

N° 473, Boulevard Lumumba,  
Quartier Industriel, Commune Manika  
Ville de Kolwezi  
Haut Katanga Province, Democratic Republic of Congo

Date : 20/07/2026

Appel d'offres.

Chers prestataires de services potentiels, nous sollicitons par la présente votre intérêt pour soumettre une candidature concernant le service de « **Plan de fermeture du site de stockage des résidus miniers de Kingamyambo** ».

Si vous souhaitez candidater, veuillez :

1. Confirmer votre intérêt en envoyant un courriel à [rtr\\_tenders@ergafrica.com](mailto:rtr_tenders@ergafrica.com), en indiquant la raison sociale de votre entreprise et en précisant dans l'objet « **Plan de fermeture du site de stockage des résidus miniers de Kingamyambo** »
1. Décrire votre expérience dans les services concernés : depuis quand proposez-vous ces services et nombre de contrats que vous avez menés à bien.
2. Soumissionner l'offre technique qui comprend la Méthodologie, Les Curriculum Vitae (CV) de la main d'œuvre qualifiée pour ce service, les preuves de travaux similaires effectués pour d'autres partenaires, et l'offre économique (Quotation) en rapport avec le cahier de charge en attache
3. Le dossier complet doit être transmis dans un délai de 72 heures soit du 21 au 23 Juillet 2026
4. Dès réception de votre confirmation d'intérêt, et votre offre nous procéderons à un contrôle de conformité préalable de votre entreprise.
5. Si les étapes de contrôle, de pré-évaluation et celle d'évaluations sont concluantes, nous vous aviserons l'étape suivante

Cordialement

METALKOL SOCIETE ANONYME (SA)

|                                                                                  |                            |              |                        |
|----------------------------------------------------------------------------------|----------------------------|--------------|------------------------|
|  | <h1>SCOPE OF SERVICES</h1> | Document No: | MR-HPO-520-S15-P03-002 |
|                                                                                  |                            | Version:     | 03                     |
|                                                                                  |                            | Date:        | 01/06/2015             |
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## KINGAMYAMBO TAILINGS DAM CLOSURE PLAN

|                        | DESCRIPTION                                  |
|------------------------|----------------------------------------------|
| <b>Site:</b>           | <i>Metalkol S.A.</i>                         |
| <b>Location:</b>       | <i>Metalkol RTR site</i>                     |
| <b>Contract Owner:</b> | <b>SAFETY HEALTH AND ENVIRONMENTAL (SHE)</b> |

| CHECKLIST                            | YES | NO |
|--------------------------------------|-----|----|
| Dealings with Government Authorities |     | X  |
| Advance Payment(s)                   |     | X  |
| Labour Brokers                       | X   |    |

## ISSUE CODES KEY

|    |                     |
|----|---------------------|
| FI | For Information     |
| FA | For Approval        |
| DG | For Internal Review |
| CA | For Client Approval |
| UF | For Your Use/Files  |

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## SCOPE OVERVIEW

### 1. INTRODUCTION

#### 1.1 Purpose of the Services

This Scope of Work (SoW) defines the **technical, regulatory, environmental, and commercial requirements** for the appointment of a qualified contractor to develop a **comprehensive Mine Closure Plan** for the Kingamyambo Tailings dam.

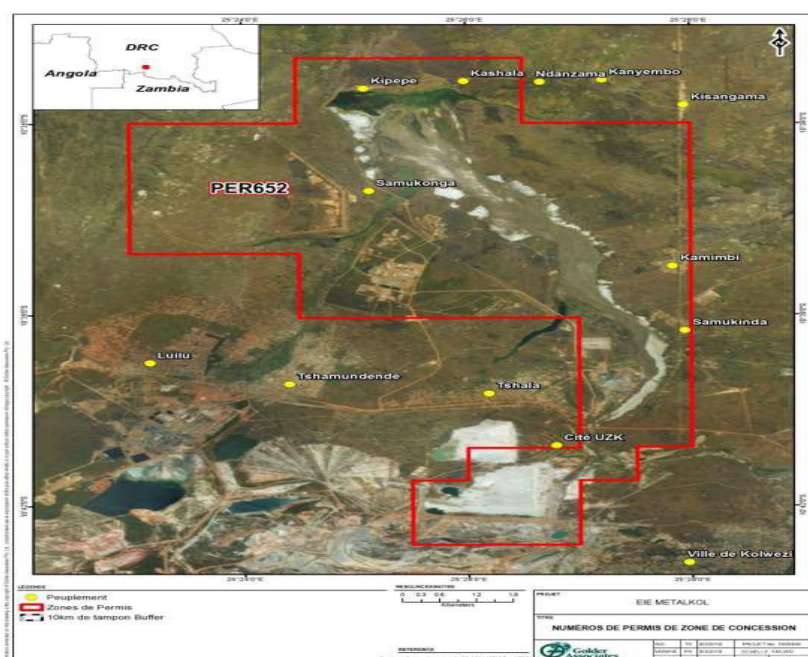
The purpose of this SoW is to:

- Clearly define the **scope of services, deliverables, and performance expectations**
- Ensure full compliance with the DRC Mining Code, including:
  - Environmental protection obligations (Article 69)
  - Rehabilitation and closure requirements (Mining Regulations, Articles 410–423)
  - Financial provisioning obligations (Article 258)
- Ensure alignment with:
  - ISO 14001
  - Copper Mark
- Provide a **contractual basis** for managing contractor performance and deliverables
- Ensure that closure planning is **technically robust, financially realistic, socially responsible, and regulator-ready**

1.1.1 The Contractor shall provide all services, deliverables, and activities necessary to achieve the objectives of this Scope of Work, including any tasks not explicitly stated but which are reasonably required and would be expected of a competent and experienced professional contractor to ensure a complete, compliant, and functional Mine Closure Plan.

#### 1.2 Site location and access

1.2.1 Metalkol RTR site in the DRC. Approx. 14 km west of Kolwezi town in Lualaba province



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## 2. SCOPE OF SERVICES

### 2.1 DETAILED DESCRIPTION OF THE SERVICES

The Contractor shall provide all Services necessary to prepare a comprehensive Mine Closure Plan for the Kingamyambo Tailings dam including, but not limited to, the following:

#### 2.1.1. Data Review and Site Assessment

Review historical deposition, tailings characteristics, and reclamation records.

Collect, verify, and assess geotechnical, hydrological, and environmental data.

Conduct site inspections and assess status of tailings, pipelines, pump stations, and surrounding terrain. Identify data gaps and propose additional investigations as required. Deliverable: Comprehensive Site Assessment and Data Gap Analysis Report.

#### 2.1.2 Geotechnical and Structural Stability Assessment

Conduct slope stability and embankment safety analyses.

Evaluate potential settlement, consolidation, or erosion of tailings deposits.

Recommend closure landform designs and stabilization measures to ensure long-term safety. Deliverable: Geotechnical Stability Report with recommended closure landforms.

#### 2.1.3 Hydrology and Water Management

Model surface and groundwater interactions with the TRSF. Design post-closure stormwater drainage, erosion, and sediment control systems. Assessment of climate change impacts on closure water management. Develop water balance and flood mitigation plans. Deliverable: Hydrological Assessment and Closure Drainage Design Report.

#### 2.1.4 Environmental and Geochemical Assessment

Perform geochemical characterization of tailings (ABA/NAG tests). Assess risks of acid generation, metal leaching, and other contamination. Recommend mitigation measures to protect soil, surface water, and groundwater. Deliverable: Environmental and Geochemical Assessment Report.

#### 2.1.5 Closure Landform and Rehabilitation Design

Develop final landform grading, slope stabilization, and erosion control measures. Design cover systems and topsoil management strategies. Develop revegetation and progressive rehabilitation plans, using appropriate species and planting methods. Deliverable: Detailed Closure and Rehabilitation Design Report with drawings and biodiversity and productive land outcomes; closure success criteria;

#### 2.1.6 Infrastructure Decommissioning

Identify all infrastructure to be removed, decommissioned, or repurposed. Develop safe removal, disposal, or repurposing strategies in accordance with safety and environmental standards. Deliverable: Infrastructure Decommissioning Plan.

#### 2.1.7 Monitoring and Post-Closure Management

Define a long-term monitoring program for:

- Geotechnical stability and settlement
- Surface water and groundwater quality
- Vegetation establishment and soil health
- Develop adaptive management strategies to address unforeseen post-closure issues.

Deliverable: Post-Closure Monitoring and Management Plan.

#### 2.1.8 Closure Cost Estimation and Financial Provisioning

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Prepare detailed cost estimates for all closure, rehabilitation, and decommissioning activities. Include contingencies and provide recommendations for financial provisioning in accordance with Article 258 of the DRC Mining Code. Deliverable: Closure Cost Estimate and Financial Provision Report.

#### 2.1.9 Reporting and Documentation

Prepare draft and final Mine Closure Plan, including all technical appendices, drawings, and calculations. Present findings to Metalkol SA and incorporate regulatory and stakeholder feedback. Deliverable: Draft and Final Mine Closure Plan (PDF and editable formats).

#### 2.1.10 Compliance and Professional Standard

The Contractor shall perform all services in accordance with:

- DRC Mining Code
- International best practice (ICMM, IFC, GISTM, Global Tailings Management Standard)
- ISO 14001
- Copper Mark

All services shall be executed to the standard of care expected of a professional contractor experienced in tailings closure and mining rehabilitation.

#### 2.1.11 Closure Governance, Risk Classification and Accountability

The Contractor shall:

- Define the governance framework for closure and post-closure management of the Kingamyambo Tailings Dam, including roles, responsibilities, reporting lines, and decision-making authorities.
- Confirm the applicable tailings consequence classification and ensure that all closure design, monitoring, review, and management measures are aligned to the risk and consequence profile of the facility.
- Define the required interfaces between the Accountable Executive, site management, geotechnical, environmental, water, social performance, emergency response, and closure team
- 

#### 2.1.12 Stakeholder Engagement, Community Health and Social Closure

The Contractor shall:

- Identify closure-related social, economic, land-use, livelihood, community health, and safety risks associated with the facility.
- Undertake stakeholder mapping and define engagement requirements for affected communities, local authorities, land users, and other interested parties.
- Develop a social closure framework that addresses long-term environmental, social, and local economic impacts, including cumulative impacts where relevant.
- Recommend grievance, communication, and remedy pathways relevant to closure and post-closure impacts.

#### 2.1.14 Climate Change, Adaptive Management and Long-Term Resilience

The Contractor shall:

- Assess the implications of current and projected climate conditions on closure performance, including rainfall intensity, flooding, erosion, stormwater management, slope stability, vegetation establishment, and long-term water balance.

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- Incorporate climate uncertainty into closure design criteria, monitoring thresholds, and risk assessments.

#### 2.1.15 Public Disclosure Support

The Contractor shall:

- Prepare a concise, non-technical summary of the Mine Closure Plan suitable for disclosure to regulators, communities, and other external stakeholders.
- Summarize key closure risks, mitigation measures, monitoring commitments, emergency preparedness arrangements, and post-closure management measures.

#### 2.1.1 Resources: Contract Manning and Representation

*The Contractor shall provide a resources and team of suitably qualified and experienced technical professionals to execute all aspects of the Mine Closure.*

##### 2.1.1.1 Resource Requirements

**Table 1: Resources and Equipment**

| Resource / Equipment                      | Purpose / Use                                             | Quantity |
|-------------------------------------------|-----------------------------------------------------------|----------|
| Project Vehicle                           | Transport personnel and equipment to site                 | 1–2      |
| GPS / Survey Equipment                    | Topography, terrain modeling, georeferencing              | 1 set    |
| Drone / UAV                               | Aerial mapping, site monitoring                           | 1        |
| Slope Stability Instruments / Piezometers | Monitor TSF embankment stability and groundwater levels   | 5–10     |
| Soil / Water Sampling Kits                | Field sampling for geotechnical and environmental testing | 3 sets   |
| Computers with Technical Software         | Geotechnical, hydrology, GIS modeling, and reporting      | 3–4      |
| Laboratory Access (contracted)            | Geochemical testing (ABA, NAG, metal leaching)            | 1 lab    |
| Safety PPE Kits                           | Field personnel protection                                | 6–8      |
| Communication Equipment                   | Radios, mobile devices for field coordination             | 3–4      |

##### 2.1.1.2 Personnel required

**Table 1: Key Personnel**

| Role                                    | Responsibility                                                           | Quantity | Minimum Qualifications / Experience                                                           |
|-----------------------------------------|--------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------|
| Project Manager / Technical Lead        | Overall project oversight, client liaison, QA/QC, technical coordination | 1        | Degree in Mining / Civil / Environmental Engineering; 10+ years TSF closure experience        |
| Geotechnical Engineer                   | Slope stability, embankment assessment, consolidation, landform design   | 1–2      | Degree in Geotechnical / Civil Engineering; 5+ years TSF experience                           |
| Environmental / Geochemistry Specialist | Tailings geochemistry, AMD risk, environmental mitigation                | 1        | Degree in Environmental Science / Geochemistry; 5+ years TSF environmental experience         |
| Hydrology / Water Management Engineer   | Drainage design, water balance modeling, erosion control                 | 1        | Degree in Hydrology / Civil / Environmental Engineering; 5+ years water management experience |
| Rehabilitation / Closure Engineer       | Landform grading, topsoil management, revegetation planning              | 1        | Degree in Environmental / Civil / Mining Engineering; 5+ years mine rehabilitation experience |

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|                                                  |                                                                |     |                                                                                       |
|--------------------------------------------------|----------------------------------------------------------------|-----|---------------------------------------------------------------------------------------|
| Cost Estimation / Financial Provision Specialist | Closure cost estimation, financial provisioning, contingencies | 1   | Degree in Mining / Civil / Financial Engineering; 5+ years closure costing experience |
| GIS / Survey Specialist (Optional)               | Mapping, terrain modeling, landform visualization              | 1   | Degree in GIS / Surveying; 3+ years mining project experience                         |
| Field Technicians / Sampling Assistants          | Field measurements, tailings/soil/water sampling               | 2–3 | Diploma / Certificate; mining fieldwork experience                                    |

## 2.2 MILESTONES AND TIMELINES / PROJECT SCHEDULE

The Contractor shall complete the Services within an overall duration of four (4) to six (6) months from the Effective Date of Contract, in accordance with the milestones set out below.

### 2.2.1 Project Schedule and Key Milestones

| Milestone                                     | Description                                                                    | Deliverable                                                | Target Completion                |
|-----------------------------------------------|--------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------|
| <b>M1 – Inception Phase</b>                   | Project kick-off, confirmation of methodology, workplan, and data requirements | Inception Report                                           | Within 2 weeks of Contract award |
| <b>M2 – Data Review &amp; Site Assessment</b> | Review of available data, site visit, identification of gaps                   | Site Assessment & Gap Analysis Report                      | Within 6 weeks                   |
| <b>M3 – Technical Investigations</b>          | Completion of geotechnical, hydrological, and environmental assessments        | Technical Reports (Geotechnical, Hydrology, Environmental) | Within 10–12 weeks               |
| <b>M4 – Conceptual Closure Plan</b>           | Development of preliminary closure strategy and landform concepts              | Conceptual Closure Plan                                    | Within 14 weeks                  |
| <b>M5 – Draft Closure Plan</b>                | Submission of full draft Mine Closure Plan for review                          | Draft Closure Plan                                         | Within 16–18 weeks               |
| <b>M6 – Review and Stakeholder Engagement</b> | Incorporation of comments from Metalkol SA and stakeholders                    | Updated Draft Closure Plan                                 | Within 20 weeks                  |
| <b>M7 – Final Closure Plan Submission</b>     | Submission of final, regulator-ready closure plan                              | Final Mine Closure Plan                                    | Within 22–24 weeks               |

### 2.2.2 Review and Approval Periods

- The Owner shall review each deliverable within 10–15 working days of submission.
- The Contractor shall incorporate comments and resubmit revised deliverables within 10 working days unless otherwise agreed.

### 2.2.3 Schedule Management

- The Contractor shall maintain a detailed project schedule (e.g., Gantt chart) and update it regularly.
- Any delays or risks to schedule shall be promptly communicated to Metalkol SA with proposed mitigation measures.

### 2.2.4 Critical Milestones

The following milestones are considered critical for project success:

- Completion of Site Assessment and Gap Analysis
- Submission of Draft Closure Plan
- Delivery of Final Closure Plan (Regulatory Submission Version)

Failure to meet critical milestones may result in contractual remedies as defined in the Contract Terms and Conditions.

### 2.2.5 Alignment with Regulatory Requirements

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The schedule shall ensure that the Final Closure Plan is delivered in a timely manner to support compliance with the DRC Mining Code and submission to the relevant regulatory authorities.

## 2.3 **SPECIFICATIONS OF THE SERVICES**

### 2.3 Specifications and/or Drawings of the Services

The Contractor shall prepare and submit all **technical specifications, engineering designs, and supporting drawings** required to develop a complete and implementable Mine Closure Plan for the Tailings Reclamation Storage Facility (TRSF).

#### 2.3.1 General Requirements

- All specifications, calculations, and drawings shall:
  - Be prepared in accordance with **internationally accepted engineering standards and best practices**
  - Be suitable for **regulatory submission and approval**
  - Be of sufficient detail to support **implementation of closure works**
- Designs shall comply with:
  - DRC Mining Code
  - ISO 14001
  - Copper Mark
  - Applicable international guidelines (ICMM, IFC, GISTM)

#### 2.3.2 Engineering Drawings

The Contractor shall produce, at a minimum, the following drawings:

- **Site Layout Plans**
  - Existing conditions
  - Final closure layout
- **Landform and Grading Plans**
  - Final surface contours
  - Slope configurations and profiles
- **Tailings Cover System Designs**
  - Cross sections showing layers, materials, and thickness
  - Details of erosion protection measures
- **Drainage and Water Management Designs**
  - Stormwater channels, diversion structures, and spillways
  - Sediment control structures
- **Infrastructure Decommissioning Layouts**
  - Locations of pipelines, pump stations, and facilities to be removed or secured
- **Rehabilitation and Revegetation Plans**
  - Topsoil placement
  - Vegetation zones and planting layouts

#### 2.3.3 Technical Specifications

The Contractor shall develop detailed technical specifications for:

- Earthworks and landform construction

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- Tailings cover systems and materials
- Drainage and erosion control structures
- Revegetation and soil management
- Decommissioning and demolition activities

Specifications shall include:

- Material requirements
- Construction methods
- Quality control and assurance requirements
- Performance criteria

#### 2.3.4 Design Basis and Calculations

- All drawings and specifications shall be supported by:
  - Design criteria and assumptions
  - Engineering calculations (e.g., slope stability, water balance)
  - Modelling outputs
- The Contractor shall ensure that all designs are:
  - Technically justified
  - Traceable and auditable
  - Consistent with site conditions

#### 2.3.5 Format and Submission Requirements

- Drawings shall be submitted in:
  - PDF format (signed and stamped where applicable)
  - Editable format (e.g., AutoCAD or equivalent)
- Specifications and reports shall be submitted in:
  - PDF and editable formats (e.g., MS Word, Excel)

#### 2.3.6 Integration into Closure Plan

All drawings and specifications shall be:

- Fully integrated into the Mine Closure Plan
- Included as appendices and referenced in the main report
- Suitable for submission to regulatory authorities

#### 2.3.7 Responsibility

The Contractor shall be responsible for ensuring that all specifications and drawings are:

- Complete and accurate
- Coordinated across disciplines
- Fit for purpose for implementation and regulatory approval

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### 3. COMPANY (METALKOL SA) OBLIGATIONS

Metalkol SA shall provide the following goods, services, and support to enable the Contractor to effectively perform the Services under this Contract.

#### 3.1 Goods, Equipment, and Facilities Provided by the Company

Metalkol SA shall make available, where applicable:

##### 3.1.1 Technical Information and Data

- Existing studies and reports, including:
  - Environmental and Social Impact Assessments (ESIA)
  - Geotechnical, hydrological, and environmental data
  - Historical tailings deposition and reclamation records
- Site layouts, drawings, and survey data
- Existing monitoring data (water quality, stability, etc.)

##### 3.1.2 Site Access and Logistics Support

- Access to the Tailings Reclamation Storage Facility (TRSF) and associated infrastructure
- Site inductions and safety briefings
- Coordination of site entry permits and access authorizations

##### 3.1.3 Travel and Transportation (if applicable)

- Facilitation or provision of:
  - Site transport (within operational areas)
  - Access to company vehicles where required and agreed

##### 3.1.4 Accommodation and Messing (if applicable)

- Provision or facilitation of:
  - Accommodation for Contractor personnel
  - Catering/messing services at site

##### 3.1.5 Utilities and Site Services

- Provision of:
  - Water and electricity at designated work locations (if required)
  - Access to office/workspace facilities where available

##### 3.1.6 Additional Support Resources

- Access to site infrastructure such as:
  - Laydown areas
  - Storage facilities (if required)
- Any additional agreed goods or services necessary for execution of the work

#### 3.2 Services Provided by the Company

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Metalkol SA shall provide the following services and support:

### 3.2.1 Permits, Licenses, and Authorizations

- Facilitate access to existing site permits and approvals
- Support coordination with authorities under the DRC Mining Code
- Assist the Contractor in obtaining site-specific authorizations where required

### 3.2.2 Corporate, Community, and Governance Requirements

- Provide:
  - Applicable site standards, procedures, and policies
  - Environmental Health & Safety (EHS) requirements
  - Community engagement protocols
- Ensure alignment with:
  - Copper Mark
  - Internal ESG and governance requirements

### 3.2.3 Procurement and Logistics Support

- Provide or facilitate access to:
  - Company-supplied services or materials (if agreed)
  - Logistics coordination for site activities
- Assist with customs or import requirements where applicable

### 3.2.4 Site Personnel and Technical Support

- Provide access to:
  - Relevant operational personnel
  - Technical staff for coordination and information sharing
- Assign a **Company Representative / Project Manager** to:
  - Oversee the contract
  - Review deliverables
  - Coordinate internal inputs

### 3.2.5 Review, Audit, and Supervision

- Review and provide feedback on Contractor deliverables
  - Conduct:
    - Technical reviews
    - Compliance checks
    - Audit supervision where required
  - Ensure alignment with:
    - ISO 14001
    - Copper Mark
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## RISKS

Please indicate the potential risks related to this project, by using ERGA's standard risk tool:

| Risk name                                               | Risk description / statement                                                                                                         | Risk causes                                     | Risk consequence                          | Exposure Period (From-To) | Control Name / Description (Control action for causes) | Probability |                                          | Financial impact                  |        |                              |             |         |                       |                    |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------|---------------------------|--------------------------------------------------------|-------------|------------------------------------------|-----------------------------------|--------|------------------------------|-------------|---------|-----------------------|--------------------|
|                                                         |                                                                                                                                      |                                                 |                                           |                           |                                                        |             | financial loss US\$ mln Budget Year 2027 | financial loss US\$ mln 18 Months | Rating | Occupational Health & Safety | Environment | Quality | Reputation and Social | Legal & Compliance |
| Tailings Facility Instability Due to Incomplete Closure | Failure to properly close the Kingamyambo after reclamation, leading to slope instability, erosion, or uncontrolled tailings release | Lack of engineered closure design               | Structural failure of tailings embankment | post-closure / Long-term  | Geotechnical assessment                                | 3           | 40                                       | 5                                 | 5      | 5                            | 5           | 5       | 5                     |                    |
|                                                         |                                                                                                                                      | poor landform shaping                           | environmental contamination               |                           | engineered closure landforms                           |             |                                          |                                   |        |                              |             |         |                       |                    |
|                                                         |                                                                                                                                      | inadequate drainage,                            | safety incidents                          |                           | tailings cover                                         |             |                                          |                                   |        |                              |             |         |                       |                    |
|                                                         |                                                                                                                                      | failure to implement progressive rehabilitation | legal non-compliance                      |                           | progressive rehabilitation                             |             |                                          |                                   |        |                              |             |         |                       |                    |
|                                                         |                                                                                                                                      | Inadequate spatial compliance by mining         | financial liabilities                     |                           | post-closure monitoring                                |             |                                          |                                   |        |                              |             |         |                       |                    |
|                                                         |                                                                                                                                      |                                                 |                                           |                           |                                                        |             |                                          |                                   |        |                              |             |         |                       |                    |

| DOCUMENT NAME AND NUMBER |                     | TEMPLATE – SCOPE OF WORK |                      |                  | VERSION                 | 3.0             |
|--------------------------|---------------------|--------------------------|----------------------|------------------|-------------------------|-----------------|
| Original Author          | <b>Z von Gordon</b> | Last Reviewed By         | <b>Zoleka Moseya</b> | Last Approved By | <b>Dmitriy Shibayev</b> | Page            |
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## IMPACT

| Impact Area        | Description                        | Quantitative assessment of Impact |
|--------------------|------------------------------------|-----------------------------------|
| Operational Permit | Operation license can be cancelled | Penalties to be paid              |
| Reputation         |                                    |                                   |

## REFERENCES

Without limiting the Contractors obligations under the Standard Terms and Conditions the Contactor must be aware of the following reference documents and incorporate any requirements set out in these documents in delivery of the Goods and/or Services: e.g. Site general arrangement drawings, site survey grid references, photographs of similar works performed.

a) –

b) –

This list does not limit other reference documents that maybe relevant to this Scope.

## KEY PERFORMANCE INDICATORS

[Outline information below if applicable, otherwise delete]

Q: What performance criteria or KPIs should the Contractor achieve in delivering the Goods and/or Services? Make sure that these are measurable and consider the strategy if the Contractor doesn't achieve these.

The below example is reflected on the above file.

| Category |             |               | Performance Management Plan - Criteria |                                                                                |               | Combined Category and Criteria Weighting (%) | Minimum Acceptable Performance Level (%) |
|----------|-------------|---------------|----------------------------------------|--------------------------------------------------------------------------------|---------------|----------------------------------------------|------------------------------------------|
| No .     | Description | Weighting (%) | No .                                   | Description                                                                    | Weighting (%) |                                              |                                          |
| 1        | HSEC        | 20            | 1.1                                    | Total Compliance with all relevant DRC and ENRC HSEC regulations and policies. | 100%          | 20%                                          | 95%                                      |
| 2        | Delivery    | 20            | 2.1                                    | % of goods delivered in full on time                                           | 100%          | 20%                                          | 95%                                      |
| 2        | Quality     | 20            | 3.1                                    | % of goods returns to Supplier due to quality performance issue                | 50%           | 10%                                          | 95%                                      |
|          |             |               | 3.2                                    | Number of warranty claims                                                      | 50%           | 10%                                          | 80%                                      |
| 4        | Inventory   | 15            | 4.1                                    | Availability of product on site on demand (stock levels)                       | 40%           | 6%                                           | 70%                                      |
|          |             |               | 4.2                                    | % of potential stock out                                                       | 60%           | 9%                                           | 5%                                       |

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|   |                       |     |     |                                                         |     |    |      |  |
|---|-----------------------|-----|-----|---------------------------------------------------------|-----|----|------|--|
| 5 | Customer Satisfaction | 10  | 5.1 | Supplier knowledge about goods and services             | 40% | 4% | 80%  |  |
|   |                       |     | 5.2 | Supplier ability to resolve problems effectively        | 30% | 3% | 80%  |  |
|   |                       |     | 5.3 | Supplier's responses to emergencies                     | 30% | 3% | 90%  |  |
| 6 | Cost                  | 15  | 6.1 | Cost savings through product improvement and innovation | 60% | 9% | 70%  |  |
|   |                       |     | 6.2 | Impact of CI initiatives launched and underway          | 40% | 6% | 5%   |  |
|   | TOTAL                 | 100 |     |                                                         |     |    | 100% |  |

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**END**

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