



PaulUsoro&Co



# Supporting business

## The Firm

**P**aul Usoro & Co, PUC, helps businesses to grow by offering sound legal direction, excellent operational leadership and innovative solutions that enable the businesses to connect seamlessly with their long term objectives. We recognise that in today's connected world, superior knowledge of the environment and the legal and operational framework that drive successes are key to long term growth. We support our clients to reach that goal.

We are a full-service firm, providing comprehensive legal services to leading companies, financial institutions, public agencies and governments nationally and internationally. Our clients include leading organisations in the telecommunications, maritime, oil and gas and power sectors, national and multinational companies, financial institutions, public agencies and governments at state and federal levels. Our people have been recognised amongst Nigeria's pre-eminent lawyers; widely respected for their deep insights, professionalism, responsiveness and focus. Our passion for excellence drives us to deliver the best in all that we do. We have invested in cutting edge technology and a robust reference library so we can serve our clients better.

Headquartered in Lagos, Nigeria, our global outlook enables us to offer bestinclass professional services that meet the needs of the international business community. We offer our clients rewarding legal partnership which they require to become and remain industry leaders. We earn their trust by consistently delivering timely, personalised services that keep them ahead.



## Vision

*To be the foremost legal firm in Africa with strong and impactful international affiliations.*

## History

PUC was established in 1985 to provide comprehensive legal services primarily to corporate clients, both as solicitors and advocates. We currently operate out of three offices in Nigeria and maintain correspondence relationships with Law Firms in the United Kingdom and the United States. Starting out in general practice, in recent years, we have focused on niche areas and acquired the specialization required to meet the growing needs of our clientele. Our location in Victoria Island, Lagos guarantees that we are always within reach of the businesses we set out to serve.

## What We Do

PUC is a one-stop shop for corporate legal service; but we are more active in four practice areas, namely:

- General Commercial and Transactional Practice
- Advocacy and Dispute Resolution Practice
- Communications Law Practice
- Maritime and Environmental Law Practice.

## Our People

With 25 full-time lawyers in the practice as at 31 December 2006, PUC is one of Nigeria's largest corporate legal firms and a trove of some of the brightest and best legal minds. They pool together almost 100 years practice strengths in corporate and transactional matters, banking and finance, communication, maritime, project finance and investments generally, commercial litigation, company laws and corporate restructuring and international commerce among others.

The firm is led by Paul Usoro, SAN, a Senior Advocate of Nigeria and Principal Partner who is widely acknowledged as Nigeria's foremost Communications Law authority and specialist and, a most renowned and knowledgeable litigator. Under him, the firm continues to have very strong and vibrant Advocacy and Communications Practice Groups. The Communication Group has played critical and decisive roles in literally all the landmark and ground-breaking Nigerian Communications matters, both before and after the liberalisation of the industry in 1992.

Mfon Ekong Usoro, founding Managing Partner, served as head of our Maritime and Environment Practice Group until August 2006, when she was appointed the Director-General and Chief Executive Officer of Nigerian Maritime Administration and Safety Agency, NIMASA, Nigeria's maritime regulatory agency.



## Work Portfolio

PUC is unarguably a pioneer and industry leader and has enjoyed hugely successful briefs in its four core practice areas. For instance, PUC has been involved in most of the significant national maritime reform matters since 1999 and continues to services private and public sector clients in that sector. In the area of general commercial practice, we served as lead negotiators and transactional advisers on a project finance deal worth more than US\$1bn in 2006. We routinely consult for clients in the areas of contract negotiations and documentation, privatisation processes, management restructuring, project planning and development, mergers and acquisitions, capital market transactions, corporate debt and/or equity investments.

## Clientele

Our representative client base includes the following:

- Federal Government of Nigeria - whom we have represented successfully in a number of non-political litigations. We have also worked successfully for Nigeria's National Assembly, principally in the drafting of Nigeria's communication and maritime legislation.
- Akwa Ibom, Delta and Lagos States whom we have represented in a communications transaction valued at more than US\$1bn and whom we still represent in some very delicate and intricate non-political litigations. We have also successfully represented Niger State in several constitutional litigation before the Supreme Court of Nigeria.
- Nigeria's privatisation agency, Bureau for Public Enterprises, and various regulatory agencies, including Nigerian Communications Commission (NCC) Securities and Exchange Commission (SEC) Nigerian Deposit Insurance Corporation (NDIC) and, NIMASA (up till August 2006). For NCC, we have consulted in a wide range of big-ticket transaction and matters including Nigeria's pioneer spectrum auction in 2001; the drafting of some of its regulations; and representation in landmark court cases.
- Some of Nigeria's biggest banks and financial institutions including First Bank of Nigeria Plc, Union Bank of Nigeria Plc, United Bank for Africa Plc, Guaranty Trust Bank Plc, Access Bank Plc, Unity Bank Plc, First City Monument Bank Plc, Ecobank Nigeria Plc and First Inland Bank Plc. We worked as advisers for the capitalisation and mergers of some of these financial institutions between 2005 and 2006.

## Mission

*To be judged by clients as unparalleled in service delivery and to provide a conducive environment for the best and brightest minds in pursuit of excellence and career fulfilment.*



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- One of Nigeria's largest mobile telephony services providers for whom we continue to serve as the default law firm, Nigeria's national carrier, and several of Nigeria's pioneering private-sector communications organisations. Our Communications Practice actually started with the national carrier before the era of industry liberalisation and we served then as the organisation's law consultants of first choice. With liberalisation, we incorporated and helped in the start-up of most of the Private Telecommunications Operators and also assisted in the establishment and operations of several other pioneering organisations in the sector. We also serve several other communications service providers as counsel
- Two of Nigeria's largest oil and gas producing organisations, Shell Petroleum Development Corporation Limited and ExxonMobil Group to whom we have over the years provided and continue to provide, advocacy and advisory services. We also work extensively for the Nigerian National Petroleum Corporation (NNPC) in transactional and advocacy matters.
- Nigerian Ports Authority, Nigerian Shippers Council, and several private-sector shipping organisations and companies.

#### Our Work Environment

Our full-time lawyers work in two broad areas: Advocacy and Transaction Advisors/Solicitors. This demarcation helps the lawyers in developing specialised skills in their preferred practice areas, sharpening their focus in serving the clients better.

Our superior back-end services enable our lawyers to deliver superb service round the clock. PUC has invested massively in an own law library which had more than 4,000 books, journals and conference materials as at 31 December 2006. The computerised library is manned by a full-time and well-trained Graduate Librarian and an Assistant. In addition, we have invested in cutting-edge technology and deployed appropriate hardware and software to enhance the efficiency of the overall practice. Round-the-clock internet access ensures that our people stay connected to latest trends and developments and are always within reach. A full time network administrator ensures the integrity of our IT infrastructure.

Paul Usoro & Co. offers the best environment for building, nurturing, receiving and giving excellence in legal issues.

#### Contact Details

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# Communication Practice

## Communications Law Practice Areas

PUC's Communications Practice covers the entire gamut of communications law and practice. In particular, we provide services and offer advice in the following areas, amongst others:

- Litigation and arbitral proceedings generally
- Start-up of communications and information technology companies
- Licensing processes under the Nigerian Communications Act No. 19 of 2003
- Country report on the Nigerian communications industry
- Negotiation of equipment purchase and installation agreements
- Software licensing agreements
- Interconnectivity agreements and related issues



**P**aul Usoro & Co, PUC, is unarguably Nigeria's foremost Communications Law firm. PUC's Communications Practice began in 1985 when it was appointed as one of the pioneer external counsel to the then newly incorporated Nigerian Telecommunications Limited NITEL. Over time, PUC became the law firm of choice for NITEL, among others, for its core communications assignments.

With the enactment of the Nigerian Communications Commission Decree No. 75 of 1992 and subsequent liberalisation of the telecommunications industry, PUC started providing services to the new private sector communications companies and was later approached for services by the Nigerian Communications Commission, NCC, the industry regulator. With that the firm became identified as primary advisers in most of the reform activities that have taken place in the sector notably from 1999 to date.

### Specific Work Experiences

1995, PUC represented NITEL in the negotiation of the first Interconnectivity Agreement in Nigeria with pioneer cellular services provider, Mobile Telecommunications Services. We also drafted and negotiated the Interconnectivity Agreements between NITEL and Private Telecommunications Operators, PTOs, and NITEL and Econet Wireless Nigeria (now Celtel) and MTN following the Digital Mobile Licence ("DML") Auction on 2001.

Represented NITEL in the negotiation of the Construction and Management Agreement, C&MA for the SAT-3 trans-continental cable project. This was the first trans-continental cable project in sub-Saharan Africa involving 41 parties Africa, America, Europe and Asia. We are currently advising a national long distance transmission services company, with concession agreements with Power Holding Corporation of Nigeria, PHCN, for the laying of optic-fibre transmission cable on the back of PHCN power transmission lines.



## Communications Law Practice Areas

- ◀ Electronic commerce and ancillary
  - transactions
  - Intellectual property issues
- Due diligence and/or status report
- Privatization of national companies
- Credit appraisal and documentation
- Capital raising processes debt, equity, quasi-equity or mixed
- Communications laws, byelaws and
- other regulatory and related issues
- Investment advisory services
- Contract management
- Fair trading and anti-competition practices
- Internet service provision and
- regulatory issues
- Restructuring, mergers, acquisitions
- and joint venture transactions
- Public policy formulation and
- implementation
- Regulatory issues
- 

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PUC served as legal consultants to NCC for Africa's first-ever spectrum auction which produced three Digital Mobile Licensees in January 2001. Senior Partner, Paul Usoro, SAN, served as the only solicitor and was one of two Africans on the seven-person Auction Control Team. PUC also served as the NCC legal consultants for the bid process that produced Nigeria's Second National Operator, SNO, Globacom Limited.

PUC advised Akwa Ibom Investments & Industrial Promotion Council AKIIPCO, the investment arm of the Akwa Ibom State Government on its investment in Celtel Nigeria Limited. Senior Partner, Paul Usoro, SAN, subsequently represented AKIIPCO on the Board of the company. Between 2005 and 2006, Usoro, served as Chairman of Celtel Board's Investment Committee and lead negotiator in a transaction worth over US\$1bn.

PUC has worked with several start-up companies in telephony services, internet service provision, long distance operations, etc, to obtain licences, negotiate equipment supply and obtain required regulatory approvals for start-up and operations.

PUC worked with the National Assembly in drafting of the landmark Nigerian Communications Act which repealed the former NCC Act and laid the foundation for the convergence of the industry.

PUC has been involved in nearly all the landmark communications litigation in Nigeria including the pioneer lawsuit against, NCC and others by Motophone Limited challenging the revocation of its spectrum and mobile cellular licences. We have also successfully represented the NCC in a number of other lawsuits that challenged its decisions pursuant to the Nigerian Communications Act. More recently, PUC won a case for the NCC in a suit that challenged the competence of Lagos State Government to enact the Lagos State Infrastructure Maintenance Regulatory Agency Law 2004.

In 2000 the Federal Government instituted a Commission of Inquiry into the management NITEL. PUC was one of three firms which represented NITEL, and was solely responsible for providing all the specialized support and advice, in communications law and practice, for the representation of NITEL.

PUC consulted for the reserved bidder in the failed 2002 NITEL privatization bid. Even though our client ended up as the reserved bidder, the Bureau for Public Enterprises, BPE, generally acknowledged the superiority of our client's technical presentation. PUC made considerable inputs to the Technical Presentation and at some point acted as the lead strategic negotiator with BPE on behalf of the reserved bidder.

### Other Practice Areas

Communications practice is but one niche practice area at PUC. Others include Advocacy and Dispute Resolution Practice, General Commercial and Transactional Law Practice and, Maritime and Environmental Law Practice. Our clients' base straddles both the public and private sectors of the Nigerian economy and we are very well equipped both with human resources and infrastructural support to deliver first class services to all our clients.



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# Advocacy & Alternative Dispute Resolution Practice

## Area of Advocacy & Alternative Dispute Resolution Practice

PUC's Advocacy and Alternative Dispute Resolution Group primarily serves commercial organisations but has over the years made significant, very successful and notable forays into non-commercial litigation. Our litigation and alternative dispute resolution experience spans the following areas:

- Communications, Maritime,
- Taxation and, Company Laws and Practices
- Banking and Finance
- Oil and Gas matters
- General Commercial Litigation
- Property and Construction Laws
- Constitutional Law matters
- Election Petitions and matters
- Criminal Litigation
- Commercial Arbitration and
- Mediation generally

Paul Usoro & Co, PUC, is without a doubt one of Nigeria's leading Advocacy and Alternative Dispute Resolution Practice Law Firms. The practice is headed by Mr Paul Usoro, SAN, its Senior Partner. Mr Usoro is a nationally acclaimed litigator. He works with a dedicated, highly skilled, motivated and experienced team of litigators whose entire career revolves around the practice of litigation and alternative dispute resolution.

### Specific Work Experiences

PUC has been involved in nearly all the landmark communications litigation in Nigeria including the pioneer lawsuit against, NCC and others by Motophone Limited challenging the revocation of its spectrum and mobile cellular licences. We have also represented the NCC in a number of other lawsuits that challenged its decisions pursuant to the Nigerian Communications Act.

In 2000 the Federal Government instituted a Commission of Inquiry into the management of NITEL. PUC was one of three firms which represented NITEL, and was solely responsible for providing all the specialized support and advice, in communications law and practice, for the representation of NITEL.

PUC is representing several individuals and corporate persons in two-pronged landmark litigation that seek to reverse a recent foreign direct investment of more than US\$1bn in one of Nigeria's leading mobile telephony companies. We successfully defended the shareholders of the same leading mobile telephony company in an international arbitration in respect of the pre-emptive rights in a Shareholders Agreement. In two different proceedings, we successfully set aside an arbitral award against NITEL on the ground that it was not a party to the arbitration agreement even though the agreement



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## Other Practice Areas

Advocacy and Alternative Dispute Resolution Practice is but one niche practice area at PUC. Others include Communications Practice, General Commercial and Transactional Law Practice and, Maritime and Environmental Law Practice. Our clients' base straddles both the public and private sectors of the Nigerian economy and we are very well equipped both with human resources and infrastructural support to deliver first class services to all our clients.

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was for its benefit and defended the company in an arbitral claim brought against it by a former consultant in respect of its headquarters building.

We won a taxation lawsuit against a Nigerian Local Government in favour of a multinational oil and gas company. A sister lawsuit against another Local Government is pending. We are representing the same client in another taxation lawsuit against a state government in respect of tax assessments of over N4billion.

We are representing the Securities & Exchange Commission, the Nigerian capital markets and investments regulatory agency, in two landmark legislation that seek to define the statutory ambit of the Commission to investigate capital market matters.

We represent a multinational oil and gas company in a N1.2billion oil spill claim by an oil-producing community.

We successfully defended Nigeria's pioneer trading conglomerate and its former multinational parent in a land litigation in which the claimants were claiming, inter alia, for ownership and arrears of rent. The losing parties have appealed against the judgment and we are defending the multinational and the Nigerian conglomerate before the appellate court. Also, we are prosecuting a matter on behalf of NITEL in which the plaintiffs claim to be the original owners of the prime property owned by NITEL and are seeking to reclaim ownership of the property.

Between 2001 and 2004, we represented Niger State of Nigeria in six constitutional matters before the Supreme Court. All the suits sought to define the constitutional limits of Federal Government in respect to revenues that accrue to the Federation Accounts, enactment of anti-corruption legislation, urban and regional planning matters, sharing of liabilities between an older state and a new state that was created from the older one. Within the same period 2001 and 2004 we also successfully handled several criminal appeals on behalf of Akwa Ibom State before the Court of Appeal and the Supreme Court.

We routinely and successfully handle employment matters for our clients in all the superior courts of Nigeria High Courts, Courts of Appeal and the Supreme Court.

We successfully represented a ban kin a case before the Supreme Court where the plaintiff alleged negligence by our client resulting in alleged financial losses.

The Nigerian sole representative of a leading multinational earth-moving equipment manufacturer, instructed us to negotiate an out-of-court settlement in a product warranty claim for US\$5,746,895.68 instituted before a High Court against the company and its principal by a state government agency. Based on our efforts, the matter was amicably resolved and the terms agreed entered as the judgment of the court. We also successfully represented the Nigerian National Petroleum Corporation and its subsidiary responsible for the importation and distribution of refined petroleum products in a product liability claim in regard to refined petroleum products allegedly imported by the company. This landmark case was instituted by a human rights and environmental group.



# General Commercial Practice

## General Commercial Law Practice

PUC has a diversified General Commercial Law Practice which spans but is not limited to the following areas of law:

- Banking and finance laws
- Capital market and investments issues, due diligence exercises, etc.
- Capital raising activities generally, whether debt or equity or mezzanine;
- Company and commercial laws generally, mergers, acquisitions, corporate restructuring, etc.
- Employment laws and matters including pension administration
- Energy laws and oil and gas matters
- Legislative advocacy
- Natural resources laws
- Project finance and ancillary matters
- Privatisation
- Property and construction law
- Taxation laws

**P**aul Usoro & Co, PUC, ranks amongst Nigeria's leading General Commercial Practice Law Firm. Amongst its 25 lawyers as at 31 December 2006 are lawyers who are whose professional lives revolve entirely around transactional and solicitors' practices. These lawyers are available to meet PUC's clients' timelines and to provide services at all times without the distraction of courtroom attendance and practice, and preparation of court processes. They are supervised by the Firm's Senior Partner, Mr Paul Usoro, SAN, who, though a Senior Advocate of Nigeria has unparalleled depth and experience in transactional matters and solicitors' practice.

### Representative Work Experiences

PUC routinely documents, provides advice and perfects credit facilities for some of Nigeria's foremost banks and financial institutions. Recently, it documented and perfected credit facilities worth N95, 399,000.00 and US\$8,092,750.00 respectively granted by a consortium of 11 banks to a publicly quoted and leading Nigerian textile company. PUC is working as Joint Solicitors in the documentation of credit facilities worth N4,626,297,489.40 granted by a consortium of banks to one of Nigeria's leading fixed-line telephony operators.

During the recapitalisation of banks in 2005 - 2006, PUC served as advisers to three successfully capitalised banks and worked with them through mergers and equity-raising activities. PUC is also working with the Nigerian Deposit Insurance Corporation, NDIC, on the liquidation of four banks that failed to meet the new capital requirement.

PUC has served as Solicitors and Joint Solicitors to a number of firms seeking to raise



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## Other Practice Areas

General Commercial Practice is but one niche practice area at PUC. Others include Advocacy and Dispute Resolution Practice and, Maritime and Environmental Law Practice. Our clients' base straddles both the public and private sectors of the Nigerian economy and we are very well equipped both with human resources and infrastructural support to deliver first class services to all our clients.

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money from the capital market. PUC advised Akwa Ibom Investments & Industrial Promotion Council ("AKIIPC"), a wholly-owned agency of the Akwa Ibom State Government on its US\$67.5m investment in Celtel Nigeria Limited.

Since 2005, PUC has been working on a power start-up project valued at US\$200,000,000. PUC is the lead negotiator for the project finance, investment terms, gas supply, EPC contracts and shareholders agreements.

PUC has worked with several start-up companies in the communications industry. We have obtained licences and negotiated equipment supply with international suppliers on behalf of most of these companies and also obtained required regulatory approvals for their start-up and operations.

PUC worked with the National Assembly in drafting of the Nigerian Communications Act which repealed the former NCC Act and laid the foundation for industry convergence.

PUC also drafted on behalf of the National Assembly several landmark maritime legislation including the Coastal and Inland Shipping (Cabotage) Act No 5 2003 and Nigeria Maritime Administration and Safety Agency Bill 2006. PUC also worked with the National Assembly in drafting the Bill for the Regulation of Freight Forwarding in Nigeria and Ports Harbour Bill. Both bills form part of the Nigerian ports reform and privatisation programme of the Bureau for Public Enterprises, BPE.

PUC worked as consultants to a Federal Government agency in the study of a dam construction project estimated to cost N95, 399,000.00 and US\$50,389,266.00 respectively.

PUC consulted for Nigerian Telecommunications Limited, NITEL and carried out administrative and legal inquiries into its corporate headquarters building project, Abuja estimated at N1, 756,804,504.60.

PUC made fundamental legal inputs into a study for the formulation of a Strategic Framework for the Management of Nigeria's Land and Water Resources.

PUC routinely advises clients on employment matters including conditions of services, preparation of service contracts, determination of employments, etc. With the introduction of the Pension Reform Act No. 2 of 2004 by the Federal Government, PUC worked with Mobil Oil Nigeria Plc and Celtel to align their pension schemes with the provisions and requirements of the new legislation.



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# Maritime and Environmental Law Practice

## PUC's Sample Areas of Maritime & Environmental Law Practice

- Marine Cargo claims
- Marine insurance matters
- Regulatory issues
- Ship sale and purchase and ship mortgage
- Charter party agreements /disputes
- Negotiation and drafting of counter-trade agreements and international finance/payment arrangement
- Vessel registration
- Advise on and incorporation of start-up shipping companies
- Research and advise on regional regulatory matters
- Legislative advocacy on maritime policies and laws.

**P**UC's Maritime and Environmental Law Practice Group was set up by Mfon Ekong Usoro, our founding Managing Partner and a trained maritime lawyer from the University College, London, in 1997. She served as Head of the Maritime and Environmental Practice Group until August 2006, when she was appointed the Director-General and Chief Executive Officer of Nigerian Maritime Administration and Safety Agency (NIMASA), Nigeria's maritime regulatory agency. Her appointment remains a testimony to PUC's conspicuous competence, superior skills and exceptional expertise in Maritime and Environmental Laws. The Maritime and Environmental Practice Group continues to flourish in her absence enabling PUC to maintain its hard-earned reputation as Nigeria's leading maritime legal practice firm.

## Representative Work Experiences

PUC and one of its foreign maritime correspondent law-firms were engaged as Consultants to Bureau of Public Enterprise, BPE on the reform of Nigerian Ports. The final drafts of National Transport Commission Bill, was submitted in 2006 establishing an independent regulatory body for the transport sector and the Ports and Harbour Bill, 2006 which provides the regulatory framework for a landlord port system in the Nigeria and sets up two companies out of the existing Nigerian Ports Authority, NPA to own and operate the ports.

PUC drafted the Coastal and Inland Shipping (Cabotage) Act 2003 which reserves the bulk of the country's coastal trading to indigenous ship-owners and crew. PUC worked with National Assembly on all the legislative advocacy work connected with the law.



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## Other Practice Areas

Maritime and Environment Law Practice is but one niche area that PUC is identified with; the others include Advocacy and Dispute Resolution Practice, Communications Law Practice and, General Commercial Law Practice. Our Clients' base straddles both the public and private sectors of the Nigerian economy and we are very well equipped both with human resources and infrastructural support to deliver first class services to all our Clients.

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PUC drafted the Coastal And Inland Shipping Cabotage (Bareboat Registration) Regulations 2004 on behalf of the Federal Ministry of Transport.

As members of the Presidential Committee on Modalities for the Implementation of Cabotage in Nigeria, we chaired the drafting sub-committee which produced the Guidelines on the implementation of Coastal and Inland Shipping (Cabotage) Act.

PUC worked with the Nigerian Shippers' Council and the National Assembly to draft and ensure the passage of the Council for the Regulation of Freight Forwarding in Nigeria Bill 2006.

PUC drafted the Framework for the Sub-regional Cabotage Policy and the Memorandum of Understanding on Sub-regional Cabotage adopted by the Meeting of Experts and the Bureau of Ministers of the Maritime Organization for the West and Central Africa Region ("MOWCA") in Abidjan 2002.

As a founding project team member of Ecomarine International (a West/Central African regional shipping company) with its head offices in Lomé, Republic of Togo, PUC has been involved in every aspect of the company's activities and continues to provide secretarial and legal advisory services to the company.

PUC has been involved on behalf of a regional shipping company, in the study and analysis of the legal, regulatory and operational requirements with respect to the establishment and operation of feeder services in several countries of the West and Central African region.

PUC conducted legal due diligence on behalf of the Nigerian Ports Authority on Port Harcourt and Calabar Ports. PUC also led a team of investors on a Build Own and Transfer (BOT) contract negotiations with NPA for the installation and operation of port reception facilities in Nigerian ports.

PUC played a pivotal role in the drafting of the Environment Management Bill 2001 on behalf of the Federal Ministry of Environment. Mfon Ekong Usoro as a member of the Inter-ministerial Bio-Safety Committee participated in the preparation and drafting of Nigeria's Bio-Safety Guideline 2001.

We have completed work on the inventorization of existing legislation/guidelines on biotechnology and biosafety in Nigeria on behalf of the Ministry of Environment. We are also involved with other consultants to develop a National Biosafety Framework.

PUC participated in the conceptualization, development and drafting of the National Oil Spill Contingency Plan which was presented to the President of the Federal Republic of Nigeria by the Federal Ministry of Environment.

PUC has been involved on behalf of a regional shipping company, in the study and analysis of the legal, regulatory and operational requirements with respect to environmental and marine pollution issues in more than seven major ports in the West/Central African region.