

GH-Upstream NEWS

promoting upstream petroleum literacy...

A Petroleum Commission Quarterly Newsletter

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Direct Negotiations with
Shell over the SDWT
Contract Area



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Regulating, Managing & Coordinating Upstream Petroleum Activities



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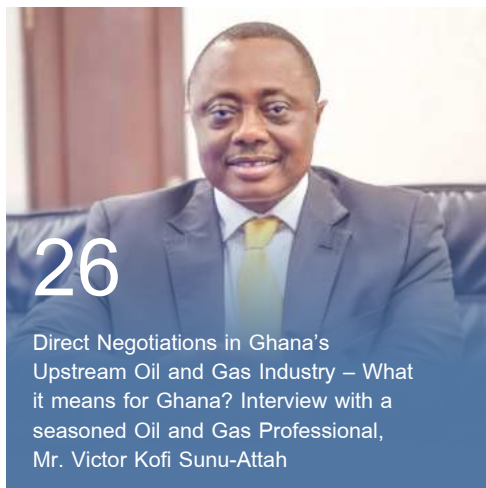


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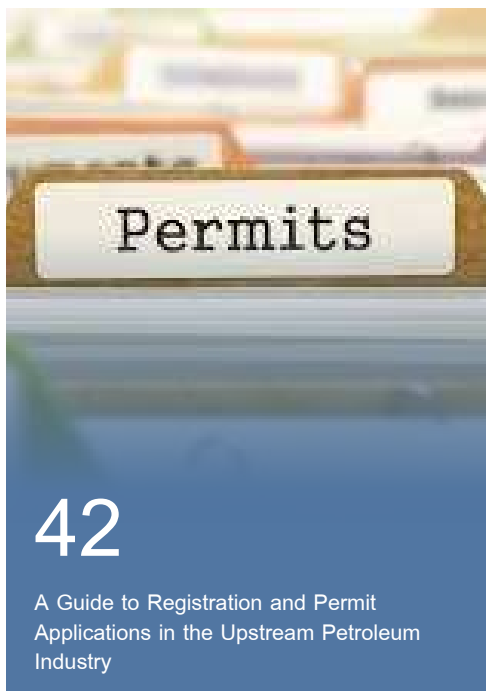
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EDITORIAL

Ghana's upstream petroleum industry is experiencing a gradual resurgence in activities. A growth, largely driven by renewed investor confidence, increased exploratory activities, ongoing drilling campaigns to sustain oil and gas production.

The current upstream landscape, with its renewed focus reflects the commitment of the Petroleum Commission working together with key stakeholders to strike a careful balance in meeting investors' expectations whilst ensuring fair returns to the State and greater participation of Indigenous Ghanaian Companies.

In line with this renewed focus, Ghana is actively reviewing regulations and fiscal regime to further stimulate industry growth. The Commission continues to engage stakeholders on emerging government policies, regulatory reforms and strategies to enhance the upstream investment environment and particularly the frontier Voltaian, Eastern Basins.

With these indications of a positive outlook for the industry, we come your way with the GH-Upstream News. A relaunched newsletter published quarterly by the Commission to provide stakeholders with first hand access and insights into the industry's activities.

In our ongoing efforts to promote the industry, we engaged some key stakeholders to discuss relevant issues concerning the industry. We provide highlights of these discussions, touching on the ongoing drilling campaigns, licensing strategies among others.

Join us, as we take you on a short journey to broaden your knowledge and understanding of the upstream petroleum industry.

Enjoy the read as we keep you informed and updated about developments in the upstream industry.

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Development of the Upstream Petroleum Industry in Ghana: Key Milestones

Introduction

Hydrocarbon exploration in Ghana began as early as 1896 in the onshore Tano Basin, where initial drilling efforts targeted visible oil and gas seepages.¹ The first recorded discovery well, WAOFCO-2, reached a depth of 35 meters and briefly produced about five barrels of oil per day. Approximately 21 other shallow wells were drilled during this period, but these early attempts were largely unsuccessful due to limited geological data and understanding.

By **1967**, exploration activities shifted offshore, leading to notable discoveries, including the Saltpond Field in 1970, identified through the Seago10-1 well.

A more structured phase of exploration began after the Petroleum Exploration and Production Act of 1983 and the establishment of the Ghana National Petroleum Corporation (GNPC). These developments attracted greater international interest and led to a series of offshore discoveries. A major breakthrough occurred in 2007 when Kosmos Energy drilled the Mahogany-1 well, discovering the Jubilee Field—Ghana's first significant commercial deepwater oil field.²

Since then, over **25 additional offshore discoveries** have been made, with the **Tweneboa-Enyenra-Ntomme (TEN)** and **Sankofa-Gye Nyame** fields currently in production.

As of now, 16 operators are engaged across **18 contract areas**, covering stages from exploration to full-scale production.

History of Ghana's Oil and Gas Industry: Key Milestones in the Development of Ghana's Upstream Petroleum Industry

The historical account of Ghana's exploration and production can be summarised based on key periods of Ghana's history as indicated below.

Pre-Independence Exploration (1896–1957)

Oil exploration in Ghana (then Gold Coast) began in 1896 with drilling onshore wells in the Tano Basin. However, these early efforts did not yield commercial discoveries.

Post-Independence Exploration and GNPC Formation (1957–1983)

After Ghana's independence in 1957, exploration efforts continued sporadically. The real shift came in 1983 with the establishment of the Ghana National Petroleum Corporation (GNPC), and promulgation of Petroleum (Exploration and Production) Law (now repealed) and Petroleum Income Tax Law in 1987 that set the legal framework for negotiations of petroleum agreements in Ghana and ensure State participation in petroleum activities.

Early Offshore Discoveries (1980s–1990s)

In the late 1980s, exploratory drilling offshore Ghana led to minor oil and gas finds,

including the Saltpond Field. Saltpond became the first offshore field to produce oil, though production remained modest.

Major Breakthrough: Jubilee Field Discovery (2007)

A significant milestone came in July 2007, when Kosmos Energy and partners discovered the Jubilee Field in the Deepwater Tano/Cape Three Points block. This was Ghana's first major commercial oil find, estimated at over 1.2 billion barrels of recoverable oil.

Commencement of Commercial Production (2010)

Ghana began commercial oil production on 15 December 2010 from the Jubilee Field, with Tullow Oil as the operator. This marked Ghana's official entry into the league of oil-producing nations.

The Governance Structure before July 2007

The oversight and regulation of Ghana's upstream petroleum sector originated in the 1970s, under the jurisdiction of the Petroleum Department within the Ministry of Fuel and Power. This Department was tasked with promoting oil and gas exploration and overseeing petroleum marketing. During this period, geological data generated by International Oil Companies (IOCs) was not managed by the Petroleum Department but was instead stored and maintained by the Ghana Geological Survey Department (Boateng, 2022).

By the early 1980s, it became evident that a more structured legal and regulatory framework was needed to manage the growing interest in Ghana's petroleum resources. In response, the government enacted a set of foundational laws that guided the sector. These included:

- **Ghana National Petroleum Corporation Act, 1983 (PNDCL 64):** This law formally established the Ghana National Petroleum Corporation (GNPC) as a corporate entity, mandated to oversee the exploration, development, production, and commercialisation of petroleum resources.
- **Petroleum Exploration and Production Act, 1984 (PNDCL 84):** This act provided the legal structure for contractual relationships between the State, GNPC, and external investors engaged in upstream petroleum activities.
- **Petroleum Income Tax Law, 1987 (PNDC Law 188):** This law introduced a bespoke taxation regime specifically for the oil and gas sector.

GNPC was established as a statutory corporation from the existing Petroleum Department within the Ministry of Fuel and Power. Its expanded responsibilities included direct exploration activities, resource management, and advising the Minister and the Energy Board. Furthermore, the management of geological data was transferred from the Geological Survey Department to GNPC. Personnel from both the Petroleum Department and Geological Survey Department were reassigned to GNPC, enhancing the technical and institutional capacity of the newly formed corporation.

As part of this institutional evolution, GNPC, under the supervision of the Ministry of Energy, acted as the industry regulator and represented the State's interests in all petroleum agreements. The Ministry of Energy maintained a supervisory role over GNPC's regulatory and operational functions during this period.

Governance Structure after Commercial Discovery

The commercial discovery of oil and gas resources ushered in an era in Ghana's oil and gas industry. This necessitated new and innovative thinking and perspectives to achieve the following key objectives:

- Optimise revenue flow from oil and gas production
- Ensure efficient and effective regulation of the oil and gas industry
- Develop the appropriate human resources to take up employment opportunities in the sector
- Decouple the regulatory role of GNPC from its operational role
- Develop the National Oil Company into an Operator
- Minimise the environmental impact of oil and gas operations
- Develop the requisite infrastructure to harness the resources

- Ensure effective participation of Ghanaian businesses in the industry – local content

Considering these objectives, several key initiatives were commissioned. Firstly, the need to structure the regulatory regime in the oil and gas sector was identified. The options proposed were:

- Expand the scope of the National Petroleum Authority to include the upstream subsector
- Create a new regulatory authority to handle only upstream petroleum issues

After several deliberations, the collective opinion was to establish a new regulatory body, in accordance with Article 269(1) of the 1992 Constitution.

The decoupling of the regulatory and operational functions of GNPC, together with the need for a separate regulator for the upstream petroleum sub-sector, birthed the Petroleum Commission on July 14, 2011.

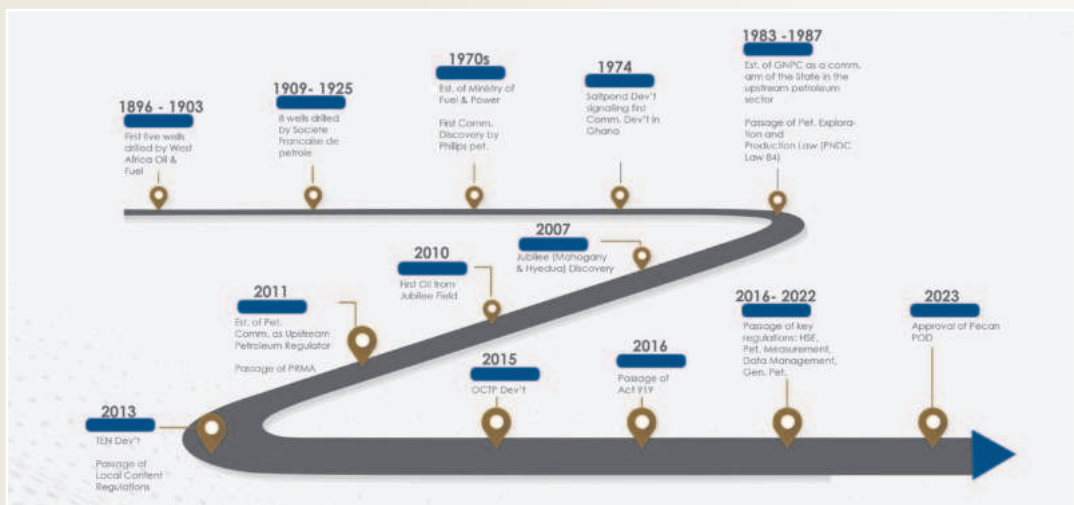


Fig. 1: Key Milestones in the Development of Ghana's Upstream Petroleum Industry

Key Governance and Regulatory Decisions

The major institutional policy, legal, and regulatory decisions made following the commercial discovery of oil and gas resources were:

- a. Establishment of Regulatory Frameworks (2011 to date)
- b. Petroleum Commission was established in 2011 to regulate and manage upstream activities.
- c. The Petroleum Revenue Management Act (PRMA) was passed in 2011 to ensure transparent, accountable and sustainable management of oil revenues.
- d. In 2016, Ghana adopted the Exploration and Production Act, which modernized its legal framework for upstream petroleum operations.
- e. Further Field Developments (2013–2018)
- f. TEN Project (Tweneboa, Enyenra, Ntomme) began production in 2016.
- g. Sankofa-Gye Nyame Field, part of the Offshore Cape Three Points (OCTP) block, started production in 2017, including both oil and gas, boosting domestic gas supply.
- h. Local Content and Capacity Building Initiatives (2013–present)

- i. Ghana implemented the Local Content and Local Participation Regulations (LI 2204) in 2013 to promote local involvement and build capacity in the industry.

Alignment with key global Policies (2018–present)

- i. Efforts have been made to enhance transparency through online platforms, data availability, and Ghana's active membership in the Extractive Industries Transparency Initiative (EITI).
- ii. Energy Transition and Future Prospects (2020s) - Ghana is balancing its upstream growth with energy transition goals, exploring renewable options while continuing offshore exploration, including new licensing rounds and deepwater projects.

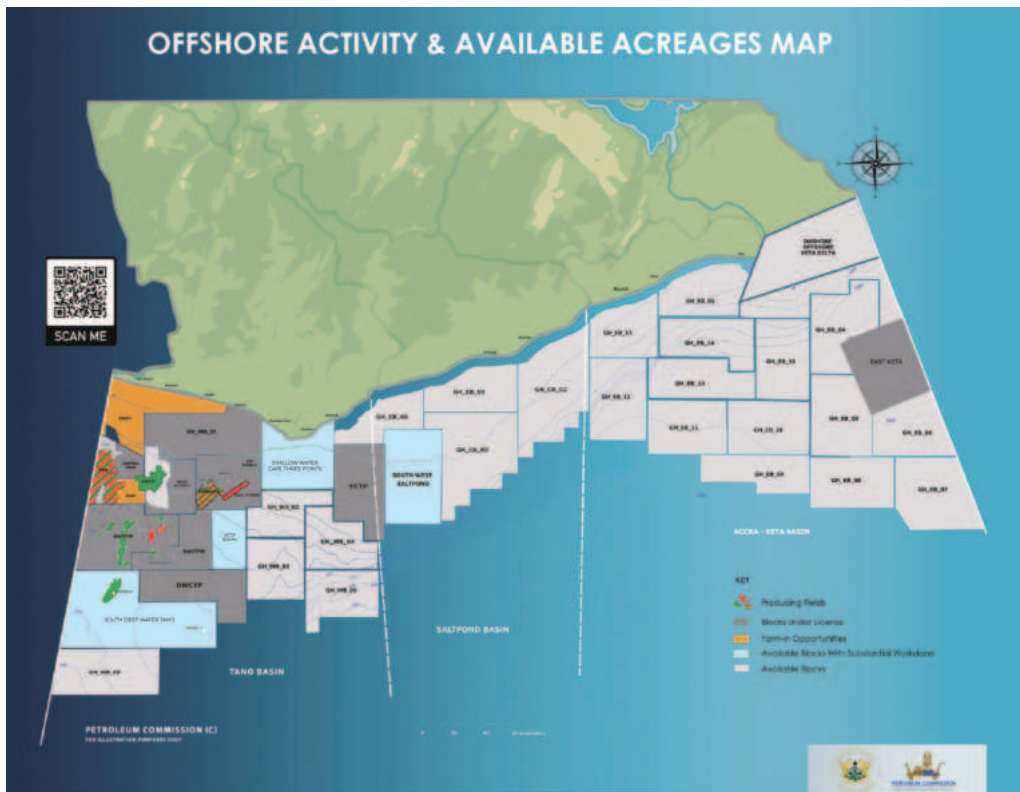
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4. Ministry of Energy and Green Transition

Ghana announces Direct Negotiations with Shell over the SDWT Contract Area

Ghana's Ministry of Energy and Green Transition (MoEn>) has announced its decision to engage Shell Overseas Holding Limited, a globally recognised operator in the petroleum industry, for direct negotiations over the South Deep Water Tano (SDWT) contract area, offshore Ghana's Western Basin. This was after the Commission had engaged Shell on prospects in Ghana's Offshore basin which resulted in Shell licensing

some data on open blocks. According to the Minister for MoEn>, Hon. John Abdulai Jinapor, the direct negotiations with globally recognised operators with technical capabilities across the upstream value chain, form part of efforts to boost investor interest in Ghana's deep and ultra-deep-water fields. The SDWT contract area covers an area of approximately 3482sq. km and lies in water depths ranging from 2,500 to 4,500m.



Tullow & Kosmos Commit Additional Investments in Jubilee & TEN Fields

The Government of Ghana, as part of its efforts to boost investment in the upstream petroleum sector, has engaged a number of new and existing players in the sector to take advantage of ongoing regulatory reforms to invest in the sector. This engagement has begun to yield results as the Jubilee and TEN Partners have declared their intention to commit to additional investments in the TEN and the Jubilee fields and have submitted an MOU to the Government of Ghana (GoG) to that effect.

Under the MoU, the Contractor Parties will drill up to 20 wells in the Jubilee Field, in addition to the remaining wells yet to be drilled under the Greater Jubilee Full Field Development Plan (GJFFDP). This will be included in an amendment to the GJFFDP, ensuring additional new investment of up to \$2 Billion in the country. These new investments will not only sustain production in the Jubilee field but also offer significant local content opportunities for Ghanaian

companies operating in the sector.

Further to this, the Partners have requested an extension of the term of the West Cape Three Points and Deepwater Tano Petroleum Agreements for an additional 4 years to optimize hydrocarbon extraction in the Jubilee field.

The Agreement will also increase gas export cumulatively from the Jubilee and TEN fields at a discounted gas price for the purchase by GNPC. This could potentially reduce the cost of electricity generation in the country.

The extension was predicated on the review of the 2025 Reservoir Management Plan for the Jubilee field which indicated an increase in the reserve position. Consequently, the economic cut-off period of the field has been extended beyond the tenure of the existing Petroleum Agreement.

The proposed extension of the Petroleum Agreement by an additional four years is therefore prudent for optimal exploitation of the Jubilee field.



Understanding the Various Procurement Options Available in the Upstream Petroleum Industry

The upstream petroleum industry is known widely to be highly capital-intensive and operationally complex. One of the most critical components of upstream project success is procurement—the process of sourcing and acquiring goods, equipment, and services necessary for project execution. From seismic surveys to deepwater drilling equipment, choosing the right procurement strategy can determine a project's financial and operational outcomes.

This article explores the various procurement options available to upstream petroleum companies and offers insights into how these align with industry demands, risks, and regulatory frameworks.

1. The Role of Procurement in Upstream Oil & Gas Industry

Procurement in the upstream petroleum industry is far more strategic than simple purchasing. It involves managing risks, reducing costs, ensuring timely delivery, and adhering to regulatory requirements, including local content. Given the high value and specialised nature of upstream assets, such as drilling rigs, wellheads, and production platforms, procurement must be closely aligned with project lifecycles and stakeholder expectations.

According to a McKinsey report, efficient procurement can reduce upstream capital project costs by 10–15% and help avoid delays that could add up to 20% in project

overruns (McKinsey & Company, 2021).

2. Key Procurement Categories

Procurement in the upstream industry generally fall into three categories:

- **Direct Procurement:** Includes physical goods used in drilling and production, such as casings, tubing, pumps, and subsea equipment.
- **Indirect Procurement:** Covers services like logistics, health and safety, IT systems, and engineering consultancy.
- **Strategic Sourcing:** Involves developing long-term relationships with suppliers to optimise cost, quality, and supply chain performance.

3. Procurement Options in the Upstream Industry

a. Long-Term Contracts

These contracts involve agreements with suppliers for repeated procurement over a fixed period. They provide pricing stability and ensure the availability of critical resources.

b. Framework Agreements and Master Service Agreements (MSAs)

Framework agreements define general terms and conditions for future procurement but do not commit to specific volumes. MSAs are commonly used for service-based procurement where call-offs are made as needed.

c. Consortium or Joint-Venture Procurement

In joint-venture operations, partners may pool their procurement needs to leverage economies of scale and negotiate better pricing and service terms.

d. Local Content-Based Procurement

Many countries mandate the inclusion of local suppliers and labour in upstream projects. Local content procurement aligns with national policies, helps build community relations and secure regulatory approval. This method, while often time-consuming, allows for personalised supplier relationships and tailored agreements. Many companies in the upstream sector continue to rely on traditional procurement for critical supplies and services, as it fosters trust and collaboration and involves manual processes and face-to-face negotiations.

e. E-Procurement

E-procurement utilises digital platforms to streamline purchasing processes. This modern approach enhances transparency and efficiency, making it increasingly popular in industry. By automating procurement tasks, companies can reduce administrative burdens, shorten procurement cycles, and gain better insights into spending patterns.

f. Strategic Sourcing

Strategic sourcing focuses on long-term supplier partnerships and careful selection based on total cost of ownership rather than just price. This approach encourages companies to consider factors such as quality, reliability, and supplier capabilities. By investing in strategic sourcing, organizations

can build resilient supply chains that adapt to changing market conditions.

4. Factors Influencing Procurement Choices

Several factors shape procurement strategy in upstream oil and gas:

- **Project Phase:** Exploration requires flexible procurement, while production favors long-term arrangements.
- **Budget and Risk Tolerance:** High-cost environments demand rigorous supplier vetting and fixed-cost contracts.
- **Regulatory Landscape:** Local content laws and import restrictions can dictate supplier selection.
- **Geographical Challenges:** Remote or offshore locations may limit supplier options and require logistics-heavy contracts.

5. Challenges in Procurement

Despite the available options, challenges persist in procurement within the upstream petroleum industry.

- **Supplier Reliability:** Companies must evaluate potential suppliers' capabilities and performance to ensure consistent quality and delivery.
- **Cost Management:** Balancing quality with cost-effectiveness can complicate procurement decisions. Organizations must conduct thorough market analyses to identify the best value propositions.
- **Risk Assessment:** The unpredictable nature of the oil and gas market necessitates a proactive approach to managing risks associated with suppliers and market dynamics.

6. Industry Trends and Best Practices

As industry continues to evolve, so do procurement practices. Key trends include:

- Digitalisation: Cloud-based procurement tools and AI streamlining vendor management and spend analysis (Accenture, 2023).
- Sustainability: Environmental, Social, and Governance (ESG) compliance is now a critical supplier evaluation criterion (World Bank, 2018).
- Collaboration: Strategic partnerships and integrated supply chains are becoming standard to reduce risk and increase value.

Conclusion

Procurement in the upstream petroleum industry is more than a transactional function. It is a core strategic activity that influences cost, efficiency, risk, and compliance. By understanding and applying the appropriate procurement options, operators can align supply chain strategies with technical and economic goals.

As the industry evolves, staying informed about best practices and emerging trends will be key to maintaining a competitive edge. Embracing these strategies will enhance procurement efficiency and support long-term sustainability and growth in the dynamic petroleum landscape.

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2025 Upstream Investment Promotion Drive kickstarts at the Offshore Technology Conference



The Petroleum Commission began its 2025 upstream investment promotion campaign at the 2025 Offshore Technology Conference in Houston, Texas, USA, intensifying efforts to explore partnerships to develop Ghana's upstream

petroleum industry. The Commission, led by its Ag. CEO, Ms. Emeafa Hardcastle is using these global platforms to court the needed investment into Ghana's upstream oil and gas space.



Ghana-Norway Business Forum on Strategic Investment in the Upstream Petroleum Sector

The Petroleum Commission in collaboration with the Ministry of Energy, participated in the third edition of the Ghana-Norway Business Forum, held in Accra.



The event, organised by the Royal Norwegian Embassy in Ghana, aimed at strengthening bilateral cooperation and promoting sustainable investment in Ghana's upstream petroleum sector. The forum brought together key stakeholders from government, the private sector, and the diplomatic community to exchange insights, address challenges, and explore investment opportunities in Ghana's economy, particularly in the oil and gas industry. The Commission, led by its Director, Economics and Local Content, Mr. Kwaku Boateng, seized the platform to highlight the opportunities available in the industry for strategic investment.





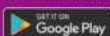
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Oil and Gas activities Gain Momentum as two Operators begin Drilling Campaign Offshore Ghana



Offshore drilling operations led by Eni Ghana Exploration and Production Limited and Tullow Ghana Limited (TGL) are making steady progress in the Offshore Cape Three Points (OCTP) and Jubilee Fields, respectively.

Eni Sidetrack Drilling Campaign in the OCTP Field

In the Sankofa Field, Eni Ghana has launched a sidetrack on the SNKE-1X well, which had declined from 6,000 to just 300 barrels of oil per day after a 2022 water breakthrough. The new sidetrack, SNKE-1XST2, targets the Cenomanian reservoir towards the Eastern Flank of the field, which has not yet been produced.

To carry out this operation, Eni contracted the 7th-generation Deep Value Driller, which arrived on-site on May 28, 2025. The project involves retrieval of the completion string from the original borehole, plugging and abandonment, and drilling a pilot hole to refine the new trajectory for the sidetrack

drain hole. Once complete, the sidetrack to be drilled is expected to produce an estimated 6.2 million stock tank barrels (MMstb), with the potential to increase government take from the field

The 84-day drilling and completion campaign will be followed by a 30-day installation phase, with the deployment of subsea “curiosity trees” on the GI-1 and OP-7 wells.

Tullow Ghana Advances Jubilee Development

Meanwhile, Tullow Ghana has finalized drilling activities and is completing the J72-P well as part of its Jubilee Full Field Development. This dual-zone SMART well taps into the MH2 and MH5 reservoir sands in the Jubilee South-East area and will connect to the P6 manifold via a rigid jumper.

The Noble Venturer drillship contracted by TGL spudded the well on May 19, 2025, with drilling and completion set to conclude within 60 days. Following this, the rig will undergo a Special Periodic Survey (SPS) to renew its class certification, before resuming operations in Q4 2025.

Rig Audits to reinforce Operational Safety and Compliance

As part of the conditions for the drilling permits issued to the Operators, Eni and TGL, by the Petroleum Commission, both rigs underwent regulatory audits in June 2025. TGL’s audit began with a documentation review and opening meeting on June 4 at its Accra office, followed by a site verification



of the Noble Venturer from June 11 to 14. Eni's audit followed a similar pattern, with a documentation and opening meeting in Accra on June 9, followed by an offshore inspection of the Deep Value Driller from June 17 to 19.

Audit focus areas included follow-up on previous findings on the Noble Venturer Drillship, lifting and rigging operations, well control management systems, BOP maintenance, rig safety performance and HSE track records, blackout recovery, and rig endurance capabilities. Key personnel, including Offshore Installation Managers and Section Leads, were interviewed to evaluate safety practices and procedural adherence.

Value to be derived

The two drilling campaigns and entry audits affirm Ghana's commitment to maintaining high standards in petroleum development and increasing production offshore. These Campaigns are expected to provide subcontractor opportunities for Indigenous Ghanaian Companies and employment for Ghanaians. These include vessel, scaffolding, rope access, waste management, diving, fuel supply, tubular inspections and repair services, among others. As production efficiency improves and safety benchmarks are reinforced, the country continues to strengthen its position as a reliable player in the global energy space.



Petroleum Commission hosts Heritage Oil Ltd.

A delegation from Heritage Oil Limited (HOL) led by its General Manager of Exploration, Mr. Paul McCafferty, paid a courtesy call to the Petroleum Commission. The purpose of the visit was to

reiterate HOL's commitment to Ghana, fully implement its obligations under its petroleum agreement, and resolve all outstanding operational issues ahead of the planned exploratory activities.



Promoting Safety and Security in Ghana's Territorial Waters: The Role of Stakeholder Collaboration

Ghana's 550-kilometre coastline is a valuable natural resource and a strategic asset for trade, energy production, and regional integration. With the rise in offshore oil and gas activities, particularly in the Western Region, the country's maritime domain has gained increased significance, both economically and in terms of national security. Ensuring the safety and security of Ghana's territorial waters is imperative and requires a well-coordinated and sustained multi-stakeholder approach.

Navigating Maritime Threats

Despite a relatively stable maritime environment, Ghana's position in the volatile

Gulf of Guinea exposes it to threats such as piracy, armed robbery at sea, smuggling, and illegal, unregulated, and unreported (IUU) fishing. Other emerging risks include cyberattacks, marine pollution from industrial activity, and helicopter and pipeline incidents linked to petroleum operations. Notably, some artisanal fishermen, in pursuit of larger catches, breach safety zones around petroleum infrastructure, posing serious risks.

Collaboration as a Core Strategy

To address these diverse challenges, Ghana has fostered strong institutional collaboration with other state agencies.

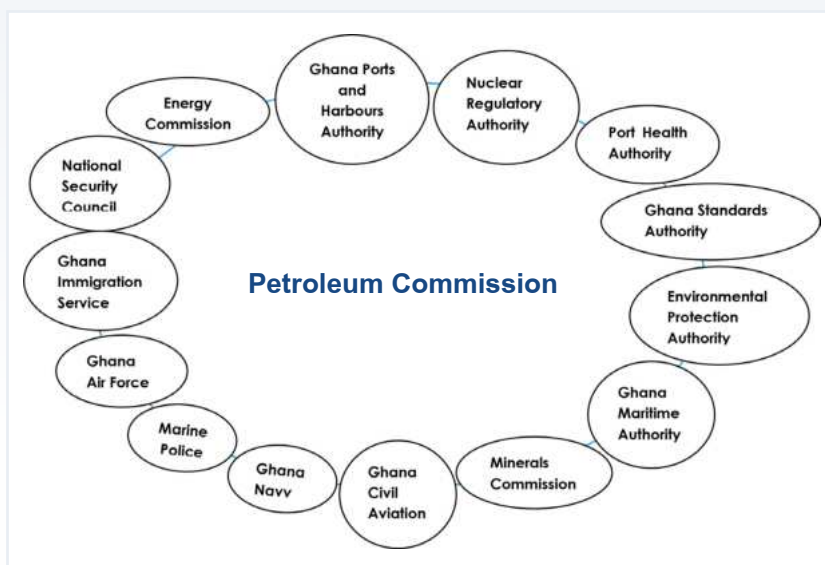


Fig. 1: Inter-Agency Collaboration

Taking cognisance of the risks posed by canoe fishermen, who enter exclusive zones for fishing purposes, the Petroleum Commission undertakes several and continuing engagements in all the coastal districts from Aflao to Elubo to deepen community relations, social harmony and manage perceptions and expectations of fisherfolks; to maintain a conducive environment for sustainable activities along the upstream oil and gas value chain. The Ghana Navy also plays a vital role, deploying patrol boats and engaging in surveillance to protect upstream petroleum assets.

Other existing collaborations include:

- Joint helideck inspections by the Petroleum Commission and the Ghana Civil Aviation Authority.
- Vessel regulation and tracking are coordinated by the Ghana Maritime Authority (GMA) and through systems like the Vessel Traffic Management and Information System (VTMIS). In addition, the GMA conducts safety inspection of vessels that conduct petroleum activities to ensure they are seaworthy before entry into Ghana's territorial waters.
- Environmental oversight through collaboration between the Petroleum Commission and the Environmental Protection Authority to ensure that the environment is not compromised by flaring activities and marine discharges.
- The Port Health Authority in support of the Commission provides services such as health clearance to foreign nationals and crew on foreign vessels contracted for petroleum activities. In addition, the

Ghana Immigration Service provides immigration clearance to crew and supports the Petroleum Commission with processing of work permit applications for expatriates working in the oil and gas sector.

- The Ghana Standards Authority supports adoption of standards that provide guidance on material specification for piping, calibration and certification of equipment used for weights and measures to meet operational performance.
- The Marine Police participates in joint stakeholder community engagements led by the Petroleum Commission enforcing fisheries laws and regulations.
- Security clearance permits are issued by the National Security prior to vessels entering Ghana's maritime waters for petroleum activities.
- Ghana Air Force monitors pipelines and offshore-bound flights ensuring communication and surveillance from the Takoradi Aerodrome tower; however, monitoring is limited to six nautical miles from shore with the potential to affect safety and security.
- Nuclear Regulatory Authority, Ministry of Interior and the Minerals Commission collaborate to ensure safe handling, transport and storage of explosives, radioactive and related accessories for petroleum activities.

On a regional level, Ghana is a signatory to the Yaoundé Code of Conduct, which promotes information sharing and coordinated responses among Gulf of

Guinea states. International collaborations with the European Union, AFRICOM, and the International Maritime Organization further provide technical assistance, training, and funding.

Strengthening the Framework

To further enhance maritime safety and security, the following recommendations should be considered:

- Leverage resources like GMA's Oil Spill Response Vessel (OSRV) Esther Ocloo for emergency response.
- Integrate advanced technologies such as drones, satellite tracking, and Automatic Identification Systems into a centralized Maritime Domain Awareness (MDA) framework.
- Expand capacity building initiatives for security personnel, maritime professionals, and local communities to enhance security at sea, improve disaster response, and promote sustainable maritime operations.

- Promote community-based surveillance programmes to empower coastal residents in early threat detection.
- Enhance infrastructure such as upgrading the Takoradi aerodrome tower to improve flight monitoring over petroleum sites.
- Foster data-sharing partnerships with institutions like the Ghana Meteorological Agency to support environmental and operational decisions in the petroleum sector.

A Shared Responsibility

Ensuring maritime safety should be perceived as a collective responsibility of all stakeholders. It calls for a harmonized approach involving government agencies, the private sector, local communities, traditional authorities, and international allies. As Ghana continues to develop its blue economy, safeguarding its maritime domain remains crucial for sustainable development, national resilience, and regional security.

Ghana Air Force and Petroleum Commission Strengthen Strategic Partnership



The Ghana Air Force, under the leadership of the Chief of the Air Staff (CAS), Air Vice Marshal Eric Agyen-Frempong, has paid a courtesy visit to the Petroleum Commission as part of efforts to deepen collaboration and strengthen ties with stakeholders in the upstream petroleum sector.

During the meeting, the Ag. CEO of the Commission, Ms. Emeafa Hardcastle, emphasised the importance of fostering stronger institutional ties between the Commission and stakeholders in the security sector.



Ghana Boundary Commission Reaffirms its Collaboration with Petroleum Commission

A delegation from the Ghana Boundary Commission (GhBC), led by its Commissioner General (CG), Brigadier General Anthony Ntem, paid a courtesy call on the Ag. Chief Executive Officer of the Petroleum Commission, Ms. Emeafa Hardcastle. The visit was to

introduce Brigadier General Ntem, as the newly appointed CG of the GhBC. The discussions touched on the maritime dispute between Ghana and Togo on the Eastern border as well as progress on Ghana's application to extend its continental shelf beyond 200 nautical miles.



Tanzanian Petroleum Upstream Regulatory Authority on a knowledge exchange visit with the Petroleum Commission

The Petroleum Commission hosted a delegation from the Petroleum Upstream Regulatory Authority (PURA) of Tanzania as part of a bilateral knowledge-sharing visit. The visit, aimed at understudying Ghana's regulatory framework

and operational practices, provided an opportunity for the Tanzanian delegation to gain deeper insights into cost benchmarking practices, compliance mechanisms, and the overall governance of Ghana's upstream petroleum sector.



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Tullow invests \$2bn on new wells in Ghana's Jubilee Field



The Government of Ghana, as part of its efforts to boost investment in the upstream petroleum sector, has engaged a number of new and existing players in the sector to take advantage of ongoing regulatory reforms to invest in the sector. This engagement has begun to yield results as Jubilee and TEN Partners, have declared their intention to commit to additional investment in the TEN and the Jubilee and have submitted an MOU to GoG to that effect.

Under the MoU, the Contractor Parties will drill up to 20 wells in the Jubilee Field in addition to the remaining wells yet to be drilled under the Greater Jubilee Full Field Development Plan (GJFFDP), which will be encompassed in an amendment to the GJFFDP, ensuring additional new investment of up to \$2 Billion in the country. This new investments will not only sustain production in the Jubilee field but will also offer significant local content opportunities for Ghanaian companies operating in the sector.

The Partners have also requested for an extension of the term of the West Cape Three Points and Deepwater Tano Petroleum Agreements for an additional 4 years to optimize hydrocarbon extraction in the Jubilee field.

The Agreement will also enable an increase in gas export cumulatively from the Jubilee and TEN fields at a discounted gas price for the purchase by GNPC, which could reduce cost of electricity generation in the country.

The decision by Jubilee and TEN Partners followed the review of reserve position in the 2025 Reservoir Management Plan for the Jubilee field which suggests the economic cut of production has extended beyond the life of the existing Petroleum Agreement. Hence, the proposed extension of the Petroleum Agreement by an additional 4 years is prudent for optimal exploitation of the Jubilee field.



A large offshore oil rig is illuminated at night, with its complex structure and cranes glowing against a dark blue sky. The rig is situated in the middle of the ocean, with another smaller vessel visible in the background. The water reflects the lights from the rig.

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Ghana's Upstream Potential Showcased at Africa Energies Summit in London

The Petroleum Commission continued to roll out its 2025 investment promotion campaign with the global energy community, turning its focus towards the Africa Energies Summit (AES) in Central London, UK. Ghana's policy direction, progressive reforms on the petroleum fiscal and regulatory regimes, upstream opportunities, untapped acreages, and Ghana's readiness to attract and retain new investments across its upstream petroleum value chain were discussed at the Summit.



The Commission seized the opportunity to hold strategic meetings with about thirteen upstream companies including three super majors, Balmoral Capital, TG GeoPartners, Noble Drilling, SLB, Murphy Exploration and Production among others. It is expected that these engagements will renew investor confidence and exploration interest in Ghana's upstream petroleum industry.



Direct Negotiations in Ghana's Upstream Oil and Gas Industry – What it means for Ghana?

» *Interview with a seasoned Oil and Gas Professional, Mr. Victor Kofi Sunu-Attah*

Mr. Victor Kofi Sunu-Attah (VSA) is an experienced oil and gas professional with over 30 years experience in Ghana's upstream petroleum sector. Over that period, he has significantly contributed to major projects including the Tano, Jubilee, TEN, Sankofa-Gye Nyame Fields, the LNG initiative and the deepwater Pecan development.

He has led multidisciplinary teams in field development, infrastructure design, gas monetisation, and project execution. As the Director of Project Development at Ghana Gas, he was instrumental in delivering the 750-million-dollar Western Corridor Gas Project and enhancing gas market integration through the West African Gas Pipeline.

Widely recognized for his expertise in upstream negotiations, he is also known to have played a key role in developing Ghana from an oil exploration frontier to a producing nation with integrated gas infrastructure.

In this interview, Mr. Sunu-Attah shares his perspective on negotiation processes in the upstream petroleum industry, delving



specifically into the country's evolving approaches to awarding petroleum blocks in the interest of both the Government and interested parties.

GH-UN: Good day Sir and thank you for making time to join us for today's interview. We are honoured to have you here.

VSA: I'm honoured to be here as well. Thank you for the invitation.

GH-UN: We'll kickstart by asking you to share with us the strategies used globally to award blocks to interested parties in the upstream petroleum industry?

VSA: Well, there are mainly two strategies or better still three. There is the competitive bidding, direct negotiations, and a hybrid of both. Countries select their strategies depending on the market conditions at the time of the negotiations, the geological offering of the area, environmental conditions such as water depth if offshore, and the maturity of its oil and gas industry among others.

Breaking them down, **competitive bidding** involves inviting multiple companies to pitch their proposals. It's a very open and transparent way of awarding blocks and it's great when there is a lot of interest in the available field. Everyone comes to the table with their technical strengths and financial offers. Their proposals are evaluated on work programs, fiscal terms, and technical capabilities.

Direct negotiation, on the other hand, is more targeted. Instead of throwing the doors wide open, the government handpicks a company often one with very specific technical expertise or strategic alignment and sits down with them one-on-one to negotiate. This negotiation strategy is used for technically complex or frontier areas where only a few companies have the capacity to invest. Then there's the hybrid model, which is a blend of both. Some elements are competitive; others are negotiated. It gives you flexibility while retaining some transparency.

GH-UN: *I see. So, I'm sure each of these strategies have their advantages and disadvantages. Can you share these with us?*

VSA: Yes. Definitely. Each approach has its strengths and trade-offs. Competitive bidding

is often considered a fair and transparent process. It helps governments get the best deal because companies are essentially "competing" for the resource. But the catch here is it takes time, the procurement period could easily exceed 18 months. That can be a problem in an industry where conditions change quickly. Oil prices and geopolitical tensions amongst others can shift fast, and the participating companies' interest could wane if the new prevailing market condition is not favourable to them. A failed process could result in long periods of disinterest in the area by investors.

Direct negotiations, in contrast, are quicker and more flexible. If you need to move fast or dealing with technically complex areas like ultra-deepwater, you can go straight to a company that has what it takes to work in the challenged environment. The downside is people worry it might not be as transparent, or that it opens the door to favoritism. But with the right checks in place, like strong regulations such as parliamentary oversight, it could still be kept clean and credible.

GH-UN: *What strategies has Ghana historically used to award petroleum blocks?*

VSA: Ghana has used both approaches depending on the circumstances. The PNDCL 84 prescribes direct and competitive bidding. Back in the 1980s, Ghana used the competitive bidding process and attracted big names like Shell and Amoco Philips etc. But by the 1990s and early 2000s, it was the buyers (investors) market, as oil prices had dipped, thus making investors interest in frontier regions like Ghana was low. So, we had to be proactive by inviting companies directly to negotiate and that strategy

really paid off. We brought in companies like Hunt Oil Company, Dana Petroleum, Devon Energy, Santa Fe Energy Resources, Anadarko, Tullow Oil, Kosmos Energy, Eni etc..

Companies such as Kosmos, Tullow, and their partners were specially targeted since they were nimble, had the technical know-how and could raise capital quickly. Thanks to them, in partnership with GNPC and together with the Ministry of Energy, we made the Jubilee discovery in 2007, and in just three years, in December 2010, Ghana had its first production.

GH-UN: *You mentioned the PNDCL 84. Considering the development of more recent legislations such as the Petroleum (Exploration and Production) Act, 2016 (Act 919), would you say that these approaches align with Act 919?*

VSA: Yes, they do. Act 919 mandates or emphasises competitive bidding, section 10(3) but it also recognises the need for strategic flexibility; allowing the Minister to authorize direct negotiations when it's in the national interest, especially for more complex geological areas among other factors, Act 919 section 10(9). Thereby, Ghana's legal framework still accommodates both approaches. It's about using the right tool at the right time.

Act 919 also expanded on PNDC Law 84 with the introduction of the regulations by the Petroleum Commission. The regulations made the process of direct negotiations and competitive bidding more transparent with requirements and conditions that ensured that the public is kept in the know through the whole process.

GH-UN: *In your estimation, which approach do you think best suits Ghana and why?*

VSA: Honestly, it depends. There's no one-size-fits-all answer. Both approaches would suit Ghana at different times, and different market conditions. If you're in a highly competitive basin with many companies showing interest, then competitive bidding is obviously the preferred approach. It maximises value for the state. But if you're dealing with a technical frontier area, like an ultra-deepwater or underexplored regions like the Voltaian Basin, then direct negotiations is the more practical option.

The key is to evaluate the market environment, geological complexity, and timing, then choose accordingly. Ghana needs to be agile and strategic in its approach.

GH-UN: *Your previous answer seems to have answered my next question. I'm guessing that's why Ghana has recently opted for direct negotiations, particularly in the South Deep Water Tano (SDWT) Basin?*

VSA: Yes. The SDWT Basin is ultra-deep and technically demanding, not every company can handle that. Only a few super majors have the technology, financial strength, and operational experience to work in those conditions.

So instead of running a bidding round that might attract companies who aren't equipped for that kind of environment, Ghana made a strategic decision to engage directly with some super majors. It's about finding the right fit, not just the highest bidder.

GH-UN: *Are there any successful stories from Ghana's direct negotiation efforts?*

VSA: Yes, there are. The Jubilee Field, discovered by Kosmos and developed by Tullow, was the result of direct negotiations. This field has been produced since 2010 and remains a significant source of oil and gas for the Country. Similarly, Eni's Sankofa Field moved from development to production within three years and now supplies approximately 245 million standard cubic feet of gas daily, contributing substantially to Ghana's energy mix. These developments have been transformational, supporting oil production, domestic gas use, and power generation. Many successful discoveries, contingent resources etc. were made in blocks which were awarded through direct negotiations.

GH-UN: *Let's backtrack a bit. You mentioned earlier that sometimes there's the perception that direct negotiations process may not be fully transparent. In your opinion, what measures can be put in place to ensure transparency and fairness in direct negotiations?*

VSA: Ghana has established legal frameworks, including the Model Petroleum Agreement, regulations, and L.I.s that guide the direct negotiation process. Also, due diligence is always carried on the entities or parties, checking their track record to determine if they qualify for the job. In addition, institutions such as Parliament and other stakeholders provide oversight over the process to ensure that companies meet criteria such as financial and technical capacity to do the work. Of course, and our National Oil Company, GNPC who is a partner to all these Petroleum Agreements (Pas) also ensure the companies comply with the requirements. Thorough due diligence

and clearly defined eligibility rules are essential to ensure a successful process.

To recap, fairness and transparency must be institutionalized in the process. Ghana should ensure, clear legal procedures for initiating direct negotiations. Multi-stakeholder oversight, involving Petroleum Commission, GNPC, and the Ministry of Energy should be continued. Benchmarking of commercial and technical terms against similar jurisdictions e.g., Angola, Nigeria, Ivory Coast, Namibia and Mandatory Parliamentary approval.

GH-UN: *What do governments look for when selecting companies for direct negotiations?*

VSA: Governments assess financial muscle, technological capability, experience in similar environments, and willingness to support national goals like local content development. In strategic or technical demanding areas, such as ultra-deepwater or high-pressure/high-temperature fields, these criteria become even more critical. Sustainability and ESG alignment are key considerations as well as a willingness to collaborate with the national oil company, such as GNPC. In some instances, the size, nimbleness and strategic trust of the companies are key alignment criteria in choosing the preferred candidate. Examples include ENI in Ghana, which invested in gas infrastructure and vocational training, or TotalEnergies in Mozambique, which committed to large-scale community development as part of its LNG project.

GH-UN: *How can Ghana balance the need for attracting strategic investors with the risk of reducing competition through direct negotiations?*



» Mr. Victor Kofi Sunu-Attah

VSA: There are three main things, technical capability, financial strength, and alignment with national goals. Ghana must assess its geological offerings and the prevailing market environment. In underexplored areas like the Ultra Deep Water, Voltaian Basin, etc., direct negotiation may attract pioneering investment. But in more mature, competitive areas, the country must structure competitive bidding rounds with clear terms, realistic timelines, and strong institutional capacity. It is important that capacity is built, and institutional structures put in place and lessons learnt from the 2018 to 2019 challenged bidding competition in Ghana petroleum blocks award is analysed and used to ensure that subsequent competition is successful. The success would ensure continued and sustained interest in Ghana's exploration and production industry into the

future. This will entrench competitive bidding as a pillar in the strategies for negotiating petroleum agreements in Ghana.

GH-UN: *At this point I think we'll wrap up this conversation and I'll ask for your final thoughts*

VSA: I'd say that Ghana needs to strengthen its capacity to conduct competitive bidding in line with Act 919 while using direct negotiations strategically where appropriate. Both tools are necessary, and neither should be disregarded. It's not one-size-fits-all, Ghana must always assess the market, the geology, and the timing to determine the best approach.

GH-UN: *Thank you, Sir. It's been an insightful discussion.*

VSA: Pleasure is all mine. Thank you too.



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The Petroleum Commission invites you to partner with us, as a sponsor for the 2025 edition of its annual Local Content Conference and Exhibition, scheduled to take place from

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Together, we will engage in strategic discussions on global energy developments, reignite Ghana's petroleum exploration and production efforts, and highlight business and networking opportunities to promote sustainable local content development.

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Petroleum Commission presents Ghana as the Investment Destination of Choice at the AES Investor Briefing Event



During an Investor Briefing Session in Accra, the Petroleum Commission, joined key government institutions to promote investment in the energy sector in a preparatory session ahead of the Africa Energy Summit scheduled to take place in Cape Town, South Africa, later this year. Themed, "Invest in African Energies" the Commission led by the Ministry of Energy and Green Transition and in collaboration with GNPC, GOIL and other stakeholders highlighted Ghana's robust regulatory



framework and proactive investment promotion strategies in place to attract capital into the upstream sector.



Ghana pursues International Collaboration at the Global Energy Show



Ghana reiterated its call for investors for the upstream petroleum sector during the 2025 Global Energy Show (GES), held in Calgary, Canada. The event served as a platform for Ghana to highlight progress made in upstream oil and gas exploration, upstream investment potential, and Ghana's pragmatic approach to responsible hydrocarbon development and regulatory reforms.





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Job Role Localisation in Ghana's Upstream Petroleum Sector: Achievements, Challenges, and Prospects

Background

In 2013, Ghana introduced the Petroleum (Local Content and Local Participation) Regulations, 2013 (L.I. 2204), to primarily ensure the maximisation of value-addition and job creation through the use of local expertise, goods and services, businesses and financing in the petroleum industry value chain and their retention in the country; This marked a critical turning point - placing Ghanaians at the centre of upstream petroleum operations. More than a decade later, this vision is yielding results.

By the end of 2024, employment data from Ghana's upstream petroleum sector revealed remarkable progress: Ghanaians held 81% of management roles and 85% of core technical positions, exceeding the regulatory target of 80%. However, 97% of lower-level positions were held by Ghanaians which falls short of the 100% mark. These modest achievements are not coincidental - they reflect a focused, multi-pronged strategy combining regulatory enforcement, policy-driven incentives, and sustained investment in human capital development.

Job Role Localisation: The Successes

At the heart of this success is the concept of Job Role Localisation – structured to systematically develop Ghana's workforce to assume positions traditionally held by

expatriates. This goes beyond recruitment to include technical competency development, succession planning, and the creation of a successful pipeline of Ghanaian talent capable of driving the industry forward.

To facilitate job-matching, the Petroleum Commission has developed a Professional Human Resource Database, currently hosting over 2,000 professionals. This platform has directly enabled the placement of over 200 Ghanaians into key industry roles. The Ghana Upstream Internship Programme (GUSIP) has similarly placed over 900 graduates in the industry, with 333 securing permanent employment.

The Commission collaborates with the Ghana Immigration Service to regulate expatriate work permits. The law requires companies to prove that no qualified Ghanaian is available before a foreigner is granted a permit. Even then, expatriates must train a Ghanaian successor in compliance with Regulation 18 of L.I. 2204. This robust system has achieved over 70% success in ensuring meaningful knowledge transfer and sustainable localisation.

By the end of 2024, 339 previously expatriate-held positions had been successfully localised. Of these, 90% were highly technical roles, including offshore installation managers, mooring masters, and senior safety officers. The transitions were

made possible through active monitoring of companies' succession plans and consistent follow-up by the Commission.

The Commission plays a critical role in monitoring daily offshore operations. Through monitoring of Personnel on Board (PoB) records from rigs, Floating Production Storage and Offloading (FPSO) units, and other offshore facilities, the Commission maintains visibility over workforce composition and succession progress. It also observes recruitment processes and job interviews to ensure fairness and compliance with localisation mandates.

A major pillar of Ghana's localisation strategy is capacity building. Recognising both the technical complexity of petroleum operations and existing gaps in training, the Commission has prioritised targeted skills development programmes in accordance with Section 60 of the Petroleum (Exploration and Production) Act, 2016 (Act 919). Notable achievements include:

- International certification training for five Ghanaian welder instructors in Canada as Level I inspectors.
- Trained 149 technicians at the Jubilee Technical Training Centre in electrical instrumentation, pipe fitting and welding, as well as .
- Trained nine technical university instructors in Canada to become master instructors.
- Welding and piping training for 10 Instructors at the Ngee Ann Polytechnic in Singapore.

- Institutional reforms to strengthen the capacity of selected Technical Training Institutions – particularly in welding and related technical fields. These efforts support the development of the Ghana Welding Bureau and the establishment of a Centre of Excellence in Welding to improve local training, certification, and compliance standards and align training with international benchmarks.

Job Role Localisation: The Challenges

Despite these achievements, several challenges persist. The slowdown in new upstream projects has limited new opportunities for Ghanaians. Many local training institutions still lack international accreditation which is costly, hampering the global mobility and recognition of Ghanaian professionals. Salary disparities between locals and expatriates continue to drive talent migration to other emerging oil markets such as Guyana and Senegal. Limited space on offshore platforms also constrains hands-on training opportunities. Moreover, some companies exploit loopholes by designating roles as “regional” to avoid localization and succession planning obligations.

Job Role Localisation: The Prospects

Nonetheless, the outlook is promising. Upcoming projects such as the Pecan Field Development and ongoing exploration in the onshore Voltaian Basin are expected to create over 2,000 new jobs. The full operationalisation of the Ghana Welding Bureau will enhance the credibility of local certifications and expand access to globally competitive technical education. Strategic partnerships with technical universities

are set to improve curriculum design and increase national training capacity.

Retention strategies – such as proposed guidelines to address salary inequities – will further ensure long-term sustainability of the local workforce. Combined with stronger accountability measures and deeper institutional collaboration, these initiatives offer a clear and actionable path to enhanced localisation.

Conclusion

Ghana's journey in job role localisation is a powerful example of what can be achieved through visionary policy, firm regulatory oversight, and strategic capacity development. The Petroleum Commission remains steadfast in its commitment to ensuring that Ghanaians not only take up job roles but also lead the country's upstream petroleum operations.

Job Role Localisation is not just a policy; it is a collective responsibility. It is the story of Ghanaian talent rising to meet Ghana's energy future.



Five Ghanaian welders trained in Canada as part of the Accelerated Oil and Gas Capacity Building Programme (AOGC). The training, which took place

at the Northern Alberta Institute of Technology (NAIT), focused on welding inspection and instruction, leading to certifications from the Canadian Welding Bureau (CWB) and the American Welding Society (AWS)



*A Ghanaian working on a plant on the OCTP – FPSO
John Agyekum Kufuor*



*Ghanaians working on a plant on the OCTP – FPSO
John Agyekum Kufuor*



Ghanaians working on In-country steel fabrications

2025 Upstream Business Outlook Workshop Held in Takoradi – Companies Optimistic about the Future



The Petroleum Commission successfully hosted the Ghana Upstream Petroleum 2025 Business Outlook Workshop in Takoradi, gathering industry operators to discuss investment prospects and sector trends. The workshop reinforced the Commission's agenda of aligning sector development with investment attraction strategies. Key discussions emphasised how upstream investments can be optimised to drive exploration, production, and local value creation, securing Ghana's position as an investment-friendly jurisdiction.



We want Indigenous Ghanaian Companies in the Upstream Sector to thrive – PC CEO

The Petroleum Commission, led by CEO Ms. Emeafa Hardcastle, held a strategic engagement with the leadership and members of the Consolidated Energy Services Chamber Ghana (CESCGHA) to explore avenues to boost indigenous investment in the upstream sector. The workshop, which convened about 20 representatives from Indigenous Ghanaian Companies (IGCs), formed part of the Commission's broader efforts to integrate local firms into the investment value chain and enhance domestic capacity to participate competitively in the upstream petroleum industry.



Petroleum Commission Supports Call for Competitive Home-Grown Brands at Made-In-Ghana Business Summit 2025



The Petroleum Commission reaffirmed its commitment to supporting Ghana's economic development at the third edition of the Made-in-Ghana Business Summit and Awards held in Accra. Delivering a keynote address, Deputy CEO Mr. Nasir Alfa Mohammed emphasised the Commission's commitment to contributing to the national economy by developing local expertise and enhancing the competitiveness of Ghanaian businesses within the oil and gas sector. He reiterated the importance of building strong Ghanaian enterprises capable of attracting and supporting upstream investment, ensuring the sector's long-term growth and competitiveness.





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A Guide to Registration and Permit Applications in the Upstream Petroleum Industry

In Ghana, a contractor, subcontractor, licensee or any other person that intends to engage in petroleum activities or provide a service in the upstream petroleum industry is required by Regulation 1 of the Petroleum Commission (Fees and Charges) Regulations, 2013 (L.I. 2221) to register with the Commission and obtain a permit.

To register with the Commission, an applicant needs to purchase an application pack which contains an application form, Guidance to filling the form, Classification of Petroleum Industry Services List (from which an applicant may choose two services to carry out) and other relevant industry laws.

Three copies of duly completed application forms and related documents must be comb-bound and submitted at the offices of the Petroleum Commission, either in Accra or Takoradi. The documents must include Certificate of Incorporation, Company Regulations, VAT Certificate, a valid Tax Clearance Certificate, a valid SSNIT Certificate, a Business Plan, Company Profile, Audited Financial Reports, a copy of a signed company Health & Safety Policy, and Certifications from relevant bodies where applicable.

Upon receipt of an application, a Committee made up of various departments undertakes an assessment of documentation/information provided. Where the information provided in an application is satisfactory, an applicant is then invoiced based on the prescribed fee Schedule in L.I. 2221. Where the Commission does not find the information

provided satisfactory, an applicant may be required to provide additional information. The Commission reserves the right to deny an application in accordance with relevant laws.

After an applicant pays the prescribed fees, a Registration Permit is issued. A Registration Permit expires after one year of issuance. Applicants are required to renew their Permits at least one month before the Permit expires in accordance with Regulation 9(2) of L.I. 2221. The Commission sends reminders to companies at least two months before expiration of their permits and forwards renewal forms to registered companies. This is to ensure that companies are not affected by Regulation 9 subregulation 2 of L.I. 2221. Companies may download the renewal forms for free on the Commission's website at <https://petrocom.gov.gh/renewal-licensing-permit/>

The Commission usually processes applications and issues Permits within four to six weeks of receipt of application where the information provided in the application is satisfactory.

The various types of Permits issued by the Commission are:

- Registration Permits - these are issued to subcontractors in accordance with Section 17 (3) of Act 919 and Regulation 3(1) of L.I. 2221. Subcontractors may be classified as:
 - a. Fully Indigenous Ghanaian Company
 - b. Indigenous Ghanaian Company

- c. Non-Indigenous Ghanaian Company
 - d. Joint Venture Company
 - e. Channel Partnership
 - f. Strategic Alliance.
- Contractor Party Certificate of Registration – this is issued to a Contractor Party to Petroleum Agreements in accordance with Regulation 2 of L.I. 2221. Contractors are expected to ensure they acquire these Permits within a month of becoming a party to a petroleum agreement.
 - Exploration and Development Permit – this is issued to a Contractor/Operator in the Exploration and Development phase in accordance with Regulation 3 (2) of L.I. 2221. Contractors are expected to ensure they acquire these Permits at least one month prior to commencing any activity related to exploration or development.
 - Production Permit – this is issued to a Contractor/Operator in the Production phase in accordance with section 31 of Act 919, Regulation 46 (1) of the Petroleum (Exploration and Production) (General) Regulations, 2018 (L.I. 2359) and Regulation 3(3) of L.I. 2221. Contractor must obtain a production permit prior to commencement of production.
 - Drilling Permit – this is issued to a Contractor before the commencement of a drilling campaign in accordance with Section 24 of Act 919 and Regulation 7 of L.I. 2221. A Drilling Permit is usually valid for six months from the date it is issued and is subject to renewal according to Regulation 23 (4) of the Petroleum (Exploration and Production Data Management) Regulations, 2017 (L.I. 2257).

Guidelines for Registration with the Petroleum Commission can be found on the Commission's website.

Clean-up Exercise to commemorate World Environmental Day and World Ocean Day

To commemorate World Environment Day 2025, the Petroleum Commission, in partnership with Corp Nation, led a community plastic hunt clean-up in Dzorwulu under the theme “Ending Plastic Pollution.” The initiative aimed to raise awareness about the damaging effects of plastic waste on the environment. Staff from both the Commission and Corp Nation actively participated in the exercise as part of broader efforts to support the global campaign to **#EndPlasticPollution**.

Similarly, in celebration of World Ocean Day, the Commission’s Western Region Office, alongside Yinson Ghana and Corp Nation, organised a beach clean-up in the coastal communities of Lower and Upper Dixcove in the Ahanta West District.

The effort focused on clearing plastic and other waste materials from the beaches to help protect the marine ecosystem and enhance sanitation across the area.







Petroleum Commission, Yinson Ghana and Corp Nation undertake Tree Planting Exercise at St. Mary's Boys School

The St. Mary's Boys School at Apowa in Takoradi recently played host to a tree planting exercise initiative spearheaded by the Commission in partnership with Yinson Ghana and Corp Nation. Guided by some representatives from the Environmental Protection Agency (EPA), the students planted over 150 seedlings

including ornamentals, mangoes, coconuts, avocados among others. Yinson Ghana and the Commission handed gardening tools, watering cans, and cutlasses to the school to ensure the growth and maintenance of plants/seedlings. The event was undertaken to commemorate the 2025 World Environment Day.



Protecting the State's Stake through Compliance with Petroleum Measurement Regulations

Since the discovery of commercial quantities of crude oil and natural gas in 2007, and the subsequent production of oil and gas in 2010, petroleum revenues have been channeled into infrastructural, social, and economic development.

Oil receipts in 2023 amounted to \$1.06 billion, which represented 9.4% of the country's total government revenues and grants. Government allocation through the Annual Budget Funding Amount (ABFA) has supported several developmental priorities. Securing oil revenue is thus essential, considering its significant impact on the economy.

At the heart of securing oil revenue is ensuring accurate measurement and recording of the quantity and quality of crude oil sold. Accurate measurement enables the state to secure its revenue and promote fair trade, ensuring that transactions between buyers and sellers are based on precise quantities in the market. Accurate measurement of oil and gas quantities and quality is the first step in preventing discrepancies that could result in financial losses for the state (taxes and revenue receipts) and other stakeholders (buyers).

The Petroleum Commission plays a pivotal role in ensuring that Ghana derives maximum benefit from its oil and gas resources. The Commission utilises several regulatory frameworks to accomplish this mandate, one

of which is the Petroleum (Exploration and Production) (Measurement) Regulations, 2016 (L.I. 2246). The L.I. 2246 provides a comprehensive framework for the accurate measurement and allocation of petroleum resources.

The regulations cover the planning, design, testing, calibration, operation, and maintenance of metering systems, as well as the equipment and methods for measuring the quantities of oil and gas produced, transported, and sold. The Commission, by virtue of its mandate, verifies the accuracy of the measurement systems utilised for custody transfer, and the status of related procedures and maintenance activities used by operators to determine the quality and quantity of crude oil sold. The significance of the regulations cannot be overemphasised since they play the crucial role of ensuring that accurate measurement forms the basis for the determination of revenue that accrues to the state, a contractor, licensee, or the Corporation.

Ensuring accurate measurement and reporting

At the heart of petroleum revenue generation lies the accurate measurement of oil and gas produced. To protect Ghana's stake in its petroleum resources, strict compliance to L.I. 2246 and associated guidelines is non-negotiable. Accurate measurement and reporting of petroleum produced and sold remains crucial in securing the

country's economic interest, as any case of mismeasurement can result in significant losses to the state.

The Commission exercises oversight responsibility by approving and inspecting measurement systems used by contractors. This includes metering devices, calibration methods and the management system for data recording and reporting. By ensuring strict compliance with L.I. 2246, the Commission ensures that discrepancies that could lead to under-reporting of petroleum volumes are prevented, thereby safeguarding state revenue.

Audits and verifications

Beyond setting minimum standards for accurate measurement and reporting, the Commission is also mandated by L.I. 2246 to supervise and inspect metering systems from the design stage to the operation stage. The Commission is empowered to conduct independent checks, inspect metering installation, and review metering management systems. If inaccuracies or gaps are identified, the Commission can direct operators to initiate processes to correct mismeasurement or resolve the issues identified. Periodic calibration and verification of measurement equipment ensures that these systems operate at desirably low uncertainty.

This auditing function is an invaluable tool for protecting the state's financial interest. With this tool, potential revenue leakages, manipulation, or fraud are averted. The Commission's vigilance ensures that Ghana receives its fair share as stipulated in respective petroleum agreements and the Petroleum Revenue Management Act (Act 815).

Enforcement and penalties

The Petroleum (Exploration and Production) Measurement Regulations, 2016 (L. I. 2246) provide enforcement mechanisms and associated penalties for non-compliance. Person(s) who obstruct the Commission in the execution of its functions or are found to manipulate the measurement of petroleum for fraudulent purposes or offer misleading information in relation to fiscal measurements risk fines, and even imprisonment.

This enforcement mandate strengthens the Commission's ability to act decisively in protecting the state's stake in the exploitation of Ghana's petroleum resource. It also serves as a deterrent to malpractice, while promoting transparency and accountability within the upstream petroleum industry.

As a result of the strict compliance to measurement regulations, Ghana has maximised revenue allocation, prevented revenue leakage, enhanced investor confidence, and built institutional credibility.

The Commission's role in enforcing L.I. 2246 is the fulcrum for protecting the state's stake in petroleum revenue. By ensuring accurate measurement and reporting, robust audits, verifications of metering systems, and enforcing compliance where necessary, the Commission acts as a gatekeeper of Ghana's fiscal interests in the upstream petroleum sector.

As Ghana continues to develop its hydrocarbon resources, the strength and integrity of institutions like the Petroleum Commission will prove invaluable in ensuring that oil wealth translates into sustainable national development.



Petroleum Commission-WRHC strengthens Working Group

The Petroleum Commission–Western Region House of Chiefs (PC-WRHC) Working Group, at its seventh meeting, reaffirmed its commitment to collaborative decision-making and inclusive dialogue to address the needs of host communities. Participants reviewed ongoing initiatives and validated new development projects aimed at enhancing local infrastructure, education, and job creation. The Working Group also agreed to intensify its outreach programmes to ensure that the voices of traditional authorities and local communities are fully integrated into oil and gas sector planning and implementation.

This continued partnership reflects a shared vision for sustainable development and responsible resource management in the Western Region.



Israeli Trade Officials Explore Investment Opportunities in Ghana's Upstream Sector

A team led by the Head of Department for Africa and the Middle East at Israel's Foreign Trade Administration, Mr. Shai Zarivatch, paid a courtesy visit to the Petroleum Commission to explore potential upstream investment opportunities for Israeli firms. The discussions focused on fostering strategic partnerships, promoting technology transfer, and enabling investor entry into Ghana's upstream petroleum sector.



TG-GeoPartners and Petroleum Commission: leveraging data to advance a thriving Ghanaian oil and gas industry

TG-GeoPartners, a geophysical company, in partnership with the Commission, has signed an agreement to undertake a 3D seismic survey offshore Ghana. The purpose of the survey is to acquire, process, interpret, and license

3D seismic data from the Accra-Keta Basin on a multiclient basis. The seismic data acquisition project will provide a blueprint for promoting acreage potential for the needed investment in Ghana's upstream petroleum industry.



Ghana 3D 2025/26

KETA BASIN - New Proposed 3D Seismic Survey



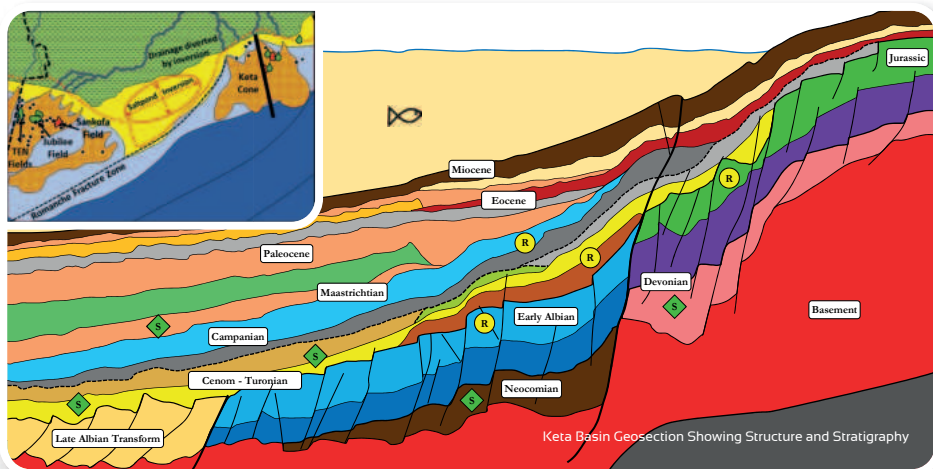
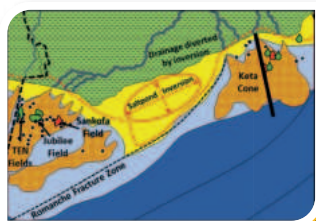
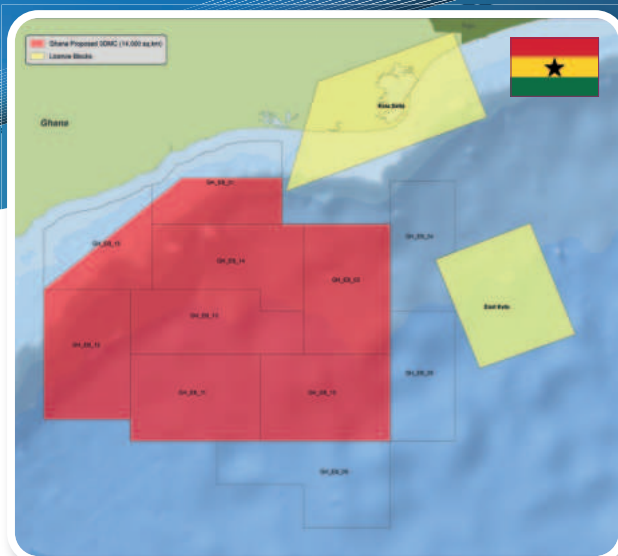
TG-GeoPartners, in partnership with the Petroleum Commission of Ghana, is pleased to announce a joint 3D seismic survey proposal offshore Ghana.

The survey will comprise over 14,000 sq. km of new data and covers a significant proportion of the underexplored Keta Basin area. Survey parameters will include long offset multi-streamer acquisition allowing a full suite of deliverables including FWI and PreSTM and PreSDM processed volumes. The survey is planned to be acquired as soon as Q4 2025 after completion of the necessary environmental permits and industry prefunding is being sought.

The new survey is the first to provide 3D coverage from shallow to ultradeep water, with water

depths of between 50 and 3,500 metres, ensuring 3D evaluation of the entire offshore section and hydrocarbon potential. The continuing successes in the Tano and Saltpond Basins

provide material support for the potential of very large discoveries being made in the Keta Basin, which has seen exploration and previous 3D acquisition confined mainly to the inshore areas.



Offshore Drillship, Noble Venturer returns to Ghana's Upstream Oil & Gas Sector

» Interview with Rig Manager, Noble Rigworld Gh. Ltd, Mr. Michael Laing



His career has taken him across multiple continents, with leadership roles in locations such as the UK, Tunisia, Australia, Malaysia, Vietnam, Namibia, Ivory Coast, and Guinea Bissau. Notably, Mr. Laing managed various jack-ups and moored semi-submersibles in the Gulf of Mexico while based in Houston, overseeing complex operations and supporting foreign assignments in Guyana, Nicaragua, and Mexico.

In 2014, he assumed management of his first drillship in the Gulf of Mexico, subsequently leading successful multi-year operations offshore Senegal and Guinea Bissau. Currently, he serves as Rig Manager aboard the Noble Venturer, where he continues to lead operations —first in Namibia and now in Ghana. His leadership is grounded in practical field experience, cross-cultural exposure, and a strong commitment to safety and performance.

Through the lens of an experienced drilling offshore professional, we share insights into the workings of drill ships, the basics, expertise required and in particular, the scope of activities of the Noble Venturer in Ghanaian waters.

GH-UN: Good day Sir. Thank you for granting us this audience.

With the Noble Venturer returning to Ghana's upstream petroleum sector, GH-UN caught up with its Rig Manager, Mr. Michael Laing, an accomplished offshore drilling professional with extensive global offshore drilling experience. His experience spans over four decades in the oil and gas industry, having risen steadily through the ranks from a roustabout to become an Offshore Installation Manager (OIM), and later a Rig Manager.

ML: My pleasure

GH-UN: Let's start off with the basics. Beginning with a brief explanation of the role of a drillship in the upstream petroleum sector?

ML: Certainly. Drill ships play a critical role in the exploration and development phases of offshore projects. I'd say that a drillship is essentially a floating offshore platform used to drill and complete wells in deepwater oil and gas fields. Once the wells are completed, they're tied back to an FPSO, which handles production and transfers the oil to tankers for export.

GH-UN: *Generally what kind of expertise is required for a drillship to operate effectively?*

ML: Running a drillship is a multidisciplinary effort. You've got drilling specialists overseeing well operations, and technical experts across electrical, mechanical, hydraulic, and subsea systems to maintain the ship's complex machinery including the critical well control systems like Blowout Preventers. Then, there's the marine crew responsible for navigation and overall safety of the vessel at sea. I'd say it's a high-skill, high-coordination environment.

GH-UN: *What key skills are needed for someone working in offshore drilling operations?*

ML: Experience is key. A solid understanding of offshore drilling equipment is essential whether it's operating drill floor systems, managing cargo on deck, or maintaining drilling fluids. But above all, a strong safety mindset and proactive attitude make a big difference. Everyone on board needs to be

alert, capable, and committed to a safety-first culture.

GH-UN: *Working on a drillship sounds intense. What are some of the risks involved?*

ML: There are definitely risks both operational and personal. On the process side, you're dealing with heavy machinery, high-pressure systems, and complex tasks that require constant communication and focus. Personally, even something as simple as walking on deck can be hazardous in changing weather conditions. That's why we emphasize continuous learning, strong communication, and a culture of reviewing every incident or near-miss to prevent recurrence.

GH-UN: *A recurring theme in industry - strong on the safety culture. On Health, safety, environment, and regulation—how do you manage these areas during a drilling campaign?*

ML: Health-wise, we make sure everyone on board maintains good hygiene since it's a close-quarters environment. We have a doctor on board and encourage anyone feeling unwell to seek help immediately. Safety is embedded in everything we do from induction training to daily safety briefings and observation programs where crew report any unsafe behavior or conditions. On the environmental side, we have strict zero-spill protocols and waste segregation systems. And of course, we stay fully compliant with local regulations and reporting standards.

GH-UN: *Do you have systems in place to ensure compliance with these standards?*

ML: Yes. We use Noble's Safe Operations System, known as P2R, to manage day-to-day safety and compliance. This includes bridging documents aligning Noble Rigworld and Tullow's HSE systems. We also conduct regular audits through a platform called MCAR, which helps us log, track, and close out any non-conformances. Ongoing training both onboard and externally is part of that compliance effort.

GH-UN: *In the event of an incident, what's your approach to response and prevention?*

ML: Our goal is always to first prevent and continuous learning. We investigate every incident thoroughly to get to the root cause. The lessons learned are shared across our global fleet and, when appropriate, with the wider industry. This helps drive continuous improvement and maintain the highest safety standards.

GH-UN: The Noble Venturer has returned to Ghana for another campaign. Can you tell us more about this mission and what made the last one successful?

ML: We're excited to be back. The last campaign was a success thanks to our strong safety systems, the development and promotion of local talent, and partnerships with over 80 local vendors. One strategic move we made was keeping Ghanaian crew onboard even when the vessel temporarily worked in other countries like Equatorial Guinea and Namibia. This gave them international exposure and ensured we retained their experience ahead of returning to Ghana.

GH-UN: *What are the necessary steps for a drillship to operate in Ghanaian waters?*

ML: To operate here, we need a permit from the Petroleum Commission, along with other approvals from the Ghana Maritime Authority, Port Health, and other relevant bodies. It's a structured process, and rightly so, as it is in other jurisdictions.

GH-UN: *Are there training opportunities for Ghanaians during this campaign?*

ML: As always. We're committed to local development. Crew members onboard can be promoted based on experience, and we actively seek to onboard new Ghanaian talent through vacancies. Currently, we have Ghanaians working as assistant electricians and logistics coordinators, gaining hands-on industry experience.

GH-UN: *Are there specific roles for Ghanaian crew at the moment?*

ML: Yes there are. Offshore, Ghanaians are in roles ranging from Roustabouts and Roughnecks to Dynamic Positioning Operators, Drillers, Electricians, and more. Onshore, they're supporting logistics, transport, customs clearance, and equipment inspections. I'd say it's a comprehensive involvement across the board.

GH-UN: *On the operational side, what's the role of Noble and Rigworld in this joint venture?*

ML: This is a collaborative effort. Noble provides drillship, expat crew, and technical know-how, while Rigworld brings in local talent, manages local content obligations, and delivers support services. It's a true

partnership aimed at building long-term capacity in Ghana's oil and gas sector.

GH-UN: *So, on the collaborative efforts. Have you been able to subcontract work to Indigenous Ghanaian Companies?*

ML: Yes, extensively. We work with a large network of approved Ghanaian vendors for logistics, catering, transport, yard services, and supplies. Even domestic flights for our crew are booked through local airlines. Supporting local enterprise is a big part of our operational model.

GH-UN: *In your estimation. How have Ghanaian crew performed so far?*

ML: They've been excellent. Many have worked with the Noble Venturer for three to four years and have advanced into more senior roles. There's a strong safety culture among the Ghanaian crew, and they've proven themselves reliable and competent across a wide range of responsibilities.

GH-UN: *That's great to hear. On the drilling campaign. What do you see as the broader impact of this campaign both for your company and for Ghana?*

ML: For us, it's an opportunity to further solidify our presence and reputation in Ghana. For the country, every successful offshore campaign contributes to energy security, builds local capacity, and supports economic growth through job creation and increased production quotas.

GH-UN: *Interesting. To wrap up, I'd like to ask my final question. How does operating in Ghana compare to other regions where the Noble Venturer has worked?*

ML: What stands out about Ghana is the presence of a strong regulator the Petroleum Commission overseeing the entire lifecycle of upstream operations. That level of structure and governance is unique and creates a clear, transparent operating environment that benefits everyone involved. It's been worthwhile working here.

GH-UN: *We'll end on that high note—on your kind compliments to Ghana's upstream petroleum regulator, Petroleum Commission. Thank you very much for your time.*

ML: My absolute pleasure.



PC, GNPC, and Ghana Gas tour the Halliburton North Belt Yard

As part of the Commission's intention to promote the development of the onshore Voltaian basin, a team led by its Ag. CEO, Ms. Emeafa Hardcastle, including the CEO of Ghana National Petroleum Corporation, Mr. Kwame Ntow Amoah, CEO of Ghana Gas, Ms. Judith Adjobah Blay and other senior officials from the three institutions visited the Halliburton North Belt Facility in Houston. The purpose of the visit was to understand onshore drilling activities and familiarise themselves with the various onshore drilling rigs and other state-of-the-art onshore facilities and

equipment. The visit was on the sidelines of the Offshore Technology Conference recently held in Houston, USA. The team was exposed to various land drilling rigs, the latest technology for onshore exploration, as well as the commercial and regulatory aspects of onshore petroleum activities.



Petroleum Commission meets Alberta Regulatory Authority



On the margins of the 2025 Global Energy Show, the Petroleum Commission engaged the Alberta Energy Regulator (AER), as part of Ghana's efforts to consistently benchmark global best practices in upstream petroleum regulation, especially for onshore oil and gas development.

The AER, recognised for its comprehensive and integrated approach to energy regulation, shared insights on lifecycle oversight, environmental management, and community engagement. Ms. Brittany Tobias, Executive Liaison and Chief of Staff at the AER, presented details of Alberta's regulatory model, highlighting its enforcement mechanisms and Indigenous consultation framework.



Petroleum Commission and Members of the Ghana Upstream Petroleum Chamber hold a Roundtable Meeting on developments in Ghana's Upstream Petroleum Industry

Senior officials of the Petroleum Commission, led by the Ag. CEO held a strategic meeting with the Ghana Upstream Petroleum Chamber (GUPC) earlier this year in March, to discuss key issues affecting the upstream petroleum sector. This marked the first official engagement between the two entities since Ms. Hardcastle assumed office. Discussions focused on addressing challenges facing the industry, enhancing collaboration, regulatory compliance, and promoting local

participation. The Commission reaffirmed its commitment to addressing industry challenges and fostering a supportive environment for investment and sustainable growth. A presentation by the Commission's Director of Economics and Local Content, Mr. Kwaku Boateng, highlighted the recent developments in the sector, challenges and proposed solutions. The meeting emphasised the shared goal and responsibilities of all parties in revitalizing the industry.



Ensuring Transparency in Contract Administration Processes in the Upstream Petroleum Industry

Introduction

Transparency is a cornerstone of good governance in resource-rich countries, particularly in the upstream petroleum sector, where large-scale contracts significantly impact national revenues and economic development. In Ghana, the upstream petroleum industry has become a vital contributor to the economy, making transparent and efficient contract administration imperative. In this context, Transparency refers to the open, accountable, and accessible execution of procurement, contracting, and reporting procedures in line with legal and regulatory frameworks.

Fundamental to every stage of the contract administration process is transparency, as it promotes accountability, ensures fair competition, fosters regulatory compliance with national and international standards, encourages local participation, builds stakeholder and investor confidence through open access to information, and helps prevent conflict by reducing misunderstandings among stakeholders.

Given the complexity and high-value nature of upstream petroleum contracts, which are typically cost recoverable and therefore impact national petroleum revenues due to its potential for corruption, mismanagement, and regulatory non-compliance, public scrutiny is not only expected but necessary.

To mitigate these risks and build trust among stakeholders, transparency must be embedded in the entire value chain from planning, discovery, bidding, negotiation, contracting and execution, including the amount of revenue generated from petroleum activities.

This article explores the legal underpinnings, key stages, current challenges, and practical measures for strengthening transparency in Ghana's upstream petroleum sector contract administration, viewed from a regulatory perspective.

Legal and Regulatory Framework

The governance of contract administration in Ghana's upstream petroleum industry is anchored in a robust legal and regulatory framework. The Petroleum Commission Act, 2011 (Act 821) establishes the Petroleum Commission as the regulator tasked with overseeing and monitoring upstream petroleum activities. In line with this mandate, the Commission plays a central role in supervising procurement plans, prequalification processes, and contract approvals to promote transparency and maximise Ghanaian participation. Complementing this is Section 17 of the Petroleum (Exploration and Production) Act, 2016 (Act 919), which enhances transparency in contract administration by requiring prior approval and registration of all upstream petroleum sub-contracts with

the Commission. This mechanism ensures robust regulatory oversight and reinforces accountability throughout the contracting process.

Operationalising this oversight function are the Petroleum (Local Content and Local Participation) Regulations, 2013 (L.I. 2204), particularly Regulations 13, 14, and 15, which collectively establish a structured process for the submission of procurement plans, tender evaluations, and recommendations to award

contracts. These provisions reinforce the Commission’s role as a gatekeeper, ensuring compliance with local content obligations and maintaining transparency throughout the procurement lifecycle. Together, these legislative instruments and others form a comprehensive legal framework that embeds transparency, accountability, and local participation into every stage of contract administration in Ghana’s upstream petroleum sector.

Key Stages in the Contract Administration Process- A Regulator's Perspective

Procurement Planning	Pre-Contract Award	Post Contract Award
<ul style="list-style-type: none"> At this initial stage, companies identify their procurement needs and submit annual and quarterly procurement plans to the Commission. This enables early regulatory oversight, promotes transparency, and ensures alignment with local content objectives. 	<ul style="list-style-type: none"> This stage involves prequalification, tendering, bid evaluations, and the submission of award recommendations to the regulator. The Commission ensures that procurement processes are fair, competitive, and inclusive, with strong stakeholder engagement 	<ul style="list-style-type: none"> After contract execution, the Commission monitors performance, ensures compliance with local content obligations, oversees contract variations or amendments, and resolves disputes to uphold accountability and protect national interests.

Challenges

Despite notable improvements, Ghana’s upstream petroleum contract administration continues to face significant transparency challenges. Weak enforcement of beneficial ownership disclosure enables the use of proxy entities, undermining accountability and facilitating hidden interests. Additionally, stabilisation clauses in some petroleum agreements (PA’s) that were signed before the enactment of certain laws and regulations provide international oil companies (IOCs)

protection that may allow them to bypass certain legal and regulatory requirements and hence undermine transparency in contract processes. Confidentiality clauses within contracts also hinder disclosure, creating opacity around terms and obligations.

Delays and inconsistencies in procurement processes further erode trust in institutional frameworks and create opportunities for non-transparent practices and favoritism, ultimately undermining the credibility of the process.

Equally, inadequate monitoring systems by the regulator impede effective oversight and the ability to track compliance, detect violations, and respond in a timely and informed manner. Indeed, the limited involvement of civil society and the public also restricts broader accountability.

Addressing these structural and procedural gaps is essential to advancing a more transparent, equitable, and accountable upstream petroleum contracting environment in Ghana

Tools and Mechanisms for Enhancing Transparency

Enhancing transparency in the contract administration process in the upstream petroleum sector—particularly in countries like Ghana—requires a multifaceted approach that integrates legal reform, institutional strengthening, digital systems, stakeholder engagement, and accountability mechanisms. Below are key strategies:

- **Public Disclosure of Contracts and Procurement Decisions:** Mandate the publication of PA's, procurement plans, tender results, and evaluation reports on publicly accessible portals. The Commission, as part of its efforts to enhance transparency, introduced the E-portal for the electronic submission of procurement and contract-related documents and the Petroleum Register, where PA's are published for easy public access. This reduces suspicion and allows civil society, investors, and communities to scrutinise contract terms and implementation.

- **Effective Implementation and Enforcement of Local Content Regulations:** Strictly enforce provisions in L.I. 2204 and L.I. 2435, which require oil and gas companies to submit procurement and contract award documentation for review. This ensures transparency and fairness, particularly regarding the inclusion of Indigenous Ghanaian Companies (IGCs) in the petroleum value chain.
- **Adoption and Implementation of regional and international transparency initiatives:** Ghana's membership of the Extractives Industries Transparency Initiative (EITI) means successive governments must show their commitment to the EITI and ensure efficient management of Ghana's petroleum resources. The effective implementation of EITI recommendations, such as mandatory beneficial ownership disclosures, helps deter the use of shell companies or fronts, reducing the risk of corruption. This imperative has found widespread expression in the Companies Act, 2019 (Act 992), a demonstration of Ghana's commitment to domesticating international best practices.
- **Digitalisation of Contract Administration:** Introduce and expand the use of e-procurement platforms and contract management systems to automate submissions, evaluation, and oversight processes. This limits human discretion, maintains reliable audit trails, and enables real-time monitoring by regulators and auditors.
- **Whistleblower Protection and Grievance Mechanisms:** Create safe and effective

channels for reporting procurement fraud, misconduct, or non-compliance. Legal protection for whistleblowers and transparent grievance resolution systems ensure that stakeholders can raise concerns and report irregularities without fear of retaliation.

- **Capacity Building and Training:** Invest in training and capacity building for government officials and stakeholders. This improves technical competence, contract evaluation skills, and ethical standards, which are essential for transparent contract administration.

Conclusion

Transparency in contract administration should not be regarded as merely a regulatory checkbox; it is a vital component of sustainable and equitable resource management. Governments, companies, and civil society must collaborate to implement transparent practices that foster trust, reduce

corruption, and ensure that the benefits of petroleum resources are equitably shared. By incorporating transparency in every phase of contract administration, the industry can better serve its stakeholders and contribute positively to national development goals.

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AI Research Aims to Boost Regulatory Compliance in the Petroleum Sector



The Petroleum Commission received an innovative research presentation from Mr. Joseph Anim, a visually impaired PhD candidate from Swansea University, who is developing an AI-driven tool to enhance compliance with Ghana's Local Content Regulations (L.I. 2204). According to Mr. Anim, this initiative will ensure transparency and reliability in compliance

monitoring, automate reporting, and cost of enforcement. Supported by academia and the Commission's input, the project is expected to enhance regulatory capability by ensuring compliance, automating monitoring and reporting, and minimizing the administrative burdens of compliance for the regulator and the companies.





Earth Science Students from the University of Ghana Gain Insight into Upstream Operations

As part of efforts to bridge academic learning with industry practice, final-year students from the University of Ghana's Earth Science Department visited the Petroleum Commission for an interactive engagement. Led by Dr. Fiifi Ackom and Dr. Yvonne S.A. Loh, the group of about 50 students participated in lively discussions

with Commission representatives, posing questions on topics such as oil offtake monitoring, Ghana's energy transition strategy, and regulatory practices. The visit provided valuable insights into the Commission's regulatory role and deepened students' understanding of Ghana's upstream petroleum sector.



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