	Highveld NW Lowveld North Strengthening Phase 1 Project Stability Plan	Transmission Delivery Projects Rev: 2
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**Highveld Substation NW
Lowveld North
Strengthening Phase 1**

Document: Project Stability Plan

Development Date: **31 March 2023**

Area of Applicability: Eskom Holdings SOC Ltd

Functional Area: Transmission Project Stability

Total Pages: 28

Next Review Date: December 2023

Disclosure Classification: Controlled Disclosure



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1. Introduction

Network constraints are experienced in the Northeast Region in Mpumalanga Province. The objective is to address the following network constraints around Simplon, Rockdale, and Vulcan substations.

The 132 kV distribution network supplying Witbank town from Vulcan transmission substation is passing through a continuously burning under-mined area, which puts the current network at risk of long outages due to sinking ground

The existing fault levels at Rockdale substation, which supplies Middelburg and Steve Tshwete municipality are higher than the designed rapturing capacity for the substation

The distribution network in the Marble Hall and Groblersdal area, which is supplied from Simplon substation are experiencing low voltage problems

The current Rockdale substation line banked 275/132 kV transformers cannot be normalised, and the existing 132 kV busbar cannot be extended to accommodate additional load due to space constraints

The forecasted load in the areas supplied from Simplon and Rockdale substations cannot be accommodated on the existing network without violating the SA Grid Code.

2 The proposed project scope entails the following

Emkhiweni Substation:

- Establish 2x500 MVA 400/132 kV Emkhiweni substation close to the existing Rockdale substation - Ph 1A
- Construct and equip the 400 kV Arnot feeder bay - Ph 1A
- Construct and equip the 400 kV Kendal feeder bay - Ph 1A
- Construct and equip the 400 kV Silimela feeder bay – Ph 1B
- Provide space for 3 future 400 kV feeder bays – Ph 1A
- Equip and commission 4 x 132 kV feeder bays at Emkhiweni MTS substation - Ph1 A
- Provide space for 7 X 132 kV feeder bays at Emkhiweni MTS substation - Ph1 A

Arnot Substation:

- 1 X 400kV feeder name change and protection upgrade – Ph 1A

Kendal Substation:

- 1 X 400kV feeder name change and protection upgrade – Ph 1A

Silimela Substation:

- Extend 400 kV bus bars to accommodate the Emkhiweni 400 kV feeder bay – Ph 1B
- Construct and equip the 400 kV Emkhiweni feeder bay – Ph 1B

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Lines:

- Loop in and out Arnot - Kendal 400 kV line into the future Emkhiweni substation via 2 x ± 6 km 400 kV lines – Ph 1A
- Replacement of the earth wire on the existing Arnot – Kendal 400 kV lines and replace it with OPGW and ACSR conductor – Ph 1A
- Construct new ± 107 km Emkhiweni - Silimela 400 kV line – Ph 1B

Due to delays to negotiate and conclude a line deviation and EA amendment for a portion of the Emkhiweni - Silimela 400 kV line to avoid undermined areas it is proposed to split the Ph1 scope above into Phase 1A and Phase 1B as indicated above.

Additional information – Distribution (Ph 1A)

- **Establish** new 3 x 80 MVA 132/88 kV Steve Tshwete Substation
- **Construct** 2 x 132 kV 8.5 km lines from Emkhiweni substation to Steve Tshwete substation
- **Establish** 2 x 88 kV feeder bays at Middelburg substation & upgrade the Middelburg - Rockdale line
- **Construct** 6 x 50 m tie in lines to the new Steve Tshwete substation and de-commission redundant material
- **Extend** the 132 kV bus bar at Doornpoort substation and establish 2 x 132 kV feeder bays
- **Construct** 2 x 16 km Doornpoort - Emkhiweni 132 kV lines

3 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:

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. Strategic and collaborative human capital management and interventions aimed at improved productivity through internal stability initiatives. 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. How the project, may, contribute in 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.

Communication initiatives to be implemented to position and project positive image/reputation of Eskom within the project jurisdiction and the country at large. 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.

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) Create awareness of the importance of the project in meeting with the Mpumalanga and Limpopo province energy needs to external stakeholders.
- c) Facilitate project activities and to lobby for project support and its alignment with impacted local governments programme
- d) Update on electricity infrastructure programme implemented with other impacted division or government & business stakeholders to foster collaboration
- e) 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.

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- 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 Response to project stoppages by:

- a) Formulating, in collaboration with the project team, 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).

5. Project Stability Risk Matrix

The identified project risks are as follows:

No.	Risk Factor	Risk indicator scale of 1-10 (1 being lowest & 10 being highest)
1.	Procurement	10
2.	Supplier Development and Localisation	10
3.	Contract Management / Subcontracting	10
4.	Recruitment	9
5.	Skills Development	6
6.	Employee Transportation	10
7.	Employee Accommodation	6
8.	Land rights	10
9.	Site Establishment and facilities	9

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10.	Security Management	10
11.	Industrial Relations	8
12.	Stakeholder Management	10

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

Procurement	Supplier Development and Localisation	Contracts Management
<p>Local to site procurement for local SMME's. Steve Tshwete, Elias Motsoaledi & Ephraim Mogale Local Municipalities. Nkangala & Sekhukhune/district municipalities, Mpumalanga and Limpopo Provinces & SA)</p> <p><u>Identified local suppliers will be appointed by the main contractor based on prove/track records of commodity supply and competitive pricing related to the market.</u></p>	<p>Inclusion in procurement activities and development of local suppliers.</p>	<p>Avail subcontracting opportunities and compliance. A baseline risk assessment will be given to the Contractor as a guide for the Contractor to produce a detailed risk assessment and manage these risks accordingly</p>
Mitigation		
<p>Communicate the formal and Informal sourcing opportunities with Stakeholders. Identify commodities to be used for sub-contracting initiatives.</p>	<p>Communicate supplier development and localization initiatives with stakeholders.</p>	<p>Indicate and communicate the subcontracting that will be done by contractor to stakeholders. Ensure local SMME's understand there are sub-contracting opportunities in intervals that will be brought by contractor</p>
Recommendation		
<p>Sourcing, for subcontracting 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.</p>	<p>Contractor to conduct an assessment for local SMME's on how to do business with them two months before site establishment. They will develop procurement initiatives supplier development programs</p>	<p>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.</p>

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Communicate procurement opportunities shared within the stakeholder forum and organized businesses.	Use visible communication tools (forums etc.) to communicate initiatives through agreed channels with the impacted stakeholders as per project stakeholder matrix.	
Recruitment	Skills Development	Demobilization
Focus Areas		
Local recruitment approach of skilled, semi-skilled and unskilled personnel. Number of jobs to be created from the overall project. Local to site definition for recruitment (Feeder area, 20-50km radius, Wards wherein the project is constructed)	Community skills development and employee skills transfer opportunities (The recommendation to form part of SDL&I scorecard.	Will the recruitment and demobilisation plan be project based or scope based.
Mitigation		
Differentiate what personnel will be sourced locally and which will be brought in by the contractor and subcontractor.	Communicate on the skills development plan and how stakeholders can participate in the opportunities.	Employment contract to stipulate whether a person is scope based or project based from the onset.
Recommendation		
In principle, 70% of the unskilled <u>& general workers</u> positions to be opened for locals, as per local to site definition. Recommend that the skilled and semi-skilled resources may be selected from the mentioned municipalities. To recruit as per the contractor policy.	30-40% of the employed workforce to be earmarked for the skills development program, <u>which will include but not limited, Technology University and Technical college students</u> . Local skills development initiatives request will be accommodated in	Employees must be on -boarded on the details of their appointment. Communicate the demobilization strategy in the stakeholder forum and inform them of the planned demobilized employees in intervals. Contractor to submit demobilization strategy at tender stage

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	<p>consultation with local leaderships and the contractor.</p> <p>Contractor to recruit a minimum of 20% of the skilled <u>personnel</u> and 30% of the semi-skilled <u>personnel including general workers</u> from the affected municipalities</p>	
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Accommodation	Transportation	Security Management
Focus Area		
<p>Interest on the accommodation strategy.</p> <p>Contentment of project information exposure to locals by employed personnel that may expose project personnel to security vulnerability.</p>	<p>Interest on the employee transportation strategy</p> <p>Local to site transportation</p>	<p>Execution of the project within a conducive environment</p>
Mitigation		
<p>Differentiate employees that are local based and employees who will be brought into the project.</p>	<p>Inclusion of local taxi industry in the transportation of employees.</p>	<p>Risk of exposure of employees as well as plant.</p>
Recommendation		
<p>Locals will already be staying in their homes, and employees brought in should be / seek accommodation outside project impacted wards.</p>	<p>Facilitate the engagement with the local taxi industry.</p> <p>Communication of alternative vehicles to be used for</p>	<p>This security plan to be shared with stakeholder forum – except for the confidential or tactical and intelligence.</p>

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<p>Aimed at avoiding stoppages by disgruntled locals. Employees that are coming outside the project jurisdiction should look for accommodation outside Project jurisdiction.</p>	<p>transportation (bakkies, small passenger vehicles) for operational purposes will be tabled with the relevant stakeholders. Any deviation to the transport strategy to be communicated. Transportation should be according to Eskom standards <u>Local employees will be employed on the basis, that they will be able to commute to and from their reporting site of employment.</u></p>	<p>Contractor Security Management to share the scope of work and what they will need to source locally. Contractor to recruit local to site personnel</p>
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Land and Rights	Site Establishment	Industrial Relations
Identify any land development issues for the project.	Assess if environment is conducive to establish site. Localisation of site facilities procurement should be done within the mentioned municipalities	The harmonization of employee workforce and communication process understood by all parties.
Mitigation		
Address any land development issues agreed upon before the project execution.	Assess the risk assessment of intended site establishment. Inclusion of locals for possible procurement of site facilities requirements	Industrial Relations process development.
Recommendation		

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Project management team to file the Environmental Impact Assessment report for ease of reference aimed at issue management. A baseline risk assessment will be given to the Contractor as a guide for the Contractor to produce a detailed risk assessment and manage these risks accordingly	Stakeholder risk assessment to be conducted. Security risk assessment to be conducted Communication of preferred identified site with stakeholders. Lobby for site readiness	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. Main contractor to provide an Industrial Relations plan and procedures as well as IR resources.
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6. Project Stakeholders

Eskom has, through the Environmental Impact Assessment and Socio-Economic Impact Assessment studies, identified all stakeholders affected by the project, based on their impact, significance, influence etc. on construction, de-mobilisation 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	Traditional Council & Impacted villages for household relocation
Eskom Leadership Management – Transmission Power Delivery Mpumalanga/Limpopo Operating Units Land & Rights Arnot & Kendal Powerstations Grid Distribution MOU & NOU	<p><u>National Government</u> Government / Statutory and Regulatory bodies: Department of Public Enterprises, Environmental Affairs, Department of Water Affairs.</p> <p><u>Provincial & Local Government</u> Mpumalanga/Limpopo Provincial Governments-COGTA, SAPS, Impacted District Local Municipalities, Impacted</p>	<p><u>Traditional Council</u> There's a strong footprint of traditional leadership.</p> <p><u>Relocation Impacted villages per municipality</u></p>

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National Control <u>Implementing Contractors :</u>	Ward Councillors, Relevant municipal officials and managers. <u>Other Key stakeholders</u> Organised Business, Organised labour, Landowners, Local Communities, Local and Provincial Media, Safety and Security authorities:, Health services, Taxi industry	
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7. Alignment with Eskom overall stakeholder management strategy

Eskom's EXCO approved the overall stakeholder and communication strategies and plans for Eskom. The Highveld NW & Lowveld N Str Phase 1A & B project stakeholder engagement and communication strategy has been aligned with the overall Eskom strategy. In pursuit of alignment with Eskom's overall stakeholder management planning, Highveld NW & Lowveld N Str Phase 1A & B 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

8. 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.

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

Stakeholder Group	Stakeholder Classification	Interest / Concern / Key Issues	Impact on Eskom	Stakeholder Management Aspect
Provincial Government	Mpumalanga/Limpopo 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. They should provide guidance and dispute resolution to assist	Provides our licence to operate as well as a clear regulatory framework.	Eskom will focus on maintaining good working relationships with governmental authorities keeping them informed of the project activities, on-going projects and key concerns. Engagement of government department on economic development initiatives brought about by the project. Effectively monitor and analyse government

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		the project and communities.		policies that may have impact on the project and develop management responses.
Local Government	Steve Tswete, Elias Motsoaledi and Ephraim Mogale Local Municipalities, Sekhukhune Nkangala District Municipality	Pressure to be exerted by Eskom operations on basic infrastructure such as water, roads, etc. Project socio-economic development initiatives Social and economic impact of the project on the local communities surrounding the project.	Lack of basic infrastructure such as roads may have impact on the delivery of construction material and delay the construction programme Lack of responsive collaboration strategy may result in community unrests around the areas with which the project is executed leading to project delays.	Eskom to outline the construction programme to the municipality, and possible impact on local roads etc. Engagements with the municipality to ensure effective implementation of SD&L and identified stability initiatives
Farmers/Landowners	All identified Landowners/ farmers	Agricultural activities Access points in areas where landowners will be affected must be communicated prior to construction and agreements must be reached. A database of affected farmers must be easily available.	Landowners provide Eskom with the space to construct the line and perform other construction activities.	Liaison with landowners and farmers is to be done prior to construction in order to provide sufficient time for them to plan their agricultural activities and also to ensure access protocols are in place.

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Community	Local Communities impacted by project	Employment creation Skills Development Local Procurement Corporate Social Investment Information Sharing	Maintaining Eskom socio-political licence to operate is core to how the project works with host communities. Lack of effective local employment procedures for all contractors may result in local community unrests	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.
Security Agencies	South African Police Service - Cluster Command Centres	Safety, Security and policing	Poor policing may result in criminal conducts that may cause delays in the project. (Material theft, violent community protests, etc).	Introduction of the project to SAPS for support and cooperation of matters of safety and security during construction.
Organised Business	Local suppliers and contractors	Economic participation of local businesses during construction, and Enterprise Development	Lack of meaningful participation of local business may result in protests by local businesses. However, Eskom must be careful of not creating too many	Eskom to engage in early stages of the Project life cycle. Ensure Strong and effective social management systems. Compliance. Broad community support. Add sustainable value to the communities through local

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			<p>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>c) The main procurement is to be done by the contractor and Eskom would not have full power on their actions.</p>	<p>procurement business creation.</p> <p>The possibilities for the local business to contribute to the project must be analysed on a case by case basis.</p>
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	Mpumalanga/Limpopo 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

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Industry & Labour bodies	SAFCEC, NUM, 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.

9. Protocol of Engagement

Once the project is to be executed, there are a number of 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:

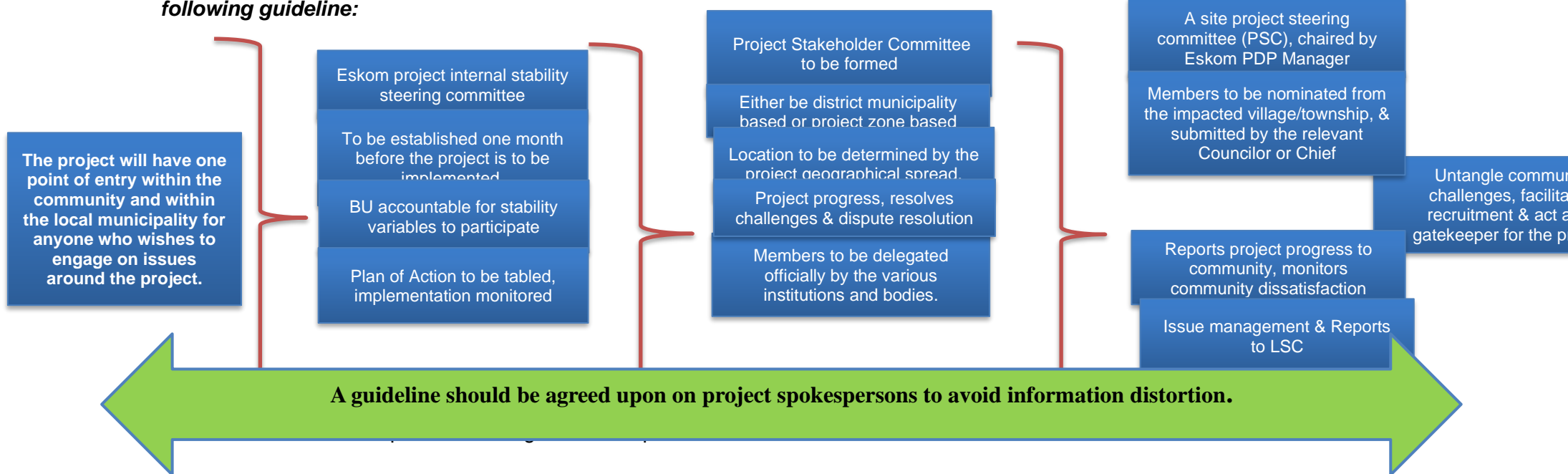
- Construction commencing without the impacted authorities and communities being informed.
- Lack of a balanced and well represented external stakeholder forum or poor attendance of appointed members to the external stakeholder forum.
- Poor partnership between Eskom TDP and the contractor in executing the stakeholder management plan to the letter.
- 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 IR/HR Officer responsible for mainly managing human resources administration and work contractual disputes.
- Allocation of residential plots on an existing servitude or underneath an existing power line;
- Unavailability of a dedicated official responsible for land access and day to day engagement with landowners.

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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 to 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 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.

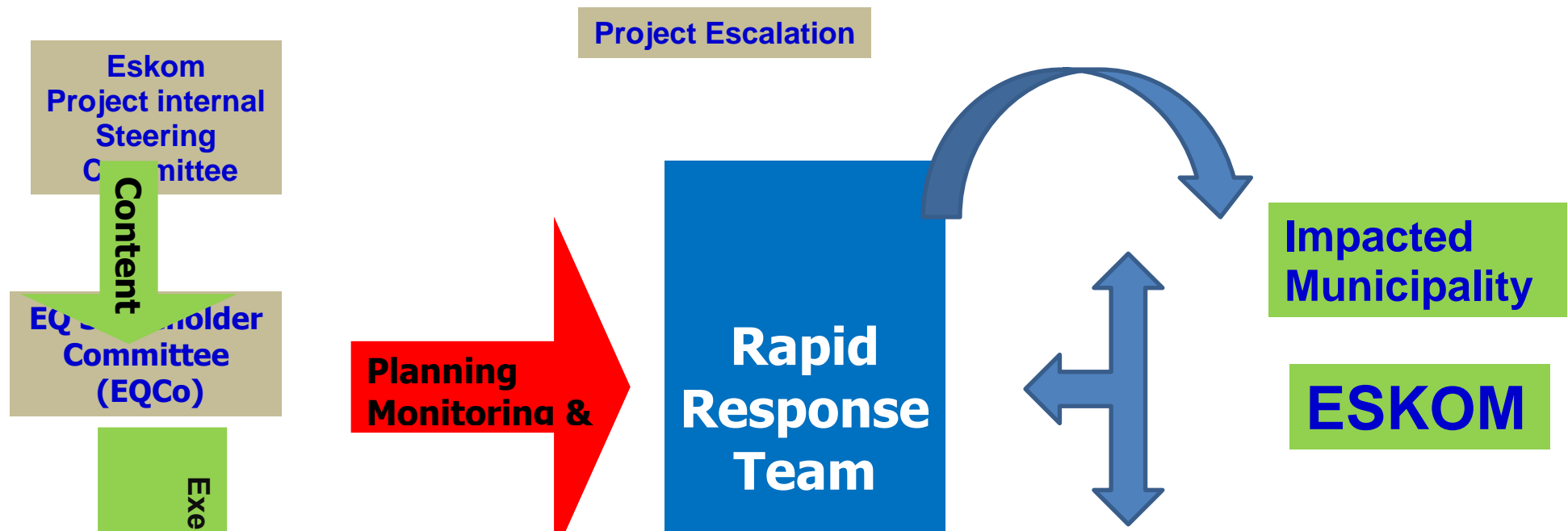
A structured protocol, to formalise the liaison between Eskom’s different stakeholders as impacted by the project in the following guideline:



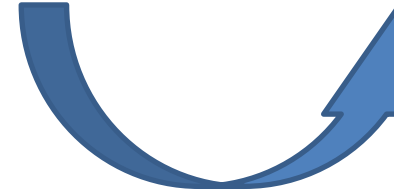
10. Situation and Reputation Management Sub process

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.

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) it is 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



**Project
Site steering
Committee**



11. Project Communication Approach

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

Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
Internal				
Eskom	Executive	Eskom Manager Senior	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
	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

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Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
Contractor	Principal contractor	During Procurement Phase: Programme Manager, Project Manager, Eskom 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	Meetings, Induction, Presentation, Bulletins, sms	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, sms	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
	Statutory and Regulatory bodies.	Programme Manager Senior Advisors-Stakeholder Management	Meetings, correspondence	When the need arises At key project milestones

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Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
		Subject Matter Expects (Land & Rights, SD&L, etc)		
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 Expects (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 Expects	Correspondence, media response & Press statements	At key project milestones or project emergencies

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Stakeholder Group	Stakeholders Classification	Lead Communication	Communication Method	Frequency
		(Land & Rights, SD&L, etc)		
Industry & Labour Bodies	SAFCEC; NUM; etc.	Subject Matter Experts	Meetings	Adhoc

12. Project Stability Resourcing Approach

The TDP stability 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 of the fact that after handover Eskom will remain in the area to operate and maintain the asset hosted by the same communities.

12.1 Highveld NW & Lowveld N Str Phase 1A & B Project Stability Resourcing

The Highveld NW & Lowveld N Str Phase 1A & B 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.

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- 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 PDP programme;
- e) Set up the External Project Steering Committee;
- f) Conduct skills audit, train and capacitate the Steering Committee members on their roles and responsibilities, procedural terms for meetings and conflict resolution.

12.2 Required Competences

Functional Output	Competence & Knowledge
Stakeholder Management	Leadership, Negotiation Skills, Time Management, insight. Advisory & Counselling abilities, Understanding of Corporate Governance, Formulation of strategies, presentation skills
Communication	Trend Analysis and Benchmarking, Communication skills, Crises Communication, issue management, Writing Skills, Media Management
Industrial Relations	Employment relations, Employee-Employer conciliation and arbitration Resolution of industrial disputes, Employer-Employee Harmonisation.
Strategic Initiatives	Project on boarding/induction, understanding of Cultural Diversity analyses, Corporate Social Investment, Event Coordination, Disaster Management Partnership Agreements, Facilitation, Business Acumen
Recruitment	Awareness, Administration & Document Management, Lobbying, Negotiation,

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12.3 Required Resources

RESOURCE	Appointing Entity	Location
External Stability-Stakeholder Manager x1	Eskom	Megawatt Park
Senior Advisor-Stakeholder Management	Eskom	Megawatt Park
Officer Stakeholder Management X1	Eskom/Contractor	Either of the District/Province/SA
Client Liaison Officer X 4	Eskom/Contractor	Steve Tshwete Local Municipality, Elias Motsoaledi Local Municipality Ephraim Mogale Local Municipality
Human Resources Officer	Contractor	Either of the District/Province/SA
Land Liaison Officer	Eskom/Contractor	Either of the District/Province/SA

12.4 Stakeholder Management Roles and Responsibilities

Portfolio	Scenarios / Issues	Responsibilities/Action
Senior Advisor: Stakeholder Management (Eskom TDP)	Recruitment	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)	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 PDP and GCD Projects Stability Committees the status of work-stoppages. Ensure that the Project Manager is apprised of the grievances and actions to be taken.

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	Subcontracting Opportunities	Ensure that the contractor, through the Project Manager, produces a detailed sub-contracting plan for endorsement by the stakeholders.
	CSI	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 and Dx OUs	Recruitment	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)	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	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	Be part of the Stakeholder Forum and make inputs of proposed CSI or delegate this responsibility to a subordinate to take decisions on behalf of the Project Manager.
Contractor	Recruitment	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 contracts Be part of the Project Stakeholders Forum monthly meetings where decision of recruitment is discussed.
	Demand for Employment and protests (work-stoppages)	Ensure that the CLO is 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	Produce a detailed subcontracting plan (SD&L) for discussion and management by the Project Stakeholder Forum. Ensure induction of companies appointed as subcontractors.

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		Present at Project Stakeholder Forums monthly meetings the implementation status.
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13. This document has been seen and accepted by:

Name	Organisation and Designation
Hannes Van Jaarsveldt	Transmission Project Delivery – Programme Manager
Ntombi Ndaba	PDD Tx and Dx – Project Development Manager
Sunette Van Der Westhuizen	Acting General Manger Project Stability
Yugan Chinaboo	Project Manager
Mbulelo Mvana	Stakeholder Management Manager

14. Document:

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