



Hart Group is a UK-based consulting organisation with a large network of local and international associates and a 16 year track record of work mainly in underground resources (minerals and oil and gas) sectors.

The core of the group is the UK public accountancy practice of Hart Nurse. The practice was formed by Chris Nurse, who was previously with Price Waterhouse in London.

Hart Group clients are principally governments seeking to reform key sectors or to introduce improved efficiency and effectiveness into governmental processes. Hart Group international work tends to be financed by bilateral and multilateral agencies.

The group is engaged in promoting openness, transparency and the credibility of public information in various manifestations, ranging from audit certification of financial statements, through special purpose audit / investigative assignments and extending to the development of statistical capacity for central government statistics offices. Services we offer include:

- audit and business services;
- economic development consultancy;
- social development consultancy;

In addition, the group provides a range of cross-cutting services, in the fields such as human resource development and training; institutional development; project management; value for money studies; and audits of multiple stakeholder activities.

Managed from England, the group has an extensive international network of professional organisations and individuals. The group has long-standing working relationships with consultancy organisations and institutes and has a wide network of partners and associate consultants across Western and Eastern Europe, Russia and the Commonwealth Of Independent States, Australia, South Africa, the USA and China. Based on this network, we have access to the best professionals and assemble bespoke consulting teams, tailored appropriately to the needs of each assignment. This is particularly important where it is necessary to find independent experts, without relevant ties to particular companies, for undertaking assurance assignments and other projects where independence and objectivity are key requirements.

In a number of the group's projects, the involvement of civil society has been pivotal. Hart Group has completed several projects aimed at bridging the gap between government and non-governmental stakeholders. Often, this has taken the form of establishing new communications channels, encouraging the preparation of data targeted to the information requirements of NGOs and promoting the publication of material to facilitate informed debate between

stakeholders. The group's work in the field of developing enhanced statistical systems and improving the quality of public information is particularly important.

It is group policy to maximise local participation in our work. We therefore engage high calibre local specialists to take principal roles wherever possible. We prefer to facilitate the development of local solutions to local problems by supporting local companies and teams with the expertise of highly qualified and internationally experienced consultants. This enables us to present a thorough and insightful analysis that adapt international experience whilst taking full account of local circumstances, practices and realities. In this project, Hart Group is working with SS Afemikhe & Co (Chartered Accountants) which has been committed to the Nigerian oil and gas sector for many years. SS Afemikhe & Co is based in Lagos and has a network of offices throughout Nigeria. The firm worked on previous Value for Money Audits of NNPC upstream joint ventures, a contract in which hart group also provided technical support through its interest in Siddall & Co (International) Ltd. The firm carries out statutory audits of companies, government corporations and parastatals and has carried out statutory audits extensively in the banking and non-bank financial institutions.

Chris Morgan Associates and TRACS International are providing technical expertise to process improvement and measurement and operational skills for the physical audit, including bunkering. These firms have international pedigrees and are known for their commitment to delivery. CMA provides technical and management advice and services to the oil and gas, mining, metals and minerals sectors on a global basis. CMA oil and gas personnel have specific experience in Brunei, UK offshore, Nigeria on and off shore, Oman, Morocco, Venezuela, The Netherlands, Jordan, Turkmenistan and Morocco both for Governments and the Private sector. TRACS International has performed many technical projects for a variety of companies, supported by World Bank or European Union funding, for upstream projects.

Our international expert team also includes independent individuals with broad experience of process re-engineering and performance improvement. They

Additional expertise in systems design has been recruited from Ariane Transiciel. Ariane is part of a large Information Technology European company, Cap Gemini, one of the top European information technology companies. The group is carrying out projects all over Europe. Ariane Transiciel provides a complete service in design, developing and maintaining data processing projects. It has built its growth on long term relationships with public sector clients and from banking. the open mind spirit, and the flexibility of the services offered.

Gas specialist support will be available from IPA Energy Consultants. IPA, based in Edinburgh, is a leading firm in the sphere of gas and electricity markets, including market modelling, regulation, law and economics.

This is a very strong team and keen to produce excellent results for NSWG.

We are honoured to have been selected, as an outcome of a competitive bidding process, to conclude a contract with NSWG to provide these services for the benefit of the Nigerian oil and gas sector and of Nigeria as a whole.