



**AL KAMIL POWER COMPANY SAOG (under liquidation)**

**REQUEST FOR PROPOSAL DOCUMENT**

**For**

**THE DEMOLITION OF CIVIL STRUCTURES and SITE  
REHABILITATION of AL KAMIL POWER PLANT**

**February 2024**



# Table of Contents

SECTION 1 - INTRODUCTION.....	4
<b>1.1 Invitation to Submit a Bid</b> .....	4
<b>1.2 Al Kamil Power Company SAOG (under liquidation)</b> .....	4
<b>1.3 Bid Due Date</b> .....	4
SECTION 2 - INSTRUCTIONS TO BIDDERS.....	5
<b>2.1 General</b> .....	5
<b>2.2 Bid Submission</b> .....	5
<b>2.3 Addenda to RFP</b> .....	6
<b>2.4 Site Visit</b> .....	6
<b>2.5 Preference of Bids</b> .....	6
<b>2.6 Organization of Bid Submission</b> .....	7
<b>2.7 Clarifications, Doubts or Obscurities</b> .....	7
<b>2.8 Bidder’s Enclosures</b> .....	8
<b>2.9 Evaluation of Submitted Bids</b> .....	8
<b>2.10 Health, Safety and Environmental Compliance Requirements</b> .....	8
<b>2.11 Ethical Compliance Requirements</b> .....	9
SECTION 3 - SCOPE OF WORK.....	10
<b>3.1 Overview of Equipment Dismantled and Removed from Site</b> .....	10
<b>3.2 Demolition &amp; Rehabilitation Scope of Work</b> .....	10
SECTION 4 - PAYMENT TERMS AND RELATED MATTERS.....	14
<b>4.1 General</b> .....	14
<b>4.2 Other Terms and Conditions</b> .....	14
<b>4.3 Local Taxes, Duties and All Other Taxes</b> .....	14
<b>4.4 Visas and Permits</b> .....	14
SECTION 5 - BID FORMS.....	15
<b>Schedule 5-1 INTENTION TO BID FORM</b> .....	15
<b>Schedule 5-2 INTENTION TO VISIT THE PLANT</b> .....	16
<b>Schedule 5-3 BID PRICE FORM</b> .....	17
SECTION 6 - SCHEDULES.....	18
<b>Schedule 6-1 Environmental Management Plan</b> .....	18
<b>Schedule 6-2 Environmental Authorities Approval Letter</b> .....	19
<b>Schedule 6-3 Bill of Quantities Covering Civil Works</b> .....	20
<b>Schedule 6-4 General Site Requirements</b> .....	21

<b>A. Site Regulations</b> .....	21
A.1 Site Policy .....	21
A.2 Site Handover .....	22
A.3 Access .....	22
A.4 Site Temporary Facilities .....	23
A.5 Utilities .....	23
<b>B. On-site Safety</b> .....	24
B.1 Duty to Inform .....	24
B.2 HSE Plan and Risks Analysis .....	24
B.3. Site activities co-ordination – HSE meetings .....	24
B.4 Site inspections .....	25
B.5 Contractor’s obligations .....	25
<b>C. Site Management</b> .....	26
C.1 Meetings .....	26
C.2 Kick- off meetings .....	26
C.3 Work progress technical meetings .....	26
C.4 Work dossier .....	27
C. 5 Weekly and Monthly Reporting .....	27
C.6 Deficiency reports (DR) .....	27
C.7 Contractors Organisation .....	28
<b>Schedule 6-5 - Form of Demolition and Rehabilitation Agreement</b> .....	29
<b>Schedule 6-6 – HSE Questionnaire and Related Attachments</b> .....	30

## SECTION 1 - INTRODUCTION

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### 1.1 Invitation to Submit a Bid

Al Kamil Power Company SAOG (under liquidation) (hereinafter referred to as the “**Company**” or “**AKPC**”) invites interested parties with experience in demolishing civil works (the “**Bidders**”) to submit a fixed price bid to demolish remaining structures at the Al Kamil Power Plant site (the “**Site**”) located near the town of Al Kamil in the Sultanate of Oman (“**Oman**”). All civil structures, including above ground level as well as below must be demolished in a safe and environmentally responsible manner and removed from Site and disposed of in accordance with Omani regulations that apply. Following removal of all civil structures and any remaining equipment from Site, the land must be restored to its original condition. The Scope of Work is described in section 3 of this Request for Proposal (“**RFP**”).

### 1.2 Al Kamil Power Company SAOG (under liquidation)

AKPC was established on July 15<sup>th</sup>, 2000 and originally registered as a closed Omani Joint Stock Company (“SAOC”) under the Commercial Companies Law of Oman to build and operate a 280 MW power plant at Al Kamil in the Sharqiya Region of Oman. The Company was converted to a general joint stock company on September 22<sup>nd</sup>, 2004. Consequent to the listing, the Company’s issued share capital is owned 65% by Engie Group and 35% by public investors. The Plant reached commercial operation in 2002 and since then supplied electricity to Oman Power and Water Procurement Company under a 15-year Power Purchase Agreement (“PPA”). The original PPA was extended to December 31<sup>st</sup>, 2021 but was not extended thereafter.

The Company sold all the Plant equipment in early 2023 as part of winding down its business operations, and the successful bidder is now in the process of removing all plant equipment from the Site. Equipment removal is expected to be completed by April 30, 2024, at which time the demolition contractor must commence removal of all civil structures, any remaining plant equipment and all related debris from Site. These works along with the levelling of the topography at Site are requested to be completed by September 30, 2024.

Specifically, the successful demolition contractor is responsible for completing the scope of work described in section 3 in accordance with best practices and best Health, Safety and Environmental standards and procedures.

### 1.3 Bid Due Date

Bids must be submitted by the close of business (05 pm GST) on **March 31<sup>th</sup>, 2024**. Bids offered for submission after the bid due date and time will not be accepted by the Company.

## SECTION 2 - INSTRUCTIONS TO BIDDERS

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### 2.1 General

- 2.1.1 These instructions to those qualified firms interested in submitting a bid under this RFP ("Bid") are intended to said Bidders in the preparation of their Bids.
- 2.1.2 Bidders are advised to read carefully these instructions prior to preparation of their Bid submission. Failure to submit the information required in the format provided will be sufficient cause for rejection of the Bid, at the discretion of the Company.
- 2.1.3 Bidders will not be reimbursed for any cost incurred by them in the preparation and submission of their Bids or for any visits to the Site for the purpose of inspecting the condition of the Site and the civil structures expected to be demolished and removed from Site.
- 2.1.4 AKPC shall be free to modify or cancel the RFP at its discretion and at any time.

### 2.2 Bid Submission

- 2.2.1 The Bid submission shall consist of two bids: Technical Bid; and, Commercial Bid. Both of these bids shall be submitted in a sealed envelope addressed to:

**Al Kamil Power Company SAOG (under liquidation)**

Qurum Building, Office no. 16, 1<sup>ST</sup> floor,  
Way no 1013, Al Qurum, Muscat.

- 2.2.2 One (1) Original and one (1) Copy of each bid (ie: Technical Bid and Commercial Bid) shall be delivered not later than the date and time prescribed in section 1.3 of this RFP.
- 2.2.3 The Bidder shall be held responsible for ensuring that their Bids are received in accordance with the instructions stated herein. Late Bids shall not be considered even though late as a result of circumstances beyond the control of the Bidder. Responsibility for actual physical delivery of submitted bids rests entirely with Bidders.
- 2.2.4 In the case of Joint Ventures/Associations all parties to such Joint Ventures/Associations shall sign the Technical Bid and the Commercial Bid.
- 2.2.5 A Bid Bond of 5% of the bid price (before VAT) is required to be submitted along with the Bid. Bidders may choose instead to provide a Manager's Cheque in this amount in lieu of a Bid Bond. Moreover, the successful Bidder will be required to provide a Performance Bond equivalent to 20% of the Bid Price. For avoidance of doubt, and by way of example, if the Bidder is offering to complete the scope of work described in section 3 for a fixed price of RO 200,000 (or the rate prevailing at that time in Oman), then the Bidder must provide a Performance Bond in the amount of RO 40,000/-.
- 2.2.6 The Bid shall be valid for ninety (90) days from the date fixed for the submission in this RFP.
- 2.2.7 The Bid Price currency must be submitted in Omani Rials and shall include 5% VAT.
- 2.2.8 Potential Bidders planning to submit a Bid, must complete and return the Intention to Bid Form as per Section 5, Schedule 5-1.

- 2.2.9 The successful Bidder will enter into an agreement with the Company, the form of which is in Schedule 6.5. Bidders are encouraged not to propose changes to the form of contract, as the Company has the right to reject any bid with extensive drafting modifications to the form of Demolition and Rehabilitation Agreement in Schedule 6-5.

## 2.3 Addenda to RFP

- 2.3.1 If for any reason prior to the Bid submission it becomes necessary to modify this RFP or to inform Bidders of certain information regarding the tendering process, addendum/addenda will be issued to all those who have expressed an interest to bid, and submitted an Intention to Bid Form to the Company and any such Addenda shall be considered as part of the RFP documents.
- 2.3.2 Receipt of such addenda should be acknowledged by the Bidder, but non acknowledgment of receipt shall not relieve the Bidder from being bound by such addenda if the addenda were communicated to the Bidder by email or registered mail, provided that such addenda are issued 7 (seven) days prior to the date fixed for submission of Bids.

## 2.4 Site Visit

- 2.4.1 A site visit is scheduled for Bidders to view the Site and the civil structures that must be demolished and removed from Site. The site visit shall be agreed mutually upon request of Bidders with a notice of at least one week. Bidders planning to submit a Bid must attend the Site visit by completing the Intention to Visit the Plant Form as per Section 5, Schedule 5-2, stating which day they plan to attend.
- 2.4.2 Further detail regarding the exact date and time of the site visit will be communicated to Bidders as an Addenda, as per clause 2.3 of this section of the tender document. Figure 2 shows the entrance area to the Site.

Figure 2: Entrance to the Plant Site



Figure 2a: Entrance to Site and Nearby Paved Road



Figure 2b: Nearby Powerlines

## 2.5 Preference of Bids

- 2.5.1 The Company gives preference to the lowest priced Bid, from a qualified Bidder that is technically compliant and with acceptance of the Form of Agreement in Schedule 6.5.

2.5.2 A technically compliant Bid is one that meets all the requirements as described in the scope of work as per section 3 and the Bid submission requirements as described in this section 2.

## **2.6 Organization of Bid Submission**

2.6.1 The Bidder shall submit their firm Bid Price to complete the scope of work described in section 3 as part of their Commercial Bid, sealed in an envelope containing one original and one copy of the Commercial Bid, as per section 2.2.2. The envelope shall not bear any name or mark identifying the Bidder.

2.6.2 The Technical Bid shall be submitted in a sealed envelope containing one original and one copy of the Technical Bid, as per section 2.2.2. The envelope shall not bear any name or mark identifying the Bidder. The Technical Bid shall include the following information:

1. Background information on the Bidder, at a minimum:
  - a. Full name and address;
  - b. Copy of the Bidder's Commercial License to operate in Oman;
  - c. Relevant company certificates such as ISO;
  - d. Bidder's Health and Safety Policies and records; and,
  - e. Contact details of the Bidder (ie: phone number and email address).
2. Bidder's experience and references (minimum of 3) leading demolition works in Oman and/or outside of Oman, at a minimum:
  - a. Name and contact details (ie: name, phone number and email address) of each Client;
  - b. Value of the demolition contract;
  - c. Brief description of the Bidder's responsibility;
  - d. Elapsed time to complete the demolition works (start date and completion date); and,
  - e. Project Manager responsible for leading the demolition works.
3. Detailed CVs of key members of the Project Team responsible for carrying out the demolition works.
4. Method Statement describing how the scope of works will be carried out and identification and description of how and where the debris removed from Site will be transported to and disposed of, with particular emphasis on how any hazardous wastes will be disposed of.
5. Environmental Plan and Risk Assessment of carrying out the demolition works and scope of works.
6. HSE Questionnaire duly filled and related attachments as specified in Schedule 6-6
7. Detailed schedule and associated time line covering all major activities.

## **2.7 Clarifications, Doubts or Obscurities**

2.7.1 Any clarifications required with regard to the RFP documents or any other related matter shall be or communicated by email not later than 7 (seven) days before the date fixed for the submission of bids. If considered appropriate, a reply in the form of a circular letter/addendum will be communicated to all the potential Bidders.

2.7.2 Clarifications required shall be sent to the following individuals:

**By email:**

To: [gopal.krishnan@alkamilpower.com](mailto:gopal.krishnan@alkamilpower.com)

**With a copy to:**

[bryniak@icloud.com](mailto:bryniak@icloud.com)

- 2.7.3 Replies to all clarifications will be issued within three (3) business days of receipt of the clarification, and issued to all interested potential bidders who have notified of their intention to submit a Bid.
- 2.7.4 Business days in Oman are Sunday to Thursday, inclusive.

## 2.8 Bidder's Enclosures

- 2.8.1 The Bid submission shall be organized strictly as stipulated under Section 2.6 of these RFP. All sheets of each document accompanying the Bid submitted shall be endorsed with the Bidder's official company stamp.
- 2.8.2 Where any Bidder does not comply with this requirement or if supporting documents and Schedules are not furnished, the bid submission may be rejected without any further requests or clarifications.

## 2.9 Evaluation of Submitted Bids

- 2.9.1 The Company will base its selection on the "best value for price basis", and on the "best bid meeting the Company's qualification and technical requirements". In general, the Technically Compliant Bid with the lowest Commercial Bid shall be awarded the contract.
- 2.9.2 The Company may ask the bidder to arrange a meeting to clarify any portion of their response. Bidders must be prepared to do so at their cost. In addition, Bidders may be asked to respond to certain clarifications regarding their bids at any time during the evaluation process.
- 2.9.3 Following is a preliminary schedule for this RFP.

No	Activity	Timeline
1	RFP Issuance	
2	Bid Preparation Period	1 month from 1
3	Up to 2 Rounds of Clarifications	1 month from 1
4	Site visit	2 weeks from 1
5	Bid evaluation and Bidder qualification checks	2 weeks from 3
6	Award	2 week from 5
	Elapsed Time:	<b>8 weeks</b>

## 2.10 Health, Safety and Environmental Compliance Requirements

- 2.10.1 The successful Bidder must adhere to the Company's policy and procedure regarding health, safety and the environment at all times during the entire demolition process, from start to finish. All Bidders must confirm their commitment to abide by the Company's policy and procedure regarding health, safety and environment at all times.



- 2.10.2 The successful Bidder must follow and adhere to the HSE Requirements set out in Schedule C "AMEA Thermal GBU Occupational H&S Policy" of the here attached draft Demolition & Rehabilitation Agreement.
- 2.10.3 The General Site Requirements are specified in Schedule 6-4, and the Bidder must adhere to these requirements without exception.

## **2.11 Ethical Compliance Requirements**

- 2.11.1 During the RFP, the Bidders must adhere to the highest standards of business ethics in carrying out the demolition works and in dealing with the Company. Fairness and integrity shall be adhered to at all times.

## SECTION 3 - SCOPE OF WORK

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### 3.1 Overview of Equipment Dismantled and Removed from Site

Prior to the start of dismantling in September 2023, the Site originally had three (3) General Electric Frame 9171E gas turbines (Model PG9171E) along with the following major equipment:

- 3 X 95 MW GE Frame 9 Gas Turbines
- 2 X 5870 mt capacity light distillate fuel oil storage tanks
- Natural gas pressure reducing terminal ("PRT")
- 3 X 122 MVA 132 kV GSU step-up transformers
- 3.6 MW black start diesel generator
- Fire water and raw water system
- Compressed Air System
- 3 X Unit Auxiliary Step-Down Transformer
- 6 X Service Step Down Transformers

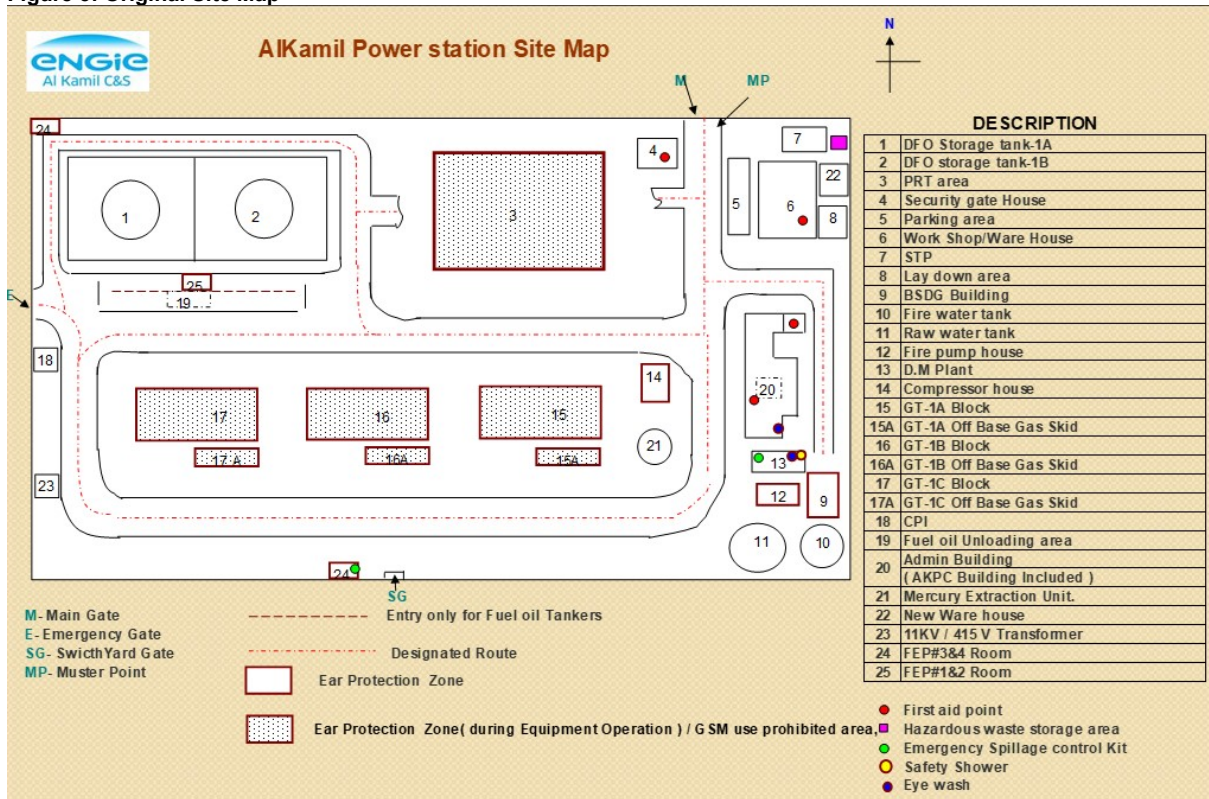
It is the responsibility of AKPC dismantling contractor to remove all equipment or parts of from Site, and any waste generated by such dismantling and removal. Those works of the dismantling contractor are expected to be completed by 30<sup>th</sup> April 2024.

The 1 X 11 kV Auxiliary Supply Step Down Transformer is used for temporary power supply and is the property of NEDC.

### 3.2 Demolition & Rehabilitation Scope of Work

The original Site map showing the plant layout is shown in Figure 3.

Figure 3: Original Site Map



With reference to the Site map in Figure 3, all above ground civil structures that must be demolished and removed from Site include the following:

- No. 4 - Security Guard House;
- No. 5 - Parking Area and roads (removal of pavement);
- No. 6 - Workshop/Warehouse;
- No. 7 - STP Building
- No. 8 - Laydown area structure
- No. 9 - BSDG Building;
- No. 12 - Fire Pump House;
- No. 13 - DM Plant.
- No. 14 - Compressor House; and,
- No. 20 - Administration Building.
- No.22 - New Warehouse.
- No. 24 - FEP 3,4 Room
- No. 25 - FEP 1,2 Room

All above ground structures and other civil works that must be demolished and removed from Site include:

1. All surface stones and concrete slabs;
2. Any remaining pipe works and cables;
3. Any other remaining above ground structures at Site; and,
4. All debris at Site.

Furthermore, the Site shall be cleared from all waste, restored and levelled with Site ground material.

**Figure 4: Wall Surrounding the Site**



All below ground structures must be demolished and removed from Site, to a depth of 2 meters. This includes all cabling, wiring and pipe works that may be at Site located either on the surface or below ground. The Bidder shall ensure the land is rehabilitated to its natural appearance, in line with Site immediate surroundings. Backfilling will be required and the successful Bidder is responsible for sourcing and providing the backfill, as needed. The backfill material must be of similar composition to the surrounding land. The costs of providing the backfill is to the account of the Bidder and must be included in their option price.

As options of the Company, the following works will have to be performed by the Bidder:

1. Concrete wall surrounding the Site as shown in Figure 4
2. All foundation complete removal (beyond 2 m depth)
3. Site levelling to original level with additional backfill material (sand)
4. Removal of parking area pavement outside of the Site

All machinery used during the demolition process must be operated by certified individuals with up-to-date licenses and relevant certificates. All major equipment and machinery used during the demolition process must be no older than ten (10) years and approved by the Company prior to commencing works at site.

All hazardous materials at Site must be identified, labelled properly and disposed of by the successful Bidder in accordance with prevailing laws governing the transport and disposal of hazardous waste materials. The successful bidder is responsible for supplying the appropriate labour and specialized equipment, as needed, to carry out this scope of work, safely and in accordance with all prevailing laws in Oman.

It is the Bidder's responsibility to co-ordinate demolition works with any companies or firms removing equipment from the Site.

Shown in Schedule 6-3 is an Estimated Bill of Quantities ("BoQ") which is provided as a general guideline only. It is the Bidder's responsibility to ensure that the BoQ includes all equipment, civil works and debris that must be removed from site.

The method statement describing the detailed process covering all demolition activities at Site must be based on a "mechanical demolition" process i.e. without use of explosives.

All debris must be removed from Site and the Site levelled within (4) months from Notice to Proceed under the Demolition and Rehabilitation Agreement.

## SECTION 4 - PAYMENT TERMS AND RELATED MATTERS

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### 4.1 General

The Bidder is required to complete and sign off on the Bid Price Form set out in Section 5-3, indicating the total Bid Price, including VAT.

### 4.2 Other Terms and Conditions

4.2.1 The Bid Price must be made in Omani Rials.

4.2.2 Once the Successful Bidder is notified that their submitted bid as recorded in the Bid Price Form has been accepted, the Successful Bidder must provide a performance bond (in the form shown in Schedule I of the Form of Demolition and Rehabilitation Agreement) in the amount of 20% of the fixed Bid Price (inclusive of VAT). The Performance Bond must be received within five (5) business days of being notified of the successful Bid; otherwise, the Successful Bidder will be rejected and the contract will be offered to the next preferred bidder.

4.2.3 The Bidders will be provided, after the Company having received Form 5-1 filled in, a copy of the Schedule 6-1 Environment Management Plan, together with the related environmental authority approval letter (Schedule 6-2).

4.2.4 The successful Bidder is responsible for carrying out the scope of works in a safe and environmentally responsible manner, meeting all Omani laws and regulations and the Environment Management Plan, without exception.

### 4.3 Local Taxes, Duties and All Other Taxes

The successful Bidder shall be responsible for the payment of all taxes and any levies that apply to the said works. Other than remitting VAT, the Company shall not be responsible for any tax payment obligations whatsoever.

### 4.4 Visas and Permits

The Successful Bidder shall be responsible for obtaining all visas and permits required to demolish structures at Site and dispose of all debris removed from Site in a safe and environmentally responsible manner.

## SECTION 5 - BID FORMS

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### Schedule 5-1 INTENTION TO BID FORM

While not mandatory, it is requested that the potential bidder submit the following completed form to the Company indicating their interests in bidding. Submitting this form will ensure that potential bidders are notified of any clarification responses to queries raised and have access to all schedules in Section 6 prior to bid submission.

Name:		Date:		, 2024
Address in Oman:		Contact Person:		
Address outside of Oman		Country:		
Contract Details:	Email Address (es):			
	Phone Number:	( ) –		
		( ) –		
Authorized Signature:				

Email to the following addresses: [gopal.krishnan@alkamilpower.com](mailto:gopal.krishnan@alkamilpower.com)  
[bryniak@icloud.com](mailto:bryniak@icloud.com)

Acknowledgement along with copies of the outstanding Schedules in Section 6 should be received within 24 hours of receipt of this form

## Schedule 5-2 INTENTION TO VISIT THE PLANT

Please submit the following form indicating your intention to visit the site one week notice, along with the number and names of the individuals planning to attend. Those individuals attending the Plant site visit must participate in a short induction process that covers health, safety, security, environmental matters regarding the Plant. Suitable Personal Protection Equipment ("PPE") equipment will be provided at the Plant, though those participating in the site visit may wish to use their own.

Number of Participants:		Company Name:	
Preferred Site Visit Date:		_____, 2024	
Names of Participants:	1.		
	2.		
	3.		
	4.		
	5.		
Main Contact Details	Name:		
	Phone Number:		
	Email:		

Email Form to:

[harshang.patel@alkamilpower.com](mailto:harshang.patel@alkamilpower.com) (AKPC Plant Manager)

[gopal.krishnan@alkamilpower.com](mailto:gopal.krishnan@alkamilpower.com)

[bryniak@icloud.com](mailto:bryniak@icloud.com)

The Plant Manager will inform the Main Contact of documentation requirements.



## Schedule 5-3 BID PRICE FORM

This Bid Price Form which follows must be submitted by the due date stated in Section 1.4 and as may be revised as per Addenda issued to potential bidders.

Name of Bidder:		Date:	,2024
Street Address:			Country:
	Bid Price OMR	VAT OMR @5%	Total Bid Price OMR
Base scope:			
Option 1: Surrounding wall removal:			
Option 2: Complete foundation removal:			
Option 3: Levelling with additional material to original ground level:			
Option 4: Removal of parking area pavement outside of the Site			
Grand Total Bid Price:			
We acknowledge that our Bid Price is fixed and includes all costs associated with undertaking the scope of work as described in Section 3, and that there are no exceptions in delivering the scope of work.			
Authorized Signature:			
Company Stamp (if appropriate):			

## SECTION 6 - SCHEDULES

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### **Schedule 6-1      Environmental Management Plan**

*Will be provided to Bidders who submit Form 5-1: Intention to Bid Form*

## **Schedule 6-2      Environmental Authorities Approval Letter**

*Will be provided to Bidders who submit Form 5-1: Intention to Bid Form*

**Schedule 6-3 Bill of Quantities Covering Civil Works**

*Will be provided to Bidders who submit Form 5-1: Intention to Bid Form*

## Schedule 6-4 General Site Requirements

The purpose of this schedule is to specify, vis-à-vis the appointed Demolition Contractor (the “Contractor”), the prevailing safety stipulations and to communicate the necessary directives, so that the work carried out by the Contractors, their personnel and any sub-Contractors, as required, shall take place in optimal and safe conditions. The Contractor and/or Subcontractor shall be responsible to execute works as per HSE guidelines of the Company as well as any local regulations.

These General Site Requirements (**GSR**) impose on the Contractor several obligations whose purpose are to avoid, as far as possible, any (i) mutual risks to one another's safety vis-à-vis any other parties involved in the work and (ii) any damage to the environment. Implementing these GSR is the responsibility of the Contractor. These GSR are aimed at arranging the relations between the Contractor and the Company's representative and Company in such a manner that, on the one hand, the work carried out by the Contractor carries no risk to the Company's representative and Company and its personnel and, on the other hand, that the Company's representative and Company offers the Contractor a working situation in which the work can be carried out in a safe manner. If, in the opinion of the Company, certain work is carried out in an irresponsible manner and/or with safety risks, he may stop this hazardous work immediately. The work shall only resume once this dangerous situation has been rectified, after approval by the Company.

In the interest of the safety of its own employees, the Company's representative shall at all times retain the right to control the employees of the Contractor and his Subcontractors regarding their attitude in technical and safety matters as well as the quality of their work, not to authorise the use of certain unsafe equipment, tools and/or work methods and to halt work should it be deemed that the work carried out or the manner in which the work is being carried out constitute a danger for health, safety and the environment. The work shall only resume once this dangerous situation has been rectified, after approval by the Company's representative. In exceptional circumstances, the Company's representative may make available safe equipment and/or tools after the Contractor has been informed of this. The costs relative to making this available shall be charged to the Contractor.

The Contractor shall fully comply with the GSR. In the case of non-compliance, the Contractor shall assume full responsibility for all the consequences.

### A. Site Regulations

#### A.1 Site Policy

The Contractor:

- a. shall give the Company's representative, for review and approval purposes, its own work plans, rules and regulations for on-site activities, and such plans, policies and procedures shall include:
  - i. Project Execution Plan;
  - ii. HSSE Plan;
  - iii. EMP;
  - iv. Waste Management Plan;
  - v. Emergency and crisis management Plan;
  - vi. Access control;
  - vii. Traffic Management plan;
  - viii. PTW;
  - ix. Plans and method statement for high risk activities (eg: lifting, trenches, confined space, working at height);
  - x. Equipment qualification and inspection plan; and,
  - xi. Any other appropriate plans, policies and procedures related to such demolition works.

- b. shall ensure order and discipline at Site throughout the duration of its work;
- c. shall comply with all directives from the Company's representative intended to maintain order, discipline and safety on the site;
- d. shall inform by way of notices displayed on boards in the huts, shelters and locker- rooms of his personnel and of his Subcontractors, that the following are prohibited:
  - on the Site:
    - storing of explosives, oxidants, etc.;
    - lighting of fires;
    - introduction of any alcoholic beverages or drugs;
    - bathing close to site installations and within the site;
    - displaying posters or other documents, except in the places specifically reserved for this by the Company's representative;
    - holding of personnel meetings other than in the Contractor's premises;
    - having meals other than in canteens made available by the Contractor;
    - photographing of the work, interviews and reports without the written authorisation of the Company's representative;
    - operating valves, regardless of the fluid in question, or using fire network hydrants for everyday use;
  - outside the Site:
    - communications to the press, whether verbal or written or photographs or drawings, relative to the work of the enterprises or to things seen or heard while present on the site;

## A.2 Site Handover

Prior to Site handover to Contractor, the environmental advisor to the Company will establish an environmental baseline report. At the end of the Works, and prior the Site being returned to the Site Owner, the environmental advisor will establish a second environmental baseline report. Those reports are intended to ensure that no pollution, contamination or waste is left at the Site by the Contractor, who has the responsibility to ensure that the original environmental baseline is maintained..

The Site will be handed over in full to the Contractor prior to the start of the works, but only after (i) all required policies and procedure of the Contractor are approved by the Company, (ii) the Company has carried out required decommissioning, and (iii) a handover document is signed by the Parties, highlighting the battery limits, residual hazards, the environmental baseline, and any other pertinent requirements related to the site handover..

After the Site handover to Contractor, the Contractor shall ensure full care and duty of the Site until it is returned to Site Owner.

## A.3 Access

### a) Personnel access:

Access permits shall be requested to and approved by Company's representative. The access permits shall remain the property of the Company and any personnel of the Contractor who cease their activity on the site shall surrender the access permit. The Contractor undertakes for himself and his sub-contractors to comply with the site regulations. All material and / or objects, even personal effects, entering and leaving the site must be declared to the agents controlling access.

### b) Vehicle access:

Vehicles allowed on the site are exclusively granted access for the time needed to transport personnel, deliver, or remove materials or equipment. Both for delivery and removal, a dispatch document or loading inventory shall be drawn up by the Contractor and sent by him to the

Company's representative. Unless authorised by the Company's representative, no parking of vehicles belonging to the personnel of the Contractor, his Sub-contractors or visitors shall be allowed within the confines of the site.

#### A.4 Site Temporary Facilities

Temporary constructions for use as offices, warehouses, workshops or sanitary facilities, lighting facilities shall be allowed. Any overnight accommodation for workers employed by Contractor is excluded. At the end of the work, the Contractor shall restore all premises made available to their initial conditions. Access roads, temporary tracks and paving shall be executed and maintained by the Contractor.

Contractor shall provide for the Company temporary facilities including furnished office (for 3 individuals), meeting room, internet access and toilets. Contractor shall ensure operations, maintenance and provision of utilities for such facilities within 2 weeks of contract award until two weeks prior to the official site handover to the Site Owner.

#### A.5 Utilities

Contractor shall be responsible to provide all utilities required for the Site. Any connection to the utilities must be approved in writing by the Company's representative.

##### a) Drinking water:

The Contractor shall undertake and be responsible for all connections necessary for his requirements, as well as their maintenance and, where appropriate, any modification deemed necessary by the Company's representative.

##### b) Waste water and other liquids:

The Contractor shall connect and maintain his installations to the existing sewage network or any other disposal point. The Contractor shall take account, during installation and use of the site installations, of the fact that only domestic waste water, waters from the sanitary installations and rainwater may be disposed of in the sewage network. Any disposal in the sewage network of liquid or solid industrial effluent is strictly prohibited.

##### c) Waste:

The Contractor provides a procedure for the collection, disposal and removal of waste describing:

- The process of collection and disposal;
- The process of removal.

The Contractor disposes at any moment of an inventory of all present waste products and a list of all registered societies for removal.

##### d) Electric power supply:

The supply to the site installations (mobile main boxes and fixed installations) must comply with the prevailing legislation and approved by Company 's representative. The Contractor takes sole responsibility for the assembly, operation and maintenance of the installation.

The interventions of the Contractor on electrical installations that do not belong to him, as well as installations near overhead or underground power cables are subject to agreement by the Company's representative and shall be carried out in compliance with the associated tags/padlocks.

Away from the work area, overhead electrical supplies and auto-transformer supplies are prohibited. The Contractor shall connect to the point indicated by the Owner's representative. This point may be

moved by the Owner's representative according to the site requirements and progress with no recourse by the Contractor regarding compensation due to the connection being relocated.

e) Compressed air supply:

The Contractor shall carry out and assume responsibility for the assembly of his installation and all the connections necessary to meet his requirements, including maintenance and, where appropriate, any modification deemed necessary by the Owner's representative.

## B. On-site Safety

### B.1 Duty to Inform

The Contractor shall contribute by all means to the Company's HSE Engineer on site. The Contractor must, before the start of the work, make himself familiar with all dangers on the site and locate the alarm installations and signals, emergency exits and the first-aid resources.

The Contractor must communicate this information to his personnel and Sub- contractors, at the same time as the instructions and other aspects relative to safety which emerge throughout the duration of the Contractor's activities.

In the case that the Contractor's activities entail particular risks he shall inform the Company or its, representative and, if any, the other Contractors present so that they may take the measures necessary to protect their personnel. The Contractor shall inform the Company HSE Engineer so that he can perform the HSE coordination on site.

### B.2 HSE Plan and Risks Analysis

With respect to the contract the Contractor shall establish a Health, Safety and Environment plan and perform an analysis of the risks related to the work that will be executed by him, his personnel and his Sub-contractors, if any. This HSE plan will comply with (i) the information and stipulations contained in the general HSE plan established by the Company, (ii) the Environment Management Plan (iii) the local regulation and (iv) international best practices.

The Contractor shall define the safety measures to be taken accordingly, considering the presence at the site of personnel from other Contractors and Company representatives.

The Contractor submits his HSE plan and his risks analysis to the Company's representative prior to the site work start.

### B3. Site activities co-ordination – HSE meetings

With the aim of co-ordinating all the site activities, HSE co-ordination meetings shall be organised on the initiative of the Company's representative. These HSE co-ordination meetings shall take place either separately or be made part of the agenda of the site 's overall co-ordination meetings. The Company's representative shall determine the frequency of the HSE co-ordination meetings according to the type and progress of decommissioning works at the site.

#### 1) Site HSE work start-up meeting

A first HSE work start-up meeting is held for each Contractor prior to the start of their work on site.

At this HSE meeting:

- the Contractor's HSE Officer presents the Contractor's HSE plan and the risks analysis;
- the Company's representative/HSE coordinator checks the Contractor's HSE plan and risks analysis.

All the matters referred to during an ordinary HSE co-ordination meeting can be discussed at this meeting if the Company's representative or the Contractor deems it necessary.



## 2) HSE co-ordination meetings

All the HSE Officers of the Contractors who carry out work on the site shall attend these meetings. Examples of the matters discussed at these meetings:

- interferences between Contractors' activities on the site;
- utilisation and usefulness of specific individual protective equipment;
- accidents or incidents arisen;
- contents of the Contractors' toolbox meeting reports;
- corrective action to be taken;
- emergency plan;
- order, cleanness and pollution;
- padlocking/tagging of equipment.

The subjects discussed at the HSE co-ordination meetings are discussed also at the toolbox meetings which the Contractors must organise individually for their personnel.

## 3) Toolbox meetings

Each Contractor organizes toolbox meetings for his personnel carrying out work at the site. The toolbox meetings are short meetings held regularly to discuss HSE aspects. Of each toolbox meeting, a report is drawn up listing the matters discussed, the documentation used, the names of the persons who attended and the remarks made, if any.

Examples of matters to be discussed:

- Points discussed at the most recent HSE co-ordination meeting;
- Required response in the event of an incident, fire or alarm at the site or at the Owner's installations, if particular instructions exist (evacuation plan, location of emergency showers, ...);
- Tasks at the site that entail risks;
- Respect of HSE rules;
- Site cleanness and waste evacuation procedures.

## B.4 Site inspections

HSE inspections shall be organised periodically on the Company's representative's initiative. The shortcomings identified during the inspection shall be resolved as much as possible during the inspection. The findings of the participants to these inspections shall be recorded in a report. The actions decided jointly with the Contractors' representatives are specified in a list of HSE action.

## B.5 Contractor's obligations

- The Contractor shall be responsible for organising the safety aspects as regards the work he or his Sub-contractors shall carry out. Accordingly, he must ensure the correct co-ordination and surveillance of all persons participating for his account in the execution of the work.
- In order to ensure the safety of his own personnel and the personnel of the Company / representative or third parties, the Contractor must:
  - make his personnel available to the Owner or Owner's representative when the safety circumstances dictate this;
  - have available personnel, installations, materials and equipment in order to attend minor injuries
  - the Contractor shall only use apparatus, machines and mechanised tools which have relevant certifications / compliances or are in good conditions.
  - shall use adequate collective protection equipment (guard-rails, safety nets, sign-posting, shielding of machine tools, barriers etc.
  - individual protection equipment (PPE's) complying with regulations and appropriate for the work.

- shall adopt specific protection measures, according to prevailing regulations concerning the storing of dangerous and inflammable liquids, heating apparatus, installation and use of tower cranes, goods lifts etc, oxyacetylene blow torches, fire-fighting means, noise reduction means, execution of underground works, blasting etc.

## C. Site Management

The purpose of this section is to describe the minimum requirements of the Company in relation to the execution of works at site by the Contractor.

### C.1 Meetings

In addition to the HSE meetings, the relations between the Contractor and the Company are governed by two types of meetings, namely:

- Kick-off and follow-up meetings;
- Work progress technical meetings.

### C.2 Kick- off meetings

The purpose of this meeting is to review all practical and technical contractual modalities to be taken into consideration by the Contractor:

- staffing forecasts;
- scheduling of deliveries and storage conditions;
- terrain availability for site installations and storage;
- utility requirements (electricity, water, etc.);
- procedures relative to invoicing, quantity surveys, progress statements, service orders, work orders, execution reports, controlled expenditure, acceptance of work done, etc.
- Owner's representative's site organisation ;
- Contractor's site organisation, including:
  - company identification file;
  - Contractor's organisation chart;
  - identity of the **sub-contracting** personnel;
- the nature and quantities of the hazardous materials, explosives, if any, for which storage must be arranged;
- general execution schedule established by the Contractor and which forms part of the co-ordination schedule of the Owner's representative;
- work dossier of the Contractor;
- copies of the operating licence applications and authorisations from official bodies;
- insurance policies and proof of payment.

### C.3 Work progress technical meetings

These meetings, the frequency of which is determined by the Company's representative, are intended to:

- organise the co-ordination between the Contractors;
- approve the work dossier;
- identify the Owner's representative's intervention points;
- analyse and approve the work schedules;

- process the anomalies, exception requests and interfaces;
- check compliance with the Specifications.

#### C.4 Work dossier

The Contractor shall present the elements necessary for his qualification with respect to the work required and, in the case of Quality Assurance, his QA Manual. Before the start of the work, the Contractor shall establish and submit to the Company's representative the technical dossier covering the following points:

- definition of the execution sequences;
- execution plans;
- permanent and temporary handling equipment needed, with the corresponding execution phases;
- characteristics of the special tools used;
- personnel numbers and qualifications, working schedules;
- definition of the assembly procedures;
- welding, oxygen cutting, grinding, procedures, etc.;
- work execution controls supervision sheets (procedure, means and location of the measurements, results interpretation);
- cleanness and finishing conditions;
- cleaning and rinsing procedures;
- interfaces;
- loads on the temporary supporting or anchor points used for assembly, the stress constraints applied to the structures (ground load, tensile load, etc.);

During the work, the Contractor shall keep available, on the site, for the Company's representative all documentation for monitoring work progress, as well as the applicable execution procedures, plans approved for execution and plans noted "AS BUILT".

At the end of the work, these listed and updated documents shall be part of the Closeout Records.

#### C. 5 Weekly and Monthly Reporting

The Contractor shall provide weekly reports that show progress against plan and standard HSE statistics. Weekly reports are due by the end of each Thursday. Monthly reports are due on the first business day following month, and shall report progress against plan, estimated completion date, standard HSE statistics and work activities planned for the next month.

#### C.6 Deficiency reports (DR)

If the Contractor is not able to meet his contractual obligations, the Company's representative will establish a DR, stating in particular:

- supply of materials and/or equipment that is not compliant;
- non execution of planned work;
- defective execution of work in progress;
- non repair of a defect;
- non respect of a contractual obligation.

The Contractor shall have 48 hours for formulating his observations. After this period, the Company's representative reserves the right to have the work executed by a third party and charged to the Contractor.

### C.7 Contractors Organisation

Following positions are expected to be provided by the Contractor, which is subject to its own evaluation of works and agreement with Company.

- Site Manager;
- HSE Engineer;
- QA/ QC Engineer;
- Mechanical Team (composition as required)
- Electrical Team (composition as required)
- Civil Team (composition as required)
- Rigger Team (composition as required)

Contractor shall provide a Manpower Plan and corresponding schedule for Project Execution.

## **Schedule 6-5 - Form of Demolition and Rehabilitation Agreement**

*Will be provided to Bidders who submit Form 5-1: Intention to Bid Form*

## Schedule 6-6 – HSE Questionnaire and Related Attachments

<b>HSE information required from Bidders related to Qualification</b>		
<b>Analysis criteria</b>	<b>Required Evidence or Explanation + Reference to annexes</b>	<b>Bidder's answer with description and reference to annex</b>
HSE ORGANISATION		
Do you have an HSE Policy?	Copy of the latest HSE Policy duly signed by the CEO or Managing Director	
Do you have a Company's HSE Management System? Is it documented with a Plan?	Provide Company HSE Management Plan or summary of HSE process, ....	
Please provide any accreditation of the HSE Management System towards ISO/OSHAS. Same request on QA/QC management	Certificate with detail of perimeter, dates and latest main conclusions of audit report	
Describe how the HSE Policy and Management system, procedure, work instruction, are communicated to all sites and employees, newcomer and describe how the system is measured to be effective among employee's behaviour and results.	Describe communication protocol towards your employees or provide example in annex Please indicate annex number and paragraph where applicable	
Describe how your Policy, HSE Management system is communicated to any Third-party/Contractor, and describe how the system is measured to effective among contractor's behaviour and results.	Describe communication protocol towards external contractors or provide example in annex Please indicate annex number and paragraph where applicable.	
How do you ensure that your HSE management system remains appropriate and efficient for activities and localisation concerned of this RFI/RFP?	Give evidence that your HSE Management System is reviewed, evaluated and concern the activity and localisation to manage activities of this RFI/RFQ	
Do you establish leading and lagging KPIs for each year? Include the KPIs for the current year	Provide us list of your indicators and example of report including indicators for the current year	
Describe the HSE organisation chart of the company. How many internal HSE managers/supervisors do you have? How many external HSE	Provide organisation chart, figures, and CV of Key HSE Manager/Members	

managers/supervisors do you subcontract?		
Has your Company ever received any HSE awards?	If yes, please provide details	
Has your Company been the subject of any HSE violation or formal legal proceeding (within the last 3 years)?	If yes, please provide details	
Can you share with us an extract or a HSE Plan developed for a similar activity/project?	If possible, please provide example/extract	
HSE DESIGN (not applicable if no design is required)		
Do you have experienced and dedicated technical safety engineer (who are competent to participate in reviews such as HAZIDs/HAZOPs/LOPAs/...)?	Provide us procedure for technical safety review	
What norms/standards are being used for design of safety and fire systems (e.g. ISO/NFPA/IECXx/ATEX/...)?	Details of norms/standard used	
List key Technical Safety workshops/reviews and studies undertaken for each project and specify whether generic or specifically undertaken for the project / scope. Provide example template of the Safety Concept	Provide list and process information Provide example template of the Safety Concept	
When HAZIDs/HAZOPs/LOPAs/... reviews are performed?	If possible, please provide example/extract of HAZIDs/HAZOPs/LOPAs/...	
What is your Company's understanding of SIL? Is standard IEC EN 61508 used?	To answer if provide equipment with electrical system	
How is "Management of Change" integrated in the design/construction process?	Provide procedure for management of change	
<b>HSE RISK AND INSURANCE</b>		
Describe your HSE risk register process	Provide an example of risk assessment register.	
Describe your HSE risk assessment process	Provide example of project risk assessment and methodology used.	
Describe your HSE work instruction / method statement process	Provide example of method statement, working procedure including HSE analysis, Job Safety Analysis	

Describe your HSE work instruction for LoTo (LockOut TagOut) mechanical and electrical	Provide procedure or extract	
Describe your HSE work instruction for work at height	Provide procedure or extract	
Do you have a Permit to Work system? If yes, for which kind of tasks?	Provide procedure or extract	
Do you have "HSE golden rule" or similar?	Provide names and list of golden rule and one content example	
Please provide any accreditation of the HSE Management System towards ISO/OSHAS. Same request on QA/QC management	Provide procedure or extract or example of checklist/ methodology used Provide frequency, number of inspection/audit last year and position of people in charge	
Describe the maintenance/inspection programme that you have in place for mobile plant and equipment, power tools and other equipment	Provide procedure or extract	
Describe how you manage client feedback on the design / construction	Provide procedure or extract	
Describe how you perform global Risk Review?	Provide procedure or extract	
<b>HSE COMMUNICATION &amp; CULTURE</b>		
Do managers of the Company undertake safety leadership site walk throughs?	Provide procedure or extract	
Do you hold employee HSE meetings / site "HSE toolbox talks"/site "take 5"? If so, what is frequency?	Provide an example of toolbox tool and periodical reporting	
Describe how you promote an HSE Culture within your organisation	Please provide a detailed HSE programme referring to "Promotion of Safe Behaviour"	
Describe how you manage deviation from HSE rule by employee and the dedicated sanction process	Provide description, procedure or extract	
<b>HSE COMPETENCIES &amp; TRAININGS</b>		
Describe how you manage and monitor the HSE competencies of your personnel	Provide: -procedure or extract -HSE yearly program training -Training matrix -Number of HSE training working time last 2 years	
Describe what safety trainings you conduct internally/externally and how	List the HSE trainings	



<p>you measure the effectiveness of such trainings. List the trainings (e.g. PPE/Working at Height/Confined Space Entry/...)</p>		
<p>Does your Company have training records/training register? How do you organize trainings? Do you have any kind of training matrix according to the expertise/assessment/seniority of employees?</p>		
<p>Describe your assessment and monitoring of the competencies of your personnel (on site or not) Describe what safety inductions you have in place and how you measure the effectiveness of such inductions</p>	<p>Provide an example/ extract of site safety induction support</p>	
<p>Is there an experienced HSE supervisor on site / in high risk work areas?</p>		
<p>Describe how you select third parties / subcontractors?</p>		
<p>Can you ensure that all your H&amp;S rules are cascaded to every subcontractor, consultant, supplier or other person appointed or coordinated by you and your sub-contractors, so they all comply and implement these requirements and the HSE Plan? How do you ensure supervision of your own subcontractors?</p>	<p>Just ask if the contractor is ready to deploy the same HSE rules towards subcontractors?</p>	
<p>Can you ensure that you will monitor and report all relevant HSE aspect of subcontractors behaviour the same way as implemented for your own personnel?</p>		
<p>HSE PERFORMANCE (including subcontractors)</p>		
<p>Total number of worked hours in year n-1?</p>	<p>Figures &amp; Annual H&amp;S Report (provide an example)</p>	
<p>Total number of worked hours in year n-2?</p>	<p>Figures &amp; Annual H&amp;S Report (provide an example)</p>	
<p>Total number of worked hours in year n-3?</p>	<p>Figures &amp; Annual H&amp;S Report (provide an example)</p>	
<p>Number of LTA in year n-1?</p>	<p>Figures &amp; Annual H&amp;S Report (provide an example)</p>	
<p>Number of LTA in year n-2?</p>	<p>Figures &amp; Annual H&amp;S Report (provide an example)</p>	

Number of LTA in year n-3?	Figures & Annual H&S Report (provide an example)	
Number of fatalities in year n-1?	Figures & Annual H&S Report (provide an example)	
Number of fatalities in year n-2?	Figures & Annual H&S Report (provide an example)	
Number of fatalities in year n-3?	Figures & Annual H&S Report (provide an example)	
What is your frequency rate for year n-1?	Figures & Annual H&S Report (provide an example)	
What is your frequency rate for year n-2?	Figures & Annual H&S Report (provide an example)	
What is your frequency rate for year n-3?	Figures & Annual H&S Report (provide an example)	
What is your severity rate for year n-1?	Figures & Annual H&S Report (provide an example)	
What is your severity rate for year n-2?	Figures & Annual H&S Report (provide an example)	
What is your severity rate for year n-3?	Figures & Annual H&S Report (provide an example)	
Describe how you record accidents / incidents	Provide description, procedure or extract	
Describe how you investigate accidents / incidents	Provide description, procedure or extract	
Describe how you share the findings and lessons learned with employees	Provide description, procedure or extract	
Example(s) of one incident/accident report(s) and lesson learned shared	Provide example(s)	
ENVIRONMENT		
Do you have any accreditation of the HSE Management System towards ISO/OSHAS/EMAS/...? Same question on QA/QC management?	Certificate with valid dates and latest audit report.	
Do you publish an Annual Environmental Report?	Annual Environmental Report (or equivalent yearly report published and accessible to public)	
Do you have any other related document that worth being studied?	Environmental Policy, Environmental Management Plan...	
What is your procedure to manage waste on site? How do you follow chemical hazards (CMR, asbestos, ..)?	Provide description, procedure or extract	

<b>INFORMATION REQUIRED</b>
ISO 9001 Certificate
ISO 14001 Certificate
OHSAS 18001 Certificate
HSE Standard Policy
Risk Management Policy
Quality Control Standard Policy
Environmental Standard Policy
Project Management / Execution Policy or typical Project Management / Execution plan
Annual HSE Report
CV of HSE Director
Sample of CV for potential Project Managers, Construction Managers and HSE Managers and Supervisors (focus on internal resources)
Insurance certificates (third-party liability,...) in proper language and demonstrate compliance with insurance clause and schedule requirements: - admitted and properly rated insurance companies - validity period of the certificates