

## Chapter 5

# Enhancing project delivery and efficiency by addressing project delays in the Nigerian oil and gas sector

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## 5.1 Introduction

In this chapter, the summary of the research findings will be provided as it relates to the main purpose of this exercise, outlined in the research aims and questions, in order to explore an approach to reduce project delays and improve efficiency in the Nigerian oil and gas industry. In addition, a further look at the research limitation as highlighted in section - 3.7 Limitations of the Methodology Chapter– will be discussed here alongside the justifications and control measures. Opportunities for further research are also highlighted in order to examine other linking areas to could present significant value to the bodies of knowledge.

## 5.2 Research Questions Summary

The main essence of this research was to deliver an approach to reduce project delays and improve efficiency in the Nigerian oil and gas industry. The research was aimed at answering four questions as follows: What is the correlation that exists between project delays and asset efficiency in the Nigerian oil and gas industry?

1. What are the leading causes of project delays in the industry of interest?
2. What are the impacts of these delays to the project efficiency?
3. What are the techniques for arresting and mitigating the delays and effects?

The methods adopted for this exercise was an overlap of mixed, qualitative-only and quantitative-only while seeking to address the research questions as shown in the table below:

**Table 10: Research Aim Vs Research Approach**

<b>Quantitative (Survey Questionnaire)</b>	<b>Qualitative (Interview Sessions)</b>
Correlation that exists between project delays and asset efficiency in the Nigerian oil and gas industry  Leading causes of project delays in the industry of interest.	Impacts of these delays to the project efficiency.  Techniques for arresting and mitigating the delays and effects.

For question 1, the mixed method was adopted with each approach validating the other. Question 2 was addressed quantitatively while question 3 and 4 were addressed using the qualitative-only approach. The methodology adopted were based on their suitability and alignment with the with the research aims, objectives and questions. In addressing delay concerns, the literature research revealed a trend in project delays in the oil and gas industry, lasting for more than 30 decades, implying a not-so-much improvement in project deliveries in the industry that serves as the nation’s economic back-bone.

The oil and gas sector could be considered as one of the most capially intensive, in terms of projects, thereby drawing regional and global attention. With an estimated 25% of Africa’s oil and gas development in the near future, the need to develop robust project management techniques that are specific to the Nigerian environment, with the aim to navigate the attendant uncertainties became ever so important; thus, enhancing the chances of early and sufficient benefit realization to all stakeholders.

### 5.3 Research Findings Summary/ Meaning

At the end of the literature research, 13 project delay causes were examined and filtered through the first stage – survey questionnaires. Prior to that, these causes were assigned to respective stakeholder category to further determine the context of the findings. The questionnaires were taken by all the assigned stakeholder category, although the spread was uneven amongst the four classes.

Findings revealed that project delays have direct negative impact on facility efficiency and reliability, and this was addressed in the survey questionnaire research phase where majority of the respondents deemed it as very significant. Also, in the interview session,

question 9, all participants agreed to same, showcasing the validity of the responses as agreed by (SMRP BOK, 2020). Thus, addressing the research aims – determine the correlation between project delays and oil and gas efficiency.

In determining the leading causes which was largely discussed in Chapter: 4.2 Survey Questionnaire Findings, 4 leading causes were determined as they were deemed highly significant by the respondents. Two of these leading causes were client-dependent, indicating the need for more checks and controls from this stakeholder category. This quantitative-only exercise revealed causes stemming from planning concerns, decision making deficiencies, material supply issues, and bureaucratic processes (Sweis, et al., 2020; Umuteamea & Adegbite, 2023; Alshibani, et al., 2023; Egwim, et al., 2021; E&T, 2023).

The rest of the research followed by identifying the factors that negatively influences the established four causes. Specific instances of lowest bidder selection, material unavailability, lack of synergy and bureaucratic client processes were picked up as issues with the potential to impact the four unwanted events with the aim to address project efficiency concerns as it seeks to address the aim - impacts of these delays to the project efficiency. Participants also echoed the cost implications of project delays as applicable in the project management triple-constraints of cost, time and scope (Van Wyngaard, et al., 2012).

While interpreting the interview available data, critical barriers that could provide preventive and mitigative solutions were tabulated in section - 4.4 Findings Discussions (Risk Bowtie Model Analysis), leading up to a risk bow tie model which has its root in safety management, to determine the processes and procedures for arresting and mitigating the concerns, being the final aim of this dissertation. This exercise determined key barriers which if adopted, could address project delay concerns, such as re-evaluation of approval processes, resilient communication plans, adopting flexible contracts, addressing key material shortages and sharing lessons with the workforce, for improved efficiency in the project delivery value chain.

Monitoring and having the barriers in a healthy state could improve the chances of timely project completion. While proper planning was highlighted as key consideration for reducing delays, the importance of follow-up during the execution phase was echoed in question 18 and 19 of the survey questionnaires.

This research has also unearthed the lack of standardized universal framework across the various oil companies and project companies within the Nigerian energy industry. While typical bodies of knowledge serve as good-to-go guides to most of the concerns raised, they are not seen to be adopted as expected. Therefore, a bowtie representation could

serve a quick guides and referral for actors within the industry who already have a firm foundational knowledge in facility, process and personnel safety risks management.

#### **5.4 5.4 Research Limitations**

In the quantitative survey questionnaires, most of the questions Q6 to Q17 were leading questions (by adding qualifiers – poor) which may have resulted in a bias on the part of the research and respondents. This was due to the existing literature research, where the principal causes were already deemed poor. This also led to the researcher's early assumption that delays are not beneficial to projects.

One more limitation was the sample size, particularly in the interview stage. Although, this impacts the generalisability of the findings, it may well be appropriate given that the average years of experience of the participants was almost 12 years.

#### **5.5 Further Research Areas**

This research aimed to provide an approach to reducing project delays in the Nigerian oil and gas sector in a bid to improve asset efficiency.

While the efficiency in form of benefit realisation, asset availability, mean time between failure (MTBF), and mean time to repair (MTTR) have been discussed, the actual data and happenings in terms of figures and exact financial implication was not thorough examined.

Therefore, further research would be beneficial in unmasking the components of company projects that relates to facility maintenance and reliability on the organization's balanced scorecard and actual returns on investment.

#### **5.6 Conclusion Summary**

In conclusion, this chapter has provided a brief outline of the research findings and implications through quantitative and qualitative methods, revealing some facts that agree with the literature and some that do not in entirety. Through thematic analysis of the interview sessions, four resulting bowtie tie model were developed, which may serve as quick good-to-go for project and industry professionals within Nigeria.

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## Appendices

### Appendix 1 – Survey Questionnaire and Responses.

An Approach to Reducing Project Delays and Improve Efficiency in the Nigerian Oil and Gas Industry		
Q1. Select Your Stakeholder Category		
Answer Choices	Responses	
Oil and Gas Professional	71.67%	43
Project Contractor	13.33%	8
Host Community	11.67%	7
Government Representative	3.33%	2
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q2. Years of Experience		
Answer Choices	Responses	
1 to 5 years	10.00%	6
5 to 10 years	21.67%	13
10 to 15 years	35.00%	21
15 to 20 years	10.00%	6
20 years and above	23.33%	14
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q3. Oil and Gas Project Budget Involved		
Answer Choices	Responses	
\$ 1 million - \$ 10 million	33.33%	20

\$ 10 million - \$ 20 million	23.33%	14
Above \$ 20 million	43.33%	26
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q4. In your experience, how significant are project delays on O&G facility efficiency in Nigeria?		
Answer Choices	Responses	
1 - Not Significant	1.67%	1
2- Slightly Significant	3.33%	2
3 - Averagely Significant	25.00%	15
4 - Very Significant	50.00%	30
5 - Highly Significant	20.00%	12
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q5. To what extent has change requests from project clients led to project delays?		
Answer Choices	Responses	
1 - Not Significant	1.67%	1
2 - Slightly Significant	18.33%	11
3 - Averagely Significant	33.33%	20
4 - Very Significant	40.00%	24
5 - Highly Significant	6.67%	4
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>

Q6. To what extent has poor leadership decisions from project clients led to project delays?		
Answer Choices	Responses	
1 - Not Significant	3.33%	2
2 - Slightly Significant	11.67%	7
3 - Averagely Significant	16.67%	10
4 - Very Significant	38.33%	23
5 - Highly Significant	30.00%	18
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q7. To what extent has poor planning and scheduling from project clients led to project delays?		
Answer Choices	Responses	
1 - Not Significant	3.33%	2
2 - Slightly Significant	10.00%	6
3 - Averagely Significant	23.33%	14
4 - Very Significant	36.67%	22
5 - Highly Significant	26.67%	16
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q8. To what extent has poor project performance measurement from project clients led to project delays?		
Answer Choices	Responses	
1 - Not Significant	5.00%	3
2 - Slightly Significant	13.33%	8

3 - Averagely Significant	41.67%	25
4 - Very Significant	26.67%	16
5 - Highly Significant	13.33%	8
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q9. To what extent has lack of key material supply from project contractors led to project delays?		
Answer Choices	Responses	
1 - Not Significant	6.67%	4
2 - Slightly Significant	6.67%	4
3 - Averagely Significant	15.00%	9
4 - Very Significant	31.67%	19
5 - Highly Significant	40.00%	24
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q10. To what extent has poor estimates from project contractors led to project delays?		
Answer Choices	Responses	
1 - Not Significant	3.33%	2
2 - Slightly Significant	16.67%	10
3 - Averagely Significant	23.33%	14
4 - Very Significant	41.67%	25
5 - Highly Significant	15.00%	9
	<b>Answered</b>	<b>60</b>

	<b>Skipped</b>	<b>0</b>
Q11. To what extent has bad weather led to project delays?		
Answer Choices	Responses	
1 - Not Significant	11.67%	7
2 - Slightly Significant	30.00%	18
3 - Averagely Significant	46.67%	28
4 - Very Significant	10.00%	6
5 - Highly Significant	1.67%	1
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q12. To what extent has poor leadership decisions from project contractors led to project delays?		
Answer Choices	Responses	
1 - Not Significant	5.00%	3
2 - Slightly Significant	10.00%	6
3 - Averagely Significant	21.67%	13
4 - Very Significant	46.67%	28
5 - Highly Significant	16.67%	10
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q13. To what degree has poor planning and scheduling from project contractors led to project delays?		
Answer Choices	Responses	



1 - Not Significant	5.00%	3
2 - Slightly Significant	10.00%	6
3 - Averagely Significant	38.33%	23
4 - Very Significant	31.67%	19
5 - Highly Significant	15.00%	9
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q14. To what extent has bureaucratic government approvals led to project delays?		
Answer Choices	Responses	
1 - Not Significant	5.00%	3
2 - Slightly Significant	5.00%	3
3 - Averagely Significant	20.00%	12
4 - Very Significant	41.67%	25
5 - Highly Significant	28.33%	17
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q15. To what extent has reduced investor appetite led to project delays?		
Answer Choices	Responses	
1 - Not Significant	8.33%	5
2 - Slightly Significant	16.67%	10
3 - Averagely Significant	25.00%	15
4 - Very Significant	33.33%	20
5 - Highly Significant	16.67%	10
	<b>Answered</b>	<b>60</b>

	<b>Skipped</b>	<b>0</b>
Q16. To what extent has delayed passage of the Petroleum Industry Act led to project delays?		
Answer Choices	Responses	
1 - Not Significant	11.67%	7
2 - Slightly Significant	16.67%	10
3 - Averagely Significant	26.67%	16
4 - Very Significant	26.67%	16
5 - Highly Significant	18.33%	11
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q17. To what extent has in-bound logistics disruption led to project delays?		
Answer Choices	Responses	
1 - Not Significant	1.67%	1
2 - Slightly Significant	15.00%	9
3 - Averagely Significant	33.33%	20
4 - Very Significant	36.67%	22
5 - Highly Significant	13.33%	8
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q18. To what extent does delay in the planning phase extend overall project duration?		
Answer Choices	Responses	
1 - Not Significant	3.33%	2

2 - Slightly Significant	13.33%	8
3 - Averagely Significant	41.67%	25
4 - Very Significant	28.33%	17
5 - Highly Significant	13.33%	8
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q19. To what extent does delay in the execution phase extend overall project duration?		
Answer Choices	Responses	
1 - Not Significant	3.33%	2
2 - Slightly Significant	13.33%	8
3 - Averagely Significant	40.00%	24
4 - Very Significant	30.00%	18
5 - Highly Significant	13.33%	8
	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>
Q20. To what extent does delay in the close-out phase extend overall project duration?		
Answer Choices	Responses	
1 - Not Significant	10.00%	6
2 - Slightly Significant	20.00%	12
3 - Averagely Significant	38.33%	23
4 - Very Significant	31.67%	19
5 - Highly Significant	0.00%	0

	<b>Answered</b>	<b>60</b>
	<b>Skipped</b>	<b>0</b>

## Appendix 2 – Interview Questions

Approach to Reducing Project Delays and Improving Efficiency in the Nigerian Oil and Gas Industry

Q1: Can you tell me your name, industry of practice and your designation?

Q2: What is your year of experience in the oil and gas industry?

Q3: Which stakeholder category are you inclined to?

- a) Project Client
- b) Project Contractor/Host
- c) Community Government Official

Q4: Have you been involved in oil and gas projects that exceeded completion timeline?

Q4a: If yes, how was it managed?

Q4b: If no, how was delay prevented?

Q5: What are your thoughts on the impact of project client leadership decisions on project delays?

Q5a: What factors can influence client leadership decisions?

Q5b: How can these factors be managed?

Q6: What are your thoughts on the impact of project client planning on project delays?

Q6a: What factors can influence client project planning?

Q6b: How can these factors be managed?

Q7: What are your thoughts on the impact of material supply from project contractors on project delays?

Q7a: What factors can influence project contractor material supply?

Q7b: How can these factors be managed?

Q8: How do you perceive the relationship between government approvals and project delays?

Q8a: What factors can influence government approvals?

Q8b: How can these factors be managed?

Q9: What are your thoughts on effects of project delays on oil and gas asset efficiency?

Q10: Are there any other concerns in your experience regarding oil and gas project delays?

### Appendix 3 – Interview Participants Audio Transcript Participant 1:

My name is ---- working with ----- . I am a Mechanical Team Lead at the moment.

Q: Okay. Okay. So, what's your, uh, total experience, total years of experience in the oil and gas industry?

A: Fourteen years. Fourteen years.

Q: Now, there are 4, um, stakeholder category, uh, that we are going to pay attention to. I would like for you to pick the one that you are more inclined to, whether it be project clients, project contractor, host community, or government officer.

A: Project Clients, okay. The network is quiet, uh, poor. I can't hear you clearly, but I think I got project clients. Confirm?

Q: Now, have you been involved in oil and gas projects that exceeded the completion timeline?

A: Yes.

Q: Okay. And how was it managed? Was it just left like that? Or what steps were taken to correct these concerns?

A: Uh, the project, uh, the whole project, uh, was reviewed and after review causes of. Of a delay, um, I'll resolve for that delay was also identified and implemented. Okay. Okay. We'll review identified and implemented.

Q: Yes, what are your thoughts on the impact of the client's leadership when it comes to projects?

A: Yeah, impact of project leadership. Um, from a review delay will increase the cost delay will increase the cost because each project that was planned on when it will be concluded any further delay. will now create more impact on other factors of production and, you know, the leadership will now pay more. So that is one of the impacts.

Q: Okay, so what can be done to manage this so that it doesn't happen?

A: Um, what we identified, what was identified during our review was to carry everybody, every parastatal that will be involved in that project. such as a project that is supposed to be hosted in a particular community. If the host community is not carried along on the orientation and being employed, that will cause delay.

So, if you had carried everybody along, the host community in particular and have an MOU with them, um, that delay wouldn't have envisaged because once you didn't carry them along. And they will cause delay on your project before you finish the discussion. It can take more time, rather than it could have taken a day or two to engage the community.

I understand, we now understand each other in terms of MOU, what we are there to do and what they can do for us. So, in the way of, uh, ending a project delay, every parastatal, every bit of, uh, the project should be covered. Parastatal, I mean, whole community, government. Men company and even the labor force should be carried along so that anything will not come as a surprise.

Q: Thank you. All right. So, uh, what would be your thoughts? What are your thoughts on the impact of Planning on the project client side on project. Can you hear me? I can't hear you. So, what would be my thoughts? Yeah. What are your thoughts on project client planning? The ones you have experienced, how has the planning been on the project client side? And as it in any way impacted on the delay in terms of making it shorter or making it longer?

The question is. That from the project client side, the planning within the project clients within the project company or within the end user, how has the planning in that, uh, on that stakeholder category, how has it affected projects and how has it cascaded whether in delays or lack of delays?

Yeah, the planning, you know, project budgeting impact on the planning and scheduling in the case that if a project is being on par on the lowest bidder, the contractor will need to tend to cut costs so it will make at least a profit. But if a project is given at an average cost. That will impact on the planning because all aspects of the planning, but in the case that a contractor is giving a project a low cost and he will try to cut costs and some he will not sell because it will certainly fall back. That gap that was trying to be and that will cause delays.

Q: Okay. Uh, you are welcome back. So, you can continue with a question that we asked.

A: Yeah, I just said that if the contractor is given an appropriate amount for at least an average cost of the contract is covered from.

Optimal planning on the part of the contract. That contract will be delayed. Okay. So, optimal plan. Important. Can we move to the next question that talks on the material supply from previous contractor? Ugh, it's dropped again. Network support was recorded.



Q: Okay. Okay. So, so welcome back. Uh, what are your thoughts on the impact of Um, uh, material supplies from contractors on project delay.

A: Yeah, my thought is that, uh, a contractor only a major project shouldn't be allowed to supply materials and to forestall delay material. All material should be in stock before. Project is being, uh, activated. All the relevant material should be in stock before the project commences to forestall delay, and that material supply shouldn't be given to the contractor handling the major project, so as to check the quality and also forestall delay.

Those are my thoughts.

Q: Okay. Well, how do you perceive the relationship between government approvals? and projects. How does it impact on the project delivery timeline?

A: It depends on um, orientation, awareness. If the government is carried along from the when the project is inaugurated and the usefulness of the project is well, uh, announced to the government and other parastatal, there will be no delay and the government parastatal is being carried along. From day one so that they now have the day to day, um, documentation of the progress of the project and there will be no delay but in a situation that the government has been brought in at the middle of the project and we envisage a delay because the government officials will need to understand what is going on and what they are supposed to do but if This is being told to them at the beginning, everybody on a good kind of orientation, on the relevance of the project to the government, there will be no delay on the project.

Q: Thank you. Okay. Thank you. Well, so what are your thoughts on the effect of project based on oil and gas? Asset efficiency? Efficiency, uh, mean, uh, to capacity of the asset, the reliability of the production asset. As well as the, uh, maintainability.

A: Yeah, project delays, of course, you know, will tend to erode the efficiency factors that enhances efficiency has something to do with the cost and quality, which will in turn gets into durability.

So, if. There is delay on the project. Certainly, the people that started the job before delay might not be the people that will continue the job after delay, depending on the duration of the delay and the impact that is being given. Imposed on the whole, the entire job scope. So, some people might need to move on and you know, you have a change of expertise now before I have to continue.

I need to understand what was done, where it was left. And of course, you know, this is delay and that will also impact on efficiency, efficiency on the part of that, the work that is supposed to be done on three days could actually be a work that is done in two weeks

because of the delay. So, um, any kind of delay that is being imposed on the project efficiency tends to be eroded.

Q: Thank you. Okay, thank you. So, this is for the final question. Are there other concerns in your experience regarding oil and gas projects and delays that were not captured during this session?

A: Yeah, there are other concerns. My concern is on awareness. A kind of Before a project commences in the community or in a worker environment, every person within that environment is supposed to be aware of what is about to happen. For example, I might notice a project vehicle going away from where it was expected to go.

If I'm aware of what they are doing and where it's supposed to go, I will redirect the vehicle. We are going to show you some of the other way. And of course, you know, that will save time. I will now save cause because if that person arrives and empty this truck and go out back to take another one, that's really a cost saving.

Maybe if he misses his way before you can, the person will know that he has already missed his way and now find his way through that will cause his delay. So my take is for a certain project to occur and succeeding environment, the people did. should know what is happening and know their responsibility.

And the project contractor should also know their responsibility. And if all our responsibility is known to everyone, there will be no delay. Okay. Thank you. So, uh, are you saying that this is not particularly the, uh, practice? We'd expect that, uh, everyone is kept in the loop. You would expect that everyone is, is, uh, is aware of what's happening in their surroundings.

Is that, is that, is that a cause for concern? Is that a cause for worry, currently? It would cause for concern because, um, most projects could be understood by the management hierarchy, but are not understood by the people on ground, the foot soldiers. Management might be in Abuja, Lagos and the rest of the places and award a contract and the contractor will come into the field.

A few people will know what the contractor is coming to do and the people that will know might not be the people in the field that will directly affect the contractor in executing his job. So that is what I'm talking about. The entire work. Place should be aware and also know their responsibility. So, this calls for concern.

Researcher: Okay. Thank you. Um, once again, uh, and you know, you said, well, taking the time out to get to be here. I must really appreciate, uh, your, your time, especially, uh, if you consider your busy schedule, uh, uh, if I have any other follow up questions. Thank

you. I'll, I'll get back to you and I'm pretty sure that you would give me the, the, the response that I require as usual.

So that ends the session and then we'll see some other time when I have an order pressing my concerns.

Interviewee: Thank you very much. Thank you very much. It's a pleasure.

Participant 2:

Q: Can you please, uh, introduce yourself? Your name, your industrial practice, and your designation. Okay.

A: Thank you very much, Mr. Musa. My name is -----, from Delta State. Um, I work currently work with, Exxon Nigeria, currently, um, a production operator though I have, um, instrumentation and control technology as my training background, but currently I'm a production operator.

Q: Thank you. Thank you for agreeing to take part in this research, despite your busy schedule. Can you provide your details in terms of years of experience in the industry?

A: Uh, Mr. Musa, my total years of experience in the oil and gas industry, um, about 11 years right now. Yeah, in the FCMG industry, food industry, about two years, the industry, oil and gas is 11,11,11. Yeah. FMCG two years and which other industry? Yeah. Yeah. Electrical four years.

Q: Okay. I have four stakeholder categories here. I would like you to select the one that is more appropriate or more, you are more inclined to. That will be project client, project contractor, west community or government official.

A: Okay. I'll go with the project contractor.

Q: Okay. Yes. So, uh, have you been involved in oil and gas project that exceeded, uh, the completion timeline?

A: No, I have not. The project we, I was involved in, we completed the project before the timeline.

Q: And how was it managed? How was this, how was delay prevented in this project? What were the techniques that were employed to ensure that the project did not go beyond the timeline?

A: Okay, then the first thing is this. When you have it, when is it being proposed in the course of the project, Yeah, there are additional times. For instance, if your project is

about to be 2 weeks due to inconsistency in our environment, I'd like to add 3 days to it when you're submitting it not just two weeks. Anything can happen within additional days. So that three days, and also the crew, the team, they're going for the task. They need to be briefed about the job, that doing the tenders, the urgency, and the fact that this delivery of that will be passed to the team and on arrive on the site. It's also echo to them. They're exposed to the details of the task, and before you know it, the task moves. As planned, so some of those some of those things we use not to not to exceed the timeline.

Q: Okay, so what are your thoughts on the impact of project client leadership system on the delays?

A: Not quite much, but sometimes the clients are a lot of decision to make. That affects the project for a board who operates in a communism. They need two or three people to agree and a decision for it is implemented. Sometimes there are delays that come from it. One, maybe not able to meet the economic media consensus or decision to reach, because maybe one is engaged in another activity somewhere. not available things in projects from the client. So and all this can be eliminated in one way or the other.

So how can this be managed in the sense that how can this leadership decision be enhanced for projects? For me it is self denial. Self-proposal. If the board or the management of the clients have a decision and they have reached a decision. Now, the what factors that can influence that personal bias on one of the project team.

From the client is biased about a winner or the contractor of that project. They exhibit a kind of characters to delay the project. If the contractor is a favorite in one way or the other, they do everything to ensure that the project goes well, so one of the factors is set by us and favoritism.

Q: Stand standpoint, what are your thoughts on the impact of project client planning on project delays on, um, project planning from projects? From the client side?

A: Yeah, from the client side. Mm-Hmm. One thing is to plan and that thing is to execute now when one is planning for a project. If such projects have not been handled before, it's a first-time project, then there might be some factors that will come in which might not be foreseen in the course of the planning.

Now, for a client, they are supposed to have somebody consult a consultant of that project. They claim to know the concept.

In projects, they can direct such claims on how to plan for a project when the client doesn't have a consultant, then there may be a flop along the way.

Q: So, what are your thoughts on the impact of material supply from project contractors on project delays?

A: Um, this is another major factor that affects a project material supply. To me, I support the idea that 80 percent of materials are supplied before commencement of a project, no matter how fast or planned a project is, the 80 percent of the material supplied would cover for a very long time in the course of the project execution.

But in a case where a client. Decided to give maybe the, the advanced payment is quite low. The materials are quite low enough that it will affect the project. So, to me, I believe material supply should be minimum 80 percent before a project is commenced at all. That way we, we prevent project delays.

Q: How do you perceive the relationship between government approvals? In terms of projects to you,

A: Mr. Musa, uh, actually, I've not been, um, in a government approval team once or witnessed it, but what we normally heard about is approved.

What we call something that's, you know, that was, we need to go an extra mile for a project to be approved by the government in such a way, a project being proposed to them. There should be a timeline that this should be signed and passed.

But in a way, when a neutral person is given an approval of a project, after all the documents presented to him from the contractor, he can see that this contractor will be able to the job because we have to go extra mile, make some calls, contact, confirm who the contractor is. When in such a way that it projects or a proposal brought for an approver and it's coming with gifts, my brother, I think, um, yeah, we go faster than what you think that the contractor who came with empty handed, that's my own.

Q: What are your thoughts on the effect of delays on oil and gas asset efficiency?

A: the host communities, the host community believes that any project that is coming to the area, they have a capable hand, but that is not true. In the case that you have a project coming to the community, and the, the clients have the records of most of these projects that have been executed before, they have the records and the contractor who did them safely and as planned, such clients want to consult such company again.

But in a case where you have the host community coming in, wanting to have a signed contract, which they know they will not be executed. The thoughts, front and back, cause delay. Arguments, not signing this, not giving an approval. For the men to walk, blockade this, all these things cause delay, but when a standard is set, and the community knows the kind of break they can take, I think it will not affect the oil and gas asset efficiency.

Q: Okay, thank you for your response. For this question 9, the efficiency that we, that is being looked at is in terms of the assets. Um, areas of, um, the equipment capacity, um, the facility availability, uh, the facility reliability. So, how was project delay impact on the availability on the capacity as well as reliability of oil and gas facilities?

A: Okay, now I understand the question on the assets. Yes, it will surely affect efficiency. And the major thing is the output. When a unit that is supposed to be on service is produced, and due to project delay due to one cause or the other, such equipment could not come upstream to produce. So the output is delayed. Um, profit is cut down and remuneration also is also what's cut down. So, if we get delay, we actually affect an asset because the output will not be there, phones will not be there, nobody coming and before you know it, it affects the company at large and the employees. So project delays is what needs to be tackled in this country.

Q: Okay, are there any other concerns you experienced regarding oil and gas project delays that might not have been talked about already?

A: Another concern there is, for those of us who have been industry story about all of us reports of some who have been the industry before, how we compare them to the current hand we have now. We know that Yes, a knowledge gap also affecting the project. So I think something can be done about that. Transfer of knowledge from a certain class to other class so that projects will not be delaying the other gas in our environment.

Researcher: Okay. Okay, let's go. Mr.----, On this interview session, despite, as I said, a busy schedule, I really appreciate it. To be on what, uh, if I have any other polo questions, uh, which you, uh, I'm pretty sure that you'll be able to answer them.

Interviewee: Thank you. Thank you. Once again, I'm happy. Good night. Thank you for giving me the honor. Anytime you call me again to join your interview. Thank you very much. Thank you.

### **Participant 3**

Interviewee: Okay. My, my name is --- . I'm actually, um, trained as a surveyor, registered as a surveyor, but now, I work as a construction supervisor, so I'm more into construction these days, in the oil industry.

Q: So what's your years of experience in the industry?

A: Um, in the oil industry, I've been in and out, but if we're going to total years I've spent in the oil industry, Okay. Let's call it 20 about 21 years.

Q: Okay. So, uh, there are four stakeholder categories. Uh, yeah Uh, i'd like for you to choose the one that is more Uh appropriate for you where you are most inclined to the project clients project contractor host community or government official uh I've actually worked as project contractor and project client.

A: So I I'll say let's let's go with project clients Okay their clients

Q: Now, uh, have you ever been involved in projects in the oil and gas sector that exceeded their completion timeline?

A: Yes, I have.

Q: Okay. And how was it managed?

A: Okay. So in this particular instance, it's the delay was born basically out of community disturbance. Yes. So, um, we had The, the, should I call, we had a project team and, um, it was, um, a company which is an affiliate of, um, Nigerian, uh, National Petroleum Company, which is, uh, uh, it was an affiliate of, uh, the NNPC at that time, uh, this, this was called NETCO, so they had, um, also, so all the contractors were actually working for Because they were like middlemen between us, um, and the, the third party contractors.

So they were handling all the payments and all. Anyway, the delay came from It was more money, you know, the, the community, um, felt they were not being, um, properly taken care of, you know, with the slots that were given them. And I think the, the, the CLO, the liaison person that was Interfacing with NET and the host community, um, to my own knowledge, uh, made some promises and from what we had then made some promises and the net was not. They shot, they shot, uh, I would say not that they shot the project down, but they, they caused disturbance, you know, by blocking access, blocking, uh, access into the facility and all that. So that's, that cost us close to a month and a half. there about on, on, on the project. And so there was that slip by about a month and a half, um, managing it.

Um, there were a lot of interfaces, you know, discussions with the community government, uh, to us brought in, I think the state government was brought in the, the, the. Um, what do you call them? The traditional rulers. Yes. Like, so to speak, while the chiefs were brought in to speak to them. And, uh, at the end of the day, they were able to find a common ground by severance packages and all that, which was part of what the community was asking for, for, for some of the, for the, for, for some of their workers, for some of the community guys, their skillset wasn't needed anymore.

Felt they were not properly, um, disengaged, you know, based on the, the, the monetary compensation and all that. And I think that, that, that was, that was resolved. But you know how these things go. It wasn't completely resolved, but that was what caused the slippage and that, and that was how it was managed.

And we were able to come back to work after. Um. About a month and a half. Yes, it affected project delivery. But in this case, it was, wasn't caused by poor planning, or it was actually caused by maybe you can still say planning because this all this would have been factored in into how Um, workers would have been disengaged and then we took our lessons from there and then moved on.

I don't know if if this that suffices for you for for you as an answer.

Q: Yes, yes, yes. So we'll move to the next question where we'll be looking at project client leadership. Decision I know you are, um, from your last answer. It looks like you've asked and do some of this, but we just want to put it a bit into context.

If you want to look at the leadership decisions from the project client standpoint, how would you rate?

A: The, uh, current limits. Um, you know, part of the part of part of the issues, right? I'll speak to that particular situation. Part of the problem was, you know, the guys engaging in the negotiation were not really empowered. So you have people that were not really at site and were not, they were in Abuja, they were in the headquarters and all that, making decisions when they couldn't really understand what, what was needed.

Let me put it that way. And they were not willing to come down, you know, because of maybe security issues and all that. So, so that was part of the reason it delayed for quite a bit. I told you we had a delay of about a month. It was because of issues like this issues that could have easily been being addressed.

You know, you had this bureaucratic process, which, which for me, I felt was unnecessary, because at the end of the day costs, it costs a lot more. In project delay than what was, uh, what could have been given to the, to the folks, the community folks. So, uh, I think part the, the reason was the, the, the guys making the decision were not really on ground, and that didn't help at all.

Okay. Um, so the post of Bill was not a post compensation. Yes, yes, if you look at it, because we had a project that should have been delivered. We had a sleep of a month plus, and we couldn't get the benefit of that project, you know. Okay, we'll move to planning, which like I mentioned earlier too. It's more like you mentioned it, I've already elected some of those.



But in this particular instance that we've talked about, you know, we have picked up one particular case, and we have more like, uh, dissected it.

Q: But is there another instance where you have seen a project like planning in full force regarding projects in the oil and gas sector?

A: Oh, okay. Yes, I can. In some other instances, um, when a project has been planned, because it wasn't, you know, you, you, you plan a project and You have the, yes, we are the client, but we are planning a project and you have the, the end user. Let me, yes, you know, that we want to deliver that we'll actually use what that project is actually for the end user. Now, sometimes, uh, you have situations where during the planning, because we, we, we are on the execution side. You realize that during the planning, the end user was not properly engaged in the scoping of that project.

So when we come to execute, the end user comes up and says, Uh, this is supposed to be done, this, this is corroded, this has, this was, this was missed out, this should have been captured, this should have been captured, and at the end of the day, you now have to go through the process of MOCs and all that, just to incorporate all that, and these things take time, you know, for people to sign on.

For, for costing for extra money to be allocated to us that, you know, questions will be asked. And for me, if, if it was planned properly, if, if the end user was involved from the beginning in scoping the work, it would have actually taken care of those delays that came up while we were executing because issues come up and they say, In the scope, this should have been included this year.

So I think in planning, the end user must really be, you know, must really be involved. And so so that before you lock the scope, the end user agrees signs off on it.

Q: Okay, thank you for that answer. I will be moving to the next question. Talks about the material supply, uh, what are your thoughts on the impact of material supply from project contractors on projects?

A: Now, uh, material supply is also another headache, so to speak, because from when, from when you have, they talked about lowest bidder, you know, in the contracting process, you have the lowest bidder.

I, I personally think it shouldn't be lowest bidder, it should be the lowest realistic bidder, because sometimes when you get, when you get the lowest bidder and they are to bring materials. Midway after bringing materials, you start hearing of, um, uh, reviews that they need to change the, that the prices have changed.

Uh, they can't supply at this rate anymore, you know, and because of that, you have delays in getting materials. And you know, before you, you, you, you now change, if they now sell you, you already have a, a, a, an agreed vendor that they are supposed to get from. If they, if you have to go through another chain to get from a different vendor, you know, you, you need to go through quality checks and all that to certify that.

This new vendor, which maybe wasn't, uh, accredited before, but now due to, uh, getting the materials, uh, faster or cheaper because of the, the, the suppliers making cases that, uh, Prices have changed, you know, you, you now have to get from a different source that poses his own challenge because you now have to also be sure that the quality that is of the material meets the specification.

So all those also affects project delays, you know, because, uh, For me, I'm not a fan of lowest bidder. It must always be lowest realistic bidder. The lowest bidder syndrome has gotten us into a lot of trouble. And these contractors also know it. These suppliers also know it's that they just put a figure and they win the job.

When it's time to supply, it becomes an issue, you know? So in your own, for us, it's like, Oh, you're going to blacklist them. Yes. You can blacklist them, but that means you start the process all over again. Which causes a delay? Oh, okay. Well, uh, uh, so if pointed out, um, these to be an eddic, uh, lowest bidder issues, uh, lowest realistic bidder being.

Q: Uh, a more appropriate, uh, uh, nomenclature. So what factors can we use to manage this? Is there a process that we can put in place? If there is one, is it properly, uh, implemented?

A: Okay. For, for, when I was in a different, um, um, company, what they used to do then was you get the suppliers, they bid for, for, for the, you know, they send their quotes to and all that. Now, before their court is opened, you, you, you call them for a meeting and read out, not a right act, but like read out the expectation, what their court should actually take care of. So that is not that. You don't take care of certain things and you are, at the end of the day, you are, you are the lowest bidder. Then when you win the job, it becomes a problem. You know what I mean? A lot of people have taken care of that. But because of those, those line items they have put in, they, they are no more the lowest bidder and they are knocked off.

Meanwhile, they are the realistic people that would have done the job without glitches, without headache. So what we did then was after they have submitted their codes, you still invite all of them before you open their codes and run them through what you expect the deliverables should be. You know, all of them are in a room.

You let them know that if their code has not taken care of all this. They can, they have the chance to take, withdraw their quote, go back, rework it and come back. So we had that in place and it, it worked, you know, so you don't have, you don't have vendors bidding for something just for the sake of winning it.

And at the end of the day, they are not able to deliver. And you are like, oh, blacklist them. Yes, you can blacklist them, but at the end of the day, it impacts even your own schedule as well, because you have to go through the process all over again to, to get another vendor. Okay. Uh, that, that's clear. So we'll move on to the relationship between government, uh, officials, government approvals and prejudice.

Q: How do you perceive the current, uh, relationship that exists between this body, project, well, project, uh, stakeholders, as well as, uh, government officials?

A: Uh, when you say government officials, I want to, I want to believe we are talking about the regulatory bodies. Yes, a regulatory and even state governments, not paying any governmental body.

How does it work? We're also looking at approval. So it will be where whichever body has the right to grant an approval. Or a permit, the N-U-P-L-C and the lives that might be Okay. What would be taken on? Okay, so, so with them,

uh, I really don't know what to answer here, but I, because I'm not really involved in that level of. Um, um, talking with the government, but all we know is we can know of the delays if we are waiting for certain approvals. I can give an example of, um, um, on one of one project I worked on, uh, where the, the, the, the government, uh, body wanted to know as per environmental impact anyway, wanted to know where the exhaust will be sited.

Now, they, they, they asked for, for the location, but they were not clear enough to tell us in what format, um, um, the one coordinates sent. So when we sent coordinates of the location. Instead of them to come back and say, ah, this is not the format they are expecting. Uh, we just didn't hear, we didn't hear anything again, you know?

So we were the ones now trying to find out, ah, we have sent this, what is going on with the approval before we found out? And they said, uh, uh, the format it was sent in is not what they wanted. You know, which could have easily been communicated. So sometimes the, the government of officials, how will I put it?

You really want them to own it because these projects also is for Nigeria, but there's always that disconnect, which is more like. They are doing you a favor. That is the approach they have to it. You know, it's almost as if they are doing you a favor. You have

to pry information out from them, to pry whatever is wrong with whatever you have submitted out from them, which for me, I feel it should be easier than that.

They should be able to tell you, ah, this is not done. They should be able to guide you as to what their, their expectation is. Okay. So, uh, what are your thoughts?

Q: Effect of project delays on oil and gas assets. Efficiency. Efficiency here would mean, uh, reliability of the facility, the capacity of the facility and what and, and, and likes.

A: Okay, so, so project delays, you know, at the time a project is, is sort off and is cooked. You expect a timeline to be able to, um, um, deliver that project and mitigate, maybe there's a failure that you have emphasized that if this is not done, we're doing so, so time, of course, you also still have buffers, but sometimes you have the delays that now runs it's into even the buffer.

And before you know it, the project that has been delivered does not address the problem anymore. The problem has now grown beyond that project. I don't know if you're if I don't know if I'm making sense or if I'm communicating it properly. Yes, you have something you have scoped, and it's supposed to be delivered, let's say in two years.

But because of processes and all that, it takes you five years. Now, sometimes the equipment that has been brought in sits in the warehouse or wherever for far longer period than is expected, you know, so by the time you, you, you, you, you start the project and you want to, uh, commission, you start having issues, maybe it wasn't properly preserved, I know you start having all sorts of issues.

And maybe at that time, even the manufacturer, the warranty is no more viable. You start going through that headache of, uh, uh, this is not working. And you realize that maybe because it has sat, it sat longer in, sat maybe in the wharf, in the, um, in tin can longer than it's supposed to because of bureaucracy.

Or was it, you know, for certain reasons at the end of the day, you, you start having issues with even your machinery that you are supposed to commission. During commissioning, you start seeing different failures because of delays from a bureaucratic processes.

Q: Okay. Uh, thank you for that. Are there other concerns in your experience regarding Oil and gas projects, particularly delays?

A: Yes, um, in terms of delays, I'll, I'll still talk about, I know we've spoken about it before, but it's still, it's still something that I want to talk about, uh, proper planning in sense, in terms of personnel, you know, it's expected that. If you are going to hire people, you, you look at the prevailing, uh, uh, salaries and make it kind of uniform.

But what you have sometimes is you have maybe in the project, you have different companies with scaffolders. Let me put it, so to speak, and you have scaffolders from company A and in twice. The amount scaffolders from company B and they are all working on the same project. You know, when you are supervising, it becomes a challenge because when they get wind of that, uh, their colleague doing the same work is earning twice what they are earning. It becomes difficult to manage this other, um, um, group. And they be, they are most, most times they are the ones that cause the problem on sites, uh, during execution. You know, so for me, I think all those things should be factored in in planning, you know salaries and all that So that's uh, everybody comes to work and are not distracted and it's also a safety concern also, you know, so That that's a little I want to I want to add to it.

Researcher: Okay. Thank you. Uh, study boy for Joining in on this interview session. I know that you are a very busy man I must appreciate your time. And if I have other follow up questions, I'll get back to you. But for now, this ends our session.

Interviewee: Thank you. Thank you for having me. Good night. Have a good, beautiful evening.

#### **Participant 4**

Q: Participant, please introduce yourself, your name, industry of practice and your designation.

A: Please. Okay. Good afternoon. My name ----. My industrial of practice is oil and gas and my designation is Commissioning Engineer.

Q: Thank you for, uh, taking the time out to be part of this, uh, session despite your busy, uh, schedule. So, uh, I would like to know your years of experience in the oil and gas industry.

A: Seven years of experience.

Q: All right. So what stakeholder category would you consider yourself to be more inclined towards? Would it be project client, project contractor, post community, organized official?

A: Okay, project client.

Q: Okay. Uh, have you been involved in oil and gas projects that exited your completion and timeline? If yes, how was it managed? If no, uh, how was it delay prevented?

A: Okay. Um, I have actually been part of the project and it was actually delayed. Um, I think what actually causes the delay is, um. Daily time, um, like, like, um, has to do with communication, has to do with daily resumption time. That has to do with client relation With the contractor. Yes. Client delaying their, the, the salary and, um. Not communicating to them the actual time that they want them to complete the projects. Effective communication that has to do with. So I have to do with some disasters. That has to do with probably the material that is needed the manpower that is needed, and a whole lot of things.

Q: So, all right. So, if this was. The condition or the situation of tense, uh, in this, um, I guess you are referring to a particular project and what will be, or how was it managed in, in, in totality? Was it left to chance or were there strategic? Approach or limit the likelihood or mitigate this this concerns.

A: Yes, yes, yes, yes. It wasn't just left. Um, it was actually the scores again. They have to have an agreement. That's in order for the projects to be executed timely that some things have to put in place and, um, Clients have to communicate that, um, to the contractor and the contractors saying how serious the clients needed the job to be completed.

For the project to be completed rather. So it was, there was a line and understanding there that this particular contract has to be completed timely. So the, the contractor has to do his best, push in more manpower and to ensure that actually completion time is meant. Well, okay, we'll move to the next question.

Q: What are your thoughts on the impact of project client leadership decision on project delays? So, what are your thoughts? How do you perceive the relationship between project client leadership decision and project in general? Project client leadership decision. Yes, how does it affect projects?

Okay. The decision of clients and can you question again? Okay. So you worked on the client side and the project that you've involved in. Mm-Hmm. . What are the decisions that they took on the leadership side? That may have affected the project either positively or negatively. Okay, the decision that was made by the clients that affected the project positively or negatively.

A: That's your question, right? Yes. Okay. Number one, I can say from the client's aspect, the decision they took that affected the project negatively is that one. They tend to, they tend to not look at the, um, the, the contractor aspects not, um, considering not communicated, communicating with them to know what they actually need to fashion the, the project. Like they don't, they don't tend to have. Like, they don't tend to have a

meeting, like, with the contractor, or the contractor will at least tell you what's actually needed for that project.

So one of those things is that the clients might need material, maybe the material is finished for that particular project, or maybe the material they got for that project was not actually the match for the project. My wish is to look into those materials that the clients got. It was actually, it was the spec of the material that was actually needed for the project.

They don't tend to look at us and say, okay, we have made a location for material for the project. The contractor will be like, okay, this is not the right material that we that we give quotation for for this project. Use this. In that case, it tends to delay the project, meaning material can also delay the project, which is still the decision, the wrong decision made by the clients because timing to know, okay, what's

Three. What, uh, I dunno how to put this through, but I, the, the clients Okay. Financial, financial access, um, has to do with, you can three times what my, my former, um, company Yeah. Works. Oil Garcia worked. Um, the, the contractor tends to protest a lot about not being paid. So if they have to be protesting that their contractors have not paid them their salary.

So that's also tends to delay the, the, the project, because if the clients look into this. Complaints from their contractors, manpowers, that our contractor has not been paying our salary. So if they don't pay their salary, they won't be happy to do the job. And if they don't do the job, the job I'm called the violate.

Able to see into that their job completed timely because you still have to communicate in terms of finance.

Q: Okay. So we move to clients planning project. I know project client planning. I know you might have answered on a lot of them in your, uh, last answer. What's your impression? Uh, what are your thoughts on the impact of project plan planning on project delays? Project client planning?

A: Yes. Project delay. Okay. Like you said earlier, I've actually touched back on that question. So, let me let me ask in your experience.

Q: As the planning being good from the client's side, based on the projects you have been involved in, what is your overall score that you would say? From 1 to 10 rating? Yeah, 1 to 10, with 10 being excellent

A: Okay, my one to ten rating of the project client decision making, right? I think I'll give it like 4, okay, so

we can move to your thoughts on the impact of material supply, which of course you did earlier, but you might just need to give us, um, provide some level of context. What do you think is the impact of material supply from contractors? Um, project this. Okay. Some of the impacts is, um, delaying material supplies.

Q: Please, let me know. Delaying material supplies and supplying the right material for the project. Okay. Can cause delay, uh, or issues to, um, um, So what example can you give like, have you experienced so much like an example, just for context, maybe.

A: Yes, actually. I was participating in a project. So, um, materials that was supposed to be delivered.

For the projects to continue, it's actually supposed to deliver. Some quantity, so it was actually delayed timeframe was actually, lot of it was. They have to start new server. Couldn't complete that at full time at the time. Okay. So the material arrived damaged was also, yes. Whole lot of it was. Do you have the reason for the damage? What kind of damage? Was it weather condition or, uh, chemical exposure? It was actually soaked water. The, the, the process, well, I think could be because Was damaged with water.

Q: So how do you perceive the relationship between government approvals and projects?

A: Government approval. Okay. Okay. In my, in my years of experience. Because I was mostly,

Q: what are your thoughts on, uh, uh, on the effect of project delays on oil and gas asset efficiency? Sorry, what? What are your thoughts on the effect of project delay on oil and gas asset efficiency? What do you think, uh, for relationship that project delays share with oil and gas?

A: This asset efficiency in terms of production, it affects the production. So it, there'll be a whole lot of that. Now since we have to really talk about the oil and gas oil guys have to do with production, extraction, trans, and transporting or exporting. So in this case. Where I was actually all in oil and gas as a whole, I think it will affect the production. All right. To reduce production.

Q: Okay. Are there other concerns in your experience regarding oil and gas project delays? Other concern? That has not been mentioned, has not been captured. I think I've mentioned a whole lot, so. Okay. All right. So we've come to the end of this session. Thank you for your time. Once again, if I have any other follow up questions, I'll reach you. Thank you. All right. Thank you very much to giving me the opportunity to



## Participant 5

Q: Um, a participant here. Can you introduce yourself? your name, um, your industry of practice and your designation.

A: Okay. I'm ----- . I'm from Delta States. And I'm into production of furniture items and products.

Q: Okay, thank you. And, um, what has been your level of experience or involvement in the oil and gas industry?

A: Where am I, where I came from Delta States is called Olomouro. We have a In my community, we have shared the Shell company. So more or less, I'm just like a host community. My community is a host community in the Niger Delta area. Okay. And, uh, that's you say, uh, from Birth then.

Q: You've been there for over how many years? let me say a minimum of eight years.

A: It's years where you have stayed and resided there. Yeah, because I came back to Lagos. So I'm a permanent time in Lagos.

Q: Okay. Okay. So, uh, from what you just talked about, it looks, you could say you have answered the stakeholder category, but I would like to ask again, what stakeholder category are you more inclined to, uh, project clients, Project contractor, host community, or government official.

A: Host community. I'm some, I'm a son of the soil, so it's a host community.

Q: Okay. Okay. And so, since you are looking at things from the community standpoint, have you been around, um, those environs where projects have exceeded the, uh, completion timeline?

A: Sure. Yeah. Yeah. Yes. Okay. Yes.

Q: Can you share how you think it was managed from your perspective?

A: Most times, what I see is that, The, the, the, the oil companies, the low power followed our state of mind in the sense that they are ready to offer anything we want. You understand? But most times our mindsets, the host committee itself and the leaders, they are not ready to give the, the, the oil companies what they want. I don't know if you understand the angle I'm going to in the sense that the Oil community themselves. Whatever you give them, that is what they will give back to you. So if you give them lay down principles, they'll follow it. But most times the host community themselves, they are not arranged. They are not properly arranged.

So the Oil companies, they follow suit what we want. So most times it's not as if the delay is from the Oil company. It's from the representative of the host community.

Q: So, uh, from what you've mentioned, this looks like the issues that are on the ground that has exceeded their project, uh, beyond their, um, completion timeline. And yes. So you mentioned the issues. Now, what do you think can be done to improve it?

A: For me, what I believe is that I don't really know because the major problem now. For example, the oil producing people, they came here to make their money, to do their business. And business is all about making money. I don't know if you understand me. Now, the only way I believe those projects can be carried out fully is for the oil producing company to sign a very detailed memo with not only the community with the government, the community leaders and the youth, so that it will be it will be like an open paper, it will be as if you are just picking some community leaders, let it be from the government. The community leaders, the youth, the market, let it be open so that after that there, there won't be any hidden something because most they just pick some community leaders, some other people. At the end of the, uh, at the end of the day, you find out that the project is not coming up because you not see the youth rising. fighting land, uh, land, uh, boundary and all sorts of things. Those are the majority that normally bring down those projects to delay. So for you, for me, what I see is that for those projects to be very fast is for you to make it like an open spreadsheet whereby community leaders, government. The youth, especially the youth, because most of you, you find out that is the youth that are going there to disrupt projects.

Q: So we'll move to the next question. So what are your thoughts on the impact of, uh, project client leadership? Or leadership in general towards a project delays

A: for me, I believe, uh, is, uh, is, is based on government. Yeah, this one, this question is actually from the client side. I mean, like the company that projects contractors to project for, that's the client, the users, you know, you have the users and you have the project contractors. So if a contractor does a project for the client, and the client is the user, client is like the sponsor, whoever is calling for a project to be done, so for the client leadership that's in house, that's the operational company itself, from the in house perspective, do you think that they have managed their own leadership properly? Do you think?

Q: How do you see their leadership as it affects projects?

A: With my little, uh, experience, both, uh, uh, offshore and all that, those companies, they are really doing well. You, you can notice it with the workers. They are doing their best. They're doing well.

Q: Okay. Okay. Thank you. Uh, and when you say they're doing their best, uh, can you specify any example that you, can they, uh, provide more details to

A: First of first when it comes to safety? When it comes to safety, they don't compromise because I've been on board. I've, I've been on water on so many places where regarding the, that sector, when it comes to safety, you will notice they don't play with our safety. That is one. Okay. Okay. Then secondly, when it comes to payments based on salary. I know that they follow the standard, which I've noticed.

Q: So we'll move over to the next question. Uh, what are your thoughts on the impact of their planning? Now, the planning of this same clients, what do you think about their planning as it relates to projects in terms of delays?

A: Most times, they are planning for me, before they move to any site, there are drawings that are designed, that are laid down in principle, they've already arranged themselves down, they've already arranged themselves down. Once they move to sites, stay on the community and the government and some other things. Those are the little things that reduces them for them to achieve their goals. But when it comes to planning, they've already planned themselves that. Okay. So that still speaks to stakeholder relationship. Yes.

Q: Uh, what are your thought, what are your thoughts on the impact of material supply from project contractors on project delays?

A: With my little knowledge, they deal with, before you supply anything, you must bring sample and or confirm the samples. So they are very, very detailed in whatever thing they're doing, they'll specify it. and give it to you and you bring sample before you supply anything. So most times they are always in details.

Q: Okay, so how do you perceive the relationship between government approvals and project delay?

A: Government has, they has a very big burden in there.

Q: Okay. So can you, um, specify a number of, uh, uh, government bottlenecks that you, that you can provide more details to, since you said they are boardens from that side?

A: Okay. Now in general, is government in the sense that government has the power, you might want to use a company to supply some certain things. The government wants you to use their own personal company, which they have. They'll be pushing that, no, no, this is the best, this is what you use. And through there, the, uh, the, uh, the oil company,

they will be having a bottleneck there already. Without the government approval, they cannot go on and do anything.

So most times, the government itself, they choose people they want. I give it to the, the, uh, companies.

Q: Well, how do you think that this can be solved? How do you think it can be managed?

A: Well, it's very, very difficult. You understand? Because they came to do their own business. You understand? So most time, if they are very, very adamant that no, this is what you want. This is what we want, no matter how it would take, this is what we want. I just believe it's based on the Oil company. Once they say this is what we want and it's final, I believe if the government don't want to approve it, they can say, like, okay, they can say, okay, this is the companies we want to use. One, two, three. One, two, three. Let them come up with those companies. You understand the government cannot go back and be a rally around with those companies to make their own profit from them, but let them come up and say, we need this one to company. These are the supplier we need. These are the people we need. That is what I, I believe that that will, that will favor the company. Okay. No, that was a bidding process.

Q: And what are your thoughts on the effect of project delays on oil and gas asset efficiency. How do you think that, how do you think that project delays can impact the efficiency of an oil and gas facility?

A: Everything is all about time and processes, you understand? You doing one project does not mean that is the last project you do, you have other projects to do. So once delay is occurring, it will be affecting other projects and it will be affecting demands and other things.

Q: Are there any other concerns in your experience regarding oil and gas? I might not have mentioned already. Yeah,

A: well, my major concern is, uh, we don't have, you know, oil thefts. Okay, oil theft concerns.

And, uh, what would be your suggestion on how it can be managed? Well, I believe we are in a modern world. You understand? So I don't see any reason why all the places we have our oil where mostly, uh, all the pipeline everything. I don't see why it's not digital whereby cameras will be there. I will be seeing outflow and inflow of anything that is happening regarding the theft.

Researcher: Okay, thank you, um, for being part of this session. This ends the, uh, interview and I really appreciate your time despite your busy, um, schedule. And that will be all. If I have any other follow up questions, I'll get back to you. Thank you very much. You're welcome.

## Participant 6

Q: Uh, I want to thank you for this, um, accepting to take part in this, uh, interview session. So, uh, quite delighted. I would like you to, uh, let us know your name, and your industry of practice, as well as your designation.

A: Okay. Uh, good afternoon, sir. Uh, good evening. My name is, ----- . Uh, I work in the oil and gas industry.

Um, uh, I have, uh, uh, about 15 years of experience in the sector. Um, also, I've also partaken in so many projects, both short and long duration. Thank you, sir.

Q: Okay, thank you. Um, can you, like, tell us your exact, um, designation, your job, job title, job role?

A: Okay. Uh, in the course of, uh, the project, I've, uh, participated, uh, played the role of, uh, Construction Engineer.

Q: Okay, thank you for that, uh, answer. Uh, my next question is trying to know your stakeholder category. Which of the following, uh, stakeholder category are you inclined to? Is it project client, project contractor, host community, or government official?

A: Okay, of all the projects I have done, I have been, uh, I have been playing the role of a, uh, on the client side. That's it. Uh, representing the client in the course of the project, so that has been my role.

Q: Okay, thank you very much. We will now go ahead to, um, questions, uh, regarding oil and gas projects exceeding, uh, completion timeline.

Have you been involved in any project, uh, that exceeded the completion, uh, timeline?

Q: Okay, yeah, yes, the one that, uh, happened recently. Uh, I have, uh, other experience. The project was supposed to start and, uh, it didn't start on time. Even though we have all the, uh, uh, planning, drawing, all of them are in place.

But at the point of execution, that's where we have the delay. So, we couldn't start on time. The contractor could not mobilize to site on time because of some, uh, issues. That's, you know, allow them to carry out the project successfully. Even though all the planning, design, everything, everything is, uh, available.

But, at the point of execution, the project was delayed.

Q: Okay, can you shed more light on, um, the issues the contractors faced? Do you have the, the, uh, the answers to that question?

A: Okay, uh, the, many issues, but the one that was so evident was, uh, The terrain of the project, uh, because the project is, the project is power upgrade, but the civil aspect of it, the contractor was not prepared for unforeseen circumstances.

For example, it has to do with digging and excavation. So, as a result of that, the contractor was, did not really emphasize on getting, uh, a machine. that we, uh, that we control water inflow. So as they were digging, uh, it was even in the draining period, so as they were digging and excavating, we have a influx of water. So we have to step back and, uh, assess the project and look for a way of getting a machine that will evacuate water while we are doing excavation and digging. So, we, eh, we have to step back and we get, eh, dewatering machine. So, so, we make use of that. So, before we now start excavation, we use the, dewatering machine to make sure that the area is, eh, uh, out of water.

So, that, that's one of the delay that we had. And we know when, when you have to do a kind of change in the project, all the staples, that's Must, uh, give your consent before you go ahead to bring in the machine.

Q: Okay. Thank you for that. Uh, I would like to know what are your thoughts on the impact of project client?

A: Um, project client leadership decision on project days is, okay. Uh, the, the, the thought is that it's just like the, the example I gave, uh, every project has to be flexible. Because at times you may, you may not be able to, uh, understand or see all the things that you are going to face, all the challenges, just like the one I just mentioned.

So if, if we have a flexible, uh, contract, like that project now, it was not all that flexible. So that's to go through many processes before they can get approval. So as a result of that, there was a delay. The project was supposed to start during dry season. We now enter the main reigning season. So as a result of that, there is a delay.

So I feel that there should be a kind of a clause in contracts that will allow, that will allow the contractor to be able to put things in place, and of which is going to be evident, not just on the side of the contractor, but the, uh, the claimed representative. We also see that, okay, this claim that the contractor is, uh, Uh, agree for is journey.

So there should be a kind of flexibility that okay, we should be able to spend up to social amount of money if there is a change in the course of execution.

Okay. Uh, you've answered the second part of the question, which says, what factors can influence a client leadership decision?

Q: So the third part is. How do you think this can be managed? You know, you've mentioned the challenges. But what can we do? What can be done to ensure that things like this do not continue to happen? Even if you have a contract in place.

Okay, uh, one of the things, uh, the one I've mentioned, one of them is, uh, the contract should be flexible. And, uh, we need to ensure that, okay, if there is going to be things that we do not foresee, Because of the project, it should be flexible. The contract should be able to There should be a kind of a mutual understanding that, okay, you should be able to bring in other things without necessarily going through so many approvers. So if those one are in place, like that project now, we already know how to solve the problem, but we are now looking for approver. So in the course of getting approver to the highest level, so that won't now delay. It was not that the machine was not available. The equipment was available. But the contractor needs to get approval before mobilizing the equipment.

So if we have these things in place that, okay, we should be able to spend a certain amount of money, when it has been assessed, then the work will move forward.

Q: Okay, so this approval, will it come from the clients or, will it come from the clients or from the government officials or? Yeah, the, since it's a, a, a private company and it's been, uh, uh, influenced by the government.

A: So, the main approval comes from the government. The main approval comes from the government. So, that's the, uh, thing that delayed, uh, the project.

Q: Okay, so, uh, what are your thoughts on the impact of project planning and project delays?

A: Okay. Uh, the, the, another issue, uh, as regards to that is also, uh, maybe the materials to be used. If, uh, uh, the materials, because when you are doing assessments, especially in our country, where we have a higher inflation rate. So in the course of your planning, if you cost a material to be so so amount of, uh, dollar, then when you want to execute, and, uh, there is an inflation, so the contractor will not be able to carry on with the project, because there is an inflation in price.

So there should be, uh, things in place for, that will, that will allow the contractor to, to be able to quote current price. So that he can execute the job because probably he has not even purchased those materials. So, so those are the things that we feel that, uh, the policies would take care of that. That if there's a change in price of which inflation, the contractor should be able to, both the contractor and the, the client, they should come to a roundtable to agree on the cost of the material so that the contractor can go ahead and purchase the material.

And the project can commence immediately without delay. Okay. So does this speaks to the flexibility you mentioned earlier? Yes. Part of the, the, the, the flexibility in the, in the contract, you should not be too, too rigid in the sense that will not allow the contractor to be able to do some modification because the medication we are talking about is, is open to both the contractor and the client representative.

So if there's a flexibility, since we have a, the client representative. They should be able to look at it together and, uh, harmonize, okay? With this price, we can go ahead. So, that's part of the flexibility of the contract we are talking about.

Q: Okay. Thank you. Uh, what are your thoughts on the impact of material supply from project contractors on project lease?

A: Okay. Uh, sorry, can you take the question again?

Q: Okay. What are your thoughts on the impact of material supply? From project contractors on project delays, does the materials are being supplied by contractors during project, what, uh, impact do they does that have towards project release?

A: Okay. Uh, it's a negative impact because especially in the country where I work, we have a different, uh, uh, weather condition. So once there's a delay. You're supposed to start a project. Maybe during dry season and you delay as a result of material. It will enter another season that you are trying to avoid. So, now for you to overcome that, you will spend more money. So, the, the material has, uh, uh, impacts. Uh, if, if, if the material is not readily available, it's going to be a negative impact on the project. And you will spend



more money, spend more time. There are more resources also. If a project is supposed to be, uh, commissioned maybe after two years, and the materials are not readily available, so it's going to delay the projects and, uh, it's going to be a waste of resources. Okay, I think that, uh, has answered the factors that can influence project contractual material supply issues.

Q: So, um, can you just shed more light on how this can be managed?

A: Okay, we have talked about so many things. Uh, how this can be managed, uh, flexibility in the course of the contract. Then, uh, we should also, uh, plan ahead when we want, anytime we want to do a particular project. Then the material, uh, just like, uh, I have said, material should be readily available.

Uh, Not that, uh, readily available in the sense that if we need to do modification or if we need to get additional material, there should be flexibility in time of price so that the contractor can go ahead and source for that material, considering the, uh, the, the price of that material, because we only have the material in the market, but what may delay is the price.

So we should be able to assess it. And give the contractor go ahead to go and get the material and, uh, start the work, uh, immediately. Okay. And also, we should also consider the weather factor as well, because any project we are doing, uh, has to, to, to, to do with the weather. You should consider that. And, uh, also, uh, put that in place.

For example, the, the, the project that we had, we. There is a particular, uh, area that was close to the shore. So the material we used at that place will not be the same material that will be used at the other, other, other side. So, at the end of, in fact, before the end of the project, we already, we already see the material corroding because the material was, the, the, the project was close to the shore and the, the corrosion rate at that particular place was so much.

Q: So that speaks to material quality concerns?

A: Yes. Yes. We able to, because you cannot expect the same material that will be used at that site. I mean, that particular area to the one that you're going to use criteria that is not a, uh, have less excavation rate.

Q: Oh, okay. How do you perceive the relationship between government approvals and, uh, project delays?

A: Uh, as I've said, that has been the major issue. Its, uh. Because like the company that I work for, they need to get approval from the government because it's a partnership. And the greater percentage is being owned by the government. So the, the, the company cannot execute any project without getting approval from the government.

So there should be a synergy between the, uh, company and the government in such a way that, uh, approval will not be delayed. Because the moment you delay approval, maybe you want to even spend 10 Naira in excess. But by the time you delay the, the approval, you discover that 10, 10 Naira. So, uh, there should be a synergy between the, uh, the company and the government.

So that, uh, approval will not be delayed for the execution of the project. So as a result of that, we are going to save more money. Okay. Uh, that, uh, spoken to factors that can influence government approvals on how, uh, these factors can be, uh, managed. Um, but apart from the synergy and, uh, as well as the approval being a concern, are there other factors, are there other things that can, um, reduce the chances of getting approval and, or improving the chances of getting an approval?

In this case, you have said that synergy is good in order to get the approval. What are the things that clients, companies can do that will reduce their chances of getting approval? Okay, uh, the, one of the thing is trust. Because many a times we always have the belief that contractor wants to make more money.

So as a result of that, we don't trust contractor. Even when they bring price, we believe that. The price is too much. So where the, when it come to client and contractual relationship, there should be a trust in the purchase of material. So if the trust is there, if the contractor say, this is what I can get this material, this is the how much, this are what I can get this material, then we can just give them the go ahead to, uh, get the material so that the war can commence.

Because if you don't have trust, we keep on delaying the project and at the end of the day. The little increase, I mean, the little, uh, increment on the cost of material, you might even spend more than that at the end, because by the time you calculate the time and the resources, money that you have wasted in the course of the project, you discover that it's even better you start the project on time based on the cost that the contractor has given, rather than delaying the project and incurring more, uh, uh, Uh, debts as a result of the project.

So, trust, integrity, uh, should be considered.

Q: Okay. What are your thoughts on the effect of project delays on oil and gas asset efficiency?

A: Well, uh, as we have said, it's a setback when we don't execute projects on time.

Because during that time, both time resources, human resources, material resources will have been wasted. And even if care is not taken, you can even lose personnel in the course of delaying. Uh, where we cannot, uh, we, we, we, we, we cannot over emphasize the fact that there will be some unforeseen circumstances, but they should not be too much.

To the extent that we will now, uh, lose the whole project to, uh, delay, maybe because of material, because of weather, or because of a government policy. So, I feel that we should be able to manage this well. Do proper planning and, uh, have some flexibility that in the course of your project, these are things that we can, uh, foresee.

Then we will have prepared for that. Then even if at all something comes up, we will know that those ones are just minima, minima, that we can easily undo. And, uh, will help us to, uh, complete the project successfully, safely, and timely.

Q: Okay, uh, this, uh, for the last, uh, question. Are there any other concerns in your experience regarding oil and gas projected days that we have not captured?

A: Uh, the, the other concern, uh, we have mentioned, uh, most of them in terms of the material, in terms of policy, in terms of the condition. Uh, the other concern, they are just the, maybe, uh, the welfare of the, of the, of the personnel because when we have the high inflation rates, the workers may also feel that, okay, this project has started some years back, and you are paying them the same rates when the project started compared to when Uh, they are spending years on the project.

So, the, the welfare of the workers will also be put into consideration. So that the workers can work, uh, safely and also with their mind. Not that their mind is divided because by the time you start, uh, living with amount of money with them, Um, if the project is being delayed, at the same time, there should be something to compensate for the workers.

So that Uh, and we hope that everybody, both the client and the contractor, will smile at the end of the project and the project will be executed, uh, and commissioned successfully. Okay, uh, Mr. ---, thank you for, uh, being part of this, uh, session. Uh, this concludes our, uh, interview, um, on this, uh, particular research.

Q: Uh, if I may ask Do you have any, uh, questions that you would like to ask or any clarification that you'd like to get?

A: Okay, uh, Eh, for now, I don't have, uh, much question. It's just to make sure that once we have, uh, a kind of concern like this, the experience that we have learned, we should be able to, uh, put them into practice. So, not that we just, eh, Uh, maybe lesson made without, uh, putting them into practice. Okay. So, that is just my own, uh, advice on that.

Researcher: Okay, thank you once again, uh, Mr----- for being part of this, uh, interview session. We'll, we'll, we'll, we'll, we'll talk later if I have any follow up questions.

Interviewee: Alright, thank you, sir, for the opportunity. Thank you.

### **Participant 7**

Q: Yeah. Thank you for joining in. Thank you for accepting to take part in this research. Uh, despite the busy schedule. Uh, I would appreciate if you can introduce yourself. Tell your name, your industry of practice and your designation.

A: Okay. Good afternoon. My name is -----, uh, I work for Solar Turbines Incorporated and I'm a Field Service Representative.

Q: Okay. Thank you. Um, can you tell. Me or the other experience in the oil and gas industry approximately.

A: It's about 7 years now. Okay. 7 years of experience

Q: And what to be your stakeholder category, which to go as good. I plan to is it project plans. Project contractor, host community, or government official.

A: That would be a project contractor.

Q: Okay. And have you been involved in projects that have exceeded your completion timeline?

A: Yes. Yes. I think once. Okay. One term, one of such. And how, how, how was the situation managed? What happened was, we had to, we had to invite a subject matter expert from the U. S. He's a commissioning engineer to actually speed up the completion of the project. Because we're having some difficulty with some of the parts. I think that's what we need to do. It came to speed up, speed up like the parts, right? But the speed of the commissioning, because we were having issues with configuration of some of the

parts, the software for the communication. Okay. So, uh, what are your thoughts on the impact of. What does client leadership on project delays. What, what I'll actually say is like the, the role that the client leadership plays is one of the most vital roles when it comes to project execution and also completion and the decision that they make could actually lead to Either a safe and timely project completion, or it could lead to a disastrous project delay.

Q: Okay, now what are the factors that you feel that has influenced the decision from the client standpoint?

A: Usually, I would, I usually reference availability of funds as one of the, one of the factors that affects their decisions. Because I mean, with, with more money, you can do more and make more decisions, make more better decisions. And with less funds, you know, you want to manage and cut costs and do a lot of unnecessary things that cause delays. Okay. And so what would be your, um, mechanism to reduce this from happening? And what, what can companies do to be more resilient? In terms of the availability of funds, I would, uh, I've, I've not really been involved in, um, this part of the job, but I would say proper in proper fund seeking, like, um, giving proposals to investors or seeking loan from banks to make sure you have enough, uh, sustainable, uh, funds.

Q: So we'll move on to the next question. This is talking of the planning. Uh, you may have answered a bit of them while you were answering, um, responding to the last questions, but, uh, what do you think, uh, what is the impact of a project plan planning?

A: On a project like I said before, without without planning, you know, the project is just bound to fail. So if there is a flawed plan, it actually brings a thing about the disastrous ending of the project. Probably causing delays and even wasting more money in the long run.

Q: Okay, what do you think would? increase the chances of having a poor plan from the, uh, clients.

A: One of the most important thing is incompetent personnel. If, if you don't get the right person for the right job when it comes to planning, then the project is bound to fail. And then the availability of funds also. It increases or widens the scope of the plan. You know, if you have more money, you get, you want to plan for better safety, safety gears or safety stuff. And then you want to get better quality, better materials with better quality and those kind of things.

Q: What would you say about material supply from project contractors. How has this affected their projects?

A: This is also one of those very key roles that's one has to, um, put in check because without proper material coordination and a very detailed and realistic logistic plan, then the project is because if there are no commissioners, And you, the product gets stuck along the line and you, you see yourself running a task that are looking for parts, and then you could actually stall or improve the delay, increase the delay of the product.

Q: Okay. Um, how do you perceive the relationship between, uh, government approvals and the product delays?

A: Okay. Citing, citing Nigeria as, as a case study, we, there, there are a lot of, I, I won't say bottlenecks, but I'll say deliberate, um, delays with getting approvals from government agencies because I mean, everybody wants to be part of the success of a very good story.

So this, this subject is a kind of, um, formal. Um, how do I put the word if, if the government and the government agency and the project owner, maybe they have a cordial relationship before he could actually fast track the approvals from the government agencies.

So that's a cordial relationship between stakeholders. Yes.

Q: So what are your thoughts on the effect of project delays on oil and gas asset efficiency?

A: Well, the, the longer, the more, the longer the delays we have, the, the, the more it is detriment. The detrimental effect it has on. Production capacities and also the profits margin in the long run for the organization that runs the assets, you know, it's based on experience as a turbine specialist when, when we have, um, uh, delays on our equipments like this, it means the customer or the clients might not be able to uh, So, um, what's, what do I use?

I don't be able to, I don't know if you can help me. Like, um, to realize the benefits. Yes, yes, exactly. So when, when we, when there is no, the equipments are not running, the machineries are down, it means we are not producing and for every, for every minute that the equipment is down is actually a loss, actually a loss for. The customer, the client.

Q: Okay. Thank you. So for the last question, are there any other concerns in your experience regarding oil and gas project delays?

A: No, not at all. Not at all.

Researcher: Um, thank you for taking part. This session. Uh, I really please, I appreciate your time. Once again, I know that, uh, you are very busy possible, so I, I, I really understand that the sacrifice of the opportunity there and if I have any other follow up questions. Which if they'd be, we might have another session, but if not, then this is, I'll go ahead with what we have here. Thank you for your time. That ends our session. Thank you. All right.

## Participant 8

Q: Can you please introduce yourself also name your industrial practice and your destination?

A: All right. Thank you. Once again. Um. My name is -----, I am currently a power power engineer in the Oil and Gas sector.

I have been working in all of that industry for five years and um, I have had, um, couple of projects interfacing with, um, clients and the contractor. So that's basically my background. Thank you,

Q: Okay, so five years industrial experience, which. Which stakeholder category are you more inclined to, uh, would it be a project client with a contractor, most community or government official project project client?

A: Project Client

Q: Thank you. Uh, have you been involved in oil and gas project that exceeded their completion timeline?

A: Yes,

Q: okay. And how was it managed.

A: Um, okay, um, basically. The, the, the problems came from the contractor that was, and, um, as the client, we had to find out what Meet up with the time like that we

exceeded, clients made some, um, requests and, uh, as a contractor, we did our best to mobilize those resources the best we could to see that to completion. That was one of our key points in, um, reducing First implication on the project completion is against the fed that we needed to complete the project for the stipulated timeline.

Q: Okay, so what are your thoughts on the impact of client leadership? Put your client leadership on, put your delays. Okay, if the client has, um, the rights, this is what you pay.

A: That is free. Everyone's one month's pay. Everyone's one month's pay. That's free. Everyone's one month's pay. That's free. Before the client actually, before the contractor does a handover. Because of COVID 19, we refuse ongoing to see where we are and where we are coming from to know where we are going to. So, the clients, um, make sure that the contractor is doing his part. And, um, always getting to see what blind spots the client can, um, give help to, to see in the project education.

Q: So, in your experience, has, has this been, uh, good? When you say you have made a good decision that answers project sources. Uh, what's been your experience so far? What's your perspective? Has it been good? Oh, but leadership has been good.

A: In my opinion, it has been good and productive.

Yeah, I can hear you. Yeah. Okay. Now we'll move to the planning on the client side. How has this planning from the client side impacted project delays? Okay. Um, um, before the projects execution, it helps to reduce, um, any cost that benefits the clients because it can also help in timely project completion before client propose date of completion. And then, um. It has also been a good factor in reducing any exposures that may be long term or short term. So everything is on the table and you know exactly what you are doing before you become exposed.

Q: What are your thoughts on the impact of material supply on project contractors on project delays?

A: Okay. Um, well, leaving the material supply to the contractor alone has had a lot of issues when it comes to government regulations. on goods if they are going to be imported into the country. So being that the contractor is, um, maybe, maybe, um, a foreign contractor for that project.

And, um, the government's Where the project is going to be executed as some ban on some items. The contractor will have a little to choose. He gets to choose what he wants



to sell. It's got to be valid. It's got to be valid. It needs to be. It can always not have to be valid. It needs to be valid.

Q: Have there be? Have there been particular cases, supply, supply issues, that you think affected their project completion?

A: Yes, the, the, the particular cases with, um, some, some materials and items that, you know, that claims, uh, are used for making explosives. Um, if those, if, in, in, in, in, in, in those cases, the client has to, um, be in tandem with the government, justifying why that item is needed.

If it's just the contractor bringing that item in without any proof that it was a client in requesting that item for use in the project, then definitely we are going to have some showstoppers.

Q: All right. We'll move to the next question that looks at the relationship between government approvals and budget delays. What are your perceptions on this?

A: Um, The questions are with, with the government's approvals. Um, yes, uh, we'll talk about, um, delivery. Um, to, to, to the site for project completion, we've talked about exposures. If it is an environmental project that will need to enhance, um, the environment, the health of the environment. And, um, need the government approval to get certain items on site to execute that project. The environmental impacts is going to be, is going to continue degrading. So that is very. Very key also, um, you have, it has effect on the community, for example, where, where such, um, project government may not be looking at community and, um, such projects combat the time span. Um, do a lot to providing employment opportunities around. And so government approvals play a key role in a lot of factors, even good timelines, good execution timelines.

Q: Would you, would you say that this has been good?

A: I would not say too good. I would say it's been fair. I would say it's been fair.

Q: What are your thoughts on project delays on oil and gas asset efficiency?

A: Basically, I would just look at three things. I think I've mentioned two earlier. So once again, capacity limitations. If we're looking at expanding, um, an asset. Trying to have more barrels production a day or if it's gas, um, we, we would be limited if I, if, if it's an, if it's an expansion project and that limitation would definitely show, um, what's the earnings that can be gotten. And also. There is a safety standpoint where we can be

exposed if the project is to enhance the safety of the workforce, the equipment that can be an exposure when the government is, um, being a stop in this and then, um, the environmental impact if there. It's a project in place to prevent spill. For example, there's a project in place to make sure that the wildlife around the surrounding of the project has, um, a sustainable future and you have the lease. In project execution, definitely all you're going to see around. So that's, it's been embarked on. And from this, from the three items, I listed from that standpoint, you would definitely want your projects to be executed in time, the long term benefits. rather than overlooking or having an oversight on them and then you are exposed long term.

So I think it's a hundred percent to go with it. It cannot be a 50, 50, 50 percent thing in my opinion.

Q: So are there other concerns?

A: Yes, you got it. Well, I can't speak at least. I will not at rest. Uh, primarily government agencies and government policies back and forth, um, in the country where I am, policies keep changing.

And this policy is also affects government approvals or project, um, execution or project delivery timelines. Uncertainty in the policies for the oil and gas facilities, uncertainties in logistics, importation on the project contractor side, all this can have a great concern in project delivery timelines.

Let's look at logistics for instance. Kind of what set it or set into this plan, uh, have you experienced in terms of prior to this. Okay. So for the logistics, depending on on what is coming in, um, you would definitely have, um, a lot of agencies, government agencies, um, doing certain checks on, um, items that are considered harmless.

Right. Um, and you have, um, duties on them. So if naturally some materials have expected delivery dates of, um, or timeline of two weeks because of the government's intervention as per delaying at the port to check those items, it will take you that very two weeks for every government agency. That is good.

Through those items before they are being released. After that you have the security consent in land. For the items to from source to endpoint. So those security concerns are also pose a great risk to the project delivery timeline. Good. Thank you. You go ahead, go ahead. Also have bad route. You also have four route four, poor, poor road network infrastructure that definitely would, um, have impact on your project timeline.

Researcher: Okay. Thank you Mr. Thank you. Thank you for your time. Uh, despite your busy schedule. If I have any other concerns or questions, uh, I'll get back to you and our interview session. Thank you once again. Thank you. I appreciate it.

### **Participant 9:**

Systems Completion Engineer - Onshore Project, the project lasted for almost 5 year.

Q: Okay, thank you. Um, in total, what is your experience in the oil and gas industry, projects, and every other, uh, functional areas that you've, um, worked?

A: Yeah, for my, um, Almost 20 years experience in the oil and gas. I've been privileged to be involved in more than five projects in the oil and gas. And I've had more than 10 years experience on those various projects.

Q: Okay, thank you. So, uh, during the course of your projects, uh, What stakeholder category would you, uh, consider yourself to be more inclined to, um, whether it be a project client, project contractor, host community, or government official?

A: Here on, um, two of those projects, I was on the, um, contractor side. Uh, but the biggest, um, onshore project that I mentioned, I was on the client side.

Q: Okay, thank you. So, have you been involved in oil and gas projects that exceeded the completion timeline?

A: Definitely. The last project that I was involved actually exceeded the timeline.

Q: Okay, so how was this managed?

A: We were able to put across the challenges that we had during the projects. And we were given an extra time, um, for us to, um, complete the projects. And we worked, um, within that, um, that period of the extra time that we were given to, um, completely handle other projects.

Q: Okay. So, uh, what are your thoughts on the impact of project client leadership decision on project delays?

A: Um, actually, um, some decisions. may affect them, project them delay. Apart from the fact that, um, we have, um, probably, uh, materials that we're supposed to come on

site, not coming on site on time, probably due to, um, some kind of, um, uh, processes, whether governmental, uh, that, uh, those materials were not able to arrive.

Uh, the site on time, uh, those, um, bottlenecks contributed to, um, delaying that project apart from some, um, issues like, um, forced majeure that were caused, um, by, um, community, uh, rising up, um, and demonstrating, and then, um, from there and there causing sporadic, um, um, uh, blockade that, um, actually affected The project and truncated the, um, the project.

Q: Okay, so what do you think, uh, can be done to reduce the likelihood of, uh, like the force majeure or the community disruption like you mentioned?

A: Yeah, I think, um, one of the things is to properly align with the, um, community. And that should be in line with the local rules, the local rules, uh, and some provisions. Especially in Nigeria that we have the, um, PIB, the Petroleum Industry Bill. Um, in that bill it is clearly stated the expectations of, um, the, um, contractors, uh, relationship with the, um, community. The host, uh, community, if that is properly handled, the, um, the project delay in terms of that area may be minimized or completely, um, eradicated.

And also, uh, we also discovered that, um, to actually Bring materials to Nigeria. That means early importation of material should be, um, should be done, considered. And also, um, how does material be imported and, uh, transported. And also, uh, preserved. All those things should be factored in to see those things happen. To see that those things, um, do not actually, uh, influence or delay the, um, projects.

Q: Thank you. So what are your thoughts on, uh, the impact of project plan planning or project delays?

A: Yeah, actually, um, in the planning state, During the planning stage, every, all aspects, or every aspect of the, uh, project that could be, um, considered to have, uh, probably to pose, uh, hindrance should really, um, be, um, considered. And one of those things would be, um, considering the competency. Of the contracting probably bodies or the, um, subcontractors because we had, um, some contractors, uh, during the projects, um, some maybe because of equipments or bringing equipments or hiring equipments for tests for analysis or sending out sample for analysis, all those things should be factored into to the, Uh, to really, um, cater, uh, to be catered for, that those things do not actually, um, affect the progress of the, um, project.

That means those materials, those test materials, everything that has to do, uh, with, um, probably a specific, uh, test should be on ground to, um, to make sure that, um, those

things are done, those tests are done when due. Those, uh, yeah, if those things are taken care of, probably during the planning stage, I think, um, will also help in, um, making, uh, us to work within the timeline of the projects.

Q: Okay, so, uh, what, what are your thoughts on the impact of material supply from project contractors on budget delays?

A: Yeah, like, um, the last, um, project, we discovered that, um, some materials, when they arrived on site, we had to, um, Uh, send those materials back. Uh, probably because of quality. And the other because of mismatched, um, spec. Uh, meaning that there was, um, Probably, um, a, a, a, a, a, a, a lacuna, so to say. Uh, between the, um, the contractor and probably the, um, people. Or the age of the, um, companies that were actually, uh, supplying, uh, this material. If they say clay, I would advise that if they say clay, because that's why in the subsequent projects, we make sure that the contractor will really understand the specification of materials. And then the supplier also will understand. Uh, if need be, samples or pictures should be sent. So clarifications should be made at that initial step. To make sure that materials that come are of good quality and within the specification of the material we're supposed to arrive on site.

Q: Okay, thank you. Uh, how do you perceive the relationship between government approvals and project delays?

A: Yeah, that um, is another aspect because of some bureaucratic bottlenecks. That's actually. Um, at times it is not within the control of the company where you have to go for an approval. And for one thing or the other, that approval is being delayed. But um, we also discovered that if we engage the agency, government agency early enough, as far as the approvals, uh, are concerned, That could be another area that could help to, um, uh, probably, uh, make us to, um, to reach the, the, uh, within the time frame of that project.

Q: Okay, can you, um, mention one, um, factor that can lead to this bureaucratic bottlenecks?

A: Yeah, I think one of the, um, uh, factors could be, um, Um, a situation where probably a government policy has been changed and then it has not been properly communicated to the agencies or companies that are affected and probably discover that when you go and say it's a new policy, they must have had a change.

So meaning that constant communication to identify all these changes and then work towards closing those gaps. should be something, um, we should look into.

Q: Thank you. Uh, what are your thoughts on the effect of delays on oil and gas asset efficiency?

A: Um, basically, um, any project delay will impact, uh, financially. For some areas that we have, um A timesheet, that means the project is based on the number of days the contractors are on site. If you happen to, um, extend the number of days that a contract is supposed to be on site, definitely you have to pay more. Uh, only on, um, contracts that are bulk sum, uh, those ones, contractors seem to probably work within their specific time allocated to them.

And also the, um, the facilities that was supposed to be delivered, if it has to do with them, uh, probably, um, uh, comp it was, it has to do with the compliance. If the government has given you timeframe for you to work on that project, at least to close the compliance gap of that company and you are not able to, uh.

Work within that timeframe and close up that compliance gap, you, you end up paying fine. And, um, that is not good, uh, on the, um, uh, company's reputation. So meaning that, um, those kind of, um, uh, impacts may not really speak good and not all well, uh, for the company. So we try as much as possible to see that we, um, close those gaps and, um, and work within the timeframe given to us and the particular project.

Q: Okay. Thank you. This one for the final question. Are there other concerns in your experience regarding oil and gas project delays that have not been mentioned?

Yes. Um, one of the concerns, uh, this one is purely what we experienced during the last project. Um, was, um, the The payments, the remuneration of the subcontractors, as far as subcontractors were concerned, the staff were constantly looking for increments and, and the welfare. So, meaning, that each time, I think I discovered that we had few disruptions because of this. Looking for payments, delay in payments, looking for increments. So that actually, uh, caused delay of them, the project somehow in a way. So if these things are factored in during the planning stage of a project, and solid agreements that will last through all through the projects, and terms clearly defined, terms clearly defined, and the parties involved.

Working, uh, according to those things that we could find on that contract. And I think that will help, so that, um, any of the parties will not hold each other responsible, uh, in the course of that project. But work strictly on the contract terms. Okay. Thank you for your responses. Uh, once again, I want to appreciate, uh, you for Uh, choosing to take part in this interview, uh, research, uh, session.

Q: Uh, you have any questions for me?

A\*\*: Um, just, um, one question I would want to, um, uh, ask you. Uh, if you have, have you ever been involved in any projects, whether it is, um, a big project or a small project?

A: Yes, I have. Um, even in the, uh, food industry, as well as the oil and gas industry, I've been involved in, uh, projects that have lasted well beyond their, uh, timeline.

And, um, most of the answers that you have given are not completely new. Um, I think that we need to That was part of the reason that this topic was even picked in the first place. It has become a big concern for, uh, government, concern for clients, concern for contractors, and even a big issue for, uh, the customers. So that's, that's, um, basically what I have on that, on that side. Thank you for your question. Uh, I think, uh, I hope I answered you, uh, to your, uh, satisfaction. Yeah, really. Okay. Thank you. Thank you so much for being part of this session once again and if I have any other follow up questions I would reach you.

Thank you.

### **Participant 10:**

Project Coordinator in the oil and gas industry.

Q: What's your year of experience in the oil and gas industry?

A: Nine years of experience. Okay. Okay.

Q: What's your stakeholder category? Which of the stakeholder category are you most inclined to as a project client, project coordinator, or project contractor, rather, um, host community, and, uh, government official?

A: Project contractor. Okay.

Q: So I'd like to ask Uh, have you been involved in any oil and gas project that has exceeded the completion timeline?

A: Yes, I have. Okay. So, how was it managed, um, in terms of this timeline? It means that the, the project had gone beyond the agreed timeline.

Q: So, how did the company manage it?

A: Okay, the contract of Handling the project, I had to call for a review with the clients, project clients, and then evaluations, and they had understandings, and then extended the time.

Q: Were there any other effects in terms of costs, additional costs that may have been incurred due to this delay?

A: Yes, there was some. Additional cost incurred and um, that was also put into review and the clients, project clients and the contractor had understanding and they were able to align and the project continued.

Q: Okay, thank you. Uh, this takes me to the next question. What are your thoughts on the impact of Project client leadership decision on, uh, project delays. Uh,

A: my thoughts on their decision is that they are not, their decision is that if no proper understanding review is made between the contractor and the clients, um, there will be bad impression of the contractor. created in the, in the minds of the clients. And, um, the clients may not, uh, have the opportunity, I mean, the contractor may not have the opportunity of working for that very client anymore.

So, there's need for that, uh, discussion, that review, that careful understanding of the situation, explanation from both sides, and then have understanding. And then they forge ahead. Okay. So we've talked about, uh, this bad impression and bad reputation. Reputation, yeah. Um, uh, this may be an effect of, uh, war or a client leadership condition.

Q: But what are the factors that you think that can lead to, um, The client leadership being in the state that you just described. What are the factors that might affect that?

A: One of the factors that might, or some of the factors that might lead to that would be like poor planning, improper, not scoping the project adequately. So those are a few of the factors that can lead to that.

Q: Okay. So what are your thoughts on the impact of project plan planning on project delays? What effect does planning have on projects?

A: Uh, a project not properly planned will lead to cost overrun. And that also leads to delays, I mean delay in project delivery. Uh, Also, I will lead to short in production, I



mean inadequate production, which may lead to overall loss for the company in the long run.

Q: So how do you think this can be avoided?

A: Okay, um, ways to get this avoided, to avoid this kind of situation is, one, proper planning. Getting knowledgeable people involved in project planning and, um, also proper scoping of the projects and, um, yeah, proper scoping of the projects among other, other things.

Q: Okay, so when you say getting knowledgeable people, are you implying that there are some projects that you've been involved with? Um, the people engaged are not completely knowledgeable.

A: Yes, I can say that, I can say yes to that because, um, this, I, you said this is, um, typical of Nigeria. I have had, um, experiences where people that are not, that knowledgeable. I'm not saying they are not knowledgeable, but as per experience on the aspects of jobs they are handling, they don't have that very, that proper knowledge of planning that project at that stage. Uh, for whatever reason, because of, um, Nigerian factor put it together, whatever you can, I mean, explain that to be, uh, Nigerian factors. That makes, um, it's easy for anybody to occupy a position and, um, make others. So situation like that.

Q: Okay, thank you. Um, what are your thoughts on the impact of material supply from project contractors on project delays?

A: Yeah. Um, material supply is a, it can, is a, it can be a very big issue, a big cause of project delay. Um, by that I mean where material is not suitable enough for the project is not used for the project. There's always that delay because at, at some point some project, a project execution has, I mean the project has not yet been completed, but what has done in the past have started, I mean, getting bad as a result of bad project or bad execution. So. Projects, uh, material supply in projects is a big cause. It's a big, a big cause, reason, I mean a big cause of a project delay.

Q: Okay, thank you. Um, another angle, we'll be talking of material supply, like the inbound material supply into, uh, the project site. And is there a way that that process of getting materials into the project site affect, um, project delivery?

A: Yeah. Yeah, the process of getting materials into project site for a particular project, there should be a strict and proper control of the project that comes into site. By that

there should be, I mean there should be quality control of materials that is being brought into the site for a project. And if that is not done properly, that process is not followed through. And competent persons are not kept in place to make sure they, they, they check, certify materials being brought in. Uh, bad materials, substandard materials could find their way into the site. The project sites and when those materials are used for project execution, it may lead to problem along the way, and that will definitely lead to project delay. Okay. So by saying that you, you have handled the second part where we are look at the factors that are influencing this material supply.

Q: Uh, are there ways that these can be controlled? Are there ways that. Contractors can ensure that the right material, uh, uh, being supplied to them. You know, you have mentioned quality control, of course.

A: Yeah, yeah. So, the, yeah, the contractor, yeah, the contractor can control this by having quality control persons, personnels. And it's not just for the client to leave that aspect alone for the contractor. Because the contractor will always want to make maximum profits. So where he is not checked, where the material or what he is doing on site is not checked, then he can do whatever thing he wishes to do. So the client also has a duty to provide a means of controlling the quality of materials that the contractor brings into the project site.

Q: The next question. looks at the relationship between government approvals and project delays. How do you perceive the relationship between government approvals and project delays?

A: Okay, so, government approvals and project delays are directly proportional. Let me say so. We're approvals from the government. For maybe execution of a project. I mean, yeah, execution of a project is not gotten as at when it is required. That project is bound to be delayed. Or where government policies is done in such a way that it makes it difficult for materials to be gotten. Maybe materials gotten outside the country. Aside the country, if policies are such that doesn't allow for a very smooth running of the system, the project is bound to be delayed.

So situations like that, approvals from government, I mean, giving the necessary approval, doing the necessary checks and approving it. If the government officials are not doing the right thing, are not being sincere, they would do so many things to delay that project. Because of their selfish interest.

Q: So, how do you perceive the approval process in the Nigerian oil and gas, uh, sector?

The government approval process in the Nigerian oil and gas sector. What is your take on that?

A: Well, sorry, well, um, Nigeria is my country. And I'm gonna say it the way it is. The approval process. As per Nigerian system, it's not, um, good enough. You know, the things are not, um, things, I, I, I mean, things that could easily be done, sit down, you can sit in, uh, in your home, at the comfort of your home and get things done. It doesn't happen that way. Things have not, I mean, the system has not fully gone digital. So you have to knock from one office. to the other to get things signed and in doing that the people you're going to get this thing signed They will have to look for their own way to make sure they slow you down for whatever reasons But they won't do it the way it is being done is in most other countries.

Q: So what are the factors that we can? Employ in managing this Concern, okay, concern as in government approval. Yes.

A: Okay. So the measures we can employ is to constantly, um, discuss our experiences, make our experiences known to the authorities and, um, push for things to be, I mean, I mean, for these processes to be met, to be met, to be, to be fully digitalized.

And then the government on its own plays its part, puts good policies on ground, and those policies are being followed through. Um, it's not that some of, it's not that there are no policies, in most cases, but there are policies that could help this process be seamless. I may say that there's no enforcement as regarding this policy. So it's to constantly get, talk to the government. Hear our views, our experiences and our difficulties. Let the government be aware and perhaps they will do it the right way.

Q: Okay. Um, what are your thoughts on The effect of project delays on oil and gas asset efficiency.

A: The effect of project delays in oil and gas. There are many. Yes, on the asset efficiency. Okay, asset efficiency. Okay, it leads to, it leads to one, leads to reliability problems. And um, also sustainability. Um, by that I mean a company that is into oil and gas production and they have issues in the projects. They have delay in their projects. That will affect the production of that company.

So it will also, like I said earlier, in the long run, lead to losses to that company.

Q: Okay. And this for the last, uh, questions. Are there any other concerns in your experience regarding oil and gas project delays?

A: Yeah, the, the one among others I'll point out is the concern of the local content. That, um, I want to believe the people that, um, came up with that idea pushed through and get it implemented. I want to believe they had good intention, but in the way it is going on is being done today. Uh, it is one to the, is done, is done in a way that it is detrimental to the workers and then to the environment.

Q: How do I mean?

A: What I mean is, um, the issue of the local contents in Nigerian oil and gas system.

Uh, it. It's it's the contractors is making the contractors companies, company owners, um, to devise a means of using the local content to clamp down on the workers and the system. What I mean is they are not aligned the global standards that is being practiced elsewhere, which is even to spell out in some of our documents, they don't actually, I mean, operate by those standards. So they bring, um, many times I've seen people that are not knowledgeable enough handling jobs that they are not supposed to without undergoing a reasonable period of training, understanding somebody that is knowledgeable in that field. All of a sudden, a contractor will just bring anybody from anywhere to start doing something that he's experienced. enough for him to be able to do that. So it's a big concern as far as oil and gas is concerned. So, um, that's just one of those concerns I can, uh, pick out here now.

Researcher: Okay. Thank you for your time, uh, Mr. ----- Uh, it's well appreciated, um, for your time. You were able to make this time out despite your busy schedule. Um, thank you so much and that concludes the interview.