

SUBJECT	QUESTIONS AND RESPONSES ON TENDER
Tender Number	FOSPHB-RFP-18-25/26
Tender Description	REDESIGN OF MAINTENANCE STRATEGY FOR FOSKOR MINING DIVISION
Date issued	12-06-2025

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Annexure A	2	<i>"ECSA registered member/s as part of dedicated team"</i> with proof of experience in mining and mine health and safety. 1 – Given that this proposal is for Maintenance Strategy why is there a need for ECSA registered members with mining and mine health and safety experience? 2 – Hatch Advisory will be putting forward a team of Asset & Maintenance Management experts who are not necessarily registered with ECSA. We will be supported by Subject Matter Experts who may have ECSA accreditation or may belong to other international recognized bodies. Is this ECSA registration mandatory?	The need for an ECSA registered member of the team is to ensure any proposals for the maintenance strategy are in line with the mine health and safety act or other legislation. Certain maintenance interventions and frequencies might be guided by legislation above recommendations by OEM or other industry standards (i.e. transformers, pressure vessels etc.) The ECSA registered member can be in an advisory role and does not have to be permanently on site. It was envisioned that they would typically oversee that proposals are legislatively compliant. The bidder may choose to bring them in as a consultant if they wish. Foskor only wants the certainty that someone conversant with mining safety standards has overseen the proposal. Unfortunately, competency can be subjective if not linked to a qualification and therefore ECSA registration is mandatory. <i>ECSA and CESA registration are a pre-qualification for a bid to be responsive.</i>

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Annexure A	4	<i>"Audit the current Maintenance Management system"</i> 1 – How much of the current maintenance management system is managed and executed out of headoffice in Midrand? 2 – Will there be a need to complete an audit of the maintenance function out of headoffice OR, only the maintenance function of the Phalaborwa operations?	The maintenance management system is localised to the Mining division in Phalaborwa. The head office only plays a role in a financial capacity (budgets, order approvals, capital expenditure). Although this has an effect on the implementation of a maintenance strategy, it should not have an impact on the design. Therefore, we don't foresee a need to engage with the head office in Midrand.
Annexure A	4	<i>"Comparative analysis with three mining companies"</i> Is the requirements that explicitly only South African companies can be used in this benchmarking exercise. Or can we utilize our global benchmarks of maintenance performance for this comparative analysis? We understand that for South African labour practices that we should seek similar benchmarks, but in the context of maintenance strategies for mechanical equipment these are global.	No, it does not have to be exclusively South African companies. There is of course benefit in considering South African mining companies due to the similarities in environment and challenges, but insight can be gained from global industry as well.
Annexure A	6	<i>"Presentation to senior executives"</i> Where is this presentation expected to take place, as Foskor's operations in Phalaborwa or at head office in Midrand?	The presentation will take place in Phalaborwa. Any required executives from Midrand will join via our conference facilities.

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Annexure A	6	<i>"Foskor will not be in a position to transport employees or accommodate employees within our offices"</i> We only intend to complete a short visit to orientate ourselves, complete the necessary audits, interview key personnel and collect pertinent data. For this purpose, we expect a 5 person team to be deployed to site for ~2 weeks. We would like to confirm that; 1 – The accessibility of the maintenance offices, admin block for pedestrians? 2 – Foskor will not provide any mine-based transport for our personnel to access the physical mining area? 3 – Foskor will not be able to provide offices / working areas for out personnel while on site?	Most offices are within walking distance but if plant site visits are required a vehicle might be needed. Foskor's vehicle fleet is typically fully utilised for maintenance and operations activities. We do not have a dedicated vehicle and driver we can allocate to this project. It would be best if the bidder has their own vehicle to travel independently to avoid delays. However, Foskor will assist if travel is required in restricted areas with mandatory Collision Prevention System (CPS) requirements (Mining & Tailings). The bidder is welcome to use our facilities but there isn't a dedicated long-term office space available. We can provide a boardroom for the duration of the visit (if limited to about 2 weeks). The boardroom consists of a conference table, chairs, air conditioner and Power Point. However, if the bidder envisions it to be on site for a long duration or requires more elaborate facilities, they will have to make arrangements.
Annexure A	6	<i>"As Built Drawings"</i> Given that the SOW for the Maintenance Strategy does not require any capital plans or drawings, what is the expected purpose of this section?	This is a standard clause in Foskor's SOW and should not be applicable to this specific project.
Annexure A	9	<i>"10.1 Quality File Index"</i> Hatch will certainly assure the quality of our output, and abide by the requirements of Foskor for an independent quality review if required. But the content of 10.1 Quality File Index seems to be directed at capital or maintenance projects. Are we required to build and maintain a Quality File as stipulated in Annexure 2?	No, this section is intended as a guide to bidders on quality control and is quite generic. It should not be applicable to this specific project.

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Annexure A	10	<i>"Before entering and operating a service vehicle (Own vehicle) on the Foskor site ..."</i> 1 – For the proposed 2 week site visit (as planned at this stage of the proposal) will we be required to provide our own transport? 2 – Will we be required to secure a mine based driving license and certification of our vehicle?	Foskor's vehicle fleet is typically fully utilised for maintenance and operations activities. We do not have a dedicated vehicle and driver we can allocate to this project. It would be best if the bidder has their own vehicle to travel independently to avoid delays. However, Foskor will assist if travel is required in restricted areas with mandatory Collision Prevention System (CPS) requirements (Mining & Tailings). Short term visits (1 day) can be accommodated via a "visitors permit" and would not require licensing or vehicle certification but a fulltime escort will have to be arranged. Longer visits will require a full permit with vehicle certification and mine driving license. Refer to COP 25 Table 1.
Annexure A	12	<i>"Permit to Work Requirements"</i> No physical tool work will be completed as part of the execution of this SOW. Is this section applicable to this bid? This includes the requirements for HIRA assessments, training requirements of all consultants (First Aid, health and safety, HIRA, firefighting, lockout).	The training requirements will be dependent on the duration of the site visit (Refer to COP 25 Table 1). Training should typically include First Aid, HIRA and Basic Health & Safety. There should be no need for additional training unless physical work is undertaken.
Annexure A	13	<i>"site specific induction training"</i> What is the duration of the expected medicals and induction required for our personnel to have the necessary access to site?	The training requirements will be dependent on the duration of the site visit (Refer to COP 25 Table 1). However, a full medical and general induction can be completed in one day. Medical can also be completed off site but there are specific requirements to be met to be accepted by Foskor's clinic (please confirm with the clinic). Site specific induction will happen in the plant and will be arranged with each department independently as required.
Annexure A	14	<i>"A Bidder 2.9.2 to be permanently on site"</i> Given the short duration of the site visit, and the nature of the work to be conducted (no tool time, no physical labour), is it still required that we have an appointed 2.9.2 on site?	Each bidder may approach this project differently and therefore the answer will differ depending on the approach. If the duration of the time on site requires a full permit (refer to COP 25) then a 2.9.2 legal appointee will be required. However, if the bidder does not intend to be permanently on site and only arranges a short site visit, they will be accommodated under a Foskor legal appointment.

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Annexure A	14	<i>"The Bidder must compile a Safety File"</i> Given the short duration of the site visit, and the nature of the work to be conducted (no tool time, no physical labour), is it still required that we have an Safety File?	Each bidder may approach this project differently and therefore the answer will differ depending on the approach. If the duration of the time on site requires a full permit (refer to COP 25) then a safety file will be required. However, due to the nature of the work, some sections of the standard safety file will not be applicable, and it is expected what the file will be abated.
Annexure A	15	Minimum training requirements <i>"(a) Basic health and safety principles ..."</i> Given the short duration of the site visit, and the nature of the work to be conducted (no tool time, no physical labour), is it still required that we have all personnel complete this necessary training requirements?	The training requirements will be dependent on the duration of the site visit (Refer to COP 25 Table 1). Training should typically include First Aid, HIRA and Basic Health & Safety.
Annexure A	18/19	<i>"Tender Deliverables"</i>, specially the Company Training Matrix and the Certificate of Passing Foskor 2.6.1 and 2.9.2 Legal Exam. Given the short duration of the site visit, and the nature of the work to be conducted (no tool time, no physical labour), are these submissions required?	Each bidder may approach this project differently and therefore the answer will differ depending on the approach. If the duration of the time on site requires a full permit (refer to COP 25) then a 2.9.2 legal appointee will be required. However, if the bidder does not intend to be permanently on site and only arranges a short site visit, they will be accommodated under a Foskor legal appointment.
Annexure A	23	<i>"Training and Competancy of Team"</i> Given the short duration of the site visit, and the nature of the work to be conducted (no tool time, no physical labour), full aspects of this training and competency matrix required? I.E., do we require out team to be trained on COP 59: Operate TMM?	If the bidder intends to bring their own vehicle (and will be on site for more than a day) they will be required to be trained in COP 59, which is the operation of trackless mobile machinery (most vehicles). This is part of the process of obtaining a mine-based driving license.
Annexure A	29	<i>"Project Management – Service Provider"</i> Is the expectation that the designated project manager participate in the "Daily Journal" and relevant meetings at FOSKOR offices throughout the duration of the project. Or while the team is on site?	As per COP 25 if the bidder is on site long enough to require a full permit and safety file it is expected that they will discuss relevant safety topics in their daily meetings. This might be in the form of a representative taking part in Foskor's meeting and sharing the information with their team or conducting their own meeting.

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RFP2 DOC Maintenance Strategy	2	It is explicitly stated that the bid response must be a physical hard copy with a USB submission to the 27 Selati Rd, Phalaborwa address. It then states, <i>"OR e-mail: tenders@foskor.co.za"</i>. Are we required to submit a physical hardcopy of the bid to the address or will email submissions be accepted?	Where a full bid submission is e-mailed, there is no need to send a USB.
RFP2 DOC Maintenance Strategy	10	<i>"Security Clearance"</i> From which agency must we secure CONFIDENTIAL/SECRET/TOP SECRET security clearance from our personnel, and is this a requirement for award of the bid?	This is typically a requirement for security related tenders wherein suppliers must approach the South African Police Service (SAPS) and obtain a clearance certificate at a cost that confirms whether the successful bidder and their personnel have any previous convictions. This will be undertaken only by the short-listed bidder only.