



NIGERIAN CONTENT DEVELOPMENT AND MONITORING BOARD
(NCDMB)

FULL YEAR PERFORMANCE REPORT

January to December 2023



TABLE OF CONTENTS

1. EXECUTIVE SUMMARY 3

2. NCDMB OPERATIONS 6

3. NCDMB STRATEGIC INITIATIVES..... 7

4. FACTS AND FIGURES FOR 2023 30

5. PHOTO GALLERY 32

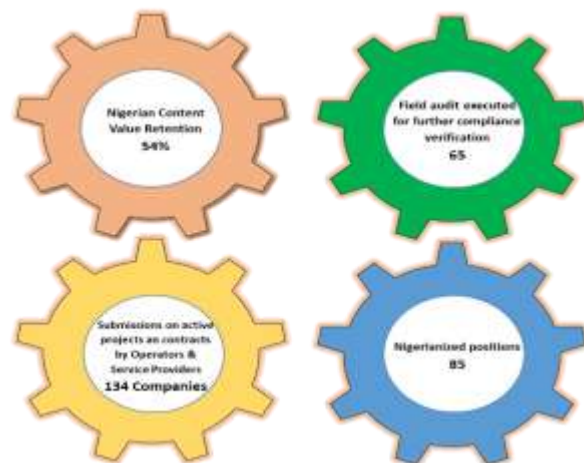
6. CONCLUSION 32



NCDMB 2023 PERFORMANCE REPORT

1. EXECUTIVE SUMMARY

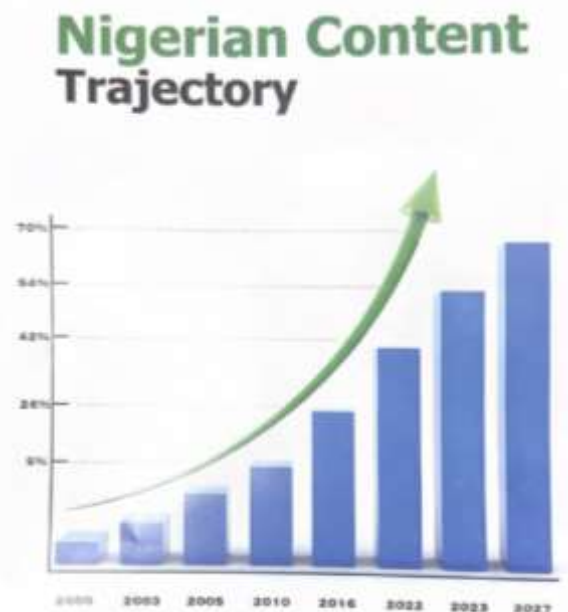
The Nigerian Content Development and Monitoring Board was established in 2010 pursuant to the enactment of the Nigeria Oil and Gas Industry Content Development (NOGICD) Act. This report highlights NCDMB's achievements in 2023 (January to December). On 7th December 2023, a new Executive Secretary was appointed in the person of Engr. Felix Omatsola Ogbe. The newly appointed Executive Secretary assumed office and held his first official meeting with the Directors and some management staff of the Board. As the Board goes through a phase of new leadership in the Board, we recognize that change even anticipated can introduce an element of uncertainty. However, the Board hopes to navigate through this transition so we can collectively consolidate the gains made so far and preset new frontiers of opportunities for our dear country and the generality of Nigerians. The general elections were held in Q1 of 2023 and a new Government sworn into office, evidence of Nigeria's stable democratic governance culture. The Board has been reenergized by President Tinubu's administration's commitment to sustain the success recorded in the oil and gas industry in the past few years and consolidate the gains of Nigerian Content implementation. In 2023, Nigerian Content level in the Nigerian oil and was 54%. However, there was no leap in the value retained. Also, 20.8% of Expatriate Quota applications were rejected. One hundred and eighty-four (184) Nigerian Content Compliance Certificates (NCCCs) were issued representing 96% pre-





NCDMB 2023 PERFORMANCE REPORT

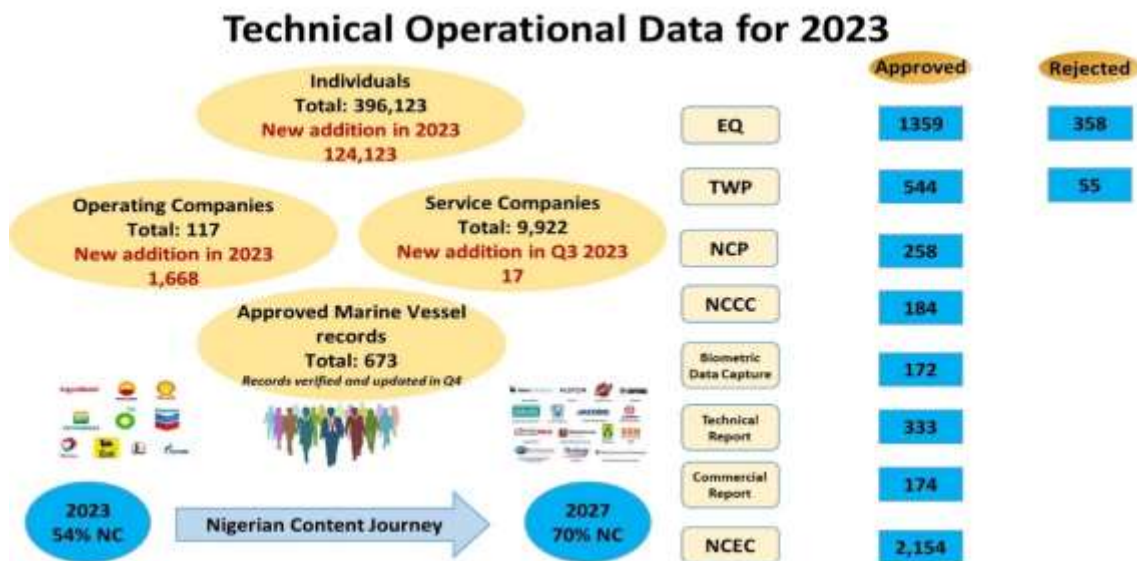
award Nigerian Content commitment. The impact the Board’s activities had in the industry has changed the narrative and significant growth has been recorded. An award was conferred on NCDMB by the Presidential Enabling Business Environment Council (PEBEC) as the 1st in Business Efficiency and Transparency among all Federal Government’s MDAs in 2022. Also, the Board maintained the position in the 1st half of 2023 (January to June). This accomplishment underscores NCDMB's unwavering dedication to creating an environment conducive to local and international businesses as well as putting in place initiatives aimed at streamlining processes, reducing bureaucratic bottlenecks, and ensuring that businesses in Nigeria can operate freely.



Accentuating this, the Board supported investment in programmes to build capacity and close skill gaps in the country. One of these programmes is investing in equipment and providing an environment conducive for vocational skills education. Another standout example of the Board’s big stride is close collaboration with the industry was achieved when the Board performed the ground-breaking of the Oloibiri Museum and Research Center (OMRC) in partnership with PTDF, NCDMB, SPDC, and Bayelsa State Government. The ground-breaking ceremony of the AS Energy Limited's Pipe Manufacturing Plant at the NCDMB Gas Hub in Polaku, Yenagoa was performed. The Plant is a project with an estimated investment of ₦7.04 billion (\$8.8million) that will produce Glass Reinforced Epoxy (GRE) and Glass Reinforced Plastic (GRP) pipes. Similarly, the Board officially signed a Supplementary Agreement on the \$300million Nigerian Content Intervention Fund (NCI Fund) and another Memorandum of Agreement with BOI on a US\$50 million Nigerian Oil and Gas Parks Scheme (NOGaPS) Manufacturing Fund that will be managed for NCDMB by the BOI. As captured in the ACTU Standing Order, NCDMB officially launched the Anti-Corruption Transparency unit maiden Newsletter titled “The Incorruptible” which highlights the activities of the ACTU and provides insights into anti-corruption issues across Nigeria and the world as it affects the public service.



NCDMB 2023 PERFORMANCE REPORT



The Board also participated in physical and virtual meetings, workshops and conferences - meetings with project promoters looking for partnership with the Board, quarterly Board meetings of Rungas, Waltersmith, Atlantic, Duport refineries, engagement with Nigerian Content Consultative Forum (NCCF) Sectorial Working Groups, physical and virtual meetings and workshops with stakeholders- NAOC, WIEN, PEALS, NAPE, AMNI, SAIPEC, etc. as well as commissioning and visiting of facilities across the country such as the inauguration of the 650,000 barrels per day Dangote Petroleum Refinery in Lagos.

NCDMB 10 years Strategic Roadmap: Pillars

Technical Capability Development	Compliance and Enforcement	Enabling Business Environment	Organisation Capability	Sectorial and Regional Market Linkage
<ul style="list-style-type: none">Progressed with construction works at the BYS, Akwa Ibom and (CRS) NOGAPS sites.Trained 1,371 graduates under the PBT and DT with 254,210 manhours delivered.Attended the commissioning of Amal Technologies Gas Leak Detection Device and Printed Circuit Board Manufacturing Facility.performed the ground-breaking of the Oloibiri Museum and Research Center (OMRC) at Oloibiri.673 Marine Vessels records.Commissioned NCDMB ICT Training Centres in Akwa Ibom.Held NCDMB Sensitization WorkshopsKicked off the Phase 3 Batch 5 Quality Management System (QMS).Held NCCF meetings.Held the NCRDC meeting.The Production Chemicals Committee was inaugurated.Inaugurated the NCRDF-TABCommissioned ICT Centers.	<ul style="list-style-type: none">Nigerian Content Performance- 54%.Eleven (19) violations were established.Achieved eight hundred and twelve (812) employment commitments.134 Operators and Service Providers made submissions on their active projects and contracts.65 field audit was executed for further compliance verification.Nigerianized 85 Expatriate positions.Attended the Inauguration of the NNPC/First E&P JV REFFESO Host Communities' Development Trust (KHCDT).The new Monitoring and Evaluation Reporting Template	<ul style="list-style-type: none">Attended OMRC Steerco meeting.AttendedHeld Board of Directors meetings of Waltersmith, Duport, Azikel, Brass, Atlantic etc.ES visited the Esakon Integrated Manufacturing Complex (IMC) & Lubricant Plant under construction at Potoku, Bayelsa State to inspect the progress of work.Conducted facility tours and groundbreaking ceremony of the AS Energy Limited's Pipe Manufacturing Plant at the NCDMB Gas hub in Potoku.Held meeting with Dutch Power Group.NCDMB received an award by PEPEC as the 1st in Business Efficiency and Transparency.	<ul style="list-style-type: none">Regular - 340, Sabbatical - 3, Third Party - 30. Manpower strategy is to maintain lean but highly effective workforce.2023 classroom trainings commenced.All Staff of the Board participated and completed the Stream 1 of the PIA immersion program.Received 719 complaints, enquiries and phone calls.Visitors received at MC Tower was 2,562.Held workshop on internal SLA.Conducted the first Batch of the ISO 9001:2015 Quality Management System, Lead Auditor Course.Held the Extended Leadership Team Retreat.Commissioned the new Fire Station.	<ul style="list-style-type: none">Attended the 8th OPEC International Seminar in Vienna.Attended the 2023 Namibia Oil and Gas Conference (NOGC).Received a high-powered delegation from Equatorial Guinea.ES led a delegation of Board's Staff and some oil & gas industry players to the 1st Welding Federation of African Conference & Awards Ceremony in Cairo, Egypt.A Delegation from the Ministry of Commerce & Mines, Republic of Guinea, visited NCDMB on a local content tour.Attended the Africa CEO Forum Annual Summit.Attended the 8th OPEC International Seminar.



NCDMB 2023 PERFORMANCE REPORT

The diagrams above and below display the key figures on the parameters monitored in the implementation of Nigerian Content in the oil and gas industry and key milestones with respect to the implementation of the Boards 10-year Strategic Roadmap.

NCDMB 10 years Strategic Roadmap: Enablers

Funding	Regulatory Environment	Collaboration & Stakeholder Engagement	Research & Development
<ul style="list-style-type: none"> Officially signed a Supplementary Agreement on the \$300million Nigerian Content Intervention Fund (NCI Fund) Held the 2023 Q1 meeting with the Bank of Industry (BOI) Held a one-day workshop/interactive session on Regulatory Requirements in Finance Act 2023. Held meeting with Coordinating Auditor of NCDF Remittances Forensic Audit. Held NCI Fund Quarterly Review Meeting with BOI. Commenced the NCDF remittance forensic audit phase. 	<ul style="list-style-type: none"> Participated in the Stakeholders Engagement with SON. Held a briefing meeting with the House Committee on NCD&M. Held meeting with the Deputy Speaker House of Representatives. Attended public hearings at the National Assembly on information on personnel recruitment, employment and a bill to amend the Industrial Training Fund Act and related matters. Held a one-day workshop themed "Sensitization on Community Content Guideline" for key Stakeholders. The Board collaborated with Founder Institute to unveil 17 portfolio companies. 	<ul style="list-style-type: none"> ES led the Top Management to brief the new Ministers- HSMPR) and HMSPR of State for Petroleum Resources (Oil). Courtesy visits- ENI/NAOC, TETFUND, UK Mission, Costaud Government affairs Et Al, PTI, OGTAN, ARADEL, OGTAN, ARADEL CNOOC, NIPSS etc. Held meetings with Radisson Park, SPDC, OPTS, NNPC, TTotalEnergies, NIPSS, with Russell Smith etc. Attended Conferences/workshops-NOG, NAEF/IAEE Annual International Conference, Ondo 2.0 Summit, procurement capacity-building etc. 	<ul style="list-style-type: none"> Submitted analysis of Human Capital Development trend in the Nigerian Oil and gas industry –to Management. Submitted research paper on the 2023 Nigerian Budget as it impacts Nigerian Content – Submitted to Management for approval. Submitted report on Baseline census of manufactured materials. Research paper on the 2023 Nigerian Budget as it impacts Nigerian Content has been submitted to management for approval.



2. NCDMB OPERATIONS

2.1. NCDMB Technical Operational Data

Compliance Certifications/ Nigerian Content Performance

- The NOGIC JQS Live database has the following records:

 - Individual records in JQS – 396,123 (New addition in 2023: 124,123)
 - Service Company records – 11,294 (New addition in 2023: 1,668)
 - Operator Company Record – 114 (New addition in 2023: 17)
- Expatriate Biometric Data Capture– One hundred and seventy-two (172) new Expatriates were listed in 2023. Total captured: 6,051 {Operators – 2,028 and Service Companies – 4,023}.
- Issued two hundred and fifty-eight (258) Certificates of Authorisation (COA) on approved NC plans to enable Operating Companies proceed with contracting processes.
- Issued one hundred and eighty-four (184) Nigerian Content Compliance Certificates (NCCC) with a total contract value of \$8,247,710,625.25 and Nigerian Content value of \$7,936,264,756.41 representing 96% pre-award Nigerian content commitment.
- Approved two thousand, one hundred and fifty-four Nigerian (2,154) Content Equipment Certificates (NCEC) with \$22,33,000,000 investment commitment.
- Issued three hundred and thirty-three (333) technical evaluation reports and one hundred and seventy-four (174) commercial evaluation reports.
- Received one thousand seven hundred and seventeen (1,717) Expatriate Quota applications, out of which one thousand three hundred and fifty-nine (1,359) and rejected three hundred and fifty-eight (358) Expatriate quota applications.
- Approved five hundred and forty-four (544) Temporary Work Permits and rejected fifty-five (55).

NJQS ADDITIONAL RECORDS IN 2023

Record Type	Value
Individual Records	124,123
Service Companies Records	1,668
Operator's Records	17

NO. OF EXPATRIATE QUOTA APPROVED/REJECTED IN 2023

Quarter	Approved	Rejected
Q1	139	25
Q2	424	57
Q3	428	119
Q4	394	186

NUMBER OF NCP ISSUED IN 2023

Quarter	Value
Q1	58
Q2	74
Q3	56
Q4	70



3. NCDMB Strategic Initiatives

To reposition NCDMB to effectively actualize its mandate, the 10-Year Strategic roadmap was developed by the Board. The attainment of the roadmap is hinged on five key pillars and four enablers:

The initiatives below were put in place to meet the set targets;

Strategic Pillar 1: Technical Capability and Development

To extend and deepen in-country technical capability development in the oil and gas industry		
S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	<i>Nigeria Oil and Gas Park Scheme (NOGaPS)</i>	<ul style="list-style-type: none">• ES visited the NOGAPS Industrial Park at Emeyal-1, Bayelsa State to assess level of works at the park.• The Board kicked off the Phase 3, Batch one Quality Management System (QMS) Training for Oil and Gas Trainers Association of Nigeria members and personnel of Service Companies in the Nigerian Oil and Gas Industry in Port Harcourt, Rivers State. The training was aimed at equipping Nigerian personnel from various service companies with the requisite knowledge in QMS procedures & standards, and the processes required for ISO 9001 certification, which is a key requirement in the Oil and Gas Industry and its linkage sectors.• ES visited the NOGaPS Industrial Park at Emeyal-1, Bayelsa State to assess level of works at the park.• ES attended and delivered a goodwill message at the groundbreaking ceremony of the Abia Industrial Innovation Park (AIIP) in Owaza, Abia State. The park will a Tech Innovation Centre, LPG Manufacturing Plant, Vehicle Assembly Plant, and more. <p>BYS: Ongoing Projects: Admin building: 100% Internal Roads – 99%; Drainages – 100%; Security & Gatehouse – 100%; Hostel Building – 100%; Mini Park Estate Block A - 100%; Mini Park Estate Block B – 50%; Mini Park Estate Block C – 90%; Manufacturing Shop Floor 1 – 100%; Street Lighting –100%; Maintenance building – 100%; Electrical infrastructure – 4.0%; Capacity Building Center – 96%; Water Supply System – 100%; Sewage Treatment – 100%; Diesel Storage Tank – 100%; Fire Station – 100%; Compressed Air – 100%.</p>





NCDMB 2023 PERFORMANCE REPORT

		<p>CRS: Ongoing Projects: Admin Building 100%; Security Gate House 100%; Capacity Training Center 100%; Internal Streetlight fixtures 100%; Perimeter Fence security lights 100%; Fire station 100%; Water treatment 100%; Minipark Estate Block C 100%; Infrastructure Drainage Network 99.09%; Infrastructure Roadwork 99%; Minipark Estate Block A 98.7%; Walkway 98.5%; Hostel 97.44%; Helipad 90%; Infrastructure Soakaway/Septic Tank 84.7%; Manufacturing Shop fire & Warehouse 75.81%; External Drainage(Stream diversion) 65.6%; Minipark Estate Block B 96..25%; Fence between MSF1 & Miniparks 87.5%; Power Building 58.08%; Landscaping 66.67%.</p> <p>Imo: Perimeter Fencing 62.5%.</p> <p>Ondo: EIA studies at the Ondo NOGaPS Site completed. Awaiting EIA certificate. Awarded contract for clearing. Contractor mobilized to site.</p> <p>Delta: Tendering process for the award of contract for the sand filling and perimeter fencing still ongoing.</p>
2	Support local manufacturing of materials for the Oil and Gas Industry	<ul style="list-style-type: none"> The industry-wide Implementation Committee Report for in-country manufacturing of pumps, valves, flanges, gaskets, bolts and nuts led by the Chairman of the committee paid a visit to the ES at the Board's liaison office in Abuja. The Production Chemicals Committee was inaugurated. ES attended and delivered a goodwill message at the groundbreaking ceremony of the Abia Industrial Innovation Park (AIIP) in Owaza, Abia State. The park will have a Tech Innovation Centre, LPG Manufacturing Plant, Vehicle Assembly Plant, and more.
3	Research and Development	<ul style="list-style-type: none"> Attended the commissioning of Amal Technologies Gas Leak Detection Device and Printed Circuit Board Manufacturing Facility at Idu, Abuja. In 2021, the Board signed a Memorandum of Understanding with Amal Technology for the development of technological solutions for commercial purposes. Attended OMRC Steerco meeting. HMSPR performed the ground-breaking of the Oloibiri Museum and Research Center (OMRC) at Oloibiri, Ogbia LGA of Bayelsa State with reps from the project partners (PTDF, NCDMB, SPDC, and BYSG) in attendance. He was joined by the ES, Governing Council, GCEO NNPC, MD NDDC, and other Guests.



NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none"> • Held a meeting with Cognity Advisory to discuss collaboration on helping researchers to access foreign research grants. • Held a meeting with researchers on provision of local solutions that would remove blockage to oil pipeline for Waltersmith Refinery. • ES visited the Azaiki Public Library housing the Niger Delta Museum and African Museum in Yenagoa. The visit was to sought avenues of collaboration in view of the Oloibiri Museum and Research Centre. • NCDMB and DAEWOO officially signed the contract for the furnishing of the COE on local material substitution in FUTO facilitated by Daewoo Engineering Company on the back of its Expatriate Quota application for the renovation of Warri and Kaduna refineries. • Some Top Management and Staff of the Board visited the NCDMB Center of Excellence in Engineering hosted at the Niger Delta University, Wilberforce Island, Bayelsa State to donate ICT Equipment. • Held a meeting with Seplat on its 3 to 5 Year R&D plan. • Held a review meeting with NLNG on the establishment of LNG Centre of Excellence. • Held meeting with University of Port-Harcourt on collaboration for research and development of correlation and mechanistic model for heavy crude using data from Niger Delta wells. • Held a review meeting with NLNG on the establishment of LNG Centre of Excellence. 	 
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• Held the Nigerian Content Research & Development Council's (NCRDC) Q3 meeting at the NC Tower in Yenagoa. ES and other Top Management of the Board accompanied the Honourable Minister of State, Petroleum Resources (Oil), to the PTDF Centre for Skills Development and Training (CSDT) in Omagwa in Rivers State to ascertain the level of work done, when the centre will be completed and be ready for use. NCDMB partnered with PTDF to complete and equip this training Centre to meet global standards rather than to build a new Centre from the scratch.• To fulfil its mission of stimulating research and development and providing assistance to energy startups, the Board collaborated with Founder Institute to unveil 17 portfolio companies. The showcase event for the Incubates supported by Founders Institute was held in the NCDMB Technology Incubation and Innovation Centre at the NC Tower.• Held meeting with Gas 360 on commercialization of its software for gas utilization in Nigeria.• ES inaugurated the Nigerian Content Research and Development Fund, Technical Advisory Board (NCRDF-TAB). The NCRDF-TAB is tasked with a mandate to provide technical support to NCDMB's management in the utilization of the \$50 Million R&D Fund.	
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NCDMB 2023 PERFORMANCE REPORT

4	Training Programs	<ul style="list-style-type: none"> • Trained one thousand three hundred and seventy-one (1,371) graduates under the Project Based and Direct Interventions Trainings with 649,790 manhours utilized. • Management of the Board accompanied by the Bayelsa State Commissioner for Labour, Employment and Productivity went on an assessment visit to the apprenticeship for 500 GSM trainees in Bayelsa State. The 500 GSM trainees have been split into 22 groups and posted to GSM shops in Yenagoa to gain practical technical and entrepreneurship experience. • Organized Quality Management Systems (QMS) training for Nigerian Companies in Port Harcourt. The training is aimed at equipping personnel from various service companies with the requisite knowledge in QMS procedures & standards, and the processes required for ISO 9001 certification, which is a key requirement in the Oil and Gas Industry and its linkage sectors. • The Board commenced a 6-day entrepreneurship development training programme Women in Energy Oil & Gas (WEOG) in Port-Harcourt. The training workshop will teach women business leaders and entrepreneurs to identify and develop entrepreneurial potentials and identify new business opportunities. They also went on a facility visit to PE Energy Limited Centre of Excellence and Ansett Group Facility in Port Harcourt. • The Board partnered with the Association of Professional Women Engineers of Nigeria (APWEN) towards promoting Science, Technology, Engineering and Mathematics (STEM) curricula in secondary schools across the country, with special targets for the girl child. The partnership with the association was launched 	 
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NCDMB 2023 PERFORMANCE REPORT

		<p>recently at St. Jude’s Girls Secondary School in Yenagoa with the “STEMitout4girls” campaign, with themed “Interest and Proficiency in STEM”</p> <ul style="list-style-type: none"> • Held a close-out ceremony on the 7-days boot camp for selected students in UNILAG, ATBU, and FURE on the development of plug-ins organized by the Board in conjunction with SLB. The Program aims to encourage collaboration between the oil and gas sector and academics in acknowledgment of the academia as a source of talent for the industry, providing an ecosystem for research and support the industry operations via various consultancy services. • ES chaired the opening ceremony of The National Agency for Science & Engineering Infrastructure (NASENI) 4-day skill acquisition & youth empowerment program at the Federal University Otuoke, Bayelsa State. The event was attended by other dignitaries including the Deputy Governor of Bayelsa State and former President of the Federal Republic of Nigeria, H.E, Dr. Goodluck Jonathan. • ES visited the trainees participating in the NCDMB-sponsored underwater welding training. The training is currently taking place at the Naval Underwater Warfare School, Navy Town, Ojo Lagos. He encouraged the trainees to remain focused and make the most of the training opportunity to improve their lives and assured them that the Board would continue to provide support to trainees who demonstrate exceptional performance in the program. • The Board facilitated a 3-day Teachers Training on K-Yan Devices at the NCDMB Conference Hall in Yenagoa. The physical and virtual training on the K-YAN devices had eighty (80) participants and was done in collaboration with First Exploration and Production Development Company. Certificates of attendance was presented to the trainees. • The Board commissioned and handed-over an ICT Center to the Northern Annang Secondary Commercial School, Utu, Etim Ekpo, Etim Ekpo LGA, Akwa Ibom State. • Attended the graduation ceremony of the 500 youths sponsored by the Board on Solar Power Installation and Maintenance in Calabar, Cross-Rivers State. • Commissioned and handed over the principal's lodge and teacher's quarters at Government Technical College in Port Harcourt. • ES delivered a keynote address at the one-day NCDMB Sensitization Workshop for Rivers State Judiciary at the Justice Mary Odili Judicial Institute in Port Harcourt themed “Philosophy & Importance of the Nigerian Oil & Gas Industry Content Development Act.”
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NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> • Kicked off the first Batch of the Niger Delta Youths' Vocational Training at the Charkin Maritime and Offshore Safety Centre in Port Harcourt, Rivers state. 85 youths will be trained in small craft operation, scaffolding, forklift, crane operation, catering, and driving. • Attended the kick-off ceremony for the Nigerian Content Human Capital Development Project-Based Training for thirty-four (34) trainees in collaboration with SPDC and Unitech Drilling Company Limited. The ceremony was conducted at Ambong Energy Services Limited facility in Port Harcourt. The training is being executed on the back of SPDC/Unitech Drilling Company Limited's Provision of Directional Drilling Services Contract. The training covers intensive classroom and hands-on/on-the-job training/experience for twelve months in line with the objectives, aspirations and philosophy of the NOGICD Act 2010, and the Guideline for Nigerian Content HCD Implementation 2020. • ES attended and delivered an address at the graduation ceremony of the NCDMB sponsored Commercial Air Diving Training at the Nigerian Navy Diving School/Mieka Dive Training Institute in Lagos. The 20 trainees were selected from the Board's NOGICJQS portal to partake in the training. • The Board participated in the graduation and awards ceremony of the catch them Young Digital Boot Camp of Centre of Information and Telecommunication Engineering of UNIPORT. NCDMB was presented with the "Catch Them Young Award" at the event. • ES and other Top Management of the Board accompanied the Honourable Minister of State, Petroleum Resources (Oil), to the PTDF Centre for Skills Development and Training (CSDT) in Omagwa in Rivers State to ascertain the level of work done, when the centre will be completed and be ready for use. NCDMB partnered with PTDF to complete and equip this training Centre to meet global standards rather than to build a new Centre from the scratch. • The Board commissioned and handed-over an ICT Center to the Northern Annang Secondary Commercial School, Utu, Etim Ekpo, Etim Ekpo LGA, Akwa Ibom State. • NCDMB officially commissioned an ICT facility at Community Secondary School at Angalabiri in Sagbama LGA, Bayelsa state. • NCDMB commissioned and handed over an Information Communication and Technology Center at Community Secondary School Badeku, Ona Ara Local Government Area in Oyo state.
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NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> • ES delivered a keynote address at the one-day NCDMB Sensitization Workshop for Rivers State Judiciary at the Justice Mary Odili Judicial Institute in Port Harcourt themed “Philosophy & Importance of the Nigerian Oil & Gas Industry Content Development Act”. • Kicked off the first Batch of the Niger Delta Youths' Vocational Training at the Charkin Maritime and Offshore Safety Centre in Port Harcourt, Rivers State. 85 youths will be trained in small craft operation, scaffolding, forklift, crane operation, catering, and driving. • Attended the kick-off ceremony for the Nigerian Content Human Capital Development Project-Based Training for thirty-four (34) trainees in collaboration with SPDC and Unitech Drilling Company Limited. The ceremony was conducted at Ambong Energy Services Limited facility in Port Harcourt. The training is being executed on the back of SPDC/Unitech Drilling Company Limited’s Provision of Directional Drilling Services Contract. The training covers intensive classroom and hands-on/on-the-job training/experience for twelve months in line with the objectives, aspirations, and philosophy of the NOGICD Act 2010, and the Guideline for Nigerian Content HCD Implementation 2020. • ES attended and delivered an address at the graduation ceremony of the NCDMB sponsored Commercial Air Diving Training at the Nigerian Navy Diving School/Mieka Dive Training Institute in Lagos. The 20 trainees were selected from the Board’s NOGICJQS portal to partake in the training. • The Board participated in the graduation and awards ceremony of the catch them Young Digital Boot Camp of Centre of Information and Telecommunication Engineering of UNIPORT. NCDMB was presented with the “Catch Them Young Award” at the event. • Attended the maiden passing-out parade of cadets from the Charkin Maritime Academy in Port Harcourt. • Held the 7th Edition of the NCDMB Annual National Undergraduate Essay Competition in Yenagoa. The theme of the 2023 Essay competition was "Nigerian Content and the Lessons from the COVID-19 Pandemic." A 200-level law student at Nnamdi Azikiwe University in Awka, Anambra State won the Essay Competition. The winners walked away with cash, laptops, and other prizes. • 500 youths graduated from the NCDMB Youth Empowerment Programme in Oyo state, completing solar power installation and maintenance training. The program is aimed at addressing Nigeria's power challenges and creating job opportunities. He encouraged graduates to utilize their skills and become entrepreneurs in solar power. Starter packs were distributed to the trainees. • Upgrade and development of vocational facilities in Nigeria are at different levels of completion:
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NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> ○ Completed 60% of NMU, Okerenko ○ Completed 80% of Youth Resource Centre, Bekwarra ○ Completed 90% of GTC, Port Harcourt. ○ Completed 50% of GSTC, Benin-City
5	Marine Services Sector Strategy	<ul style="list-style-type: none"> ● Published monthly reports Marine Vessel Categorization Report to Industry. ● Total Marine Vessels Vendor is 236 ● Total Approved Marine Vessel Records is 673 ● Percentage Nigerian owned is 72.7% ● Percentage foreign owned is 27.3% <p><i>Based on the New Marine Vessel Guideline, a new module for Marine Vessel application has been deployed on the NOGIC JQS The number of companies on the NJQS Porta was verified and updated hence the reduction in the number of marine vessel records</i></p>
6	Facility Visits/Commissioning	<ul style="list-style-type: none"> ● ES attended and commissioned the MG Vowgas Group's new heat treatment furnace and dish heads forming machine, as well as celebrated the company's remarkable achievement of 2 million Man-hours without Lost Time Injury (LTI). ● ES commissioned the Genesis Group's Corporate Head Office and Training Academy in Port Harcourt, Rivers State. ● The Honourable Minister of State for Petroleum Resources (Oil) accompanied by the ES visited the Waltersmith Refinery, Ibigwe, Imo state. Also visited the PTDF facility in Port Harcourt to follow-up on the completion of the facility. ● The Top Management staff and other staff of the Board accompanied the Executive Secretary on a facility visit to Airblast Nig. LTD in Port Harcourt, Rivers State. ES toured the three warehouses, which were stocked with various corrosion control products for blasting and painting.
7	Nigerian Content Consultative Forum (NCCF)	<ul style="list-style-type: none"> ● Held Quarterly NCCF meetings. ● ES held meeting with NCCF Diversity Sectorial Working Group. ● Held meeting with the NCCF Essential Service SWG on draft project proposal submitted.

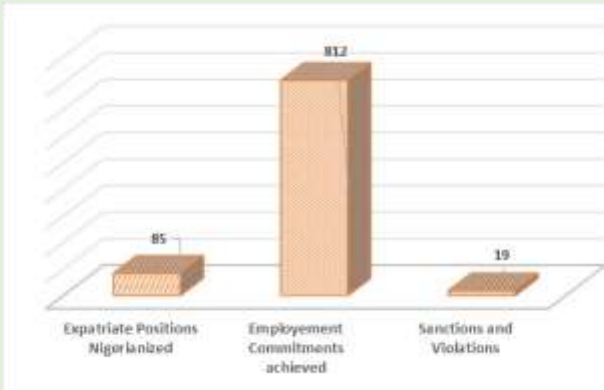


NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> The Multinationals & Indigenous producers and Diversity NCCF Sectorial Working Group held CEO Roundtable engagement meeting with OPTS.
8	NLNG Train-7	<ul style="list-style-type: none"> Towards achieving quick resolutions of strategic and operational issues and ensuring speedy project execution, ES attended the inauguration of T7 Project Technical Working Group. NCDMB and NLNG Technical Working Group held a crucial meeting to dialogue and find constructive solutions to any ongoing dispute relating to non-compliance and other infractions in the NLNG Train 7 project.
9	Nigerian Content Oil & Gas Opportunity Fair (NOGOF)	<ul style="list-style-type: none"> The Board held the 4th edition of the Nigerian Content Oil & Gas Opportunity Fair (NOGOF) themed “<i>Oil & Gas Industry - Catalyst and Fuel for the Industrialization of Nigeria</i>” at the Nigerian Content Tower Conference Centre in Yenagoa. Major Players across the upstream, midstream and downstream sectors of the oil and gas industry showcased upcoming projects and business opportunities in the oil and gas industry. ES delivered a welcome speech to officially declare NOGOF open. He also led the Governor of Bayelsa State represented by the Commissioner of Mineral Resources, and other Industry Top Shareholders on an inspection tour of the NOGOF 2023 Exhibition Pavilion. ES also presented plagues to members of the 2nd Technical Session- Panel Discussion on the Impact of Implementing ESG Standards on Local Content Development.
10	Practical Nigerian Content	<ul style="list-style-type: none"> The Board in partnership with DMG organized and participated at the 12th Practical Nigerian Content (PNC) forum in Yenagoa, Bayelsa State. The 2023 event themed “Deepening Nigerian Content Amidst Divestments, Domestication and Decarbonization” was attended by the HMSPR (Oil), and other eminent personalities and industry delegates. Discussions centred around focusing on delivering the potential opportunities in divestments and how indigenous companies can be better positioned and structured for funding as well as the journey to decarbonization and how they can be maximized. ES also delivered a keynote address and announced the achieved NC Level in the Nigerian oil and gas industry remains at 54%. ES was also conferred with an award as the Local Content Champion form 2016-2023.



Strategic Pillar 2: Compliance and Enforcement

S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)								
1	Compliances and Enforcements	<div><div><ul style="list-style-type: none">Nigerian Content Performance- 54%.Nineteen (19) violations were established.Achieved eight hundred and twelve (812) employment commitments.A total of one hundred and thirty-four (134)-{Operators and Service Providers} made submissions on their active projects and contracts.Sixty-five (65) field audit was executed for further compliance verification.Nigerianized eighty-five (85) Expatriate positions.Held meeting with Shell HA Project Team to discuss revised program to progress the project.Attended the Pereowei Project Management review with NUIMS and TotalEnergies to establish project status and explore ways of timely delivery of the project.Attended NNPC/NCDMB engagement meetings separately with Shell, Chevron, ExxonMobil, TEUPN, and NAOC to identify blockers and enablers towards increasing oil and gas production levels within the country for collation and submission to the Presidency for consideration and further directives.Attended the inauguration of the NNPC/First E&P JV KEFFESO Host Communities' Development Trust (KHCDT). ES held meeting with the Managing Director of SNEPCO to discuss updates on the BSWA Projects and other emerging opportunities in SNEPCO's deepwater activities.</div><div><table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Expatriate Positions Nigerianized</td><td>85</td></tr><tr><td>Employment Commitments achieved</td><td>812</td></tr><tr><td>Sanctions and Violations</td><td>19</td></tr></tbody></table></div></div>	Category	Value	Expatriate Positions Nigerianized	85	Employment Commitments achieved	812	Sanctions and Violations	19
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NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> The new Monitoring and Evaluation Reporting Template presented to oil and gas stakeholders. The new template will enhance the monitoring and evaluation framework, simplify templates, and encourage stakeholders' cooperation towards achieving the 70 percent Nigerian content target envisaged under the Nigerian Content 10-year strategic roadmap by 2027.
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Strategic Pillar 3: Enabling Business Environment

Facilitate a commercially viable business environment that encourages increased sector investment		
S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	Modular Refineries	<ul style="list-style-type: none"> Attended Azikel Refinery Board of Directors meeting with NNPC reps on boarded. Attended Azikel Refinery FINCOM and TECOM meetings in preparation for the Board of Directors meeting. Held meeting with Azikel Finance, Director's meeting & General-Purpose Committee meeting. ES attended Duport Board of Directors and Shareholders meeting. Attended Waltersmith STECOM, FINCOM, Strategy and Technical Committee meeting and Board of Directors meetings. Held meeting with the Atlantic Board. Attended Rungas Prime Board meeting. Attended SPL Utorogu Board meeting. Held DGO Meeting with Virtual Gas Energies Ltd. Held meeting with Waltersmith Group to discuss the growth and diversification plans of the group in the area of refining, power generation, gas processing, and industrial park. Participated in the meeting with the Technical Committee set up to evaluate the feasibility of integration of the mini/Artisanal Refiners into Midstream crude oil refining. Committee now split into sub-committees to examine the various aspects of the initiative: technology, funding, standards, etc.
2	Governing Council	<ul style="list-style-type: none"> Held Q1, 2023 NCDMB Governing Council Meeting chaired by the Hon. Minister of State for Petroleum Resources. The newly appointed NUPRC rep was also formally admitted into the Governing Council.



NCDMB 2023 PERFORMANCE REPORT

		<p>The meeting was preceded by the meetings of the Finance and Establishment Subcom meetings to review and endorse memo to the Governing Council.</p> <ul style="list-style-type: none"> • Held the Joint NCDMB Governing Council/BOI Management Board Retreat to formulate strategies to further deepen collaboration and enhance productivity and leadership qualities of Council members.
3	<i>Facility Visits/Commissioning</i>	<ul style="list-style-type: none"> • ES attended the ground-breaking ceremony of the AS Energy Limited's Pipe Manufacturing Plant at the NCDMB Gas Hub in Polaku, Yenagoa. The AS Energies Pipe Manufacturing Plant is a project with an estimated investment of ₦7.04 billion (\$8.8million) that will produce Glass Reinforced Epoxy (GRE) and Glass Reinforced Plastic (GRP) pipes. • In continuation of the Women in Oil & Gas Entrepreneurship Training and Development program, participants went on a facility visit to Ansett Group in Port Harcourt to see firsthand how women run business in the oil and gas industry. • ES led representatives of International Operating oil and Gas companies and their service counterparts on a facility visit to Orbit Galvanized Steel Industries Limited, a subsidiary of the African Industries Group (AIG) at Ikorodu, Lagos State. • ES attended the inauguration of the 650,000 barrels per day Dangote Petroleum Refinery in Lagos. The Board collaborated closely with Dangote Refinery on the project. The construction phase of the Refinery involved: 55,569 Nigerian technicians/engineers -199 Nigerian contractors directly and 200 firms indirectly; Operational phase involved: 2,042 persons directly, over 200,000 indirectly, 900 engineers, 45 service contractors from different fields.
4	<i>Partnerships/Business Proposals</i>	<ul style="list-style-type: none"> • Held meeting with Dutch Power Group on their expression of interest on investigation of power generation from abandoned oil and gas well using their heat profiles as a geothermal source of energy. • Held meeting with Enerquest Limited Gas Optimization Technology on the relocation of model rig for gas and condensate production analysis and optimisation from Aberdeen, Scotland to Bayelsa Nigeria • Held meeting with KOA Oil and Gas Limited and China Harbour Engineering Company (Nigeria) Limited with regards the Brass Shipyard Project. • Held a meeting with Sterling Oil Exploration & Energy Production Co. Ltd. • ES visited the Eraskon Integrated Manufacturing Complex (IMC) & Lubricant Plant under construction at Polaku, Bayelsa State to inspect the progress of work. • Held meeting with Brass Fertilizer Board of Directors and Shareholders. • Attended Waltersmith Board meeting and 2023 Annual General Meeting (AGM).



NCDMB 2023 PERFORMANCE REPORT

5	<i>Project 100</i>	<ul style="list-style-type: none">• The Board commenced impact assessment for the N40 Project-100 beneficiaries in Lagos, Rivers, Delta, Akwa Ibom and Cross Rivers State.• Held a five-day capacity building workshop tagged “ISO Management Training”. The training would help to shape the organizations in processes necessary to get ISO-Certified.
6	<i>Ease of doing Business</i>	ES attended the 5th PEBEC Ease of Business Awards Ceremony and received the award conferred on NCDMB by the Presidential Enabling Business Environment Council (PEBEC) as the 1st in Business Efficiency and Transparency among all Federal Government’s MDAs in 2022. Also, the Board maintained the position in the 1st half of 2023 (January to June). This accomplishment underscores NCDMB's unwavering dedication to creating an environment conducive to local and international businesses as well as putting in place initiatives aimed at streamlining processes, reducing bureaucratic bottlenecks, and ensuring that businesses in Nigeria can operate freely.



Strategic Pillar 4: Organizational Capability

Build effective internal structures in terms of people, skills, processes and systems to support the Board's operations		
S/N	ACTIVITY	STATUS (JANUARY- DECEMBER 2023)
1	Leadership Change	<ul style="list-style-type: none"> A new Executive Secretary was appointed in the person of Engr. Felix Omatsola Ogbe. The newly appointed Executive Secretary assumed office and held his first official meeting with the Directors and some management staff of the Board. The new Executive Secretary received a high-level briefing on the Board's projects and initiatives from the Directors and senior management. 
1	Staff Position	<p>Regular – 340, Sabbatical – 3, Third Party – 30</p> <p>Manpower strategy is to maintain lean but highly effective workforce.</p>
2	Staff Welfare Issues	<ul style="list-style-type: none"> Health and Wellbeing Programmes ongoing. All Staff of the Board participated and completed the Stream 1 of the PIA immersion program organized by the NNPC academy. Held the quarterly Town Hall meeting with Staff of the Board and Extended Leadership Team review meeting of the Board to review progress in the Board's 10-Year Strategic Roadmap. The Management and Staff of the Board attended a virtual ISO 9001:2015 Quality Management System Course. The objective of the course is to create awareness within the Board regarding various basic requirements of the ISO standard and impart working knowledge on how to implement quality management system based on ISO 9001.
3	SERVICOM	<ul style="list-style-type: none"> Total number of complaints, enquiries and phone calls received was 719. Visitors received at NC Tower was 2,562. Held a one-day workshop on Internal Service Level Agreements (ISLA) for staff of the Board at the Nigerian Content Tower in Yenagoa.




NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> • The NCDMB's ISO Champions and other selected staff participated in the first Batch of the ISO 9001-2015 Quality Management System, Lead Auditor Course, Powered by Fresh Fountain Consulting Limited in Lagos. The Management & Staff of the Board attended the unveiling of results of the Self-Assessment Tools (SAT) which was deployed in 2022. The presentation was made by the Officials of the Bureau for Public Service Reform (BPSR) at the Nigerian Content Tower in Yenagoa. BPSR commended NCDMB for enthusiastically submitting itself to undergo assessment since BPSR received the directives in 2019 to deploy the tool in all Federal MDAs. The Platinum Level Award was presented to NCDMB as the Board's performance far exceeded expectations after assessment. The score was 90.5%. • The Board attended a one-day forum organized by Servicom on Strategic engagement of citizens, Government and the media for optimal realization of good governance in Nigeria in Abuja. ES was awarded an award in recognition of his commitment and support towards achieving the vision and mission of Nigeria. • Held a one-day workshop on Internal Service Level Agreements (ISLA) for staff of the Board at the Nigerian Content Tower in Yenagoa. • The NCDMB's ISO Champions and other selected staff participated in the first Batch of the ISO 9001-2015 Quality Management System, Lead Auditor Course, Powered by Fresh Fountain Consulting Limited in Lagos. • The Board celebrated the 2023 Customer Service Week at the NCDMB's Headquarters in Bayelsa State.
4	Anti-Corruption Desk	<ul style="list-style-type: none"> • The NCDMB Anti-Corruption and Transparency Unit (ACTU) published its first quarterly newsletter titled "The incorruptible". The ACTU also attended a training in Abuja "Understanding and combating corruption in the workplace" delivered by the Anti-Corruption Academy of Nigeria (ACAN). • The Board held a 3-Day Sensitization Workshop for all NCDMB Staff organized by the Anti-Corruption and Transparency Unit (ACTU) of the Board and facilitated by the Anti-Corruption Academy of Nigeria (ACAN) the Research & Training arm of the ICPC. The aim of the workshop was to help NCDMB understand the tricks and turns of corruption in order to guide against it. After the training sessions, the Provost of the Anti-Corruption Academy of Nigeria, Prof Alatanji Babawale commissioned the office of the NCDMB's Anti-Corruption and Transparency Unit (ACTU) domiciled at the Nigerian Content Tower.





NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none">Attended the Board's capacity building workshop on “Anti-Corruption Requirements and Best Practices in Public Procurement”. The workshop will deepen NCDMB Management’s understanding on anti-graft activities and equip them with the requisite knowledge to guide and protect the Board’s exposure to such activities.																												
5	NCDMB CONFERENCE HOTEL PROJECT (CHP)	<div><div><ul style="list-style-type: none">Former HMSPR performed the groundbreaking of the NCDMB Conference Hotel Project (CHP) at Swali, Bayelsa State. He was joined by the ES, Governing Council, top management and Staff of the Board. HMSPR commended the Board for facilitating projects in the oil producing communities.Held meeting with W Hospitality to review submissions for the Conference Hotel Branding.</div><div><div>Project Scope: 204-Room Three Star Conference Hotel Construction Project Start Date: Q4 2022 Proposed Commissioning: Q2 2025</div><table><thead><tr><th>S/N</th><th>WORK DESCRIPTION</th><th>PREVIOUS PROGRESS 31-Jul-23</th><th>CURRENT PROGRESS 30-Sep-23</th></tr></thead><tbody><tr><td>1</td><td>MOBILIZATION</td><td>100%</td><td>100%</td></tr><tr><td>2</td><td>ENGINEERING DESIGN</td><td>93.00%</td><td>95.37%</td></tr><tr><td>3</td><td>CONSTRUCTION</td><td>3.70%</td><td>7.25%</td></tr><tr><td>4</td><td>TESTING & COMMISSIONING</td><td>0%</td><td>0%</td></tr><tr><td>5</td><td>DEMOLITION</td><td>0%</td><td>0%</td></tr><tr><td colspan="2">OVERALL PROGRESS ON CONFERENCE HOTEL PROJECT</td><td>12.38%</td><td>14.51%</td></tr></tbody></table></div></div>	S/N	WORK DESCRIPTION	PREVIOUS PROGRESS 31-Jul-23	CURRENT PROGRESS 30-Sep-23	1	MOBILIZATION	100%	100%	2	ENGINEERING DESIGN	93.00%	95.37%	3	CONSTRUCTION	3.70%	7.25%	4	TESTING & COMMISSIONING	0%	0%	5	DEMOLITION	0%	0%	OVERALL PROGRESS ON CONFERENCE HOTEL PROJECT		12.38%	14.51%
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6	HSE	<ul style="list-style-type: none">HMSPR commissioned the new Fire Station at the Nigerian Content Tower to further enhance safety infrastructure at the NCDMB headquarters. He also commissioned the brand-new fire truck fabricated by Innoson Motors in promotion and support of local content capability.The Management and Staff of the Board also participated went on a health awareness road walk around Yenagoa. The exercise is aimed at encouraging physical and mental health.																												
7	10-year Roadmap	<ul style="list-style-type: none">Reviewed the 2023 Scorecard with Directorates, Division and Departments of the Board to keep track of the execution of activities in line with the 10-year roadmap.The Board held the Extended Leadership Team (ELT) Retreat 2023 tagged “10 Years Strategic Roadmap Checkpoint 2.0” at Inagbe Grand Resort in Lagos State. The retreat will enable the Board’s leadership x-ray the Strategic Roadmap & design how it can align with Energy Transition and the changing energy dynamics and ensure long term sustainability.																												



NCDMB 2023 PERFORMANCE REPORT

8	Assets Declaration	<ul style="list-style-type: none"> The Code of Conduct Bureau conducted an Assets Declaration Training for all NCDMB staff at the Conference Centre of the Nigerian Content Tower in Yenagoa. The Staff of the Board are required by law to declare assets as public servants.
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Strategic Pillar 5: Sectorial and Regional Market Linkage

Increase industry contribution to the National GDP and facilitate access of Nigerian-made goods and services to regional markets

S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	Visits/Meetings	<ul style="list-style-type: none"> ES led a delegation of Board's Staff and some oil & gas industry players to the 1st Welding Federation of African Conference & Awards Ceremony in Cairo, Egypt. ES was presented with an award. A Delegation from the Ministry of Commerce & Mines, Republic of Guinea, led by their Executive Director visited NCDMB on a local content tour to learn first-hand from the Board on how Local Content implementation is working in Nigeria and what measures they can put in place back home to achieve their mandate. Attended the inaugural African Heritage Concert & Awards in Kigali. He was conferred with the Champion of Local Content in Africa Award. 



NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• Attended the Africa CEO Forum Annual Summit tagged “NAVIGATING THE CRISES - From 300 to 3000: How to deliver the next generation of African Champions” at Abidjan in Côte d’Ivoire. ES was among panelists at the CEO Summit discussing on Industry Outlook Panel: The scramble for Africa's gas: Balancing domestic needs vs lucrative exports.• Attended the 7th Sub-Saharan Africa International Petroleum Exhibition and Conference (SAIPEC) hosted by PETAN in Lagos. ES delivered a paper titled “Sub Saharan Africa Local Content Collaboration Strategy”. At the sidelines, a MOU was signed between ST-CNSCL (Secrétariat Technique du Comité National de Suivi du Contenu Local) and NCDMB on Capacity Building, Knowledge Sharing and Designing of Strategic Plans for the Implementation of Local Content in Senegal.• Held meeting with African CEO Magazine to discuss upcoming event scheduled for June 2023 in Abidjan, Cote d’Ivoire.• ES received a high-powered delegation from Equatorial Guinea. The delegation was led by the Hon. Minister of Planning and Economic Diversification.• ES and some Top Management Staff of the Board attended the 8th OPEC International Seminar at Holburg Palace, Vienna in Austria. At the sidelines of the seminar, ES held several discussions with several delegates and participants notably, HRM Edmund Daukoru, CON, former OPEC Secretary General and current Chairman of NLNG Board of Directors.• ES and Top Management of the Board attended the 2023 Namibia Oil and Gas Conference (NOGC) at Windhoek in Namibia. ES made a presentation titled "Oil and Gas Learning & Case Studies: Nigeria Local Content Policy and Practice - Regulator Perspective”.• ES attended and delivered a presentation at the 2023 Africa Energy Week in Cape Town, South Africa. During his presentation, ES clarified that African nations seeking to achieve economic prosperity must develop local capabilities to process, utilize, and export their resources as a means of powering growth and development.
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Enabler 1: Funding

Governing Council approved the expansion of the Nigerian Content Intervention Fund (NCIF) from \$200 million to \$350 million to support service companies in the Nigerian Oil and Gas Industry.


S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	2023 approved budget	<p>2023 Approved Budget Highlight</p> <p>APPROVED BUDGET ₦85.81bn</p> <p>Budget Approved:– 10th May 2023</p>
2	NCI Fund	<ul style="list-style-type: none"> NCDMB team led by the Executive Secretary held the 2023 Q1 meeting with the Bank Of Industry (BOI) ably led by its Managing Director in Lagos. The Board and BOI officially signed a Supplementary Agreement on the \$300million Nigerian Content Intervention Fund (NCI Fund) at the meeting. Also, the Board signed another Memorandum of Agreement with BOI on a US\$50 million Nigerian Oil and Gas Parks Scheme (NOGaPS) Manufacturing Fund that will be managed for the NCDMB by the BOI. Commenced the NCDF remittance forensic audit phase 2. Held meeting with Coordinating Auditor of NCDF Remittances Forensic Audit. 



NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> Held NCIFund Quarterly Review Meeting with BOI to review performance of the Nigerian Content Intervention Funds managed by BOI. Executed the revised MoU for the NOGAPS Manufacturing Fund.
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Enabler 2: Regulatory Environment

Further deepen Nigerian Content in the Oil and Gas Industry through regulations and policies		
S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	Lecture/Workshop/Reviews/Meetings	<ul style="list-style-type: none"> Participated in the Stakeholders Engagement with Standard Organization of Nigeria (SON) in Lagos. The engagement was aimed at strengthening the collaboration between the two agencies to effectively regulate and standardize Oil and Gas activities in the Nigerian Oil and Gas industry. The Board held a one-day workshop themed “Sensitization on Community Content Guideline” Board for contractors, youths, and members of host communities in oil producing communities in Rivers, Imo, Delta, Bayelsa, Calabar, Akwa Ibom, Ondo States 



NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none">• In order to fulfil its mission of stimulating research and development and providing assistance to energy startups, the Board collaborated with Founder Institute to unveil 17 portfolio companies. The showcase event for the Incubates supported by Founders Institute was held in the NCDMB Technology Incubation and Innovation Centre at the NC Tower.• Held a meeting with the Deputy Speaker House of Representatives, at the National Assembly Complex on how the National Assembly can continue to provide robust legislative support for Nigerian Content implementation.• Attended a one-day public hearing at the National Assembly on information on personnel recruitment, employment etc.• Held a briefing meeting with the House Committee on NCD&M.• Attended a one-day public hearing at the National Assembly on a bill to amend the Industrial Training Fund Act and related matters.
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Enabler 3: Collaboration and Stakeholder Engagement

Foster cordial relationship between sister Agencies and other key stakeholders		
S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	Workshops/Meetings	<ul style="list-style-type: none">• The new MD of Nigerian Agip Oil Company Ltd (NAOC) paid a courtesy visit to the ES at the Abuja Liaison Office. The aim of the visit by the NAOC team was to introduce the new Managing Director who is also the Vice Chairman of the oil company to the Executive Secretary.• Held meeting with the Managing Director of AMNI.• The Board was appreciated and presented an award by the Women in Energy Network (WIEN) at a dinner organized in honour of the ES.• ES attended the Ministerial Performance Scorecard Press Briefing on the achievements of President Muhammadu Administration (2015-2023) organized Federal Ministry of Information & Culture.• Attended Leadership Newspaper annual conference and awards in Abuja. ES was presented with the “Oil and Gas Local Content Champion of the Year Award 2022” for championing the development of Local Content across Nigeria & the African continent and 



NCDMB 2023 PERFORMANCE REPORT

		<p>building capacity to raise the indigenous content retention levels in the oil and gas Industry, among others.</p> <ul style="list-style-type: none">• The Honourable Minister of State for Petroleum Resources (Oil) paid a familiarisation visit to the Board. He was received by the Executive Secretary, Top Management and other Board Staff Members. During the visit, HMSPRO toured the NCDMB Technology Incubation and Innovation Center, NCDMB Crèche, NCDMB 204-room conference hotel, 10MW Elebele Power Plant, NOGAPS park at Emeyal, and the NCDMB Gas Hub at Polaku. He informed the Board of the Federal Government's commitment to the welfare of its workforce, highlighting the importance of NCDMB for Nigeria's capacity development.• The new ES led the management of the Board to brief the new Minister of State for Petroleum Resources (Oil), Senator Heineken Lokpobiri and the Minister of State Petroleum Resources (Gas), Mr. Ekperikpe Ekpo.• ES accompanied the HMSPR to FEC meeting.	
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NCDMB 2023 PERFORMANCE REPORT

- Attended the 8th Convocation ceremony of the Imo State University. The Doctor of Science was awarded conferred on the ES University.
- ES participated and delivered an address at the Final Cutover Ceremony to commemorate the successful sunset of NNPC to NNPC Limited at the NNPC Towers in Abuja.
- Held a one-day Nigerian Oil and Gas Industry Suppliers' Tax Awareness Workshop in collaboration with the Federal Inland Revenue Service at the NCDMB Conference Center in Yenagoa. The workshop was on the provisions of Nigeria's Finance Act 2021 and other extant tax codes relating to research and development (R&D).
- ES was presented with the "Industry Human Capacity Development Icon Award" at the OGTA National Award. NCDMB was also presented with the "Excellence in Human Capital Development within the Energy Industry" Award.
- Held meeting with Ernest and Young on outcome of verification of partnership investment.





NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• The Board organized a 4-Day Leadership Retreat for the Executives of the Movement for the Survival of the Izon Ethnic Nationality in the Niger Delta (MOSIEND) in Uyo. The retreat is part of the Board's Stakeholders engagement, public enlightenment and capacity building efforts for participants and community people.• Held a meeting with Geoscape Limited. The company presented their intention to support the Board in equipping the NCDMB sponsored Centers of Excellence through donation of 3D printing machine to the CoE on Engineering studies in Niger Delta University.• The Board in collaboration with Schlumberger organized a 6-day technology enhancement intensive boot camp for Nigerian university students at the Nigerian Content Tower in Yenagoa. The Program aims to encourage collaboration between the oil and gas sector and academics in acknowledgment of the academia as a source of talent for the industry, providing an ecosystem for research and support the industry operations via various consultancy services.• The Board of Directors of Bayelsa Airport Ltd accompanied by the Managing Director and the Airport Manager met with ES to discuss ways to further enhance the commercial operations of the Airport.• The Bayelsa State Council of Traditional Rulers, HRM King Bubaraye Dakolo, Agada IV, Ibenanaowei of Ekpetiama Kingdom paid a courtesy visit to the Executive Secretary, at the Nigerian Content Tower in Yenagoa. Matters of mutual benefits to the Board, the Council, and the oil industry were discussed. The King, a prolific writer, used the opportunity of the visit to present copies of his books to the Executive Secretary• Held a Stakeholders Collaboration Session with Top Management. The goal of the session was to provide updates on the Committees' activities and achievements, as well as to highlight areas of concern/potential areas of improvement.• A team from the Board paid a courtesy visit to the Rivers State Ministry of Justice in Port Harcourt. The aim of the visit was to further engagements with the Board's stakeholders by working modalities to organize a legal workshop for the judiciary.• Attended the 5th Biennial Conference of the Journalism Educators Foundation at the University of Port Harcourt in Rivers State. On the sidelines, the Board paid a courtesy visit
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NCDMB 2023 PERFORMANCE REPORT

		<p>to the Vice Chancellor. The VC presented an award to the ES in recognition of his contributions to environmental, human, and organizational development.</p> <ul style="list-style-type: none">• The Bayelsa State chapter of the Old Boys Association of Stella Marris College, Port Harcourt, Rivers State paid a courtesy visit to the Board. The Association also presented an award to the ES in recognition of his outstanding performance, contributions to National development and for being a worthy ambassador of their almatamater.• Held meeting with Collation of Niger Delta Ex-Agitators Phase 2.• Attended the Pereowei Project Management review with NUIMS and TotalEnergies to establish project status and explore ways of timely delivery of the project.• Held meeting with SPDC on the performance of the rotary wing contract with Caverton.• Attended the 10th Bayelsa Media Awards sponsored by the Board. The Board presented the NCDMB Prize for Best Report on Oil and Gas Print deserving media outfits.• ES and other dignitaries attended the NOG Energy Week themed “Nigerian Content role in achieving Energy security” in Abuja. ES delivered the opening address at the Conference. The NOG kicked off with the Golf Tournament hosted by NCDMB. ES and top management of the Board also attended the IPPG Leadership Investment Roundtable at the 2023 NOG Energy Week.• Attended the 16th NAEE/IAEE Annual International Conference: dinner/award night. ES was presented with the DISTINGUISHED PUBLIC SERVICE AWARD at the event.
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none"> • Held meeting with GMD NNPC, OPTS, and other stakeholders. • Attended and presented a paper on “The Nigerian Oil and Gas Industry and the Challenge of Covid-19 Pandemic” at the 4th Public Lecture held at Adekunle Ajasin University (AAU) in Akungba Akoko, Ondo State. • Attended NNPC/NCDMB engagement meetings separately with Shell, Chevron, ExxonMobil, TEUPN, and NAOC to identify blockers and enablers towards increasing oil and gas production levels within the country for collation and submission to the Presidency for consideration and further directives. • Attended Civil Service Public Lecture to mark the Civil Service Week • ES attended the send-off ceremony in honour of Mike Sangster, Country Chairman of TotalEnergies Companies in Nigeria. • Held a meeting with Russell Smith on 3D manufacturing and legacy component manufacturing. • The Board attended the “Develop Ondo 2.0 Investment Summit” Ondo State. On the sidelines of the summit, the NCDMB team paid a visit to Multishegs Engineering Ltd, an indigenous engineering company. Multishegs Engineering is into plant construction, LPG tank/pressure vessel fabrication, general & gas merchant, skid plant, mech. engineering solutions. • The Board attended and participated at the COREN 31st Engineering Assembly themed “Entrenching and Strengthening Engineering Practitioners' Code of Conduct for Resilient Engineering Practice in Nigeria in Abuja. 	
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• The Board participated in a book launch titled “The Energy Year Nigeria 2023” by The Energy Year in Lagos. NCDMB was presented with the Organization Award for Excellence and ES was also conferred with the Person of the Year Award.• ES attended the sign-off of Contracting Cycle Optimisation MOU/Service Level Agreement in Abuja. The MOU/SLA's purpose is to shorten the contracting cycle and contribute to the oil and gas industry's Ease of Doing Business.• An NCDMB delegation led by the Director of PRS engaged the Leadership of TETFUND at their Headquarters in Abuja. The meeting was aimed at highlighting the intersections between the mandates of both Organizations especially in the area of support for Tertiary institutions and the funding of Research and Development endeavours.• A team from ENI/NAOC companies in Nigeria led by the VC/MD, paid a courtesy visit to the ES at the Board’s liaison office in Abuja. The aim of the visit was to introduce to ES the new members of the Management team of ENI/NAOC and also brief him on their activities offshore and the company’s overall achievements in Nigeria and Africa at large.	 
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• A delegation from the British High Commission (UK Mission) in Nigeria paid a courtesy visit to the ES at the Nigerian Content Tower in Yenagoa. The aim of the visit was to better understand NCDMB, its mandate, functions and achievements, the work being done by NCDMB to develop Nigerian companies and to seek avenues of collaboration with the Board.• The top management of Seplat Energy led by the Chief Executive Officer paid a courtesy visit to the ES at the Board's liaison office in Abuja, Nigeria. The aim of the visit was to respond & talk through on some of the issues raised by the Board in a letter addressed to Seplat Energy outlining some of their irregularities and non-compliance in the oil and gas industry and the NOGICD Act, 2010.• Partners of Bruit Costaud Government Affairs ET AL Ltd, led by the immediate past Minister of Information and Orientation visited the ES at the Nigerian Content Tower in Yenagoa. The purpose of the visit was to introduce the services of Bruit Costaud to Engr. Wabote and the Board and seek for ways to collaborate with the Board.	
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NCDMB 2023 PERFORMANCE REPORT

		<ul style="list-style-type: none"> • ES and other Management staff received a team from the Petroleum Training Institute (PTI) led by the Principal at the Nigerian Content Tower in Yenagoa, Bayelsa State. The purpose of the visit was to update the Board on the activities of the Institute and seek for collaboration between NCDMB and the Institute. • ES welcomed the Management Team of the Oil and Gas Trainers Association of Nigeria led by its Chairman in Yenagoa. The purpose of the visit was to inform NCDMB on what they have been doing over the years and to introduce some of the new management team of OGTAN to the Board. • The Managing Director of ARADEL Holding PLC and his management team paid a courtesy visit to the Board. The purpose of the visit was to appreciate and thank NCDMB for its unwavering support to ARADEL. They also briefed the ES team on their journey so far in the industry, their achievements, and challenges. • A delegation led by the Managing Director of China National Offshore Oil Corporation (CNOOC) E&P Nigeria Limited paid a courtesy visit to the ES in Abuja. They expressed their appreciation for the Board's significant contributions to local content development and their eagerness to explore future collaborations. 	 
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• The Director General of the National Institute for Policy and Strategic Studies paid a courtesy visit to the ES at the Board's liaison office in Abuja.• Attended and made a presentation titled "Utilization of Sectoral Value Chain Development to Promote Entrepreneurship and reduce unemployment" at the Manufacturers Association of Nigeria's Conference, Exhibition and Annual General Meeting 2023 in Port Harcourt, Rivers state.• Organized a 5-day Arbitration and alternative dispute resolution training for the Bayelsa State Traditional Rulers Council in accordance with the Stakeholder engagement pillar of our 10-year Strategic Roadmap. The historic event was facilitated by Tusaie Consultants in collaboration with the Nigerian Institute of Chartered Arbitrators (Nicarb).• Held the 4th quarter Stakeholders Collaboration meeting between NCDMB and SON in Port Harcourt, Rivers state. The collaboration is aimed at enhancing effective service delivery, regulation of standards in the Nigerian Oil and gas industry, and implementation strategies.• The Board made a presentation on the Board's in-country Equipment Component Manufacturing Initiative (ECMI) covering the Nigerian Content Equipment Certification (NCEC), Nigerian Content Rig Certification(NCRC) and Nigerian Content Marine Vessels certification (NCMVC) processes at Seplat Energy's Vendors Development forum in Sapele, Delta State.• Attended FEC meeting with the HMSPRO.• ES attended and delivered a keynote address at the PENGASSAN Energy and Labour Summit (PEALS 2023) in Abuja. The theme of the discussion was Divestment in Oil and Gas: The Challenges, Opportunities, and Implications for the Nigerian Industry.• Participated in the 2023 Nigerian Content Stakeholders Retreat organized by NLNG in Bonny Island, Rivers State.• Heritage Energy Operational Services Ltd paid a courtesy to the ES at the Abuja Liaison Office. During this visit, ES emphasized the importance of local content development and reiterated the Board's willingness to collaborate.
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none">• ES attended and delivered goodwill message at the 41st International Conference and Exhibition of the Nigerian Association of Petroleum Explorationists (NAPE) in Lagos. ES was presented with an award in appreciation for his contribution to the oil and gas industry.• Attended the 29th Nigerian Economic Summit. He was a panellist and led the discussion on “Energy Sector Roundtable Igniting Growth: Energy and Nigerian’s Global Race.”• NCDMB was named "Best Federal MDA in Digital Skills Development" at the Nigeria GOVTECH Public Service Awards held at the International Conference Centre in Abuja. ES was also awarded the “Distinguished Govtech Trailblazer's Award” for his Exemplary Leadership in Advancing Digital Governance.• Attended and delivered a keynote address at the opening of the 3rd African Local Content Roundtable in Abuja. HMSPRO, Secretary General of APPO as well as other delegates were in attendance. Also, as part of the activities Top Management of the Board joined the Secretary General of APPO, and other delegates went on an engaging tour of Amal Tech LTD, a Gas Detectors Production Facility proudly incubated and supported by NCDMB.• Attended the inauguration of the Sector Skills Council for the Development of National Occupational Standards (NOS) for the Oil and Gas Industry in Lagos State. This is a collaboration between the Nigerian Content Development and Monitoring Board (NCDMB) and the National Board for Technical Education (NBTE).• Attended the 3rd Biennial International Conference on Hydrocarbon Science & Technology (ICHST) in Abuja. ES shared insights on "The Future of the Nigerian Oil and Gas Industry:	
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NCDMB 2023 PERFORMANCE REPORT

	<p>Trends and Predictions" and also officially opened the exhibition area by cutting the ribbon.</p> <ul style="list-style-type: none">• Attended and delivered a keynote address via Zoom at the Capacity Building Workshop for Akwa Ibom State Judiciary in Uyo. The Board also paid a courtesy visit to the Akwa Ibom State Judiciary. As part of this visit, the Board generously donated 50 computers to support the automation of the e-library and e-probate services for the Judiciary.• Total Energies paid a courtesy visit to the Board. The visit was to introduce the new Managing Director. ES commended them for their transparency and efforts in Nigeria. He iterated that local content is serious business. They should not take the relationship for granted and accord local content with the appropriate importance and this should reflect in their staffing to ensure the head of their local content has direct access to their MD.• The new MD of Nigerian Agip Oil Company Ltd (NAOC) paid a courtesy visit to the ES at the Abuja Liaison Office. The aim of the visit by the NAOC team was to introduce the new Managing Director who is also the Vice Chairman of the oil company to the Executive Secretary.• The MD Eni/NAOC paid a courtesy visit to the ES at the Abuja Liaison Office. The purpose of the visit was to discuss areas of collaboration and portfolio of projects.• Held meeting with the new Chief Executive Officer of the Bank of Industry in Lagos on opportunities and challenges of the Nigerian Content Intervention Fund.	
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NCDMB 2023 PERFORMANCE REPORT

2	Collaborative efforts	<ul style="list-style-type: none">• A delegation from the Leadership Group Limited led by the Editor in Chief visited and presented the 2022 Oil and Gas Local Content Champion of the year award to the ES at the Abuja Liaison Office.• Held meeting with the Managing Director of AMNI.• The Board was appreciated and presented an award by the Women in Energy Network (WIEN) at a dinner organized in honour of the ES.• ES attended the Ministerial Performance Scorecard Press Briefing on the achievements of President Muhammadu Administration (2015-2023) organized Federal Ministry of Information & Culture.• Attended Leadership Newspaper annual conference and awards in Abuja. ES was presented with the “Oil and Gas Local Content Champion of the Year Award 2022” for championing the development of Local Content across Nigeria & the African continent and building capacity to raise the indigenous content retention levels in the oil and gas Industry, among others.
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NCDMB 2023 PERFORMANCE REPORT

	<ul style="list-style-type: none"> • ES accompanied the HMSPR to FEC meeting. • ES participated and delivered an address at the Final Cutover Ceremony to commemorate the successful sunset of NNPC to NNPC Limited at the NNPC Towers in Abuja. • Held a one-day Nigerian Oil and Gas Industry Suppliers' Tax Awareness Workshop in collaboration with the Federal Inland Revenue Service at the NCDMB Conference Center in Yenagoa. The workshop was on the provisions of Nigeria's Finance Act 2021 and other extant tax codes relating to research and development (R&D). • ES was presented with the "Industry Human Capacity Development Icon Award" at the OGTAN National Award. NCDMB was also presented with the "Excellence in Human Capital Development within the Energy Industry" Award. • Held meeting with Ernest and Young on outcome of verification of partnership investment. • The Board organized a 4-Day Leadership Retreat for the Executives of the Movement for the Survival of the Izon Ethnic Nationality in the Niger Delta (MOSIEND) in Uyo. The retreat is part of the Board's Stakeholders engagement, public enlightenment and capacity building efforts for participants and community people. • Held a meeting with Geoscape Limited. The company presented their intention to support the Board in equipping the NCDMB sponsored Centers of Excellence through donation of 3D printing machine to the CoE on Engineering studies in Niger Delta University. • The Board in collaboration with Schlumberger organized a 6-day technology enhancement intensive boot camp for Nigerian university students at the Nigerian Content Tower in Yenagoa. The Program aims to encourage collaboration between the oil and gas sector and academics in acknowledgment of the academia as a source of talent for the industry, 	
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NCDMB 2023 PERFORMANCE REPORT

		<p>providing an ecosystem for research and support the industry operations via various consultancy services.</p> <ul style="list-style-type: none">• The Board of Directors of Bayelsa Airport Ltd accompanied by the Managing Director and the Airport Manager met with ES to discuss ways to further enhance the commercial operations of the Airport.• The Bayelsa State Council of Traditional Rulers, HRM King Bubaraye Dakolo, Agada IV, Ibenanaowei of Ekpetiama Kingdom paid a courtesy visit to the Executive Secretary, at the Nigerian Content Tower in Yenagoa. Matters of mutual benefits to the Board, the Council, and the oil industry were discussed. The King, a prolific writer, used the opportunity of the visit to present copies of his books to the Executive Secretary• Held a Stakeholders Collaboration Session with Top Management. The goal of the session was to provide updates on the Committees' activities and achievements, as well as to highlight areas of concern/potential areas of improvement.• A team from the Board paid a courtesy visit to the Rivers State Ministry of Justice in Port Harcourt. The aim of the visit was to further engagements with the Board's stakeholders by working modalities to organize a legal workshop for the judiciary.• Attended the 5th Biennial Conference of the Journalism Educators Foundation at the University of Port Harcourt in Rivers State. On the sidelines, the Board paid a courtesy visit to the Vice Chancellor. The VC presented an award to the ES in recognition of his contributions to environmental, human, and organizational development.• The Bayelsa State chapter of the Old Boys Association of Stella Marris College, Port Harcourt, Rivers State paid a courtesy visit to the Board. The Association also presented an award to the ES in recognition of his outstanding performance, contributions to National development and for being a worthy ambassador of their alma mater.• Held meeting with Collation of Niger Delta Ex-Agitators Phase 2.
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Enabler 4: Research and Statistics

Improve industry performance through data driven insights		
S/N	STRATEGIC INITIATIVE	STATUS (JANUARY- DECEMBER 2023)
1	Research and Statistics	<ul style="list-style-type: none">• Analysis of Human Capital Development trend in the Nigerian Oil and gas industry - collation of data ongoing• Research paper on the 2023 Nigerian Budget as it impacts Nigerian Content has been submitted to management for approval.• Validation of contacts of the various service companies for the proposed baseline census for Well and Drilling services and Petroleum Services - ongoing• Report on Baseline census of manufactured materials – ongoing.• Concept note for baseline census of the service companies for well and drilling services submitted to management.



4. Facts and Figures from January to December 2023

NCEC: No of NCECs issued.

2022	2023	Trend
783	2,154	↑

EQ/TWP: No of EQ/TWP issued.

	2022	2023	Trend
No of EQ Approvals	943	1,359	↑
No of EQ Rejections	181	358	↑
No of TWP Approvals	342	544	↑
No of TWP Rejections	25	55	↑

Evaluation Reports: No of Commercial and Technical Reports.

	2022	2023	Trend
Commercial Reports	115	333	↑
Technical Reports	233	174	↓

NCP: No of NC Plans issued.

2022	2023	Trend
233	258	↑

NCCC: No of NCCC issued.

2022	2023	Trend
260	184	↓

Biometric data capture:
No of Expatriates listed.

2022	2023	Trend
209	172	↓

Nigerian Content Value retention

2022	2023	Trend
54%	54%	↔

NOGIC JQS Records.

NJQS Records	2022	2023	Trend
Individuals	272,794 (24,014)	396,123 (124,123)	↑
Service Companies	9,601 (1,367)	11,294 (1,668)	↑
Operators	97 (12)	114 (17)	↑



NCDMB 2023 PERFORMANCE REPORT

1. Nigerian Content level in the Nigerian oil and gas industry is based on NCDMB's monitoring and evaluation of industry activities which brought the average in the last 5 years to 54% NC level. There was no leap in the value retained in 2023. This is probably due to the low number of reports submitted to the Board on the total number of contracts awarded in the industry or the challenging global and domestic economic environment.
2. In 2023, there was a decrease in the number of Expatriates listed under the Biometric data capture.
3. The number of Expatriate Quotas/TWPs approved increased in 2023 when compared to the positions approved in 2022. The Board rejected three hundred and fifty-eight (358) Expatriate Quotas 2023 which was higher than the positions rejected in 2022. This was due to the Board's firmness in ensuring that companies applying for the EQ and TWP positions comply with the relevant Sections of the NOGICD Act vested with the powers relating to the administration and management of applications for EQ, Succession plan and deployment of expatriates in the Oil and Gas Industry.
4. In 2023, there was a decrease in the number NCCCs issued which was due to slow pickup of activities in the oil and gas industry at the beginning of the year, elections and (or) the number of certificates reviewed and processed by the Board, number of Operating/Service Companies that applied for/collected their certificates, and the inspection visits /clarification meetings conducted.
5. In 2023, there was a decrease in the number of NCP approved and technical report issued.
6. Similarly, there was an increase in the number of Individuals and Service Companies registered on the NOGIC JQS in 2023. The number of also Operators increased from 97 to 114.



5. PHOTO GALLERY



Handover ceremony at the Abuja Liaison Office



ES meeting with Top Management during his first visit to the HQ in Yenagoa



NCDMB 2023 PERFORMANCE REPORT



ES at the Commissioning of the Amal Technologies Facility in Abuja



NCDMB 2023 PERFORMANCE REPORT



Awards Presented to ES and NCDMB at the OGTAN National Awards



NCDMB 2023 PERFORMANCE REPORT



ES at the Ministerial Performance Scorecard Briefing



Leadership Group Limited visit to the ES in Abuja





NCDMB 2023 PERFORMANCE REPORT



Participants at the Sensitization workshop



NCDMB Staff at the Sensitization workshop



Stakeholders' engagement with SON



Facility visit to PE Energy Limited Centre of Excellence in Port Harcourt by the WEOG



NCDMB 2023 PERFORMANCE REPORT



Ground-breaking ceremony of NCDMB Oloibiri Museum and Courtesy call to the Obanobhan III of Ogbia



Ground-breaking Ceremony of NCDMB Conference Hotel Project (CHP)



NCDMB 2023 PERFORMANCE REPORT



Participants at the Quality Management Systems (QMS) training for Nigerian Companies



Signing of MOU Between NCDMB and BOI



NCDMB 2023 PERFORMANCE REPORT



Graduation ceremony for the training of 100 Youths in Solar Power installation and maintenance





NCDMB 2023 PERFORMANCE REPORT



Attended the 1st Welding Federation of African Conference & Awards Ceremony



ES conferred with Champion of Local Content Award in Kigali.





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Sand-filling / Compaction - ongoing



Delivery of Rebars for Construction



Pile Boring / Concrete Pouring / Rebar Install



Batching Plant Calibration - Completed



Pile Integrity Testing



Water Treatment Plant - Completed



Weighing bridge Works - Ongoing

Pictures Showing Progress of Construction Work on CHP project site



NCDMB 2023 PERFORMANCE REPORT



ES at delivering an address at the Final Cutover Ceremony to commemorate the successful sunset of NNPC to NNPC Limited.



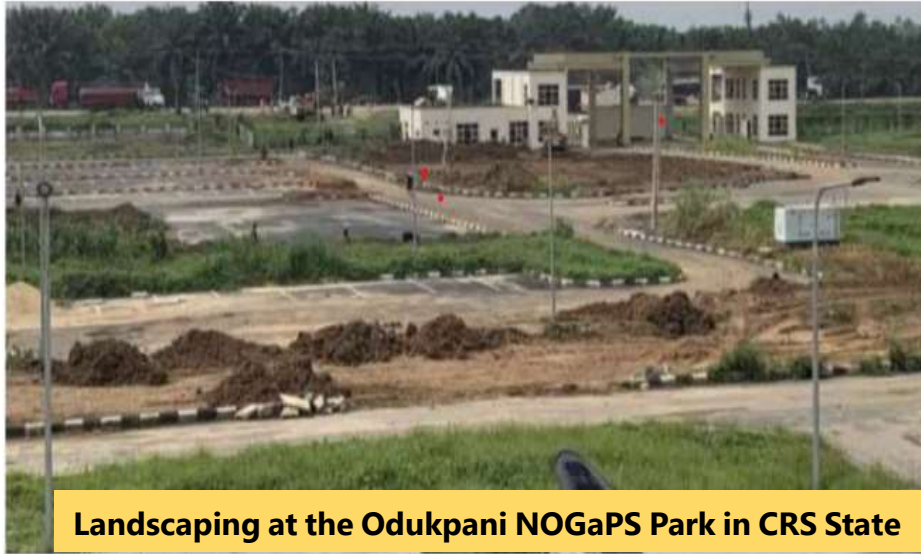
ES attended SAIPEC in Lagos



Leadership Retreat Organized for MOSIEND



NCDMB 2023 PERFORMANCE REPORT



Landscaping at the Odukpani NOGaPS Park in CRS State



Mini Estate Park Block A at the Odukpani NOGaPS Park in CRS State



Perimeter fencing at the Oguta NOGaPS Site in Imo State





NCDMB 2023 PERFORMANCE REPORT



Admin Building at the Emeyal NOGaPS Park in BYS State



Warehouse at the Emeyal NOGaPS Park in BYS State



Hostel Building at the Emeyal NOGaPS Park in BYS State



Capacity Building Center at the Emeyal NOGaPS Park in BYS State



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



ES with Top Management and Staff of the Board at NIES



ES during his Presentation at NIES



ES with Industry Stakeholders at NIES



ES delivering his Keynote address at NIES



NCDMB 2023 PERFORMANCE REPORT



ES with Top Management and Consultant During the Press Address



ES presenting plaques to the Panelists after the session



NCDMB 2023 PERFORMANCE REPORT



Facility visit to Ansett Group in Port Harcourt by the WEOG



ES and Staff of the Board at the 5th PEBEC Ease of Business Awards Ceremony



NCDMB 2023 PERFORMANCE REPORT



ES at NDDC Summit



ES with members of T7 Project Technical Working Group





NCDMB 2023 PERFORMANCE REPORT



Facility Visit to Orbit Galvanized industry Limited





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



NASENI SKILL ACQUISITION PROGRAM





NCDMB 2023 PERFORMANCE REPORT



ELT Checkpoint 2.0 Retreat





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



ES visited trainees undergoing the Underwater Welding Training.





NCDMB 2023 PERFORMANCE REPORT



Ibenanaowei of Ekpetiama Kingdom paid a courtesy visit to ES



ES and Top Management at the Stakeholders collaboration session



Q2 Extended Leadership Team Meeting



ES during the Q2 Town hall meeting



NCDMB 2023 PERFORMANCE REPORT



Servicom Stakeholders Forum



Courtesy visit to Rivers State Ministry of Justice





NCDMB 2023 PERFORMANCE REPORT



Africa CEO Forum Annual Summit





NCDMB 2023 PERFORMANCE REPORT



Attended the 5th Biennial Conference of the Journalism Educators Foundation





NCDMB 2023 PERFORMANCE REPORT



NCDMB Teachers Training Program



Cross section of NCDMB and ICPC attendees ACFE Conference



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Industry-Wide Implementation Committee Report paid a courtesy visit to the ES



10th Bayelsa Media Awards





NCDMB 2023 PERFORMANCE REPORT



Participants at the Quality Management System (QMS) training



NCDMB Exhibition Booth at the COREN Assembly





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Participants at the Quality Management System (QMS) training



NCDMB Exhibition Booth at the COREN Assembly





NCDMB 2023 PERFORMANCE REPORT



Top Management and other delegates at the Develop Ondo Summit





NCDMB 2023 PERFORMANCE REPORT



Unveiling of the 17 Portfolio Companies





NCDMB 2023 PERFORMANCE REPORT



A cross-section of NCDMB Staff and Management and University officials at the visit to NDU



A cross-section of NCDMB Staff and Management at the ISO Lead Auditors training





NCDMB 2023 PERFORMANCE REPORT



ICT center built by NCDMB in the Girls High School



NCDMB 2023 PERFORMANCE REPORT

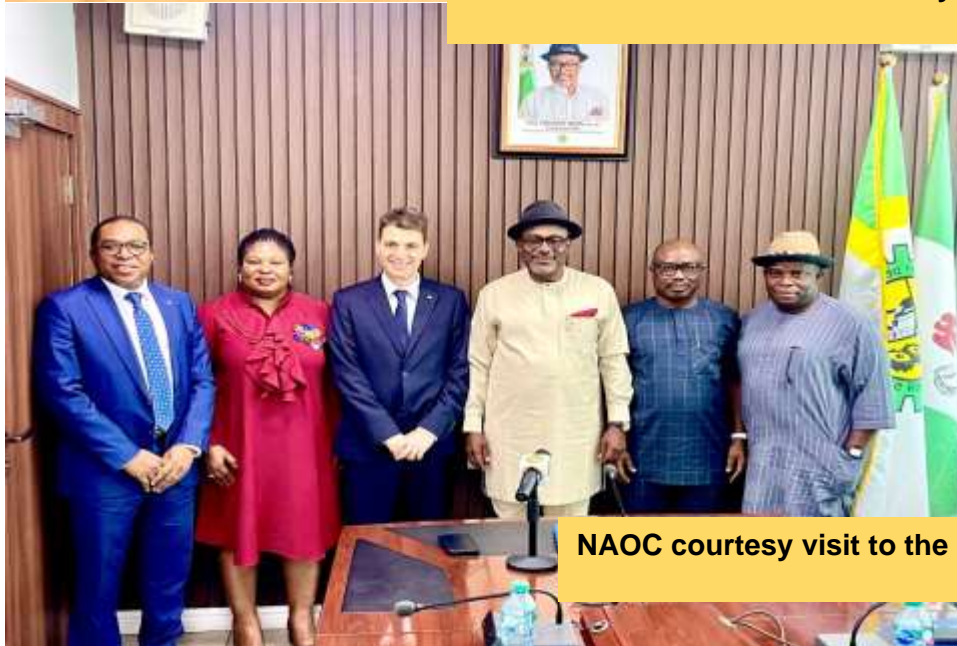




NCDMB 2023 PERFORMANCE REPORT



Visit to the HMSPR- Gas and Oil by the Top Management of the Board



NAOC courtesy visit to the Board



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



ES with the Deputy Speaker of HoR



NCDMB 2023 PERFORMANCE REPORT



Seplat Energy Visit to the Board



Graduation and awards ceremony of the catch them Young Digital Boot Camp of Centre of Information & Telecommunication Engineering





NCDMB 2023 PERFORMANCE REPORT



NCDMB and DAEWOO officially signed the contract for the furnishing of the COE in FUTO



Graduation ceremony of the NCDMB sponsored Commercial Air Diving Training



NCDMB 2023 PERFORMANCE REPORT



Kick-off ceremony for the Nigerian Content Human Capital Development Project-Based Training



PTI paid a courtesy visit to the Board





NCDMB 2023 PERFORMANCE REPORT



Courtesy visit to ES by Bruit Costaud Government Affairs ET AL Ltd





NCDMB 2023 PERFORMANCE REPORT



ES accompanied the HMSPR (Oil) to CSDT in Omagwa





NCDMB 2023 PERFORMANCE REPORT



NCDMB-Sponsored QMS training in PH



OGTAN paid a Courtesy visit to the Board



Aradel paid a Courtesy visit to the Board



ES visited the Azaiki Public Library



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



ICT center built by NCDMB in the Girls High School





NCDMB 2023 PERFORMANCE REPORT



NCIFund Quarterly Review Meeting with



NCDMB 2023 PERFORMANCE REPORT



Visit to the HMSPR- Gas and Oil by the Top Management of the Board



NAOC courtesy visit to the Board



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Anti-Corruption Workshop organized by the Board





NCDMB 2023 PERFORMANCE REPORT



Seplat Energy Visit to the Board



Graduation and awards ceremony of the catch them Young Digital Boot Camp of Centre of Information & Telecommunication Engineering





NCDMB 2023 PERFORMANCE REPORT



NCDMB and DAEWOO officially signed the contract for the furnishing of the COE in FUTO



Graduation ceremony of the NCDMB sponsored Commercial Air Diving Training



NCDMB 2023 PERFORMANCE REPORT



Kick-off ceremony for the Nigerian Content Human Capital Development Project-Based Training



PTI paid a courtesy visit to the Board





NCDMB 2023 PERFORMANCE REPORT



Courtesy visit to ES by Bruit Costaud Government Affairs ET AL Ltd





NCDMB 2023 PERFORMANCE REPORT



ES accompanied the HMSPR (Oil) to CSDT in Omagwa





NCDMB 2023 PERFORMANCE REPORT



NCDMB-Sponsored QMS training in PH



OGTAN paid a courtesy visit to the Board



Aradel paid a Courtesy visit to the Board



ES visited the Azaiki Public Library



NCDMB 2023 PERFORMANCE REPORT



Visit to Lube plant in Polaku





NCDMB 2023 PERFORMANCE REPORT



ES with delegation from CNOOC



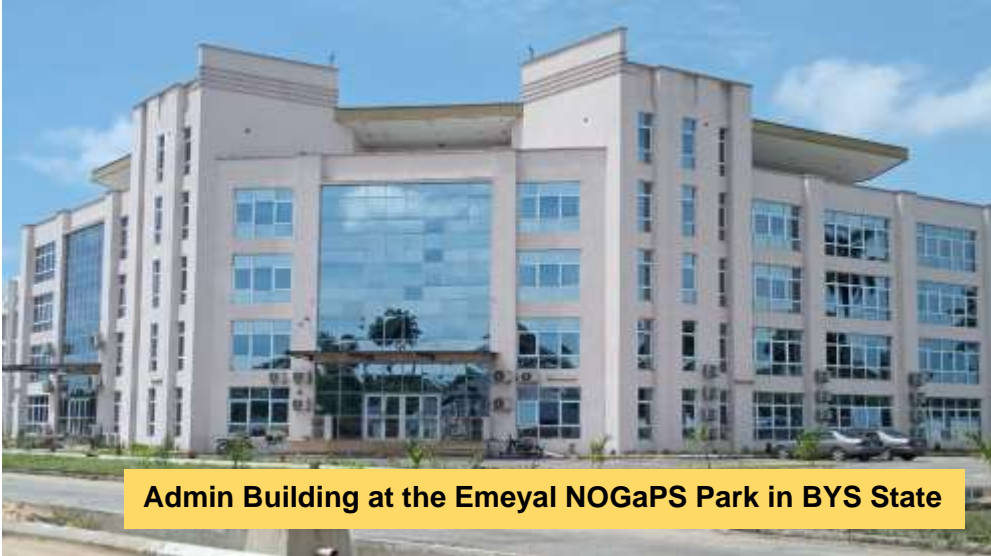
NCDMB 2023 PERFORMANCE REPORT



Aerial Picture Showing Progress of Construction Work on Site



NCDMB 2023 PERFORMANCE REPORT



Admin Building at the Emeyal NOGaPS Park in BY State



Warehouse at the Emeyal NOGaPS Park in BY State



Hostel Building at the Emeyal NOGaPS Park in BY State



Capacity Building Center at the Emeyal NOGaPS Park in BY State



NCDMB 2023 PERFORMANCE REPORT



Landscaping at the Odukpani NOGaPS Park in CRS State



Mini Estate Park Block A at the Odukpani NOGaPS Park in CRS State



Perimeter fencing at the Oguta NOGaPS Site in Imo State





NCDMB 2023 PERFORMANCE REPORT



Inauguration of the NNPC/First E&P JV KEFFESO Host Communities' Development Trust (KHCDT)



ES attended sign-off of Contracting Cycle Optimisation MOU/Service Level Agreement



NCDMB 2023 PERFORMANCE REPORT



Courtesy visit by the Director General of the NIPSS



Procurement workshop organized for NCDMB



ES attended the groundbreaking ceremony of the AIIP in Abia





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



ES making presentation at the Energy Week in Cape town



Award conferred on the ES and The Board at the Nigeria GovTEch Awards 2023



NCDMB 2023 PERFORMANCE REPORT



ES commissioned the MG Vowgas new Heat Treatment Furnace and Dish Heads Forming Machine



Graduation ceremony of 500 youths trained by NCDMB on Solar Power Installation



NCDMB 2023 PERFORMANCE REPORT



Facility visit to Airblast Nigeria Limited



ES commissioned The Genesis Group Head Office and training Academy



NCDMB 2023 PERFORMANCE REPORT



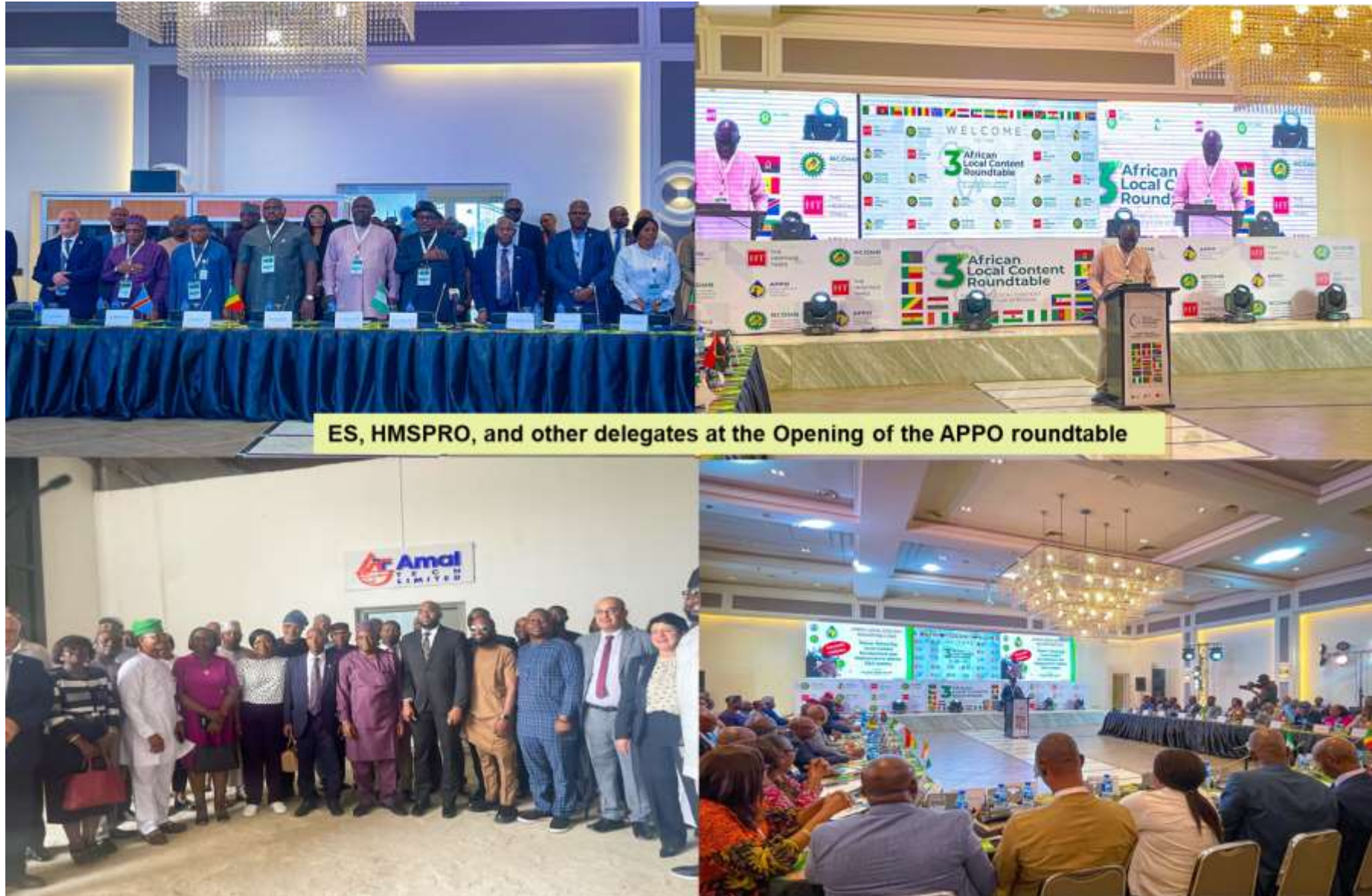
ES at the 3rd Biennial International Conference on Hydrocarbon Science & Technology.



ES at the Nigerian Economic Summit



NCDMB 2023 PERFORMANCE REPORT



ES, HMSPRO, and other delegates at the Opening of the APPO roundtable



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Commissioning of GTC Principal's Lodge & Teachers Quarters in Port Harcourt



ES at the Nigerian Association of Petroleum Explorationists (NAPE)





NCDMB 2023 PERFORMANCE REPORT



ES attended the inauguration of the Sector Skills Council for the Development of National Occupational Standards (NOS)



Participants at the ISO Workshop



Participants at the EQ sensitization workshop



NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Commissioning of ICT Centre in Oyo State.



Attended Seplat Energy's Vendors Development forum





NCDMB 2023 PERFORMANCE REPORT





NCDMB 2023 PERFORMANCE REPORT



Courtesy visit to the ES by Commander, 16 Brigade of the Nigerian Army.



ES honoured with an award as the Nigerian Content Champion and Executive Secretary, NCDMB (2016-2023)



NCDMB 2023 PERFORMANCE REPORT



12th Practical Nigerian Content (PNC) Forum





5. CONCLUSION

The Board posted impressive achievements in 2023. The Board will continue to work on its plans to achieve the 70 percent in-country value retention in line with its 10-years Strategic Roadmap. The industry can only look forward to sustaining the drive to deepen local content, building on the 54% the Board thus far even though the Nigerian Oil and Gas Industry has been riddled with Forex crisis, revenue deficit and Gross Domestic Product (GDP) challenges. We hope that 2024 will bring a full resurgence of the oil and gas sector. Some of the key focus of the Board in 2024 are:

1. Timely implementation of the remaining initiatives lined up to achieve the target using Board's yearly scorecards as the deliverable tracker.
2. Commissioning of the Nigerian Oil and Gas Parks in Bayelsa and Cross River States.
3. NCDMB's priority remains the creation of jobs for Nigerians. All the Board's interventions in the oil and gas supply chain via NC Plan, development of infrastructure, EQ management, funding, capacity building programs, commercial venture partnerships, and R&D initiatives are all aimed at jobs creation and empowerment of Nigerian businesses.
4. Provision of opportunities to NCDMB staff at all levels to learn on the job and grow by delegating roles to them as appropriate within the confines of public service protocols, to build up supervisory and managerial capabilities within the Board.
5. Another focus in 2024 is on Enabling Business Environment for our external stakeholders. These efforts are already yielding excellent results. A similar focus will be extended to Enabling Internal Business Environment.
6. The NOGaPS Industrial Parks, the Conference Hostel Building Project, the CDI projects for the PTDF Training Center in Port Harcourt, the Brass Island Shipyard, the Capacity Building Intervention Projects such as ICT labs, Science labs, etc, and the R&D Projects such as the R&D Centers of Excellence and the Oloibiri Museum & Research Center are the main items in NCDMB's project funnel that the Board will channel her energies and resources upon.