



Analysis of Human Capital Development Trend in the Nigerian Oil & Gas Industry 2015 – 2019

Presented by
Directorate of Planning, Research and Statistics



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Introduction

The NCDMB Research and Statistics Framework has been developed, to provide clear procedures for data collection, compilation, analytics, dissemination, utilization and archiving. Pursuant to the approved framework, we hereby present data analysis on Human Capital Development trends in the Nigerian oil and gas industry.

Description of the data is presented below:

1. What to measure:

- a. Human capital attributes in the NOGICJQS
 - Number of Nigerians and expatriates staff in the oil and gas industry
 - Nigerians and expatriates registered in the individual module
 - Staff employed by Operators
 - Staff employed by Service Companies
- b. EQ approvals for Operators and Service companies
- c. Human capital attributes in biometrics data base
- d. Training programmes

2. Data sources:

- a. Expatriate Quota management database
- b. Electronic Biometric System (EBS)
- c. Nigerian oil and Gas Joint Qualification System (NOGICJQS)
- d. Capacity Building HCD training report
- e. Monitoring and Evaluation non-compliance remediation training report 2018

3. Data coverage :

- a. Period covered: **January 2015 – June 2019**
- b. Collation date- August 2019

4. Limitations of the research:

- a. Data does not cover all service companies and Operators that are not active in the NOGICJQS

Research Methodology



Data Gathering

1. Human capital attributes in the NOGICJQS
 - Number of Nigerians and expatriates staff in the oil and gas industry
 - Nigerians and expatriates registered in the individual module
 - Staff employed by Operators
 - Staff employed by Service Companies
2. EQ approvals for Operators and Service companies
3. Human capital attributes in biometrics data base
4. Training programmes
5. Desktop research



Analytics

1. Descriptive analysis
2. Diagnostics analysis
3. Prescriptive analysis



Policy Recommendations

1. Create ecosystem for training and professional development of manpower supporting oil and gas projects and operations
2. Enforce deployment of competent Nigerians to job roles in the industry
3. Develop and sustain pipeline of industry-acceptable graduates
4. Promote vocational training and empowerment schemes for life-long support To Youths and Vulnerable Groups
5. Enhance competitiveness (quality, pricing and reliability) of the local supply chain through development of skilled manpower.

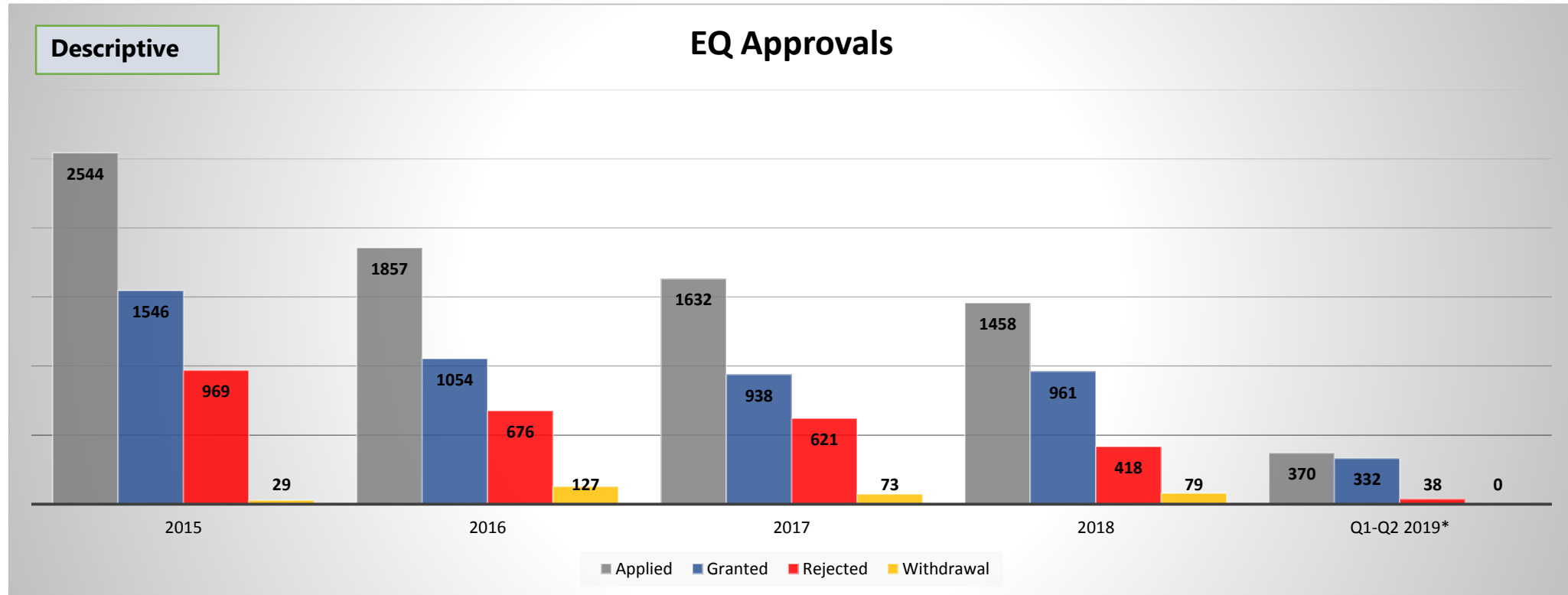


Analysis of Expatriate Quota data base

1. Data was extracted from Expatriate Quota management data base
2. The expatriate quota management guideline provides that each applicant submit the name of the project and person specification for the position for which Expatriate quota is being sought
3. Between 2015 to June 2019 Expatriate approvals by the Board is herein presented:
 - a. Total applications received = 7,861
 - b. Total positions approved = 4,831
 - c. Total Positions rejected = 2,722
 - d. Total Positions Withdrawn = 308
5. Between 2017 to 2018 Temporary Work Permit approvals by the Board is herein presented:
 - a. Total applications received = 54
 - b. Total positions approved = 38
 - c. Total Positions rejected = 3



Expatriate Quota (EQ) Approval for 2015 - Q2 2019

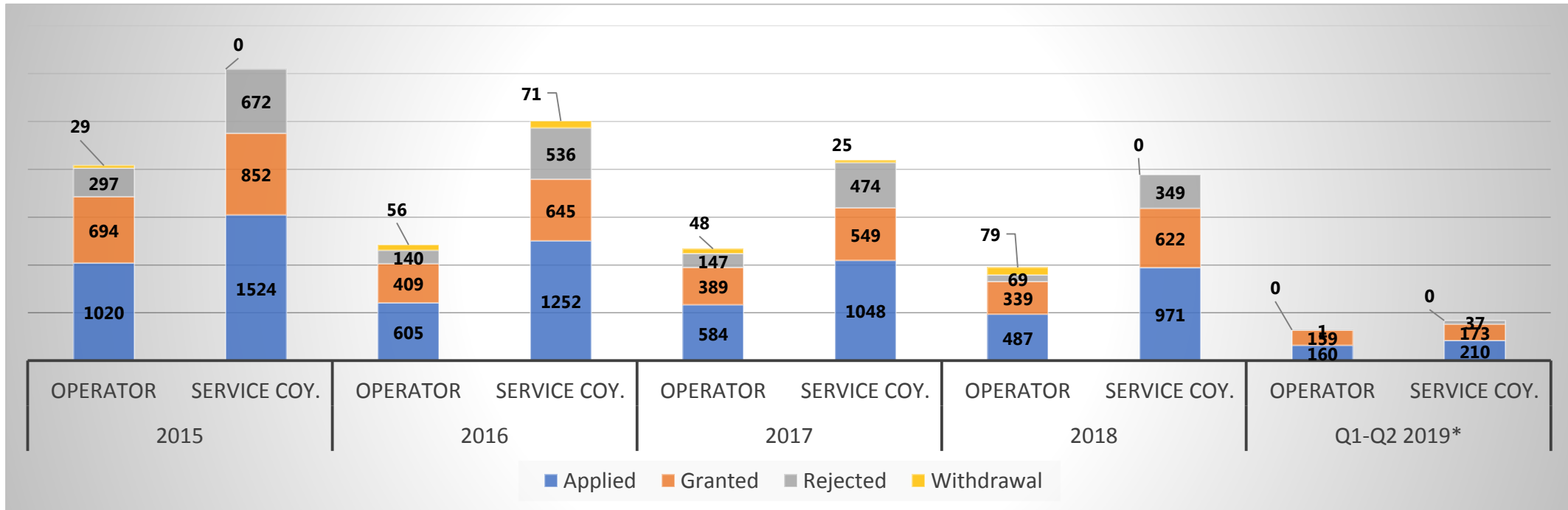


Diagnostic:

1. EQ applications to the Board have been on steady decline from 2,544 in 2015 to 1,458 applications in 2018 representing 43% decline. Applications received as at June 2019 was 370.
2. This trend could be attributed to Nigerianisation of positions, dearth of new projects and low oil prices. cost of maintaining Expats) and insecurity



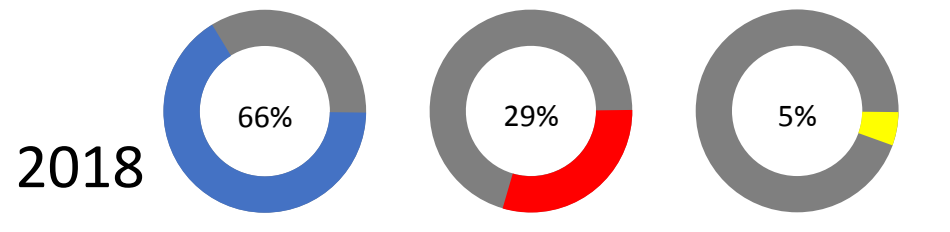
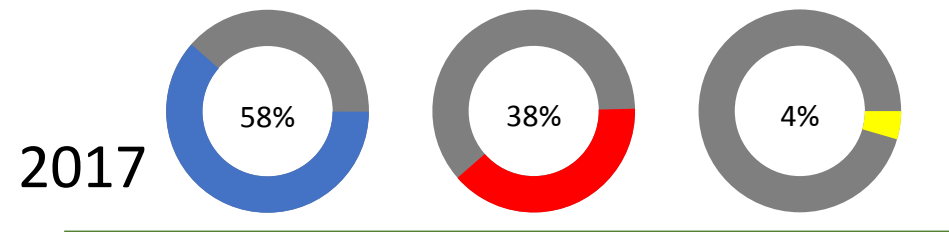
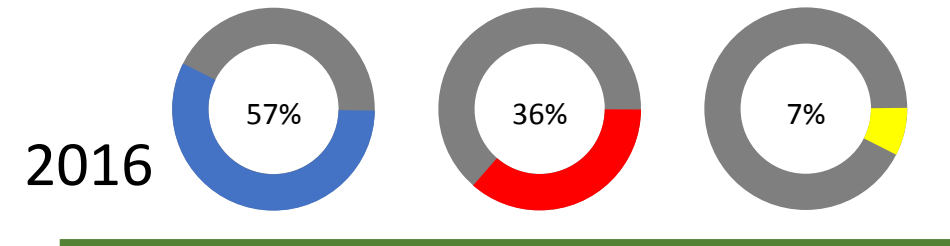
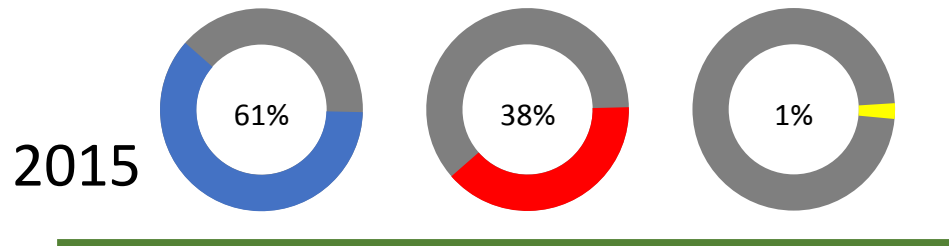
Expatriate Quota (EQ) Applications Trend (2015 - Q2 2019)



Diagnostic:

1. Between 2015 to 2018, the number of EQ positions applied by Operating companies declined from 1,020 to 487 representing a 52% decrease. For service companies, the number of applications declined from 1,524 in 2015 to 971, representing a 36% decrease.
2. The number of approved positions for Operators declined by 51% from 694 to 339 within the same period. While for service companies, the approved positions declined by 22% from 852 in 2015 to 662 in 2018
3. This trend indicate that Expatriate Quota is more prevalent with outsourced services provided by Service companies

Expatriate Quota (EQ) Applications vs Approvals (2015 – 2018)



2015 received the highest number of positions applied for (2,544) of which 1,546 (61%) was granted, 969 (38%) rejected and 29 (1%) withdrawn.

In 2017, number of positions applied for was 1,632, of which 938 (58%) was granted, 621 (38%) rejected and 73 (4%) withdrawn.

In 2016, number of positions applied for was 1,857, of which 1,054 (57%) was granted, 676 (36%) rejected and 127 (7%) withdrawn.

In 2018, number of positions applied for was 1,458, of which 961 (66%) was granted, 418 (29%) rejected and 79 (5%) withdrawn.

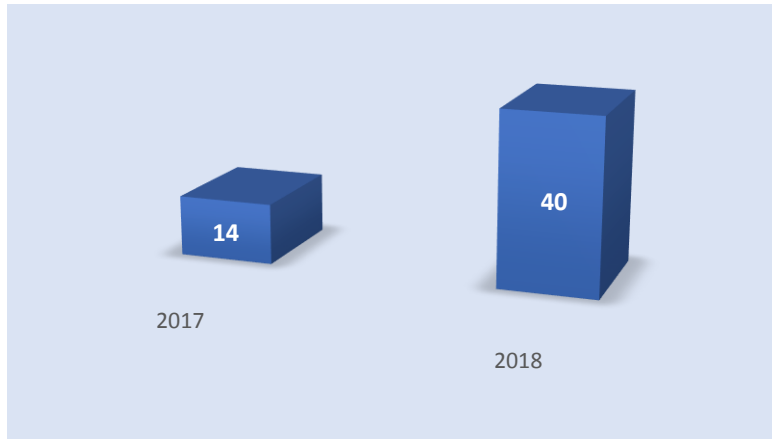
:Diagnostic:

1. The ratio of applications to approvals granted by the Board over the period 2015-2018 has been in the region of 10:6
2. Withdrawn positions per annum have been less than 10%

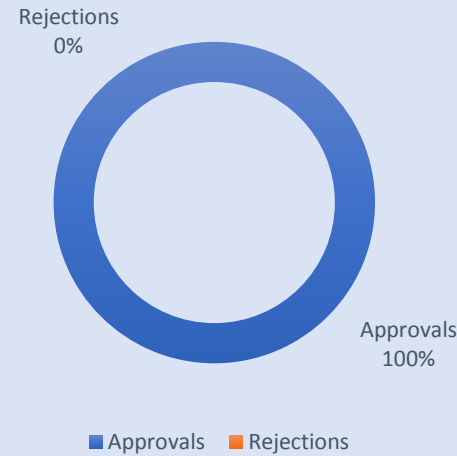


Temporary Work Permit (TWP) Approvals for 2017 - 2018

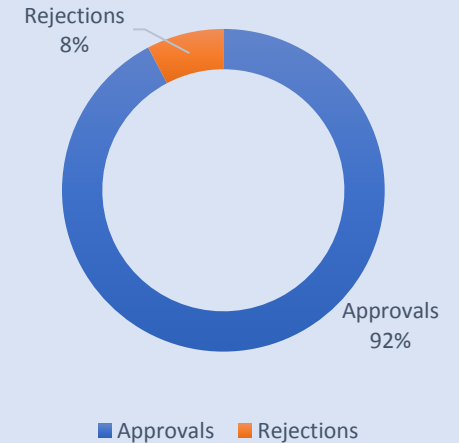
No. of TWP Applications



2017



2018



Diagnostic::

1. The Processing of TWP applications by the Board commenced in 2017.
2. 14 applications for TWP were received in 2017 and all applications were approved, compared to 40 applications received in 2018 and 37 positions (92%) were approved
3. The 185% increase in applications between 2017 and 2018 is due to awareness of the Board's role in approving TWP.
4. TWP positions are more likely to be approved than EQ positions because the utilization is for short duration



Analysis of Biometrics data base

1. The Board inaugurated the Electronic Biometrics System to capture and manage relevant data on expatriates operating in the oil and gas industry.
2. This intervention was conceived as an integral tool for Expatriate Quota Management, to enable the Board register and track utilization of expatriates in the oil and gas industry.
3. The intervention was also intended to capture and carry out analytics on attributes of expatriate staff operating in the oil and gas industry along the following indicators:
 - a. Demographics of expatriates deployed in the oil and gas industry.
 - b. Statistics on expatriate staff deployment across Operators and service companies.
4. As at the period of the study, the data base contained the following:
 - a. Total number of companies in the biometrics data base: 184, comprising 48 operating companies and 136 service companies
 - b. Number of expatriate staff captured: 4,787

NCDMB Biometrics data base: Gender Distribution of Expatriates



Descriptive



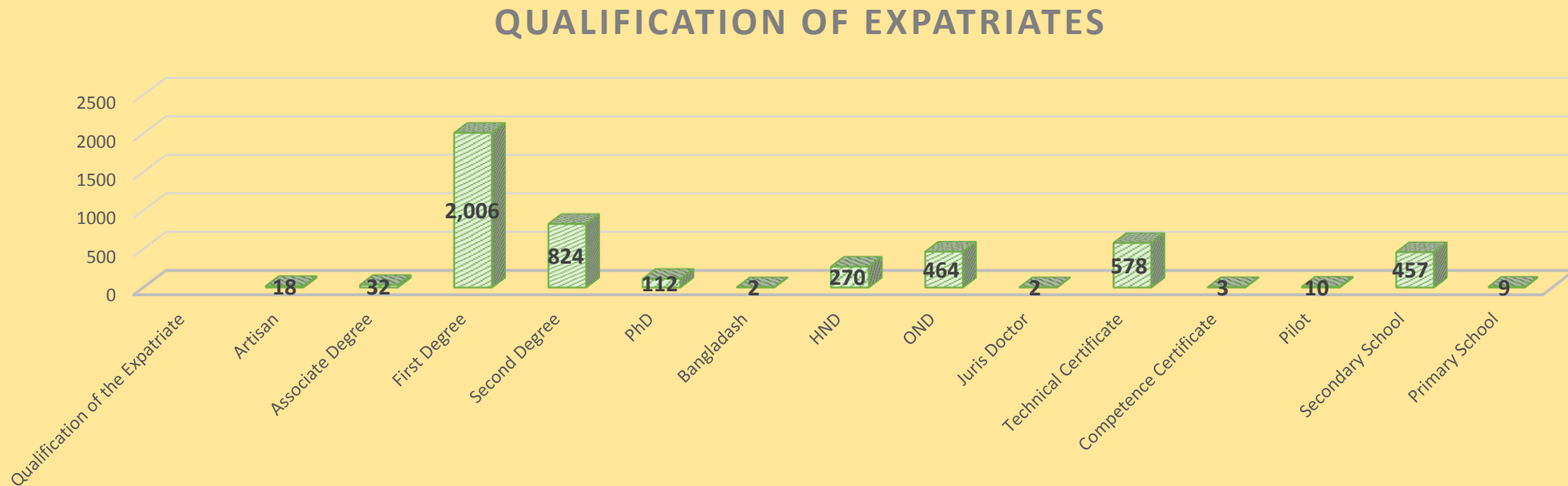
Diagnostics

1. As at June 2019, the biometrics data base captured 4,787 expatriate staff
2. Out of the 4,787 expatriates, 157 (3%) were female expatriates while 4,630 or 97% were male expatriates.
3. High end Oil & Gas industry jobs requiring long offshore operations on board rigs, marine vessels and seismic activities appear to be dominated by men. Marital constraints may be a factor for low deployment of female expatriates to Nigerian operations.

NCDMB Biometrics data base: Qualification of Expatriates



Descriptive



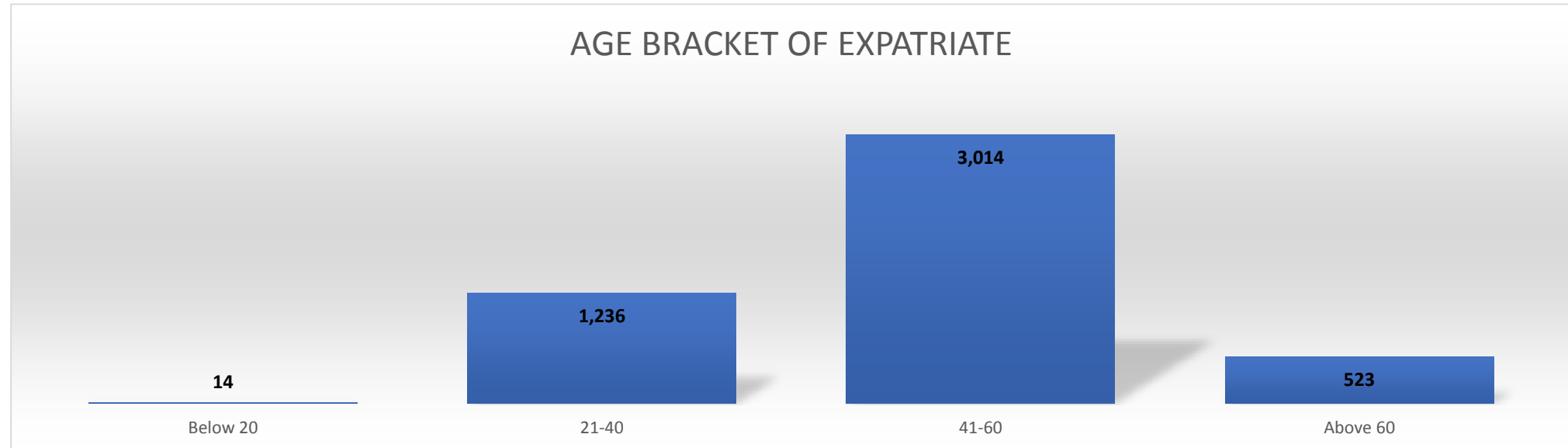
Diagnostics:

1. Graduate and post graduate degree holders account for 61% of expatriates – First degree holders @ 2,006 account for 42.%, second degree holders @ 824 account for 17% while 112 (2.3%) expatriates are PhD holders
2. 39% of expatriates hold diploma, technical, college and competence certificates
3. This trend indicates that non graduates with good technical training and qualification have opportunity to work in the industry thus amplifying the importance of technical training programmes for oil and gas workers



NCDMB Biometrics data base: Age Demographics

Descriptive



Diagnostics:

1. Age demographics reveal that out of 4,787 expatriate staff, the experienced category in the age bracket of 41-60 Years account for 63% of total expatriates captured
2. There are 523(11%) expatriate staff above retirement age of 60 years
3. The trend indicates that expatriates are largely pulled from experienced hires category with a blend of degrees and professional certification.
4. The trend also indicates optimal use of talents that have passed retirement age, however EQ positions for this age bracket needs to be checked to ensure that talents in the active population (41-60) are not under utilized

NCDMB Biometrics data base: Distribution of Expatriates by Company



Descriptive

DISTRIBUTION OF EXPATRIATES AMONG TOP 17 COMPANIES



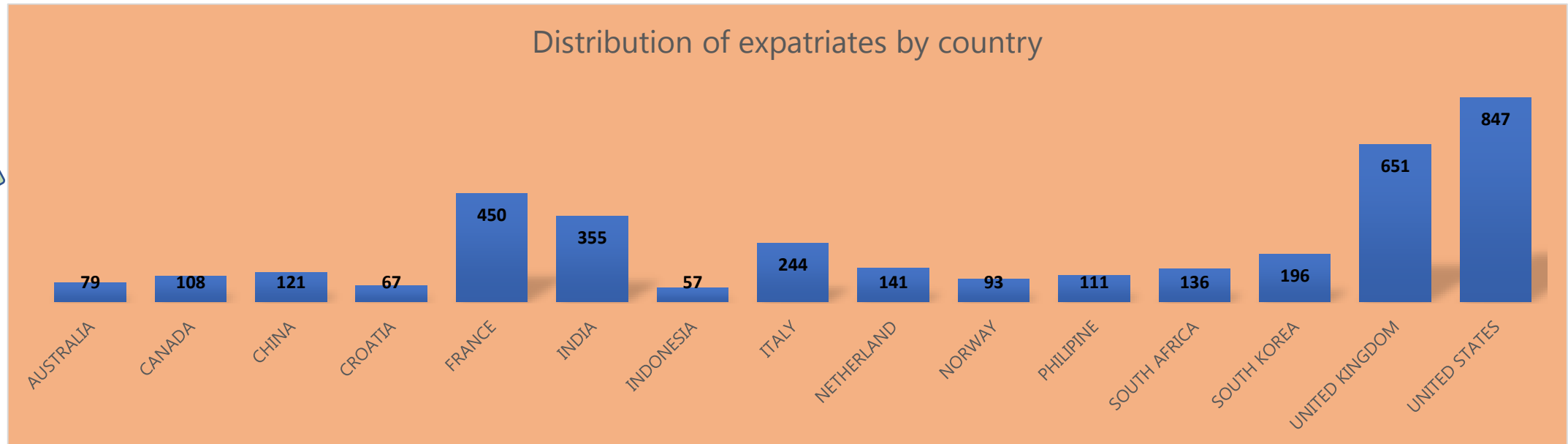
Diagnostics:

1. From the data of 184 companies registered on the NCDMB Expatriate Biometrics System the top 17 Companies (those having at least 100 expatriate staff and above) were selected for further analysis.
2. Amongst this sample the top 3 companies with the highest expatriate staff are - Chevron Nigeria @ 313, Pacific International Drilling @245 and Seadrill @226.
3. The company with the least number of expatriate staff registered in the biometrics data base is Marine Platforms @ 101.
4. It is imperative to monitor succession planning favorable to Nigerian understudies in companies with high expatriate staff profile



NCDMB Biometrics data base: Distribution by Countries

Descriptive

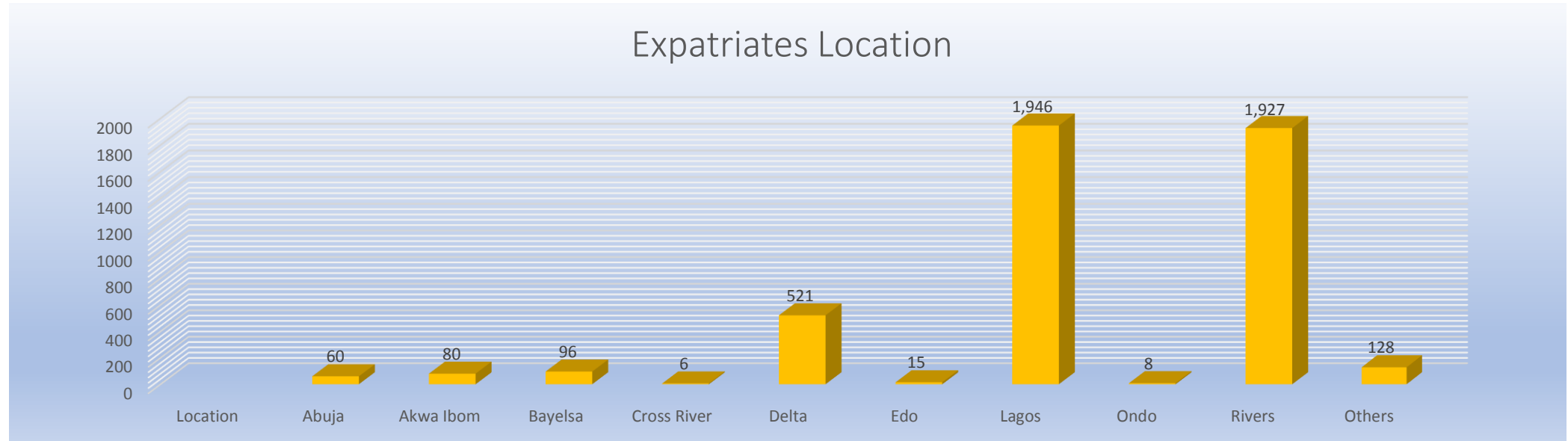


Diagnostics:

1. Among the **top 15 Countries** in terms of expatriate registered in the data base (those having over 50 registered expatriates) the top 3 countries are USA - 847, UK - 651 and France - 450.
2. The country with the least expatriate staff is Indonesia - 57
3. It may be necessary to study the educational and professional development programmes of the top 3 countries to extract key learnings for the Board's HCD programmes



NCDMB Biometrics data base: Deployment of Expatriate Staff



Descriptive

Diagnostics:

1. The top 3 states in terms of deployment of expatriate staff are Lagos @41% (1,946), Rivers @40% (1,927) and Delta State @11% (521)
2. Ondo State has the least with only 8 expatriate staff deployed
3. The trend shows that 41% of expatriate staff are domiciled in Lagos State thereby indicating that there are many expatriates in Nigeria deployed for office related and non - technical functions.
4. These may be expatriates in the special interest category. It could also be because most of the companies have Lagos as their registered operating base.
5. The trend reveals that over 90% of expatriate staff spend including income tax is domiciled in the economies of Lagos, Rivers and Delta States



NOGICJQS Human Capital Data Analysis

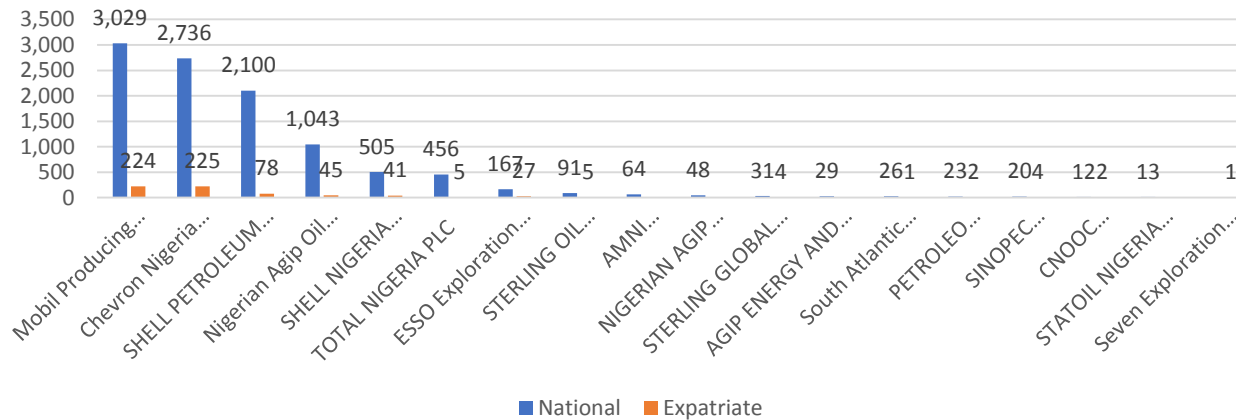
1. This section analyze the human capital attributes in the NOGICJQS
2. The NCDMB Research and Statistics Framework has recognized the NOGICJQS as the common industry database for maintaining human capital records in the oil and gas industry
3. The NOGICJQS captures data on Human capital at 3 levels
 - a. Individual module - captures available skills in the industry and serves as source for selection of candidates for training programmes
 - b. Employment records of Operating companies
 - c. Employment records of Service companies
4. As at June 2019 records in the NOGICJQS stands as follows:
 1. Individual records -160,533
 2. Operating companies – 61
 3. Staff strength of Operating companies -11,057
 4. Service companies - 8,359
 5. Staff strength of service companies - 28,095



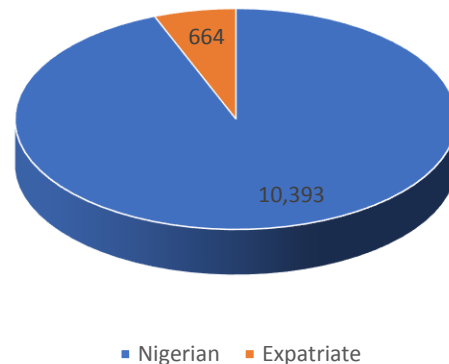
NOGICJQS Human Capital Data Analysis - Operators

Descriptive

Distribution of Expatriate and Nigerian Employee among operators



Ratio of Nigerians to Expatriate



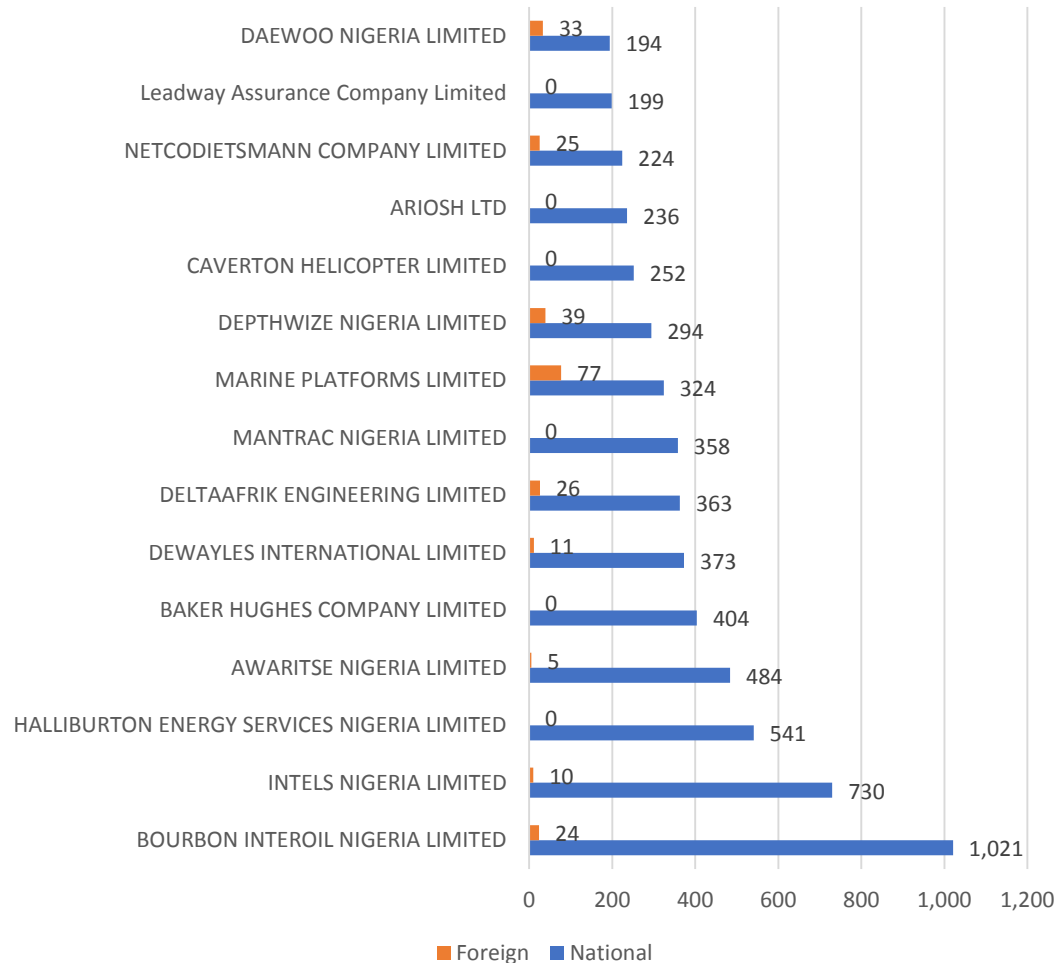
Diagnostic

1. The 61 Operating companies in the NOGICJQS have a combined staff strength of 11,057 comprising 10,393 (94%) Nigerians and 664 (6%) expatriates
2. Out of the 61 Operating companies the top 4 companies in terms of staff strength account for 86% of staff strength and have a total workforce as shown below:
 - a. Mobil Producing Nigeria Unlimited: 3,253 comprising Nigerians 3,029, expatriates 224
 - b. Chevron: 2,961 comprising Nigerians 2,736, Expatriate 225
 - c. Shell Petroleum Development Company: 2,178 comprising Nigerians 2,100 and Expatriate 78
 - d. Nigeria Agip: 1,088 comprising Nigerians 1,043 Expatriate 45
3. Other 57 producing companies have staff strength of 1,577
4. The Operating companies with highest number of expatriate staff account for 86% (572) of expatriate staff as shown below:
 - a. Chevron Nigeria-225
 - b. Mobil Producing Nigeria Unlimited -224
 - c. Shell Petroleum -78
 - d. Nigeria Agip – 45

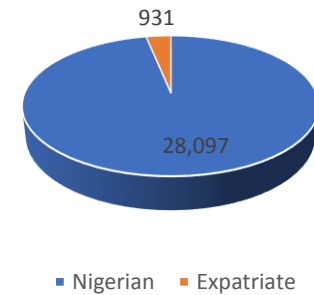


NOGICJQS Human Capital Data Analysis - Service Companies

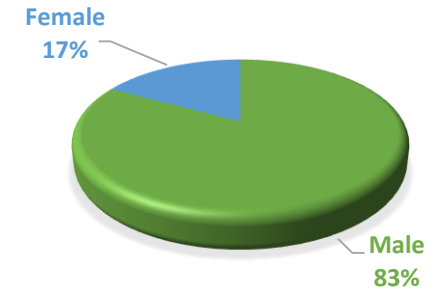
EMPLOYMENT DISTRIBUTION



Ratio of Nigerian to expatriate



Gender Ratio



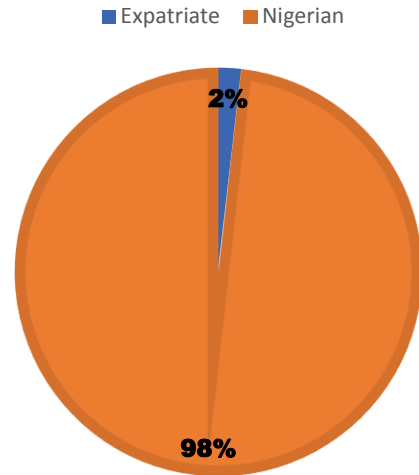
Diagnostics

1. Of 8,359 service companies 3,201 are active on the NOGCIQS in terms of current data
2. The active service companies have a combined staff strength of 28,095 comprising 27,165 (96.7%) Nigerians and 930 (3.3%) expatriates
3. Out of the active service companies the top 5 companies in terms of staff strength are:
 - a. Bourbon inter-oil Nigeria Limited – 1,021
 - b. Intels Nigeria Limited- 730
 - c. Halliburton Energy Services Nigeria- 541
 - d. Awaritse Nigeria Limited- 484
 - e. Baker Hughes Company limited- 404
4. The service companies with highest number of expatriate staff is Marine Platforms @ 77
5. The ratio of Male : Female is 83:17

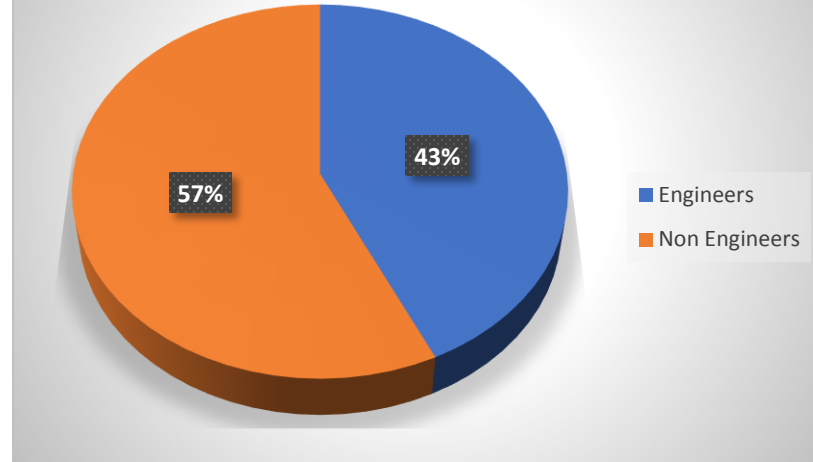


NOGICJQS Human Capital Data Analysis - Individual Data

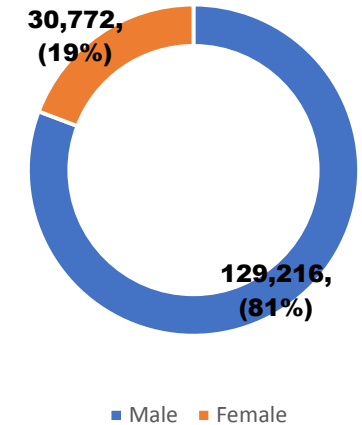
NATIONALITY



Engineers/Non Engineers



Gender



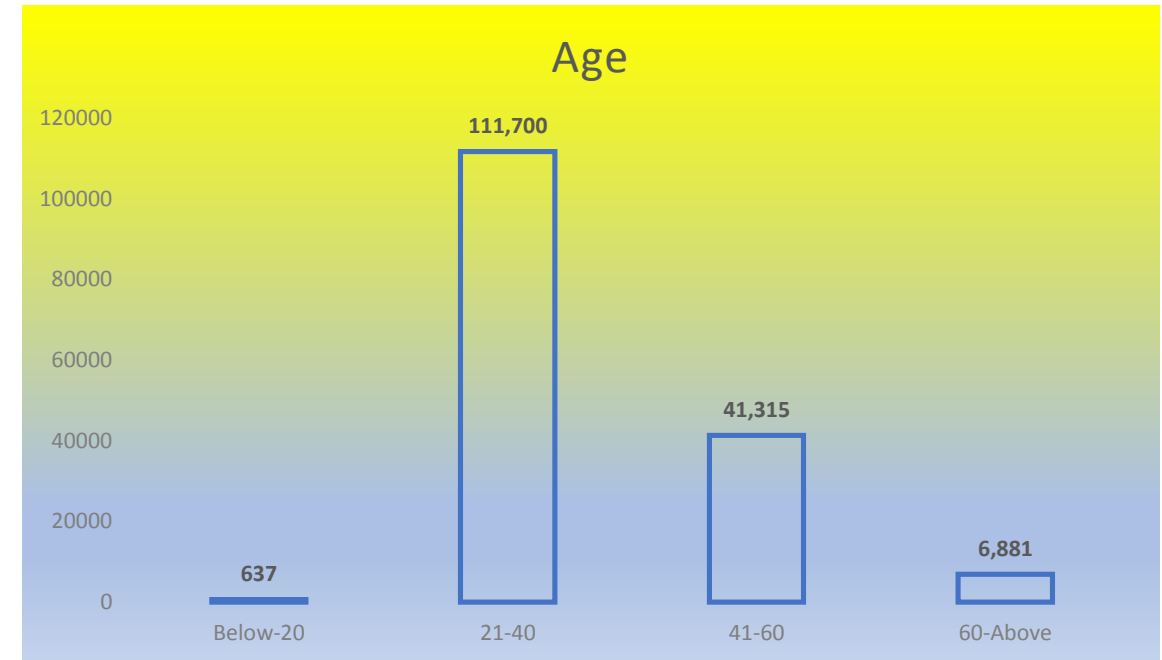
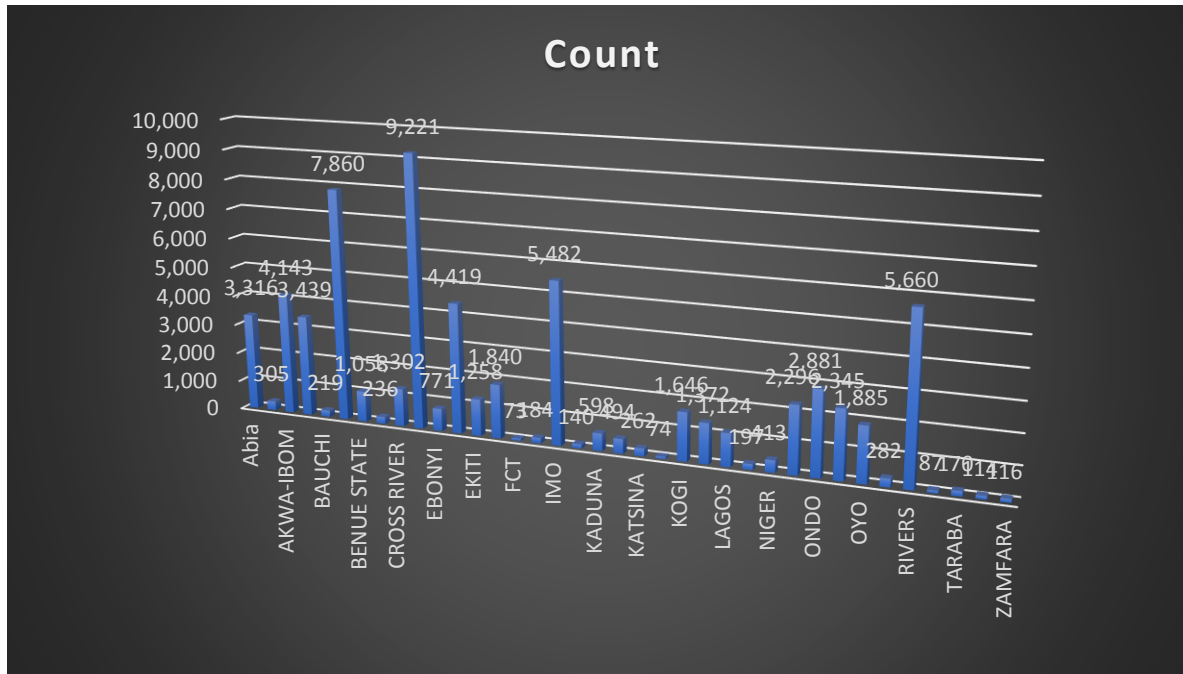
Diagnostic

Demographic attributes:

1. Total individuals registered 160,533
2. Nigerian: Non – Nigerians- 98:2
3. Male: Female ratio- 81:19
4. Out of 160,533 registered on the NOGICJQS only **18,090** are certificate holders. Out of the 18,090 individuals with certificate 7,779 (43%) have Engineering related certificate while 57% (10,311) have non engineering related certificates



NOGICJQS Human Capital Data Analysis - Individual data

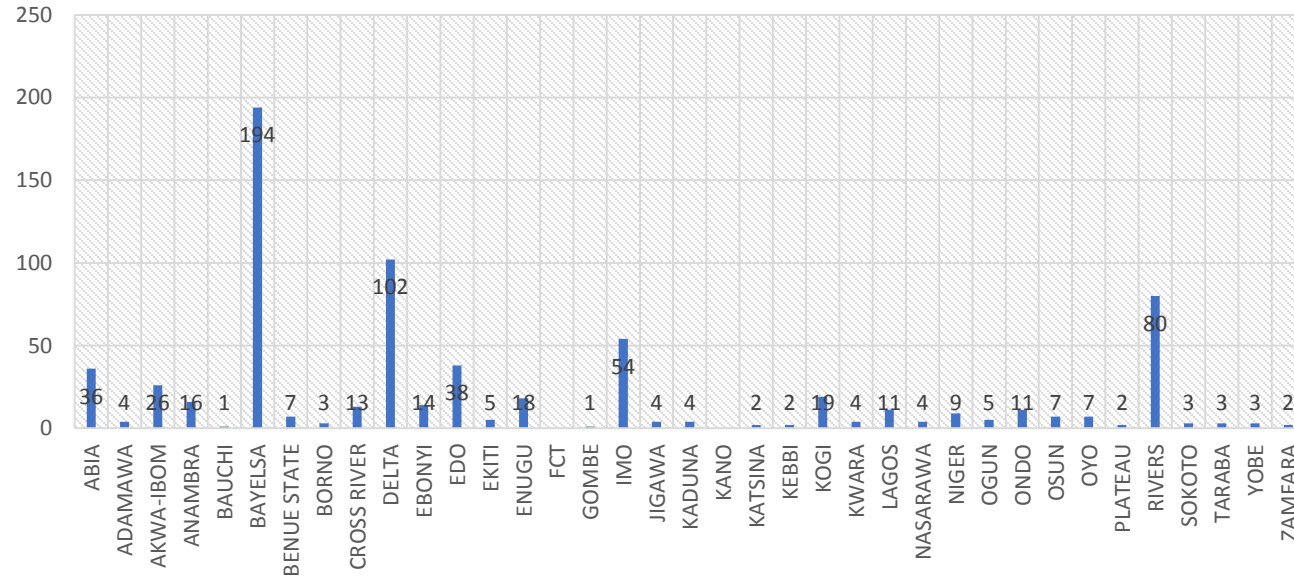


1. The top 5 states with the highest number of registered individuals are: Delta- 9,221; Bayelsa- 7,860; Rivers- 5,660; Imo- 5,482; Akwa Ibom- 4,143. These states account for 20% of individuals registered in the NOGICJQS
2. The States with the least registered individual are: FCT-73; Kebbi -74; Sokoto-87; Yobe-114; and Zamfara-116. these states account for less than 1% of individuals registered on the NOGICJQS
3. The trend indicates that awareness of the NOGICJQS is more in South-South and South-East states compared to other states
4. There is need for individuals to engaged in the oil and gas industry
5. Age demographics indicate that 70% of individuals registered on the NOGICJQS are in the active population of 21-40 years. 4% (6,881) of the registered individuals have passed retirement age

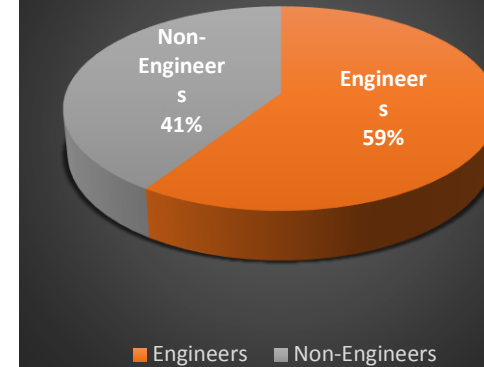


Human Capital Development: Trainees Data Base For Project Based Trainings

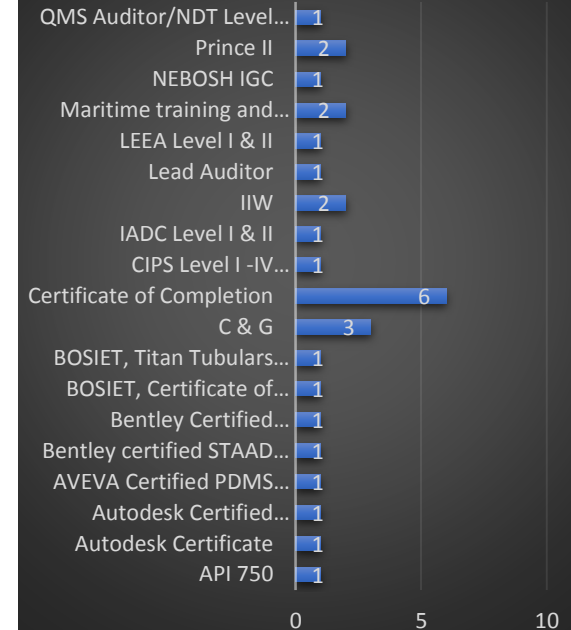
State of Origin of Candidates



Qualification



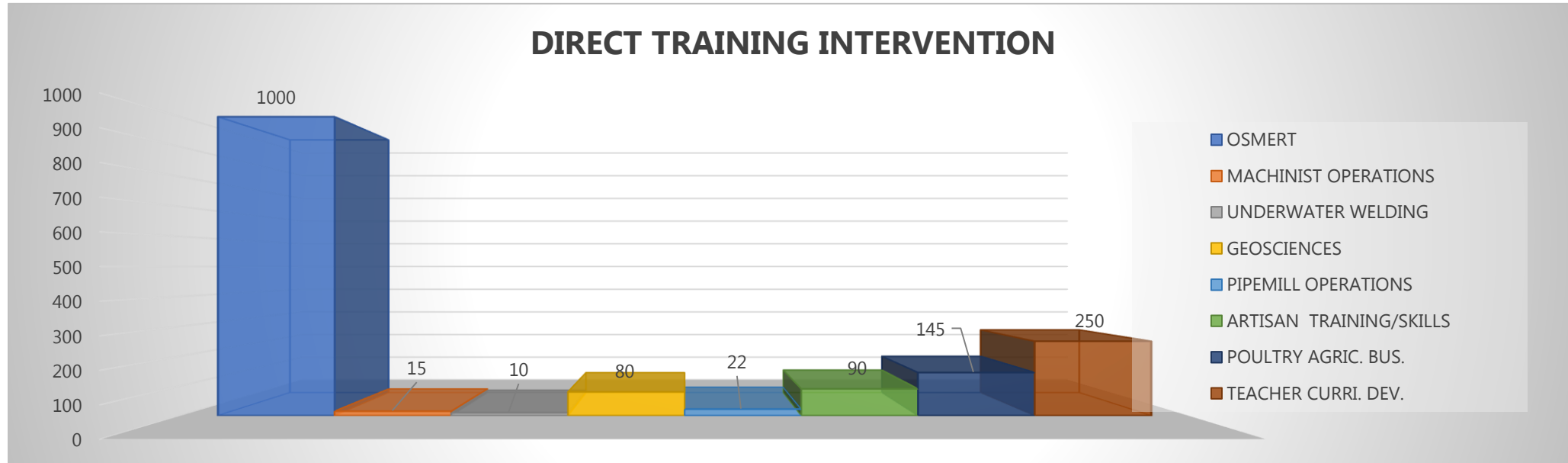
Certifications



Diagnostics:

1. 714 individuals benefitted from project based training
2. Enrollment: Top 3 states that have benefitted from project based training are Bayelsa 27% (194), Delta 14% (102) Rivers 11% (80).
3. Enrollment –States that recorded least enrollment were Bauchi, Gombe , Zamfara, Plateau and Katsina states with 1,1,2, 2 and 2 respectively
4. Of the total Beneficiary of Project base training, 59% are engineers while 41% are from other disciplines
5. Training courses are mainly design engineering, safety training, maritime training, project management

NOGICJQS Human Capital Data Analysis – NCDMB Direct Training Intervention (2015-2019)



Diagnostics:

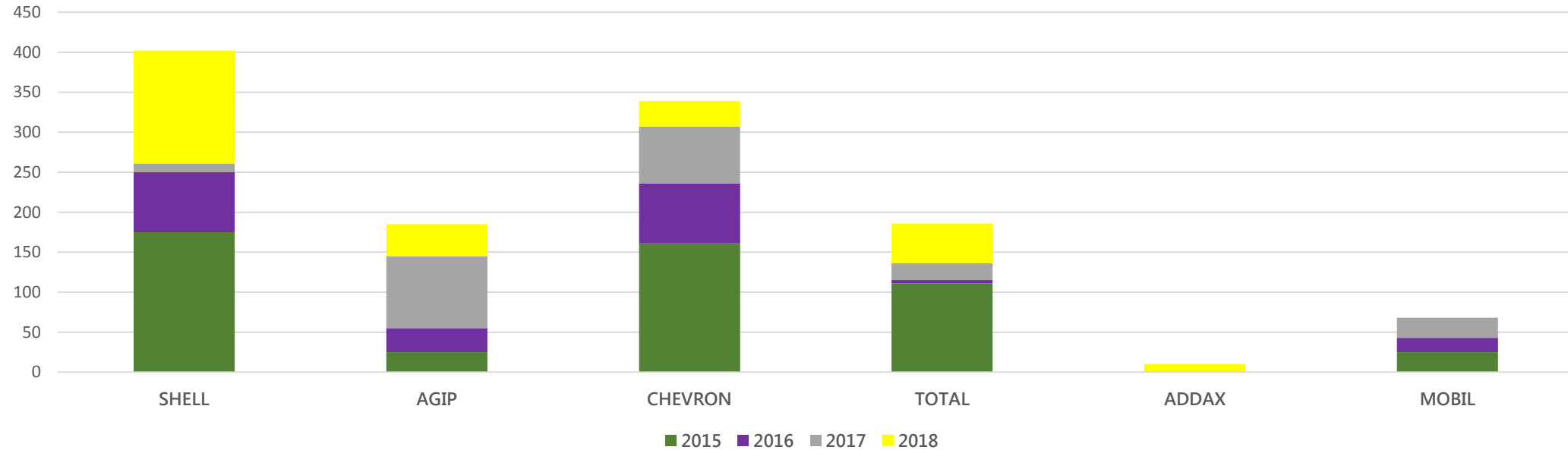
Between 2015 to 2019 the Board sponsored training of 1,612 youths covering the following

- 1,000 youths in OSMERT
- 15 youths in Machinist
- 10 youths in underwater welding
- 80 in Geosciences
- 22 in pipe mill operations
- 90 in artisanal trades
- 145 in poultry agribusiness
- 250 in Teachers' curriculum Development



Project Based Training by IOCs

Technical Training by IOCs (2015 – 2018)



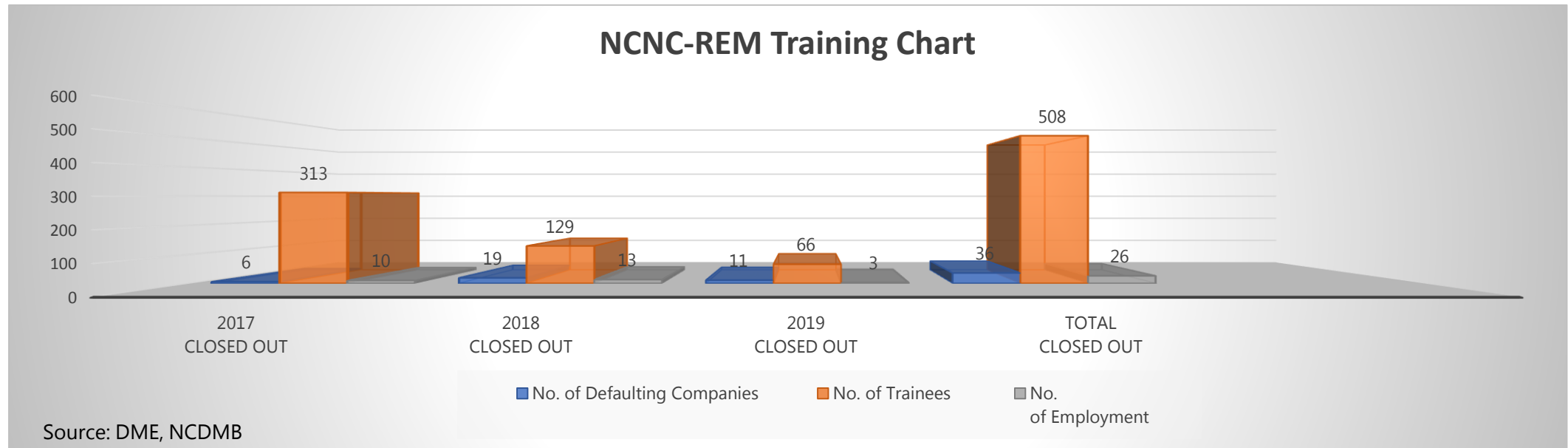
Diagnostics:

Between 2015 to 2018 the Operators have sponsored training of 1,190 youths on the back of project based training.

Shell accounted for 34% while Chevron accounted for 28% of the project based training



NCNC Remediation Training Analytics

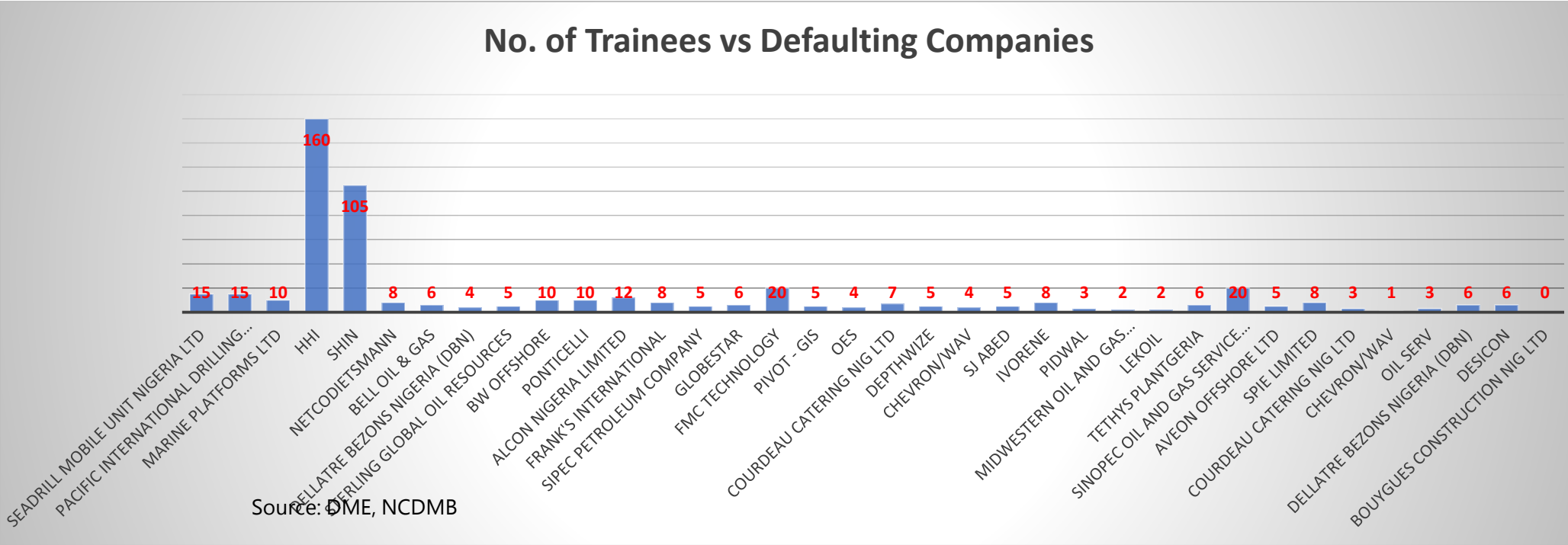


- **Diagnostics:**

- 36 defaulting companies were evaluated within the period 2015 - 2018, 442 training activities were completed by 25 companies and 11 companies were yet to close out their training activities by December 2018.
- Training duration varies from 24 months (for degree or diploma programmes) to a few weeks (certificate, crafts or appreciation etc.).
- 23 Nigerians were employed based on the remediation programme.
- Closed out trainings decreased from 313 in 2017 to 129 in 2018 under this initiative due to an increase in awareness about Nigerian content. More companies are becoming compliant due to the effectiveness of the initiative.



NCNC Remediation Training Analytics



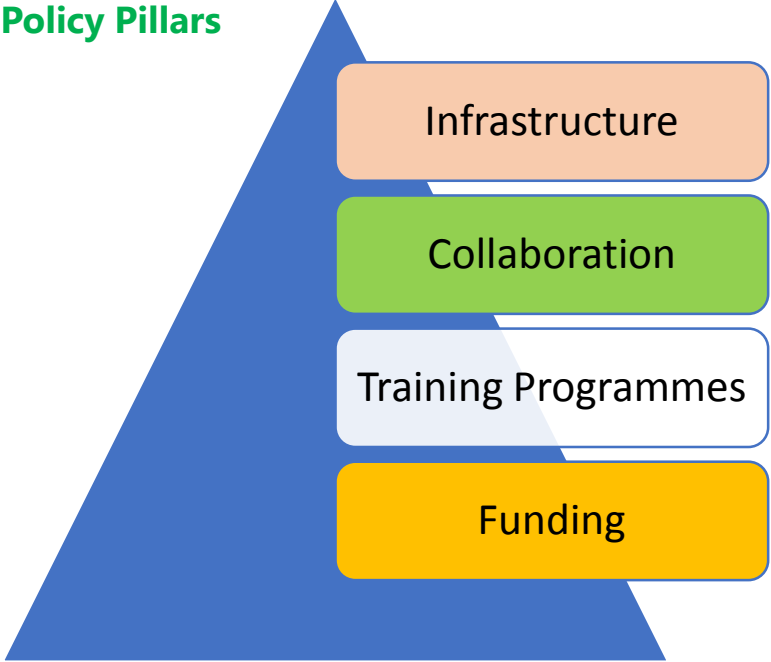
Diagnostics:

Hyundai Heavy Industries (HHI) recorded the highest training of 160 while Samsung Heavy Industries (SHIN) trained 105. HHI provided employment for 5 youths.



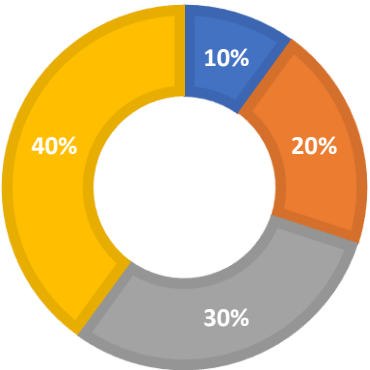
NCDMB HCD Policy Framework

Policy Pillars



EMPLOYMENT MATRIX

■ Operators ■ EPC ■ Service Company ■ Ancillary Services Provider



4 level employment matrix

Policy Actions

1. Create Ecosystem For Training and Professional Development of Manpower Supporting Oil and Gas Projects and Operations:
2. Enforce deployment of competent Nigerians to job roles in the industry
3. Develop and Sustain Pipeline of Industry-acceptable Graduates
4. Promote vocational training and empowerment schemes for life-long support To Youths and Vulnerable Groups,
5. Enhance competitiveness (quality, pricing and reliability) of the local supply chain through development of skilled manpower

1. **Operator:** Core professional groups working directly for Operators comprising well engineering, maintenance & operations, administration, facilities management, business process, finance, project management, instrumentation, HSSE etc.
2. **EPC :** Specialist workers working for EPC contractors especially design engineering, project management, cost engineering, process engineering etc.
3. **Service company:** Experts and skilled professionals working directly for service providers including shop floor operators, machinists, oil rig workers, cadets, scaffolders, welders, fitters, mechanics, electricians, divers, drillers etc.
4. **Ancillary service providers :** Semi-skilled and skilled workers working for ancillary service providers' such as construction workers, logistics support, hospitality, catering, medicals etc



Prescriptive Analytics

Policy 1	Create Ecosystem For Training and Professional Development of Manpower Supporting Oil and Gas Projects and Operations:	Responsibility	Timeline
	<p>Promote establishment of Oil and Gas Training Centers of Excellence</p> <p>The resourcing for oil and gas projects and operations appear to place high premium on experience and certifications going by the qualifications of expatriate staff in the database. While efforts should be made to develop foundation competencies from the universities it is of significant importance to establish training centers that focus on continuous training and professional development of manpower required to ascend the career pyramid in the industry.</p> <p><i>In this regard, we recommend that Oil and Gas Trainers Association (OGTAN) be mandated to develop standards for training centers in the oil and gas industry with respect to building fabric, teaching aid, course content, certification, instructors and course fees. Trainers should be encouraged to focus on specialization as against generalists in order to develop centers specialized in management and leadership development and centers specialized in technical competency trainings</i></p>	CB	Q4 2019

Prescriptive Analytics



Policy 1		Responsibility	Timeline
	<p>Develop Integrated Oil and Gas Human Capital Development programme for the industry</p> <p>Our diagnosis of the statistical data indicates that job creation potential is higher at level 2, 3 and 4 of employment matrix than level 1 (Operators) who demand for the services for exploration, field development and production activities. Also demand for expatriate staff is higher among EPC contractors (level 2) and service companies (level 3) than Operators.</p> <p>An integrated HCD programme that covers the job competency requirements at the 4 levels of employment depicted in slide 27 is an essential imperative to develop indigenous human capital to occupy managerial, technical and non-technical positions in the industry. Accordingly, we hereby recommend as follows:</p> <ul style="list-style-type: none"> ✓ The recommendation from the NCCF education and training Sectoral Working Group on development of Nigeria Oil and Gas Occupational Standards should be developed to cover the 4 layers of employment. The occupational standard should define job type, entry level requirement and professional certifications required to function effectively along the career path. Training programmes will be designed based on defined occupational standards at the 4 levels to ensure that trainings are geared towards developing requisite job competencies in the industry. ✓ We further recommend that the job categories across the industry be standardized such that there is alignment on person specifications for each job category across the industry. This will make for easy administration of Expatriate quota approvals and ensure seamless mobility of competent Nigerians across the industry. 	CB	Q1 2020

Prescriptive Analytics



Policy 1		Responsibility	Timeline
	<p>Develop process for alignment of industry HCD budgets to NCDMB Integrated HCD programme based on 60:20:20 principle</p> <p>Fragmented allocation of resources for various HCD programmes appear to have sub-optimal impact in terms of developing requisite skills in the industry. This practice has to give way to a unified approach to investment in HCD in the oil and industry founded on the back of the integrated HCD programme. In this regard Investment by any entity in training should be based on the 60:20:20 principle wherein:</p> <p>60% of the training budget shall be allocated to "Employability Training Programmes" directly linked to the entry level roles which will enable trainees secure jobs in the industry</p> <p>20% of the training budget shall be allocated to "Career development Training Programmes directly linked to building next level competencies to enable oil and gas workers develop requisite skills and professional certifications</p> <p>20% of the training budget shall be allocated to "Soft Skills Development" to enable oil and gas workers acquire skills in leadership, organizational behaviours, communication etc</p> <p>This policy action will ensure that budgets allocated to project based training, industry CSR budget on HCD, trainings for CDIs, scholarship schemes etc are pooled towards implementing impactful trainings</p> <p>Enforce employment commitments on EQ and NCEC approvals</p> <p>A directive from the ES to relevant departments to the effect that "Henceforth compliance with employment commitment made during Expatriate Quota application and Nigerian Content Equipment Certificate (NCEC) should be considered as requirement for renewal of NCEC and Expatriate Quota" is recommended to ensure that employment commitments are not just made to obtain approvals but translate to actual job creation</p>	<p>CB</p> <p>CB, PRS</p>	<p>Q4 2019</p> <p>Q4 2019</p>

Prescriptive Analytics



Policy 2	Enforce deployment of competent Nigerians to job roles in the industry	Responsibility	Timeline
	<p>Publish data base of individuals registered on the NOGICJQS</p> <p>Currently there are 160,533 individuals registered on NOGICJQS. We recommend that a procedure for publication of individuals registered on the NOGICJQS be initiated for the attention of market segments that may need their services. For example welders that registered on the NOGICJQS should be profiled and linked to service companies that register as fabrication & construction yards in the service company module of the NOGICJQS. This intervention will encourage individuals registered on the platform to provide their complete information on an ongoing basis. It will also elevate NOGICJQS as credible platform for sourcing manpower in the industry</p> <p>Nigerians on cross posting assignments should also be mandated to register on the NOGICJQS. Keeping the data base of Nigerians on international assignment will be useful in quantifying the knowledge capital of Nigerians providing service in other countries. It will also be helpful in talent management for the industry</p>	PRS	Q4 2019

Prescriptive Analytics



Policy 2		Responsibility	Timeline
	<p>Foster Institutional Collaboration</p> <p>NCDMB and other agencies of government should strengthen their collaboration on Human capital development along the following considerations:</p> <ul style="list-style-type: none"> ✓ Periodic gap analysis: NCDMB and PTDF should drive gap analysis project to determine skills required for upcoming projects and job types with the highest and consistent demand for Expatriate staff. For easy implementation of gap closure interventions the gap analysis should be developed along the 4 employment matrix and segmented into 3 major job categories – technical positions, managerial positions and non-technical (administration and finance) positions. The result of the gap analysis should form the basis for prioritization of human capital intervention programmes by the 2 agencies. <p>To foster this collaboration NCDMB compendium of guideline which is a consolidation of all upcoming projects should be further evaluated according to manpower, materials and service required for each project. Information on the manpower needs of each project against existing skills sets in the industry will determine the skill gaps that need to be closed in readiness for any upcoming project</p> <ul style="list-style-type: none"> ✓ Data sharing- NCDMB to avail PTDF with compendium of opportunities and human capital demand of the industry to help PTDF plan its scholarship programmes around skills required in the industry. PTDF in turn should mandate its scholars to register on the NOGIQS for possible job opportunities in the industry. <p>Furthermore, NCDMB should continue to avail NIMASA with data on demand for vessels to enable NIMASA shape their trainings around human capital needs on the vessels. Both agencies to also enforce provision of sea time experience for cadets on vessels operating in Nigerian waters.</p>	PRS, M&E, CB	Continuous



Prescriptive Analytics

Policy 2		Responsibility	Timeline
	✓ Enforcement of understudy provision in the Act: The data analytics reveal that service companies have higher demand for Expatriate staff than Operators. It is important that the succession plan presented during application is pursued and ability to replace EQ staff with designated understudies be made a criteria for renewal or processing of subsequent Quota applications	PRS, M&E	Continuous

Prescriptive Analytics



Policy 3	Develop and Sustain Pipeline of Industry-acceptable Graduates	Responsibility	Timeline
	<p>Collaborate with Tertiary Education Trust Fund (TETFUND) Operators are required to pay the rate of 2 percent of assessable profit to the TETFUND. The Fund is expected to be applied for the rehabilitation, restoration and consolidation of tertiary education in Nigeria. In line with the policy thrust to develop and sustain pipeline of quality graduates it is imperative for NCDMB to establish collaboration with TETFUND to deepen human capital development in the oil and gas industry. Areas of interest will include curriculum development & review, infrastructure development, equipment supply & installation and creation of Research and Development ecosystem in tertiary institutions</p> <p>Build foundation knowledge capital The issue of Nigerian graduates not being ready for absorption in the industry has been discussed for many years. Operators that employ graduates take them through rigorous on-boarding phase to prepare them for a career in the industry. To support industry recruitment and on-boarding programme it is important to expose undergraduates to the work ethics and competency requirements of the industry while still in school. The following interventions are recommended:</p> <ul style="list-style-type: none"> ✓ Develop data base of Internship programmes for undergraduates by oil companies and monitor exposure given to the undergraduates ✓ Introduce the requirement that interns that complete their SIWES programme be assigned mentors from the company, whom will be their focal person for continuous coaching. ✓ NCDMB to request selected Universities with faculties of Petroleum studies to initiate seminar series where oil industry experts and leaders will be invited to deliver lectures to students on key aspects of oil field operations and character attributes of a successful oil worker. 	<p>CB</p> <p>CB</p>	<p>Q4 2019</p> <p>Continuous</p>

Prescriptive Analytics



Policy 4	Promote vocational training and empowerment schemes for life-long support To Youths and Vulnerable Groups	Responsibility	Timeline
	<p>Youths between the ages of 15 – 34 years constitute 35% of the Nigerian population. Unemployment rate is estimated at 24%. In the case of oil and gas sector, employment is largely driven by level of skills. The employment absorptive capacity at level 1 and 2 of employment matrix is very limited relative to the unemployment rate. Accordingly there is a need to develop various training and empowerment programmes for youths that may not have required skills nor fit into the level 1 and 2 employment matrix. In this regard we propose the following action plan:</p> <ul style="list-style-type: none"> • Awareness- Sponsor sensitization and orientation programmes in host communities to enlighten youths on what it takes to be a successful oil worker and a successful entrepreneur. Awareness workshops should be extended to all the 6 geo-political zones and should encourage youths to register with NOGICQS, to attract registration of youths across the country. The awareness forum should also include organisation of innovation pitch for youths in communities, to construct new ideas that will be supported through business incubation and development interventions • Infrastructure for training and empowerment - Support development or upgrade of vocational training centers to improve quality of artisanal teaching in community technical schools. Sponsor construction of mobile training unites for short training across communities. • Scholarship – Scholarship schemes under the NCDMB CSR policy target beneficiaries from communities. Administration of the scheme should be based on periodic gap analysis as proposed in policy action 2, so that investment in scholarship programmes will be measured by the number of scholars that gain employment. • Implement empowerment programmes for youths: Diverse empowerment programmes targeting different categories of youths (Fresh graduates, Physically challenged, Unemployed and uneducated youths, Internally Displaced Persons, Youths in oil producing communities and Young farmers living along pipeline corridors) had been developed and should drive youth empowerment going forward. The blueprint is attached. 	ZC & CC and CB	<p>Quarterly</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>



Prescriptive Analytics

Policy 5	Enhance competitiveness (quality, pricing and reliability) of the local supply chain through development of skilled manpower	Responsibility	Timeline
	All policy actions in 1-4 above are geared towards developing indigenous skilled manpower for the oil and gas industry. Skilled workforce will ultimately improve quality of service delivery, enhance Nigeria's competitiveness index and attract more investment into the country.		



Limitations

- The Data set only covers service companies and marginal field operators registered on NOGICJQS, biometrics data capture and from Expatriate quota data base
- The gaps in the fields for registration in the individual, service company and Operator modules have been documented and will form part of the upgrade plan for NOGICJQS
- Data captured for Expatriate Quota and the Biometrics system are limited to the number of companies that approached the Board during the period





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