Minutes of Meeting

DATE & VENUE 24th Sept 2021; Team Online Meeting; 0800 hrs – 0830 hrs.

ISSUE DATE 25th Sept 2021

ATTENDEES O. Ayinbuomwan PTC/U/GL

A. Oweh UPC/G/UPR

S. Nwobi PTC/U/GL

C. Okoli PTC/O/UG

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SUBJECT **After Action Review (AAR) for Clamp Strategy**

The following structure was adopted for this AAR

1. What was supposed to happen?
2. What happened?
3. Was there a difference between what was supposed to happen and what happened?
4. What worked well?
5. What didn’t work well and why?
6. What would we do differently next time?
7. Conclusion
8. **What was supposed to happen?**

Prior to 2020, the pipeline operations support team has been responsible for the management, procurement, and storage of pipeline repair clamps for emergency pipeline repairs. This additional task has distracted the team greatly from the traditional role of operations support to the pipeline team. Fallout from this strategy was that the pipeline team frequently ran out of clamps for emergency repairs and the need to expedite delivery by airfreight was frequently undertaken which led to the business spending 100 times the cost of normal delivery.

The decision to move the management, procurement and storage of pipeline repair clamps to the Materials Management (MM) team was taken by the pipeline leadership team. Subsequently a strategy was put in place to move the management of repair clamps from the pipeline ops team to the MM team.

* 1. **What actually happened?**

The following milestones were put in place and executed:

1. Determination of the min/max usage for clamps:

This was achieved by looking at the history of usage for the last preceding one year.

1. Assigning material numbers to the various sizes of clamps used in the pipeline asset.

These were already pre-determined, and the material numbers were collated and assigned to the various sizes in a master sheet with the attendant min/max usage.

1. Determination of the annual budget cost:

This was derived by the min/max determined and the cost of the various sizes as determined in the various clamp contracts.

1. Obtain the Pipeline Manager and Financial Directors approval for the annual spend of circa $6M a year
2. Raise contracts for the spend.
3. Issue POs to meet any min/max shortfall by the MM team.
   1. **Was there a difference between what was supposed to happen and what happened?**

There was no difference as the objective of what was supposed to happen was met.

1. **What worked well?**

* The determination of the min/max, assigning material numbers, interfacing with the MM team, designing the master sheet, identifying the vendors, and apportioning percentage of both the foreign and local vendors all went well.
* Vendor performance became transparent after rollout as prior to now, vendors did not follow expected delivery times
  1. **What didn’t work well and why?**
* Acquiring the approval of the financial director took well over 3 months due to ineffective communication between the pipeline team and the financial director.
* There was an assumption from the pipeline team that the MM team was supposed to raise the contract for procurement, this caused a further delay of about 1 month in the process.
* Some of the materials were not coded, so the MM folks could not replenish as fast as usage in those materials, and we fell below the minimum requirement.
* The reviewing of the min/max was not done frequently after roll out, and thus we went below minimum requirement before POs were issued
* After rollout POs were generated but not sent to the vendors for weeks and thus vendors were not aware of the impending orders giving way for clamps to fall below the minimum requirements (Reviewing of min/max is now done every Friday by the Pipeline and MM team).
* Due to limited ceiling in the ACV for the clamp contracts ($475K), contracts had to be frequently raised, which created a bottleneck in the process.

1. **What will we do differently next time?**

* Execute effective communication between all parties.
* Eliminate assumptions by communicating effectively.
* Acquire a major contract to eliminate the need of us of several minor contracts.

1. **Conclusion.**

The overall objective of moving the management of clamps from the Pipeline team to the Materials Management team was met, howbeit, in the first 6 months of operations by the MM team, there were risks of material unavailability due to the infrequent review of status of clamps; this has been mitigated by a weekly review (Friday 8 – 8.30am) of the status of clamps in stock, the orders, delivery timelines; with a weekly report issued every Friday.

An expediter has been assigned to this process to ensure delivery timelines are met by the vendors and where needed request for expedited delivery made.