	National Oil Corporation of Kenya EXPRESSION OF INTEREST (EOI) FOR INDIVIDUAL CONSULTANT TO PROVIDE STRATEGIC AND TECHNICAL ADVISORY SERVICES FOR UPSTREAM OIL AND GAS - 21ST AUGUST 2018	Ref: NOCK/PRC/03 (1430) 2018-2019
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A. BACKGROUND


National Oil Corporation of Kenya (NOC) is a company wholly owned by the Government of Kenya which is charged with the mandate to participate in all aspects of petroleum business with a view to ensuring the security of supply and stability of pricing of petroleum in the country as well as enhancing value of the national petroleum resource through active exploration and development of Kenya's sedimentary basins.

The NOC of Kenya is a key tool of the Ministry of Energy and Petroleum in the efforts to promote petroleum exploration and development activities through enhancement of the quantity and quality of exploration data, undertaking own oil and gas exploration and as the holder of government equity in commercial discoveries.

The National Oil Corporation of Kenya is developing capabilities for its Upstream Oil and Gas business with a view to positioning the Corporation to play a central role in the emerging oil and gas sector in Kenya as the commercial arm of Government in this area. To support in building these capabilities, the National Oil Corporation of Kenya now invites individual consultants with extensive experience in the Upstream oil and gas sector to provide strategic and technical advisory services as well as team mentorship for the Upstream Division. The consultants submitting EOIs must be international experts of repute meeting the required qualifications and experience to undertake high performing advisory services and to deliver the scope of services outlined below.

B. GENERAL TERMS OF REFERENCE

- 1. Define an overarching strategy for the Upstream business taking into context current status and where the country is headed as an oil producer, and the role we can play as the National Oil Corporation of Kenya to champion this.**
 - i. Support Board and Management in defining a medium term strategic vision and roadmap for the Upstream business
 - ii. Work with the National Oil team to align individual tactics and initiatives to corporate vision and strategies.
 - iii. Identify gaps in current initiatives and efforts and recommend approaches and solutions towards optimal solutions delivery.

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- iv. Review and recommend prioritization of initiatives to maximize efficiency in advancement towards corporate vision and strategy.
- v. Recommend projects and opportunities to help in achieving this strategic roadmap

2. Review organizational structure for the Upstream division and provide recommendations:


- i. Define a high level upstream structure and roadmap for achieving the same.
- ii. Prioritize talent development and recruiting initiatives based on long term strategies.
- iii. Provide active support to identification of talent and recruiting.
- iv. Support in identifying and engaging suitable Kenyan talent in the diaspora

3. Provide leadership within National Oil for the national development of local talent for Oil & Gas upstream operations and resource management.

- i. Work with the National Oil team to develop distinct in house competency levels for specific phases of Oil & Gas asset development, and corresponding training and competency assessment modules.
- ii. Work with Institutions of Learning (including key universities and vocational training institutions which National Oil has ongoing agreements with) in the country to develop standardized and accredited programs for development of local talent.
- iii. Prioritize development of in house and national training programs based on projected and planned evolution of the Oil & Gas industry.
- iv. Provide recommendations for a state-of-the-art training facility for Drilling, Production, and Reservoir Management.
- v. Provide recommendations for the establishment of an enterprise resource development centre to provide information for local entrepreneurs

4. Support in Establishing internal structures and capability for Project Management

- i. Define a comprehensive project management framework and structure for the Corporation
- ii. Identify gaps and opportunities to structure existing Upstream initiatives into projects
- iii. Package the Upstream projects into cross-discipline deliverables with clear milestones and timeframes
- iv. Provide coaching and mentorship for the Upstream project teams

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5. Support to National Oil and Government in general in dealing with the operators:

- i. Establish clear Standards of Performance for all upstream operators and service companies operating in Kenya.
- ii. Review Field Development Plans to evaluate level of diligence, optimization of technology application, and identify potential gaps.
- iii. Work closely with National Oil team to optimize all upstream plans for maximization of returns based on corporate strategy.
- iv. Work with National Oil team to define a Key Performance Matrix and quantitative indicators to be used as tools and basis for decision making.

6. Mentorship and guidance to the Upstream team:


- i. In liaison with the Human Resources Department, develop and roll out a mentorship programme for the Upstream Division.
- ii. Respond to questions and provide input to problem solving and development of comprehensive solutions aligned to long term strategies.
- iii. Conduct periodic review of work output to ensure quality work delivery and where necessary recommend interventions to improve quality of work.

7. Support Government in negotiation of suitable terms for Production Sharing Contracts (PSC) and production contracts

- i. Provide input to negotiating position(s) based on alignment of technical data to negotiation context, scope, and objectives.
- ii. Provide input to negotiating rationale, scope and objectives based on technical parameters and data.
- iii. Participate in negotiation meetings and support elaboration of contractual terms.

8. Support National Oil and Government in deciphering upstream market trends and their impact on the upstream industry in Kenya.

- i. Support in continuous review of global and regional Oil & Gas market trends and submit periodic analysis of potential impacts to upstream industry in Kenya.
- ii. Support in identifying and defining suitable market(s) for Kenyan crude and suitable pricing mechanisms

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9. Train the National Oil Board, Management, Staff as well as other external stakeholders e.g. Ministry of Petroleum and Mining on various topical areas in upstream:

- i. Develop basic training modules for attainment of basic competency by all individuals participating in Oil and Gas resource management decision making, including National Oil Board, Management, Staff as well as other external stakeholders in government.
- ii. Develop and enhance presentations providing general technical information and references related to upstream activities including exploration and development drilling activities, well construction, well production, and reservoir management.

10. Support the Corporation in driving thought leadership by sharing knowledge with external stakeholders e.g. through media briefings, newspaper editorials etc


- i. Support an established presence in local and international media through support to publishing of articles and papers aimed at educating the public and bringing visibility and transparency to Oil & Gas resource management.
- ii. Support an established presence in Oil & Gas professional circles and organizations, for example Society of Petroleum Engineers, through support to published articles and papers.
- iii. Identify opportunities for knowledge sharing and lead definition and review of content for the same.
- iv. Support in developing suitable oil and gas events/workshops as part of enhancing awareness among Kenyans on the opportunities in the emerging oil and gas industry

11. Support to proposed National Oil listing process especially in defining the nature and structure of upstream business unit

- i. Provide technical input to listing process

C. EXPERIENCE

- i. Degree in Petroleum Engineering or Petroleum Geosciences from a reputable university. A post graduate qualification in any of these two areas will be preferred.
- ii. At least 20 years' experience in upstream oil and gas out of which 15 years or more should have been achieved working internationally.

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- iii. Minimum 10 years worked internationally should have been spent in upstream operations particularly drilling, production, measurements or other related areas.
- iv. Demonstrated upstream oil and gas project management experience with at least 5 years of direct project management experience within an international oil and gas project set up with a multiplicity of stakeholders.
- v. At least 5 years' experience in managing global multidisciplinary technical oil and gas teams.
- vi. Priority will be given to Kenyan nationals.
- vii. Ability to communicate fluently in English both oral and written

D. REPORTING REQUIREMENTS


- i. The consultant will be expected to crystallize the TORs defined above into a set of projects to be agreed and signed off with the Client.
- ii. The consultant will in liaison with the Client's Management and the Upstream Project Team(s) define a clear set of deliverables for each project defined based on the above TORs and have these deliverables signed off prior to commencement of each project.
- iii. Consultant will provide monthly reports and PowerPoint presentations based on the activities for each month as defined in the project deliverables.
- iv. Consultant will prepare training plans to be approved by the Client's Management and at the end of each training jointly with the Client undertake an assessment of the persons trained to evaluate impact.

E. EVALUATION CRITERIA

Sub-criteria		Points Allocated
Qualifications	Degree in Engineering or Petroleum Engineering/Geosciences from a reputable university	4%
	Masters in Petroleum Engineering or Petroleum Geosciences	4%
	Executive Qualification in Management, Leadership or Business other related area	2%
Experience	20 years' experience in upstream oil and gas	15%
	More than 15 years' experience in upstream oil and gas	10%
	Less than 15 years' experience in upstream oil and gas	0%

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Sub-criteria		Points Allocated
	15 years' experience working internationally in a global oil and gas company or oil and gas services company	10%
	More than 10 years' experience working internationally in a global oil and gas company or oil and gas services company	5%
	Less than 10 years' experience working internationally in a global oil and gas company or oil and gas services company	0%
	10 years' experience working in international upstream operations particularly drilling, production, measurements or other related areas	5%
	Less than 10 years' experience working in international upstream operations particularly drilling, production, measurements or other related areas	0%
Capability	Minimum 5 years' experience in managing a global multidisciplinary technical oil and gas team	10%
	Minimum 5 years' experience managing an international oil and gas project	10%
	Demonstrated ability to develop long term upstream oil and gas strategies for a large and complex entity or project	10%
	i. Demonstration of more than 5 strategies developed	10%
	ii. Demonstration of 3-5 strategies developed	5%
	iii. Demonstration of less than 3 strategies	2%
	Demonstration of experience in developing and implementing local content programmes either at government/regulator level or operator/service company level	10%
	Demonstration of capability to offer training internally or to third parties	5%
	Demonstration of at least one team mentorship programme undertaken	5%
Citizenship	Kenyan citizen resident in Kenya	10%

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Sub-criteria		Points Allocated
	Kenyan citizen resident outside Kenya	7%

Only bidders meeting the minimum score of 70/100 will be invited for the Request for Proposal (RFP) stage.

Expressions of Interest (EOI) in plain sealed envelopes clearly marked “**INDIVIDUAL CONSULTANT TO PROVIDE STRATEGIC AND TECHNICAL ADVISORY SERVICES FOR UPSTREAM OIL AND GAS, Ref. No. NOCK/PRC/03(1430)2018-2019**” with the instructions “**Do not open before 14th September 2018 at 1000hrs (East Africa Time)**”, should be addressed to:

The Chief Executive Officer
National Oil Corporation of Kenya
Kawi House, South C, Red Cross Road,
Off Popo Road
P.O. Box 58567 – 00200, Nairobi

and deposited in the Tender Box located at the reception area Ground Floor Kawi House, South C, Red Cross Road, Off Popo Road during normal working hours on Monday to Friday (0800hrs and 1700hrs East Africa Time), on or before 14th September 2018 at 1000hrs East Africa Time.

Expressions of Interest will be opened soon thereafter at the Ground Floor Meeting Room at National Oil offices - Kawi House, South C, Red Cross Road Nairobi, in the presence of tenderers and/or their representatives who may wish to attend.

CHIEF EXECUTIVE OFFICER