

COTCO infos

Flash

Infos Flash N° 47 - 3rd & 4th Quarters 2020

A Publication of COTCO General Management



SAFETY

Strong finish campaign

RELIABILITY

Pipeline Inline Inspection

CSR

Communication means for ROW patrollers

PULA PULA

COTCO's got talents

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GENERAL MANAGER'S MESSAGE

Johnny Malec

President & General Manager



Dear readers,

After the two special editions dedicated to the management of the COVID-19 health crisis within COTCO, and our efforts to support some hospitals, we are back to a more conventional edition that covers activities that took place during the third and fourth quarters of 2020.

In this issue, you will find the usual headings; but also an article on ethics and controls. It is intended to remind you of the importance we place not only on objectives met but above all on how they are achieved by strict adherence to all our policies. This year (once every 4 years) an important reminder is being carried out through two trainings: one computer based (CBT) and the other presented by management through Video-Conferences (Web Seminar or Webinar).

A new section on human resources management entitled: "People Management," has been added. You will also be enlightened on key activities completed or in progress such as: the replacement of the Link-Arms on the Single Point Mooring (SPM) on the Floating Storage and Offloading (FSO), the internal inspection of the pipeline using the smart pig (ILI) or maintenance of the pressure reduction valves at the Pressure Reduction Station (PRS); and lots of other information that I hope will inform you about the excellent work you all perform in your respective areas of expertise. To date, these have been performed safely (NGH/PSB) with particular attention to your health with no cases of flu registered on operational sites.

In short, we are offering you an enriched edition.

Enjoy the magazine. I hope that striving for "No one gets hurt" (NGH) and "no one gets sick" will remain, for each and every one, our fundamental goals.

Chers lecteurs,

Après les deux éditions spéciales dédiées à la gestion de la crise sanitaire du COVID-19 au sein de COTCO, et à nos efforts pour soutenir certains établissements hospitaliers, nous voici de retour à une production plus classique et qui couvre les activités du troisième et du quatrième trimestre 2020.

Vous trouverez, dans ce numéro, les rubriques habituelles; mais aussi un article portant sur l'éthique et les contrôles. Il a pour but de vous rappeler l'importance que nous accordons non seulement aux objectifs mais surtout à la manière dont ils sont atteints par le strict respect de toutes nos politiques. Cette année comme une fois tous les 4 ans un rappel important est effectué par deux formations : l'une sur ordinateur (CBT) et l'autre par le management en Visio-Conférence (séminaire Web ou Webinar).

Une nouvelle rubrique portant sur la gestion des ressources humaines, « People Management », fait son apparition.

Vous serez également édifiés sur des activités importantes exécutées ou en cours telles que : le remplacement des bras rigides (Link-Arms) du point d'ancrage (SPM) du terminal flottant (FSO), l'inspection interne du pipeline par le racleur intelligent (ILI) ou encore la maintenance des vannes de réduction de pression à la PRS, en anglais (DRAG valves).

Et plein d'autres informations qui, je l'espère, vous informeront sur l'excellent travail que vous faites tous dans vos secteurs respectifs, le tout, à ce jour, en sécurité (NGH/PSB) ; et avec une attention particulière à votre santé avec aucun cas de grippe sur les sites opérationnels.

En somme, c'est une édition bien enrichie que nous vous proposons.

Je vous souhaite donc bonne lecture. Je souhaite que « Personne ne se blesse » (PSB) et que « Personne ne soit malade » restent bien, pour tous et chacun, nos objectifs fondamentaux.

BUSINESS ETHICS AND CONTROLS

The implementation of robust Controls processes to ensure honest and ethical behaviors in the workplace

The Company has taken various initiatives to ensure that ethics and controls are observed while carrying out activities namely:

Business Controls Learnings Sharing

COTCO implemented the Business Controls Learnings Sharing process from 2018 with the main purpose of increasing employees Controls awareness, and facilitate Controls related discussions across all COTCO operating locations, just as it is currently done with Safety.

Why implementing Controls Minute is important

Despite mature Controls processes for identifying, evaluating and managing controls risks in our business, we still experience serious issues / non-compliance situations around us; for example with Cash Advance Expense Statements, Face-Approved (FI) Invoices, Company Policies, Service Requisition, Work Order (WO) Administration, etc.

Controls Minute Process

On a monthly frequency, Controllers send out Controls Learnings to be shared by each department, group / team. The Controls learnings typically include three topics: Policy Reminder, Learning from Audits/ Unit Internal Audits (UIAs)/Cold-Eye Reviews (CERs), and Fraud. Meeting attendance and feedbacks from

each monthly sharing are uploaded into a common Share-Point site by each department group / team. Controllers review the feedback and prepare a report of the most relevant ones for sharing with all employees after review with Management during the quarterly Audit & Controls Committee (A&CC) meetings. As a result:

- 19 installments of the Monthly Business Controls Learnings have been shared as of August 2020
- No significant Controls, Policy violation reported since the implementation of the Business Controls Learning sharing process.

Low Value Purchase Order (PO)
COTCO Procurement is responsible for the purchase of all goods and services, regardless of the value. However, Procurement has delegated some level of purchasing authority to Business lines, by allowing them to execute Low Value Purchase Order (LVPO).

- Low Value Purchase Order
 - LVPO is used only when the value of the purchase is less than 3,000 USD (around 1.5 Million XAF depending on the USD vs XAF exchange rate)
 - The splitting of transactions with the purpose of not exceeding LVPO threshold is prohibited

- Materials procured are not to be stored in the Warehouse
- OIMS critical materials or services are excluded from the LVPO scope
- Delegates (LVPO creators) must have Authority from Procurement by filling the Delegated Client Procurement Request Form
- LVPOs can only be placed with local suppliers already created in the system (IPES)
- The Requester must fill the LVPO Request Form and obtain a final review from the Cost Center Owner / Business Line management.

➤ Delegates

In August 2020, the number of employees authorized to issue LVPOs within COTCO organization was limited to 04 - two maintenance Planners-Schedulers and two Administrative Assistants. They have been trained by Procurement in the entire LVPO Guidelines.

➤ Key Compliance Verifications

- Review of IPES LVPO Monthly report by Procurement Manager
 - Annual review of LVPO delegates and associated systems access right by Procurement Manager
 - Audit of LVPO process implementation twice a year by Procurement Controls Advisor to assess compliance with guidelines, and determine if some LVPO activities can be replaced

Face-Approved Invoice process

There are two types of payment processes in COTCO between face and approved :

1) Purchase Order (PO) Invoice which is the preferred process.

- Invoice is supported by a system generated Purchase Order;
- Payment is processed using a 3-way match of Delegation of authority guide (DOAG) approved requisition (PO Invoice, Good Receipt, Service Entry)
- It does not require additional DOAG disbursement approval if the PO, receipt confirmation and invoice price / quantity all match.

2) Face-Approved Invoice (FI Invoice) which is discouraged.

- The invoice is not supported by a system generated Purchase Order (under contract or not)
- It uses 2-way match, with payment based on confirmed receipt and DOAG approval

➤ Face-Approved Invoices Responsibilities

Business Line

- Invoiced goods/services were received, prices confirmed and coding completed
- Receiver should be known

to the invoice approver

- Receiver must be a different person than the approver

Approvers of FI must ensure that:

- This is a legitimate non purchase order invoice (Purpose, Description.)
- Good Receipt/Service Entry & price checking are in place
- Has appropriate DOAG authority to approve this invoice.

Payables ensures that:

- Cost center Manager provide the “Ok” to initiate the processing of the invoice
- Invoice is approved at the right DOAG level and is within the scope of the approver.

Work processes in COTCO

- We maintain high standards with respect to ethics, respect all applicable laws and regulations, and also local and national cultures
- The methods we employ to attain results are as important as the results themselves
- The Company’s reputation for honesty, ethical behavior and fair dealing is a priceless asset
- There are controls in place; and regular internal and independent audits are organized in order to ensure all transactions are accurately reflected in the books and records of the Com-

pany

- It is COTCO's policy to make full, fair, accurate, timely, and understandable disclosure in reports and documents that the Company files with governmental agencies, and in other public communications.

Learning from incidents

- Controls Incidents may involve director, officer, employee or a third party acting on behalf of the Company
- Potential violations of the Ethics, Conflicts of Interest, Corporate Assets, Directorships, and Gifts and Entertainment Policies must be reviewed by management to determine when an incident is a reportable irregularity.

➤ Irregularity Performance from 2015 to 2020

- 2015:03 cases of Ethics Violations resulting in Termination of 04 employees
- 2016 – 2Q2020 : No reportable Irregularity

➤ Key initiatives taken to address Irregularities

- Continuous Management emphasis; zero tolerance for Policy violation
- Enhanced LVPO controls
- Enhanced Security Efforts
- Off Cycle Business Practice Reviews (BPR)
- Communication to Contractors.

Emmanuel AYUK
Process & Controls Lead

STRONG FINISH CAMPAIGN

Time taken by management to look back on safety achievements and set new goals for the upcoming year

The “Strong finish Campaign” is a period of the end of the year where COTCO Management uses Year To Date company Safety to reflect on what has been done so far and perform projection on what is to come. It is essentially a moment of lessons learning. Major Safety events are shared with personnel on all company sites by upper management, along with what were the root causes and take away.

The end of year is traditionally a distraction period, due to various reasons including holidays, stretching ourselves to complete projects booked for the year, etc. This distraction is generally listed amongst incidents root causes. The aim is to refocus everybody and ensure we cross the finish line with Nobody Getting Hurt.

2020 has been a very challenging year, particularly due to the COVID-19 pandemic context. A number of programs were impacted due to social distancing measures and travel restrictions. Of course COTCO management has taken measures to ensure oil still flows safely while ensuring no occupational contamination. After working from home, comprehensive return to work and return to rotation plans were implemented. Company has invested in strong quarantine procedures before accessing COTCO field sites, and social distancing protocols for

remote sites work. As a result to date **COTCO has Zero work related COVID-19 cases.**

Overall it has been a good year despite the challenges faced, with the following Safety performance: No serious injury, No Motor Vehicle Accident, No Environment impact, No Stewardable Malaria case, No Process Safety with high or medium potential consequence.

1 minor hurt (a contractor employee bitten by a puppy), and a Tier 2 Process Safety Event with low potential consequence (fuel released inside the FSO Engine room) were recorded, in addition to the Near Losses or Tier 3 Process Safety Events for which we encourage reporting to benefit from free lessons without suffering from the consequences.

We have matured on the reporting culture of Process Safety. Human errors and equipment challenges were topping the root causes. A wide range of actions were undertaken, including coaching and mentoring individuals to reinforce their mastering of procedures, updating some procedures to improve clarity and ensure focus on specific hazards and controls, reviewing maintenance plans and performing required equipment inspections and repairs, reviewing equipment designs as needed.

On the Behavior Based Safety side, proactive reporting culture remains strong. It has indicated that we need more attention in the use of Job Safety Analysis (JSA), use of Personal Protective Equipment (PPE) and Following Standards. Those elements are somehow linked, as a JSA correctly prepared will identify specific hazards and controls, including the right PPE. If company standards are not well known and followed, then this might impact the quality of JSA's and PPE's. Pre-Job planning was also listed as it is key to ensure quality of work preparation and execution.

For this year end the company will focus on the following:

- 1- Adapt to COVID-19 working environment and limit exposure: Strict adherence to COVID-19 quarantine and social distancing protocols
- 2- Avoid end of year fatigue and distractions: (manage employees schedule, awareness presentation, and limit end of year High Risk activities)
- 3- Refresher on Work Management System and Life Saving Actions

Let's all commit for a strong successful and Safe end of year 2020.

Moïse DAOUDA
OI SAFETY Manager

COVID-19 MANAGEMENT UPDATE

As the COVID-19 pandemic progresses management establishes a long term and continuous improvement approach

Since the outbreak of the COVID-19 pandemic, COTCO management has put in place protocols to protect the health and safety of personnel working at COTCO sites while ensuring business continuity. One of the protocols was the set-up of quarantine measures at field sites, in approved hotels in Douala and in Kribi for employees, hat contractors and Government Officials. The objective of this measure is to ensure a COVID FREE environment at COTCO field sites.

As the pandemic progresses,

management continually looks for ways to maintain the safety and health shield while improving the efficiency of quarantine measures on a longer term. Initially personnel travelling to field sites were quarantined at dedicated hotels for 14 days and proceeded to their respective work sites after a second successful (negative) COVID-19 test. The quarantine period was at first reduced from 14 days to 9 days.

Since the beginning of November 2020 the quarantine period has further been reduced from 9 days to 7 days. Quarantined personnel are

now accommodated in furnished apartments both in Douala and in Kribi.

By using apartments instead of hotel rooms for quarantined personnel, the company strategy is now oriented on a long-term and continuous improvement approach of the Business Continuity Plan (BCP). While maintaining the baseline, substantial optimization is achieved.

Management's focus remains the integrity of its personnel's health and safety while maintaining flawless and reliable operations.

Logistics and Infrastructure team

The COVID-19 pandemic in Cameroon is part of the worldwide Coronavirus disease 2019 (COVID-19) pandemic caused by the severe acute respiratory syndrome Coronavirus 2 (SARS-CoV-2). The virus was confirmed to have reached Cameroon in March 2020. Since then the Government issued recommendations. Preventive measures have been taken by COTCO during extended Emergency Support Group (ESG) meetings such as working from home and controlled quarantine for all field personnel (rotators).

Since August 2020, due to the decrease of the number of cases and the more effective manage-

ment of the illness; the extended ESG decided that workers could return to the office in phases while respecting barrier measures implemented. For field site workers (employees and contractors), they could go back home during their days off and upon return they were quarantined and tested for COVID-19; one test at the beginning of the quarantine and a second test before returning on site.

From mid July 2020 to October 2020, we performed 600 Polymerase chain reaction (PCR) tests for COVID-19. We had 13 positive cases registered; 5 in July and 8 in September for both employees and contractors.

The onset of positive cases can be linked to the general tendency worldwide where people tend to lower the application of barrier measures. They are less afraid of becoming infected due to the decrease of lethality.

This trend, was used to raise awareness even in our local communities; such that the same level of application of barrier measures is maintained until the end of the pandemic.

We should stay home, go out only if necessary; avoid crowded places; wear our masks and wash our hands as much as possible.

Dr Fatoumata SEYDI
MOH Manager

LINK ARMS REPLACEMENT PROJECT

Actions are underway to extend the lifespan of the Single Point Mooring (SPM) on the Floating Storage Offshore (FSO) Kome-Kribi Marine terminal

The Single Point Mooring (SPM) of the FSO Kome-Kribi 1 Marine Terminal, has been in operation since 2003; it was designed with a service lifespan of 15 years for components above the waterline and 30 years for components below the waterline.

In 2019 COTCO commissioned studies to look in detail at the SPM assembly using a structural and a mechanical components assessment, in order to identify components that could pose a threat to the life extension of the SPM. The assessment identified the u-joint radial bushings as a component with the potential to cause fatigue damage in the SPM link arms, making it unlikely to last for another 10 years of operations.

The degradation over time and consequently the potential for failure was deemed to require immediate mitigation, and the recommended solution was the entire replacement of both link arms, and the use of newly developed materials for the bushings.

A Project Management Team has been set up for the link arms replacement to ensure that the replacement project is executed safely, reliably, timely; minimizing costs, schedule, and downtime, while meeting project objectives. The scope of the projects includes:



Single Point Mooring on the FSO marine terminal

- The fabrication of two new link arms by the Original Equipment Manufacturer SOFEC; the estimated fabrication lead time is 16 months.
- The execution of the link arms replacement in two major phases:
 - Phase 1: design and installation of an intermediate tether system for failure mitigation and facilitation of Phase 2.
 - Phase 2: replacement of the failed link arms with new link arms.

Two Contractors, Maersk Supply Services, and DOF Subsea, have been engaged for competitive project scope definition and Front

End Engineering and Design (FEED). Following the competitive FEED, one contractor will be selected for the Detailed Engineering and execution of each phase.

Short and medium term actions to aid in the advancement of the project include:

- By the end of the 4th quarter 2020: signature of the contract for Phase 1 and commencement of the associated Detailed Engineering, as well as placing an order for the new link arms.
- By the end of the 1st quarter 2021: mobilization at site of the Contractor and installation of the intermediate tether system, concomitant with the signature of the contract for Phase 2 and commencement of the associated Detailed Engineering.



Link arm on the SPM

Charles SING
ETS Adaptation Project Planner

DRAG VALVES OVERHAUL

Maintenance strategy reviewed to improve Pressure Reduction Station (PRS) DRAG valves functions

The 1,070 km long Chad-Cameroon pipeline is divided into two sections:

- The 1,058 km long onshore section goes from Kome to the Pressure Reduction Station (PRS) located in Kribi with the inline pressure that can hit 70 Bars.

- The pressure is then reduced by pressure control valves to maximum 15 Bars which is the maximum acceptable operating pressure of the 12 km long second section, largely submarine, which runs from Kribi to the Floating Storage and Offloading (FSO) marine terminal.

The pressure control valve at PRS is thus the main equipment in that station and it uses DRAGTM flow technology to divide the pipeline inlet flow into many streams, creating multiple tortuous paths through which the fluid will pass. These create long laminar flow streams with high frictional drag forces, which cause the pressure drop – hence the name DRAG valve.

Two valves are installed at PRS, they are unique as their design was customized to meet Doba Sweet crude specifications with a maximum viscosity of 1,400 CentiPoise (less wax products) and was functioning till 2014 with less maintenance and little disturbances.

The crude characteristics changed with the arrival of new Shippers.

The new Doba Blend Crude transported today has viscosity that varies up to 3,200 CentiPoise with large increase of wax deposits that regularly obstruct the drag valves inducing hammering effect and pipeline shutdown. The valves were first serviced in 2015 by the original vendor field representative with whom, COTCO associated in-house resources to learn and develop competency to perform the work.

In the present situation, the maintenance strategy was reviewed to set valves servicing every 18 months.



In-house resources Blaise Tsapfack and Kuete Mekontso performing maintenance

This year, the increase of valve function disturbances triggered the early planning of valves servicing; but the travel restrictions imposed by the COVID-19 pandemic, obliged Management to authorize in-house maintenance



Cross section of a DRAG valve

and technical personnel to perform the maintenance overhaul of the two valves.

In September 2020 after thorough preparation that included fabrication of a metal seal jacking bracket, servicing of tools such as a hydraulic torque wrench and temporal scaffold platform erection, maintenance overhaul was safely performed on the valves under the close supervision of Maintenance Area 4 (MA4) field management and the support of a Team Lead from Maintenance Area 2 (MA2) following manufacturer instructions/recommendations as follows:

September 07 to 15: Valve B overhauled

September 23 to 29: Valve A overhauled

To date, the valves are effectively operating in automatic mode with full satisfaction of Pipeline Export Controller in Kome.

Blaise TSAPFACK
MA2 Mechanical Lead

THE STORY OF THE PIPELINE IN-LINE INSPECTION (ILI)

Safeguarding Pipeline Integrity through early detection of Pipeline anomalies



Cleaning pig – High performance wax bulldozer

The pipeline In-Line Inspection (ILI) is a nondestructive inspection of the pipeline, using an instrumented Pipeline Inspection Gauge (PIG) also known as intelligent pig/smart pig. A pig itself is a device that is driven by the flow of the fluid (crude oil in our case) within the pipeline, and which is used to perform various internal activities, such as pipe cleaning, separation of pipe fluids and internal inspection.

The ILI is provided to assess the integrity of the pipeline. This helps to detect any pipeline anomalies with potential for leaks and therefore reduces the risk of polluting the environment (major rivers, sea, soil etc.); and make sure that the pipeline is still able to safely transport crude at its rated capacity. When running a smart pig, we mainly look for metal loss (internal and external corrosion, lightning strikes...), geometry defects (dents, gouges, wrinkle bends...)

and/or cracks. ILI can also be done to map the pipeline; in this case, the inspection is carried out to identify any pipeline movement (due to land slide for example).

The Facilities Integrity Management System (FIMS) of COTCO recommends an ILI every 5 years. Should be in this regard that the current ILI project has been launched. The ILI process applied in COTCO is divided into 8 main steps:

1. **Threat identification:** which guides the selection of appropriate integrity assessment method (ILI in our case), and helps to identify the features morphology (metal loss, geometry change, cracks etc.) that need to be detected.

2. **Selection of technology:** different technologies exist for different types of pipeline threats and each technology has its advantages and disadvantages. For example, for metal loss assessment

a variety of technologies exist such as: Magnetic Flux Leakage (MFL), Ultrasonic Testing (UT) and Transverse Flux Inspection (TFI); in our case, the most appropriate technology is the MFL.

3. **Planning:** At this stage, the tool is selected and calibrated if needed; pipeline readiness is reviewed and all ILI safety aspects are discussed. As far as the Chad-Cameroon pipeline is concerned and considering the waxy crude oil transported, the ongoing ILI requires an intensive cleaning campaign using high performance cleaning pigs specially designed for this purpose. This intensive cleaning campaign also requires to run more than one pig in the same pipeline section, which has never been done in the history of the pipeline. A risk assessment (RA) was carried out as part of this step, and recommendations were put in place.



Cleaning pig – High performance wax remover

4. **ILI run execution:** the intelligent pig is run on each pipeline section. During this step, the presence of smart pig vendor representative is mandatory. When the pipeline has been adequately prepared to perform the ILI, all check valves are locked open and a gauge pig is launched to ensure that the smart pig will run safely. The gauge pig is a cleaning pig equipped with an aluminum plate which distortion will be analyzed to confirm that the smart pig will not be stuck in the line. Before the smart pig runs, above ground markers can be deployed to track it. Once the smart pig is received, data is downloaded; the run is assessed for completeness and data sent to the vendor's Analyst for preparation of the report.

5. **Preliminary report and response:** a preliminary report is issued within a month after

confirmation of a successful smart pig run. This report contains a list of the 10 most severe anomalies for each type of feature detected (metal loss, dent, crack...). Some of these severe anomalies have the potential to affect the pipeline's safe operating condition (e.g. a metal loss of 80%). In this case, immediate actions can be taken such as reduction of operating pressures and field repairs.

6. **Field validation:** Excavations can be performed on the pipeline at our discretion (in the presence of the contractor representative on the field if needed) prior to acceptance of the final report. These excavations can be based on the preliminary report or the draft final report with the objective to:

a. Detect problems with the intelligent pig run resulting in inaccurate data

b. Compare tool and field measures of anomalies to ensure that errors are within expected limits

c. Investigate and repair the worst anomalies

d. Decide whether to accept or reject the final report. This may include, but is not limited, to requesting of the recommencement of part or the entire ILI services.

In case we determine that the most severe anomalies reported are not actionable, accessible for excavation, or otherwise not needed for verifying the tool run accuracy, we may elect to instead provide the ILI vendor with historical data on previous excavations or calibration spools used for this purpose; provided the type and dimensions of the anomalies are within the ILI tools performance capabilities.

7. **Final report and interpretation:** This report will serve as basis for fitness for service assessment and remaining life assessment of the pipeline. These last assessments are used to review pipeline operating parameters and pipeline inspection frequency.

8. **Development of a repair plan:** After the acceptance of the final report, features are selected for validation and a 5-year pipeline repair plan is developed.

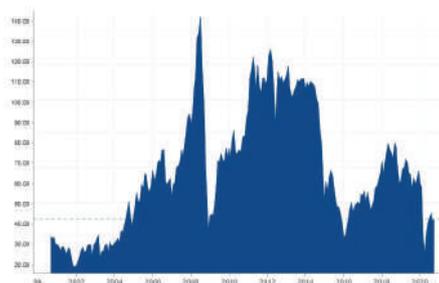
That's in few words, the story of the Inline Pipeline Inspection (ILI).

Serge YINDA
Equipment & Reliability Engineer

INSIGHT ON COTCO COST MANAGEMENT INITIATIVES

In the current economic environment marked by the COVID-19 crisis, management continues to put a strong emphasis on cost management to ensure the company spends only what is needed to operate safely, more reliably and cost effectively

Since the 2008 oil shock and the record \$147 per barrel, the price of oil has declined significantly, despite a rebound from 2009 to 2013. Oil prices then continued to fall, reaching the average level of \$42 per barrel in 2020.



In the current economic environment marked by the unprecedented COVID-19 crisis, oil producers and specifically our customers in Chad are all in the process of minimizing production costs, commercial tariffs, crude shipment costs and taxes in order to remain competitive in the market.

Our business goals as Export Transport System (ETS) are to continue to transport crude oil safely, reliably and cost efficiently, to maintain existing customers and attract new customers.

The commercial tariff billed to customers consists of :

- Controllable elements: Operating Expenditures and Capital Expenditures
- Non-controllable elements: Transit fee, commercial margin, Throughput (Return On Investment)

In 2016, in order to satisfy its shareholders and customers, the company adopted a systematic

approach of cost management (for ETS Controllable elements) summarized in the table below:

	Best practice summary description
1- Roles and Responsibilities	Responsibilities for Opex management are clearly understood, defined and assigned at all levels Management, ALT, FWT and functions.
2- Five-Year Plan	An Annual Plan is developed during P&B and also approved at BOD meeting. It's a five year plan including cost reduction initiatives.
3- Business Management Systems	Work is executed using POBP, Operations Integrity Management System (OIMS), and the Controls Integrity Management System (CIMS) to achieve the optimum level of Opex required to operate the business.
4- Cost Driver Analysis	Cost drivers are defined, analyzed, and benchmarked against best-in-class. Understanding the business performance using key performance indicators (KPIs) is essential for quantifying the optimum level of Opex and opportunities to reduce costs
5- Stewardship Process	Periodic stewardship reviews are conducted for Field and CAF.
6- Continuous Improvement	Opex Management process assessments are conducted annually and improvement plans are in place and stewarded
7- Training and Competency	People are adequately trained to fulfill their roles in Opex Management.
8- Standard Accounts	Cost are booked correctly thus ensure proper reporting and enable proper planning, budgeting, and stewardship.
9- Enterprise Systems	Tools are used to assist in effective, efficient, and consistent Opex Management process implementation. (IPES & Business Focus)

In 2020, while continuing to apply the 9 elements of cost management, the Company put a special emphasis to strengthen the two elements below:

- Element 5: Quarterly meetings with department heads; Three groups have been created for the quarterly stewardship meetings.
 - Group N°1 is made-up of PMTL-SHES (Process, Maintenance, Technical, Logistics, SHE and Security) departments;
 - Group N°2 is comprised of Business services;
 - Group N°3 is all other departments.
- So far, two meetings out of 04 planned have been held. This is an opportunity for department heads to present their annual work program, their key performance indicators (KPI), their key activities and their progress status.

During the upcoming two meetings, department heads will explain their

year to date expenditures using Business Focus tools and in addition present their 2021 work program.

- Element 9: Effective use of Business Focus as a cost management tool.

As part of reviving Business Focus, a tutorial has been created to help users own this tool. Small training sessions are also organized via zoom. A Key Performance Indicator (KPI) on the use of business focus will be reported to management on a monthly basis.

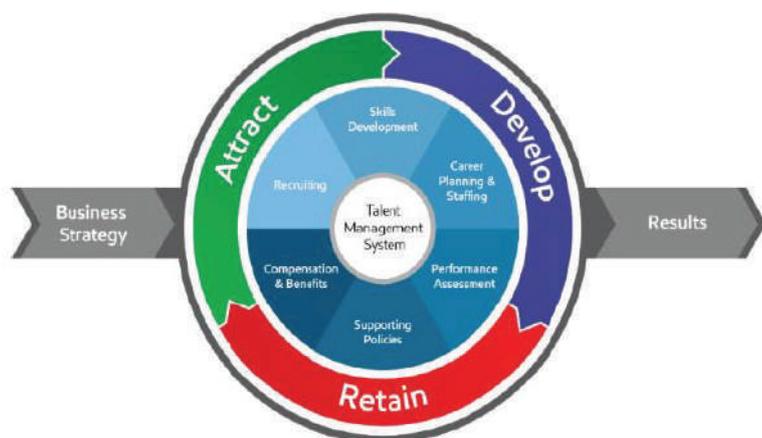
Overall the five year company plan remains stable with an average of \$87M per year, apart from in depth maintenance of approx. \$70M to be carried out on the Single Point Mooring (SPM) link arms from 2020 to 2022.

COTCO management will continue to put a strong focus on cost management and ensure that company spends what is needed, where it is needed, when it is needed in the safest, most reliable and cost effective way.

Guy-Noel ANGOUAND
Planning Advisor

COTCO IMPLEMENTS A NEW PERFORMANCE ASSESSMENT PROCESS

A new era opens up for employees' performance assessment in COTCO



COTCO Talent Management System

The year 2020 opened up a new era for employees' performance assessment in COTCO. The former performance assessment system has been in place since the beginning of pipeline operations in the early 2000's. Twenty years later, following changes operated by our main shareholder ExxonMobil on the employee development system, COTCO has implemented a new performance appraisal process.

Performance assessment is a critical process in the talent management system, driving broad alignment across the company. It is a highly visible, critical and interconnected process that is linked to and reinforces the development of our employees, our behaviors and our culture.

The Talent Management System is a set of integrated processes that enables us to attract, develop and retain highly productive, dedicated and motivated employees. It is aligned with our business strate-

gies and designed so our workforce delivers industry-leading business results. In line with our long-term business model, these processes are designed to support our long-term career orientation which sets us apart from many other companies.

COTCO Talent Management System

The new performance assessment system is imbedded in our Employee Development Framework. This framework operationalizes three of the six core elements of the Talent Management System: Skills Development, Performance Assessment, and Career Planning & Staffing. Each of the three elements are comprised of multiple interrelated employee development processes.

Performance assessment plays a critical role in employee development; driving broad alignment across the company. It is a highly visible, critical and interconnected

process that is linked to and reinforces the development of our employees, our behaviors and our culture.

Three broad principles driving the design of this system include:

1. Meritocracy, where employees are recognized and rewarded based on their contributions,
2. Performance differentiation
3. Continuous improvement of performance over time

The four objectives of performance assessment which tie to other key employee development processes are:

1. Equity in performance measurement using a robust platform,
2. Motivation for superior results through a clear goal setting process,
3. Professional growth to help realize employees' potential and adequate staffing and career planning
4. Impact on compensation and reward systems to clarify the connection between contributions and outcomes and support employee advancement.

Performance assessment starts with establishing clear and measurable goals, with progress checks between supervisor and

employee throughout the year. It requires an annual assessment of employees including: an open and constructive discussion between employees and their supervisors on employee achievements vs goals, including how they were achieved. Input from knowledgeable others (360 degree) is important input to assessment as well as feedback to the employee. This absolute assessment provides input to relative assessment.

Employee Responsibilities

Employees are expected to play an active role in their development, including performance assessment. They should work proactively with their supervisor to ensure clarity of work goals and how they tie to business goals and strategies. They should be able to provide balanced, thoughtful input on their own performance throughout the process. As part of the input for others performance

assessment, they should provide clear and actionable feedback on the performance of others. Above all, employees should be open to feedback and coaching; and invest in their own development.

Supervisor responsibilities

Supervisor play a critical role in employees' development and part of their assessment is how well they develop employees. They have the responsibility to ensure they leverage the performance assessment process to help employees to develop to their full potential. They need to understand how their team contributes to COTCO's success. They should work with their employees to establish clear, ambitious but realistic goals and accountabilities and provide frequent, candid, actionable coaching and feedback throughout the year, with check ins at least quarterly. The supervisors should explain the feedback

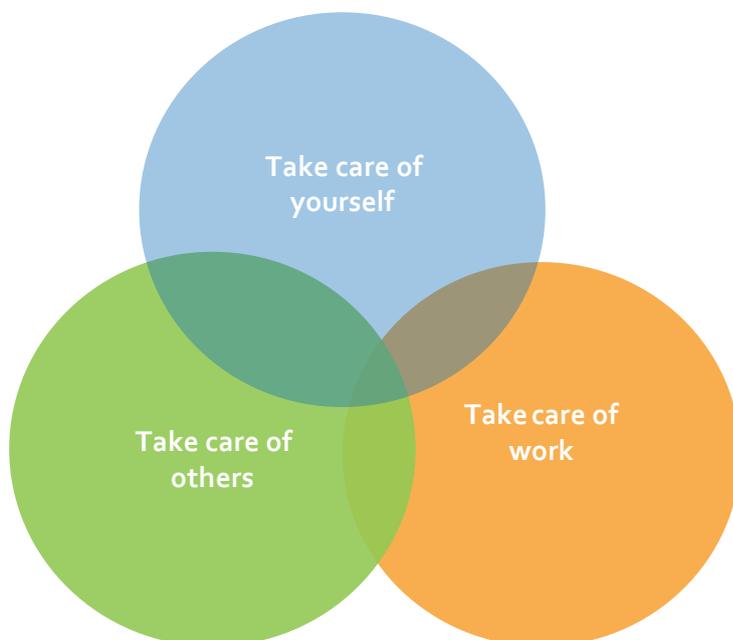
from the relative assessment, the context for relative performance with actionable feedback incorporated in the individual development plan; and, assist employees in finding resources to enable skills development and enhance job performance (e.g. learning solutions, subject matter experts, and key experiences).

The value added of the new performance appraisal process is the clarity in employees and supervisors roles and responsibilities. Moreover, the flexibility of the appraisal outcome from one year to the other is a commendable feature enabling employees to strive for continuous improvement. The enhanced communication required will improve the performance stewardship processes.

Source: ExxonMobil intranet : <https://hr.na.xom.com/global/career/>

Aissatou O. Seydi BAYIHA
Human Ressources Manager

How can we manage change and uncertainty?



In the current environment we face several challenges both personally and in the work environment. Living our [EM core values](#) is essential.

More than ever it is important to **care**.

Our **resilience** is being tested and balance between these three areas is critical.

We need to ensure our **integrity** and **excellence** is maintained and at the same time be **courageous** to see new opportunities for collaborate and for creating value.

EMPLOYEE DEVELOPMENT

Technical Training Program for Core Business Teams: A Gateway to Operational Excellence Sustainability

One of COTCO management's business expectations is to «Develop the People & Organizational Capabilities to their full potential». In this light, annual training programs are put in place to ensure all personnel acquire and sustain the knowledge and skills required for them to perform their daily duties in a safe and effective manner.

Highest competency standards are even more expected from our core business teams (Process, Maintenance and Technical), as it is essential for the Company to confidently face emerging operational challenges (aging facilities, crude volume increase and composition change, staff turnover,...), and to get aligned with management's new operational strategy, reflected by the recent restructuring of the Export Transportation System (ETS) Operations organization.

It therefore became necessary and urgent to set up a special training program for our core business teams, to upgrade individual and



Solar trainer

collective competencies on our main key processes and equipment, with a significant added value to our operational excellence.

Let's start the turbines and open the valves!

Overall, the initiative was to develop and implement a 2-3 year ambitious training program, covering both theoretical and practical aspects of our critical processes and equipment, including:

1. Solar Turbines
2. Operator Pipeline Hydraulic
3. Crude Oil Topping Plant (COTP) Operations
4. Caterpillar Generators
5. Ship Stability and Load Management
6. FSO Steam Plant Simulation
7. Export Floating Hoses – Operation & Maintenance
8. FSO Inert Gas System

The basic expectation was to have deliveries fit for purpose that meet our needs, address our current operational issues and are easily understandable by all involved positions (Technicians, Engineers, Managers...). The selection of training providers was therefore very rigorous, with priority given to original equipment manufacturers.

The following courses have been completed or are on-going:



Solar Turbines course participants

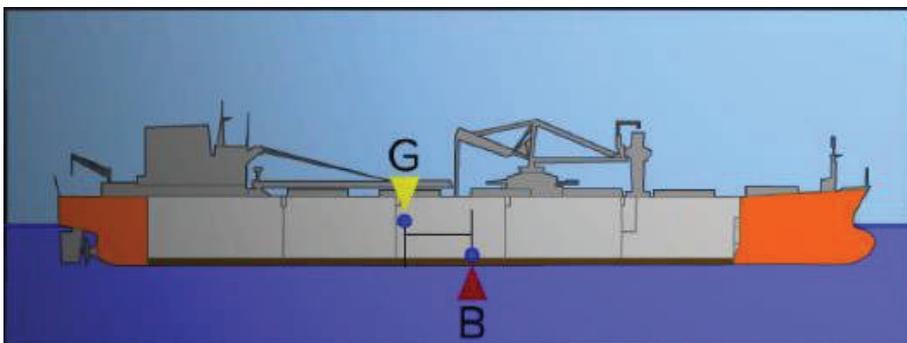


Solar Turbine

The training was delivered by Solar, the original designer and manufacturer of the equipment found at our Pump Stations.

The theoretical part of the course was an instructor led class that took place in Douala from February 25th to March 14th 2020, and was handled by 2 certified specialists. Classes were divided into 3 sessions, one full week each.

Overall 51 persons attended: Operators, Maintenance Technicians, Supervisors and Technical Support Team, including staff from TOTCO. Lessons were lively, customized and very illustrated. Modules covered all the Operations & Maintenance Principles of Taurus 70 Turbine. The knowledge test performed at the end of each session was successfully passed by all candidates. The post evaluation feedback was very positive and confirmed all the merits of this initiative.



Ship stability

Two practical sessions for 22 selected personnel were scheduled in Czech Republic later in 2020, but had to be postponed due to the COVID-19 crisis.

Ship Stability and Load Management

As a solution to travel restrictions due to the COVID-19 crisis, the Ship Stability and Load Management training, initially an instructor led class was redesigned to an online version and delivered by Herbert-ABS Software Solution LLC, one of the world-renowned specialists in that domain. The training was primarily intended for FSO staff, with some Process and Technical Support teams representatives in addition. Two three-day sessions were organized respectively from September 02 to 04 and from October 06 to 08 2020; 14 persons attended. The courses covered the basic principles of stability, and reviewed various factors influencing and affecting ship stability. The post evaluation feedback analysis is still ongoing.

Operator Pipeline Hydraulic

The first session of this training with 14 attendees just took place from October 10 to 14 2020. Two other sessions are scheduled respectively at end of November and the end of December 2020.

Approximately 40 COTCO/-TOTCO staff from Process, Maintenance and Technical teams are expected to attend. Another online adapted course, delivered by DNV-GL USA, Inc., the Chad/-Cameroon Pipeline Original Hydraulics Model Designer. The basic content of this course includes the general characteristics and data of the fluid, the functionality of our main process equipment and devices and their main operational adverse effects.



Caterpillar generator

The priority for Management, in coordination with all support functions, is to ensure all sessions scheduled in 2020 are completed by year-end, and to better prepare for all remaining courses, for their successful implementation in the near future.

Despite a very challenging environment with the COVID-19 crisis, COTCO Management has spared no effort for this technical training program to take place. The preliminary results obtained so far are more than encouraging and promising. Very positive feedback received shows that the competency of our core teams shall be significantly increased.

Gilbert EDIELLE

Training, Competency Assurance & Production Best Practices Head

WOMEN'S INTEREST NETWORK (WIN)

COTCO Women determined to achieve professional growth & advancement



Women's Interest Network (WIN) is a Global Employee Resource Group with 25 Chapters in Europe – Africa – Middle East (EAME).

COTCO's chapter, one of the youngest was launched in June 2019, aligned with the global group vision to facilitate professional growth and advancement of women within the company. Membership is open to all COTCO employees.

Since the launching event, the steering committee comprised made up of 6 members has evolved to a team of 25 volunteers and engaged women organized in 03 main committees: Personal Development, Professional Development and Community Outreach & Branding.

Regarding 2020 WIN events, the focus areas shared by EAME Global group are "Women in STEM" and "Male Engagement". The first event took place in March, at the occasion of International Women's Day in the form of

a rich discussion around the theme Women & STEM (Science-Technology-Engineering-Mathematics) and Unconscious Bias. With the COVID-19 outbreak and the changes involved, activities needed to be rethought and adapted to the new normal, virtual events. Since the return to office, three virtual events were held with an average of 25 participants per session. On the Professional Development side, two "Boost your work goals" virtual sessions were organized with the valuable

support of the HR Team and female managers who helped participants better understand the importance of defining work goals and coached them on how they should be defined. The audience was broken out in small groups lead by a coach where every attendee could share and have their work goals reviewed. The first session was such a success that a second one was requested. Also, a mentoring program is being prepared and will be launched by the end of the year. Regarding Personal Development, all COTCO women were invited to join the Book Club created and discussed during a virtual event on the topic "Boost your self-esteem", based on the two selected books: 10 Simple Solutions for Building Self-Esteem of Glenn R. SCHIRALDI and The Power of Self-Esteem by Nathaniel Branden. In Addition, an event on Family Support is being prepared.

A promotional graphic for the WIN Personal Development Group Book Club. It features a circular arrangement of diverse people at the top left. The text reads: "JOIN THE WIN Personal Development Group Book Club". Below this, it says "Selected Topic: Boost Your Self Esteem". Three book covers are displayed: "THE POWER OF SELF ESTEEM" by Nathaniel Branden, "10 SIMPLE SOLUTIONS FOR BUILDING SELF ESTEEM" by Glenn R. Schiraldi, and a quote by Ralph Waldo Emerson: "TO BE YOURSELF IN A WORLD THAT IS CONSTANTLY TRYING TO MAKE YOU SOMETHING ELSE IS THE GREATEST ACCOMPLISHMENT." At the bottom, it says "WIN TO WIN TOGETHER" and "Ctrl+Click on the books to open and read".

Rahimatou DAOUDA
IT Infrastructure & Solutions Specialist

ROW FOOT PATROLLERS COMMUNICATION MEANS IMPROVES

Pipeline Right Of Way (ROW) foot patrollers better equipped to submit quality field reports

The Right Of Way (ROW) foot patrol is done on a monthly basis using local populations selected from their various villages along the pipeline. It is an important ROW maintenance activity that helps to preserve the integrity of the pipeline as it allows early detection of issues on the pipeline easement as well as prompt resolutions of mitigations. In reality, about 60% of issues reported on the pipeline are done by foot patrollers. Thanks to the WIN-WIN partnership created between COTCO and communities along the pipeline ROW, there are currently 160 foot patrollers selected in various villages as guardians of our asset.

On a monthly basis, each group of foot patrollers walked on their dedicated portion of the ROW and manually sent reports to their

supervisor who in turn compiled those and sent them to COTCO. The collection of the reports was done using vehicles over long distances and reports received approximately one week following the end of the patrol.

As the company continuously strives to improve processes, an assessment of the current practice was done in 2019 and some concerns were noted in terms of communication. COTCO has therefore decided to improve the current reporting process by providing to the 160 foot patrollers a dedicated android phone and solar charger as a means of communication. Training on the use of this new high-tech tool has been provided to foot patrollers.

Future improvements:

- Significant improvement

in the quality of the reports through pictures for better appraisal and decision making.

- Reduced reporting time;
- Reports will be received instantly via Skype mobile.
- Prompt availability of reports will permit COTCO to implement mitigation measures required timely.
- There will also be safety and financial benefits since sending reports will no longer require using vehicles to collect and send them.
- ROW foot patrollers will be able to use Skype mobile to transfer data following the training they received.
- The solar charger will also be used as electricity source for their home.

Communities remain COTCO's first partner for the protection of the pipeline and connected facilities. For this reason the company will not hesitate to improve their quality of work which is also a WIN-WIN approach.

Mahamat BICHARA
Environment Supervisor



Telephone and solar charger

RESOLUTION DES PROBLEMES FONCIERS LE LONG DU PIPELINE

Etablissement d'une Commission pour le traitement des dossiers fonciers et domaniaux de COTCO

Depuis la fin de la phase de construction du pipeline, certains dossiers fonciers et domaniaux de COTCO sont toujours en cours de traitement. Soucieux de leurs résolutions définitives, COTCO a pris des initiatives fortes pour clôturer tous ces dossiers fonciers appartenant à une portion de la vie de l'entreprise achevée il y a plus de 15 ans.

Pour se faire, grâce à l'appui du Comité de Pilotage et de Suivi des Pipelines (CPSP) et du Ministère des Domaines, du Cadastre et des Affaires Foncières (MINDCAF) une commission Ad-Hoc composée de 15 membres a vu le jour le 16 Juillet 2019. Cette Commission Ad-Hoc a pour Président : Le Secrétaire Général du MINDCAF et pour vice-président : Le Directeur des Relations Publiques de COTCO.

Avant le début des travaux, pour un rendement efficace de la commission, COTCO a regroupé ces dossiers en six catégories :

La première catégorie regroupe les **terrains additionnels** de l'emprise foncière du Pipeline qui étaient des parcelles sollicitées par les entreprises de construction pour le stockage des engins ou le matériel de construction (T.Ad).

En deuxième lieu nous avons les **terrains propriétés privés** partiellement expropriés et donc les Titres Fonciers (TF) n'étaient pas morcelés (T.Ex). Ceux-ci sont des terrains titrés appartenant à des riverains de l'emprise du pipeline et donc une partie appartient dorénavant à l'emprise du pipeline.

Nous avons ensuite les **terrains à rétrocéder à l'Etat** (T.Re) qui sont en fait des terrains appartenant à l'Etat et sur lesquels le Projet avait construit les camps temporaires et dont la rétrocession à l'état n'avait jamais été faite.

Les **empiètements de l'emprise foncière du Pipeline** par des riverains (T.Em) font aussi partie des terrains dont le statut foncier reste à clarifier.

Après l'adaptation du pipeline au barrage hydroélectrique de Lom Pangar, les **terrains de la zone de Lom Pangar** (T.LP) au départ classés dans le domaine public ou national ont changé de statut, entraînant la nécessité de leur régularisation.

Enfin, nous avons des **tombes existant sur l'emprise foncière du pipeline** (Tom) qui ne sont rien d'autres que des tombes appartenant à des riverains mais qui se trouvent dans l'emprise du pipeline dont les terrains sont naturellement classés Propriété Privé de l'Etat.

Lors du lancement des travaux de la commission, un total de 90 dossiers fonciers de COTCO se trouvait sur la table. Leur répartition par site se trouve dans le tableau ci-dessous :

Dossiers	MA2	MA3	MA4	TOTAL
T.Ad	22	6	10	38
T.Ex	1	3	26	30
T.Re	3	1	1	5
T.Em	0	0	5	5
T.LP	0	7	0	7
Tom	0	0	5	5
TOTAL	26	17	47	90
Grand total				

Le lancement des travaux de la commission Ad-Hoc a eu lieu à Yaoundé le 31 janvier 2020 sur le haut patronage du ministre des Domaines, du Cadastre et des Affaires Foncières (MINDCAF). Quatre (04) sous-commissions ont été formées pour les travaux en salle dont le but était de classer les différents dossiers fonciers et descendre sur le terrain ou la nécessité était établie. Les descentes sur le terrain des sous-commissions ont été stoppées le 11 mars 2020 à cause de la pandémie à Corona Virus.

En septembre 2020, les travaux ont repris et une synthèse d'activités a été faite au MINDCAF.

Les travaux de cette commission a permis de résoudre tous les 26 dossiers en suspens dans la zone de maintenance numéro 2. 06 cas sur 17 présentés dans la zone de maintenance numéro 3 ont été clôturés. Dans la zone de maintenance numéro 4, 20 cas sur 47 ont été résolus.

En résumé, 52 cas sur 90 ont été définitivement clôturés et 38 sont en cours de résolution.

Grace à cette commission Ad-Hoc, plus de 50% des dossiers fonciers en suspens de COTCO ont été résolus et le reste est en bonne voie de clôture.

Alexis DIBATTO
Regulatory Coordinator

FROM WAX MANAGEMENT TO WAX TRANSFORMATION

Be passionate about your talents. “If you think it then you can do it.”



Q: Who is Vanessa Kamdem?

A: My name is Vanessa Kamdem. I work in Technical

Support & Engineering department of the Cameroon Oil Transportation Company (COTCO) as Facility Engineer. I am also in charge of pipeline Flow Assurance. To make the long story short, I do ensure the crude keeps flowing from Chad to the Floating Storage Offshore (FSO) and also ensure all Field (pump stations, pressure reduction station, the FSO and pipeline equipment are operating safely.

Q: What are your hobbies?

A: Whenever the occasion arises, I love serving as Master of Ceremony or MC as we are commonly called. I also like transforming things or anything that has to do with chemistry, finally I enjoy hand work.

Q: One of the things you do during your free time is the production of candles. How did this idea come about?

A: The idea of candle production came about during several discussions on wax disposal/management we had with new shippers when I was working with the Commercial department. I asked myself what could be done with wax. After some research I came to find out that wax is actually the main raw material used to make candles. Which is what I mainly produce. I make candles with wicks and without wicks for the home.

Q: Where do you purchase the material used to produce candles?

A: I find some material in country such as local bee wax and I also melt already unscented candles and use the wax to produce other candles. I buy essential oils and fragrance oil to perfume all my candles.

Q: Do you have favorites among your collection?

A: I particularly like the lemon grass fragrance. Not only because of the aroma but also because lemon grass is known to keep mosquitoes away.

Q: Any challenges?

A: As you know I am a full time worker, so I have to use my weekends to produce candles and improve my skills. I have to make sacrifices to be able to get better and do what I like doing. Getting the products can be a challenge especially when I can't get what I want locally (e.g. a particular fragrance ...). Materials can be purchased online but getting someone to bring them from overseas is not that easy. So I have to do with what I get locally.

Q: Since this is a talent, are there any prerequisites?



Home perfumery decorations



Luxury scented candles

A: Having chemistry skills is essential. Very importantly you need to have a safety culture. This is indispensable because the main products used (wax and oils) are flammable products. In addition heat sources are used during the processing therefore it is important to use the right temperature to avoid incidents, as we say in Operations “Just follow the procedure”.

Q: How can you advice those who have talents to come forth?

A: You need to be passionate about your talent (s). For sure sometimes there may be financial barriers. Some people are not able to live their dreams due to a lack of funds at a given moment. This should not be a setback. You need do make some sacrifices. For instance if you want to move on with a given talent, you may have to forgo purchasing some items (latest iPhone, a watch, a Louboutin...) you may not absolutely need. You need to give yourself time and remember that ‘Rome was not built in one day’. You should be proud of your talent (s).

Vanessa KAMDEN
Facilities Engineer

COTCO CELEBRATES ITS RETIREES

Tireless professionals, helpful coworkers, good friends remembered as they embark on a new journey

CLEIN D'OEIL A Emmanuel NDJIKI



Après environ 10 ans de proche collaboration avec Emmanuel, ce n'est pas sans émotion aujourd'hui que je m'exprime dans cet article pour faire un court témoignage sur ce grand homme.

Je peux dire sans risque de me tromper que j'ai été marquée par sa maîtrise de chaque spécialité qui constitue notre département des « OPERATIONS ». Tout au long de ces années, j'ai été frappée par son professionnalisme et sa rigueur au travail ; très disponible toute les fois où il a été sollicité par un employé, ou même un stagiaire. Homme

d'une grande simplicité, il était plus un collègue qu'un "Chef".

Emmanuel, tu vas beaucoup nous manquer ; non seulement en raison de ton professionnalisme, mais aussi pour ton sens de l'humour, ta bonne humeur, ta simplicité, ta disponibilité et surtout ton humilité.

Pour tout cela, je peux te remercier chaleureusement et te souhaiter une excellente retraite bien méritée, laquelle est arrivée trop tôt à mon avis.

Par : Victorine AKAKPO WONJA

Pour parler d'Emmanuel en quelques mots, je peux le résumer en deux tableaux:

Premièrement, en 2004 au début de la saison sèche; Il est venu au magasin (Lima base Warehouse) et m'a dit qu'il venait chercher des équipements de protection individuelle (EPI), car il devait aller à Bélabo.

On faisait nos premiers pas avec l'application « SAP » et il fallait être patient. Je ne savais pas

quelle fonction il allait occuper là-bas, mais j'avais la pression de vouloir le servir rapidement ; ce que le système ne me permettait pas de faire. Malgré la longue attente, Emmanuel ne s'impatientait pas ; Il avait carrément saisi un journal pour meubler le temps, jusqu'à ce que j'aie tout apprêté, à la différence d'autres qui pouvaient manifester de l'impatience après 20 minutes d'attente. Cela m'a marqué.

La deuxième fois étant affecté au terminal maritime (FSO) en 2009, nous nous croisions souvent, lui et moi, en faisant la queue à la banque ; là je le saluais. Et lui après un court moment le temps de me localiser dans l'entreprise, commençait à deviser amicalement avec moi; et en profitait pour m'informer d'un « team building » à venir, où il souhaitait me revoir comme de quelqu'un qui voulait prolonger la rencontre sur un autre terrain. Une telle attitude laisse des traces...

En 2014 quand j'arrive à l'immeuble siège, il ne pouvait plus me démontrer qu'il n'était

pas dans ces deux tableaux sus-présentés, car j'avais déjà une idée de l'individu; il ne me restait plus qu'à gérer la personne d'Emmanuel.

Par: Thomas PRISO

Copied from Emmanuel Ndjiki's farewell message

"I would like to take this opportunity to thank each and every one of you for all that you have done for me over the last 20 years. It was an honor working for you, serving you. I came-in in 2000 as an experienced hire and believe me, my

real experience was gained through COTCO. After 20 years with this Company, you behave differently, you learn discipline on the way to do things, you are a Safety Leader on and off the job, and that is priceless.

Looking back on my time working with COTCO brings joy to my heart and a smile to my lips. I will not avoid to reflect on all the Operations challenges that we had over the years, they helped us to better understand our asset and improve our integrity and reliability response. We came out of that stronger. I was privileged to have you

during these challenges. Thank you so much.

I would like to thank everyone who sent me a special farewell message and I feel humbled to have been a part of all your lives. I felt honored listening to each message today and will keep them with me forever.

I wish each and every one of you the best that life can give. Please continue to maintain this asset in good health for the future generation.

Stay blessed and watch over you and your families."

Portrait de Oscar DANDE



M. Oscar Sylvaire DANDE a été employé à COTCO de 1998 à 2020. Il a été recruté comme Agent de liaison avec les communautés (en anglais, « Local Community Contact ») (LCC). Ce poste sera appelée au début de la phase des Opérations, en 2003, Agent des relations avec les communautés en anglais, « Community Relations Officer » (CRO), poste qu'il occupera jusqu'à son départ à la retraite le 30 juin 2020. M. Dande fait partie des premiers employés recrutés par la compagnie depuis sa création. Avec son engagement, son sérieux et son dévouement.

M. Oscar DANDE a assuré avec professionnalisme la mission qui lui était dédiée depuis la mission de reconnaissance du tracé du Pipeline jusqu'à la phase des opérations de cet ouvrage en passant par sa construction. M. Oscar Sylvaire DANDE était un acteur clé dans la création et le maintien de partenariats collaboratifs et productifs grâce à des consultations avec les leaders communautaires et d'autres intervenants locaux plus précisément dans la zone de maintenance 4 (MA4).

Son professionnalisme et la connaissance de la langue du terroir ont aidé l'entreprise à maintenir de très bonnes relations avec les administrations locales et les communautés environnantes.

Par: Brigitte LEHMAN

Copied from Joseph SAMO's farewell message

As I prepare to sign off for the last time before embarking on the next stage of my life, I would like to take this opportunity to thank each and every one of you for all that you have done for me over the years. It has truly been a pleasure knowing and working with each of you.

Looking back on my time working with COTCO brings joy to my heart and a smile to my lips.



Joseph SAMO (blue coverall) and colleagues on the FSO

It's true that we have had challenges over the years but those same challenges have helped us all grow into better people and over comers.

I would like to thank everyone who sent me a special farewell

message and I feel humbled to have been a part of all your lives. I felt honored listening to each message today and will keep them with me forever.

I wish each and every one of you the best that life can give. May the Lord bless you and watch over you and your families and keep all your loved ones safe from harm and sickness.

Until we meet again, take care always, may everyday of your life be the best of your days.

Thanks & Regards

FSO Engine Room Operations (ERO) Supervisor



Joseph SAMO's farewell cake on the FSO

Victorine AKAKPO, Administrative Assistant
Thomas PRISO, ETS Maintenance Material Coordinator
Brigitte LEHMAN, Socio-Economic Supervisor



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