

	Scope Of Work	Bulk Material Services
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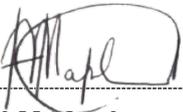
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1. Introduction

Scope of work (SOW) for coal handling operations and will be used as a guideline for plant activities within the Bulk Material Services at Kusile Power Stations. The activities performed some are high risk and some not. A safe method of work is required to address the hazards, roles and responsibilities and the process flow in order to reduce the risk of injury to workers whilst ensuring that plant operation to the Power Station is not interrupted. The SOW will also give guidance for work to be performed timeously, at the highest quality standards, within the set budget and safety as a priority

2. Supporting Clauses

2.1 Scope (Coal Handling)

The scope of work is the provision of coal handling services for the duration of **36 months**, on as and when required basis at Kusile Power Station

2.1.1 Sites generic scope

Stockpile maintenance

- The maintenance mode is initiated on those parts of the live/strategic stockpiles where no coal is removed. During this mode the *Contractor* maintains the stockpiles in sound condition to control spontaneous combustion, wind and water erosion and pollution. Drains up to, but excluding the coal stockyard pollution control dam, roadways and access ramps will at all times be maintained in good condition and free of plant growth
- Stockpile maintenance is essential in order to limit potential pollution and degradation or loss of coal. The *Contractor* is responsible for the proper maintenance of the live/strategic stockpiles.
- The *Contractor* assists in grading, watering and compacting of the stockpiles from time to time in order to minimise erosion by wind. Care will be taken to ensure that berm crests are always kept gently rounded and at a horizontal level.
- The *Contractor* properly maintains berms and cross-berms to the specified lines and levels in order to limit the runoff of storm water. The *Contractor* back-fills and repairs erosion channels immediately after they have formed to prevent the formation of gas. Where necessary, additional berms shall be constructed to limit water erosion. This will be directed by the Project Manager.

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- Whenever hot spots are found during temperature monitoring of the strategic stockpiles the *Contractor* re- compacts the affected area with an impact roller under the Project Manager Instruction. The compacted area will then be finished off with a grader and either a vibrating or rubber-tyre roller. Should this operation prove unsuccessful in preventing further temperature increases, the hot coal will be dug out and spread out in a thin layer in a suitable area to cool off. Care will be taken to avoid side slopes steeper than 1:2 during the excavation process. The excavated hole is then back-filled and compacted in layers using fresh coal from a suitable source.
- Access ramps will be built as required in writing by the Employer from time to time

Stockpile construction

Road maintenance (Where applicable)

- The haul road should be maintained 24/7 using graders and using water carts to suppress dust caused mobile plant.
- The haul road should have road signs and be cleaned by spotters when not visible
- Speed limit on the on the haul road to be adhered as per traffic management plan

Stockpile compaction

- Each layer of coal spread is compacted to the required density by the Contractor. The required density will be site specific. Under no circumstances will un-compacted layers or portions of layers be allowed in the strategic stockpile. Compaction is to be carried out across the entire width of the layer, starting at one edge. The layer is compacted by first rolling half the number of passes in one direction and then the other half at right angles to the previous direction.
- Those areas, which have been constructed by the Contractor and are found to be outside requirements as outlined in the Code of Safe Practice report shall be repaired to the cost of the Contractor. In case that the repair fails to achieve the specification of the Code of Safe Practice report, the repaired areas of the strategic stockpile will be removed completely and rebuilt to the correct specifications.
- The Employer will from time to time employ a coal stockpile testing consultant. The findings of this consultant are final and the Contractor shall repair, at his costs, all defects indicated by the testing consultant within the specified time so instructed by the Employer

Dust suppression

- Water trucks will continuously do dust suppression to minimize the dust.
- In terms of excess dust employees must report to the responsible Supervisors

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- Water tanker shall be made available by the employer
- Care must be taken not to cause muddy conditions.
- Dust suppression will only be done when going down the steep hill
- The water tank should not be over filled
- Dust control will be optimized by means of Water Tankers spraying water in the Rotek Industries Laydown area, loading area, throughout the haul road and in the Excess Stock Pile. Water spraying will be done by means of Water Tanks driving slowly forward and/ backwards water spraying out of water spouts or taps placed on the back of the water truck

2.1.2 Functional Specification

- Coal handling operations at Kusile Power Station

2.1.3 Performance Specification

- The employees must be in a mental and physical healthy condition to be able to work on shift basis. The shift cycle will be site specific
- Working of overtime as per operational requirements when needed.
- Employees must be medically fit.
- Site to issue KPIs for the contract upon award

2.1.4 Purpose

To ensure that operational activities are carried out in a safe and systematic manner, in order to ensure compliance to Power Station processes and regulations with regards to coal handling.

2.1.5 Applicability

This document shall apply to the site with attached addendum.

This document shall be effective from the authorisation date.

2.2 Normative/Informative References

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs and additional site specific ones.

2.2.1 Normative

- [1] ISO 9001 Quality Management Systems
- [2] OSHAS 1800 Safety Management Systems
- [3] Occupational Health and Safety Act and Regulations (85 of 1993)

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[4] 240-62196227_Eskom Life Saving Rules

[5] 32-95_Environmental, Occupational Health and safety Incident Management Procedure

2.2.2 Informative

[6] Criminal Procedures Act 51 of 1977

[7] National Road Traffic Act 93 of 1996

[8] Labour Relations Act 66 of 1995

[9] Basic Conditions of Employment Act 75 of 1997

2.3 Definitions

Description	Definition
Appointed Contractor	Means a contractor appointed by the principal contractor.
Baseline Risk Assessment	(32-520) baseline operational risks refer to the health and safety risks associated with all standard processes and routine activities in the business
Cleaning Activity	Means the safe cleaning of transfer chutes from the outside by the disabling of mechanisms to inhibit starting of the plant during the cleaning process, which is done in accordance with formulated safe procedures.
Contractor (includes appointed contractor)	means an employer as defined in section 1 of the Act who performs contract work and includes principal contractors
Competent Person	(OHS Act) means any person having knowledge, training, experience, and qualifications, specific to work or task being performed, provided that, where appropriate, qualifications and training are registered in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995).
Danger/Dangerous	Means a condition/substance that constitutes a risk of personal injury, impairment of health, or death
Employee	(OHS Act) means, subject to the provisions of subsection (2), any person who is employed by or works for an employer and who receives remuneration or who works under the direction or supervision of an employer or any other person.
Employer	(OHS Act) means, subject to the provisions of subsection (2), any person who employs or provides work for any person and remunerates that person or expressly or tacitly undertakes to remunerate him/her, but excludes TES (ex. labour broker) as defined in section 1(1) of the Labour Relations Act.
Field Operator	Employee designated to conduct routine Plant inspections, Preventative Maintenance (PM) and (report) defect any breakdowns or abnormal Plant conditions

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Lifesaving Rules	(240-62196227) a rule that, if not adhered to, has the potential to cause serious harm to people.
Permit To Work	Means the printed form containing sections entitled application, permits to work, suspension, suspension revocation, clearance and revocation, and used for the authorisation of all work to be carried out on the plant in terms of these regulations.
Plant	Means structure, machinery, low voltage electrical equipment or equipment which does not fall within the scope of the Operating Regulations for High-voltage Systems, and excludes, mobile, portable lifting equipment, domestic circuits, appliances and tools.
Responsible Person	Means a person who has been authorised in terms of these regulations to be responsible for ensuring that the work on the plant covered by a permit to work can be carried out and executed taking health and safety precautions into account and within the terms of 36-681_Generation Plant Safety Regulation
Safe/Safely/Safety	Means a condition not posing any danger, an activity that can be carried out without danger, or protection against danger.
Shall and Should	The word “shall” is to be understood as mandatory and “should” as recommended.
Skilled Person	Means a person who has been trained, has adequate knowledge for the task at hand and declared competent in writing.
Supervision/Supervise	Means to oversee the actions of a person(s) to such an extent as to prevent any dangerous act, as far as reasonably practicable. Such a Supervisor must be trained in risk assessment techniques and be able to understand the dangers / hazards associated with the task and who has the authority to ensure that precautionary measures taken are implemented.
Visitor	Any person visiting a workplace with the knowledge of, or under the supervision of, an employer.

2.4 Abbreviations

Abbreviation	Explanation
RA	Risk Assessment
AP	Appointed Person
CSY	Coal Stock Yard
LAR	Limited Access Register
ERI	Eskom Rotek Industries
OHSACT	Occupational Health And Safety Act

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Abbreviation	Explanation
RA	Risk Assessment
AP	Appointed Person
OEM	Original Equipment Manufacturer
RP	Responsible Person
PPE	Personal Protective Equipment
PTW	Permit To Work
H&S Rep	Health and Safety Representative
RA	Risk Assessment
SOW	Scope of Work

2.5 Roles and Responsibilities

Shift Supervisor

- Ensure for the supply of the correct safety equipment and the correct use at all times.
- Ensure that a risk assessment that covers all known risks was discussed and accepted by all involved parties.
- Ensure that the pre-start check list is a true reflection of the condition of the machine and to report any unsafe or defective parts to the site manager.
- Ensure that the machines are filled with diesel before work commences and before new shifts starts.
- Ensure that the machines are greased at least ones per shift.
- Is responsible for clear instructions as to where the machine should work and what the task will be for that shift, he must ensure that the operator fully understands the instructions.
- Is responsible to keep detailed records of daily tasks, e.g. risk assessments, machine hours, man hours, weather conditions and diesel consumption.
- Ensure that enough coal is dozed.
- Is responsible to monitor the operation during the shift and to address and resolve the any unsafe acts or condition that might occur.
- Ensure that proper dust suppression is done.
- Minimum educational requirements for a **Supervisor** is a **Grade 12 or N3, 3 years relevant Supervisory Experience**

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Mobile Plant Operators

- Is responsible for his own safety, in that he/she must ensure that he/she has all the necessary safety equipment to perform his/her duties and to report any worn out or damaged safety equipment immediately.
- To complete the pre-start inspection on mobile plant and to report all unsafe or defective parts to the Supervisor.
- Is responsible to make sure the mobile plant is filled with diesel before the shift.
- Is responsible to ensure that before any work is done a risk assessment has been filled and discussed with relevant parties, the operator is the responsible person when coming to the operating of his/her machine and must refuse to do any work without a proper risk assessment.
- Ensure that he/she fully understands the task at hand and if not to seek guidance from the Supervisor on site before commencement of work.
- Is responsible to ensure that no high wall areas are left on the area that he dozed before his shift is over, he/she must also ensure to inform the Supervisor of any high wall areas that could not be eliminated before end of shift so that it can be barricaded and communicated to the next Supervisor.
- Ensure that a safe working distance of 10m is kept between his/her machine and other equipment in the area.
- Ensure to keep his/her machine clean.
- Minimum educational requirements for a **Mobile Plant Operator** is a **Grade 12 plus the relevant Competency Certificate for the type of machine the operator is certified for. 1 year experience in operating mobile plant**

SHE Officer:

- Ensure that equipment / vehicles Spot checks are carried out by the Supervisors as required and that equipment /vehicles are safe to use.
- Ensure that site records are adequate to demonstrate compliance to the requirements of this method statement and quality work.
- Ensuring that site records are properly stored and are easily retrievable at all times.
- Conduct site induction and communicate all site procedures.
- Ensure that the personal protective equipment (PPE) required for performing the task described in this work instruction is issued to the relevant employees. (contractors to issue their operators with their own company PPE)
- Ensure that a task specific risk assessment and toolbox talk are conducted with all employees involved prior to work commencing and revised whenever the scope changes.
- Conduct site inspections and plant walks.
- Monitor traffic through job observations and SMAT techniques
- Minimum educational requirements for a **SHE Officer** is a **National Diploma- Safety management or Environmental/Health with 3 years or more experience in safety; occupational health, Environmental field and quality**

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Utilityman:

- Ensure that the machines are refuelled at the start of shift
- Keep a log record for diesel usage on site
- Inform the client of the amount of diesel in the tanks at the start and end of shift
- Any other adhoc activities as required by the supervisor
- Minimum educational requirements for a Diesel Attendant is **Matric or an N3**

2.6 Work Execution

Spillages

- ERI and all contractors must appoint spill responders.
- All shift Supervisors must ensure that they have contact details of the spill response team
- The spillage response team must have a spill register on which they will register the amount of spilled materials
- The accumulation of material on the tar road inside the Power Station, coming off the wheels, must be cleaned during shift changes on a daily basis.
- Spilled coal collected shall be taken to the dedicated area to be processed.
- Spilled hydrocarbon should be cleaned and all contaminated soil should be taken into the contaminated soil skip at ERI yard.
- Trucks shall not be overloaded to reduce the chances of spilling.
- Trucks shall be inspected for oil leaks, and be fixed of any defects to avoid spillages along the haul road.

Parking of Plant

- Sufficient and appropriate parking areas for plant and machinery will be allocated.
- Plant must be parked at least 2/3 meters apart to keep safe distance from each other.
- Drip trays and stop blocks will be placed.
- Ensure all plant are parked in reverse
- Ensure all plant buckets is lowered and secure on the ground.
- Ensure parking brake is in place and all lights are switched off.
- All plant to be locked and all keys to be removed from plant.
- Ensure all tankers outlet valves are closed

Equipment

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Site mobilization and establishment plan is accepted by the Project Manager before personnel and equipment moves onto or off site.

- The Equipment supplied and used on the site to comply with the Occupational Health and Safety Act, Act 85 of 1993 (as amended).
- Consumables, spare parts and lubricants required for the maintenance of his Equipment to be provided for.
- Diesel driven Equipment is maintained at availability in excess of 85%, measured at weekly intervals
- Chemical spillages must be cleared within an hour alternatively, Eskom Rotek Industries shall source at whatever costs other service providers to clean the spillage and costs shall be for the Eskom rottek industries

Required PPE (Specification to be supplied under SHEQ)

- Overalls-specific to activity
- Safety boots
- 3-point chin strap hard hat
- Gloves
- Safety goggles
- Face shield
- Ear plugs/muffs
- Shin guards
- Dust masks
- Cloth masks

Required Tools/Resources

Yellow Plant Specifications

Description & Groupings	Minimum power	Load capacity	Number of machines	Minimum in use	Hours
Articulation Dump Truck - 30 ton	240 Kw	16.5 m ³			24 hour shift
Motor Grader	135 Kw				24 hour shift
Front End Loader with coal bucket	210 Kw (966)	6 m ³			24 hour shift
Front End Loader with coal bucket	260 Kw (988)	8 m ³			24 hour shift
Rollers - 10 ton smooth drum					24 hour shift
Water tankers - 18 00 litres					24 hour shift

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Bull Dozer with coal blade	240 Kw				Day shift
Excavator - 20 ton					Day shift
TLB					Day shift
Lighting plant					Per day

- All operators to be competent with the equipment that they will be operating This is a minimum requirement for the contract in terms of skill requirement.
- Other tools and workshops to be provided by the employer in order for the contractor to execute the scope within quality, time and cost effective methodology.

2.7 Process for Monitoring

This Procedure will be monitored via periodic audits.

2.8 Related/Supporting Documents

Kusile Power Station

3. Management strategy and start up

3.1 The Contractor's plan for the service

Coal Handling and coal sampling schedule to be supplied by the Contractor after an agreement has been reached with Eskom

3.2 Management meetings

There will be a monthly meeting for the Contractor with the Employer held at the Employer's premises where contract issues will be discussed i.e. monthly report form the Contractor which will include safety meetings, call-out report, incident report an any other issues relating to the service being delivered. The following meetings are to be attended by the Contractor's Supervisor:

- Safety meeting (once a month / as and when required)
- Contractor's meetings (to be specified)
- Assessments meetings (end of the month on the 25th)

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- Any other meetings relating to the *Contractor's* outputs or necessary for business continuity

All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting. Such minutes or registers shall not be used for the purpose of identified in the *conditions of contract* to carry out such actions or instructions.

3.3 Contractor's management, supervision and key people

The *Contractor's* staff structure – Supervisors and workforce is to be submitted in the form of an organogram. The employer must approve any changes to such staff structure, and after the approval the contractor shall submit an updated staff structure.

The *Contractor* shall provide a competent representative to be available on site during all normal working hours (Supervisor).

The Contractor's representative will be required to keep the time sheets which are required, signed at the end of each month.

NB: The Contractor's representative will assume the role of a Supervisor or lead for this contract

3.4 Documentation control

All documentation related coal handling and coal sampling will be shared with the client and stored at documentation centre for record keeping

3.5 Invoicing and payment

Invoicing and payment turnaround time is 60 days. Assessments are to be conducted from the 26th of each month.

3.6 Contract change management

Task Order form to be used when work within the service is instructed to be carried out within a stated period of time. A task Order will be sent to the *Contractor* via an email. In the case of a compensation event, the *Contractor* must give the *Employer* an early warning and a quotation for the total costs, must be submitted electronically by the *Contractor* for that compensation event by email

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3.7 Records of defined cost to be kept by the *Contractor*

All hours worked by the *Contractor* will be done so on approval by the *Employer*. Timesheets will be submitted to and kept by the *Employer* on a weekly basis, and these will be used for assessment purposes.

3.8 Training workshops

- Any training required by the *Employer* will be provided e.g. Ethics, HIRA, etc however any other training additional that the *Contractor* will need, the training costs will be for the *Contractor*. Training may not be conducted during working hours, unless permission is given by the *Employer*.
- The *Contractor* will be trained during the Job Specification Induction training that will be provided by the *Employer* at the beginning of the contract. The *Contractor* may also be trained during Work Stoppages and also any other training as per employer's requirements.
- The following training is necessary for the Supervisor and Team leaders. The cost will be for the *Contractor*.
 - Safety, Health and Environment Representative (SHE Rep.)
 - Applying SHE Principles and Procedure
 - Hazard Identification and Response
 - First Aid level 1

4. Health, Safety, Environment and Quality assurance

4.1 Health and safety risk management

The *Contractor* shall at all times comply with the health and safety requirements prescribed by law as they may apply to the *services*.

The *Contractor* shall, when coming on site abide by the Lifesaving Rules and COVID-19 safety requirements at all times. These will be provided by the *Employer* on the start of the contract. The *Contractor* shall also abide by Safety, Health and Environmental Specifications for Contractors Procedure, which will also be provided by the *Employer*.

The *Employer* follows an accident/ incident prevention policy that includes the investigation of all accidents/ incidents involving personnel and property. This is done with the intention of introducing control measures to prevent recurrence of the same incidents. The *Contractor* is expected to fully co-operate to achieve this objective. Refer to 32-95_Environmental, Occupational Health and safety Incident Management Procedure

The *Contractor* implements a safety plan and maintains the safety system until completion of the whole of the works. The plan, will as a minimum, contain PPE information, written safe work

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procedures, job specific risk assessments, safety meetings, etc. The plan will be to the *Employer's* satisfaction and will be accepted prior to the commencement of any work.

The *Contractor* will be subject to periodic audits by the *Employer* in order to ensure compliance with the plan. Any deviations will be corrected to the *Employer's* satisfaction.

The *Project Manager* has the right to stop the *Contractor's* work activities which, in the opinion of the *Project Manager*, is un-safe. The *Contractor* may only continue with work activities when all safety deficiencies have been corrected to the *Service Manager's* satisfaction. The *Contractor* shall have no claim against the *Employer* in respect of delay due to the above.

4.2 Environmental constraints and management

The *Contractor* shall comply with ERI management system. This includes the identification, collection, storage, transportation and disposal of waste. Hazardous waste shall be disposed of in line with the applicable environmental legislation. It is important to note that all spillages must be cleaned immediately and reported to the project manager as soon as possible. It is the responsibility of the polluter to clean all spillages and for the rehabilitation of the polluted land and the cost associated with that.

NB: In cases of inclement weather, the Project Manager will assess the risk of continuing with the works. When it is unsafe to continue, the Project Manager will stop the works and payment will be per the work covered in this instance.

4.3 Quality assurance requirements

The *Contractor* implements a quality system and maintains the quality system until the completion of the whole of the *works*. The system, will as a minimum, comply with the provisions of the ISO9001 series. The system will be to the *Employer's* satisfaction and will be accepted prior to the commencement of any work on site. The *Contractor* will be subject to self-assessments by the *Employer* in order to ensure compliance with the system. Any deviations will be corrected to the *Employer's* satisfaction.

The *Project Manager* has the right to stop the *Contractor's* work activities which, in the opinion of *Project Manager*, does not meet the requirements of the system and will have a detrimental effect on plant performance. The *Contractor* may only continue with work activities when all deficiencies have been corrected to the *Project Manager's* satisfaction. The *Contractor* shall have no claim against the *Employer* in respect of delay due to the above.

The *Contractor* ensures that all plant and materials for the *works* are to the standard and quality accepted by the *Employer* and ensures that they are suitable for the purpose intended by the manufacturer.

The *Contractor* will work according to the *Employer's* standards, specifications, guidelines and procedures. Where no standards, specifications, guidelines and procedures are available, the *Contractor* will work according to the Generation Quality manual and professional guidelines. Where possible, standards will be reflected in the Task Order.

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The Contractor shall be required to demonstrate cleaning quality practices by means of weekly spot checks by the team leader/Supervisor. Customer evaluation survey to the offices that are being serviced shall be conducted at a frequency (i.e. quarterly) and method (i.e. questionnaires) appropriate for the type of cleaning to reduce the likelihood of dispute and complaints.

The employer shall evaluate, control and monitor the performance and effectiveness of the Contractor

5. Procurement

5.1 People

Eskom Holdings Limited's requirements regarding employment of unskilled or semi-skilled workers are as follows:

ERI requires that during recruitment of unskilled or semi-skilled labour, a contractor should make every effort to employ minimum target of 100 % suitable candidates from all disciplines from the local community and will only resort to other avenues if the local community cannot provide the required resources.

5.2 Plant and Materials

5.2.1 Correction of defects

If there is part of work that the *Employer* is not happy with, this will be indicated to the *Contractor* and will have to be rectified by the *Contractor* immediately where reasonably possible or within 5 working days after the defect was reported.

5.2.2 Contractor's procurement of Plant and Materials

Any equipment, appliances or materials used by the *Contractor* must conform to the applicable OHSACT safety standards and is to be maintained in a safe and proper working condition. The Project Manager has the right to stop the *Contractor's* use of any equipment/ cleaning material which, in the opinion of the Project Manager, does not conform to the foregoing.

5.2.3 Plant & Materials provided by the Employer

- Water and Electricity
- Lighting and Ventilation
- Ablution facilities
- Sitting facilities

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NB: The *Contractor* will be responsible for their meals, own accommodation and transport to and from the place of work as well for in and around the station

6. Working on the Affected Property

Under no circumstances will the *Contractor* do the work without proper PPE. The Supervisor on the *Contractor's* side will make it his duty to make sure that this is properly addressed.

6.1 *Employer's* site entry and security control, permits, and site regulations

Access to site

The *Contractor's* access to site shall be in line with the Site access procedure. The *Contractor* shall be required to make an application for his employees to enter site for the duration of the contract, including defects period. The permits shall only be issued once the *Contractor's* employees have attended the safety induction training and have undergone medical checks. The safety induction will be for the *Employer's* account. The medical checks will be for the *Contractor's* account

6.2 People restrictions, hours of work, conduct and records

The *Works* will be carried out on an 24/7 days a week on shift basis. (Site Specific)

6.3 Records of *Contractor's* Equipment

The *Contractor's* Supervisor should keep record of all the equipment used by the *Contractor*. The *Contractor* is responsible for the safe keeping of all their equipment.

6.4 Working Hours

All activities must be aligned to the Site ERI working hours. Shift workers will be on a shift cycle specific to site. Office employees will work as per below hours:

Office hours

Monday to Thursday	:	07H00 to 16H00
Friday	:	07H00 to 12H00
Sat, Sun & P/H	:	As and when required
Lunch break	:	As and when required

NB: Working hours shall remain flexible to alteration, if required

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6.5 Control of noise, dust, water and waste

The contractor must supply their own dust masks and cloth masks as part of PPE. Drinking water is available on site as well as waste bins for disposing waste

6.6 List of drawings

N/A

6.7 Acceptance

This document has been seen and accepted by:

Name	Designation
Ntwanano Makhubele	HOD Coal Ops 2

6.8 Revisions

Date	Rev.	Compiler	Remarks
19 October 2023			No existing work instruction

6.9 Development Team

The following people were involved in the development of this document:

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6.10 Acknowledgements

None

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