



شركة قطر الوطنية لصناعة الأسمنت (ش.م.ع.ق.)
QATAR NATIONAL CEMENT COMPANY (Q.P.S.C.)

رأس مال الشركة ٦٥٣,٥٢٨,٩٤٠ ريال قطري (مدفوع) The capital of company QAR 653,528.940 (Paid)



Ref.: QNCC/T&PC/22/129

Date: 04/08/2022

TO : **ALL THE PARTICIPANT IN THE PUBLIC TENDER**

NO. OF PAGES : 01+ 00

REF **Public Tender No. 10/22 - Provide The Company/QNCC with Consultancy Services for Operational Excellence and Business Boost in Industrial Premises and Administration Facilities in Different Locations, at Doha, Ummbab and Al Rekiya- State of Qatar, as per the Terms and Conditions of The Contract.**

SUBJECT TENDER BULLETIN NO. 3 - RESPONSES TO THE QUERIES RECEIVED.

With reference to the above mentioned subject and as per the queries received from the participants. Below are the following responses.

No.	The Participant's Queries	QNCC Responses
1	Based on the additional queries will request to extend the submission by 1 week (till 14th August).	<p>It has been decided to grant an extension period to provide more time to submit your competitive offer.</p> <p>Therefore the new closing date for the aforementioned Public Tender will be read on: Sunday, August 28, 2022, on/or before 12:00 noon.</p> <p>Accordingly, you are expected to make both the Tender Offer and Tender Bond validity effective on the new closing date.</p>
Other queries received from the participants and QNCC responses as per the attached documents.		

All other tender's terms, conditions and specifications remain unchanged.

Please acknowledge & confirm the receipt of this written notice by signing and returning this page email address: tpc@qatarcement.com.

NAME.....

SIGNATURE & SEAL.....

DATE: / /2022

THANKS & BEST REGARDS,

For Qatar National Cement Company (Q.P.S.C.)

ENGR. ESSA MOHAMMED ALI KALDARI

**Chief Executive Officer,
Deputy Chairman of Tender & Procurement Committee (T&PC)**

CC

- Tech. Asst. to the CEO
- Fin. & Admin Manager
- Head of Legal Section

T. & P.C.

ص.ب: 1333 DOHA- QATAR قطر - الدوحة - 1333

تليفون المكتب الرئيسي: ٤٤٦٩٤٣٥٤ / ٥/٦/٧ - ٤٤٦٩٤٣٥٤ - تليفون المصنع: ٤٠٤٢٦٢٢٢ (٥ خطوط) - فاكس: ٤٤٧١٢٥٨٥ - ٤٤٧١٢٥٨٦ - ص.ب. رقم: ٢٥
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PTNO 10/22 - To Provide the Company/QNCC with Consultancy Services for Operational Excellence and Business Boost in Industrial Premises and Administration Facilities in different locations, at Doha, Ummbab and Al Rekiya, State of Qatar as per the terms and conditions of Contract.

S. #	Reference from RFP	Queries	QNCC Responses
1	Closing Date: Sunday, August 7, 2022 @ Before or on 12:00 hours @ Noon	Based on the additional queries will request to extend the submission by 1 week (till 14th August)	<p>It has been decided to grant an extension period to provide more time to submit your competitive offer.</p> <p>Therefore the new closing date for the aforementioned Public Tender will be read on: Sunday, August 28, 2022, on/or before 12:00 noon.</p> <p>Accordingly, you are expected to make both the Tender Offer and Tender Bond validity effective on the new closing date.</p>
2	SCOPE OF CONSULTANCY SERVICES - Diversification & Strategic Initiative	We plan to cover Qatar, GCC countries and 1 country in MENA region and 2 countries in Africa which will be shortlisted based on demographics and demand-supply parameters. Kindly confirm if this is ok?	Okay.
3	SCOPE OF CONSULTANCY SERVICES - Diversification & Strategic Initiative	We understand that QNCC is interested in staying within its core business and the diversification to be considered will be limited to the construction sector. We plan to cover only the construction sector. Kindly confirm if this is ok, or if QNCC has already identified/shortlisted sectors for diversification.	QNCC's interest is to stay within its core business, however, out of core business or diversifications can be considered for exaple 80% core /20 out of core (other bussines).
4	SCOPE OF CONSULTANCY SERVICES - Diversification & Strategic Initiative	Technical inputs will be provided by the Consultant subject matter experts (SMEs) and/or third-party industry experts. Appointing SMEs/industry experts for non-core business and multiple sectors for diversification would be difficult as these sectors are undefined at this stage. We plan to provide a high-level feasibility assessment for the finalized/shortlisted products, kindly confirm if this is ok?	The Consultant shall provide enough and reasonable technical and commercial information that helps to take a decision
5	SCOPE OF CONSULTANCY SERVICES - Diversification & Strategic Initiative	We understand that 5 to 7 products will be considered for the initial stage of the diversification study, this list will be further refined to 2 to 3 finalized/shortlisted products for which we will undertake high-level feasibility assessment. Kindly confirm.	The final list shall includes 5 to 7 product/sector

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6	SCOPE OF CONSULTANCY SERVICES - SOS summary	<p>In the responses, there are approximately 92 JDs to be reviewed and updated, and approx. 20 more JDs to be developed. The total of JDs will be approx. 112 JDs.</p> <p>Is the salary scale will be updated/ developed for the same number of positions which is approx. 112 positions? Or the number of in-scope positions for the salary scale is different?</p>	Salary scale is general based on grades
7	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly provide the list of function for which PPP manual need to be created/updated ?	Maintenance, operations, Quality, HSSE , please refer to the attached high level org chart showing existing functions and departments.
8	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly confirm that this scope is limited to updating the ESG reporting framework and does not cover the preparation of the annual ESG/ sustainability report?	The preperation of Annual ESG/ sustainability report is in scope.
9	SCOPE OF CONSULTANCY SERVICES - SOS summary	Regarding the AOA update, we envisage delivering this scope by conducting a gap analysis between the existing AOA against QFMA CG Code requirements and propose the required changes. this will not represent a full legal review of the AOA. Kindly confirm?	The Develope/Update of "AOA" should be based on Commercial Companies Law No. (11) for Year 2015, it's current amendments as well as the Corporate Governance Code No. (5) for year 2016. The criteria of such update of AOA should be done as per the approved form of the Articles of Association by the Companies' Affairs Department, Ministry of Commerce and Industry.
10	SCOPE OF CONSULTANCY SERVICES - SOS summary	<p>Based on our experience and as per QFMA requirements charter's are applicable for the following areas:</p> <ol style="list-style-type: none"> 1. Board Charter 2. Board Committees charters for Nomination, Remuneration, Risk and audit committee. 3. Investment Committee Charter 4. Internal Audit Charter <p>Our understanding is that QNCC requires the consultant to deliver the above charters only. Kindly Confirm?</p>	These are the current known requirements, however, the Consultant shall consider all the requiremnts as part of the gap analysis report.

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S. #	Reference from RFP	Queries	QNCC Responses
11	SCOPE OF CONSULTANCY SERVICES - SOS summary	<p>*Are you expecting the updated governance framework to be in one consolidated document or separate manuals?</p> <p>* Can you please name all the governance manuals and governance documents that you are referring to?</p>	<p>For clarification needed, the list of names of the existing Manuals and other related documents are the following:</p> <ul style="list-style-type: none"> • Board Committees’ Terms of References • Job Descriptions for QNCC’s Board of Directors • Board of Directors Terms of Reference • QNCC Code of Ethics • QNCC Addendum to Final Deliverables on the Compliance Review & Updating Corporate Governance Policies • QNCC Finance & Accounting Policies Manual • QNCC Finance & Accounting Procedures Manual • QNCC Human Resources & Administration Policies Manual • QNCC Human Resources & Administration Procedures Manual • QNCC Internal Audit Policies Manual • QNCC Internal Audit Procedures Manual • QNCC Investments Policies Manual • QNCC Investments Procedures Manual • QNCC Information Technology Policies Manual • QNCC Information Technology Manual • QNCC Procurement and Tendering Policies Manual • QNCC Procurement and Tendering Procedures Manual • Etc.
12	SCOPE OF CONSULTANCY SERVICES - SOS summary	We understand that the scope will cover updating the ICOFR manual/framework only and it will exclude creating/ updating the risks and controls matrices and the controls testing. Please confirm?	The Scope shall cover updating/development of ICOFR, as per applicable laws and regulations as well as the norms of best practice.
13	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly confirm that this scope is limited to updating the ESG reporting framework and does not cover the preparation of the annual ESG/ sustainability report?	The Scope does not cover the preparation of the annual report for ESG.

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S. #	Reference from RFP	Queries	QNCC Responses
14	SCOPE OF CONSULTANCY SERVICES - SOS summary	How many grades there are? What is the type of grading structure or the methodology used (e.g. Hay, point factor,	Existing includes 9 grades. Methodology is industry practice.
15	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly advise which law QNCC follows for its HR function. Is it the Labor Law or HR Civil Law?	Qatar Labor law.
16	SCOPE OF CONSULTANCY SERVICES - SOS summary	Part of the exercise for the salary scale is benchmarking QNCC against its peers. Kindly advise if QNCC wishes the scope of the benchmarking study to cover local peers or regional peers?	Both Local and regional
17	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly list the name of functions for which PPP manuals must be created ?	Repeated clarification already responded in 7 above.
18	SCOPE OF CONSULTANCY SERVICES - SOS summary	Kindly list the name of functions for which PPP manuals must be updated ?	Repeated clarification already responded in 7 above.
19	SCOPE OF CONSULTANCY SERVICES - SOS summary	With regards to PPP manuals for manufacturing within operations , maintenance and HSE are the following sub functions included such as Quality Assurance , Quality Control, Logistics and dispatch , warehouse ,stores. Also within operations function, is production and planning function included.	Yes all inclusive, please refer to the attached organizational chart.
20	SCOPE OF CONSULTANCY SERVICES - SOS summary	RFP mentions about increasing efficiency for existing business and removing wastes - Does this require us to cover cost ,throughput /efficiency improvement opportunity and other technical aspects (For example : Reduction in energy consumption, optimize cement to clinker ratio , Kiln reliability improvement and reduction in Kiln specific heat consumption). If yes, is the data available to monitor the current performance in the above mentioned areas.	Cost, throughput and energy saving is not part of this SOW, the Consultant shall develop / update the management documents that improve the efficiency and remove waste.
21	SCOPE OF CONSULTANCY SERVICES - SOS summary	Is the scope for study of the PPPs limited to one of the three locations or all of them as mention in the RFP (Doha, Ummbab and Al Rekiya). Are we planning to create Separate PPP manual for each location or one for all the three location	PPP shall be developed by function / department.