

21<sup>st</sup> March 2023

Dear Sir,

**INVITATION TO THE NIGERIAN PETROLEUM DOWNSTREAM INDUSTRY AND ARDA VIRTUAL WORKSHOP**

On behalf of the Nigerian Petroleum Downstream Industry, we are pleased to extend a warm invitation to you to participate in a brainstorming event in collaboration with the African Refiners and Distributors Association (ARDA), themed: Deregulation of the Nigerian downstream sector: The day after.

As the industry moves towards full implementation of the Petroleum Industry Act (PIA), discussions need to be held by operators in the industry to institutionalize the professionalization of the midstream and downstream petroleum sectors. This event will provide an excellent platform for an inclusive discourse where regulators and industry can have meaningful discussions that focus on the sustainability of the petroleum downstream industry covering topics such as:

- Deepening adoption of HSEQ best practices
- National logistics optimization
- Corporate governance in the downstream
- Customer expectations
- Cost recovery and pricing under price deregulation
- The impact of local refining
- Product specifications and quality assurance
- Open access, anti-trust, and the imperative of inclusion in the Nigerian downstream
- Enforcement of regulations in the petroleum downstream sector to ensure a level playing field
- Charges, levies, operating costs, and funding of downstream infrastructure
- The future of gas as a transition fuel

Papers will be presented by regulators, industry stakeholders, and international partners (ARDA, CITAC, NPA Ghana, etc.). This virtual event is scheduled to take place on Thursday the 23<sup>rd</sup> of March 2023 at 10:00 AM, WAT.

Kindly find the zoom link for the workshop: <https://citac.zoom.us/j/83413285795>

As a valued member of the business community and a concerned stakeholder in the Nigerian downstream, we believe that your participation at this consultative event would be greatly beneficial.



We hope that you would be able to join us for what promises to be an insightful and productive event with critical national impact.

Thank you for your consideration, and we look forward to your participation.

Best regards,



**Olumide Adeosun**  
**Chairman, MOMAN**



**Dame Winifred Akpani**  
**Chairman, DAPPMAN**



**Elder Chinedu Okoronkwo**  
**National President, IPMAN**



# The Nigerian Petroleum Downstream Industry and ARDA Virtual Workshop

*Deregulation of the Nigerian downstream sector: The day after...*

## Agenda

Thursday, March 23<sup>rd</sup> 2023

Time: 10:00 AM, WAT

Time	Topic	Speaker
10:00 AM – 10:05 AM	<b>Welcome remarks &amp; safety brief</b>	Olumide Adeosun, CEO Ardova Plc / MOMAN Chairman
10:05 AM – 10:10 AM	<b>Goodwill message</b>	Farouk Ahmed, ACE NMDPRA
10:10 AM – 11:15 AM	<b>What does deregulation truly mean?</b>	
	- The Regulator's role in pricing, safe operations, and enforcement	Ogbugo Ukoha, ED DSSRI NMDPRA
	- The role of the Regulator – Market/price regulation including barriers, policy	Sheila Addo, Director, Policy Coordination, NPA Ghana
	- Price regulation and structures – regional models	
	- Market liberalization or elimination of subsidies?	Gary Still, Managing Director CITAC
	- Products specifications – ARDA roadmap, regional initiatives (AU / ECOWAS)	Anibor Kragha, ES ARDA
11:15 AM – 12:15 PM	<b>Risk management, best practices, and market expectations</b>	
	The Downstream industry perspective	Olufemi Adewole, ES DAPPMAN
		Prince Billy S. Gillis-Harry, National President PETROAN
		Mike Osatuyi, National Operations Controller IPMAN
		Mr. Othman Yusuf, President NARTO
		Olumide Adeosun, CEO Ardova Plc / MOMAN Chairman

12:15 PM – 1:15 PM	<b>Post-Deregulation: The 5-Year Strategic Plan. Key success enablers</b>	
	- What needs to be in place for a successful transition	Huub Stokman, MD NRL
	- Role of Gas: CNG/LNG/LPG	Olufisayo Duduyemi, 2 <sup>nd</sup> Vice President-Elect, NGA
	- The impact of local refineries	Francis Ogaree, ED HPPITI NMDPRA
	- Consumer protection: Safeguarding the interests of consumers	Morayo Adebayo-Adisa, Technical Consultant to the EVC FCCPC
	- Communication: Education of all stakeholders	Taiwo Oyedele, Partner PwC
	- Financing investment & infrastructure: Availability, Accessibility	Anibor Kragha, ES ARDA
1:15 PM – 1:30 PM	<b>Summary and next steps</b>	All
	<b>Closing remarks</b>	Olumide Adeosun, CEO Ardova Plc / MOMAN Chairman

## **SPEAKER BIOS**



### **Farouk Ahmed**

Mr. Farouk Ahmed is the pioneer & serving Chief Executive Officer of the Nigerian Midstream and Downstream Petroleum Regulatory Authority, an institution which is charged with the responsibility of administering the regulatory oversight of the Midstream & Downstream Petroleum Sector in Nigeria. Mr. Farouk holds a degree in Engineering Technology from the Southern Illinois University Carbondale, USA and has attended several executive and leadership training programmes in the course of his long career. The extensive professional achievements of Mr. Farouk spans through successful career undertakings which started with practicing as a logic board verification engineer at Apple Computer Inc. (later called Apple Inc.), in Dallas, Texas, and progressing to operating at broad managerial and leadership positions in the dynamic oil and gas Industry as listed below;

- Senior Crude Oil Trader – Duke Oil Inc.;
- Manager – Crude Oil Export Programming and Nominations, Shipping and Terminals (Crude Oil Marketing Division-NNPC);
- Executive Director-Commercial – Petroleum Products Marketing Company (PPMC);
- Managing Director – NiDAS Marine Limited;
- Executive Secretary – Petroleum Products Pricing Regulatory Authority (PPPRA);
- Managing Director – PPMC;
- Special Adviser (Downstream) to the GMD-NNPC.

He is a Fellow of the Nigerian Society of Engineers (NSE); Member of the Institute of Electrical and Electronics Engineers (IEEE-USA) and a Registered Member of the Council for the Regulation of Engineering in Nigeria (COREN). Mr. Farouk is a passionate leader that seeks to always create sustainable organizational and national value through the application of strong corporate governance principles, human capital development and optimal organizational and performance management.



### Ogbugo Ukoha

Ogbugo's twenty-five years career began in Nigerian National Petroleum Corporation /Pipelines and Products Marketing Company and spans energy law, regulation and strategic management in multiple jurisdictions.

He attended Federal Government College Okigwe, The University of Nigeria, Nigerian Law School, and the London Southbank University for his MBA.

With the passage of the Petroleum Industry Act (PIA) 2021, Ogbugo was appointed as the Executive Director – Distribution Systems, Storage and Retail Infrastructure (DSSRI) in the Nigerian Midstream and Downstream Petroleum Regulatory Authority (NMDPRA).

The DSSRI oversees about 140 coastal vessels/ barges, 250 Depots/ Terminals, 5,000km of pipelines, more than 10,000 trucks and 25,000 Retail Outlets as well as daily volumes of over 100 million litres of petroleum products and 2 billion standard cubic feet of gas.

He is happily married with children.



### Sheila Addo

Sheila Addo is the Director for Policy Coordination at the National Petroleum Authority (NPA), Ghana. She is an Energy Policy Strategist, her interests and focus have been on energy and environmental policy formulation and implementation as well as management of the commercial, social and regulatory impacts of such policy. Some of her activities include playing a key role in the design of the Ghana national Liquefied Petroleum Gas (LPG) promotion Policy based on the Branded Cylinder Recirculation Model (CRM). In addition, she has been actively involved in other significant Ghana petroleum downstream policies, including Ghana's Energy Transition Framework, Price Deregulation, Low Sulphur Fuels and development of reforms to curb illegal fuel activities. Sheila has consulted for the World Bank, and co-authored the book titled Political Economy of Energy Subsidy Reform, published by the World Bank in 2017. She is an adjunct lecturer in Energy and Environmental Security

at the postgraduate level at the University of Professional Studies, Accra. Sheila holds a Master of Philosophy degree and a Bachelor of Science degree from the University of Ghana.



### Gary Still

Gary Still, CITAC Managing Director, has 35 years of experience in the oil business including marketing of aviation fuels and oil products, and trading in Africa. He has worked in the UK and in Africa with Shell International Trading & Shipping Co. and Trafigura Ltd. One of the founding members of CITAC, Gary has extensive experience as a Senior Consultant in the African downstream oil sector and has conducted numerous studies, industry reviews and market entry strategies, with an emphasis on supply and distribution logistics and pricing in Sub-Saharan Africa. He has strong knowledge of supply and trading in West and Central Africa and supply chain and logistics in East and Southern Africa.



### Anibor Kragha

Mr. Anibor Kragha is Executive Secretary of the African Refiners & Distributors Association (ARDA), a position he has held from April 2020 to date. He also served as ARDA President from March 2019 to March 2020. Prior to ARDA, Mr. Kragha served as Group General Manager, Treasury and Chief Operating Officer, Refining & Petrochemicals at Nigerian National Petroleum Corporation (NNPC) from September 2015 and July 2019.

Before NNPC, Mr. Kragha spent over ten years working for Mobil Producing Nigeria (MPN), culminating in serving as Upstream Treasurer for ExxonMobil (EM) Affiliates in Nigeria from 2012 to 2015. He also held various roles in EM Upstream Africa Audit, MPN's Commercial and Treasurer's groups, EM Development Company, and HQ Corporate Affiliate Finance in Nigeria and the USA.

Mr. Kragha holds a B.S. Chemical Engineering (University of Minnesota), M.S. Plastics Engineering (University of Massachusetts-Lowell) and Masters degrees (M.S. Chemical Engineering and MBA) from Massachusetts Institute of Technology (MIT).



### Olufemi Adewole

Olufemi Adebayo ADEWOLE began his career in the Downstream sector some 32 years ago, with African Petroleum Plc, as a Probationer Assistant.

He served in various capacities of the AP establishment which include Sales & Marketing, Planning and Supply & Distribution and disengaged as the Supply Manager after the privatisation of the company.

He spent 2 years with Emadeb Energy as GM-Business Development and was part of its Management that envisioned the company's state of the art fuel storage depot in Ijegun, Satellite Town, in Lagos.

He moved on thereafter to become the pioneer Executive Secretary of the Depot and Petroleum Products Marketers Association of Nigeria (DAPPMAN) in 2015 and with the support of DAPPMAN Governing Boards, and alongside other stakeholders, has made impactful contributions on the Board of the defunct PPPRA; towards the efforts that birthed the PIA 2021 and going forward towards the birthday of a fully deregulated downstream petroleum industry in Nigeria.



### Billy Gillis-Harry

Dr. Billy Gillis-Harry earned multiple Marketing Degrees from the Rivers State Polytechnic and the University of Port Harcourt, Rivers State. He is awarded a Honourary Doctorate Degree by the University of Leicester, UK and North Carolina University USA. He is Managing Director/Principal in several local Oil and Gas/ ICT Businesses.

He is currently the National President of the Petroleum Products retail Outlets Owners Association of Nigeria (PETROAN), also Past President of the Coalition of South-South Chambers of Commerce, Industry, Mines and Agriculture (FOSSCCIMA), Past President of Port Harcourt Chamber of Commerce, Industries, Mines and Agriculture (PHCCIMA), immediate past National Vice President and Chairman



Oil and Gas Business Sector of Nigerian Association of Chambers of Commerce, Industries, Mines and Agriculture (NACCIMA).

He is also an active member of the local church and community.

He was appointed by the Federal Government of Nigeria to serve on the following Board:

- Board Member Council for the Regulations of Freight Forwarding in Nigeria – Federal Ministry of Transport.
- Board Member-Oil & Gas Free Zone Authority – Chairman Investment Committee- Federal Ministry of commerce & Industry
- Board Member- National Inland waterways –Federal Ministry of Transport
- Zonal Chairman – Nigeria Electricity Regulation Commission- Port Harcourt Zone.- Federal Ministry of Power



### Mike Osatuyi

Mike Osatuyi Fca, qualified as a chartered Accountant 33 years ago. Former National Secretary Independent petroleum Association of Nigeria (IPMAN) Member of the presidential Committee on subsidy audit and verification in 2012. He is the current National Operations Controller of IPMAN.



### Yusuf Lawal Othman

Alhaji Yusuf Lawal Othman, National President of the Nigerian Association of Road Transport Owners.

He was a banker for nearly two decades, worked with the former the Habib Bank. After he left the bank, he joined the corporate world, he established Xchange & Energy Ltd one of the major transporters of NNPC Retail Ltd, OVH Energy Marketing Plc and Eterna Plc.

His relative successes in the transport business, coupled with his track record of hard work and unrivaled commitment, endeared him to his associates in the Transportation Industry which led to his nomination and subsequent election as the Chairman, Kaduna State Chapter of the Nigerian Association of Road Transport Owners (NARTO) and later on the National President.



### Olumide Adeosun

Olumide Adeosun is the CEO of Ardova Plc (AP) and the Chairman of the Major Oil Marketers Association of Nigeria (MOMAN). He has led both AP and MOMAN through a transformational journey that has solidified them as key players in the downstream oil and gas sector of West Africa. Under his leadership, AP has evolved from being a marketer of petroleum products and lubricants to becoming a full fledged energy company. The company is consolidating its place as the second largest player in Sub-Saharan Africa, diversifying its portfolio by building the largest LPG Storage plant in West Africa, leading the energy transition course by establishing AP renewables, that offers renewable power services including electric chargers and solar hubs, and building investors' confidence and championing.

Prior to joining Ardova, Mr. Olumide was an Associate Director and leader of the Capital Projects and Infrastructure unit at PwC Nigeria. He has over 15 years of experience in client service advisory and was a senior management executive in the oil and gas services department.

He was Vice President (Operations and Commercial Development) and Chief Risk Officer for an International oil and gas company (BP) where he supported business growth to a \$12m gross margin in the first year of operations. His working experience spans several locations including Europe, the Middle East, Africa, and Russia. Olumide is certified in project management as well as risk and information systems control.



### Huub Stokman

Mr. Stokman is the MD for NNPC Retail limited. He is an energetic and performance-driven business leader with over 30 years' professional experience. Huub has over the years in various capacities, proven to be an accomplished executive across the international downstream value chain, with a track-record of successfully enhancing bottom-line performance.

Prior to this appointment, Huub Stokman was the CEO of OVH Energy Marketing limited, which was acquired by NNPC Limited in 2022. Previous experience includes Puma Energy International in Angola, responsible for the overall business, which included managing retail forecourt, terminal/logistics operations, as well as B2B business for fuels, lubricants, aviation fuels and bitumen. Before joining Puma, he spent over 20 years in BP during which he was responsible for Sales and Marketing as well as major projects across 15 European Countries.

Huub holds a Business Administration and Management degree from Vrije Universiteit, Amsterdam and completed an International Executive Program (IEP) at INSEAD.



### Olufisayo Duduyemi

Fisayo is a fellow of the Institute of Chartered Accountants of Nigeria (FCA), with two decades of cumulative work experience spanning Financial Services, FMCG and the Energy sector.

He holds a BSc in Accounting from Obafemi Awolowo University and Certificate in Strategy Execution from INSEAD, amongst other educational accomplishments.

Prior to joining the Business Development Team at Axxela Limited (formerly Oando Gas & Power Limited), he worked with Nestle Nigeria Plc as a Food & Beverage business unit controller where he was responsible for investment justification and product profitability management. He also had a career stint as Internal Audit Supervisor at IBTC Chartered Bank (now Stanbic IBTC).

Olufisayo has led several transformation programmes and executed strategic initiatives geared towards positioning Axxela as a value driven organization and a great place to work.

As the Chief Strategy & Services Officer at Axxela, his portfolio covers Strategy & Planning, Information Technology, Corporate Communications, Procurement & Administration, and Human Capital Management functions.

He was recently elected as the 2nd Vice President of the Nigerian Gas Association. In this role, he will be working with other executive council members to advocate and promote Nigeria's gas potential.



### Francis Ogaree

Graduated in 1980 from the University of Lagos and held several positions of Project Manager in a number of organisations, for over a decade.

In 1992, he joined NNPC, occupying various strategic positions. Served at NAPIMS, a Corporate Strategic Unit (CSU) of NNPC; Technical Assistant to the GGM Operations; acquiring vast experience in Economic Evaluation & Project Monitoring of the Petroleum Industry. At NNPC HQ, he was Manager, Brass LNG Project; General Manager (Commercial) - Renewable Energy Division.

As a recognition of his excellent performance, he was appointed to serve as Senior Technical Assistant to the Hon. Minister of State, Energy (Petroleum) from 2007 to January 2009. Later redeployed to NNPC as the General Manager (International Venture Opportunities) with the responsibility of consolidating upstream assets outside Nigeria.

Engr. Francis retired voluntarily from NNPC in 2013 and joined the West African Ventures (WAV), an Oil and Gas service company as the Managing Director. He left WAV in 2014 to take up the post of the Chief Operations Officer (COO) at PAI International, an engineering consulting firm. In 2015, in his relentless pursuit for excellence, he established ISO-DATEK MULTI-CONCEPT, an Oil & Gas consultancy company specialized in training, procurement and project management.

Upon the passage of the Petroleum Industry Act in 2021, leading to the creation of Nigerian Midstream & Downstream Petroleum Regulatory Authority (NMDPRA), Engr. Ogaree's professionalism, dedication and qualitative work earned him another opportunity to give back to the country. He was appointed Executive Director, Hydrocarbon Processing Plants, Installations & Transportation Infrastructure (HPPITI) by the President and Commander in Chief. He currently occupies this exalted position.

He holds a B. Sc degree in Civil Engineering from the University of Lagos (1980) and an M.Sc. degree in Construction Management (1990) from the Ahmadu Bello University, Zaria. He has attended numerous intensive trainings, executives' programmes, several write-ups and presentations on topical issues covering the upstream, mid-stream and downstream areas of the Oil & Gas industry.

He is from Rivers State, married and blessed with Children.



### Morayo Adebayo Adisa

Morayo Adebayo is the Technical Assistant to the Chief Executive Officer of the Federal Competition and Consumer Protection Commission (FCCPC). She is a lawyer with substantial experience in public policy development, public interest research, investigations, stakeholder engagement and advocacy. In her role at FCCPC Nigeria, Morayo leads on key investigations; reviews merger notifications; facilitates the collation and analysis of consumer protection related data to promote effective planning and evidence-based decision making; and contributes to the development, review and implementation of policies, guidelines and regulations. She is committed to promoting and contributing to national and international dialogue on developing issues that are critical to both consumer protection and competition law, including promoting such discourse within the ECOWAS community and at the United Nations.

Morayo, who was called to the Nigerian Bar in 2008, holds an LLB Degree from the University of Lagos, Nigeria, and an LLM Degree in International Human Rights and Terrorism Law, from Lancaster University, United Kingdom. She is a published author and an alumna of the United States International Visitors Leadership Program (IVLP).



### Taiwo Oyedele

Mr. Taiwo Oyedele is the Fiscal Policy Partner and Africa Tax Leader at PwC. He is an author, keynote speaker, strategist, policy analyst and commentator on finance, business, and economic matters.

He is the Thematic Lead for the Fiscal Policy & Planning Commission, and Chairman of the West Africa Debt Management Roundtable of the Nigerian Economic Summit Group (NESG); Chairman of the Taxation & Fiscal Policy Faculty Board of the Institute of Chartered Accountants of Nigeria (ICAN); member of the Nigerian Taxation Standards Board; and a member of the Ministerial Committee on the implementation of Nigeria's National Tax Policy.

Mr. Oyedele is a regular guest on various media programmes on TV, Radio and online broadcasting platforms. He is frequently referenced in many national newspapers and international publications.

He is a member of the Global Tax Forum and a former member of the Global Governing Council of the Association of Chartered Certified Accountants (ACCA).

Mr. Oyedele is an Associate Professor at the Babcock University Business School. He is an alumnus of the London School of Economics & Political Science, Yale University and Harvard Kennedy School Executive Education. He is a guest lecturer at the Lagos Business School and the Founder and President of Impact Africa Foundation.

# THE NIGERIAN PETROLEUM DOWNSTREAM INDUSTRY & ARDA WORKSHOP

DEREGULATION OF THE NIGERIAN  
DOWNSTREAM SECTOR :  
THE DAY AFTER

 **ZOOM**   **10 AM WAT**  
 **Thursday, March 23rd 2023**



**NMDPRA**



**ARDA**



**CITAC**



**NARTO**



**NRL**



**NPA Ghana**



**DAPPMAN**



**IPMAN**



**PETROAN**



**MOMAN**

**REGISTRATION LINK**

<https://citac.zoom.us/j/83413285795>

**REGISTER NOW!**

# The Way Forward



## Risk management and self-regulation

- Promoting best practices in HSEQ
- Managing customer expectation
- Supply, price volatility and exposure to international markets



## Effective change management

- Palliatives (Public transportation & Agro transportation)
- Plan for and begin implementation of Net Zero
- Identify the potential pitfalls and plan to mitigate them
  - Access to FOREX/trade finance (opening LCs)
  - Strategic stock
  - Access to crude for refineries
  - Open access – optimizing (funding, managing and operating) country logistics infrastructure (pipelines, pumping stations and storage depots)



## Communication, engagements and collaboration

- Identify/highlight new jobs and opportunities
- Domestic stakeholders (operators, CSOs and the public)
- Communicate progress on palliative promises
- Connect regional markets (Nigeria as the regional refining hub)
- International markets (rating agencies, finance and governance institutions, COP)



## Economic Development

- Increased job opportunities
- Growth of ancillary industries



Press Release

FOR IMMEDIATE RELEASE

*Lagos, Nigeria*

23 March 2023

## **THE NIGERIAN PETROLEUM DOWNSTREAM INDUSTRY AND ARDA VIRTUAL WORKSHOP**

### **The Way Forward**

The Nigerian Petroleum Downstream Industry, in collaboration with African Refiners and Distributors Association, hosted a virtual workshop aimed at addressing key challenges and outlining strategies to ensure a sustainable future for the petroleum downstream sector. The workshop focused on risk management and self-regulation, effective change management, and communication and stakeholder engagement. The need for proactive planning and implementation of the “adoption of gas” initiatives as a transition fuel towards achieving Net Zero was highlighted. Safeguarding consumer interest in a deregulated environment was also underscored.

### **Risk Management and Self-Regulation:**

The immediate need to consistently limit and mitigate against supply gaps and price volatility, related to exposure to international markets, and winning public support was emphasized.

The importance of promoting best practices in Health, Security, Safety, Environment, and Quality (HSSEQ), embracing automation and technology, managing customer expectations. These strategies are essential for maintaining the industry's competitiveness and resilience.

### **Effective Change Management:**

Participants emphasized that the gains from removal of fuel subsidies can only be achieved through effective change management, identifying potential pitfalls and mitigation strategies. This includes implementing appropriate palliatives for public transportation and the transportation of agricultural produce as we journey towards full deregulation, improving access to foreign exchange and trade finance, ensuring strategic stock, and providing access to crude oil for refineries. Additionally, the workshop discussed open access and optimizing the country's logistics infrastructure, including pipelines, pumping stations, and storage depots. The workshop suggested that in preparation for a fully deregulated market, the Authority needs to continuously determine local refining capacity, project and request crude oil requirements from the Nigerian Upstream Petroleum Regulatory Commission. To address the unmet national demand, it was advised that the Authority establish transparent, inclusive and competitive guidelines for importation. These guidelines, which should provide the pathway for obtaining foreign exchange, needs to be made public, and implemented in good time prior to the commencement of price deregulation.

### **Communication, Engagement, and Collaboration with Identified Stakeholders:**

The workshop provided data-driven insights into the sector's growth potential. Stakeholders emphasized the need for continuous industry engagement, collaboration, and public sensitization to aid public buy-in on new policies by the government. The importance of connecting to regional markets, positioning Nigeria as the regional refining hub, and fostering relationships with international service providers, including rating agencies, finance and governance institutions, and aligning with the goals of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP), was reiterated at the workshop.

Ultimately, this collaborative workshop provided a platform for stakeholders to share knowledge and develop strategies to ensure the Nigerian Petroleum Downstream Industry remains a strong, competitive force while transitioning to a more sustainable future. By focusing on risk management, effective change management, and stakeholder engagement, the industry can adapt and make significant contributions towards new jobs, economic growth and prosperity of Nigeria.