


PROJECT STABILITY MANAGEMENT PLAN

AGGENEYS - PAULPUTS PHASE 1 PROJECTS (400 KV LINE AND 1ST 400/132 KV TRANSFORMATION)

	Aggeneys - Paulputs Phase 1 Projects (400 kV line and 1st 400/132 kV transformation) Stability Plan CONTROLLED DISCLOSURE	Transmission Projects Delivery
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Stability Plan

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1. INTRODUCTION

The objective of the Aggeneys - Paulputs Phase 1 Projects (400 kV line and 1st 400/132 kV transformation) is:

1. The Northern Cape will see the bulk of renewable generation capacity allocation due to favourable sun and wind conditions.
2. Therefore, significant network infrastructure is required to enable the integration and evacuation of the renewable plants anticipated in the province.
3. Paulputs Substation will require the introduction of a 500 MVA 400/132 kV transformer to enable renewable generation integration in the vicinity.
4. Furthermore, to resolve the reliability constraints caused by the Paulputs MTS being fed via a single radial line from Aggeneys and to meet the minimum reliability standards of the South African Grid Code which require minimum N-1 reliability, the construction of the Aggeneys -Paulputs 400kV line (93km) built is required.
5. This will ensure the network is firm for N-1 contingency, and to ensure that there is sufficient line capacity to evacuate potential IPPs in the area
6. Build a new 400 kV line of 93km from Aggeneys to Paulputs, introduction of 400kV at Paulputs and 400/132kV transformation to strengthen the Northern Cape network.

PROJECT SCOPE

AGGENEYS– PAULPUTS LINE:

- Construct 1 x Aggeneys– Paulputs 400 kV line (93km)

AGGENEYS SUBSTATION:

- Establish/Equip a 400 kV feeder bay

PAULPUTS SUBSTATION:

- Establish a 400 kV yard and associated equipment
- Establish/Equip a 400 kV feeder bay
- Install a new 500 MVA 400/132 kV transformer and associated transformer bays.

However, for the above to be executed Eskom has taken cognisance the fact that the project will be executed within government space and within dynamic communities. This necessitates for a project stability plan development that will enable project execution in a stable operational environment through the facilitation of project stability variables inclusive of stakeholder management strategy, socio-economic initiatives, communication initiatives, project specific stability systems and stability risk management.

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This is done by providing direction, assurance and management of the socio-economic landscape and development impact that is aimed at obtaining a Social License to Operate (SLO) by empowering the project to be implemented with competence that enables it to manage any constraint that may create instability for its completion.

2. Project Stability Approach

This plan will outline a project stability roadmap when the project is to be executed. The focus is on:

- a) What variables this project should be conscious of,
- b) The risk these variables expose the project to,
- c) Proposed Mitigation of these risks,

This can be achieved by developing and maintaining successful partnerships and working relationships with the different stakeholders internally and externally to Eskom, which are directly, partially, or indirectly impacted by the project operations. Good communication and stakeholder partnership is crucial to sustaining positive and enduring relationships, based on trust and mutual benefit, and in turn building acceptance, support and a '**social licence to operate**' within project impacted communities. It is therefore imperative that a systematic approach for the stability of the project be developed and applied.

This plan therefore will outline:

- a) How the establishment of strategic partnerships with the leadership and communities of the impacted municipalities should be done. This is aimed at driving the project agenda through a stakeholder management system
- b) Strategic and collaborative human capital management and interventions aimed at improved productivity through internal stability initiatives
- c) The development and the promotion of small and medium business enterprises aimed at stimulating local economic growth, focusing on capacity building and enhanced procurement expenditure with a specific focus on previously disadvantaged groups in furtherance of Eskom's SED and SDL&I objectives.
- d) How the project, may, contribute to the socio-economic development and job creation in the area where the project is being implemented, contributing to local infrastructure and assisting with the identified community needs and initiatives
- e) Communication initiatives to be implemented to position and project positive image/reputation of Eskom within the project jurisdiction and the country at large.
- f) Possible interventions that will ensure safety and security of project personnel, avoidance of infrastructure vandalism and minimise vulnerability of Eskom employees and contractors in the performance of their duties.

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Project Location

Province & District	Local Municipality	Town Impacted Streets
Namakwa District Municipality	Khai-Ma Local Municipality	Pofadder and Aggeneys Towns

4. Project Stability Objectives

4.1 To build & maintain strategic relationships that will:

- a) facilitate activity alignment of project needs with project internal stakeholders
- b) Facilitate project activities and to lobby for project support and its alignment with impacted local governments programme
- c) Update on electricity infrastructure programme implemented with other impacted division or government & business stakeholders to foster collaboration
- d) Coordinate project risk management and be discussed on the monthly basis

4.2 To support the project's operational requirements by:

- a) Seeking stakeholder strategic counsel & implementation of strategic support to the project
- b) Influencing the attitudes and opinions of stakeholders and position the project as being a response to Eskom's generation and transmission capacity constraints.
- c) To proactively engage with and lobby key stakeholders to achieve Eskom's desired outcomes (e.g. manage community expectations, manage local issues, positive responses to applications for environmental authorisations, way leave agreements, water permits, etc.).
- d) Establishment and alignment of project participative structures

4.3 Responsive to project stoppages by:

- a) Formulation in collaboration with the project team of the project emergency preparedness approach and execution
- b) Tracking of project issues, aimed at avoidance of project work stoppages, related instabilities and dealing with mushrooming structures within the project (making some unreasonable and somewhat illegal demands).

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A mitigation approach was developed that can alleviate the project of these risks. These include:

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			<ul style="list-style-type: none"> These animals may fall in foundations holes if proper measures are not put in place.
4.	Accommodation	06	<ul style="list-style-type: none"> The following towns can be utilise for accommodating contractor employees: <ul style="list-style-type: none"> There is Aggeneys town close to Aggeneys substation-less than 10 km Pofadder- 66km from the Aggeneys substation and 44 km from Paulputs substation. The capacity of the two towns may pose accomodation challenges due to limited accomodation capabilities and may result the contrcator to use Springbock which is 111 km from the Aggeneys substation.
5.	Security Management	06	<ul style="list-style-type: none"> The infrastructure programme is highly attacked by construction mafia and opportunist that usually threaten projects. This necessitates a security risk assessment with clear mandating recommendations for the contractor to have correct physical gaurding, access to emergency response team that are at reachable access.
6.	Labour Instability	07	<ul style="list-style-type: none"> The male dominated areas are characterized by high levels of youth (25-35 years) that are unemployed. This will heighten the demand for employment opportunities, , clear Employee benefits, refusal to demobilise as the project maybe approaching completion, Competition between local and externally sourced workforce, skills development initiatives and employment retention, Site Industrial Action. This will necessiate properly coordinated employment strategies with clear recruitment and demobilisation process <i>Labour Instability: Employment opportunities, recruitment process, job grades, Employee benefits, Payment rates from multiple contractors on site refusal to partial/scope- based site-demobilization as project continues and is approaching completion, Competition between local and externally sourced workforce, skills are some of the issues the strategy needs to mitigate</i>
7.	Enterprise Development-Supplier	10	<ul style="list-style-type: none"> Khai municipality has business hub in town that may require Eskom to develop them.

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	Development and Localisation		<ul style="list-style-type: none"> • Khai Municipality is composed of small business forums that may want to be engaged in preparation of the participation of Eskom project within their area. • There are two mines that are operating on the Aggeneys side. These mines have a way of integrating with the local small and medium enterprises (SMMEs). It will be important that before tendering that the rules these SMMEs operate with the mines will have to be assessed as this may cause misalignment of expectations. • Integration of local businesses: (Unreasonable SMME opportunities, Increasing pressure groups, splinter groups each with the same demands, Fulfilling the expectations of various Business Forums)
8.	Employees transportation	06	<ul style="list-style-type: none"> • Aggeneys substation is located 66km from the nearest town – Pofadder • Paulputs substation is located 44km from the nearest town- Pofadder • The area has recognized local taxi associations that may demand employee transportation.

Risk Mitigation Approach

Procurement	Supplier Development and Localisation	Contracts Management
If procurement is not done to Local to site SMME's within the Namakwa District Municipality, it can result to leak of support and closure of project construction.	Utilisation of procurement services for the development of local suppliers and job creation	<p>Avail subcontracting opportunities and compliance</p> <p>Non-payment of sub-contractors due to cash flow from principal contractors.</p>
Mitigation		
<ul style="list-style-type: none"> • Social upliftment through procurement initiatives 	Communicate supplier development and localization initiatives with stakeholders.	<ul style="list-style-type: none"> • Indicate and communicate the subcontracting opportunities that will be done by contractor to stakeholders.

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<ul style="list-style-type: none"> Communicate the formal and Informal sourcing opportunities with Stakeholders. The appointed contractor must identify and communicate commodities to be used for sub-contracting initiatives 		<ul style="list-style-type: none"> This is aimed at ensuring that local SMME's understand there are sub-contracting opportunities in intervals that will be brought by contractor instead of creating unrest due to lack of understanding.
Recommendation		
<ul style="list-style-type: none"> Sourcing, for subcontracting commodities to be done according to local to site definition protocols. Create an SMME local data base for reference when there is a need for procurement sourcing. Communicate procurement opportunities shared within the stakeholder forum and organized businesses. This will incorporate the Khai-Ma Municipality small business forums that have indicated that they want to be engaged in preparation of the execution of Eskom project within the area. 	<ul style="list-style-type: none"> Contractor to conduct an Expression of Interest for local SMME's on how to do business with them 1 months before site establishment. They will develop procurement initiatives Use visible communication tools and mediums to communicate initiatives through agreed channels with the impacted stakeholders as per project stakeholder matrix. 	<ul style="list-style-type: none"> Share the list of available opportunities in the stakeholder forums, as they come. Emergency procurement opportunities will be publicized through the agreed channels of communication. Contractor to encourage local to site procurement with subcontractor. Principal contractor to ensure there are in 30-day payment with the employee, this in turn will enable payment of subcontractors.
Recruitment	Skills Development	Demobilization
<ul style="list-style-type: none"> Local recruitment approach of skilled, semi-skilled and unskilled personnel. Number of jobs to be created from the overall project. 	<ul style="list-style-type: none"> Community skills development and employee skills transfer opportunities (The recommendation to form part of SDL&I scorecard. 	<ul style="list-style-type: none"> Will the recruitment and demobilisation plan be projected based, or scope based.

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Mitigation		
<ul style="list-style-type: none"> Differentiate what personnel will be sourced locally and which will be brought in by the contractor and subcontractors. 	<ul style="list-style-type: none"> Communicate on the skills development plan and how stakeholders can participate in the opportunities. 	<ul style="list-style-type: none"> Employees tend to cause unrest when they are to be terminated without prior notification.
Recommendation		
<ul style="list-style-type: none"> 100% of the unskilled positions to be sourced from locals, as per local to site definition. Recommend that the skilled and semi-skilled resources may be sourced from the municipality, province, or country Local to site definition for recruitment (Feeder area, 40-70(Urban) km radius, Wards wherein the project is constructed 	<ul style="list-style-type: none"> 10-20% of the employed workforce to be earmark for the skills development program. Local skills development initiatives request will be accommodated in consultation with local leaderships and the contractor. Contractor to recruit a minimum of 20% of the skilled and 30% of the semi-skilled in the impacted municipality, if not available then recruitment can be done beyond the impacted municipality 	<ul style="list-style-type: none"> Employees must be on -boarded on the details of their appointment as well as on the signed contracts with obligations of both parties with clear contract start and end date. Communicate the demobilization strategy in the stakeholder forum and inform them of the planned demobilized employees in intervals. Contractor to submit demobilization strategy at appointment stage
Accommodation	Transportation	Security Management
<ul style="list-style-type: none"> Accommodation of employees (Core, Skilled & semi-Skilled) within 10 – 100 km radius of the project site 	<ul style="list-style-type: none"> Interest on the employee transportation strategy 	<ul style="list-style-type: none"> Execution of the project within a conducive environment that enables the safety of employees and construction equipment with material.

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<ul style="list-style-type: none"> • Containment of project information exposure to locals by employed personnel that may expose project personnel to security vulnerability. 		
Mitigation		
<ul style="list-style-type: none"> • Differentiate employees that are local based and employees who will be brought into the project. 	<ul style="list-style-type: none"> • The project will be exposed to uncontrolled multiple interest parties to transport the employees 	<ul style="list-style-type: none"> • Minimise safety risk of exposure of employees as well project equipment and material.
Recommendation		
<ul style="list-style-type: none"> • Locals will already be staying in their homes, and employees brought in should be / seek accommodation outside project impacted wards as guided by the prevailing risk assessment. • This is aimed at avoiding stoppages by disgruntled locals. • The contractor to prepare accommodation strategy that will allow for the costing impact due to long distance accommodation 	<ul style="list-style-type: none"> • Facilitate the engagement with the local taxi industry as part of project introduction resulting to an understanding of the transportation strategy. • Communication of alternative vehicles to be used for transportation (bakkies, small passenger vehicles) for operational purposes will be tabled with the relevant stakeholders. • Identification and compliance of taxis to transport employees and any deviation to the transport strategy to be communicated. • Transportation should be according to Eskom standards 	<ul style="list-style-type: none"> • The project security plan to be developed based on the Security Threat Assessment • The plan to be shared with stakeholder forum – except for the confidential or tactical and intelligence matters. • Contractor Security Management to share the scope of work and what they will need to source locally. • Contractor to priorities the war veterans for security personnel as well as the recruit local to site personnel when needed

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Site Access	Site Establishment	Industrial Relations
<p>Aggeneys and Paulputs Substations - There is no servitude related challenges as the project is within the existing substations.</p> <ul style="list-style-type: none"> Access road to Paulputs substation from Pofadder town is gravel road and maintained by multiple stakeholders. 	<ul style="list-style-type: none"> Assess if environment is conducive to establish site. Localisation of site facilities procurement should be done within the mentioned municipality 	<ul style="list-style-type: none"> The harmonization of employee workforce and communication process understood by all parties.
Mitigation		
<ul style="list-style-type: none"> The damage of the gravel access road by the construction vehicles. The demand by road users to maintain and rehabilitate the road 	<ul style="list-style-type: none"> Assess the risk assessment of intended site establishment. Inclusion of locals for possible procurement of site facilities requirements 	<ul style="list-style-type: none"> Avoidance of site industrial action resulting to the project Industrial Relations process development.
Recommendation		
<ul style="list-style-type: none"> Project management team to file the Environmental Impact Assessment report for ease of reference aimed at issue management. Take pictures of the existing access road condition prior project construction. This aimed to keep evidence of the state of the road to avoid arguments at project completion 	<ul style="list-style-type: none"> Stakeholder risk assessment to be conducted. Security risk assessment to be conducted Communication of preferred identified site with stakeholders. Strategically lobby for site readiness within impacted stakeholders 	<ul style="list-style-type: none"> All employees must be on-boarded on the stability process at induction. Define identified communication channels to be used for site communications. All employees to sign a contract on appointment and the contracts to be interpreted to them in a language they understand to avoid misunderstanding of obligations.

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<ul style="list-style-type: none"> Communication with the relevant stakeholders on the access road management approach. 		<ul style="list-style-type: none"> Main contractor to provide an Industrial Relations plan and procedures as well as an appointment of IR/HR resources.
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1. Project Stakeholders

- Eskom has, through the Environmental Impact Assessment and Socio-Economic Impact Assessment studies, identified all stakeholders affected by project, based on their impact, significance, influence etc. on construction, at demobilisation and operational activities.
- Eskom will proactively interface regularly, and in an open and honest manner with a range of identified internal stakeholders and the external stakeholders in government, business, private farmers and their respective bodies, communities, organised business, media, and all persons to be directly impacted by the Project.

Internal & Partner stakeholders	External Stakeholders
<p><u>Eskom Leadership</u></p> <p>Group Executive – Transmission TPD (PDP, AME, Telecoms) EXCO Impacted Operating Units (Tx & Dx) Land & Rights</p> <p><u>Implementing Contractor:</u></p>	<p><u>National Government</u></p> <p>Relevant Government Departments/ Statutory and Regulatory bodies: Department of Public Enterprises, Environmental Affairs, Department of Water Affairs.</p> <p><u>Provincial & Local Government</u></p> <p>COGTA, SAPS (Local & District), Impacted District Local Municipalities, Impacted Ward Councillors, Relevant municipal officials, and managers.</p> <p><u>Other Key stakeholders</u></p>

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	Organised Business, Organised labour, Local Communities, Local and Provincial Media, Safety and Security authorities, Health services, Taxi industry
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2. Alignment with Eskom overall stakeholder management strategy

In pursuit of alignment with Eskom's overall stakeholder management planning, the project Stakeholder Management Planning will comply with the following Eskom procedures:

- a) 240-48663560 Stakeholder Relations Process Control Manual, AA 1000 Stakeholder Engagement Standard
- b) UN: 32-256 Emergency Communications Procedure, 32-114, 32-115, 32-116 Internal and External Communication Messaging
- c) 470-80 National Government, International Relations, and Regulatory Liaison Process
- d) 470-121 Stakeholder Engagement Process for Provincial and Local Government Liaison
- e) 470-119 Civil Society, Organised Business and Organised Labour Stakeholder Engagement

3. Stakeholders, Issues, Impact, risks & Management Aspect

- Eskom has, through the EIA Processes and Public Participation identified stakeholders impacted by the Project, the nature of the impact, and relevant mitigation measures needed to address stakeholder concerns.
- The process of identifying stakeholders will be ongoing, and new issues will be incorporated to the management plan before and during the construction phase.
- A structured protocol, to be formalise the liaison between Eskom different stakeholders as impacted by the project in the following guideline:

The table below provide details of stakeholders identified, their key issues, phase of impact and management aspect required to mitigate issues or manage expectations:

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Stakeholder Group	Stakeholder Classification	Interest / Concern / Key Issues	Impact on Eskom	Stakeholder Management Aspect
Provincial Government	Provincial Governments	The Expectations of the government authorities are that the business operates in accordance with all local, provincial, and national laws, and subscribing to and demonstrating support for articulated government objectives.	Provides our licence to operate as well as a clear regulatory framework.	<p>Eskom will focus on maintaining good working relationships with governmental authorities keeping them informed of the project activities, on-going projects and key concerns.</p> <p>Engagement of government department on economic development initiatives brought about by the project.</p> <p>Effectively monitor and analyse government policies that may have impact on the project and develop management responses.</p>
Local Government	Impacted Municipalities	<p>Pressure to be exerted by Eskom operations on basic infrastructure such as water, roads, etc.</p> <p>Project socio-economic development initiatives</p> <p>Social and economic impact of the project on the local communities surrounding the project.</p>	<p>Lack of basic infrastructure such as roads may have impact on the delivery of construction material and delay the construction programme</p> <p>Lack of responsive collaboration strategy may result in community unrests around the areas with which the project is executed leading to project delays.</p>	<p>Eskom to outline the construction programme to the municipality, and possible impact on local roads etc.</p> <p>Engagements with the municipality to ensure effective implementation of SD&L and identified stability initiatives</p>

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Community	Local Communities impacted by project	<p>Employment creation</p> <p>Skills Development</p> <p>Local Procurement</p> <p>Corporate Social Investment</p> <p>Information Sharing</p>	<p>Maintaining Eskom socio-political licence to operate is core to how the project works with host communities.</p> <p>Lack of effective local employment procedures for all contractors may results in local community unrests</p>	<p>Eskom's commitment to these communities should include social upliftment initiatives, partnership with local municipalities to improve people's livelihood. They need to be engaged on the programme that would directly benefit them such as local employment and skills development.</p>
Security Agencies	<p>South African Police Service</p> <p>- Cluster Command Centres</p>	Safety, Security and policing	<p>Poor policing may result in criminal conducts that may cause delays in the project. (Material theft, violent community protests, etc).</p>	<p>Introduction of the project to SAPS for support and cooperation of matters of safety and security during construction.</p>
Organised Business	Local suppliers and contractors	Economic participation of local businesses during construction, and Enterprise Development	<p>Lack of meaningful participation of local business may result in protests by local businesses. However, Eskom must be careful of not creating too many expectations because:</p> <p>b) Many local businesses might not be qualified to provide services on a big scale for the project within the expected standards.</p>	<p>Eskom to engage in early stages of the Project execution starting with an expression of interest workshop within the municipality where the project is to execute.</p> <p>Ensure Strong and effective social management systems. Compliance. Broad community support. Add sustainable value to the communities through local procurement business creation.</p> <p>The possibilities for the local businesses to contribute to the project must be analysed on a case-by-case basis.</p>

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			c) The main procurement is to be done by the contractor and Eskom would not have full power on their actions.	
Local Media	Local / Provincial	Reporting on material issues relating to the project.	Negative reporting may have implications on the Eskom's reputation.	Establishment of good relations with local media and sharing of information on construction programme, and overall benefit of the project to Gauteng areas and South Africa.
Internal Stakeholder Group	Tx & Dx Operating Units	Project Information and updates	Lack of effective communication with the Provincial Operating Unit may result in misinformation and possible reputational damage for Eskom.	Cooperation with provincial operating unit and regular progress updates to both Corporate Affairs, OU General Managers and the Tx Grid Managers
Industry & Labour bodies	SAFCEC, NUM, BCCEI, etc	Compliance with regulations and industry standards.	Lack of compliance may result in project delays.	Engagement of industry bodies on relevant issues when necessary.
Construction Workers	Construction Workers	Conducive working environment Agreed contract and demobilisation, Fair and equal payment of employees doing the same scope of work	Lack of a conducive work environment may result in labour unrests – impacting of cost and time.	Continuous improvement of employee relations. Communication of project development and demobilisation plan.

4. Protocol of Engagement

Once the project is to be executed, there are several behavioural practices that may cause conflict between Eskom and impacted authorities and communities, which thus have to be avoided. To mention a few, these include:

- Construction commencing without the impacted authorities and communities being informed.

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- Lack of a balanced and well represented external stakeholder forum or poor attendance of appointed members to the external stakeholder forum.
- Poor partnership between Eskom TPD and the contractor in executing the stakeholder management plan to the latter.
- Failure to implement decisions of the External Stakeholder Forums.
- Lack of clear roles on stakeholder management roles between Eskom and the contractor.
- Unavailability of the project stability resources (Stakeholder Officer, Community liaison Officer, IR/HR Officer, Land liaison officer, Security Officer) responsible for mainly managing stability related issues that are inclusive of stakeholder management, community interface, servitude matters, human resources administration and work contractual disputes as well as the securing of the project assets.

It is a proven fact that when communities are kept informed of their rights and responsibilities, and employees of the service provider are constantly reminded of these rights, the possibility of conflict is minimised.

Prior execution, a **Stakeholder Management Report** that provides the expected engagement behaviour about the area within which the project is to be implemented will be developed and shared with the project team. The report will include but not limited the following:

- The project point of entry within the Province, Municipality, and Community, the project will have one point of entry within the community and within the local municipality for anyone who wishes to engage on issues around the project.
- The prevailing culture within the project area and the protocol of engagement before execution begins
- The “dos and don’ts” outline of expected and unacceptable behaviour among communities and individuals, as well as Eskom, with the aim of providing a pro-active approach to dealing with conflictual situations.

Eskom Based Structure	Municipal Based Structure
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Eskom project progress meeting	Project Stakeholder Committee to be formed
To be established one month before the project is to be implemented.	Either be district municipality based or project zone based
BU accountable for stability variables to participate	Location to be determined by the project geographical spread.
Plan of action to be tabled, implementation and monitoring to be executed	Project progress, resolves challenges & dispute resolution
	Members to be delegated officially by the various institutions and bodies.

5. Situation and Reputation Management Sub process

The operational activities above may result into situations or scenarios that may require interventions that requires different approaches and different teams per different levels to facilitate management of these situations. When these arise project operations maybe disturbed. This necessitates an establishment of a response process by a response team.

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Occurrence	Accountability
Operational Situation (These may include a scheduled engagement for an inquiry about a particular activity on the project)	Project Manager
Service Delivery and Reputation Threatening	Site Stability Team (Site Manager, Security Officer, environmental officer, Project Community Liaison Officer)
The matter remains unresolved by the 1 st line of engagement	Project Reputation Management Team (PRMT) Does it exist or is it ad hoc as and when required? (Project Manager, Stakeholder Advisor, Security Manager, CLO, Environmental Officer)
The matter moves beyond the project, has significant financial impact	Executive Reputation Management Team (ERMT) Grid manager, Stability Manager, Programme Manager, Stakeholder Manager, Project Manager, Security Manager

6. Project Communication Approach

The project shall have a communication approach to be always adhered to, which indicate communication protocols and project messaging.

Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
Internal				
Eskom	Executive	Eskom Senior Manager	Meetings, Presentations, Reports	Adhoc, At key project milestones
	Project Impacted Business units (Support Services: Risk, Quality, OH&S etc.)	Eskom Programme/ Project Manager	Meetings,	Adhoc

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Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
	Contributing departments: Engineering, Distribution, Transmission, Procurement, Finance, Legal etc.	Eskom Programme/ Project Manager	Meetings, Reports	Adhoc, At key project milestones
	Project core team	Project Manager	Meetings, Presentations, Reports	Weekly, Adhoc
Contractor	Principal contractor	During Procurement Phase: Programme Manager, Project Manager, Eskom Procurement During Construction Phase: Contractor Project Manager	Meetings, Presentation and Reports	At key project milestones Monthly (to be refined at start of Construction)
Contractor	Project Subcontractors	Contractor Project Management, Eskom Project Manager, Project Stability Team, Supplier Development and Localisation	Meetings, Induction, Presentation, Bulletins	At key project milestones Monthly (to be refined at start of Construction)
Contractor	Contractor Employees	Contractor Project Manager, Industrial Relations Advisor, Project Supervisor	Meetings, Induction, Presentation, Bulletins	Monthly, Weekly, daily
External				
Government	National and Provincial Government, District and Local Municipalities Regulatory and Political role players	Programme Manager Project Stability Manager, Senior Advisor-Stakeholder Management (Eskom & Contractor) Subject Matter Experts (Land & Rights, SD&L, etc)	Structured Meetings / Presentations, Memo and Reports	Monthly, at emergencies and Adhoc, At key project milestones

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Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
	Statutory and Regulatory bodies.	Programme Manager Senior Advisors-Stakeholder Management Subject Matter Experts (Land & Rights, SD&L, etc)	Meetings, correspondence	When the need arises At key project milestones
Business Chambers	Potential SMMEs to work on the project	Contractor Programme Manager, Project Management team (Procurement, SD&L), supported by Eskom Project Manager, External project stability Manager Senior Advisors-Stakeholder Management (Eskom & Contractor)	Meetings, workshops, bulletins, correspondence	Quarterly and adhoc
Civil society	Impacted communities, Landowners, Farmers, Local businesses, Local tourism bodies	Programme Manager, Project Manager, External project stability Manager Senior Advisors-Stakeholder Management (Eskom & Contractor) Farmers Coordinating Officer, Subject Matter Experts (Land & Rights, SD&L, etc)	Meetings, Presentations, Correspondence, Virtual meetings, Reports	Adhoc, At key project milestones
Media	Local, National, International	Eskom Media Desk Senior Advisor Eskom Stakeholder Management When necessary - Subject Matter Experts (Land & Rights, SD&L, etc)	Correspondence, media response & Press statements	At key project milestones or project emergencies

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Industry & Labour Bodies	SAFCEC; NUM; etc.	Subject Matter Experts	Meetings	Adhoc

7. STAKEHOLDER INTERFACE AT EXECUTION PHASE

Stakeholder & Communication Objective	Required Logistics	Attendees	Frequency and Engagement Platform	Responsibility
Project introduction Municipality	Venue hire (hall, boardroom, or council chamber), meeting logistics (projector system, sound system, connecting generator where applicable) and catering of attendees.	30	Physical Meeting X2	Project Manager and External Stakeholder Manager
Project introduction Business Chamber & Business Forum	Venue hire (hall or boardroom), meeting logistics (projector system, sound system, connecting generator where applicable), catering.	20	Physical Meeting X2	Project Manager, Contractor, and External Stakeholder Manager
Project introduction emergency preparedness initiatives.	Venue hire (hall or boardroom), meeting logistics (projector system, sound system, connecting generator where applicable), catering.	30	Physical Meeting X2	Project Manager, Contractor, and External Stakeholder Manager

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Stakeholder Committee	Bi-monthly meetings, transportation of members, meeting logistics (Boardroom, connecting generator and projector system), catering for attendees	20	Physical Meeting X 18	Project Manager, Contractor, and External Stakeholder Manager
Community Liaison				
Project Introduction to the affected wards	Venue hire (hall, boardroom, or tent), meeting logistics (projector system, sound system, connecting generator where applicable), catering.	150	Physical Meeting X2	Project Manager, Contractor, and External Stakeholder Manager
Enterprise Development				
Expression of interest workshop prior site establishment	<ul style="list-style-type: none"> Advertisement of the workshop (e.g Poster or local newspapers), Venue hire (hall, boardroom, or tent), meeting logistics (projector system, connecting generator where applicable), catering 	50	Physical Meeting X1	Project Manager, Contractor, and External Stakeholder Manager
Employee Interface				
Project Stability Induction	<ul style="list-style-type: none"> Venue hire (hall, boardroom, or tent), meeting logistics (projector system, connecting generator where applicable), catering and transportation of attendees. 	All Employees	Physical Meeting X 4	Project Manager and External Stakeholder Manager

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Labour Peace	Venue hire (Site office/hall, boardroom), meeting logistics, connecting generator where applicable), and transportation of attendees.	All Employees	Physical Meeting & Employee Bulletins Monthly	Contractor MD, Project Manager, Manager, Site Stability Team
Skills Development Training				
Employee training logistics	<ul style="list-style-type: none"> Venue hire (hall, boardroom, or tent), meeting logistics (projector system, connecting generator where applicable), catering and transportation of attendees. 	30	Physical Meeting X20	Contractor and Eskom stability team
Recruitment of site-based personnel, Labour Integration and Labour peace to be appointed by the Contractor	<ul style="list-style-type: none"> Advertisements for required semi-skilled and skilled personnel, Recruitment of the following site-based personnel: Senior 1X Advisor-Stakeholder Relations (Task grade 12,) 1 X Client Liaison Officers, (Task grade 9) 1 X Human Resource officer, (Task grade 9) Security Officer (Task Grade 12) interview venues and catering for interviewers, 	Dependent on respondents	Physical Meeting X3	Contractor and Eskom Stability Team
Employee Transportation				

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Integration with local taxi association	<ul style="list-style-type: none"> Onboarding of local taxi association Utilisation of local taxi association for employee transportation, Driver recruitment Venue hire (hall, boardroom, or tent), meeting logistics (projector system, connecting generator where applicable), catering. 	• 10	Physical Meeting X7	Project Manager and External Stakeholder Manager
Corporate socio-investment (CSI)				
Corporate socio-investment initiative requests	<ul style="list-style-type: none"> A percentage 1 % of project budget for identified socio-upliftment programmes or initiations. 			
Handover event with event logistics	<ul style="list-style-type: none"> Attendance of planning meetings for the handover, physical and electronic Catering (VIP and general catering) Venue hire (framed tent and event furniture) Transportation of items to beneficiaries Transportation of delegates to the venue. Sound system Branding Entertainment Event communication 	200	Physical Meeting X3	

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8. Project Resourcing Approach

- The project resourcing plan is aimed at providing certain competences with certain skills and behaviours that will facilitate strategic stability management. In implementing the project stability, the project will adopt an approach that is based on localisation and encouragement of community involvement.
- This community-based approach will endeavour to encourage community participation, thus ensuring that community members are able to not only influence activities that will affect the project and them, but also build their capacity and contribute to their empowerment.
- Consequently, this will go a long way in ensuring sustainability of the project as well as encouraging responsibility and project ownership. This approach takes cognisance that after handover Eskom will remain in the area to operate and maintain the asset hosted by the same communities.
- The project will identify resources to be outsourced according to the stability guideline and project stability scope. Priority to be given to impacted municipality and province when the recruitment drive is initiated.

9. Project Stability Resourcing

The Project stability resources will be expected to perform the outputs as outlined below within the identified Municipal jurisdiction where the project will be implemented. Eskom may appoint resources as outlined below or outsource the required services as guided by the resources approach. Summarised outputs will include but not limited to following:

- a) Stakeholder Management, inclusive of stakeholder mapping, through stakeholders' consultation.
- b) Forge Strategic Partnerships, develop and implement an engagement schedule, participate and sometimes initiate Integration forums, develop, stakeholder database, perform community issue Management, facilitate strategic initiatives and conduct stakeholder management assessments.
- c) Convene community mobilisation meetings through the local authorities.
- d) Raise community awareness about the project and TPD programme.
 - a. Set up the External Project Steering Committee.
 - b. Conduct skills audit for, train and capacitate the Steering Committee members on their roles and responsibilities, procedural terms for meetings and conflict resolution.

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10. Required Competences

Functional Output	Competence & Knowledge
Stakeholder Management	<ul style="list-style-type: none"> • Leadership, Negotiation Skills, Time Management, insight. • Advisory & Counselling abilities, Understanding of Corporate Governance, Formulation of strategies, presentation skills
Communication	<ul style="list-style-type: none"> • Trend Analysis and Benchmarking, • Communication skills, Crises Communication, • issue management, Writing Skills, Media Management
Industrial Relations and Human Resource Management	<ul style="list-style-type: none"> • Employment relations, Employee-Employer conciliation, and arbitration • Resolution of industrial disputes, Employer-Employee Harmonisation.
Strategic Initiatives	<ul style="list-style-type: none"> • Project on boarding/induction, understanding of Cultural Diversity analyses, Corporate Social Investment, Event Coordination, Disaster Management • Partnership Agreements, Facilitation, Business Acumen
Recruitment	<ul style="list-style-type: none"> • Awareness, Administration & Document Management, Lobbying, Negotiation,

11. Required Resources

RESOURCE	Appointing Entity	Location
External Stability-Stability/Stakeholder Manager x1	Eskom	Megawatt Park
Senior Advisor-Stakeholder Management	Eskom	Megawatt Park

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Site-based Client Liaison Officer Task grade 9 X 1	Eskom/Contractor	Impacted Municipality
Site-based Human Resources Officer X 1	Contractor	Either of the District/Province/SA

Stakeholder Management Roles and Responsibilities

Portfolio	Scenarios / Issues	Responsibilities/Action
Senior Advisor: Stakeholder Management (Eskom TPD)	Recruitment	<ul style="list-style-type: none"> • Ensure that there is a Project Stakeholders Forum to manage the recruitment plan. • Ensure that the contractor produces a recruitment and skills development plan. • Engages and receives the list of potential locals eligible for employment in the project for processing by the contractor.
	Demand for Employment and protests (work-stoppages)	<ul style="list-style-type: none"> • Ensure that the Stakeholder Forum members collectively attend to the grievances submitted by community members and deliberate on the submitted grievances. • Ensure that the issues are resolved with the project team including the contractor. • Account to the Eskom Committees the status of work-stoppages.

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		<ul style="list-style-type: none"> Ensure that the Project Manager is appraised of the grievances and actions to be taken.
	Subcontracting Opportunities	<ul style="list-style-type: none"> Ensure that the contractor, through the Project Manager, produces a detailed sub-contracting plan for endorsement by the stakeholders.
	CSI	<ul style="list-style-type: none"> Ensure that the External Stakeholders Forum endorses the proposed CSI projects and are presented to the Eskom CSI local committee for approval.
Project Manager: Eskom Tx	Recruitment	<ul style="list-style-type: none"> Manage the process of the employment list consideration between Eskom and the contractor (NEC) after receipt from the Senior Advisor: Stakeholder Management.
	Demand for Employment and protests (work-stoppages)	<ul style="list-style-type: none"> Manage (approve and disapprove) recommendations of the External Stakeholder Forum. Escalate to the Executive Projects Manager if there is a deadlock in event the recommendations are not yielding access to site.
	Sub-contracting Opportunities	<ul style="list-style-type: none"> Give support to the Senior Advisor: Stakeholder Management in ensuring that the contractor produces a detailed subcontracting plan to be managed and implemented by the Project Stakeholder Forum
	CSI	<ul style="list-style-type: none"> Be part of the Stakeholder Forum and make inputs of proposed CSI or delegate this responsibility a subordinate to take decisions on behalf of the Project Manager.
Contractor	Recruitment	<ul style="list-style-type: none"> Produce a detailed employment plan with estimated timeframes. Produce a skills development plan for the workforce Ensure sound HR/IR administration through a dedicated HR/IR officer Ensure that all workers have employment contractors Be part of the Project Stakeholders Forum monthly meetings where decision of recruitment is discussed.

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	Demand for Employment and protests (work-stoppages)	<ul style="list-style-type: none"> • Ensure that the stability resources are appointed to serve as the front-line staff at project site on daily matters of communities and stakeholders. • Ensure that Eskom is alerted about the existence of the protest or work-stoppage. • Be part of crises Stakeholder Forum working towards resolving the grievances submitted.
	Subcontracting Opportunities	<ul style="list-style-type: none"> • Produce a detailed subcontracting plan (SD&L) for discussion and management by the Project Stakeholder Forum. • Ensure induction of companies appointed as subcontractors. • Present at Project Stakeholder Forums monthly meetings the implementation status.

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PROJECTED BUDGET

ACTIVITY	COST PER ITEM	ESTIMATED BUDGET
Stability Resources	Senior advisor-R18 000 per month CLO-R15 000 per month HR officer R15000 per month	R885 000.00
Stability Resources tools of trade	Laptops, vehicle hire, phone allowance for project duration	R498 000.00 <i>BZ</i>
Project Introduction	Stakeholder engagements	R120 000.00
Employee Transportation	Taxi usage @ a dry rate of R33 000. 00 per month per taxi, depending on the number required. However, estimate is based on 230 employees	R11 250 000.00 <i>BZ</i>
Stakeholder monthly interfaces & Employees engagements	These are as reflected in the plan	R105 000.00
TOTAL	R12 858 000.00	
Allowable of 1% of the project cost for CSI		

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12. This document has been seen and accepted by:

Name	Organisation and Designation
Alwyn Marais	Programme Manager (PD)
Sindisiwe Makhanya	Project Managers (PD)
Lars Bode	Programme Manager (TPD)
Portia Ndlovu and Nondumiso Dingilizwe	Project Managers (TPD)
Ntombekhaya Mafumbatha	External Stability Manager
Modiegi Sibanyoni	Senior Advisor-Stakeholder Management

13. Document:

Controlled Disclosure: controlled disclosure to external parties (either enforced by law, or discretionary).