

**Bid number: EOI/OAB/NC-01/2025****Bid Description: Expression of Interest for the Procurement of Upstream Panel of Consultants****Clarification No: 2      Date: 30 January 2026**

Item No.	ITB Page	Section / Clause	Clarification from Bidder	Response from NAMCOR
1	No reference made	Scope, Local Content & Panel Utilization	Does NAMCOR anticipate site/ in country visit during the course of the selection process? If yes, what would be the frequency and expected duration of the visit?	No. There are no site/in country visits expected during the selection process.
2	No reference made	Scope, Local Content & Panel Utilization	How frequently does NAMCOR anticipate calling-off services from the panel per lot? or is the expectation for the Consultant to be embedded in the panel on a full-time basis?	The panel of consultants will be valid for a period of 3 years. During this time, a consultant may be required to perform work in line with the chosen lot as the need arises.
3	No reference made	Scope, Local Content & Panel Utilization	For both Project Management and SHEQ roles, is physical presence in Namibia required during the 3-year period, or will hybrid/remote embedding be acceptable?	It is the responsibility of the bidder to propose a compelling and acceptable method of execution to NAMCOR in support of their bid.
4	No reference made	Scope, Local Content &	Are there expectations or scoring incentives for Namibian	All mandatory requirements are as per the EOI

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		Panel Utilization	participation, training hours, or local partnerships? Will this be introduced at RFP stage?	document.
5	No reference made	SSHEQ	Is NAMCOR seeking primarily governance and assurance support or operational SHEQ delivery or both?	<p>SHEQ support includes but not limited to:</p> <ul style="list-style-type: none"> <li>• Formulate the SHEQ upstream framework, review and advise on SHEQ related matters on E&amp;P operations.</li> <li>• Evaluate emissions, waste, spills, ESG reporting, and sustainability initiatives.</li> <li>• Ensure compliance with international (ISO, OSHA, API, IOGP) and local regulations and ensure emergency response readiness.</li> </ul>
6	No reference made	SSHEQ	Are operator-specific SHEQ systems expected to be integrated into a NAMCOR corporate framework?	It is the responsibility of the bidder to propose a compelling and acceptable framework to NAMCOR in support of their bid.
7	No reference made	SSHEQ	Which standards should SHEQ frameworks align to as a minimum (e.g. ISO 14001, ISO 45001, API RP 75, IOGP)?	See answer in item No. 5
8	No reference made	SSHEQ	Are Namibian regulatory requirements expected to take	Petroleum industry activities in Namibia are done

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			precedence over international operator standards where conflicts arise?	within the provisions of the respective regulatory requirements (Petroleum Act, Environmental Act .etc.)
9	No reference made	SSHEQ	Will NAMCOR provide access to regulatory interfaces, or is the consultant expected to engage independently with Regulators in Namibia?	NAMCOR will provide all the necessary support to the consultant in engaging the regulator when required.
10	No reference made	Project Management & Cost Control	Will consultants support cost recovery audits under JOAs?	<p>Project Management &amp; Cost control includes but not limited to:</p> <ul style="list-style-type: none"> <li>• Support on rig contracting strategies and long lead item ordering.</li> <li>• Work program and budget review.</li> <li>• ITT/CFT scope review.</li> <li>• Support review of procurement methods and costing.</li> <li>• Support with project management (costs and schedule) for upstream contracts.</li> <li>• Benchmarking of cost estimates and</li> </ul>

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				CAPEX/OPEX controls against industry standards.
11	No reference made	Project Management & Cost Control	What level of involvement is expected in tender adjudication versus advisory roles?	It is the responsibility of the bidder to propose a compelling and acceptable proposal to NAMCOR in support of their bid.
12	No reference made	Project Management & Cost Control	Is NAMCOR seeking assurance/owner's engineer oversight (governance, reviews, gate assurance), embedded delivery support, or full project management execution role? Will the role vary by project phase (Appraisal, Pre-FEED, FEED, Execute)?	See answer in item No.10
13	No reference made	Project Management & Cost Control	Operator Engagement: Will the consultant be expected to engage directly with JV operators on NAMCOR's behalf (e.g. participating in technical, commercial, or project governance discussions), or operate strictly as an internal advisor to NAMCOR, with all external engagement managed by NAMCOR personnel?	No. Consultant will not be required to directly engage with the Operators on NAMCOR's behalf.
14	No reference made	Project Management & Cost Control	Governance & Decision Forums: Will the consultant have	No. Consultant will not be required to participate or

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			authority when mandated by NAMCOR to attend and contribute to operator stage-gate reviews, project assurance reviews, and technical decision forums? Will the consultant be able to observe or participate in operator tender boards or bid evaluation committees in an advisory capacity? assuming delegated authority for approvals will be retained by NAMCOR.	be party to Operators bid evaluation committees on NAMCOR's behalf.
15	No reference made	Project Management & Cost Control	Will the consultant be expected to provide independent cost estimates and benchmarks, or only review operator-provided estimates?	It is the responsibility of the bidder to propose a compelling and acceptable proposal to NAMCOR in support of their bid.
16	No reference made	Project Management & Cost Control	What cost classification standards should be adhered to (e.g. AACE, IPA, NAMCOR internal)?	It is the responsibility of the bidder to propose a compelling and acceptable proposal to NAMCOR in support of their bid.
17	No reference made	Training & Mentorship	How will competency transfer be measured and accepted by NAMCOR?	NAMCOR will use performance based and self-reporting assessments amongst others.
18	No reference made	Training & Mentorship	Are there predefined competency frameworks currently in use?	No. There are no frameworks currently in use.

Clarification No. 2 Expression of Interest for the Procurement of Upstream Panel of Consultants

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19	No reference made	Training & Mentorship	What is the expected ratio of consultants to NAMCOR understudies to further enhance NAMCOR's personnel capabilities?	It is the responsibility of the bidder to propose a compelling and acceptable proposal to NAMCOR in support of their bid.
20	No reference made	Commercial & Contractual	Will standard NAMCOR consultancy contracts apply across all call-off assignments?	No, the consultancy contracts will be tailor made specific to the scope of the assignment.