



FOSKOR (PTY) LTD
Reg No 1951/002918/07

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FOSKOR PTY LTD

[Registration No. 1951/002918/07]

REQUEST FOR INFORMATION [RFI]

REQUEST FOR INFORMATION (RFI) IN RESPECT OF PROVISION OF ENGINEERING, PROCUREMENT, CONSTRUCTION MANAGEMENT (EPCM) SERVICES IN LINE WITH THE PROJECT PROCESS LIFECYCLE FOR THE MINING AND CHEMICAL OPERATIONS OF FOSKOR IN PHALABORWA, LIMPOPO AND RICHARDS BAY, KWA-ZULU NATAL RESPECTIVELY.

FOSKOR MAY, AT ITS SOLE DISCRETION DECIDE TO EMBARK ON A SEPARATE "REQUEST FOR PROPOSAL" [RFP] PROCESS WHICH WILL BE CLOSED TO THIS RFI RESPONDENTS.

RFI NUMBER:	FOSCO-RFI-01-25/26
ISSUE DATE:	10 June 2025
CLOSING DATE:	1 July 2025
CLOSING TIME:	12:00

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1) DISCLAIMER

- a) While all reasonable care has been taken in preparing this RFI, the information has been prepared by Foskor Pty Ltd in good faith, based on information obtained from various sources. However, neither Foskor nor any of its advisors accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated herein. Save where expressly stipulated otherwise, no representation or warranty (whether express or implied) is or will be given by Foskor or any of its officers, employees, servants, agents, advisors or any other person with respect to the information or opinions contained in this RFI, or in relation to this RFI.
- b) Foskor reserves the right to amend, modify or withdraw this RFI or any part of it, at any time, without prior notice and without liability to compensate or reimburse any person/entity pursuant to such amendment, modification, withdrawal or termination.
- c) The terms and conditions set out in this RFI are stipulated for the express benefit of Foskor and, save as expressly stated to the contrary, may be waived at Foskor's sole discretion at any time.
- d) Foskor reserves the right to adopt any proposal made by any person/entity responding to this RFI at any time and to include such proposal in any documents which may or may not be made available at any stage to any other persons responding to this RFI, without the obligation or liability to pay any compensation or reimbursement of any nature to any person/entity pursuant to such adoption.
- e) This RFI is provided solely for the purpose set out herein and is not intended to form any part or basis of any investment decisions by prospective Respondents, their shareholders, members or lenders.
- f) Prospective Respondents that access this RFI must make its own independent assessment of the information provided, taking such advice (whether professional or otherwise) as it deems necessary.
- g) No prospective Respondents to this RFI, its shareholders, members, contractors, suppliers or lenders shall have any claim against Foskor, its officers, employees, servants, agents or Transaction Advisors, under any circumstances whatsoever, arising out of any matter relating to this RFI of any nature whatsoever, including where such claim is based on any act or omission by Foskor, or any of its officers, employees, servants, agents or Transaction Advisors of any nature whatsoever, or where such claim is based on the content of, or any omission from, this RFI of any nature whatsoever.
- h) Information is requested from interested persons, companies, close corporations or enterprises [hereinafter referred to as the Respondent(s)] to supply the aforementioned information to Foskor. Respondents are to note that no business will be awarded on this RFI. The information requested will merely be used to determine what is available in the market, and should Foskor decide to pursue this acquisition further, it will be on the basis of a totally separate **Closed RFP Process** to which only RFI respondents will be considered. Respondents in this process will receive no

preference in any subsequent open tender process, apart from their information supplied being utilized in the preparation of the Foskor scope/specification.

Any additional information or clarification will be emailed to all Respondents, if necessary.

2) DEFINITIONS AND INTERPRETATION

In this RFI, except as otherwise defined herein, the following terms shall have the following meanings:

- a) **Operations** – Foskor (Pty) Limited is a producer of Phosphate rock which is mined in its open pit operations based in Phalaborwa. Further downstream, Foskor produces Sulphuric Acid, Phosphoric Acid and Monoammonium Phosphate in the chemicals division based in Richards Bay.

Foskor has initiated efforts to improve on the project delivery framework for the Capital Expenditure program as part of the company's vision and strategy to "Journey 2028". The primary focus is to manage and deliver capex and capital projects successfully and in accordance with the regulations and standards.

- b) **EPCM** – refers to the professional Engineering, Procurement and Construction Management services to manage and deliver complex infrastructure capital projects successfully and in accordance with the regulations and standards.
- c) **Respondent** – any entity or consortium that submits a RFI Response in response to this RFI;
- d) **RFI – Request for Information** inclusive of technically substantiating documentation validating, the requirements as set out in this document.
- e) **RFI Response** – the completed proposal, together with all necessary supporting documentation.

3) BACKGROUND

- a) Foskor is one of the world's largest producers of phosphate rock (concentrate) and phosphoric acid. It is one of the world's few vertically integrated producers of phosphoric acid and is the second-largest supplier to India, the world's largest consumer of phosphoric acid.

The Company owns and mines phosphate resources and beneficiates the mined material to produce a phosphate concentrate at Phalaborwa, in the Limpopo Province of South Africa. The phosphate concentrate is sold locally and transported to the Richards Bay plant on the coast of Kwa-Zulu Natal to produce phosphoric acid, sulfuric acid and granular fertilizers MAP and DAP from phosphoric acid and is the leading supplier of fertilizers to South Africa. In all about 95% of the phosphoric acid is exported and the granular sales are divided between exports and local markets. Since 1951 Foskor has supplied more than 95% of South Africa's fertilizer requirements.

- b) The business currently has an estimated annual capital expenditure of R1 billion that is managed and controlled by the project department at the respective operational sites with central reporting to Head Office based in Midrand. The delivery team within the project department has limited resources, and as such seeks support from external resources to effectively deliver on early project development through to close-out. The department follows a strict delivery procedure and supply chain management process that is governed under the Public Finance Management Act (PFMA) and Framework for Infrastructure and Procurement Management (FIDPM), with a strict focus on delivering Capex for operational needs and requirements. The Capex delivery process follows a phased project cycle with control gates and deliverables. The business wants to enhance the method of delivery to be more effective and have a quicker

turnaround from the initiating phase. It is as such that the business is making inquiries about available avenues that will support in driving the improvements.

4) DELIVERY INSTRUCTIONS FOR RFI

Electronic submission to:

E-MAIL: claytonl@foskor.co.za

The size of the email should not exceed 5 MB, and it should be in a PDF format

REFERENCE: RFI/ FOSCO-RFI-01-25/26

5) REQUIRED INFORMATION

The purpose of this enquiry is to gain insights into the market on the available opportunities that Foskor can partner with for Engineering Consulting Services for Capital Projects.

The quest to partner with professional service providers on Engineering, Procurement and Construction Management services for the compilation of required deliverables from the Approved Project Selection following a Front-End Loading approach.

The service under this approach includes working with the internal teams on selected projects from engineering design development stages and managing execution of these projects during construction. The projects include all categories of Small, Standard and Large capital packages as per Foskor's CAPEX Policy and Project Delivery Framework.

The scope of work during the cycle management shall be divided into two phases, the first phase being the provision of engineering services according to the systematic Front-End Loading (FEL) approach, from FEL-1 to FEL-3 according to Foskor's Business Plan and defined deliverables.

The second phase of the scope of work develops and expands from the first phase, when capex has been approved by the company, which includes the provision of detailed design engineering, procurement and project management support on behalf of Foskor for the implementation phase and construction supervision with Foskor's nominated implementation contractor(s).

The key objectives for the inquiry are to:

- Provide comprehensive business advice on current practices and standards on project delivery.
- Provide approaches available in the industry to effectively deliver multimillion rands projects.
- Provide expert advice on the best approaches applied when developing and managing projects within the Mining and Chemical industry.

The information being sought should include, but is not limited to:

- a) Cost models benefit analysis (inclusive but not limited to development costs, annual rate cost increases, engineering surety and liability).

- b) Provide comprehensive business advice on current practices and standards on project delivery
- c) Provide approaches available in the industry to effectively deliver multimillion rands projects within the Mining and Chemical industry
- d) Any regulatory, legal, financial, health and safety, quality, and environmental consideration that would have an impact on the decision to outsource the EPCM service.

5.1. Roles and Responsibilities

5.1.1. The Employer

Foskor will be responsible for appointing the EPCM to provide proposal for the engineering consulting services. Foskor will be the Employer to all pertaining contracts and all other Engineering related services for the completion of the full project cycle, where applicable. To this end, Foskor will fulfil all the responsibilities expected of the Employer in the agreements, with due support and expert advice from the engineering agent, EPCM. Foskor will be leading this process supported by the Industrial Development Corporation (IDC) in this Client role.

5.1.2. The Engineering, Procurement, Construction Management (EPCM)

The EPCM will be the contracted agent and Engineering Expert Service Provider over specific projects to support on all aspects of project and procurement processes, apply technical and sound engineering principles for preparation of project implementation, ensuring robust governance is followed and provide necessary assurance on all deliverables. The procurement process shall be with the enablement by the SCM division from the Employer.

The key areas of focus will include but not be limited to:

- Provide expert guidance on the technical project cycle and application in accordance with the PMBOK methodology.
- Provide expert advice and guidance on best practices, standards and norms applied in the industry.
- Support in improving and maintaining frameworks followed to uphold ethical, legal and regulatory requirements.
- Provide assurance and compliance with all the governance requirements, plans and deliverables during engineering development, implementation, and close out.
- Provide technical assurance that the work completed from the project meets the budget, time, cost, quality, safety and standards set before handing over to operations.
- Support in driving business success in the delivery of large-scale projects, highlight areas of improvement and benchmark to industry norms.
- Build and maintain strong relationships with internal stakeholders, Foskor's EXCO and external partners throughout the project cycle.
- Drive and support project development required for execution in accordance with governance framework, policies and procedures within Foskor to maintain business and operational compliance, and safety.

Specific requirements for the EPCM at the end of each FEL gate will include, but not be limited to:

- FEL 1 - Concept design development, +/- 30% Cost Base Estimates and Level 1 Schedule
- FEL 2 – Feasibility Design development, +/- 15% Cost Base Estimates and Level 2 Schedule
- FEL 3 – Basic/Feed Design development, +/- 5% Cost Base Estimates and L3 Schedule
- Implementation - Detailed Design and Construction Management and Support.

- Have knowledge and apply the project process cycle in accordance with government's PFMA and Preferential Procurement Policy Framework Act (PPPFA).
- Have knowledge and apply the project process cycle in accordance with government's Framework for Infrastructure Delivery and Procurement Management (FIDPM).

5.1.3. Requirements for each stage gates

At the end of each progressive stage/ phase, the following details will be required to form part of the phase closure:

- List of deliverables
- Breakdown of resources / functional organogram
- Breakdown and costs of man-hours per function and deliverable
- Disbursements costs
- Assumptions and Exclusions

6) SKILLS AND EXPERIENCE REQUIRED

The EPCM should comprise of different teams / specialists, managed by a single lead advisor / project manager, the members of which have the skill and experience, commitment and availability necessary to undertake the range of tasks set out in this Scope of Work. Everyone on the team must be personally available to do the work as and when required to do so. The EPCM will be held accountable, in terms of the delivery, i.e. ensuring timeous delivery milestones are achieved and within standards and regulations.

The skills and experience required in the from the service provider's team must be relevant to the requirements described in this Scope of Work. Attainment from the following national Regulatory Bodies will be accepted:

- 1) Senior Project Manager** with a minimum of fifteen (15) years of experience in the development of projects and completed infrastructure projects within the last 5 years. Must be a professionally registered PMP and/or Pr. CM, Pr. CPM with PMI/ SACPCMP respectively for minimum of 5 years.
- 2) Engineer Expert** with a minimum of ten (10) years of experience in the development of projects. Must have BScEng or BEng or B-Tech Eng and must also be professionally registered with ECSA as Pr. Eng/ Pr. Tech Eng for minimum of 7 years.

7) INFORMATION TO BE PROVIDED BY THE RESPONDENT IN ITS RFI RESPONSE

Respondents are requested to ensure the following:

The RFI Response should be as comprehensive as possible and include the information requested below and any supporting documentation in respect thereof.

Respondents are required to provide as much detail as possible about their similar projects undertaken. Such information will assist Foskor in determining the readiness of the market for the services.

The Respondent is to provide any additional information which it may deem necessary to bring to the attention of Foskor.

Respondent's Signature

Date and Company Stamp

Item No.	CRITERION
A	Track record/ Reference on experience related to EPCM services (not older than 5 years) e.g. Highlight the project scope, budget, duration, industry, number of resources
B	Information on existing processes/plan
B1	e.g. Project planning, FEL process, Drawing and Document Controlling, Schedule management, Quality management, Resource management, Risk management, Project Close out, Management and reporting.
B2	List project deliverables at each process stage gate. e.g. FEL, Implementation, Hand-over, Close-Out
C	Team and Governance Structure List of Companies/ Organogram
C1	Team Structure/ Submission of resource plan Delivery Team Organogram
C2	Project Management Expertise
a	Professional Project Manager (registered with PMI/ Pr. PM/ Pr. CM) and 10+ years of working experience in the industry or similar
b	Demonstration of tools, software applications etc. – MS Projects, Primavera, Monte-Carlo simulation
D1	Engineering/ Technical Expertise
a	Professional Engineering Manager (registered with ECSA as Pr. Eng/ PR Tech Eng) and 10+ years of working experience in the industry or similar
b	Demonstration of engineering disciplines and back-office support. e.g. Document control system, HAZIP/HAZOP management systems, Asset management & sustainability plan
c	Demonstration of tools, software applications e.g. Ansys, 3D Inventor, Revit, AutoCAD
D2	Procurement & Contracting Expertise e.g. Public procurement, PFMA, FIDPM, PPPFA, NEC4/ Fidic contract
D3	Construction Management Expertise & Site Safety Support
	Professional Construction Manager (registered SACPCMP PrCPM and CHSO) and 10+ years of working experience in the industry or similar
E	Cost model/ categories for EPCM services (Breakdown)

Respondent's Signature

Date and Company Stamp

9) FORMAT AND SUBMISSION OF RFI RESPONSES

Submission of RFI Responses

The RFI Responses must be submitted to Foskor by no later than 12h00, on **Tuesday 1st July 2025** in the manner specified in 10.1 below;

- a) RFI Responses reaching Foskor later than the date and time specified above may, in Foskor's sole discretion, not be considered by Foskor;
- b) All costs incurred by a Respondent in connection with this RFI and the preparation of its responses hereto shall be borne by the Respondent;
- c) The Respondent will not have to pay any monies to submit an RFI Response;
- d) The Respondent is encouraged to submit any additional information that, in its view, would assist Foskor in this project.
- e) Each RFI Response is required to be delivered to Foskor by soft copy of the entire RFI Response.
- f) The RFI Submissions must be properly indexed, readable and capable of being opened.
- g) The RFI Response can be contained in more than one document and with annexures as the Respondent may consider appropriate to provide the information requested. All documents comprising the RFI Response must be visible from the index to the RFI.

Language of the RFI Response

- h) The RFI Response and all documents forming part of it must be in English.
- i) Any printed literature submitted with the RFI Response may be in another language so long as it is accompanied by an English translation (made by an accredited translator) of the entire document.
- j) For the purpose of interpretation of the RFI Response, Foskor will rely on the English translation provided.
- k) All correspondence and any other documentation and oral communication exchanged between the Respondent and Foskor shall be in English.

Signing of the RFI Response

The Respondent is requested to provide a cover letter that includes details on company profile with its RFI Response.

Further Information

- l) Foskor reserves the right to seek additional information from the Respondent regarding its RFI Response, as it may, in its sole discretion, determine, whether such information has been requested under this RFI or otherwise, and may request the Respondent to present supplementary information, in respect of its RFI Response.
- m) The Respondents may, following the submission of an RFI Response, be requested to engage with Foskor to discuss matters relevant to its RFI Response. Any meetings will take place via MS Teams unless otherwise arranged.
- n) The Respondent must give the name and contact details of the person whom it appoints to undertake all contact with the Project Officer in its RFI Response, as provided for above (Information to be provided by Respondents in their RFI Responses).

10) REQUEST FOR CLARIFICATIONS

- a) The Respondent may request clarification on any item contained in this RFI by no later than **27 June 2025**.
- b) All enquiries, queries, and requests for clarification in respect of this RFI must be in writing and addressed to the Tender Administrator and emailed to Claytonl@foskor.co.za.
- c) Foskor will endeavour to respond to all reasonable written queries and requests for clarification raised by any Respondent.

11) CONFIDENTIALITY

All information related to this RFI is to be treated with strict confidence.

In accepting this RFI, Respondents agree to the following conditions, under the applicable legislation:

- (1) By submitting an RFI Response, each Respondent acknowledges that Foskor will process all such information that is contained in the RFI Response, and which may constitute personal information as defined in the Protection of Personal Information Act No. 4 of 2013 and each Respondent consents to such processing.
- (2) Each party recognises and agrees that the Confidential Information has been compiled, created, and maintained by special effort and expense of the other party.
- (3) Each party recognises and agrees that disclosing or disseminating Confidential Information to a third party will have a materially adverse effect on the other party and agrees not to disclose or disseminate the Confidential Information to any third party. Except as necessary to perform its obligations hereunder, each party shall not use, reproduce, or draw upon the Confidential Information or circulate it within its own organisation.
- (4) Each party shall provide notice to the other party of any demand made upon it under lawful process to disclose or provide the other party's Confidential Information. Such party agrees to co-operate with the other party if it elects to seek reasonable protective arrangements or oppose such disclosure, at the expense of the party that is seeking the protective arrangements or opposing the disclosure.
- (5) Any Confidential Information disclosed pursuant to such lawful process shall continue to be Confidential Information, the access to such Confidential Information shall be limited to those persons:
 - only with a need to review such information for the purposes for which the disclosure was required; and
 - who agree in writing to keep the Confidential Information confidential.
- (6) If a Respondent, or any person employed by him, is found to have either directly or indirectly offered, promised, or given to any person in the employ of Foskor, any commission, gratuity, gift, or other consideration, Foskor shall have the right and without prejudice to any other legal remedy which it may have in regard to any loss or additional cost or expenses, to disqualify the RFI Respondent from further participation in this process and any other subsequent processes in this regard;
- (7) In such an event, the Respondent will be responsible for all and any loss that Foskor may suffer as a result thereof. In addition, Foskor reserves the right to exclude such a Respondent from future business with Foskor.

Respondent's Signature

Date and Company Stamp

**Foskor urges its clients, suppliers and the general public
to report any fraud or corruption on the part of Foskor employees to
TIP-OFFS ANONYMOUS: 0800 003 056**

Respondent's Signature

Date and Company Stamp