to ensure, as a country, even as an industry, that we have robust processes and procedures, good governance systems, as well as competent people to run procurement.

that makes a big difference not only in terms of the spend itself—getting more value for the money—but actually delivering the infrastructure, delivering the facilities, that will help the country or the organization to progress.

The recent arms-gate scandal in Nigeria is a good example of what can happen when procurement is poorly managed. We, therefore, need to ensure, as a country, even as an industry, that we have robust processes and procedures, good governance systems, as well as competent people to run procurement. We have also seen in the oil and gas industry that during the period that oil prices rose to as high as \$100 per barrel, the cost of projects grew by more than 500 per cent, which then meant that even though oil prices and revenues were very high, companies were not more profitable than they were when oil prices were low, because

procurement costs had shot up and wiped out the effect of the higher revenue.

We have seen so many countries in the world—the UK, the US—being able to set up central offices for procurement similar to what we have at the Bureau of Public Procurement in Nigeria and they have been able to use that as an instrument to deliver a lot of value for their country. I think we still have a lot of work to do as a country in that area. Public procurement is an area where we can do a lot, as I said for two reasons, one to get value out of the money we are spending, and two to make sure that those projects are executed properly so that the infrastructures are in place and people can make use of them. The same thing is applicable in the oil and gas industry. As I said in the speech you mentioned, we need to raise the game and raise the voice of the profession. Raise the game in terms of the value that we add, in terms of what we can bring to the table. Raise the voice to make sure that those who are in authority understand what those values can be and they can utilize them properly. So, there is still quite a lot of work to do—but if anything, I think, the arms-gate scandal reminds us of why we need proper procurement in the country.

Looking at your time here, is there anything you would have done differently given the opportunity?

You can always look back and

you can do things better with hindsight. But, I think there is nothing like regrets. We did our best. One thing I would say I wish we had made more progress on is Train 7. Train 7 is very important to the company, or debottlenecking of the existing plant, because with increased volumes we will be able to counteract the effect of lower prices. We can get that from Train 7 and we can also get a lot of that from debottlenecking the existing plant. We put in quite some effort, but a lot of factors outside the control of the company - like the politics of the

previous administration, Petroleum Industry Bill (PIB), the funding of the upstream and even the current low oil prices - had not allowed us to move as fast as we could. If there was something we could have moved a lot faster with, it would be Train 7. Apart from that, as I said, in everything I could look back and say we could have done things a bit differently, but I think we did it the best way we could at that time and I don't think I would have changed anything. NIMASA was a sad experience for the corporate world in Nigeria where illegality was allowed by

a government which had previously espoused the rule of law. We took some lessons from that but who would have ever thought that a government agency would so obstruct a venture in which the same government owned majority shares?

How would you want to be remembered?

I would like to be remembered as a simple person who did his best for the company, who put in his best efforts, and did everything in the best interest of the company and never for his personal interest.



Stakeholder Engagement

As part of efforts to keep Nigeria informed about the company's business and forge mutual relations, the management of Nigeria LNG Limited recently visited some of its key stakeholders. Led by the then outgoing MD/CEO, Babs Omotowa, the team seized the opportunity to introduce its incoming MD/CEO, Tony Attah, The pictures tell the rest of the story.



Some members of NLNG's Board and Executive Management paid a courtesy call on the President of the Federal Republic, Muhammadu Buhari, GCFR.



Senate President, Bukola Saraki, flanked by outgoing MD/CEO (R), Babs Omotowa, and incoming MD, Tony Attah, and some key legislators during the team's visit at the National Assembly



NLNG team with Group Managing Director of NNPC, Maikanti Baru and NNPC top executives at the corporation's headquarters



NLNG Team with Minister of Industry, Trade and Investment, Dr. Okey Enelamah, at the Minister's office



NLNG team with Minister of Environment, Amina Mohammed, at the Ministry of Environment



NLNG team in a chat with Minister of Transport, Chibuike Amaechi



Today's situation demands that we think and do things differently - Tony Attah

Tony Attah is the new Managing Director and Chief Executive Officer of Nigeria LNG Limited (NLNG) and the Vice President of Bonny Gas Transport, one of NLNG's subsidiaries.

Attah comes to this position with over 25 years' experience in the oil and gas industry. Prior to this appointment, he was the Managing Director of Shell Nigeria E & P Company (SNEPCo), Vice President HSE and Corporate Affairs, and Vice President Human Resources (HR). He has also functioned in other technical and non-technical roles in Operations and Major Projects including Headship of Joint Venture Economics in the commercial function of Shell Nigeria.

His distinguished career has taken him to key assignments across Europe (Russia, Netherlands, etc.) and Africa; he has led multi-disciplinary teams across diverse cultures. He is renowned for his strong strategic and commercial mind-set which is underpinned by a solid technical background and excellent crisis management and leadership capabilities.

Attah holds a bachelor's degree in Mechanical Engineering from the University of Ibadan and a Master of Business Administration from the University of Benin. He is a member of Council for the Regulation of Engineering in Nigeria (COREN), Nigerian Society of Engineers (NSE) and Society of Petroleum Engineers (SPE).

Tony plays to win, driven by the philosophy that if anything is worth doing at all, then it is worth doing well. His personal core values are integrity, humility, excellence and respect for people; these manifest in his focus on people and safely delivering business value to stakeholders.

Tony Okonedo and **Emeka Agbayi** sat down with him to discuss his goals in NLNG, since he is coming to lead a very successful company in a time of immense challenges. You are sure to find his answers inspiring and uplifting in equal measures.

You have very broad experience. You are an engineer. You've been Vice President HSE, and Vice President Human Resources and Corporate Affairs at Shell. From this background, what in your view are the most critical skills you bring to this new job?

I have been very privileged in my career, as you said, to have experience in HSE, production, engineering, corporate planning, economics, HR and, until recently, integrated gas within Shell. For me, I see it as an opportunity in terms of being able to assemble and bring all the experiences over the last 25 years to bear in one business but more importantly to build on everything that has been achieved to date within NLNG.



We will like to talk about your time at SNEPCo. What are some of your more significant achievements or undertakings?

SNEPCo, for me, is a very dear subject for two reasons. One, for the timing. I arrived at SNEPCo when the whole onshore business was in a very

dire situation given the realities that were happening onshore. SNEPCo was almost a lifeline to the entire Shell business in Nigeria; being offshore and definitely away from some of the vagaries that were happening onshore. So, it was an opportunity to be part of what kept the company afloat. It was quite important in terms of what we needed to do because at that time the company was already about 10 years old and we were beginning to see quite a few things around asset integrity and it was also a time when the market was at its peak- almost \$100 per barrel- so I was opportuned to lead SNEPCo at one of the best times because we were able to go back to our glory days of producing more than 200,000

barrels a day at the peak of the market.

For me, that is a major contribution, but, more importantly, it also coincided with the time that the company at the global level was restructuring and reorganizing. So, we took advantage of this to actually reshape ourselves into a better integrated company as against being a functionally structured company. In a way, therefore, the company itself came through a project phase and transitioned into operations, needing progress beyond the extant project mind-set that still lingered. So we had to do the needful to get everybody focused on the one key thing that mattered which was the company itself and, from a delivery standpoint, it was Safety Goal Zero which is really caring for people beyond just talking about it and also ensuring that the business survives. We tried to focus everyone's efforts with the "ALL FOR THE DRIVER" Formula 1 race mind-set and this helped drive full integration which culminated in being able to steadily produce above 200,000 barrels per day and ensuring that all the people who work for us went back home safely every day! These are some of the key things we achieved together in SNEPCo.

You are moving from one successful company to another. What are your reflections on this and what are the headlines in front of you as you make this transition?

It is a major privilege and I will have to say that most times people don't get the opportunity to move from one successful company to another. You either find yourself going from one successful company to one that is not so successful or going from a less successful company to an already successful one. I feel very lucky, and, as I said to my colleagues this morning, I am very proud and happy to be a member of this team. I see NLNG as a winning team and in my mind it is clear that one



thing I should do is to borrow from Tony Blair who was asked a similar question in his early days as prime Minister and he said you will need to "Listen, Learn and only then can you lead"! I intend to follow through with that coaching and then bring in some of the things that have worked elsewhere to complement all the good things that have made NLNG a major success and try to build on them to move the company to the next level; bottom line, we will need to adapt as we go along because the current realities of today are different from some of the things that made us succeed in the past. But being able to come here and lead is a major privilege and one which I take

quite seriously and hold dear to my heart.

The learning agenda strategy is very critical to me because I need to understand what makes a difference here; what makes the company so successful; how can we make it even more successful, but, more importantly, how can we get the people to line up behind the company's vision and moving to the next level.

Taking off from that last question, we wonder what can possibly be a new challenge here.

The world is full of challenges. Every day, for me, is a learning opportunity. The starting point as the business leader in NLNG is a learning agenda because, as the saying goes, what made you succeed on the other side may not make you succeed here. In leadership parlance, "what got you here may not get you there". So you have to be mindful not to assume that this is another SNEPCo, that this is the same business, or bring the 'one-cap-fits-all' mentality. The learning agenda strategy is very critical to me because I need to understand what makes a difference here; what makes the company so successful; how can we make it even more successful, but, more importantly, how can we get the people to line up behind the



... how do we adapt to the changes, how do we reposition to win in the current realities of these challenges we are going to face and the ones we are facing even now. Those are the kinds of early thoughts at the back of my mind.

company's vision and moving to the next level.

That is the real focus that I will have, but in terms of challenges, you are not going to be short of those because we are in a completely different phase in terms of the life of this business. As I mentioned at another forum, we have seen glorious days when the market was great; the price was fantastic; gas supply was excellent and the asset was almost brand new. But, seriously, the plant is ageing, 20 years down the line - if you add the period of construction because you had put the equipment on the skids then and that's when the equipment went live, not the day you start producing. You have to factor that in. The market is down. The asset is ageing. The government

itself is completely different. So, the odds are different, but these are our new realities. For me, it will be more around how do we adapt to the changes, how do we reposition to win in the current realities of these challenges we are going to face and the ones we are facing even now. Those are the kinds of early thoughts at the back of my mind. But challenges? There will be many challenges I am sure. One assurance I can give you, however, is that NLNG has the winning spirit and I believe we are going to win and surmount all these challenges as they come.

People are looking in your direction as the new Managing Director and people are going to ask, 'what is going to change; what is his management style; what do we expect from him?' Are you able to provide answers to those at this time?

I think people can very well rest assured that there won't be many changes immediately because my predecessors already set in motion some of the very key ingredients for survival in this new current realities of a flattening market with an ageing asset and the current realities of Nigeria's security situation.

I cannot say much at this point about what is to be expected

from me because I would rather engage with the people first to understand where they are with respect to the company's vision and, as I mentioned earlier, the learning agenda is quite critical to me. It is really to learn what's on people's minds, to learn how they see the business, how they see the company. Where would they like to see the company in another 10 years and how does this align with their personal vision? Are we all looking through the same lenses as a company or are we misaligned in terms of the future we see? That will be for me the point of co-creation in terms of where we go or where we take our company, but directionally I think people can very well rest assured that there won't be many changes immediately because my predecessors already set in motion some of the very key ingredients for survival in this new current realities of a flattening market with an ageing asset and the current realities of Nigeria's security situation. We need to progress the transformation and culture journey we are on; so you have to move things to their logical conclusion before you start to detour or change.

Therefore, you can expect that we will deepen things around the culture journey; you can expect that we will focus or even raise the focus on the transformational agenda, ensuring that cost optimisation and efficiency stay at the core of our survival strategy; you can expect that we will push for value; you can expect that we

As a person, I am a very open leader. I am free format; I am easily accessible, but I want results like every leader; I want performance; I want value; I want people to be able to differentiate between activities and value; I want the interests of the company to be most paramount in the minds of everyone; I want people to be able to progress to the point where the phrase 'my company' is upper most on their minds.



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From your vantage position of an extensive experience in the industry, what are your thoughts on Nigeria's oil and gas industry? What changes would you like to see in the industry and why?

The oil and gas industry is going through a lot and you can approach the subject from two sides. You can either base

your assessment on the Nigerian industry or on the global scene, which in essence could be the micro versus the macro. In the true sense of it, both spheres are experiencing really tough times just that the Nigerian situation is overlaid with some other unique and intricate situations like the current security situation and issues with funding in the upstream sector which we rely on for gas supply.

Overall, the major driver in the oil and gas market would have to be the market. All commodity producer nations today are in trouble and that's really because of the market. I remember having a conversation with Suri, one of my Indian friends and he asked, 'How's Nigeria these days?' And I said, 'we are struggling even though this is one of our biggest opportunities with a new government, a new and credible president who wants to achieve something, but we do not have funds, and we do not have funds because the market is down.' Suri looked at me and smiled. I said, 'I see you're smiling, Suri,' and he said, 'Of course, I feel a lot of sympathy for you, but to me this is the best time for India'. And I said, 'What do you mean by that?' He said, 'Because we are buyers! The oil I used to buy from you for \$100 I could now buy for \$40/\$45, there could not be a better time for my country.' A tale of two countries you can say!

So, in terms of the entire

will focus on our people because in my mind people make a difference, no company can exist without its people. I strongly believe that people matter and people make a difference, so you can expect that there will be a lot of focus on people but how all that will come together will be something I expect the entire company to be a key part of. We will co-create where we go together, so don't expect much in terms of immediate change in directions today.

In terms of style, all leaders will adapt their style to the realities they face. Some fellows have said to me, 'your colleague is a very strong leader' and I say, 'if the situation requires a leader to be strong that is what you expect a leader to be'. But at the moment I cannot tell you what style will take us to the next level.

industry you have to look at the value chain and where you are in the value chain. Are you a producer or a consumer? Producer nations are all in the same boat of suffering today. This is a buyer's market and you have to realise that. The question of how do you adjust to survive is for me at the heart of a lot of things that have already been put in place at NLNG including the transformational agenda, the cost drive, the optimisation, the culture journey and all the adjustments being made to make NLNG competitive in the current realities.

Beyond the market, there are lots of disruptions coming. The environmental challenge is around fossil fuel. You have disruptions coming from renewables. You have wind now—that is gaining ground. You have solar, gaining even more grounds. You have batteries and other energy storage technology disrupting heavily! Three weeks ago, I was in The Netherlands and I saw a whole street where half the cars that were parked were all plugged into electricity charging points, charging for tomorrow's use. Those are cars that will not buy gas; those are cars that will not buy oil. The market is flattening and thinning out. The reality is that in 50 years' time, we may not be the energy source of choice. And the same comment could have been made for coal or even the Stone Age. As someone says, Stone Age did not end because we ran out of stones. So we

The reality is that in 50 years' time, we may not be the energy source of choice. So we have to keep current and focus on what is happening and find a way to be able to be a critical part of the emerging energy mix.

have to keep current and focus on what is happening and find a way to be able to be a critical part of the emerging energy mix. The disruptions are here and I think they will not go away; we have to make ourselves both relevant and competitive.

Very closely related to that, you are about to take over a company where the market is down, prices are weak, infrastructure is ageing and there's a struggle with Train 7. People will be looking to you for answers, key among them your workforce. What is your message to them at this time?

It's difficult to have a single message at this point of my transition into role as CEO before you engage with the people. But as I mentioned earlier, people make a difference. If we are going to win, it's going to be about our people. If we are going to lose, it's still about our people. So, between those two boundaries, you can already see that for you to have a chance of

winning you need the people at the heart of whatever strategies you are going to adopt. You need people to understand the current realities. You need people to have their hearts and minds in the right places to assure that we stay competitive. Remember, I used the phrase 'my company'. If we can get people to that point where they see NLNG as 'my company' then they would be in a better situation to better contribute to all the things we say we need to do to stay afloat and, more importantly, to be competitive.

Since you insist, I can say my immediate message for staff is to thank them for all the good works that have made NLNG great and to get them to start to think about how we can make the company even greater in the face of all the current realities we have been talking about and, in due course, I will be meeting with them. I look forward to open conversations and deep engagements for the good of our company. I look forward to co-creating the future with staff. A lot of what should be done is already in place, as I say, but to raise it to the next level you need to deepen some of them more. Some may be painful but you have to weigh that against going into extinction which is a real risk to any company in these climes. Bigger companies have disappeared in the past and you do not want to be in that space. You therefore want to get people in the right thinking space to understand that we need to survive. The situation

today demands that we think and do things differently and I am sure we will do what it takes.

Let's get personal. What keeps you awake at night?

As a person I happen to sleep very deeply, by the way. On a serious note, as a business leader, I worry about the safety of my people. That is one key thing that keeps me awake. I worry about how much they understand the realities the business is facing. I worry about the externalities that are not within my control, but that could potentially be key success factors or mitigations. Generally speaking, Safety Goal Zero and asset integrity are key things that worry me with a sense of chronic unease. And when I say safety, I mean personal safety and process safety. I have seen in the industry some unique situations where just because of one incident, not only do you have people working for you who do not go back home but you could lose the whole business. For me, the main vision and dream is to have everybody working for us, irrespective of their position or level, go back home safely every day. Those are the key things that worry me; otherwise, I sleep soundly.

Talk to us about who you are in private, what you do in your spare time. On the corridor this morning, people were speculating that you must be from Benue State, Kogi State, Akwa Ibom and so on. Talk to

us about your family background.

Family background is unique in the sense that I was shaped by multiple cultural backgrounds. I was born in Adamawa State, Ungruore – Yola, which I visited about five years ago just to reconnect. I grew up through primary school level in Kaduna. Went to secondary school in Azare, Bauchi State, and read for my first degree at the University of Ibadan. Second degree was at University of Benin. I worked in Sokoto. My national youth service (NYSC) was in Maiduguri. I lived in Warri for 10 years, in Port Harcourt for 10 years, and whatever that's left I spent in Lagos from my early days. That's why I can say it is a unique upbringing growing in all these cultures and embracing the diversity therein. In a sense I have diverse views of life and of the country itself. As a matter of fact, I used to pride myself in saying that there is no state in the country that I have not been to – all 36 states! And you can tell based on some of the facts I just gave. Those experiences shape you as a person. Where I am from is not paramount on my mind and I prefer to meet and treat people with equal respect irrespective of their local affiliations.

I am a very free minded person. I try to understand what drives people's thinking. I drive for value. I want outcomes, positive outcomes. Generally, I want the best in whatever I am doing. My philosophy is that if it is

worth doing, then it has got to be worth doing well. And I play to win—most times. You can ask: why play at all, if you are not playing to win? So, generally speaking, easy going, open style, fair minded but firm, but I have my limits in terms of what I can tolerate. I don't tolerate dishonesty. I don't tolerate lack of respect. I don't tolerate people who have no integrity. I don't tolerate falsehood. You have to stand and believe in something. I believe that people deserve respect, until they prove otherwise. And I believe that people matter—all ways. Most importantly, I believe that people make the difference in everything in life.



One deputy goes, another comes

NLNG's amiable Deputy Managing Director, Isa Inuwa, was recently replaced by another amiable gentleman, Sadeeq Mai-Bornu. The two men were seconded to NLNG by NNPC, their parent company. Before coming to NLNG, Isa Inuwa was Group General Manager, Corporate

Audit, at NNPC. He has since moved on to other duties at NNPC. His replacement, Mai-Bornu, came to NLNG from NNPC's subsidiary, Nigeria Production Development Company, NPDC, where he was the Managing Director. Enjoy the welcome/send off in pictures.



Some NLNG staff members present a parting gift to Isa Inuwa and wife



Isa Inuwa and wife showing off their gift



: Chairman, Board of Directors, Chief O. R. LongJohn, with Isa Inuwa and wife



Isa Inuwa expressing his gratitude to NLNG's Board, management and staff



From one deputy to another: Isa Inuwa sharing some tips with Sadeeq Mai-Bornu, his successor as deputy managing director



Meet Mr. Discount, Sadeeq Mai-Bornu

Sadeeq Mai-Bornu is a man who quietly puts you at ease in his company. It may not be something he sets out to do deliberately. It rather suffuses his entire personality. Mai Bornu comes across as a simple, earthy, warm person. When we sat down with him for this interview, he was teasing and trading banter in local languages ranging from Igbo to Yoruba and Edo so much so that it felt like we were chatting with an elder brother who could be both sweet and stern.

In those brief moments before the interview began and through the interview itself, Mai-Bornu brought to the fore those people qualities and soft skills that stood him in good stead as he served for close to a decade (from 1996 to 2004) as Technical Assistant to five consecutive Group General Managers in Engineering & Technology Division of Nigerian National Development Corporation (NNPC)! In that position, Mai-Bornu was renowned for his exemplary leadership and drive to coordinate the departments within Engineering and Technology Division, manage the capital projects portfolio and develop the strategic plan which resulted in valuable contributions that aligned with management's aspirations for effective project delivery.

Prior to joining NNPC in 1987 as a Project Engineer, he began his working career in July 1985 at the Ajaokuta Steel Company Limited (ASCL) as an Engineer in the Real Estate Development Department, responsible for the construction of the 10,000 housing unit Steel Township.

He joined Nigeria National Petroleum Company (NNPC) in 1987 where he started his career as a Project Engineer and served as member of many project teams such as NNPC Corporate Telecoms Network (CTN), PPMC Escravos Tank farm, and Butanisation project for the construction of nine LPG depots.

From 2005, when he became Deputy Manager, Cost Control Unit in the Technical Services Department, he has had a distinguishing management career as Manager in Process Engineering Department and General Manager, Joint Ventures in Renewable Energy Division (RED).

His last appointment before he joined Nigeria LNG Limited in April 2016 as Deputy Managing Director and Executive Director on the Board of the subsidiary, NLNG Ship Management Limited, was Managing Director, Nigerian Petroleum Development Company Limited (NPDC), a subsidiary of NNPC, where he was able to ramp up oil production from about 87,000 barrels per day (bopd) to a record 155, 000 bopd!

A member of the Nigerian Society of Engineers, Mai-Bornu has over 30 years' working experience most of which are in the oil and gas industry. He is an alumnus of the Ahmadu Bello University, Zaria, with a Bachelor's degree in Civil Engineering and has attended several management and leadership courses across the world.

Tony Okonedo and **Emeka Agbayi** sat down with him at NLNG's Abuja office for a brief chat. He discusses his days at NPDC, his vision for NLNG, and more. Enjoy it.

A good place for us to start is with your last appointment at Nigerian Petroleum Development Company Limited, NPDC. Tell us about your time at your most recent job as the Managing Director of NPDC - what are your reflections on that time and the highlights of that tenure?

As you know, NPDC is the upstream arm of Nigerian National Petroleum Corporation (NNPC) and the major idea behind the company's

formation is to grow it into a medium sized exploration and production company that may evolve eventually into a mini IOC if possible. I was appointed the MD sometime in August 2015, and I was there just for six or seven months - until March 2016 when my appointment as the deputy managing director of Nigeria LNG Limited was announced. Because of NLNG's internal processes, I couldn't come on board until after the board meeting in April.



NPDC as an upstream company had a few challenges, mainly community issues and also issues of vandalism and attacks on its assets. In the recent past we know that NPDC had been in the news, albeit negative news, because of issues of strategic alliance and the Atlantic brouhaha that is now in the public domain. The reason for actually going for Strategic Alliance Agreement is basically to finance NPDC operations for it to grow its assets which had originally been divested from Shell. There are about five such divested land assets, in addition to some other assets NPDC had when it was set up at the beginning. These five assets had partners that were inherited alongside the assets; the partners came on board with an understanding with the previous administration that they were going to take over as operators. That created a lot of tension within the unions leading to some kind of strike where even the offices were blocked including the NNPC Towers here in Abuja. So the issue of operatorship—who will be operator— was one of the problems that we had.

We realized that it was the intent of government at the beginning for NPDC to be the operator, to grow the capacities of Nigerians and really be the medium size exploration and production (E&P) company that we all desire. However, that was being challenged. I think that it was only with the advent of the new administration that a little bit of ease was arrived at,

otherwise there would have been a lot of industrial unrest. There was a lot of distrust between the staff and the joint venture (JV) partners that we had (who were not the operators) and we had to manage that. You have to understand the perspective of the JV partners. They have invested a lot of money—most of it they borrowed from banks—to sweat the assets and make profit because they are business people, and that wasn't forthcoming. So we found ourselves with a lot of those challenges on how to get returns on investment for both JV partners and the government.

When I arrived in August 2015 the first problem I met on ground was with the community workers. The community workers had not been paid their allowances for almost five months and they actually stopped production. You can imagine an asset that yields close to 50/60,000 barrels a day, for example, stopping work. If you look at cost of oil (30/40 dollars at the time), that's substantial amount of money for somebody to stop you from working because you haven't paid them, say, 500 to 600 million naira as back salaries. I thought the company needed to imbibe a commercial mind-set, to say 'look, we are producing the oil, so this money that looks big is only two or three day's production'. The community shut us down for about three weeks and that was painful. That was one of the first

problems I met on ground. What I did was to setup an adhoc committee to go and look into the issues of the invoices that were stuck, those that have not even been processed, to see how we can take care of that problem. We then had to by-pass the SAP process, and that was painful for me as well because I am a process person, but I was focused on what we needed to do to get production back up because the money needed to come in. It was a very painstaking process. The finance people were not happy with my decision at the beginning, but before the end of the year, we had gone far towards correcting things on the SAP.

Another thing I want to add is that the Honourable Minister/GMD also gave us a production target, and this was in August 2015. When I took over, NPDC was doing close to 90,000 barrels of oil a day(bopd), and the minister wanted us to achieve 191,000 bopd by 14th of December, 2015, so it was like doubling the production in four months. So I set up a " War Room" because the approach to doing that is not just to talk to the assets people. I had to set up a war room with all sorts of people in the room and every day we met about three times to discuss: how are we, where are we on production, what do we need to do, how do we optimise our wells, how do we get the oil flowing, are there pump issues, what are the

issues that we have? This worked because by the 14th of December we were able to achieve 155,000 barrels a day. That is a first for NPDC! To the best of my knowledge it's never been done in the history of NPDC.

But of course the challenge is not hitting the target or setting a record, it is sustaining it. It was Christmas time and we still had issues with payment to community workers. The community said we had to do something for them for Christmas. They eventually shut us down and production came down. Now what that meant for us is that obviously it is not the 191,000 the Minister asked for, but if we could do 155kbopd, then, yes, it can be done. That's what we were trying to look at in the New Year—to see how we can do that. We had meetings with the JV Partners to examine what the issues were; whether the issue was one of operatorship, or asset management team, it does not matter to me; I said, 'let us be focused on sweating the assets; let us make the money first then we can come back and see what model we are going to have'. We had a town hall meeting some time in February 2016 with all the JVs and they were quite happy with that. The NLNG model was in consideration, I must say. Then in March I was asked to come over to NLNG as the Deputy Managing Director.

One final thing I need to mention about NPDC is the

people. When I got there I said to them that the people were our greatest assets. Whatever you have if the people are not motivated to put in their best, to lead and aspire to achieve objectives, you cannot do much. I tried my best to work on the people in this regard along my own leadership style and I think that to a reasonable extent that worked.

In Nigeria, most people want to see NPDC play a stronger role in the industry. What are the obstacles and how do we bring that vision to reality in your view?



If we really want to be honest and fair, the obstacle is the lack of operational autonomy. NPDC needs to be able to take decisions quickly, fast and unhindered, then they need to have financial autonomy. So, they need to be able to raise their money, spend it, make profit and declare dividends. So we are talking about something like the NLNG model. Government owns 55 per cent and the JVs 45 and that has been the bone of contention. The JVs want to be the operators, while government's position is 'how can you be

operator when I own 55 per cent?' But that can happen because operatorship is really a business decision between partners. Even though I own 55 per cent I can allow you to be the operator, but that decision has to be taken in an atmosphere of camaraderie, and that wasn't there. It was missing. That had a big impact; it was challenge.

Now they are looking at the various models to drive the business for the JV partners to have more say, bring their business acumen, to see how we can turn every little thing into money, especially if you look at the cost of production per barrel. Cost of production per barrel has been very high and the two main culprits are community and security. If I were to give you an example without being too specific, take a bottle of water, the cost of taking this bottle to the creeks is probably higher than the cost of the bottle itself. Then you have the Joint Task Force (JTF) there. If you do not feed them, if you do not give them power, you are not going to have security. That is a huge cost element and that shoots up your cost of production. If you are doing \$33 dollars a day to bring out a barrel and a barrel sells at the international market for \$33, a typical business will say I am not going to produce, but government will say, 'produce', and you are producing at a loss, so to say. So I think that financial independence is important for you to have a handle on your finances as well



as operational independence which comes down to decision making, and that really comes back to a governance model.

You were a former Deputy Manager of Cost Control Unit of NNPC's Technical Services Department and you were also GM Joint Ventures (Renewables). How would your experience in those places tie in with NLNG's cost optimisation exercise at the present moment, in the face of a challenging operating environment?

When you talk about cost control, in projects especially, you are really talking about capital projects and how you monitor cost against performance. It's a science that is done in project management. However, what that does is that it makes you to be cost conscious. I think I made a joke of it when I was being newly introduced in NLNG that when I joined NPDC the Honourable Minister gave me a mandate to reduce OPEX and CAPEX by 30 per cent respectively. So everywhere I went I was asking for 30 per cent discount because there were already

contracts on ground. If there were no existing contracts, then you really have to look at the cost element—how did you arrive at that cost? So, to those who come back with two per cent, three per cent, discount, I say that is not enough, go and get more discount. So they said MD means Mr. Discount not Managing Director and they started calling me Mr. Discount. And when I became even more aggressive, they said now you are More Discount, no longer

You keep on pushing to see how much you can squeeze out because at the end of the day your profit is a function of both your turnover and your overhead. If you do not have a substantial share of the market, then you have to reduce your overhead. If you have a handle on both then you smile all the way to the bank. So, for me coming from a cost control background helps, but it does not really change anything because I have always been a cost champion anyway.

Mr Discount, and when I came to NLNG and I said, 'Definitely More Discount, the people said that's what DMD means, not Deputy Managing Director. I think people get afraid of that, but what you are asking for is more value for same or even less.

You keep on pushing to see how much you can squeeze out because at the end of the day your profit is a function of both your turnover and your overhead. If you do not have a substantial share of the market, then you have to reduce your overhead. If you have a handle on both then you smile all the way to the bank. So, for me coming from a cost control background helps, but it does not really change anything because I have always been a cost champion anyway.

You made a reference to my time in Renewable Energy Division (RED). I am an environmentalist and I am saying, among other things, let's go paperless. To that proposition I add the question, 'What is our carbon footprint?' I am already talking with the people at the plant about the greenhouse gas inventory manual. Finally, I think that if we embrace LPG as a fuel switch it will help us clean the environment, as it is a cleaner fuel. To that extent I will give support to LPG initiatives in the company. Doing LPG will also be good for us because, as part of the renewable energy framework, we have what is called the Clean Development Mechanism (CDM) where you have carbon credits. Yes, the carbon market has gone down but it may pick up in the near future, and we can earn money through that. For example, we can make a fuel switch for all the vehicles running on Bonny Island in both the Industrial and Residential Areas which will

reduce our carbon footprints; we look at how much emissions we are saving, and with that we can earn carbon credit which we can either cash for money or use as a green credential in future to negotiate loans with global financial institutions, for instance. It is also good for the reputation of NLNG because you are also boosting your green credentials.

A bit of curiosity, coming into NLNG with an outside perspective, what did you see, the good and the not-so-good? What sort of targets have you set for yourself, and what sort of vision to ensure that your time here is one that impacts on the business?

From outside, what I know about NLNG is that it is a company where they have rules and things work, but it is a company I did not know much about. That means that it is a company that was not in the news. The only news I heard about the company was about the science and the literature prizes. Of course I know that we deal with NLNG in NNPC because I know we have the LNG monitoring division. That's about all I know.

But when I was posted here, people said, 'You will like here. You know you are a very structured, process person, so you will just fit in.' And that's what I have found out.

With regard to target and vision, I see myself as a bridge builder. I have always



wondered what it is that NNPC can learn from NLNG. With that kind of mind-set, I like the Culture Alignment Journey with the talk about Collaboration and the 10 Behaviours. I love that. If there is collaboration in-company, there should be collaboration also with the shareholder companies. I think that although the governance system defining relationships with the shareholders is already approved and entrenched, NNPC can learn a lot from here. So, I see myself as a bridge builder enabling a flow between NNPC and NLNG so that there can be learnings on both sides, as happened with the recent visit to NLNG of our IT people. I think that will strengthen the governance structure of NNPC.

I am also looking at Train 7 FID. It is a personal target I set for myself but I realize that that may not be easily or quickly achieved because the gestation period for that kind of activity is long. There's a lot of activity happening on that front, so if I am an enabler and I participate in the process that eventually leads to a decision on Train 7, I think it would be good. I

believe that Nigeria as a gas country has a lot of potential. Within the context of the vagaries of the oil price, gas has a lot more stability and that is why I think we have to revisit the Gas Master Plan so that we can adequately harness our gas for it to drive the economy.

Then I also set a personal target for myself. I am an engineer by training and I see a lot of learning opportunity for me. There are things in the commercial area that I do not know, that I will like to know—international contracts, negotiations and stuff like that—because that's what makes you a rounded leader. If you produce and there's nobody to sell it to a buyer then you are going to shut down your plant because there is nobody evacuating! So our Commercial guys are as important as the Production folks.

You have worked in the upstream and the downstream sectors. Today the widely held view in Nigeria is that the downstream is not working. As somebody who has a lot of experience in this area, share your views with us. What can we do in Nigeria to make the downstream work?

I think we are already making progress in the right direction. You can see that the queues are disappearing in our fuel stations because we increased the pump price of petrol. And what has happened is basically a commercial argument. I am

importing petrol because I am not refining what I need in-country, and the landing cost is X, so, if you sell it at below that cost, then there is going to be a problem and a manipulation of the system. When you have parity, market forces come into play and at some point the market will stabilise. So, that aspect is being taken care of.

What do we need to do next? We need to improve in-country refining. When I was in NPDC, we started engaging people that wanted to build modular refineries, you know, packaged units that you bring alongside your oil fields. You plug it in there and you reduce issues of transportation cost and issues of vandalism and theft. What happens is that the cost comes down a little bit; you are refining the crude that is right next to you and you have vehicles that come to take it, so you are actually bringing the product much closer to the community; you are creating more job opportunities for the people and then you are reducing the demand to import finished petroleum product. The demand for dollar, and pressure on the Naira and the foreign exchange reserve actually lessens. I think government should give clearer insight to how that is going to play out so that the rules don't change down the road. I cannot speak authoritatively on this but I think that the government and NNPC are looking at various models with regard to this. Of course you know that Dangote refinery is coming up and that

offers a lot of opportunities for Nigeria as well.

When and how did you know you were coming to NLNG and who is Mai-Bornu in private?

First of all I didn't know I was going to be moved. But if I was, my thoughts would be that I would be going to Engineering or may be PPMC. I never thought about NLNG at all, but when they said it was NLNG, I was like 'ok, that is also a nice place'. After we heard about the appointments online, it took a few days for the official letters to come. My case was a bit different because I had two letters. There's an appointment letter and a secondment letter. Shortly thereafter, I learnt that I could not just come to NLNG and start working. There is a process; the NLNG Board had to first accept you. So, I had to wait. One interesting thing that happened is that I was asked to come and participate in on-boarding process while waiting for Board approval, but because I was not officially NLNG, my time had to be paid for by NNPC. That's part of the excellent governance process at NLNG which I mentioned earlier.

As for who I am in private, I am a very intense person, if I would use that expression. I have passion for a lot of things. I have feelings for people. I care for people. But I cannot solve everybody's problem. I cannot solve the problem of the world. I cannot solve the problem of Nigeria, but I want to be of

help and that's what drives me.

I am a very news hungry person. If it is news, I will get it. I will get it on Twitter, WhatsApp, Blackberry, and I'm constantly downloading apps. Even this morning I was watching the USA Democratic National Convention. So, I always like to get information about what is happening around me, and I like to make friends with people but I also try to give them their space.

I am a father. I care about what happens to my children and to other peoples' children. In that regard, I think education is important, and that drove me to become a recognised learning champion in NNPC.

I am a very expressive person. I can be blunt. My wife says my problem is that I am too blunt, so I try to be diplomatic, and I can tell you the truth in a very nice way.

I respect people because I think that leadership is not about position in the sense that you don't have to be at the top to be a leader. It is about the change you bring to a situation and the impact you make on people. I respect people because I think people are important and are leaders in their different ways.

Transforming science education, one laboratory at a time

By Dan Daniel

In November 2013, the Board of Directors of Nigeria LNG Limited, a company known for its various CSR contributions towards the development of education, healthcare, infrastructure, enterprise and capacity development across the country, made a bold decision to go further in its

Nigeria. Thus the idea for the University Support Programme began. The NLNG University Support Program (USP), was intended from the outset to be a collaborative venture between the corporate world and academia to complement the efforts of the government in building a better

thinking and a joined-up approach and though it looked like an imposing task, NLNG set the events in motion, making the calls to the universities.

The first meeting between NLNG and the various universities held on Tuesday 25th of February, 2014.



commitment to inspiring education development in Nigeria. NLNG's board of directors committed \$12 million (\$2 million per geopolitical zone) towards the development of engineering education in

Nigerian society. Key objectives of the initiative were to build capacity, encourage sustainability and ensure full ownership by all parties involved. As such, implementing the project would require new

The universities present were: University of Ibadan, Ahmadu Bello University, University of Maiduguri, University of Nigeria, University of Port Harcourt and University of Ilorin. A number of professors

were, by self admission, initially doubtful and a little curious, to say the least. That first meeting would put to rest most of their concerns as NLNG explained the essence of this new commitment, helped each university understand how it was selected to participate in the program (the top university in each geopolitical zone based on respected rankings) and worked through its desire and need to partner with each institution to build sustainable capacity. A mode of delivery was agreed-on and the USP initiative was announced to the world on Wednesday 19th of March 2014 at Transcorp Hilton in Abuja.

A memorandum of agreement (MoA) between NLNG and each university was signed in Abuja on Friday 20th of June 2014 after further discussions and a streamlining of the approach the program would take. The MoA spelt out details and responsibilities of all parties involved in the implementation of the initiative (NLNG, the universities and any other third parties involved). It was agreed that the universities will be the implementing partners while NLNG funded the initiative on milestone payments. The universities were given full autonomy for determining the project scope, design, construction and procurement of equipment. As such, each university had free hand to determine the application of funds – either on building and/or equipment while NLNG followed-up,

deployed its resources and best practices in engineering, construction, procurement, finance and contracting to help support the universities’ efforts at ensuring that what was promised by each university was delivered. This would mark the start of an 18-month series of meetings, agreements, disbursements, visits, reports etc. that showed its first fruit on Saturday 21st of November 2014, the peak of harmattan, in a cool yet dusty Zaria, on the campus of Ahmadu Bello University, Zaria.

utilized for the execution of the project, choosing, quite uniquely, to devote the bulk of its funds to equipping each laboratory with as much state-of-the-art equipment as possible. Commissioned on that fateful Saturday morning in November, the NLNG-Multi-User laboratory features six distinct laboratories: a soil-testing laboratory, an environmental laboratory, a mechatronics laboratory, a materials characterization laboratory, a materials-testing laboratory and an ICT laboratory/video conferencing centre.



The commissioning of NLNG/UI Engineering Laboratory Complex took place at University of Ibadan on March 29, 2016

USP Projects:

Ahmadu Bello University:
NLNG Multi-User Laboratory
Scope:

- Renovation + Branding – 12.4% of funds donated
- Procurement of Equipment – 87.6% of funds donated

Commissioned: 21 November 2015

Ahmadu Bello University (ABU), home to the first of the six projects to be commissioned, had identified a building to be

University of Ibadan:

NLNG/UI Engineering
Laboratory Complex
Scope:

- Equipment + Branding – 100% of funds donated

Commissioned: 29 March 2016

University of Ibadan (UI) had the honour of being the second USP project to be commissioned. Evidence of both the university’s gratitude for the donation and validation of the



The Deputy Governor of Rivers State, Dr. (Mrs.) Ipalibo Harry Banigo, commissioned the NLNG Centre for Gas, Refining and Petrochemical Engineering at University of Port Harcourt. She is flanked by NLNG's then MD/CEO Babs Omotowa (R) and the then Deputy MD Isa Inuwa (L), among other dignitaries

lecture theatre, the modular refinery housed within a dry and a wet lab and a series of offices for students, conference room facility and an IT room/laboratory.

University of Ilorin:

NLNG Engineering Research Centre

Scope:

- Building + Branding – 69% of funds donated
- Equipment – 31% of funds donated

Commissioned: 8 July 2016

“capacity building/enhancing nature” of the USP project can be seen in the university’s decision to match NLNG’s funding with its own equivalent/counterpart funds dedicated to the building of the centre. This approach allowed University of Ibadan - which termed the proposal “a God-sent” - to devote all of the donated funds received from NLNG to equipment purchase. The NLNG/UI Engineering Laboratory Complex boosted the University of Ibadan’s capacity in materials handling, metal cutting/machining, material testing, automotive works. It provided UI with a comprehensive automation laboratory.

University of Port Harcourt:
NLNG Centre for Gas, Refining, and Petrochemical Engineering
Scope:

- Building + Branding – 54.5% of funds donated
- Equipment – 45.5% of funds donated

Commissioned: 1 April 2016



NLNG Centre for Gas, Refining and Petrochemical Engineering at University of Port Harcourt

University of Port Harcourt (UniPort), based in the heart of Nigeria’s oil and gas province, decided to build a centre of excellence for capacity development in this industry that would house the only modular refinery within an academic institution in Sub-Saharan Africa. This project is housed in the Institute of Petroleum Studies industrial park at UniPort and hopes to benefit from collaborative opportunities at the Institute. The centre houses a world-class amphitheatre, a

University of Ilorin (Unilorin), hosts the largest building of the set. Bearing some kind of resemblance to an LNG vessel, the NLNG Engineering Research Centre, of all the USP projects is the one project solely devoted to research work and it shows in every aspect of its design. The centre is equipped with multiple ICT laboratories for high-end, high-speed computing, a pipeline engineering laboratory, a materials laboratory, nano-engineering laboratory and



NLNG Engineering Research Centre at University of Ilorin

much more.

University of Maiduguri:

Scope:

- Building + Branding – 47% of funds donated
- Equipment – 53% of funds donated

Commissioning:

TBD

Perhaps the most impressive effort of all six

initiatives. The building of the UniMaid USP centre took place at the height of a very disruptive period in the North-East geopolitical zone of the country. The fortitude and exemplary spirit behind



Commissioning of NLNG Multi-User Laboratory at Ahmadu Bello University (ABU), Zaria: From left, Prof. Anthony Onwuka, Minister of State for Education who represented the president; Arc. Mohammed Dewu, Pro-Chancellor and Chairman of Council; NLNG then MD/CEO Babs Omotowa; Mohammed Bashir Saidu, Kaduna State Commissioner of Local Government who represented the state governor; HRH Igwe Alfred Achebe, Obi of Onitsha and Chancellor, ABU, Zaria

NLNG's USP partners in that region has been on full display ensuring building completion by mid-year 2016. As soon as

equipment delivery is completed, the project will be commissioned in what would certainly be an elation moment



The NLNG-built Faculty of Engineering Laboratories, University of Maiduguri



The NLNG-built and equipped research laboratory at University of Nigeria, Nsukka



A scene from the commissioning at University of Ibadan, coordinated by some of the engineering students who also took part in building the laboratory

and a hard-won victory for all parties involved.

University of Nigeria Nsukka:

Scope:

- Building + Branding – 28% of funds donated
- Equipment – 72% of funds donated

Commissioning: TBD

The hilly city of Nsukka will also play host to the newest and one of the most advanced engineering laboratories in the South-East region of Nigeria. Construction work at the UNN USP site is now complete and the project commissioning ceremony is set to hold as soon as equipment delivery is completed. The centre will house an electrical engineering laboratory, an electronic engineering laboratory, a

computer laboratory, a mechanical engineering laboratory, a metallurgical and materials engineering laboratory and an Agric & Bio-resources engineering laboratory.

What started out as a vision, inspired by NLNG's mission to help "build a better Nigeria" is now gaining recognition and plaudits around the country, with accolades from the media, the business community, the academic sector and civil society as a whole as NLNG has been decorated with awards such as "Best Gas Company in Nigeria" and "Best CSR Company" to name a few.

Needless to say, the organisation feels considerably fulfilled and hopes to see these



Dignitaries undertake a tour of the facilities at NLNG/University of Ibadan Laboratory during the commissioning

institutions use the resources to move Nigeria further along its development journey.

Meet the Judges

By **Emeka Agbayi and Uzoamaka Nwobilor**

Dan Izevbaye

Chairman, Panel of Judges, The Nigeria Prize for Literature 2016



Dan Izevbaye

In 1965, Dan Izevbaye graduated from University of Ibadan with a First Class Bachelor of Arts Degree in English, winning, in the process, the Faculty (of Arts) Prize for best graduating student. Three years later, he obtained his PhD in English from the same university.

He has taught in various universities since 1968 and has been a professor of English since 1980. Dan has been visiting lecturer at University of Kent at Canterbury, visiting professor at University of Pennsylvania, University of Benin, and University of Fort Hare, South Africa. He has been external examiner or curriculum consultant at University of the West Indies; University of Ife (now OAU);

University of Lagos; University of Nigeria, Nsukka; University of Lesotho; University of Natal; University of Sierra Leone; University of Transkei, Umtata. He was also the Coordinator of the Senior Secondary School Literature Project in Englishman NERC.

A Fellow and past President of Nigerian Academy of Letters, Izevbaye has also been member of Governing Council, College of Education, Abraka and Bowen University, and member of Planning Committee, Bendel State University (now, Ambrose Ali University).

Dan Izevbaye has contributed to various books and learned journals, local and international, and has earned a rock-solid reputation as a great literary critic.

Asabe Kabir Usman

Member, Panel of Judges, The Nigeria Prize for Literature 2016

Prof. (Mrs.) Asabe Kabir Usman attended Federal Government Girls College, Oyo, 1978 and graduated in 1983; University of Sokoto, (now Usmanu Danfodiyo University, Sokoto,) and graduated with a BA degree in English Language in 1988; MA Literature in English in 1999; PhD Literature in English in 2003. In 2006, she obtained a Professional



Asabe Kabir Usman

Diploma in Education from Shehu Shagari College of Education, Sokoto, an affiliate of Ahmadu Bello University, Zaria.

Asabe Usman has taught in various secondary schools across Sokoto and Zamfara states as well as Haliru Binji College of Arts and Science, Sokoto (now Sokoto State Polytechnic) before joining the Department of Modern European Languages and Linguistics, Usmanu Danfodiyo University Sokoto in 1998. She has been professor of Oral and African Literatures at Usmanu Danfodiyo University since 2010.

Asabe Usman has attended and/or participated in about thirty-seven academic conferences and workshops and has about fifty-eight publications in recognized national and international

journals. She belongs to various academic associations such as Association of Nigerian Authors (ANA), African Literature Association (ALA), Nigerian Oral Literature Association (NOLA), Linguistics Association of Nigeria (LAN) and has been national president of Literary Society of Nigeria (LSN), English Studies Association Nigeria (ESAN), Nigerian Folklore Society (NFS) and vice president (Sokoto State) Forum for African Women Educationalists (FAWE).

Married with children and grandchildren, Asabe is the author of *Destinies of Life*, a novel.

Isidore Diala

Member, Panel of Judges, The Nigeria Prize for Literature 2016



Isidore Diala

Educated at Abia State University, Uturu, and the University of Ibadan, Ibadan, Isidore Diala is Professor of African literature in the Department of English, Imo State University, Owerri, Nigeria.

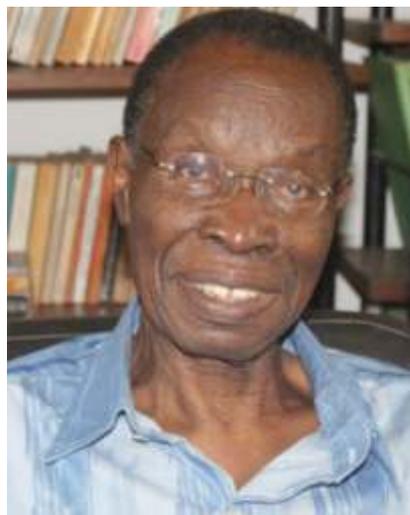
Diala has published extensively on varying aspects of African literature, written and oral, and has been a recipient of research fellowship awards in Sweden, the University of Cambridge and the University of London, both in the United Kingdom, and in Germany.

He is also a distinguished creative writer: his play, *The Pyre*, was joint-winner of the 1992 ANA Drama Prize, and his poetry collection, *The Lure of Ash*, was winner of the 1998 ANA/Cadbury Poetry Prize.

Professor Diala is currently the only recipient (in 2014) of The Nigeria Prize for Literary Criticism sponsored by Nigeria LNG Limited.

Professor Kwadzo Ebli Senanu

International Consultant, The Nigeria Prize for Literature 2016



Kwadzo Ebli Senanu

Professor Kwadzo Ebli Senanu, who turned 83 this year, obtained a First Class Honours Degree in English from the

University College of Ghana in June, 1957. He went on to Downing College, Cambridge, England, Yale and Carnegie-Mellon in the USA for his Masters and PhD qualifications.

For 29 years, he taught at Legon, with intermissions at Ibadan and a Visiting Fellowship at Christ's College, Cambridge. He took an early retirement from Legon, after a stint as Pro-Vice-Chancellor of the University and spent eight years as Full Professor at Moi University in Eldoret, Western Kenya. His keen interest in the creative use of language in the diglossic situation of Kenya led to a conference and a publication titled *The Creative Use of Language in Kenya* edited jointly with Professor Drid Williams.

In 1978, Professor Senanu and Professor Theo Vincent published the definitive anthology of African Poetry, a second and enlarged edition of which is still in print.

Professor Senanu has published scholarly articles on the drama of Wole Soyinka and the fiction of Chinua Achebe. He has supervised several postgraduate theses on a host of African writers including Nadine Gordimer, Jack Mapange, Ngugi wa Thiongo, Ayi Kwei Armah, Ben Okri.

He is Life Member of Clare Hall, Cambridge and feels honoured to serve as the external judge of this year's The Nigeria Prize for Literature.

Sunday Ene-Ojo Atawodi

(MAAAS, MNYAS, FUICC, FAS)

Member, Panel of Judges, The Nigeria Prize for Science 2016



Sunday Ene-Ojo Atawodi

Sunday Ene-Ojo Atawodi has made outstanding contributions to academic excellence, leadership and community service. He has contributed immensely to putting the name of Nigeria on the international intellectual achievement map, being one of the most cited Nigerian scientists for the 140 peer-reviewed publications in high impact, mainly, Science Citation Indexed (SCI) journals, and the more than 60 invited presentations, workshop proceedings and conference papers.

He has been a Professor of Biochemistry at Ahmadu Bello University since October, 2004. He graduated with a BSc (Hons) degree in Biochemistry from Ahmadu Bello University, Zaria in 1982, and obtained MSc and PhD degrees in Biochemistry from University of Ibadan in 1987 and 1992, respectively.

Professor Atawodi was a German Academic Exchange (DAAD) Scholar between 1990 and 1991. In 1993, he won, through international competition, the fellowship of the *Alexander von Humboldt* Foundation of Germany (AvH) for postdoctoral research at the Ludwig Maximilian University, Munich, Germany. At the world renowned International Agency for Research on Cancer (IARC), a WHO centre in Lyon, France, he served as a Special Training Award Fellow/Temporary Consultant in 1995/1996, while in 2004-2005, he was an *Alexander von Humboldt* Visiting Professor at the famous German Cancer Research Centre in Heidelberg.

He is a co-grantee of two World Bank-supported STEP-B Projects and a member of over a dozen other national and international professional bodies, reviewer for dozens of international journals and Member of Editorial Board of others.

Professor Atawodi has served as pioneer Director of Advancement and Linkages, Federal University, Dutsin-Ma, Katsina State and as Consultant/Resource Person to several national and international organizations, including National Universities Commission (NUC), ECOWAS Commission and UNICEF. He is a Fellow and currently, Member of Council of Nigerian Academy of Science (NAS).

Nwaorgu Obioma

Chebechi (FAS)

Member, Panel of Judges, The Nigeria Prize for Science 2016



Obioma Chebechi Nwaorgu

Obioma Chebechi Nwaorgu is a Fellow of the Nigerian Academy of Science, a fellow of the Royal Society of Tropical Medicine and Hygiene London UK; member of the British Society and Nigerian Society for Parasitology, member of Women in Science and member of International Epidemiological Association. She has been a Takemi Fellow of the Department of International Health Harvard School of Public Health, Boston, USA (1994 – 1995), a Global Health Leadership Fellow of the World Health Organization (WHO), Geneva, Switzerland under the Roll Back Malaria (RBM) unit (1999 – 2001) and a British Council Strategic Leader (2009).

Prof. Nwaorgu holds a PhD in Public Health Parasitology from the University of Cambridge, UK which she obtained in 1978

and BSc in Zoology (parasitology) from the University of Nigeria, Nsukka. She has also attended at least ten certificate courses in various fields including social science methods, leadership, negotiating skills and international consultancy, among others. As Professor of Public Health Parasitology and Epidemiology, she has more than forty articles published in peer reviewed journals, made presentations at many international and national conferences and has pioneered two control programmes (on Guinea worm and Onchocerciasis).

Obioma is also the Executive Director/President of a Nigerian based non-governmental organization Global Health Awareness Research Foundation (GHARF) with ECOSOC status of the UN.

Catherine Olufunke Falade

Chairperson, Panel of Judges, The Nigeria Prize for Science 2016



Catherine Olufunke Falade

Catherine Olufunke Falade is one of Nigeria's leading experts in malaria research. She was the best student in her class at the 1968 West Africa School Certificate Examinations where she scored distinctions in all subjects. She was the recipient of Federal Government Scholarship for her undergraduate studies. She graduated from the Faculty of Medicine, now College of Medicine, University of Ibadan, in June 1975 with a Bachelor of Medicine; Bachelor of Surgery degree with Distinction in Pediatrics. She received both the Glaxo-Wellcome and Departmental Prizes in Pediatrics. She went back for her postgraduate training in Internal Medicine in 1987. She holds the Fellowships of both the West Africa and National Postgraduate Medical Colleges in Internal Medicine is a Fellow of both The African Academy of the Sciences and the Nigerian Academy of Science and a Master of Science degree in Pharmacology.

Catherine Falade was promoted to full professorship in October of 2008 and appointed Consultant Clinical Pharmacologist to the University College Hospital Ibadan in June 1995, a position she holds to date. Prof Catherine Falade is currently the Director, Institute for Advanced Medical Research & Training, University of Ibadan.

She is a member of Paediatric ACT Advisory Committee of Medicine for Malaria Venture

(MMV) [Switzerland] and a member of the Board of the Institute for Malaria Research & Phytomedicine, University of Port Harcourt, GlaxoSmithKline Committee of experts on malaria. Prof. Falade served as a Member CDA Independent Data and Safety Management Committee which reviewed safety and efficacy data on LAPDAP-ACT during development. She is also a member of the Monitoring & Evaluation Committee of the Nigerian National Malaria Control Program.

Prof. Catherine Falade has received research grants and support from numerous funding agencies. She currently has over 90 publications to her credit while she remains a very active researcher.

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