THE SHELL PETROLEUM DEVELOPMENT COMPANY OF NIGERIA LIMITED
CONTRACTS COMMITTEE SUBMISSION

Confidential **Part A1– Strategy & Contract Plan** **Date: August 14, 2019**

Category	Rotating Equipment	Contract ID	TBA
Contract Title	Operations, Maintenance of Power Generation (SCPP Turbines and ancillaries) and Distribution (HV/LV) Systems and Diesel Generators (various sizes) in Port Harcourt Industrial and Residential Areas		
HSE Mode & Risk	Mode 1- High	Segmentation (Click here to access tool)	Operational
Agenda Item	(TB secretary to complete)		
Estimated Contract Value (ECV)	**RESERVED**		
Proposed Contract Start Date	February 1, 2020	Extension options	1 Year
Proposed Contract End dates	January 31, 2023		

EXECUTIVE SUMMARY & RECOMMENDATION

To seek approval from CC for:

- *Contract Strategy/Tender Category/Advertisement*
- *Product Category List*
- *The basis of award including Technical & Commercial Evaluation criteria*
- *To issue Technical Invitation To Tender (ITT)*

Stakeholder Endorsement:

	Senior Procurement Manager (SPM)	Contract Owner
	Reviewed and approved for CC and confirms: 1. Alignment with approved Category Strategy (& Global Category Strategy where applicable) 2. Compliance with the NOGICD Act & Community Content commitments.	**Reviewed whole submission and confirms support from:** 1. Finance [Opeyemi Adepoju] - for the financial aspects of the submission, including adequate budget cover/JV Partner approval to ensure full cost recovery/approved GIP in place (if applicable) 2. HSSE [Chinedum Oji] - HSSE consideration and requirements are met.
Signature	DocuSigned by: Pius Okeocinma	DocuSigned by: Adichie, Thaddeus
Name	Okeocinma,Pius (PTC/U/GL)	Thaddeus Adichie (REE/N/CU)
Date	15 August 2019 | 14:04 BST	16 August 2019 | 09:10 BST

Approval:	
CC Chairman	
Signature	DocuSigned by: ogunnoiki,judah
Name	ogunnoiki,judah
Date	20 August 2019 | 13:07 BST

Declaration:
Signatories to this submission acknowledge that they have read and understood the Conflict of Interest Policy in SEPCiN and that they do not have any direct or indirect arrangement or relationship with any other person or company that breaches the requirements of that Conflict of Interest Policy, or that they have fully

disclosed any potential Conflict of Interest to the Contract Owner, CP Manager and the Supply Chain Council/Tenders Board.

SECTION A: ASSESS DEMAND & SUPPLY

SCOPE AND BUSINESS REQUIREMENTS

Service/Project Scope (Indicate scope of Nigerian Content):

Executive Summary

The Shell Nigeria Real Estate team is responsible for the operation and maintenance of power system which includes mainly the Standby Central Power Plant (SCPP) and Electrical Substations serving the customers in Shell Port Harcourt Industrial Area (PHC-IA), Port Harcourt Residential Area (PHC-RA), Warri IA, Yenagoa Office.

This Operation and Maintenance (O&M) of these safety and production critical facilities is achieved through a call-off NAPIMS-level contract which is dedicated to ensuring availability of the systems to meet the demands for constant power supply to Shell base in Port Harcourt. The major Electrical contract will also provide call-off intervention services to Shell Industrial Area Warri (Ogunu IA), Shell office in Yenagoa, several field locations and projects across SPDC.

All the services will be provided by local vendors and personnel except where expatriates, OEM, specialists and SMEs are required for intervention.

Facilities Description and Coverage

The primary facilities covered in the scope of the proposed call-off contract includes;

1. Standby Central Power Plant: This consists of three Solar Mars 100/90 gas turbines, air compression system, gas supply manifold, surface and underground tanks (diesel, condensate and oily water) and other balance of plant components. The total generating capacity of 27.5MW at 11kV and supplies raw power Shell Port Harcourt Industrial Area and Residential areas.

2. Electrical substation: Substations help in receiving the generation at 11kV, transmit to other substations at 11kV and load centres at 0.415kV. Each typical Shell Electrical Substations consist of;
   - The civil structure
   - 2-3nos Standby generators (Typically CAT with sizes varying from 300KVA to 2MVA)
   - 2nos HV/LV stepdown transformers
   - Ring main units (RMUs)
   - HV and LV underground and above ground armoured cables i.e. The entire system consists of over 30Km of armoured XLPE/ PILC cables
   - Protection systems (Relays and Circuit Breakers)
   - High and low voltage switchgears
   - Indoor electrical distribution system
   - Diesel storage tanks
   - Bund-wall and saver pit
   - HV/LV tools and PPEs
   - Sound mufflers Etc.
   - 33kV/ 11KV public power intake in PHC- IA, PHC-RA and Warri (Ogunu).
   - Automatic Mains Failure (AMF), Auto Transfer Switch (ATS), Electronic Monitoring and Control System (EMCS)
   - UPS and Rectifiers
   - Other Electrical power generation and distribution components and systems

   Substations covered within the scope of this proposed call-off contract include but not limited to;

Area	No of Substations	No of Standby CAT Generators
SCPP, PHC- IA and PHC- RA	18	37
Warri- Ogunu	4	5
Bayelsa	1	2

Services Coverage

Work scope shall include:

1. Operation and maintenance of 3 nos. Gas Turbines (Solar Mars 90/100) and all auxiliary equipment/services required for electrical power generation in SHELL Central Power Plant in Port Harcourt on a 24 – hours basis at 100% availability, using SPDC supplied spares.
2. Operation and Maintenance of PHC-IA, PHC-RA, WARRI (Ogunu) and Yenagoa 33/11KV/0.415KV distribution equipment and standby gensets. Work scope shall include
   - Operation and maintenance of 11KV Ring Main Units (RMU) at 100% availability in Port Harcourt PHC-IA, PHC-RA, Warri and Yenagoa.
   - Operation and maintenance of 11/0.415KV and 33/11KV transformers at 100% availability in PHC-IA, PHC-RA, Warri and Yenagoa.
   - Operation and maintenance of substation Low Voltage (<1,000V) and High Voltage> (1,000) Switch Boards (both automated and non-automated) including switching on and off to mains supply, IA-SCPP supply and back-up generators at 100% availability in Port Harcourt IA Warri and Yenagoa.
   - Operation and maintenance of Feeder Pillars at 100% availability in PHC-IA, PHC-RA, Warri and Yenagoa.
3. SUPPLIES, CONTRACT MANAGEMENT AND ADMINISTRATIVE SERVICES. Work scope shall include
   - Contract Administration, reporting and management
   - Provision of 24hrs Service Desk c/w telephone line and internet services
   - HSSE Management and reporting
   - Supply of stationeries, critical maintenance spares, consumables and PPEs for operation and maintenance activities.
   - Supply of trained personnel to carry out all operation and maintenance activities according to Shell procedures, Maintenance Job Routines and SAP CMMS.
4. OTHER INTERVENTIONS: Because of the central nature of Real Estate Utilities and the corporate nature of this contract, it will also be called upon to provide interventions for preventive and corrective maintenance and minor upgrades required by other teams.

The proposed call-off contract, which will be competitively tendered via NipeX, will commence in Q1, 2020 and remain active for a duration of three years with an option to terminate at any point or extended subject to the approval of JV partners.

Business Requirements:

1. **Availability** – Based on criticality of customers in the IA, RA and outstations, it is important to safely ensure 100% availability of power for work and home comfort in IA, RA and outstations respectively.
2. **HSSE** – Scope of work involves exposure of several (over 100) personnel to Major Accident Hazards like Condensate, Oil and Hydrocarbon gas, Electricity, Height, Noise and Rotating Equipment. Hence it is important to ensure LTI-free operation throughout the contract duration is paramount. There is also a need to ensure minimal use of Diesel for power generation based on environmental impact and cost of diesel.
3. **Cost** – Budgets are constantly challenged both externally by JV partners and internally within SPDC. Consequently, JV and company leadership are keen on and open to opportunities to reduce the O&M cost over the proposed contract duration. This includes minimizing diesel consumption.
4. **Schedule** - On time response to issues, close out of gaps, supply of consumables, tools, spares and skill to reduce outage frequency and durations.

GLOBAL STRATEGY FIT (CURRENT STRATEGY)

There is no global category strategy for this scope. However, it is normal practice to competitively tender such requirements via NipeX for defined product categories/groups in NJQS.

RED THREADS

*Utilizing the **Red Threads Checklist** identify the Red threads relevant to you.*

Red Thread	Consideration	Mitigating Action	Action Owner

Ethics & Compliance	Private interest or gifts & hospitality could interfere with Shell's interest	Fully disclosed COI and record in the Code of Conduct Register	All
Finance	Supplier Financial Risk assessment indicates that financial risk requires mitigation	Contractor to provide Bank guaranty	Contrac t Holder

MARKET CONDITIONS

MARKET INSIGHTS:

Bargaining Power of Suppliers: There are many competent service providers for the scope of the proposed contract. The bargaining power of the suppliers is therefore considered low.

Bargaining Power for SPDC: There are large number of players in this field and consequently competition is high. SPDC will also leverage on the economies associated with bundling the scope of coverage and longer contract duration. The bargaining power of SPDC is therefore considered high.

Threat of New Entrants to Market: The threat of new entries into the market is high as the cost associated with this is low.

Threat of Substitutes: There are large numbers of competent suppliers in the market for these activities. The threat of substitutes is considered high.

PRICING STRUCTURE AND TRENDS:

The pricing structure will be unit rate based.

CURRENT & POTENTIAL SUPPLIERS

POTENTIAL SUPPLIERS:

The tender strategy is open tendering where qualified bidders shall be selected via Nipex **NJQS** product category

1.05.02 Gas Turbines, 1.09.01Generators, Power Sources, Units and Accessories, 1.09.03 – Distribution/control Equipment and Accessories.

BASIC INFORMATION APPLICABLE TO NON-NIPEX SUPPLIERS *(if not NipeX)*

Not Applicable

INDICATE ANY ISSUE OF CONCERN REGARDING EACH BIDDER

None

SECTION B: DEVELOP & SELECT STRATEGY

COST MODELLING, COMPANY ESTIMATE, BENCHMARKING & VALUE FOR MONEY

State estimate? How was this estimate determined? What benchmark was used to arrive at estimate - e.g. - existing framework agreement, cross-estimate from Global Category Manager, Shell Estimating Team, Industry index, recent market research? Highlight any allowance for inflation or changes in market prices, where applicable.

The company estimate is based on the current market rates for the various activities to be covered by the proposed contract.

The yearly estimated contract value (ECV) aligns the OPEX figures (F$5.192m) in the business plans for Utilities to spend in the OP19. Also, the contract covers some CAPEX scopes which are awaiting JV approval. Proposed OP19 is F$17m. Current year CAPEX is F$0.9m.

VALUE CREATION OPPORTUNITIES

*Utilizing the **Value Creation Guidance Note**, identify the potential value creation opportunities. Note: this table will be carried into the Contract Management Plan (CMP). Consolidate all opportunities that have been identified and determine those with the greatest potential value to the business (**For Strategic Contracts Only**)*

N/A

INITIATIVES

*Reflecting on the analysis of the **Value Creation Guidance Note** and the Value Creation Opportunities, develop the Initiatives that will be actioned in the Category Strategy. Initiative-specific risks should be added to the Critical Risks and Mitigations table.*

(For Strategic Contracts Only)

N/A

RISK ASSESSMENT

Main Activities	Risk Domain	Contract Risk	Consequences	RAM	Risk H/M/L	Controls	Activity Mode	Controlled in
Land transportation / movement of equipment, materials and personnel.	People Asset	•Moving vehicle - Land transport within SPDC sites •Vehicle condition •Driver •Security level • road conditions •Inclement weather conditions, •Other road users (vehicle drivers pedestrians etc.)	Major injury/fatality to personnel. Damage to asset	P:4D A-1C	HIGH	•Use premobbed vehicle. •In Vehicle Monitoring System (ASTRATA) •Adhere to 30km/h speed limit, driving and rest periods and Shell's land transport LSR 9, 10, 11 and 12. •Ensure daily vehicle inspection. •Plan journey management and ensure that all journeys are approved •Repair or change out faulty parts of vehicle. •Use competent driver (passed Driver Education Program) and driver with fitness to work certificate. •Enforce drug and alcohol policy. •Adhere to approved security plan. •Apply First Aid Treatment and MedEvac where required. •Adhere to approved journey plan and DEP training	1	Include requirements in contract document and specifications
Gas Turbine, Diesel Generator operation and Maintenance	People Asset	•Presence of Condensate in storage tanks •Incompetent personnel •Spark/ignition source •Chemical •Unpremobbed equipment •Physically Demanding Task and Manual materials handling •Use of Hand tools •Presence of electricity •Armed robbery attack	Major injury to personnel	P: 5C	HIGH	• Adhere to Matrix of Permitted Operations (MOPO), •Use appropriate PPE (safety shoes, coverall, hand gloves, nose mask, hard hat, ear muff, safety harness) •Adhere to condensate handling procedures •Provide access control to the condensate area •Use competent and medically fit personnel •Enforce control of ignition sources before the entrance to the power plant •Ensure use of SHOC card •Use premobbed equipment •Adhere to material handling procedure •Use of adequate and appropriate hand tools •Safe work practices (JHA/ hold Toolbox, PTW, SOP, HSE case) •Ensure adequate Supervision •Adhere to work Procedures/LOTO •Conduct Environmental Regulatory monitory exercise as stipulated •Follow operational instructions and adhere to electrical caution signs •Adhere to approved security plan •Apply First Aid treatment & Medevac where required	1	Work method include requirement in JHA and HSE plan.
Lifting of materials and Manual materials handling.	People	•Incompetent personnel •Unpremobbed equipment •Job demands •Physically Demanding Task and Manual materials handling •Use of Hand tools	Major Injury	P-3C	MEDIUM	•Use competent and medically fit personnel •Use premobbed equipment •Use appropriate PPE (safety shoes, coverall, hand gloves, nose mask, hard hat, ear muff, safety harness) •Good job planning •Observe PAUSE and flexible work hours •Adhere to material handling procedure •Use of adequate and appropriate hand tools •Safe work practices (JHA/ hold Toolbox, PTW, SOP, HSE case) •Ensure adequate Supervision •Adhere to work Procedures •Apply First Aid treatment & Medevac where required	1	Include requirements in contract documents, JHA work method statement and HSE Plan.

Operation and Maintenance of Switchgear, RMU, Transformer, Protection relays, underground cables etc.	People, Asset and Environment	•Physically Demanding Task •Human machine interface •Job demands; •Equipment with moving or rotating parts •Presence of Electricity (voltage & electrostatic energy) in equipment •Work on running generators and Improper isolations and mechanical lock-out •Unauthorized modifications, •Incompetence	Minor injury	P-3C	MEDIUM	•Use medically fit and competent personnel •Adhere to material handling procedure •Ensure competence of personnel in use of human machine interface •Ensure maintenance and integrity of safeguarding systems (around rotating part) •Ensure nonuse of items that can tangle with rotating parts • Adhere to work procedures/LOTO, ESOP, ESR & JHAs •Use appropriate PPE (safety shoes, coverall, hand gloves, nose mask, hard hat, ear muff, safety harness) •Ensure compliance with Management of Change for any modifications •Use competent personnel •Apply First Aid treatment & Medevac where required	1	Include requirements in work method statement and HSE Plan.
Handling of Diesel Storage tank and Accessories	People	•Diesel discharge truck•Gas Oils (Diesel Fuels / Heating Oils),•Electrostatic Energy•Diesel Discharge-Chemicals, Spill	Minor injury	P: 2C	Low	•Pre-earth vehicle before discharge, •Carry out truck/vehicle inspection before work commence•Use proper PPEs (hard hats, coveralls, eye goggles, nose mask, hand gloves, safety shoes)•Use premobbed equipment/truck•Proper earthing of truck •Adhere strictly to volumetric gauge [sight glass] to avoid overfill•Use competent and medically fit personnel •Ensure adequate Supervision •Adhere to work procedures & JHAs•Ensure use of SHOC cards (Diesel)•Ensure integrity of bund walls around diesel storage tanks•Ensure access control•Apply First Aid treatment & Medevac where required	1	Include requirements in contract specifications, work methods and HSE Plan
Start up and Commissioning (Testing and Powering).	People & Assets	•Presence of electricity (Voltage >50--400v), •Substandard equipment, •High voltage electrical equipment, •Use of hazardous hand tools, •Inadequate and inappropriate electrical design,	Injury to personnel/ Damage to assets	P3C A2C	MEDIUM	•Adhere to work procedures/LOTO, ESOP, ESR & JHAs •Use of adequate and appropriate premobbed equipment •Ensure competence of persons handling high voltage electrical equipment •Ensure adequate Supervision •Ensure electrical design is in line with DEP and engineering specifications.	1	Include requirements in JHA, work method statement and HSE Plan.
Waste Management and Site restoration [Disposal of waste, Exposure during handling of waste]	People	•Physically Demanding Task •Manual materials handling •Particulates in Air / Dusts (flying particles of sand, etc.) •Chemicals •Grass cutting	Minor injury	P:2C	Low	•Use medically fit and competent personnel •Ensure adequate Supervision •Observe PAUSE during lifting and ensure availability of drinking water. •Use appropriate PPE (safety shoes, coverall, hand gloves, nose mask, hard hat, ear muff, safety harness) •Use premobbed equipment •Inspection & Maintenance of Hand Tools, Tool selection (right tool for job) •Do not work under adverse weather conditions (rain, storm) •Hold pre-job toolbox meeting •Ensure use of pre-work checklist. •Comply with PTW process •Use SHOC cards when handling chemicals and appropriate PPE •Use of access limitation for grass cutting personnel •Apply First Aid treatment & Medvac where required	1	Include in contract clauses and specifications.

SOURCING STRATEGY

Nigerian Content Development (NCD)

Applicable Schedule A targets, actions required to close target gaps and Nigeria Content Plan including training plan.

a. *Applicable NOGICD Act - Schedule target(s), current in country capacity and plan to close gap if any.*

Table below illustrates required information for this section.

Work Category	Schedule Target	Current In-Country Capacity	Measurement Metrics	Proposed Action to close gaps
Maintenance and modification of Pump and	65%	95%	Spend	NA

Rotating Equipment				

List relevant Work Category/Categories to the contract as defined in NOGICD Act

***NOGICD Act** = Nigeria Oil & Gas Industry Content Development Act*

***b. Nigeria Content Plan** (This is for ALL contracts >$1m)*

i. Research & Development Plan

ii. Technology Transfer Plan (Strategic contracts only)

iii. Training Plan (Mandatory for all contracts)

(Training Plan must be aligned with the pre-approved Nigeria Content Plan for the Project if any and also in line with the human capacity development guidelines)

Training Type	No of Trainees	Total Man-hours	Name / Level of Certification
Cat Engine Control and Troubleshooting	8	TBA	Knowledge
Machinery Shaft Alignment and Vibration Analysis Training	6	TBA	Knowledge
Maintenance Integrity Execution (MIE) Academy	6	TBA	Knowledge
General Electrical Safety/ESR/ESOP training	30	TBA	Knowledge
High Voltage Equipment training	30	TBA	Knowledge
CompEx Training &Assessment	6	TBA	Knowledge
Process Isolation training	12	TBA	Knowledge
Operation and maintenance of Turbines	6	TBA	Knowledge
NEBOSH International General Certificate	2	TBA	Knowledge
First Aid	10	TBA	Knowledge
Defensive Driving	8	TBA	Knowledge
Basic fire fighting	10	TBA	Knowledge
Emergency response	2	TBA	Knowledge

Training is for National Skill pool per NCDMB database.

All training must be certifiable by statutory or industry recognised professional body and in line with NCDMB training guidelines.

c. Global Sustainable Sourcing plan (outline plan to utilise global sourcing opportunity to support attainment of Nigerian Content targets)

****Where the Nigeria Content in-country capacity falls short of set minimum targets by law an authorisation to import may be required for these categories.***

COMMUNITY CONTENT DEVELOPMENT

Applicable directives/targets for this category. List opportunities and actions required to make this CCD opportunity happen.

Adequate provisions will be made in the contract to create opportunities for qualified and experienced Nigerians from the Niger Delta to be engaged in the execution of the works in line with the NOGICD Act and Community Content Guideline (2019). 100% Unskilled labour will be sourced from the relevant community where the activity is domiciled and in line with the guideline, 10% Skilled and 50% semi-skilled

candidates from host communities. Where the contractor is unable to meet NCD and CCD targets due to the nature of service within one scope, provision will be made to compensate for the shortage within other scope of the contract or a HCD programme will be initiated to build the capacity of the Community Stakeholders.

PRICING STRUCTURE & INCENTIVES

Unit rate

MARKET APPROACH

Open Tender- NIPEX

BASIS OF AWARD / BIDDING STRATEGY

Award will be proposed to the vendor with the lowest competitive bid. It is proposed to award three contracts as follows:

- 50% of the scope to the lowest bidder
- 30% of the scope to the second lowest bidder
- 20% of the scope to the third lowest bidder

If the second and the third lowest bidders reject the lowest bidder's rates, the other bidders will be offered the lowest bidder's rates. Should all other vendors reject the lowest bidder's rates, negotiation will be held with all vendors starting with the second and third and then progressing sequentially to all bidders with a mandate to secure not more than 10% above the lowest bidder's rates. If no vendor accepts 10% over the lowest bidder's rates, revert to the Board and JV"

A double envelop/Two tier competitive tendering process involving technical and commercial evaluation of already prequalified vendors from the NipeX NJQS database for the Product Category List.

Technical tender
The Technical bids shall be submitted via NipeX Portal and then evaluated as per the attached Technical Evaluation Criteria (see attached – A1).
Only bidders that meet the technical stage pass mark of 60% shall be progressed to Commercial Stage.
Commercial Tender
The commercial bids shall be submitted and evaluated via NipeX Portal.
The Commercial evaluation criterion is attached – A2.

TECHNICAL / COMMERCIAL EVALUATION CRITERIA & NEGOTIATION PARAMETERS

State all technical considerations driving evaluation criteria. Which are the "Go/No Go" areas (fatal flaws)? Indicate high-level weightings. Attach Commercial evaluation criteria, with distribution of Notional Quantities, milestones, re-imbursables, or book-rates as applicable. For negotiation, show key objectives, and where applicable state the aspiration, fall back and walk-away positions.

Technical evaluation criteria will seek to identify vendors who are technically capable and has sufficient capacity to engage OEMs with evidence of similar O&M contracts and have the technical know-how and experience required to handle the scope of the contract.

Commercial evaluation criteria will seek to propose award to the lowest bidders based on the rates submitted in the lowest commercially viable bid. The lowest bidder's quoted rates shall be adjudged as competitive/realistic if within range of the CE which was derived from current market realities.

NEGOTIATION POINTS (where applicable):

Negotiations will be premised on the following conditions:

1. If the lowest bidder is above the company estimate
2. If there is significant downward trend in market realities/exchange rates regime

The following negotiation criteria shall apply:

Starting Position	Benchmark Position / Company Estimate	Target Position and Associated Logic	Walk-away Position and Associated Logic
75% of CE	100%	85%	100% OF CE

ALTERNATIVE STRATEGIES CONSIDERED:

Alternative strategy is to replace the current contracts with the TFM (Total Facility Management) contract. However, after an assessment of the progress of the TFM contract, JV Partner has advised a replacement for the current contract because the TFM is still encompasses a broader scope and is still in strategy stage.

COMMERCIAL TIMELINE:

Activity	Target Completion Date
Tender and Award Schedule	
MCB/CC Part A Approval	July 2019
NCDMB/NAPIMS Strategy Approval	August 2019
Advert publication	August 2019
Opportunity phase approval in Nipex	September 2019
Technical/Commercial phase approval in Nipex	September 2019
Issue Technical/ Commercial ITT	October 2019
Technical/ Commercial Evaluation	November 2019
MCB/CC Part B submission	November 2019
Nigerian Content Compliance Certification	December 2019
NAPIMS submission	December 2019
Contract Award	January 2020

KEY PERFORMANCE INDICATORS:

S/N	KPI Description	Weight (1-4)	Target
A. Health, Safety, Security and Environment			
A.1	**LTI**- (0 LTI = 5, 1+ LTI = 0)	3	0 LTI
A.2	**Follow up on actions (MFE, Audit, Radar etc.)**- (>= 5 Overdue actions = 0, 4 Overdue actions = 1, 3 Overdue actions = 2, 2 Overdue actions = 3, 1 Overdue actions = 4, 0 Overdue actions = 5)	2	0 Overdue action
A.3	**UA/UC Reporting**- (>= 200 UA/UCs = 5, 150-200 UA/UCs = 3, 50-100 UA/UCs= 1	2	>= 200 UA/UCs = 5
A.4	**HSSE Meetings, Safety drills**- (>70% compliance to plan = 5, 60%-70% = 4, 50%-59% = 3, 50%-59% = 2, 30%-49% = 1, <30% = 0)	2	>70% compliance to plan
A.5	**Leadership (MD) visibility on site**- (2 visits per month = 5, 1 visit per month = 3, 0 visit = 0)	1.5	2 visits per month
A.6	**Leadership attendance of HSSE meetings**- (>70% attendance to plan = 5, 60%-70% = 4, 50%-59% = 3, 50%-59% = 2, 30%-49% = 1, <30% = 0)	1	>70% attendance to plan
B. Preventive and Corrective Maintenance			
B.1	**PM and CM Compliance-** (>90% compliance to plan = 5, 70%-90% = 3, 50%-69% = 1)	2	>90%
B.2	**Repeat failure and rework rates-** *(>= 5 Repeat Fixes = 0, 4 Repeat Fixes = 1, 3 Repeat Fixes = 2, 2 Repeat Fixes = 3, 1 Repeat Fix = 4, 0 Repeat Fix = 5)*	2	0 Repeat Fix
B.3	**Unplanned Downtime (due to skill, materials, tools, spares etc)- (***<30mins @1 substation per month = 5, <1hr @ 1 substation per month = 4, Up to 30mins @ 2 substations per month = 3, Up to 1hr @ 2 substations per month = 2, Up to 30mins @ 3 substations per month = 1, >30mins @ >3 substations per month = 0)*	1.5	<30mins @1 substation per month
C. Technical capacity			
C.1	**Staff competence development- (***2+ technical training for 3+ staff per month or 7 internal knowledge sharing= 5, 1 technical training for 1 staff per month or 5 internal knowledge sharing = 3, 5 internal knowledge sharing only = 1, No effort = 0)*	1	2+ technical training for 3+ staff per month or 7 internal knowledge sharing
C.2	**Availability of tools (***All required tools available on site for PM and CM = 5, 1 tool borrowed per month = 3, 2 tools borrowed per month = 0)*	2	All required tools available on site for PM and CM
C.3	**Prompt supply of spares, consumables and materials (***All required spare always in stock = 5 1 required spare/ material not on site = 3, 2+ required spare/ material not on site = 0)*	1.5	All required spare always in stock
C.4	**Diesel consumption (due to technical issues) (***<2hrs running diesel per month = 5, 2-4hrs running diesel per month = 3, >4hrs running diesel per month = 0)*	2	<2hrs running diesel per month
D. Communication			
D.1	**Communication (with Shell supervisors) (***100% communication with supervisors = 5, Some gaps in communication = 3 No communication = 0)*	1	100% communication with supervisors
D.2	**Communication (customers and stakeholders) (***100% communication with customers = 5, Some gaps in communication = 3, No communication = 0)*	1	100% communication with customers
D.3	**Logbooks and Handovers** (Up-to-date and accurate = 5, Low quality logs = 3, No log book = 0)	1.5	Up-to-date and accurate
D.4	**Call for external support (from workshop etc.) (**>= 5 call-outs = 0, 4 call-outs = 1, 3 call-outs = 2, 2 call-outs = 3, 1 call-out = 4, 0 call-out = 5)	1.5	0 Electrical Fire/ Smouldering Incidents
E. Staff Welfare			
E.1	**Salary Payment (**On or before 24th of same month = 5, Before 30th of same month = 3, Before 5th of next month = 1, After 5th of next month = 0)	3	On or before 24th of same month
E.2	**Audiometry test (***100% validity = 5 Expired certificates = 0)*	1.5	2 Competence Dev Activity Per Quarter
E.3	**Medical insurance (***100% valid = 5 Expired certificates = 0)*	2	100% validity
F. Improvement			
F.1	**Continuous improvement initiative (**>= 2 initiated = 5, 1 initiated = 3, 0 initiated = 0)	1	0 LSR Violations Per Quarter
F.2	**Cost reduction initiative initiatives (**>= 2 initiated = 5, 1 initiated = 3, 0 initiated = 0)	2	2+ initiatives per month

F.3	**CO2 reduction initiative (**>= *2 initiated = 5, 1 initiated = 3, 0 initiated = 0)*	**1**	2+ initiatives per month
F.4	**Initiated Notifications, Deviations, Overrides, MOC (**>= *10 initiated = 5, 8 initiated = 4, 6 initiated = 3, 4 escalations = 2, <2 initiated = 0)*	**3**	10+ initiated per month
F.5	**Issue escalations from Customer (**>= *5 Escalations = 0, 4 escalations = 1, 3 escalations = 2, 2 escalations = 3, 1 escalation = 4, 0 escalation = 5)*	**3**	0 escalation per month

Attachment No.	Description	Attachment
A1	Technical Evaluation Criteria	Tech Eva Criteria Operations Mainten
A2	Commercial evaluation criterion is attached	CE Operations Maintenance of Pow
A3	NAPIMS Recommendation and Engagement	NAPIMS Signed MoM_190619 O&M; NAPIMS recommendation - C
A3	NCD support	NCD Support Operation and mair
A4	HSSE support	HSSE Support Operation and mair
A5	Finance support	Finance Support Operation and mair