

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

SEPTEMBER 2022



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DOCUMENT INFORMATION

Document Title: STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Version September 2022

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LIST OF ABBREVIATIONS

ADB	African Development Bank
AfD	French Development Agency
AIDS	Acquired Immunodeficiency Syndrome
BESS	Battery Energy Storage System
BLSA	Business Leadership South Africa
BRM	Black Royalty Minerals
BUSA	Business Unity South Africa
CBO	Community-Based Organisation
CCEFCF	Canadian Clean Energy and Forest Climate Facility
CO ₂	Carbon Dioxide
COD	Commercial Operation Date
CoGTA	Department of Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
DBE	Department of Basic Education
DBSA	Development Bank of Southern Africa
DEDT	Department of Economic Development and Tourism Mpumalanga
DEL	Department of Employment and Labour
DFFE	Department of Forestry, Fisheries and the Environment
DHET	Department of Higher Education and Training
DM	District Municipality
DMRE	Department of Mineral Resources and Energy
DOH	Department of Health
DPE	Department of Public Enterprises
DSD	Dead-Stop-Date
DWS	Department of Water and Sanitation
E-JETP	Eskom Just Energy Transition Project
EPC	Engineering, Procurement and Construction
ERI	Eskom Rotek Industries
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMAP	Energy Sector Management Assistance Program
FES	Friedrich Ebert Foundation
FNB	First National Bank
FTE	Full-Time Equivalent
GIZ	German Agency for International Cooperation
GW	Gigawatt
Gx	Generation

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ha	hectare
HR	Human Resources
IBRD	International Bank for Reconstruction and Development
IBRD	International Bank for Reconstruction and Development
IDC	Industrial Development Corporation of South Africa
IFC	International Finance Corporation
IIP	Independent Inspection Panel
IKI	International Climate Initiative
IPAP	Interested in Affected Parties
IRP2019	Integrated Resource Plan 2019
JET	Just Energy Transition
JTTF	Just Transition Task Force
KfW	KfW Development Bank
KPS	Komati Power Station
KTF	Komati Training Facility
LAD	Local Area Development
LED	Local Economic Development
LM	Local Municipality
LNG	Liquified Natural Gas
MCCI	Middelburg Chamber of Commerce and Industry
MEGA	Mpumalanga Economic Growth Agency
MES	Minimum Emission Standards
MGEC	Mpumalanga Green Economy Cluster
Mt	Megatonne
MVAR	Megavolt Amperes Reactive
MW	Megawatt
MWCB	Mine Water Coordinating Body
NDB	New Development Bank
NDC	Nationally Determined Contribution
NEDLAC	National Economic Development and Labour Council
NEM	National Environment Management Act
NERSA	National Energy Regulator of South Africa
NPO	Non-Profit Organisation
NSF	National Skills Fund
OE	Owner's Engineer
PBO	Public Benefit Organisation
POPIA	Protection of Personal Information Act
REIPPP	Renewable Independent Power Producer Programme
RTS	Return-to-Service

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SAFCEI	Southern African Faith Communities' Environment Institute
SANRAL	South African National Roads Agency Limited
SARETEC	South African Renewable Energy Technology Centre
SEDA	Small Enterprise Development Agency
SEP	Stakeholder Engagement Plan
SETA	Sector Education and Training Authorities
SMME	Small, Medium and Micro Enterprise
the dtic	Department of Trade, Industry and Competition
TIA	Technology Innovation Agency
TIPS	Trade & Industrial Policy Strategies
TVET	Technical and Vocational Education and Training
UNIDO	United Nations Industrial Development Organization
US\$	United States Dollar
USAID	United States Agency for International Development
VSP	Voluntary Separation Package
WWF	World Wildlife Fund South Africa

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1 INTRODUCTION

South Africa predominantly relies on coal for electricity generation, with coal-fired power generation contributing 83.5% to the country's electricity generation mix in 2020 (Enerdata, 2021). However, the majority of Eskom's coal-fired power station fleet is approaching its end of life. If Medupi and Kusile¹ are excluded, the remaining 13 power stations have an average age of around 41 years (NS Energy, 2021). Apart from their age and high running costs in some instances, coal-fired power stations contribute significantly to carbon emissions and subsequently, to climate change.

A total of 10 500 MW of electricity from coal will be decommissioned by Eskom by 2030 as outlined in the Integrated Resource Plan 2019 (IRP2019). Subsequently, as part of Eskom's Just Energy Transition (JET) strategy, approximately 11.8 GW of coal-fired power generation will be shut down by 2030 (Eskom, 2022). In addition, the shutdown of coal-fired power stations is further supported by South Africa's revised Nationally Determined Contribution (NDC)² submitted in September 2021 as part of the Paris Agreement.

Among the coal-fired power stations to be shut down by Eskom is Komati Power Station (KPS), with its last operational unit (Unit 9) scheduled for shutdown in September 2022. However, communities surrounding KPS have strong linkages with its operations as it provides employment opportunities, supplies basic services and contributes to economic activity in the area. Therefore, the shutdown of KPS is anticipated to result in socio-economic implications not only for its hosting community but for the South African economy at large.

The Eskom Just Energy Transition Project (E-JETP) encompasses the decommissioning of KPS, its repurposing and the deployment of alternative opportunities and interventions (with the focus on mitigating the impact of KPS's decommissioning). Given the implications of the KPS shutdown and its subsequent repurposing, various stakeholders or interested and affected parties (IPAPs) will need to be considered in accordance with the principles of the JET.

¹ The Medupi and Kusile power stations are the latest additions to Eskom's fleet, with the last unit at Medupi reaching commercial operation status in July 2021 and Kusile scheduled for completion in the 2024/25 financial year (Pombo-van Zyl, 2021; Madubela, 2021).

² According to South Africa's updated NDC mitigation targets, the country aims to reduce carbon emission to between 398 Mt and 510 Mt of CO₂-equivalent by 2025, with a further reduction to between 350 Mt and 420 Mt CO₂-equivalent by 2030. By 2050, South Africa aims to reach net zero carbon emissions.

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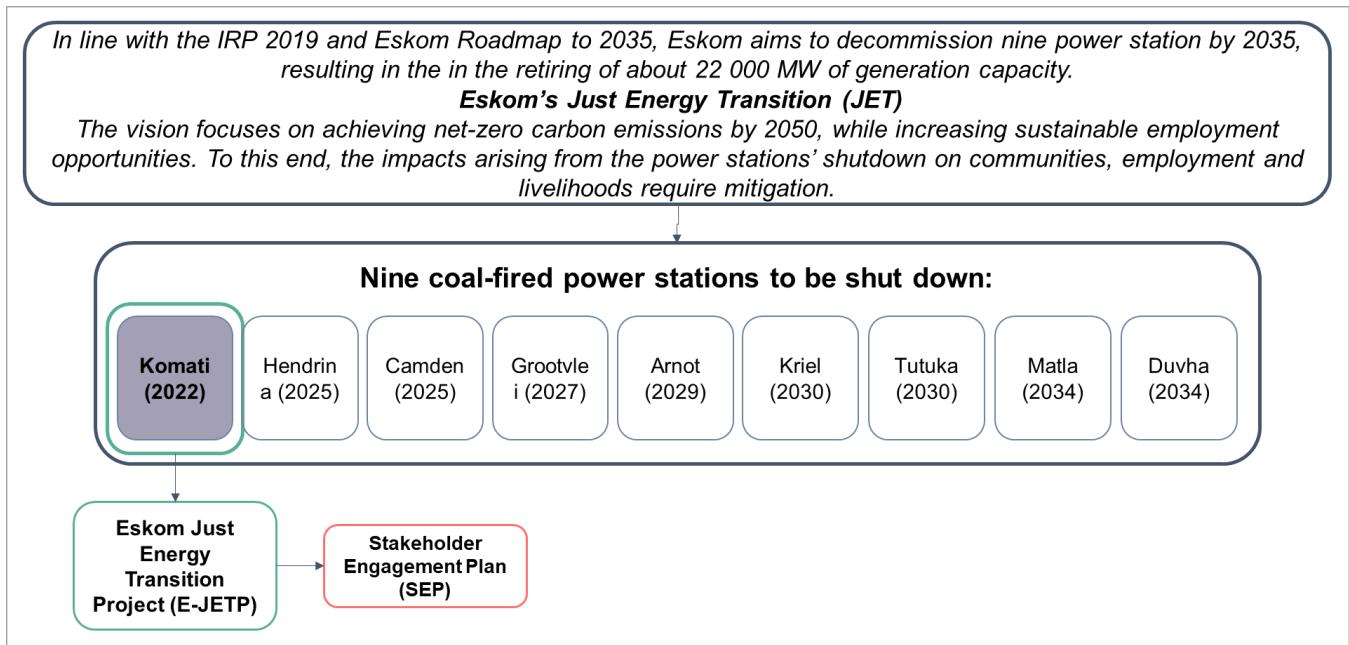


Figure 1.1: Stakeholder Engagement Plan Rationale

It is within this context that a comprehensive and inclusive stakeholder engagement plan (SEP) has been developed which takes into consideration the scale of the E-JETP (i.e., the decommissioning of KPS, its repurposing and the implementation of mitigation interventions). The SEP is therefore envisaged to guide the participation of various stakeholders throughout the life-cycle of the E-JETP and its respective components to ensure an inclusive approach to mitigating environmental and societal risks.

Engaging with stakeholders and the disclosure of information are critical elements in keeping those affected and interested in the decommissioning and repurposing of KPS informed. Given the nature of the E-JETP (described in greater detail in Section 2), the main focus of the SEP is to manage and mitigate the socio-economic impacts of the E-JETP through a collaborative approach between implementing authorities and those affected.

The **objectives** of the SEP are thus to:

1. Disclose the project's intended goals, investment requirements and commitments, impacts, grievance and feedback procedures and mechanisms, and the project timeline to the relevant stakeholders.
2. Establish a systematic approach to stakeholder engagement through the identification of stakeholders and parties affected by the project's implementation. The purpose thereof is to ensure a collaborative approach to stakeholder management and to maintain constructive relationships.
3. Determine the level of interest in and influence over the project by each of the respective stakeholder groups to be considered throughout the project life-cycle.

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4. Provide means for inclusive and effective engagement with stakeholders throughout the project's life-cycle.
5. Ensure the appropriate disclosure of environmental and social risks in line with the project scope. The anticipated impacts of the project are to be disclosed fairly to stakeholders in an accessible and inclusive manner.
6. Provide stakeholders with an accessible and inclusive means of raising grievances and allow Eskom to respond to such grievances.

Inclusive and meaningful stakeholder engagement throughout the project life-cycle is an essential element of successful project management. Stakeholder engagement, as outlined in the SEP, may be considered a crucial mechanism to obtain input from those interested in and affected by the project. These inputs may be incorporated into several aspects of the project, such as environmental and social assessments, project design, mitigation plans, monitoring and reporting, and further evaluation of the project.

The level and frequency of stakeholder engagement conducted, which is to be outlined in the SEP, would thus need to be conducted in proportion to the risks and anticipated impacts of the project. The SEP is meant to be used as a guide for Eskom and other implementing authorities to successfully manage the interests and influences of various stakeholders.

2 HISTORY OF KPS AND E-JETP DESCRIPTION

2.1 HISTORY OF KPS

Figure 2.1 provides the key milestones of KPS across its lifetime.

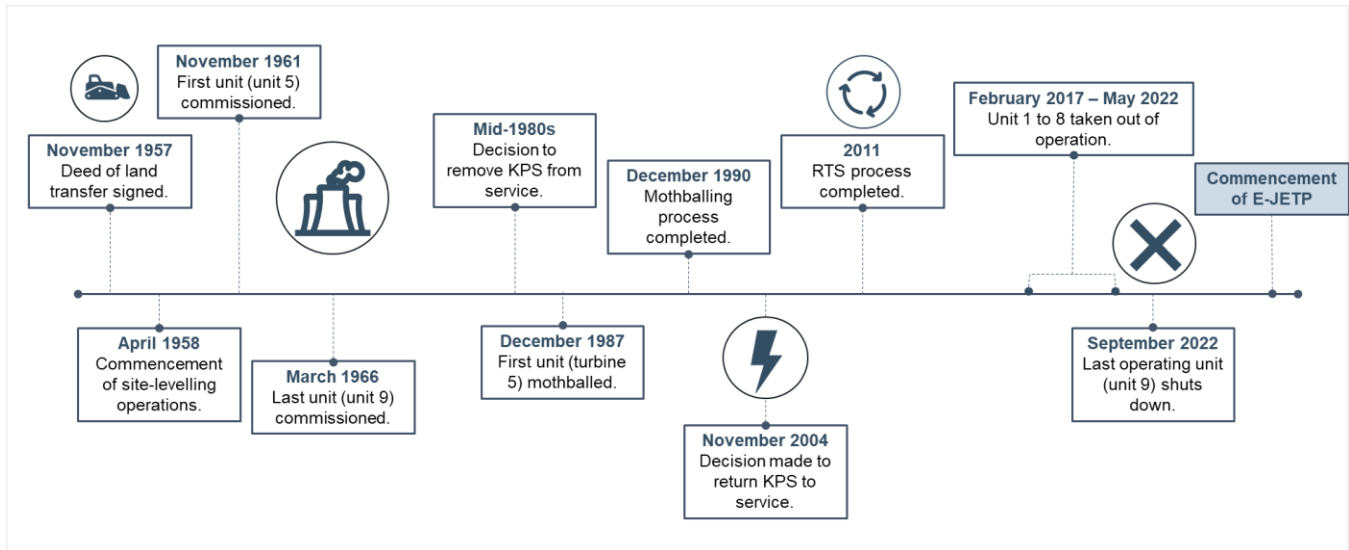


Figure 2.1: KPS key milestones

During the mid-1950s, planning for KPS commenced on the Koornfontein farm with the deed of land transfer being signed on 22 November 1957. In April 1958, levelling operations at the site commenced with the first unit (Unit 5) being commissioned in November 1961 and the last (Unit 9) in March 1966 (Eskom, 2022). In total, KPS had an installed capacity of 1 000 MW (five 100 MW units and four 125 MW units³). Situated halfway between Middelburg and Bethal in the Mpumalanga Province, KPS had an installed capacity more than twice in size of any existing power station at the time in South Africa. In total, the completion of KPS was estimated at just over R80 million.

KPS is situated next to two coal mines, namely the Koornfontein and Blinkpan Collieries. At full capacity and at the time of completion, KPS required approximately 12 000 tonnes of coal per day, in addition to just over 68.1 million litres of water (Eskom, 2022). Water used during KPS operations is sourced from the Nooitgedacht Dam located on the Komati River.

In 2020, coal supplied to KPS came from six coal mines, including Universal's North Block Complex, Dorstfontein Coal Mine, Impunzi Coal Mine, Greenside Colliery Road IMP, Mzimkhulu Mine, and Vangatfontein Coal Mine (VPC, 2021). Coal utilised by KPS is supplied under contracts signed with other power stations and, for the time being, is being diverted to KPS. In 2020, between 1% and 11% of coal supplied by these mines (excluding the Dorstfontein Coal Mine) was absorbed by KPS. Nearly half

³ Units 1 to 5 have 100 MW capacities and unit 6 to 9 have 125 MW capacities.

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of the contracted volume of coal from Dorstfontein Coal Mine was supplied to KPS alone. However, this contract ended in 2019 (VPC, 2021).

In the mid-1980s, Eskom decided to remove KPS from service. The decision to mothball KPS was based on the availability of surplus generation capacity, increasing maintenance costs given KPS's age, and bringing newly constructed coal-fired power stations into commercial service (Eskom, 2022). However, the mothballing processes required the conservation of KPS to allow for its return-to-service (RTS) at a later date if necessary (which is referred to as "mothballing"). Turbine 5 was the first to be mothballed in December 1987, with the entire mothballing process completed in December 1990.

Following the mothballing of several of Eskom's coal-fired power stations (which included Camden, Komati and Grootvlei), it was decided that KPS would be RTS in November 2004 after being mothballed for around 16 years⁴ (Eskom, 2022). The decision to return mothballed coal-fired power stations to service, including KPS, was based on the need to meet the growing electricity demand in South Africa. The RTS process commenced with Unit 9 in December 2008, followed by Unit 8 in March 2009 (Eskom, 2022). By 2011, the entire KPS was brought back online.



Picture 2.1: KPS in 2022

As noted in Section 1, Eskom's JET (in alignment with the IRP 2019) outlines the shutdown of between 8 and 12 GW of coal-fired generation capacity. As KPS is currently the oldest operational coal-fired power

⁴ The de-mothballing of these power stations is considered a world-first given the length for which the power stations were mothballed (Marais, 2004).

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station in Eskom's fleet, it was decided that KPS will be shut down⁵. Furthermore, since KPS has been in operation since 1961 and despite the significant refurbishment of KPS as part of its RTS, KPS will reach its end-of-life expectancy in September 2022 when Unit 9 reaches its dead-stop-date (DSD)⁶. The remaining units, Units 1 to 8, have already reached their respective DSDs and are now considered part of Eskom's strategic reserves.

The shutdown of KPS has culminated in the development of the E-JETP, which focuses on the decommissioning and repurposing/repowering of the KPS site, in addition to the deployment of interventions to create a basis for sustainable livelihoods. Crucially, the E-JETP only includes KPS as part of the broader JET vision of Eskom which entails the shutdown of other coal-fired power stations in an effort to reduce carbon emissions. The E-JETP thus represents the next phase of operations at KPS and commences with its shutdown in September 2022.

2.2 DESCRIPTION OF E-JETP FOR KPS

As noted previously, the E-JETP (which is the subject of this SEP) entails the decommissioning of KPS, its repurposing, and the implementation of mitigation measures to offset the anticipated socio-economic impacts. In accordance with the anticipated financial scale of the project, financing has been secured from various international donor organisations including the International Bank for Reconstruction and Development (IBRD), Canadian Clean Energy and Forest Climate Facility (CCEFCF), and the Energy Sector Management Assistance Program (ESMAP).

In conjunction with South Africa's JET, the objective of E-JETP is to *"support Eskom in piloting the decommissioning of coal-fired power generation, repurposing the project area with renewables while creating opportunities for workers and communities."* The project is to be implemented by a dedicated project management unit coordinated by Eskom management. However, the most suitable or preferred implementation arrangements for E-JETP are yet to be determined. A project management structure, which will include the respective roles and responsibilities, will be determined before the Decision Meeting to be held in July 2022.

The project will involve several activities across three main components as illustrated in Figure 2.2. Descriptions of each of the respective components are provided in the following subsections. However, more detailed descriptions may be found in Appendix 1.

⁵ In addition to KPS's age, its units are relatively small when compared to other operational coal-fired power stations. Furthermore, KPS's units have high operating and maintenance costs per MW generated when compared to newer coal-fired power stations.

⁶ DSD refers to the point in time during a unit's life-cycle at which significant interventions are required for the unit to remain operational (Eskom, 2021).

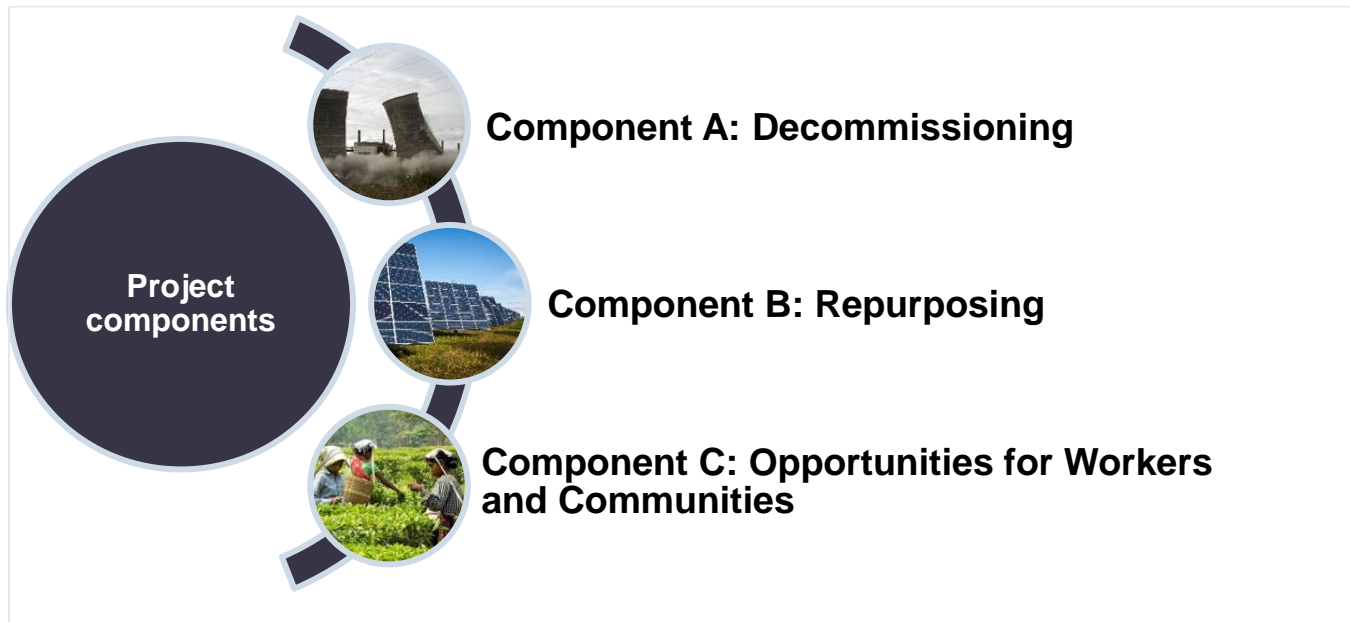


Figure 2.2: E-JETP components

Component A: Decommissioning

The decommissioning of KPS entails all processes and activities associated with the shutdown, disconnection from the grid, demolition and rehabilitation of the KPS site. In total, Component A is anticipated to cost around R480 million (or US\$30 million) before proceeds from recycled material. Recycled materials (such as iron and steel, mixed materials, among others) are valued at around R160 million (US\$10 million). As such, the net decommissioning costs are estimated at around R320 million (US\$20 million).

Although Component A comprises the entirety of Eskom-owned land as per the KPS Land Title Deed (687 ha), not all buildings and structures at the KPS will be demolished. Buildings/structures to be retained and areas of demolition are provided in Appendix 1.

In total, Component A is anticipated to require between four to five years to complete (which includes one and a half years of preparation). Furthermore, it is expected that KPS will be entirely shut down and disconnected from the grid by October 2022. The decommissioning process is anticipated to be supported by an Owner's Engineer (OE) and Engineering, Procurement and Contracting (EPC) company.

Component B: Repurposing

The repurposing of KPS includes the implementation of various interventions. These include repowering interventions (i.e., solar PV, wind, and battery energy storage systems (BESS)), adapting innovative technical solutions to improve the quality of electricity supply (i.e., the deployment of synchronous condensers) and implementing demonstration projects with the potential to be scaled up in communities in the area.

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Following the decommissioning of KPS, renewable energies are to be deployed at the KPS site as part of its repurposing. Crucially, the generated renewable energy will avail electricity to batteries for balancing Eskom's electricity system. Thus, only surplus electricity will be diverted to the national grid. The goal of this approach is to maximise electricity production and allow for flexibility in the electricity system.

The proposed repowering of the KPS site is to occur in two phases. **Phase 1** entails the deployment of 100 MW solar PV and 150 MW BESS on the outer areas of the KPS site where limited/no infrastructure is installed. Furthermore, one unit of 50 megavolt amperes reactive (MVAR) of synchronous condenser will be added in Phase 1. The purpose of the synchronous condensers is to absorb and produce reactive electricity to stabilise and strengthen the electricity system. In total, Phase 1 will comprise 182 ha of land.

Phase 2 of the KPS repurposing entails the expansion of Phase 1 and is to include an additional 50 MW of solar PV, which requires an additional 123 ha of land, in addition to the deployment of up to 70 MW of wind energy. Furthermore, Eskom plans to install an additional two synchronous condensers (100 MVAR). However, Phase 2 may only be initiated once the decommissioning of KPS (i.e., Component A) is completed.

In total, 370 MW of renewable energy under Phases 1 and 2 are to be deployed at KPS, with an estimated cost of R6.5 billion (US\$410 million). In terms of full-time equivalent (FTE) employment opportunities, the repurposing of KPS is anticipated to result in the creation of around 100 sustainable employment opportunities (VPC, 2021). In addition, these technologies are anticipated to produce 492 GWh of energy annually.

Included under Component B is the deployment of several innovative demonstration/pilot repurposing projects. These projects, financed and discussed under Component C of the E-JETP, include the following:

- **Agrivoltaics Plant:** the 500 kWp commercial agrivoltaics plant utilises aquaponics and raised bed agriculture to produce fresh produce. Site preparation activities have commenced in September 2021.
- **Microgrid Assembly and Fabrication Factory:** this facility will assemble microgrids through the utilisation of existing buildings and workshops located on the KPS site.
- **Komati Training Facility (KTF):** the purpose of the KTF is to capacitate, reskill or upskill Eskom workers (including Eskom Rotek Industries (ERI) workers) and local community members in the Komati area.

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Picture 2.2: Demonstration Microgrids and agrivoltaics solutions at KPS

Component C: Opportunities for Workers and Communities

The objectives of this component are to minimize the social and economic risks and impacts associated with the decommissioning and repurposing of the KPS, including by enhancing opportunities for workers and communities during the transition process, and to engage and enable stakeholders and communities to participate in transition planning and decision-making. In total, the costs associated with Component C are estimated at R754.8 million (or US\$47.5 million) which is to be distributed across three sub-components.

Crucially, the aim of Component C is to take into consideration existing gender gaps, engage with communities to understand their perceptions and views, and improve their awareness of the planned transition. Furthermore, communities are to be enabled through the provision of targeted support through community-led development interventions. Component C may be further divided into three sub-components as outlined below.

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Sub-component C1: Transition Support for Workers

Component A is anticipated to result in varying impacts on those employed at KPS; however, this is dependent on the employees' type of employment (i.e., permanent, part of ERI, or contractors). It is understood that a total of 661 employees participate in operations at KPS (236 permanent employees, 133 ERI workers and 292 contractors). Apart from the anticipated employment opportunities to result from the repowering of KPS (around 100 employment opportunities), 330 intermediate employment opportunities are expected to be retained at KPS for plant preservation⁷ purposes over a period of up to five years.

To address the impact on Eskom employees and ERI workers, several interventions have been devised. These include (see Appendix 1 for more detail):

- ***Workforce transition of employees:*** permanent Eskom and ERI staff are to be provided with four options. These include: (i) transferring workers to other power stations; (ii) reskilling/upskilling workers for deployment to renewable technologies; (iii) secondments to other critical Eskom projects or operations; and (iv) other options (e.g., voluntary separation packages (VSPs)). As it stands, transferring workers to other Eskom operations and reskilling/upskilling for redeployment are the main options identified for permanent and ERI workers. However, consultations with employees and trade unions commenced in May 2022 to identify options for each employee.
- ***Provision of support to suppliers and contract workers:*** interventions focusing on suppliers and contractors are anticipated to form part of Eskom's localisation framework. As part thereof, this intervention will include: (i) an assessment of potential contracts, supply requirements, and workforce needs for the decommissioning and repurposing components; (ii) training and assistance for supplier development and entrepreneurial activities (that comprise Component C2); and (iii) support to local suppliers focusing on the development of contributions and shareholdings by local community based on the Renewable Independent Power Producer Programme (REIPPP) model.
- ***Establishment of the Komati Training Facility (KTF):*** the KTF will predominantly focus on the reskilling/upskilling of Eskom employees, ERI workers, mine workers and local community members with skills related to renewable energy technologies. The KTF will also act as a preparatory measure for the shutdown of other Eskom coal-fired power stations, as KPS is the first to be shut down. Existing buildings and warehouses located on the KPS site are to be refurbished to house the KTF. The facility will be established in partnership with the South African Renewable Energy Technology Centre (SARETEC) and will function as a satellite campus for a transitional period of 24 months.
- ***Linkages and partnerships with existing social protection programmes:*** the project seeks to develop linkages and partnerships with existing government programmes related to employment creation, skills development and income support, among others.

⁷ Includes activities such as security, water services and ash dam maintenance, among others.

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In total, the interventions that comprise sub-component C1 are anticipated to require R160.6 million (or US\$10 million).

Sub-component C2: Community Development and Economic Diversification

The shutdown of KPS is likely to influence not only workers who directly participate in its operations but indirectly impact businesses, workers and coal activity. Therefore, the impact of the shutdown is anticipated to have far-reaching implications beyond the immediate area surrounding KPS. The purpose of sub-component C2 is thus to mitigate the negative implications on the livelihoods and sustainability of the local economy. In total, sub-component C2 is expected to cost approximately R546 million (or US\$34 million). The interventions under sub-component C2 include (see Appendix 1 for more detail):

- ***Piloting/scaling-up of innovative solutions:*** this component entails the establishment and scaling-up of innovative pilot solutions such as the establishment of a commercial agrivoltaics plant (including MushMag mushroom domes and gravel barrel aquaponics systems) and a microgrid assembly and manufacturing facility. These interventions are anticipated to support sustainable agricultural production, employment creation, access to self-sufficient energy systems and community inclusion.
- ***Investing in commercially viable local area development initiatives:*** this component entails the roll-out of interventions aligned with strategic local and regional government priorities and are thus derived from local government objectives. A final determination on specific activities will however be made during project implementation in consultation with municipal and provincial authorities, local communities, and other relevant stakeholders. Crucially, these interventions are to be deployed through a participatory approach (including public and private sector stakeholders). Based on a review of local government priorities and objectives, baseline assessments and stakeholder consultations, an indicative list of intervention types include:
 - Alien Vegetation Removal and Beneficiation;
 - Crop Farming with Mine-Affected Water; and
 - Digital connection of communities and the establishment of digital community platforms.
- ***Strengthening livelihoods of affected communities:*** this component will include the establishment of an entrepreneurial hub, seed financing facility and other incubation services to support the entrepreneurial ecosystem around KPS, with a focus on women and youth-owned businesses that will be competitively selected. The activities under this component include:
 - Supplier development programmes focused on developing local suppliers to participate in the procurement value chain of the decommissioning and repurposing components in the E-JETP.
 - Local enterprise development programmes focused on the development of entry-level SMMEs that may contribute to economic diversification and the long-term sustainability of the local economy.
- ***Reskilling and upskilling community members:*** reskilling/upskilling initiatives are focused on enhancing the employability of those in the region to participate in new opportunities brought about by the transition away from coal. The project will support the development of specific training modules relevant to the planned investments in the Komati region while partnering with

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local training institutes and Technical Vocational and Education and Training (TVET) colleges in Mpumalanga. These partnerships are envisaged to culminate in the targeted delivery of training interventions, the establishment of a career development centre and leadership capacitation focusing on the development of soft skills within the local community.

- **Community support programmes:** this component entails the improvement of support systems for community members while contributing to the improvement of community cohesion. This will include: (i) the establishment of or support to early childhood development (ECD) centres; (ii) the roll-out of community gardens, (iii) community health and awareness programmes in partnership with the provincial health department; and (iv) upgrading/expansion of sports and recreational facilities.

Sub-component C3: Stakeholder Engagement and Community Empowerment

Sub-component C3 entails the development and implementation of a comprehensive SEP to ensure that all stakeholders are adequately informed and consulted on the project and its anticipated socio-economic implications. Furthermore, potential mechanisms to allow for the participation of communities throughout the project life-cycle include the establishment of an Eskom Just Transition Stakeholder Engagement Platform (JT Platform), E-JETP Community Forum and grievance redress mechanism. Sub-component C3 is anticipated to cost approximately R48.2 million (or US\$3 million).

As discussed in greater detail in Section 4.2.2, public participation activities are planned to be undertaken as part of the Environmental and Social Impact Assessments (ESIAs) for the deployment of solar PV, BESS and associated infrastructure at KPS, in addition to the decommissioning of KPS (Component A). The ESIAs are to include consultations with various stakeholders and other interested and affected parties during the preliminary and actual ESIA phases. It is important that, from the SEP perspective, these engagements are acknowledged as part of the broader stakeholder engagements to take place across the E-JETP life-cycle.

E-JETP Key Milestones and Activities

The following figure provides a summary of the key activities and milestones associated with each component of the E-JETP, with specific reference being made to the preparation, construction and operational phases of each.

As illustrated, various preparation activities and milestones are included under each component. Concerning Components A and B, this includes, for example, the undertaking of an Environmental and Social Impact Assessment (ESIA) to evaluate the social and environmental impacts stemming from the decommissioning of KPS and the deployment of renewable energies. In addition, an OE and EPC will need to be appointed to undertake either demolition activities or construction-related activities under Component B. Other activities include obtaining environmental authorisation (stemming from the ESIA), acquisition of land/sites for the deployment of other interventions and undertaking a socio-economic impact assessment (SEIA).

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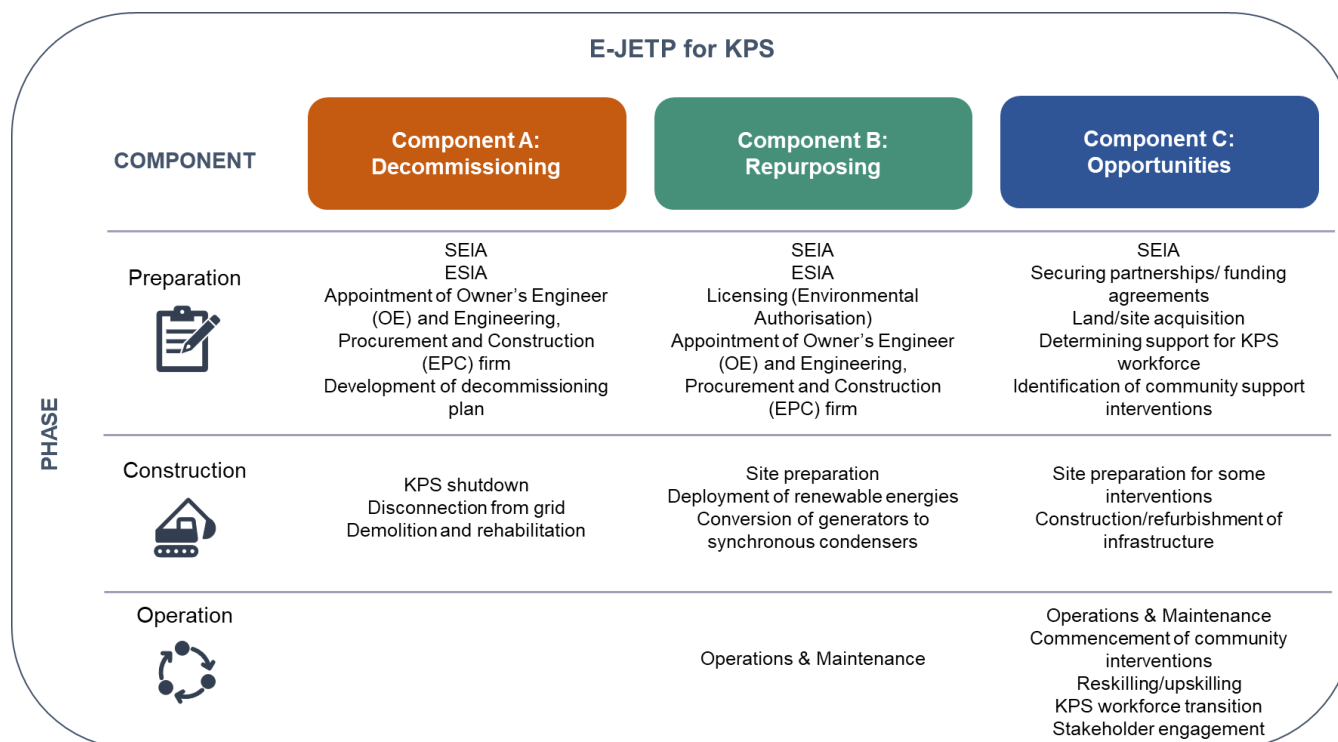


Figure 2.3: Key milestones and activities of the E-JETP

Construction activities under Component A are linked to the decommissioning of KPS, i.e., shutdown, disconnection from the national grid, demolition and rehabilitation. As part of Component B, construction activities entail the preparation of sites for the deployment of renewable energies (which is linked to Component A), the actual construction thereof, and the conversion of generators to synchronous condensers. Construction activities under Component C largely involve the refurbishment of infrastructure or in some instances, the construction of new facilities.

During the operational phases of Components B and C, operation and maintenance activities will be required to, for example, maintain the solar PV and wind energy or the continuous provision of community- and KPS workforce-targeted interventions (such as reskilling/upskilling or business support interventions). Crucially, under Component C, continuous stakeholder engagements will be undertaken as part of the SEP across the life-cycle of the E-JETP and per key milestones/activities.

The identification of key milestones/activities under each component of the E-JETP facilitates the development or determination of key messages to be communicated to the respective stakeholders as part of the SEP. This is discussed in greater detail in Section 6.

3 SUMMARY OF POTENTIAL ENVIRONMENTAL AND SOCIAL IMPACTS

The E-JETP encompasses the decommissioning of KPS, its repowering and repurposing, and the provision of support to affected stakeholders (such as workers and community members) and local area development interventions. Given the nature of Component A, it is anticipated that the majority of the negative economic and employment effects are anticipated to occur as part of the decommissioning of KPS, with some positive contributions to the environment. However, Components B and C are aimed at mitigating the anticipated negative impacts arising as a result of Component A.

Based on the socio-economic impact assessment undertaken for the shutdown of KPS, various impacts have been identified. These include:

- Negative impacts on the regional and provincial economies due to reduction in production, losses in employment, and reduced household income and consumption.
- Unemployment in the local area and region is expected to increase due to a slowdown in economic growth and development.
- Outmigration of skilled individuals due to the redeployment of Eskom employees and permanent contractors.
- Declines in property values due to the anticipated exodus of households from the Komati area.
- Deterioration of the built environment due to a decline in property values and the underutilisation of social facilities.
- Cumulatively, there exists a high likelihood of negative impacts on the health of communities, a reduction in the standard of living and an increase in social pathologies (such as crime, domestic violence and drug abuse, among others).

Despite the above, the shutdown and decommissioning of KPS are anticipated to result in some environmental benefits. The outlined decommissioning and rehabilitation activities may contribute to improved surface and groundwater quality, in addition to a reduction in air emissions resulting in an improvement in ambient air quality. Furthermore, it is worth noting that impacts on mining operations (i.e., the mines that supply coal to KPS) are minimal given that coal is supplied under existing contracts with Eskom and is merely diverted to KPS.

Components B and C focus on mitigating the expected socio-economic impacts stemming from the shutdown and decommissioning of KPS. Under Component B, approximately 370 MW of renewable energy will be deployed. Apart from the climate and environmental benefits stemming from these interventions, additional contributions to the local economy and new employment opportunities are expected.

The interventions that comprise Component C are expected to offset the impacts related to Eskom and ERI workers through the provision of various transitional support. In addition, extensive provision is made for the upskilling/reskilling of affected parties such as Eskom permanent employees, ERI workers and community members. These interventions are expected to equip the recipients thereof with the necessary skills aligned to the JET, which will subsequently sustainably improve their employability. Sub-component C2 contributes to the diversification of the local economy away from coal-reliant industries

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through the deployment of sustainable interventions. Cumulatively, these interventions may improve employment and household income, which subsequently improves community health and well-being. However, it is worth noting that interventions geared towards improving the mental and physical health of communities are to be implemented.

Given the above, Components B and C are likely to positively contribute to the sustainability of local communities through their diversification in areas related to the JET. This is envisaged to offset the negative impacts arising from Component A while providing opportunities for further growth and development. Not only will these interventions contribute positively to the local economy, but also the safeguarding of natural assets.

It should be noted that two separate ESIAs are to be undertaken. The first focuses on the dismantling and decommissioning of KPS (Component A) and the second on the deployment of solar PV and BESS (Component B). Furthermore, a socio-economic impact assessment for the KPS shutdown will also be made available to the public. As such, stakeholders and affected parties may utilise these documents for a more detailed overview of the anticipated socio-economic impacts.

4 PRINCIPLES OF ENGAGEMENT AND STATUS QUO

This section presents a concise overview of the South African legislative provisions that require engagement, the disclosure of public information and responses to concerns or grievances raised by various stakeholders. In addition, this section also refers to the Environmental and Social Standard 10 (ESS10) of the World Bank's Environmental and Social Framework (ESF) and outlines the guiding principles for stakeholder engagements are provided. Lastly, an overview of previous and planned consultations related to KPS is provided.

4.1 REGULATORY ENVIRONMENT AND PRINCIPLES OF ENGAGEMENT

4.1.1 KEY SOUTH AFRICAN LEGAL PROVISIONS

Constitution of the Republic of South Africa Act (no. 108 of 1996)

Central to the provision of participatory democracy in South Africa is the South African Constitution of 1996. Within the Constitution, public participation is considered a cornerstone of democratic government with citizens (including the weak and unorganised) having a right to participate in legislative processes.

In addition to the above, Section 15 of the South African Constitution makes the provision for the freedom of religion, belief and opinion, whereby everybody has the right to freedom of conscience, religion, thought, belief and opinion. Thus, within the context of the SEP, stakeholders are entitled under the Constitution to express their opinion in a free manner.

Crucially, Section 32 outlines the rights of individuals to access information held by the state or another person that is required for the exercise or protection of any rights. Therefore, stakeholders have the right to acquire information on the project should it restrict or impede other rights as outlined in the Constitution.

Protection of Personal Information Act (No. 4 of 2013)

The purpose of the Protection of Personal Information Act (POPIA) is to:

- a) *give effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party, subject to justifiable limitations that are aimed at—*
 - i. *balancing the right to privacy against other rights, particularly the right of access to information; and*
 - ii. *protecting important interests, including the free flow of information within the Republic and across international borders;*
- b) *regulate the manner in which personal information may be processed, by establishing conditions, in harmony with international standards, that prescribe the minimum threshold requirements for the lawful processing of personal information;*
- c) *provide persons with rights and remedies to protect their personal information from processing that is not in accordance with this Act; and*

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- d) *establish voluntary and compulsory measures, including the establishment of an Information Regulator, to ensure respect for and to promote, enforce and fulfil the rights protected by this Act.*

4.1.2 WORLD BANK ESS10

The World Bank's ESS10 recognises the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Specifically, the requirements set out by ESS10 are the following (World Bank, 2018):

- "Borrowers will engage with stakeholders throughout the project cycle, commencing such engagement as early as possible in the project development process and in a timeframe that enables meaningful consultations with stakeholders on project design. The nature, scope and frequency of stakeholder engagement will be proportionate to the nature and scale of the project and its potential risks and impacts. Borrowers will engage in meaningful consultations with all stakeholders;
- Borrowers will provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation. The process of stakeholder engagement will involve the following, as set out in further detail in the ESS10: (i) stakeholder identification and analysis; (ii) planning how the engagement with stakeholders will take place; (iii) disclosure of information; (iv) consultation with stakeholders; (v) addressing and responding grievances; and (vi) reporting to stakeholders;
- The Borrower will maintain and disclose as part of the environmental and social assessment, a documented record of stakeholder engagement, including a description of the stakeholders consulted, a summary of the feedback received and a brief explanation of how the feedback was considered, or the reasons why it was not;
- A SEP proportionate to the nature and scale of the project and its potential risks and impacts needs to be developed by the Borrower. It must be disclosed as early as possible, and before project appraisal, and the Borrower needs to seek the views of stakeholders on the SEP, including on the identification of stakeholders and the proposals for future engagement. If significant changes are made to the SEP, the Borrower must disclose the updated SEP. According to ESS10, the Borrower should also propose and implement a grievance mechanism to receive and facilitate the resolution of concerns and grievances of project-affected parties related to the environmental and social performance of the project in a timely manner."

4.1.3 LEGISLATIVE GAP ANALYSIS

The principles of the South African Constitution, which may broadly be described as "safeguarding the rights and privileges of South Africans" while considering the dynamics of the South African population (i.e., cultural, religious and sexual orientation, among others), aligns with the principles of the ESS10 which requires the inclusion of vulnerable/disadvantaged groups.

In addition to the above, the ESS10 promotes access to information relevant to the projects to all stakeholders and affected parties with the ultimate purpose of safeguarding individuals' rights and

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minimising the social and economic risks associated with the project. The ESS10 also outlines the disclosure of information transparently and inclusively to all stakeholders, while stakeholders' information and details are safeguarded (also as required by the POPIA).

Overall, the ESS10 is well-aligned with the South African legislative environment, particularly when considering requirements for stakeholder engagements, consultation requirements, disclosure of information, reporting mechanism and grievance mechanism.

4.1.4 KEY PRINCIPLES OF ENGAGEMENT

The SEP and the outlined stakeholder engagements are to be informed by a set of principles defining interactions with the identified stakeholders. Common principles in this regard include the following:

- The demonstration of **commitment** should the need to understand, engage and identify the community be recognised and acted upon early in the process.
- Engagements are conducted in such a manner that mutual **respect, trust and integrity** are fostered.
- **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognised.
- **Transparency** is showcased when community concerns are responded to in a timely, open and effective manner.
- **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation in opportunities. More specifically, engagements will need to be gender-inclusive and should seek to promote gender equality.
- **Trust** is established through transparent and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.

The above principles are also aligned with those on which Eskom's Stakeholder Relationship Management Policy is based. These are depicted in Figure 4.1.

The **accountability** principle requires treating stakeholders with respect while considering their rights, dignity and well-being. As such, the views and contributions of stakeholders are to be valued and respected during engagements. In addition, stakeholders are to be reassured that their inputs will be considered during decision-making processes.

The second principle, namely **inclusivity**, outlines the provision of appropriate contextual information to stakeholders. Furthermore, opportunities for stakeholders' ability to influence decisions are to be created by encouraging active participation. This may require the use of more than one method of engagement.

The **materiality** principle makes provision for engaging with stakeholders on issues that are of mutual concern. Crucially, these issues or concerns have to be identified in partnership with stakeholders. This will allow for a demonstration of how inputs raised by stakeholders may affect intended outcomes as outlined in the **responsiveness** principle.

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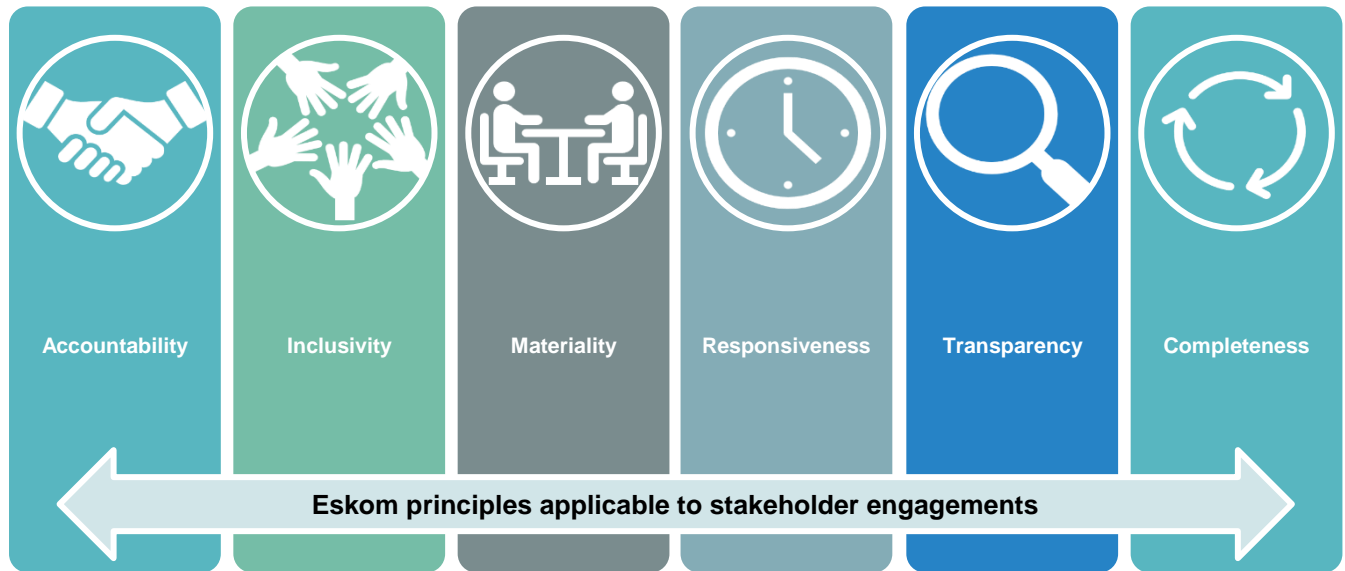


Figure 4.1: Principles of Eskom's Stakeholder Relations Management Policy (Eskom, 2019)

Transparency is crucial to collaborative and inclusive stakeholder engagement and participation. As such, the fifth principle outlines communicating the aim and scope of each engagement, while ensuring that the relevant information is accessible.

Lastly, the **completeness** principle requires an evaluation of inputs against pre-determined targets, objectives and commitments. This is to be done in compliance with legal duties and appropriate governance codes.

4.2 PREVIOUS STAKEHOLDER ENGAGEMENTS AND PLANNED CONSULTATIONS

4.2.1 PREVIOUS ENGAGEMENTS

The shutdown of KPS has been the focus of two core studies, the first being the investigation into the repurposing and repowering potential of KPS undertaken by VPC (2021) and the second on the socio-economic implications of the KPS shutdown and mitigation measures to reduce the identified impacts by Urban-Econ (2022)⁸.

Stakeholder engagements were conducted in two phases with respect to the Urban-Econ (2022) study. The first was largely centred around the gathering of information/data from various parties of relevance in the region or who were considered as significantly related to the shutdown of KPS. This information was mainly used to inform the situational analysis concerning KPS, inform the shutdown implications and

⁸ The VPC (2021) included the Komati, Camden, Hendrina and Grootvlei coal-fired power stations, while the Urban-Econ (2022) study included Komati, Hendrina and Grootvlei.

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identify possible mitigation measures. During this phase, the outcomes of the study were not communicated to the various stakeholders.

During the second phase of the Urban-Econ (2022) study, engagements again followed the same approach as in the first phase. However, the purpose of some engagements was to present the key findings and outcomes of the study (of which the anticipated socio-economic impacts of the KPS shutdown and proposed mitigation measures were the most important). As part of these engagements, stakeholders were provided with an opportunity to voice their concerns and contribute to the proposed mitigation measures.

In addition to the above, a study was undertaken to investigate the repowering and repurposing potential of KPS by VPC (2021). Although extensive stakeholder engagements were not undertaken as part of the VPC (2021) study, those that were indeed undertaken will be incorporated into the SEP. Crucially, the VPC (2021) study identified several stakeholders across various groups that would need to be consulted as the shutdown of KPS commences and its repurposing progresses.

Table 4.1 presents the previous stakeholder engagements undertaken as part of the Urban-Econ (2022), which includes phases 1 and 2.

Table 4.1: Previous engagements undertaken by Urban-Econ

Date	Stakeholder group	Type	Stakeholders	Purpose of engagement
Phase 1				
4 August 2020	Local government	Directly affected parties	Steve Tshwete LM	<p>During the first phase of the Urban-Econ (2022) study, engagements with various stakeholders were focused on obtaining information to inform the socio-economic impacts associated with the shutdown of KPS, the identification of possible areas of collaboration in the proposed mitigation measures, and information on projects implemented by local government entities. These included:</p> <ul style="list-style-type: none"> Engagements with local government (Steve Tshwete LM and Nkangala DM) were centred around the acquisition of information relating to projects implemented by each municipality. These projects were noted as possible mitigation measures for the shutdown of KPS. Engagements with community members, ward committee members, CBOs, PBOs, NGOs, farmers, small businesses, and KPS contractors/suppliers were undertaken in various forms to inform the socio-economic impacts
15–16 September 2020	Community members		Various community members surveyed	
15–16 September 2020	Farmers		Farmers surrounding KPS	
16 September 2020	Ward Committee	Other interested parties	Ward 4 committee member	
16–17 September 2020	Local NGOs, PBOs or CBOs	Directly affected parties	Farm Belt Community Economic Development Structure, JOG Church	
1–2 October 2020	Local small businesses		Small businesses in the local area surveyed	
29 October 2020	Local government		Nkangala DM	
12 Nov 2020	KPS contractors/suppliers		Contractors/suppliers of KPS surveyed	

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Date	Stakeholder group	Type	Stakeholders	Purpose of engagement
10 November 2020 – 13 April 2021	Organised business	Other interested parties	Middelburg Chamber of Commerce and Industry (MCCI), Mine Water Coordinating Body (MWCB), Minerals Council South Africa (MCSA)	associated with the shutdown of KPS on the respective stakeholder groups. <ul style="list-style-type: none">Organised businesses and NPOs were engaged to inform possible areas of collaboration in the proposed mitigation interventions.Other entities, such as national government (DFFE) and DFIs (DBSA) were engaged to obtain their views on the shutdown of KPS.
11 December 2020 and 8 March 2021	Development Finance Institute (DFI)		Development Bank of Southern Africa (DBSA)	
22 February 2021	NPO		GreenCape	
2 March 2021	National government		DFFE	
Phase 2				
8 March 2022	Local government	Directly affected parties	Nkangala DM	The purpose of this engagement was to obtain an update on the Nkangala DM Anchor Projects and to incorporate any changes thereof in the implementation plan for the KPS shutdown.
10 March 2022	NPO	Other interested parties	The Impact Catalyst	Engagements undertaken with The Impact Catalyst were focused on obtaining an update on their projects in/around the KPS area and exploring possible areas of collaboration.
10 March 2022	Local government	Directly affected parties	Steve Tshwete LM	The engagement with Steve Tshwete LM was focused on obtaining an update on local economic development projects being undertaken by the municipality for inclusion in the implementation plan for KPS.
17 March 2022	NPO	Other interested parties	GreenCape	The focus of this engagement was on the Alternative Service Delivery Unit implemented by GreenCape.
12 April 2022	Community members	Directly affected parties	Residents of local community	Consultations with community members, ward councillor/committee members, small business representatives, NGOs, CBOs, PBOs and farmers were to obtain feedback and inputs into the outcomes of the socio-economic impact study of KPS. The respective stakeholders were
12 April 2022	Ward councillor/committee member	Other interested parties	Ward 4 Councillor and committee members	
12 April 2022	Local small business	Directly affected parties	Small businesses in the surrounding area	

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Date	Stakeholder group	Type	Stakeholders	Purpose of engagement
12 April 2022	Local NGOs, PBOs or CBOs		Farm Belt Community Economic Development Structure, religious representatives, community leaders	provided with an overview of the Urban-Econ (2022) study, including its purpose, methodology, identified economic and employment impacts associated with KPS's shutdown, and the interventions included as part of the implementation plan to mitigate the adverse impact.
5 May 2022	Farmers		Farmers surrounding KPS	The respective stakeholders were provided with an opportunity to raise their concerns, ask questions on aspects related to the study, provide their views on the study outcomes, and methods of communication (including a dedicated WhatsApp number and email address).
9 and 24 May 2022	Mining houses		Thungela Resources	Thungela Resources, owner of the Goedeheop mine, was engaged to obtain an update on the mine's social and labour plan (SLP) and explore possible areas of collaboration in the proposed interventions.

Key lessons learned from the Urban-Econ (2022) study:

- Communication and consultation with stakeholders are critical to secure the buy-in of any possible plan that is created.
- Public participation needs to follow correct/suitable routes (i.e., consultation with some more prominent stakeholders may have to be undertaken before engaging with other stakeholders) and acknowledge the structure of each local community (i.e., recognising prominent community leaders and traditional authorities).
- Communication should start right from the beginning of the project to inform and raise awareness, and then proceed throughout the study.
- Eskom and its respective power stations have existing and established channels of communication with various stakeholders. These channels need to be utilised as far as possible.
- Surveying is fast-tracked if questionnaires are clear and available in languages that are commonly spoken in the area.
- Collaboration with local representatives or appointed community representatives is critical to facilitate participation.
- Ensuring that venues are accessible for disabled individuals to allow inclusiveness and comprehensive participation.
- The hiring of local labour to conduct surveys assist in cost-saving facilitates skills development and speeds up the completion of surveys.
- Disclosure of the project scope and purpose before consultations was found to facilitate constructive discussions.

These lessons may be considered by the project team during the implementation of the SEP.

The SEP builds on the previous stakeholder engagements undertaken as part of both the Urban-Econ (2022) and VPC (2021) studies, with new stakeholders that did not participate in the mentioned studies

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included as part of the SEP. Different stakeholders in the project and how they are to be engaged with will be discussed in the following sections.

Since 2020 Eskom has been undertaking stakeholder engagements on the shutdown of KPS and its repurposing as part of its strategic priority engagements at national, provincial and local government levels. These are strategic priority engagements on the JET, repowering and repurposing, and funding, while engagements have also been undertaken with DFIs and potential partners. The World Bank has also initiated stakeholder engagement with DPE, DMRE, National Treasury, DMs and LMs, and research institutions as part of the funding request preparations during the World Bank missions to South Africa Table 4.2 provides a summary of the engagements undertaken by Eskom in this regard.

Table 4.2: Eskom facilitated engagements

Date	Stakeholders	Type	Purpose of engagement
25 April 2022	<ul style="list-style-type: none"> Department of Mineral Resources and Energy (DMRE) 	Other interested parties	Engagement between Eskom and DMRE at KPS specifically focusing on the JET and its overall contribution to decarbonisation.
5–6 May 2022	<ul style="list-style-type: none"> Presidential Climate Commission (PCC) 	Other interested parties	Eskom participated in one of the PCC's stakeholder and community engagement sessions where JET opportunities were submitted.
9–11 May 2022	<ul style="list-style-type: none"> Department of Forestry, Fisheries and the Environment (DFFE) Department of Mineral Resources and Energy (DMRE) Steve Tshwete LM Department of Trade, Industry and Competition (the dtic) 	Affected and other interested parties	<p>Eskom facilitated engagements between the World Bank and DFFE, DMRE and Steve Tshwete LM around the E-JETP. The engagements were centred around environmental management policy, energy policy, local government municipal management and the overall ecosystem to support E-JETP.</p> <p>Engagements with the dtic were specifically on the microgrids intervention and possible areas of collaboration with the Black Industrialists Programme (BIP).</p>
20 May 2022	<ul style="list-style-type: none"> British High Commission COP26 Delegation visit to KPS 	Other interested parties	<p>Eskom undertook various engagements with the British High Commission in preparation for the COP26 Delegation visit to KPS.</p> <p>The purpose of the COP26 engagement was to expose the COP26 delegation to the repowering and repurposing initiatives being implemented at KPS. As part of this, the COP26 President attended meetings with Executive Mayors, the Mpumalanga Provincial Government and other prominent stakeholders.</p>
23 May 2022	<ul style="list-style-type: none"> Chamber of Commerce and Industry South African National Civic Organization (SANCO) DEDT 	Affected and other interested parties	Eskom provided insight into its sustainable future through the JET and outlined how collaboration with Mpumalanga Province could facilitate sustainable economic growth and development. This was followed by the signing of a Memorandum of Agreement (MOA) between the Mpumalanga Provincial Government (MPG) and Eskom on the 24 th of May 2022. The purpose of the MOA is to strengthen cooperation and provide a framework to enable the roll-out of initiatives determined through the

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Date	Stakeholders	Type	Purpose of engagement
	<ul style="list-style-type: none"> Nkangala DM Mayor Gert Sibande DM Mayor Emalahleni Mayor Steve Tshwete LM Mayor 		Mpumalanga Economic Reconstruction and Recovery Plan (MERRP) and the Eskom Turnaround Plan. The MOA seeks to obtain the necessary technical, political and security support to strengthen and stabilise Eskom's operations in the province.
30 May 2022	<ul style="list-style-type: none"> Ambassador of Spain 	Other interested parties	On the 30 th of May 2022, Eskom and the Spanish embassy conducted an introductory meeting to discuss Eskom's JET, repowering and repurposing. The Ambassador indicated Spain's interest in collaborating to ensure the sustainability and stability of South Africa.
2 August 2022	<ul style="list-style-type: none"> Nkangala DM Mayor Steve Tshwete LM Mayor Emalahleni Mayor 	Affected and other interested parties	The purpose of this engagement was to inform local government stakeholders of Eskom's JET programme, with specific focus on KPS.

4.2.2 ONGOING/PLANNED CONSULTATIONS

As noted previously, two separate ESIAs are to be undertaken for KPS with the first focusing on the dismantling and decommissioning of KPS (i.e., Component A) and the second on the deployment of solar PV and BESS and the KPS site (i.e., Component B).

The following table illustrates the schedule of engagements to be undertaken as part of the ESIA⁹ to be conducted for the decommissioning and dismantling of KPS (i.e., Component A).

Table 4.3: Component A ESIA stakeholder engagement schedule

Stakeholders	Method of engagement	Topics of engagement	Start date/ completion date	Location
All stakeholders	<p><u>Project Website</u> The website will contain information about the Project, a feedback form, a way to register for the newsletter and other means of communication.</p> <p><u>Media Statement & E-mail Newsletter</u> This will inform anyone who is affected by or interested in the Project and provide information on how to voice concerns/provide feedback.</p>	ESIA ESMP GRM	End of August	Public meetings

⁹ The draft ESIAs for Component A and B is available at: <https://www.eskom.co.za/about-eskom/just-energy-transition-jet/komati-power-station-repowering-and-repurposing/>

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Stakeholders	Method of engagement	Topics of engagement	Start date/ completion date	Location
All local and project-affected stakeholders (includes inter alia STLM, Ward 4, Ward 6, Goedehoop/Hope, Banks Collieries, Sizanane, Farm Belt, Komati Town/ Koorfontein Village, Blinkpan, Broodsnyersplaas, Gelukplaas, Middelkraal, 'Big House', Schoeman Farm, Snybroerplaas/Vlakplaas)	<u>Site Notices</u> These notices will contain information about the Project, explaining the feedback procedure dates for public meetings and contact details of Nema Consulting and Eskom Communication Committee.	ESIA	End of August	Public and highly visible spaces within Komati Town/Koorfontein Village, Blinkpan, Banks, Sizanane, Goede Hoop, 'Big House' and other informal settlements. Could be churches, schools, clinics, Community Centres, entrance to KPS, etc.
All National, Provincial, District and Local Level Government Departments, NGOs, Special Interest Groups and Associations that are interested in the Project and/or indirectly affected (includes inter alia National Treasury, University of Cape Town, The Impact Catalyst, Mintek, Department of Community Liaison, MEGA, MPHRA, MPTA, Department of Health, Department of Economic Development and Tourism, Department of Social Development, Office of the Premier, Mpumalanga Green Cluster Agency, Vukani Environmental Justice Movement in Action, GroundWork, Department of Human Settlement, Mpumalanga Green Economy Cluster, Mpumalanga Environmental Youth Network, Department of Cooperative Governance and Traditional Affairs,	<u>Circulate BIDs</u> These documents will contain a high level of (technical) information and background information regarding the Project	ESIA	End of August	n/a

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Stakeholders	Method of engagement	Topics of engagement	Start date/ completion date	Location
DARDLEA, DoEL, DEA, DMRE, the dtic , NERSA, DSI, Minerals Council South Africa, STLM, NDM, Middelburg Environmental Justice Network, Greater Middelburg Residents Association, Middelburg Chamber of Commerce and Industry)				
All local stakeholders that are highly influential and highly impacted. (Broodsnyersplaas, Komati Town/Koornfontein Village, Gelukplaas, Farm Belt, Sizanane, Goedehoop/ Hope, Middelkraal, Ward 4, Ward 6, Blinkpan, Banks Collieries)	<u>Focus Group Meetings & Public Meeting</u> Interviews - The team will conduct in-depth interviews with affected parties who need to be consulted. These interviews will be conducted over the phone and will have	ESIA & ESMP RAP GRM	11/07/2022 – End of August Mid-September	TBD
All local stakeholders that have a high or low level of influence and highly impacted. (Broodsnyersplaas, Komati Town/Koornfontein Village, Gelukplaas, Farm Belt, Sizanane, Goedehoop/ Hope, Middelkraal, Ward 4, Ward 6, Blinkpan, Banks Collieries, Snybroersplaas/ Vlakplaas, Schoeman Farm, 'Big House')	<u>Feedback Box</u> This will be a way for locals to provide feedback anonymously.	ESIA & ESMP RAP GRM	Half September	Public and highly visible spaces within Komati Town/Koornfontein Village, Blinkpan, Banks, Sizanane, Goede Hoop, 'Big House' and other Informal settlements. Could be churches, schools, clinics, Community Centres, entrance to KPS etc.
All local stakeholders that do not have a high level of influence on the project but are highly impacted. (Snybroersplaas/Vlakplaas, Schoeman Farm, 'Big House', any group or individual that has been identified as	<u>One-on-One Meetings & Small Group Meetings</u>	ESIA & ESMP RAP GRM	Start of September	TBD

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Stakeholders	Method of engagement	Topics of engagement	Start date/ completion date	Location
vulnerable within the engagement process)				

Source: Adapted from NEMAI Consulting (2022).

The preceding section outlined previous engagements with various stakeholders undertaken as part of the socio-economic impact assessment for the shutdown of KPS, in addition to those undertaken by Eskom as part of the repowering and repurposing of KPS. However, as solar PV and BESS solutions are to be deployed at the KPS site, an ESIA is to be undertaken for the acquisition of an environmental authorisation (EA). This will subsequently require public participation as per the National Environmental Management Act (NEMA) (No. 107 of 1998).

Table 4.4 outlines the stakeholder engagements to be undertaken during the preliminary ESIA phase for the solar PV and BESS solutions.

Table 4.4: Planned stakeholder engagements during the preliminary ESIA phase for the deployment of solar PV and BESS

Notification	Target group	Activities
Newspaper adverts	General public	Adverts are to be published in two local newspapers namely the Highvelder (in English and Afrikaans) and Witbank News (in English and isiZulu) announcing the initiation of the ESIA process. This will require the registration of interests by each interested and affected party.
Site notices at appropriate locations	General public	<p>Notices will formally announce the initiation of the ESIA process and require interested and affected parties to register their interests. Notices are to be placed at the following sites:</p> <ul style="list-style-type: none"> • KPS entrance; • Boundary/access road to solar PV sites; • Blinkpan Police Station; • Komati Paypoint and Library; • OK Foods Supermarket; • Gerard Sekoto Library; • Nkangala DM Office; • Hendrina Public Library; and • Eastdene Public Library.
Notices to known/registered interested and affected parties	Known/registered interested and affected parties	Databases developed by Eskom and determined during the socio-economic impact assessment for the shutdown of KPS will be utilised to announce the commencement of the ESIA process and request that all interested and affected parties register their interests.
Focus group meetings	Community leaders and stakeholder forums	Focus group meetings are to be held at KPS to discuss the proposed deployment of solar PV and BESS at KPS. Comments and concerns are to be included in the preliminary ESIA report.

Source: Adapted from WSP Group Africa (2022).

During the ESIA phase, a public participation process (PPP) has been devised which includes interested and affected parties, the competent authority, landowners/occupiers impacted directly by the proposed

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project, adjacent landowners/occupiers, and relevant government departments, municipalities, ward councillors and other key stakeholders. Table 4.5 outlines the respective requirements according to the NEMA and the associated activities.

Table 4.5: PPP during the ESIA phase for the deployment of solar PV and BESS

PPP requirement as per NEMA	Proposed activities/plan
<p>41(2) The person conducting a PPP must give notice to all potential I&APs by-</p> <p>(a) fixing a notice board at a place conspicuous to and accessible by the public at the boundary, on the fence or along the corridor of— (i) the site where the activity to which the application or proposed application relates is or is to be undertaken; and (ii) any alternative site;</p> <p>(b) giving written notice, in any of the manners provided for in section 47D of the Act, to— (i) the occupiers of the site and, if the proponent or applicant is not the owner or person in control of the site on which the activity is to be undertaken, the owner or person in control of the site where the activity is or is to be undertaken and to any alternative site where the activity is to be undertaken; (ii) owners, persons in control of, and occupiers of land adjacent to the site where the activity is or is to be undertaken and to any alternative site where the activity is to be undertaken; (iii) the municipal councillor of the ward in which the site and alternative site is situated and any organisation of ratepayers that represent the community in the area; (iv) the municipality which has jurisdiction in the area; (v) any organ of the state having jurisdiction in respect of any aspect of the activity; and (vi) any other party as required by the competent authority;</p> <p>(c) placing an advertisement in— (i) one local newspaper; or (ii) any official Gazette that is published specifically for the purpose of providing public notice of applications or other submissions made in terms of these Regulations;</p> <p>(d) placing an advertisement in at least one provincial newspaper or national newspaper, if the activity has or may have an impact that extends beyond the boundaries of the</p>	<p>Six site notices in English, Afrikaans and isiZulu are to be placed at appropriate locations on-site and in the surrounding areas (this is undertaken as part of the preliminary phase). Sites include:</p> <ul style="list-style-type: none"> • KPS entrance; • Boundary/access road to solar PV sites; • Blinkpan Police Station; • Komati Paypoint and Library; • OK Foods Supermarket; • Gerard Sekoto Library; • Nkangala DM Office; • Hendrina Public Library; and • Eastdene Public Library. <p>Written notices in English, Afrikaans and isiZulu are to be sent to owners and occupiers on or adjacent to the project site, municipality ward councillor, LM and DM, and relevant government departments. General communication in written format is to be undertaken with interested and affected parties throughout the ESIA process. All interested and affected parties registered on existing databases are to be notified via email and SMS (the database will be updated as the project progresses).</p> <p>This activity is to be done during the initial ESIA phase and includes the publishing of adverts in two local newspapers to formally announce the initiation of the ESIA process.</p>

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PPP requirement as per NEMA	Proposed activities/plan
metropolitan or district municipality in which it is or will be undertaken	As the project does not extend beyond the DM boundaries, the use of a provincial/national newspaper is not required.
(e) using reasonable alternative methods, as agreed to by the competent authority, in those instances where a person is desirous of but unable to participate in the process due to— (i) illiteracy; (ii) disability; or (iii) any other disadvantage.	Interested and affected parties that comprise the existing databases are to be contacted telephonically or via email to verify their contact information in addition to their preferred means of communication. The ward councillor is to be contacted to ensure that community-based organisations are aware of the project and may assist in distributing information.
(42) A proponent or applicant must ensure the opening and maintenance of a register of interested and affected parties and submit such a register to the competent authority,	Interested and affected parties are to be identified when the project commences. A database will be developed to include all relevant interested and affected parties that registered during the preliminary phase. Registered interested and affected parties are to be notified via email and SMS, inviting them to participate in the process.
(43) & (44) Registered Interested and affected parties (I&APs) must be given 30 days to comment on the draft Report	All draft reports are to be made available to interested and affected parties for a period of 30 days to comment. The reports are also to be made available at various locations (Komati Paypoint and Library, KPS security office, Gerard Sekoto Library, Eastdene Public Library, Hendrina Public Library and online via the WSP website). In addition, an open public meeting will be held at KPS.
(44) (2) The applicant must, in writing, within 14 days of the date of the decision on the application ensure that— (a) all registered interested and affected parties are provided with access to the decision and the reasons for such decision; and (b) the attention of all registered interested and affected parties is drawn to the fact that an appeal may be lodged against the decision in terms of the National Appeal Regulations, if such appeal is available in the circumstances of the decision.	Written notifications on the EA decision will be provided to all registered interested and affected parties, in addition to the appeals process.

Source: Adapted from WSP Group Africa (2022).

5 STAKEHOLDER IDENTIFICATION AND ANALYSIS

5.1 IDENTIFICATION OF STAKEHOLDERS

Within the context of the ESS10, stakeholders refer to individuals or groups who are: (i) either affected or likely to be affected by the project; or (ii) may have an interest in the project. Therefore, stakeholders may have interests, may either be directly or indirectly affected by the project or may have the potential to influence the project outcomes.

As per the ESS10, stakeholders in the SEP are categorised into three groups. The purpose thereof is to ensure more effective and efficient stakeholder engagements. These groups are as follows:

- **Directly affected parties:** includes stakeholders that are directly affected or may be affected by the project's implementation.
- **Other interested parties:** other affected parties that may have an interest in the project.
- **Vulnerable/disadvantaged groups:** groups or individuals that may require alternative or more comprehensive engagement efforts due to their vulnerable status.

5.1.1 DIRECTLY AFFECTED PARTIES

The E-JETP has a significant number of directly affected parties or stakeholders throughout its implementation. For this SEP, stakeholders classified as "directly affected parties" include those that are likely to be directly affected by one of the project components. These stakeholders are affected through impacts on livelihoods or impacts in the immediate environment (such as noise or the release of particulate matter from construction activities). Table 5.1 outlines the stakeholder classified as directly affected parties.

Table 5.1: Directly affected parties

Stakeholder group	Stakeholder	Rationale for categorisation
Residents/community members	<ul style="list-style-type: none"> Residents of informal settlements (Big House), homeowners/tenants in Blinkpan, Komati/Koornfontein Village, Goedeheop North and Goedeheop South 	<ul style="list-style-type: none"> Will be directly affected by construction-related activities as part of KPS's R&R through noise and air pollution, and increased traffic congestion. Loss in sense of place. Participation in mitigation measures and deployment of community-orientated projects. Relies on KPS for the provision of water.
Farmers	<ul style="list-style-type: none"> Farmers surrounding KPS 	<ul style="list-style-type: none"> Relies on neighbouring mines for the provision, which in turn relies on KPS. Operations may be impacted by the influx of labour to the area (e.g., theft of produce). May participate in proposed interventions (e.g., Alien

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Stakeholder group	Stakeholder	Rationale for categorisation
		Vegetation Removal and Beneficiation).
Local small businesses	<ul style="list-style-type: none"> Local businesses in informal settlements, Blinkpan, Komati/Koornfontein Village, Goedeheop North and Goedeheop South 	<ul style="list-style-type: none"> Operations may be disrupted by construction-related activities. Relies on KPS employees as a source of revenue. Loss in sense of place. May participate in some interventions (i.e., SMME development and support).
Local NGOs, CBOs and NPOs	<ul style="list-style-type: none"> Community Development Workers Church Forum Business Forum B and K Structure Forum Farm Belt Community Development Structure Thubelethu Community Structure 	<ul style="list-style-type: none"> Loss in sense of place. Forms part of Komati communities and may therefore be impacted by construction-related activities. Reduction in social cohesion which is driven by the respective structures. Losses in membership following the shutdown of KPS.
KPS employees	<ul style="list-style-type: none"> Generation, HR, Finance and Group Capital, Sustainability, Eskom Enterprise, ERI (and workers) 	<ul style="list-style-type: none"> Directly impacted by the shutdown of KPS. Loss of income if impacts are not mitigated. Relocation to other Eskom operations.
Contractors/suppliers	<ul style="list-style-type: none"> Various contractors/suppliers (and their workers) providing sub-contracting services to KPS 	<ul style="list-style-type: none"> Directly impacted by KPS as a source of revenue/income.
Local government	<ul style="list-style-type: none"> Nkangala District Municipality (NDM) Steve Tshwete Local Municipality (STLM) 	<ul style="list-style-type: none"> Potential losses in taxes and levies.
Mining houses	<ul style="list-style-type: none"> Mining houses with operations close to KPS 	<ul style="list-style-type: none"> Operations may be interrupted by construction-related activities. May participate in some of the proposed interventions (e.g., Crop Farming with Mine-Affected Water).

The above stakeholder is either directly impacted by the shutdown and decommissioning of KPS, the proposed repowering and repurposing interventions, or the proposed local economic development/diversification projects. As an example, given the contribution of KPS to employment and economic activity, stakeholders such as local government (Steve Tshwete LM and Nkangala DM) are directly affected by its shutdown and may benefit from the planned interventions to mitigate the shutdown's impact. As such, the E-JETP may influence their strategic objectives.

Other stakeholders such as residents/community members, KPS staff, farmers, surrounding mines, local small businesses and contractors/suppliers may directly rely on KPS for the provision of employment opportunities, certain basic services, or business revenue.

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5.1.2 OTHER INTERESTED PARTIES

Other interested parties include individuals, groups or entities that may not necessarily experience direct impacts arising from the project implementation. However, in some instances, these stakeholders may perceive their interests as being affected by the implementation of the project and may thus influence the project in some manner. Furthermore, these stakeholders may also choose to participate in the project, should the objectives of the project align with their goals/mandates. Table 5.2 provides an overview of stakeholders classified as “other interested stakeholders”.

Table 5.2: Other interested parties

Stakeholder group	Stakeholder	Rationale for categorisation
Ward 4 councillor/committee members	<ul style="list-style-type: none"> • Councillor and committee members of Ward 4 	<ul style="list-style-type: none"> • Not directly affected by the project as they are community representatives.
Public infrastructure	<ul style="list-style-type: none"> • South African Police Blinkpan • Ward 4 Mobile Clinic • Koornfontein Laerskool • Blinkpan Primary 	<ul style="list-style-type: none"> • Indirectly impacted by the potential influx of individuals to the area which may result in increased pressure on the provision of certain basic services.
Commercial banks	<ul style="list-style-type: none"> • Nedbank • ABSA • Standard Bank • First National Bank (FNB) • And others 	<ul style="list-style-type: none"> • Not directly affected by E-JETP but may participate in interventions through the provision of funding (if prompted or requested).
DFIs and climate funds	<ul style="list-style-type: none"> • International Bank for Reconstruction and Development (IBRD) • Industrial Development Corporation of South Africa (IDC) • Development Bank of Southern Africa (DBSA) • Land and Agricultural Development Bank of South Africa (Land Bank) • Green Climate Fund • Adaptation Fund • Climate Investment Fund • International Finance Corporation (IFC) • New Development Bank (NDB) • African Development Bank (ADB) 	<ul style="list-style-type: none"> • Not directly affected by E-JETP but may participate in interventions through the provision of funding (if prompted or requested). • Interests are aligned with the objectives of the E-JETP, which is to ensure a sustainable transition away from the coal value chain.
Educational and research institutions	<ul style="list-style-type: none"> • Local TVET colleges • Council for Scientific and Industrial Research (CSIR) • Trade & Industrial Policy Strategies (TIPS) • South African universities • South African Renewable Energy Technology Centre (SARETEC) 	<ul style="list-style-type: none"> • Not directly affected by E-JETP but may participate in certain interventions (e.g., local TVET colleges). • SARETEC is an implementing agent for the KTF; however, the KTF will only function as a satellite campus and will not be established on SARETEC-owned land.
Environmental foundations, NGOs and NPOs	<ul style="list-style-type: none"> • WWF South Africa • Earthlife Africa • Green Peace • African Climate Alliance 	<ul style="list-style-type: none"> • Not directly affected by E-JETP but may have an interest in the project from an environmental/climate change perspective.

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Stakeholder group	Stakeholder	Rationale for categorisation
	<ul style="list-style-type: none"> Southern African Faith Communities' Environment Institute (SAFCEI) The Impact Catalyst GreenCape Project 90 Life After Coal Adaptation Network Just Share 350.org 	<ul style="list-style-type: none"> The Impact Catalyst is an implementing agent for the Alien Vegetation Removal and Beneficiation initiative; however, the project will not be implemented on land owned by the entity.
Inter-governmental and international organisations	<ul style="list-style-type: none"> Germany (GIZ, IKI, FES, KfW) France (AfD) United States (USAID, Power Africa) United Nations Industrial Development Organization (UNIDO) 	<ul style="list-style-type: none"> Not directly affected by E-JETP but may have an interest in the project from an environmental/climate change perspective.
National government	<ul style="list-style-type: none"> Department of Mineral Resources and Energy (DMRE) Department of Public Enterprises (DPE) Department of Water and Sanitation (DWS) Department of Trade, Industry and Competition (the dtic) Department of Forestry, Fisheries and the Environment (DFFE) Department of Cooperative Government and Traditional Affairs (CoGTA) Department of Health (DOH) Department of Basic Education (DBE) Department of Higher Education and Training (DHET) Department of Employment and Labour (DEL) National Treasury 	<ul style="list-style-type: none"> Not directly affected by E-JETP but may have an interest in the project from an environmental/climate change perspective. Objectives of E-JETP aligned with those of, for example, DFFE which seeks to limit/reduce carbon emissions. Other national departments play a key role in creating an enabling environment for the E-JETP and may support the project where necessary/required.
Provincial government	<ul style="list-style-type: none"> Office of the Premier Mpumalanga Economic Growth Agency (MEGA) Department of Economic Development and Trade Mpumalanga (DEDT) Mpumalanga Green Cluster Agency (MGCA) 	<ul style="list-style-type: none"> Provincial government not directly impacted by E-JETP. May participate in creating an enabling environment for the project to ensure a JET for the province.
Organised business	<ul style="list-style-type: none"> Mine Water Coordinating Body (MWCB) Minerals Council South Africa Middelburg Chamber of Commerce and Industry (MCCI) Witbank Chamber of Commerce and Industry Business Leadership South Africa (BLSA) Business Unity South Africa (BUSA) Black Business Chamber And others 	<ul style="list-style-type: none"> May participate in the E-JETP should their objectives align with the project's objectives or if promoted.
Media	<ul style="list-style-type: none"> Local and regional newspaper Industry journalist Broadcasting stations Mass media Independent media groups 	<ul style="list-style-type: none"> Mainly tasked with conveying information to the general public and is thus not directly impacted by E-JETP.

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Stakeholder group	Stakeholder	Rationale for categorisation
South African public entities	<ul style="list-style-type: none"> • South African National Roads Agency S/OC Ltd (SANRAL) • Central Energy Fund • Independent Development Trust • Small Enterprise Development Agency (Seda) • Technology Innovation Agency (TIA) • National Skills Fund (NSF) • Sector Education and Training Authorities (SETAs) 	<ul style="list-style-type: none"> • Not directly affected by E-JETP but may have an interest in the project from a funding/business or technology development perspective. • NSF or relevant SETAs may participate in the roll-out of upskilling/reskilling interventions.

Other interested stakeholders are those that may choose to participate in the E-JETP. Commercial banks, DFIs and climate funds, and inter-governmental and international organisations may choose to fund certain elements of the E-JETP if such agreements are reached. Furthermore, entities such as NPOs, environmental foundations, and educational/research institutions may be interested in the E-JETP given their respective mandates (i.e., the effects of the JET on communities, safeguarding community stability, climate change mitigation and research contributions, among others). As the shutdown and repurposing/repowering of KPS is considered a flagship project for South Africa's JET, it is anticipated that considerable media interest will ensue.

5.1.3 VULNERABLE/DISADVANTAGED GROUPS

Vulnerable or disadvantaged groups include individuals that are likely to be disproportionately adversely affected by the implementation of the project when compared to other groups or individuals. Given their vulnerabilities, these stakeholders require engagement measures of a different nature to ensure that their concerns and needs are adequately considered. In this instance, effort needs to be made to ensure that these groups or individuals are aware of the proposed project and include their suggestions in the design of the project.

In addition to the above, vulnerable/disadvantaged groups are often not able to voice or express their concerns regarding the impacts of the project. Thus, these stakeholders are often excluded from SEPs. Given the nature of the project, with particular reference to Component C, these stakeholders may benefit from additional employment opportunities and skills development initiatives from which they were previously excluded. The following vulnerable or disadvantaged groups within the communities surrounding KPS or individuals have been identified:

- **Women and the elderly¹⁰:** coal-related activities are largely dominated by males while the roles of females or the elderly may be designated to attending to children or other household-related activities. As such, the repowering/repurposing and local economic development interventions may provide women and the elderly with opportunities to participate in economic activities, while uplifting societal conditions.

¹⁰ It is recommended that individuals 50 years and older are included as part of the elderly.

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- **Minority groups:** minority groups (either ethnic, religious or sexual orientation) will need to be included throughout consultations. For example, individuals that may not speak or understand the common or prevailing languages of the Komati will need to be accommodated.
- **Child-headed households:** overall, the interventions that comprise the E-JETP aim to uplift communities affected by the shutdown and decommissioning of KPS. As such, the interventions may contribute to the alleviation of poverty through the provision of alternative economic activities and the provision of targeted community support.
- **Disabled individuals:** opportunities for the participation of disabled individuals in some of the community-oriented interventions may be provided as part of the E-JETP, which subsequently contributes to societal upliftment.
- **Unskilled/illiterate individuals:** relatively unskilled individuals require special consideration within the context of the E-JETP and based on the principles of the JET. Participation of these individuals is to be encouraged in some of the interventions planned for the area, with specific reference to those focusing on career/skills development.
- **Individuals with HIV/Aids and other impactful diseases:** individuals diagnosed with HIV/Aids or any other impactful diseases are included as part of the vulnerable/disadvantaged groups. It is important that these individuals are not excluded due to the stigmas often associated with such diseases, while these individuals are consulted regardless of their ability to attend, for example, public meetings.

The project will thus need to ensure specific measures to provide support to vulnerable and disadvantaged groups, thus requiring engagement throughout the life-cycle of the project.

5.2 STAKEHOLDER ANALYSIS

Following the identification of stakeholders per the categories outlined in the ESS10, the interest in and influence over the project by each of the stakeholders was determined in accordance with each component and the respective phases, which is indicated in **Error! Reference source not found..** However, a detailed overview of the interests in and influence over the E-JETP and its components by each stakeholder is provided in Appendix 2.

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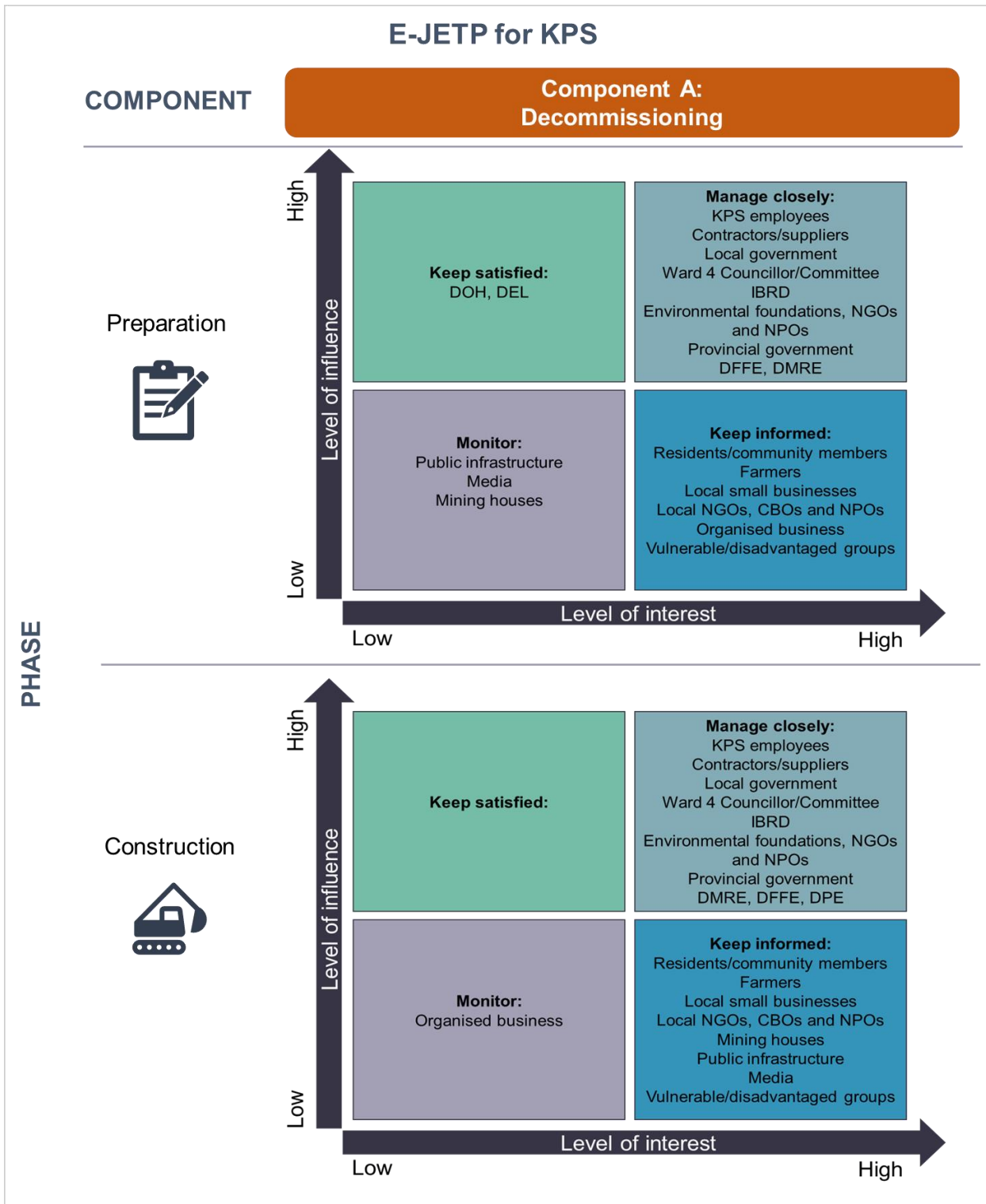


Figure 5.1: Stakeholder analysis (Component A)

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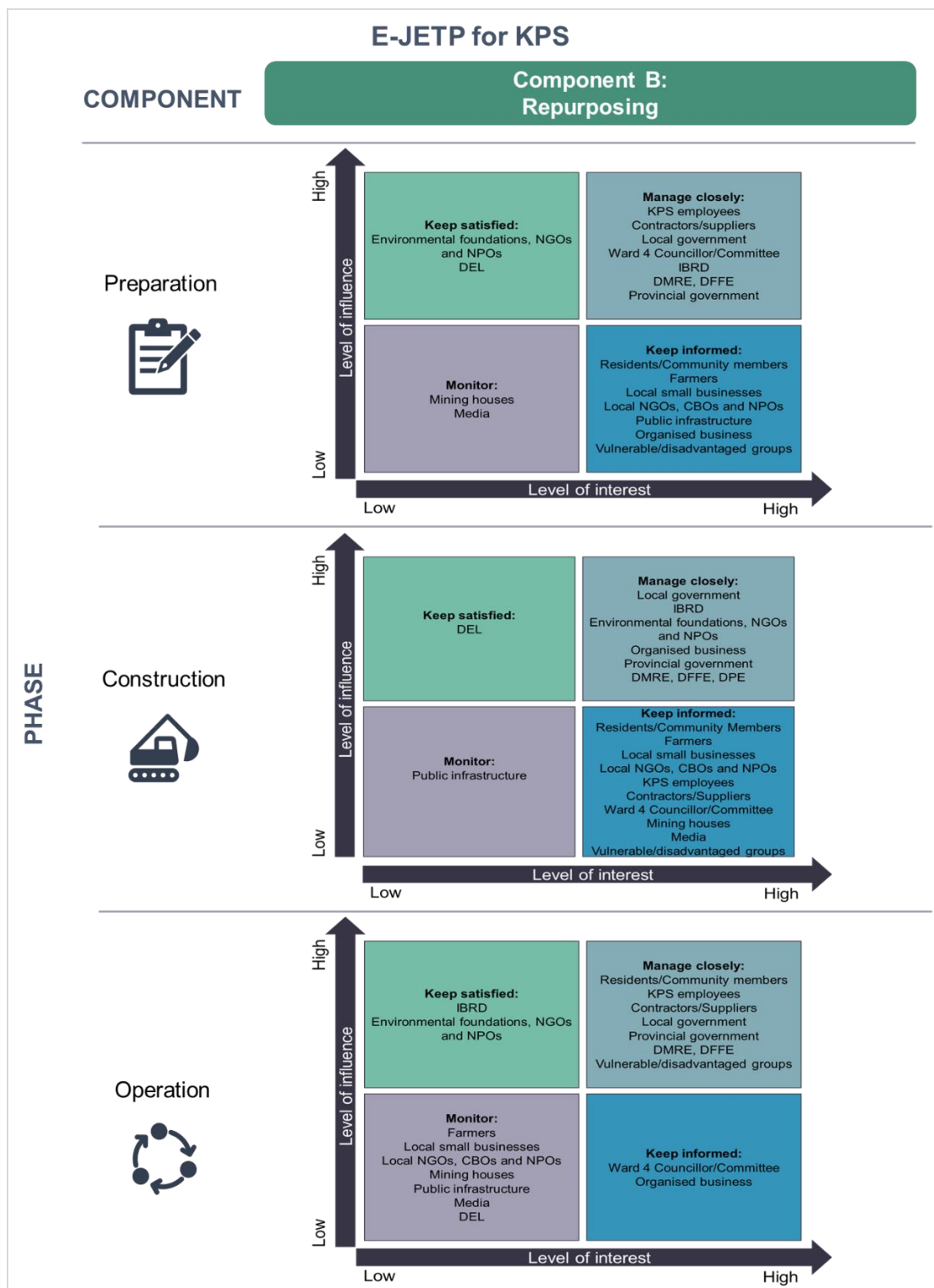


Figure 5.2: Stakeholder analysis (Component B)

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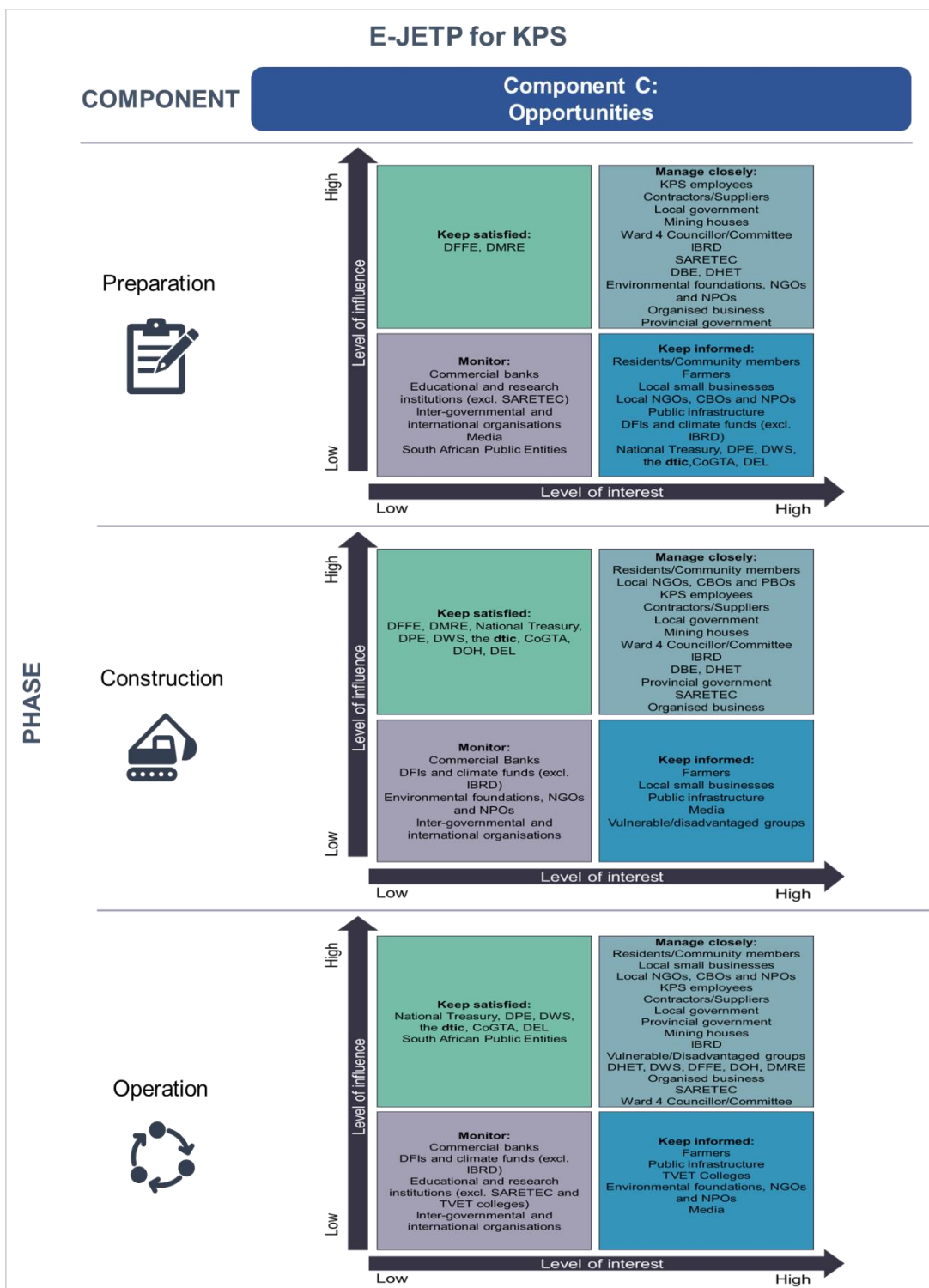


Figure 5.3: Stakeholder analysis (Component C)

5.3 STAKEHOLDER MANAGEMENT APPROACHES

The categorisation of stakeholders according to their levels of interest in and influence over the E-JETP and its respective components and stages are crucial in identifying management approaches. Although high-level approaches are identified, these need to be considered along with the methods of risk management identified in Section 8. The following table provides an overview of key management approaches that need to be considered in accordance with the categorisation of stakeholders.

Table 5.3: Stakeholder management approaches

Type of stakeholder	Influence	Interest	Management approaches	
Key player	High	High	Manage closely	<ul style="list-style-type: none"> Communicate frequently and encourage cooperation. Engagement with at every activity point/key milestone of the E-JETP. Involve in governance and decision-making. Regular engagement.
Keep satisfied	High	Low	Meet the needs	<ul style="list-style-type: none"> Incorporate their perspectives into the activities of the E-JETP. Encourage input in E-JETP activities. Seek to raise awareness of the benefits of the E-JETP. Communicate regularly on the progress of the E-JETP. Consult on areas of interest. Seek to raise awareness and knowledge, with the ultimate purpose of ensuring that they do not become a risk to the success of the E-JETP.
Show consideration	Low	High	Keep informed	<ul style="list-style-type: none"> Encourage inputs into E-JETP activities. Keep the group informed on the progress and decisions made. May be used as ambassadors and supporters during the implementation stage.
Least important	Low	Low	Monitor	<ul style="list-style-type: none"> Inform via general communication channels. Monitor any changes. Potential ambassadors for support.

Key players are stakeholders that require close management. This may be attained through frequent communication along the life-cycle of the E-JETP per the key milestones or activities. Crucially, these stakeholders may need to be involved in the project's governance and in decision-making. Stakeholders that need to be kept satisfied require their respective needs to be met. This may be achieved through the incorporation

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of their perspectives into the implementation of the E-JETP, encouraging inputs, regular communication on areas of interest and raising awareness. These stakeholders have to be kept satisfied to avoid them becoming a risk to the success of the project.

Those that need to be shown consideration are to be encouraged to provide inputs into the E-JETP activities and keep them informed along the life-cycle. Lastly, stakeholders with low interest and influence should be monitored and informed through general communication channels.

6 ENGAGEMENT APPROACH

This section presents the engagement approaches relevant to each component of the E-JETP. In addition, methods of engagement are provided which may be considered as a shopping list of methods; however, certain methods were selected based on the type of stakeholder and the message that needs to be communicated. Crucially, key messages and engagement approaches are provided specifically for each component and phase as indicated in Figure 2.3.

6.1 METHODS OF ENGAGEMENT

Table 6.1 outlines the means of communication to be utilised throughout the life-cycle of the project when consultations, information sharing and disclosure are organised with stakeholders. It should be noted that these methods of communication may be updated as the project progresses to ensure that the most effective means of communication is used when disclosing information to each of the respective stakeholders.

Table 6.1: Means of engagement

Means of communication	Description
Grievance Redress Mechanism (IE/E)	A Grievance Redress Mechanism (GRM) will be established in line with the World Bank's ESS10 requirements specifically for the project. The stakeholders will be able to raise grievances anonymously by phone or online or using the project's digital platform.
Grievance logs (IE/E)	The grievance log is where grievances, including those delivered through the online platform, are registered, maintained, followed up and resolved.
Email (IE/E)	Emails are considered a more formal method of communication and should be utilised for more formal communication needs. Emails should largely be used to facilitate communication between implementing agencies, notifying prominent entities of project developments or requesting funding (where and if necessary). Email should be used for targeted stakeholder engagements to make specific requests relative to the stakeholder's role/possible role in the project.
Formal letter (IE/E)	Formal letters are to be used to provide information to stakeholders that are responsible for disseminating information to other stakeholders. For example, the ward councillor or committee member may be provided with a formal letter that contains information to be dispersed to community members. Overall, formal letters are to be used to facilitate the implementation of the project by fostering collaboration between implementing entities and other stakeholders.
Community WhatsApp group (E)	The Community WhatsApp group presents an easy and accessible platform for community members, farmers, public infrastructure, local small businesses, and local organisations (NPOs, CBOs and PBOs). There exists a common WhatsApp group for the area, while individual groups for Komati, Koornfontein and Blinkpan also exist. All WhatsApp groups are administered by the Ward 4 Councillor and committee members. Information on the arrangements of certain public meetings, events or consultations can easily be shared to ensure the maximisation of participation among stakeholders who have access to the group. The group may be used by the ward councillor or

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Means of communication	Description
	ward committee members to disseminate information quickly and effectively. The stakeholders that have access to the group are likely those that are more directly impacted by the KPS shutdown and repurposing. Therefore, utilising the group to reach these stakeholders will be quite effective. However, access to data and the extent to which stakeholders have mobile phones capable of running WhatsApp needs to be considered.
Interviews (E)	Interviews as a method of engagement are likely only to be used with stakeholders from the media. Interviews with experts may yield key recommendations on project-related issues and any other challenges. In addition, interviews with implementing authorities may contribute to raising public awareness on certain matters and may thus act as an additional source of disseminating information.
Local news media (E)	Local news media representatives may act as key sources of information to various stakeholders as they are likely to be familiar with them. Local news media may include local radio, newspapers or magazines.
Mass media (E)	Mass media refers to various media platforms that reach large audiences, thus extending beyond the immediate surroundings of KPS. This may include social media platforms, websites of prominent national/provincial news outlets, and international media platforms (where possible and applicable), among others.
Monthly newsletter (E)	Monthly newsletters may be provided to the media for publishing in, for example, newspapers, magazines and websites, among others. These can be used to provide a regular update on the progression of the project and inform further public consultation/participation dates.
One-on-one meetings (E)	Regular one-on-one meetings can be held with stakeholders such as Nkangala DM or Steve Tshwete LM to provide an update on the progress of the project. The purpose of these meetings is to provide key governing authorities with the necessary information surrounding the project and identify possible areas where local government authorities may assist, and possible areas of collaboration given the project stage, among others. One-on-one meetings will be crucial in attaining transparent and collaborative relationships between various stakeholders.
Pamphlets/leaflets/informative articles (E)	Pamphlets, leaflets and informative articles may be presented to various stakeholders during engagements which may contain information on the project and crucially, the associated benefits. As noted, these may be distributed during meetings, public consultations or to public institutions.
Press release (E)	Press releases may be distributed when the project reaches key milestones. These may reach a broad range of stakeholders at once with a high-level indication of the project's progress.
Press trips (E)	Press trips can be provided to members of the media. This will allow for a collaborative relationship between key implementing agencies and mass distributors of information, such as the media.
Public/community meetings (E)	Public meetings may be held regularly with stakeholders such as residents/community members; representatives from local CBOs, PBOs and NGOs; Ward 4 councillor/committee members; and local small businesses, among others. These meetings may be used to distribute information before the commencement of certain activities that comprise the components of the E-JETP. A platform such as this may provide stakeholders with the opportunity to raise concerns, identify possible areas of participation or acquire information. As these meetings only occur when the need arises. It is therefore recommended that Ward 4 Committee Members are consulted with by E-JETP implementing authorities so that the necessary arrangements can be made to allow for a maximisation of community participation in the project.

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Means of communication	Description
Regional media (E)	Regional media may provide information to a broader audience located across the Mpumalanga Province. Many of these stakeholders are likely to be interested in the just transition of the Province. Furthermore, regional media outlets may reach communities surrounding other power stations to be shut down in the future. This will be crucial in ensuring the management of socio-economic risks and assuring communities that measures are being implemented to mitigate against the shutdown of Eskom's coal-fired power stations.
Roadshows (E)	Roadshows are key methods to show solidarity between implementing authorities and other prominent stakeholders, such as Nkangala DM and Steve Tshwete LM. Furthermore, methods such as this may be utilised to raise awareness among the broader public.
Workshops (E)	Targeted workshops may be held with key stakeholders concerning certain activities that comprise the E-JETP. These workshops are to be used to specifically discuss certain project components.

*IE – Internal Eskom, E – Eskom

Apart from the above means of communication, various engagement structures may also be utilised as communication and consultation platforms forums. These structures are a combination of forums internal to Eskom, while others are driven by external parties. These structures are provided in the table below.

Table 6.2: Engagement structures

Means of communication	Description
Presidential Climate Commissioner (PCC) Ordinary Quarterly Meetings (E)	The PCC includes representatives from national departments (including DFFE, DMRE, DPE, the dtic and DWS, among others), trade unions, research institutions (CSIR), Eskom, groundWork, Earthlife Africa, WWF South Africa, Transnet, IDC and Minerals Council South Africa. As Eskom is a standing member of the PCC, the platform may be used to update the PCC on the progress of the E-JETP.
Nkangala District Development Model (DDM) Technical Meeting (E)	Nkangala DM hosts quarterly technical meetings where information on projects within the DM is provided. A standing slot dedicated to the E-JETP may be considered. The DDM is well-attended by various stakeholders from both the public and private sectors.
Mpumalanga Green Cluster Agency (MGCA) (E)	Championed by DEDT and GreenCape, the Mpumalanga Green Agency focuses on fostering collaboration within Mpumalanga to build the green economy in the Province. The Agency may be used as a platform to disseminate information on the E-JETP and its progress as it is well-attended by stakeholders representing organised business, research institutions, mining houses, and government (including provincial and national), among others. The Agency hosts sector-specific engagements every two to three weeks; however, it is recommended that the Agency is contacted should the need arise (even if it does not fall within normal meeting times).
Eskom-MPG Integrated Plan & Secretariat Meetings (E)	As part of the MOA signed between MPG and Eskom, regular meetings and workshops are to be held to ensure the sustainable JET of Mpumalanga Province. These interactions focus on managing and mitigating socio-economic risks while fostering collaboration between MPG and Eskom.

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Means of communication	Description
Business Unit Forum (IE)	The Business Unit Forum is specific to KPS and will be used to share information and address challenges related to KPS employees. This may include contractors/suppliers relevant to KPS to mitigate the impacts on their businesses.
Central Consultative Forum (IE)	The Central Consultative Forum is to be used for addressing and agreeing to processes related to the project. Specifically, the CCF is utilised by Eskom for national consultation and information sharing on Eskom-wide matters.
Division Management Committees (IE)	Within Eskom itself, Division Management Committees are essential in distributing information to key departments of Eskom. Therefore, division leaders will need to be consulted where necessary and relevant to distribute information to the relevant Eskom departments.
Generation National Group Forum (IE)	The Generation National Group Forum is to be used for information-sharing purposes and to address issues specific to affected KPS employees.
JET Steerco (IE/E)	The JET Steerco is fundamental in distributing information among key Eskom divisions and other national government stakeholders, such as DFFE or DMRE. Collaborations between the JET Steerco and key national departments are crucial to the overall success of Mpumalanga's and to a broader extent, South Africa's JET.
Eskom JET Stakeholder Engagement Platform (E)	With a representation of Eskom, relevant government ministries and institutes, local government, labour unions, civil society organizations, community groups, and the private sector. The purpose of the platform is to establish a deliberative process for effective communication and decision-making between Eskom and the wider community on its coal transition strategy and JET framework based on lessons learnt from E-JETP and other related initiatives. Specifically, it is expected that the platform will use the emergent lessons learnt from the project to guide decisions relating to E-JETP implementation and leverage the same to support up-front planning and decision-making necessary for the planned retirement of additional coal-fired power plants. Further, the platform will also contribute to and build on other just transition structures and platforms in place such as the PCC, NBI, BUSA, Mpumalanga Agency Cluster. This platform is to be established as part of Component C of the E-JETP.
E-JETP Community Forum (E)	To establish a two-way communication channel to share relevant communication and get regular feedback from the workers, local communities and other project stakeholders, specifically on the E-JETP. The project will organize orientation sessions, leadership trainings, and other soft skills development, to enable the local communities, especially women, youth and other vulnerable groups, to participate effectively and meaningfully in the forum. The project will also use digital platforms and other innovative mechanisms to strengthen communication and engagement channels. This platform is to be established as part of Component C of the E-JETP.

*IE – Internal Eskom, E – Eskom



Picture 6.1: Champions of external platforms

6.2 ENGAGEMENT APPROACH TO THE E-JETP

The following sections present the engagement approaches relevant to each component of the E-JETP, in addition to the respective phases associated with each. As part of each component, key activities/milestones have been identified in accordance with Figure 2.3 in addition to the stakeholder groups relevant to each. Crucially, vulnerable/disadvantaged groups will be given priority in a separate section as alternative means of communication or engagement will need to be considered.¹¹

Consideration needs to be given to mechanisms that may maximise the participation of all stakeholders throughout the implementation of the SEP. It is recommended that stakeholders are provided with communication material ahead of engagements (where possible). In addition, implementing agents may

¹¹ Vulnerable/disadvantaged groups are included in each phase's activities/milestones per component. As such, vulnerable/disadvantaged groups will need to be engaged on these activities/milestones.

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also consider providing certain stakeholders (i.e., vulnerable/disadvantaged groups) with a travel allowance to cover the cost of local transportation or organise transport from the communities to the site of consultation. It is critical that participation is accessible and does not incur costs on the participants.

It is crucial that all stakeholders are informed about the methods of raising grievances or concerns during all consultations across all components.

6.2.1 COMPONENT A ENGAGEMENT APPROACH

Component A key messages

Table 6.3 presents the activities/milestones associated with each phase of Component A, in addition to the relevant stakeholders to be consulted with for each.

Table 6.3: Component A key messages/areas of interests

Phase	Activity/milestone	Relevant stakeholder group(s)	
Preparation	Outcomes of SEIA for KPS shutdown.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	The undertaking of ESIA and associated timelines of PPP (includes outcomes of ESIA for Component A).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media

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Phase	Activity/milestone	Relevant stakeholder group(s)	
		<ul style="list-style-type: none"> Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> Vulnerable/disadvantaged groups Local government
	Appointment of OE and EPC.	<ul style="list-style-type: none"> KPS employees Contractors/suppliers Local government 	
	Development and finalisation of a detailed decommissioning plan.	<ul style="list-style-type: none"> Ward 4 councillor/committee members Public infrastructure KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs 	<ul style="list-style-type: none"> Local government National government Mining houses Provincial government South African public entities
	Benefits associated with the KPS shutdown (e.g., environmental and associated economic benefits).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Local small businesses Local NGOs, CBOs and NPOs KPS employees Environmental foundations, NGOs and NPOs Vulnerable/disadvantaged groups 	<ul style="list-style-type: none"> Educational and research institutions Local government National government Provincial government South African public entities DFIs and climate funds Media
	Areas of possible participation in business opportunities brought about by the decommissioning activities.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs Contractors/suppliers 	<ul style="list-style-type: none"> Mining houses Provincial government South African public entities Organised business Media Vulnerable/disadvantaged groups National government Local government
Construction	Official shutdown of KPS in September 2022 (i.e., the commencement of decommissioning activities).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities

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Phase	Activity/milestone	Relevant stakeholder group(s)	
		<ul style="list-style-type: none"> Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	Preparation of sites for demolition (clearance of buildings and removal of hazardous substances, among others).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses 	<ul style="list-style-type: none"> Local NGOs, CBOs and NPOs KPS employees Local government Mining houses Vulnerable/disadvantaged groups
	Disconnection from KPS from the national grid by October 2022.	<ul style="list-style-type: none"> Ward 4 councillor/committee members KPS employees Contractors/suppliers Local government 	<ul style="list-style-type: none"> Provincial government South African public entities Media Mining houses National government
	Demolition of various infrastructures.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers 	<ul style="list-style-type: none"> Environmental foundations, NGOs and NPOs Local government Mining houses Provincial government South African public entities Organised business Media Vulnerable/disadvantaged groups
	Site rehabilitation.	<ul style="list-style-type: none"> Ward 4 councillor/committee members Farmers Public infrastructure Local NGOs, CBOs and PBOs KPS employees Contractors/suppliers 	<ul style="list-style-type: none"> Local government Mining houses Provincial government South African public entities Organised business Media Vulnerable/disadvantaged groups

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Phase	Activity/milestone	Relevant stakeholder group(s)	
		<ul style="list-style-type: none"> Environmental foundations, NGOs and NPOs 	
	Completion of KPS decommissioning.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs 	<ul style="list-style-type: none"> Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups National government Local government

Across each activity/milestone, certain stakeholders will need to be consulted with or engaged via different means of communication or engagement. The engagement plan derived for Component A is presented in the following subsection. Crucially, the activities/milestones identified in Table 6.3 needs to be cross-referenced with the engagement plan.

Component A engagement plan

Table 6.4 outlines the stakeholder engagement plant relevant to Component A. As noted previously, the activities/milestones on which each stakeholder group requires consultation are provided in Table 6.3 and are merely referenced in Table 6.4. However, apart from the proposed frequencies of engagement, it is recommended that regular engagements are undertaken during the construction phase of Component A. In addition, through the E-JETP and thus SEP implementation, mechanisms to be established as outlined in Component C (i.e., Eskom JET Stakeholder Engagement Platform and E-JETP Community Forum) are to be utilised. In addition, the two GRMs (i.e., one focusing on Eskom employees, ERIs and contractors and one on external stakeholders) apply to all stakeholders.

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Table 6.4: Component A engagement plan

Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
Directly affected parties					
Residents/community members	Community members in informal settlements, Komati/Koornfontein Village, Blinkpan, Goedehoop North and South	Refer to Table 6.3	<ul style="list-style-type: none"> Community WhatsApp Group Local news media Public meetings E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary, per key projects milestones To be aligned with PPP timeframes and key project milestones Align with PPP timeframes or when the need arises 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom GRAD May be facilitated/supported by community leaders or Ward 4 committee members
Farmers	Farmers in areas surrounding KPS	Refer to Table 6.3	<ul style="list-style-type: none"> Public meetings Community WhatsApp Group E-JETP Community Forum 	<ul style="list-style-type: none"> Align with PPP or when the need arises When necessary, per key projects milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom RAD May be facilitated/supported through existing forums or Ward 4 committee members
Local small businesses	Local businesses in surrounding communities	Refer to Table 6.3	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary or per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom GRAD May be facilitated/supported through existing forums or Ward 4 committee members
Local NPOs, CBOs or PBOs	Farm Belt Community Economic Development Structure, JOG Church and community leaders	Refer to Table 6.3	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary, per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated by Ward 4 committee members
KPS employees (permanent and ERI workers)	Permanent Eskom and ERI workers	Refer to Table 6.3	<ul style="list-style-type: none"> Division Management Committees JET Steerco 	<ul style="list-style-type: none"> When the need arises or per key milestones (regular communication is recommended) 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> Central Consultative Forum Generation National Group Forum Business Unit Forum E-JETP Community Forum 		
Contractors/suppliers	Contractors/suppliers from which KPS procures goods and services	Refer to Table 6.3	<ul style="list-style-type: none"> Internal platforms (i.e., Contractor Forums) Email Formal letters Press release E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary Monthly Quarterly When necessary/per key milestone 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Local government	Nkangala District Municipality, Steve Tshwete Local Municipality	Refer to Table 6.3	<ul style="list-style-type: none"> One-on-one meetings DDM Eskom-MPG Integrated Plan Meeting Eskom-MPG Secretariat Meeting Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> Monthly (for each component) Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by Nkangala DM as it champions the DDM
Mining houses	Mining companies that own surrounding mines	Refer to Table 6.3	<ul style="list-style-type: none"> MGCA One-on-one meetings Formal letters/Emails Public meetings 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) When necessary When necessary 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> Local news media/press releases Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> Align with PPP (otherwise, when arranged by Ward Committee) 	
Other interested parties					
Ward 4 councillor/committee member	Ward 4 Councillor and committee members	Refer to Table 6.3	<ul style="list-style-type: none"> One-on-one meetings Public meetings E-JETP Community Forum 	<ul style="list-style-type: none"> Monthly Align with PPP 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Public infrastructure	SAPS Blinkpan, Koornfontein Laerskool and Blinkpan Primary	Refer to Table 6.3	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media 	<ul style="list-style-type: none"> When necessary or per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
DFIs and climate funds	IBRD	Refer to Table 6.3	<ul style="list-style-type: none"> Formal letter (should funding be required) Email Mass media 	<ul style="list-style-type: none"> When necessary Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Environmental foundations, NGOs and NPOs	WWF South Africa, Earthlife Africa, Green Peace, African Climate Alliance, SAFCEI, The Impact Catalyst,	Refer to Table 6.3	<ul style="list-style-type: none"> MGCA One-on-one meetings Mass media/press releases 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) When necessary 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
	GreenCape, Project 90, Life After Coal, Adaptation Network, Just Share, 350.org		<ul style="list-style-type: none"> PCC 	<ul style="list-style-type: none"> Quarterly 	
Organised business	MCCI, MWCB, Minerals Council South Africa	Refer to Table 6.3	<ul style="list-style-type: none"> MGCA Formal letter/email Roadshows Mass media/press releases Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Annually Monthly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA
Media	Local and regional newspapers, broadcasting stations, mass media, independent media groups and industry journalists	Refer to Table 6.3	<ul style="list-style-type: none"> Press releases Newsletter Press trips/interviews Roadshows 	<ul style="list-style-type: none"> Monthly/with project milestones Monthly Quarterly/with project milestones Annually 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Provincial government	Mpumalanga Provincial Government (MPG), Office of the Premier, DEDT, MGCA	Refer to Table 6.3	<ul style="list-style-type: none"> MGCA One-on-one meetings Formal letter Eskom-MPG Integrated Plan Meeting Eskom-MPG Secretariat Meeting Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Monthly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
National government	DFFE, DOH, DEL	Refer to Table 6.3	<ul style="list-style-type: none"> MGCA One-on-one meetings Formal letter PCC 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Monthly (progress update) Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD Supported by MPG per MOA signed between Eskom and MPG

6.2.2 COMPONENT B ENGAGEMENT APPROACH

Component B key messages

The following table outlines the activities and milestones associated with each phase of Component B, in addition to the stakeholders that may need to be consulted with for each.

Table 6.5: Component B key messages

Phase	Activity/milestone	Relevant stakeholder group(s)	
Preparation	Outcomes of SEIA for KPS shutdown.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	Commencement of preliminary ESIA (including distribution of outcomes via PPP).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities Commercial banks

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Phase	Activity/milestone	Relevant stakeholder group(s)	
		<ul style="list-style-type: none"> Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	PPP as part of the ESIA phase (including the distribution of draft scoping and EIA reports for public comment).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> Local government National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Vulnerable/disadvantaged groups Media Organised business
	Benefits associated with the KPS repowering and repurposing (e.g., environmental and associated economic benefits).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Local small businesses Local NGOs, CBOs and NPOs KPS employees Environmental foundations, NGOs and NPOs 	<ul style="list-style-type: none"> Educational and research institutions Local government National government Provincial government South African public entities Media Vulnerable/disadvantaged groups
	Licensing (Environmental Authorisation)	<ul style="list-style-type: none"> Local government Ward 4 councillor/committee members 	<ul style="list-style-type: none"> KPS employees Contractors/suppliers
	Appointment of OE and EPC.	<ul style="list-style-type: none"> KPS employees Contractors/suppliers Local government 	

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Phase	Activity/milestone	Relevant stakeholder group(s)	
Construction	Commencement of construction-related activities under Phase 1.	<ul style="list-style-type: none"> • Ward 4 councillor/committee members • Public infrastructure • Local small businesses • Local NGOs, CBOs and NPOs • KPS employees • Contractors/suppliers • Environmental foundations, NGOs and NPOs • Local government 	<ul style="list-style-type: none"> • Mining houses • Provincial government • South African public entities • Commercial banks • DFIs and climate funds • Organised business • Media • Vulnerable/disadvantaged groups • National government
	Completion of Phase 1 (i.e., operational status obtained for 100 MW solar PV, 150 MW BESS and installation of one synchronous condenser).	<ul style="list-style-type: none"> • Ward 4 councillor/committee members • Public infrastructure 	<ul style="list-style-type: none"> • Local government • Media • KPS employees
	Commencement of construction-related activities under Phase 2.	<ul style="list-style-type: none"> • Ward 4 councillor/committee members • Public infrastructure • Local small businesses • Local NGOs, CBOs and NPOs • KPS employees • Contractors/suppliers • Environmental foundations, NGOs and NPOs • National government 	<ul style="list-style-type: none"> • Mining houses • Provincial government • South African public entities • Commercial banks • DFIs and climate funds • Organised business • Media • Vulnerable/disadvantaged groups • Local government
	Completion of Phase 2 (i.e., operational status obtained for additional 50 MW solar PV, 70 MW wind energy and installation of two synchronous condensers).	<ul style="list-style-type: none"> • Ward 4 councillor/committee members • Public infrastructure 	<ul style="list-style-type: none"> • Local government • Media • KPS employees
	Completion of Component B.	<ul style="list-style-type: none"> • Residents/community members • Farmers • Public infrastructure • Local small businesses • Local NGOs, CBOs and NPOs • KPS employees • Contractors/suppliers • Environmental foundations, NGOs and NPOs 	<ul style="list-style-type: none"> • Local government • National government • Mining houses • Provincial government • South African public entities • Commercial banks • DFIs and climate funds • Inter-governmental and international organisations

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Phase	Activity/milestone	Relevant stakeholder group(s)	
		<ul style="list-style-type: none"> Educational and research institutions Media 	<ul style="list-style-type: none"> Organised business Vulnerable/disadvantaged groups
Operation	Areas of possible participation in business opportunities or areas of employment brought about by the repowering and repurposing activities.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs Contractors/suppliers 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities Organised business Media Vulnerable/disadvantaged groups Local government

Each of the key activities/milestones indicated in Table 6.5 is to be cross-referenced with the engagement plan presented in Table 6.6. As such, stakeholders identified in Table 6.6 will need to be engaged in the activities/milestones relevant to each in Table 6.5. Crucially, activities/milestones relevant to vulnerable/disadvantaged groups are included in Table 6.5; however, relevant approaches are provided separately in Section 6.2.4.

Component B engagement plan

Table 6.6 presents the engagement plan for Component B, in addition to the relevant stakeholders, means and frequency of engagement. As noted above, the activities or milestones applicable to each stakeholder as presented in Table 6.5 needs to be cross-referenced with Table 6.6. However, apart from the proposed frequencies of engagement, it is recommended that regular engagements are undertaken during the construction phase of Component B. In addition, through the E-JETP and thus SEP implementation, mechanisms to be established as outlined in Component C (i.e., Eskom JET Stakeholder Engagement Platform and E-JETP Community Forum) are to be utilised. In addition, the two GRMs (i.e., one focusing on Eskom employees, ERIs and contractors and one on external stakeholders) apply to all stakeholders.

Table 6.6: Component B engagement plan

Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
Directly affected parties					
Residents/community members	Community members in informal settlements, Komati/Koornfontein	Refer to Table 6.5	<ul style="list-style-type: none"> Community WhatsApp Group Local news media 	<ul style="list-style-type: none"> When necessary, per key projects milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
	Village, Blinkpan, Goedehoop North and South		<ul style="list-style-type: none"> Public meetings E-JETP Community Forum 	<ul style="list-style-type: none"> To be aligned with PPP timeframes and key project milestones Align with PPP timeframes or when the need arises 	<ul style="list-style-type: none"> May be facilitated/supported by community leaders or Ward 4 committee members
Farmers	Farmers in areas surrounding KPS	Refer to Table 6.5	<ul style="list-style-type: none"> Public meetings Community WhatsApp Group E-JETP Community Forum 	<ul style="list-style-type: none"> Align with PPP or when the need arises When necessary, per key projects milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
Local small businesses	Local businesses in surrounding communities	Refer to Table 6.5	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary or per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
Local NPOs, CBOs or PBOs	Farm Belt Community Economic Development Structure, JOG Church and community leaders	Refer to Table 6.5	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary, per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated by Ward 4 committee members
KPS employees (permanent and ERI workers)	Permanent Eskom and ERI workers	Refer to Table 6.5	<ul style="list-style-type: none"> Division Management Committees JET Steerco Central Consultative Forum 	<ul style="list-style-type: none"> When the need arises or per key milestones (regular communication is recommended) 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> • Generation National Group Forum • Business Unit Forum • E-JETP Community Forum 		
Contractors/suppliers	Contractors/suppliers from which KPS procures goods and services	Refer to Table 6.5	<ul style="list-style-type: none"> • Internal platforms (i.e., Contractor Forums) • Email • Formal letters • Press release • E-JETP Community Forum 	<ul style="list-style-type: none"> • When necessary • Monthly • Quarterly • Monthly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD
Local government	Nkangala District Municipality, Steve Tshwete Local Municipality	Refer to Table 6.5	<ul style="list-style-type: none"> • One-on-one meetings • DDM • Eskom-MPG Integrated Plan Meeting • Eskom-MPG Secretariat Meeting • Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> • Monthly (for each component) • Quarterly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be supported by Nkangala DM as it champions the DDM
Mining houses	Mining companies that own surrounding mines	Refer to Table 6.5	<ul style="list-style-type: none"> • MGCA • One-on-one meetings • Formal letters/Emails • Public meetings 	<ul style="list-style-type: none"> • 2/3 weeks (or when needed) • When necessary • When necessary • Align with PPP (otherwise, when arranged by Ward Committee) 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> Local news media/press releases Eskom JET Stakeholder Engagement Platform 		
Other interested parties					
Ward 4 councillor/committee member	Ward 4 Councillor and committee members	Refer to Table 6.5	<ul style="list-style-type: none"> One-on-one meetings Public meetings 	<ul style="list-style-type: none"> Monthly Align with PPP 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Public infrastructure	SAPS Blinkpan, Koorfontein Laerskool and Blinkpan Primary	Refer to Table 6.5	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media 	<ul style="list-style-type: none"> When necessary or per key projects milestones Align with PPP or when the need arises Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
DFIs and climate funds	IBRD	Refer to Table 6.5	<ul style="list-style-type: none"> Formal letter (should funding be required) Email Mass media 	<ul style="list-style-type: none"> When necessary Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Environmental foundations, NGOs and NPOs	WWF South Africa, Earthlife Africa, Green Peace, African Climate Alliance, SAFCEI, The Impact Catalyst, GreenCape, Project 90, Life After Coal, Adaptation	Refer to Table 6.5	<ul style="list-style-type: none"> MGCA One-on-one meetings Mass media/press releases PCC 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) When necessary Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
	Network, Just Share, 350.org				
Organised business	MCCI, MWCB, Minerals Council South Africa	Refer to Table 6.5	<ul style="list-style-type: none"> • MGCA • Formal letter/email • Roadshows • Mass media/press releases • Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> • 2/3 weeks (or when needed) • Quarterly • Annually • Monthly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be supported by DEDT as a champion of MGCA
Media	Local and regional newspapers, broadcasting stations, mass media, independent media groups and industry journalists	Refer to Table 6.5	<ul style="list-style-type: none"> • Press releases • Newsletter • Press trips/interviews • Roadshows 	<ul style="list-style-type: none"> • Monthly/with project milestones • Monthly • Quarterly/with project milestones • Annually 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD
Provincial government	Mpumalanga Provincial Government (MPG), Office of the Premier, DEDT, MGCA	Refer to Table 6.5	<ul style="list-style-type: none"> • MGCA • One-on-one meetings • Formal letter • Eskom-MPG Integrated Plan Meeting • Eskom-MPG Secretariat Meeting • Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> • 2/3 weeks (or when needed) • Quarterly • Monthly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be supported by DEDT as a champion of MGCA
National government	DMRE, DFFE, DEL	Refer to Table 6.5	<ul style="list-style-type: none"> • MGCA • One-on-one meetings 	<ul style="list-style-type: none"> • 2/3 weeks (or when needed) • Quarterly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD

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Stakeholder group	Stakeholder	Activities/ milestones to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> Formal letter PCC Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> Monthly (progress update) Quarterly 	<ul style="list-style-type: none"> Supported by MPG per MOA signed between Eskom and MPG

6.2.3 COMPONENT C ENGAGEMENT APPROACH

Component C key messages

Table 6.7 presents the activities/milestones associated with each phase of Component C, in addition to the relevant stakeholders to be consulted with for each.

Table 6.7: Component C key messages

Phase	Activity/milestone	Relevant stakeholder group(s)	
Preparation	Outcomes of SEIA for KPS shutdown (which includes land/site identification and the determination of community-support interventions).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	Transition options available to KPS workers (including Eskom and ERI workers), the status of consultations and outcomes thereof.	<ul style="list-style-type: none"> Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Local government 	<ul style="list-style-type: none"> National government Provincial government Media Vulnerable/disadvantaged groups

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	Status/progress of Eskom's localisation framework, in addition to available support to suppliers and contractors. This includes an indication of the localisation opportunities identified and possible areas of participation.	<ul style="list-style-type: none"> Local small businesses KPS employees Contractors/suppliers Educational and research institutions Local government National government 	<ul style="list-style-type: none"> South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Provincial government
	Status of commercially viable local area development projects (may include communication to community members on areas of possible participation).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees 	<ul style="list-style-type: none"> Mining houses Provincial government South African public entities Organised business Media Vulnerable/disadvantaged groups Contractors/suppliers Local government
	Method/procedure of registering grievances via grievance redress mechanism.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs Educational and research institutions 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities Commercial banks DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government
	Other available platforms to raise concerns or obtain information.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers Environmental foundations, NGOs and NPOs 	<ul style="list-style-type: none"> National government Mining houses Provincial government South African public entities DFIs and climate funds Inter-governmental and international organisations Organised business Media Vulnerable/disadvantaged groups Local government

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Construction	Site preparation for some interventions.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees 	<ul style="list-style-type: none"> Mining houses Organised business Media Vulnerable/disadvantaged groups Local government Contractors/suppliers Environmental foundations, NGOs and NPOs
	Construction/refurbishment of infrastructure.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees 	<ul style="list-style-type: none"> Mining houses Organised business Media Vulnerable/disadvantaged groups Local government Contractors/suppliers Environmental foundations, NGOs and NPOs
	Possible areas of stakeholder participation in business/employment opportunities.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses 	<ul style="list-style-type: none"> Vulnerable/disadvantaged groups Local government Contractors/suppliers Local NGOs, CBOs and NPOs KPS employees
	Completion of construction/refurbishment activities per intervention.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses 	<ul style="list-style-type: none"> Vulnerable/disadvantaged groups Local government Contractors/suppliers Local NGOs, CBOs and NPOs KPS employees
Operation	Launch of KTF (including how to apply and minimum entry requirements, among others).	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers 	<ul style="list-style-type: none"> Educational and research institutions Local government National government Mining houses Provincial government Organised business Media Vulnerable/disadvantaged groups

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	Launch of projects that support the entrepreneurial ecosystem.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees 	<ul style="list-style-type: none"> Mining houses Provincial government South African public entities Commercial banks Organised business Media Vulnerable/disadvantaged groups Local government
	Deployment of reskilling/upskilling interventions.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees Contractors/suppliers 	<ul style="list-style-type: none"> Local government Mining houses Provincial government Organised business Media Vulnerable/disadvantaged groups Environmental foundations, NGOs and NPOs Educational and research institutions
	Commencement of community support programmes.	<ul style="list-style-type: none"> Residents/community members Ward 4 councillor/committee members Farmers Public infrastructure Local small businesses Local NGOs, CBOs and NPOs KPS employees 	<ul style="list-style-type: none"> Environmental foundations, NGOs and NPOs Local government Mining houses Provincial government Organised business Media Vulnerable/disadvantaged groups.

Across each activity/milestone, certain stakeholders will need to be consulted with or engaged via different means of communication or engagement. The engagement plan derived for Component C is presented in the following subsection. Crucially, the activities/milestones identified in Table 6.7 needs to be cross-referenced with the engagement plan.

Component C engagement plan

Table 6.8 outlines the stakeholder engagement plant relevant to Component C. As noted previously, the activities/milestones on which each stakeholder group requires consultation are provided in Table 6.7 and are merely referenced in Table 6.8. However, it should be noted that engagements are undertaken on a regular basis, apart from the proposed frequencies, to create stability. In addition, through the E-JETP and thus SEP implementation, mechanisms to be established as outlined in Component C (i.e., Eskom JET Stakeholder Engagement Platform

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and E-JETP Community Forum) are to be utilised. In addition, the two GRMs (i.e., one focusing on Eskom employees, ERIs and contractors and one on external stakeholders) apply to all stakeholders.

Table 6.8: Component C engagement plan

Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
Directly affected parties					
Residents/community members	Community members in informal settlements, Komati/Koornfontein Village, Blinkpan, Goedehoop North and South	Refer to Table 6.7	<ul style="list-style-type: none"> Community WhatsApp Group Local news media Public meetings E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary, per key projects milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported by community leaders or Ward 4 committee members
Farmers	Farmers in areas surrounding KPS	Refer to Table 6.7	<ul style="list-style-type: none"> Public meetings Community WhatsApp Group E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary, per key projects milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
Local small businesses	Local businesses in surrounding communities	Refer to Table 6.7	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary or per key projects milestones Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be facilitated/supported through existing forums or Ward 4 committee members
Local NPOs, CBOs or PBOs	Farm Belt Community Economic Development Structure, JOG Church and community leaders	Refer to Table 6.7	<ul style="list-style-type: none"> Community WhatsApp Group Public meetings Local news media 	<ul style="list-style-type: none"> When necessary, per key projects milestones Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD

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Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> E-JETP Community Forum 		<ul style="list-style-type: none"> May be facilitated by Ward 4 committee members
KPS employees (permanent and ERI workers)	Permanent Eskom and ERI workers	Refer to Table 6.7	<ul style="list-style-type: none"> Division Management Committees JET Steerco Central Consultative Forum Generation National Group Forum Business Unit Forum E-JETP Community Forum 	<ul style="list-style-type: none"> When the need arises or per key milestones (regular communication is recommended) 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Contractors/suppliers	Contractors/suppliers from which KPS procures goods and services	Refer to Table 6.7	<ul style="list-style-type: none"> Internal platforms (i.e., Contractor Forums) Email Formal letters Press release E-JETP Community Forum 	<ul style="list-style-type: none"> When necessary Monthly Quarterly Monthly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Local government	Nkangala District Municipality, Steve Tshwete Local Municipality	Refer to Table 6.7	<ul style="list-style-type: none"> One-on-one meetings DDM Eskom-MPG Integrated Plan Meeting Eskom-MPG Secretariat Meeting Eskom JET Stakeholder 	<ul style="list-style-type: none"> Monthly (for each component) Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by Nkangala DM as it champions the DDM

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Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			Engagement Platform		
Mining houses	Mining companies that own surrounding mines	Refer to Table 6.7	<ul style="list-style-type: none"> • MGCA • One-on-one meetings • Formal letters/Emails • Public meetings • Local news media/press releases • Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> • 2/3 weeks (or when needed) • When necessary • When necessary 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be supported by DEDT as a champion of MGCA
Other interested parties					
Ward 4 councillor/committee member	Ward 4 Councillor and committee members	Refer to Table 6.7	<ul style="list-style-type: none"> • One-on-one meetings • Public meetings • Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD
Public infrastructure	SAPS Blinkpan, Koornfontein Laerskool and Blinkpan Primary	Refer to Table 6.7	<ul style="list-style-type: none"> • Community WhatsApp Group • Public meetings • Local news media 	<ul style="list-style-type: none"> • When necessary or per key projects milestones • Dependent on activities of ESIA/E-JETP milestones 	<ul style="list-style-type: none"> • KPS stakeholder team and Eskom Gx and GRAD • May be facilitated/supported through existing forums or Ward 4 committee members

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Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
Commercial banks	Nedbank, Absa, Standard Bank, FNB and others	Refer to Table 6.7	<ul style="list-style-type: none"> Press releases Email Mass media 	<ul style="list-style-type: none"> Quarterly Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
DFIs and climate funds	DBSA, IDC, IBRD, IFC, Green Climate Fund	Refer to Table 6.7	<ul style="list-style-type: none"> Formal letter (should funding be required) Email Mass media 	<ul style="list-style-type: none"> When necessary Quarterly or when necessary 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Educational and research institutions	CSIR, University of Cape Town, Stellenbosch University, TIPS, SARETEC	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA Email/one-on-one meeting PCC 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) When necessary Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA
Environmental foundations, NGOs and NPOs	WWF South Africa, Earthlife Africa, Green Peace, African Climate Alliance, SAFCEI, The Impact Catalyst, GreenCape, Project 90, Life After Coal, Adaptation Network, Just Share, 350.org	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA One-on-one meetings Mass media/press releases PCC 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) When necessary Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA
Inter-governmental and international organisations	Germany (GIZ, IKI, FES, KfW), France (AfD), United States (USAID, Power Africa), UNIDO	Refer to Table 6.7	<ul style="list-style-type: none"> Formal letter (should funding be required) Email Mass media 	<ul style="list-style-type: none"> When necessary When necessary 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD
Organised business	MCCI, MWCB, Minerals Council South Africa, BUSA, Black Business Chamber, Witbank Chamber of Commerce	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA Formal letter/email Roadshows Mass media/press releases 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Annually Monthly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

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Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
			<ul style="list-style-type: none"> Eskom JET Stakeholder Engagement Platform 		
Media	Local and regional newspapers, broadcasting stations, mass media, independent media groups and industry journalists	Refer to Table 6.7	<ul style="list-style-type: none"> Press releases Newsletter Press trips/interviews Roadshows 	<ul style="list-style-type: none"> Monthly/with project milestones Monthly Quarterly/with project milestones Annually 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom GX AND GRAD
Provincial government	Mpumalanga Provincial Government (MPG), Office of the Premier, DEDT, MGCA	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA One-on-one meetings Formal letter Eskom-MPG Integrated Plan Meeting Eskom-MPG Secretariat Meeting Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Monthly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA
National government	DFFE, CoGTA, DPE, DMRE, DOH, DBE, DHET, DEL	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA One-on-one meetings Formal letter PCC Eskom JET Stakeholder Engagement Platform 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Quarterly Monthly (progress update) Quarterly 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD Supported by MPG per MOA signed between Eskom and MPG

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Stakeholder group	Stakeholder	Components to be engaged on	Mechanism of engagement	Frequency of engagement	Responsible party
South African public entities	SANRAL, CEF, Independent Development Trust, Seda, TIA, NSF, SETAs	Refer to Table 6.7	<ul style="list-style-type: none"> MGCA Formal letter Mass media/press releases 	<ul style="list-style-type: none"> 2/3 weeks (or when needed) Monthly (or when needed) 	<ul style="list-style-type: none"> KPS stakeholder team and Eskom Gx and GRAD May be supported by DEDT as a champion of MGCA

6.2.4 VULNERABLE/DISADVANTAGED GROUPS

Apart from the approaches outlined above, special consideration needs to be given to **vulnerable/disadvantaged groups**. As part of the project, targeted consultations will be carried out for the following groups:

- **Disabled groups:** provide information in accessible formats (such as braille, large print, multiple forms of communication such as text captioning or signed videos, text captioning for hearing impaired individuals and online materials for those who use assistive technology).
- **Women, elderly and child-headed households:** ensure that community engagement teams are gender-balanced to promote women's leadership. Engagements also have to be structured in such a way as to ensure the participation of women in unpaid care work, while considering other factors such as childcare, transport, and safety at any in-person community engagement. When considering the elderly, information on specific needs will need to be developed to explain why they are more at risk and which measures have been identified to mitigate these risks. Communication methods will need to be tailored to the circumstances of the elderly, for example, the status of their health, if they have family members that could participate in the disclosure of information, and if they live in assisted living facilities.
- **Unskilled/illiterate individuals:** media channels such as local radio stations can be used to communicate with individuals who do not have reading skills.
- **Minority groups:** communication materials will need to be developed while taking into consideration the cultural and ethnic profile of stakeholders. This may include developing communication materials in several languages or conducting media outreaches in more than one language.

The E-JETP Community Forum aims to specifically include vulnerable/disadvantaged groups.

7 FEEDBACK AND GRIEVANCE REDRESS MECHANISM

7.1 GRIEVANCE REDRESS MECHANISM

A Grievance Redress Mechanism (GRM) dedicated to the project is to be established per the World Bank's ESS10 by using existing Eskom mechanisms relevant to stakeholder management or channels dedicated to the raising of concerns by stakeholders.

The central purpose or objective of the GRM is to provide a method for project-affected stakeholders to raise concerns and grievances while allowing implementing authorities to respond. Crucially, the GRM allows for a timely, effective and efficient manner of resolving concerns and grievances in such a way that is acceptable to all involved parties. Furthermore, the GRM also allows for the establishment of trust and cooperation, which is considered an integral component of broader community participation.

More specifically, the **objectives** of the GRM are to:

- Provide affected stakeholders with a method of lodging complaints and for implementing authorities to resolve such complaints that may arise during the project's implementation.
- Ensure that the appropriate and acceptable redress actions are determined and implemented to the satisfaction of complainants.
- Avoid the escalation of concerns or grievances.

The GRM is to be established through the use of existing Eskom mechanisms, in addition to those specifically related to or devised for KPS. A dedicated stakeholder manager/management team at KPS is to be responsible for the broader SEP, in addition to the GRM. Support for the dedicated KPS stakeholder team is to be provided by Eskom's Gx and GRAD (i.e., the Stakeholder and Communication Manager as per the advisory services outlined in an agreed-upon service level agreement and Mpumalanga stability teams or community structures). It is recommended that a designated representative(s) from the KPS stakeholder management team is appointed to manage the GRM.

7.2 GRIEVANCE RESOLUTION FRAMEWORK FOR WORKERS

It is recommended that KPS staff (including permanent Eskom employees and ERI workers) are provided with a separate GRM from that of other external stakeholders. However, it should be noted that different GRMs are to be used by different groups of employees.

The first pertains to Eskom staff and the second to contractors working at KPS. These GRMs were derived from examples obtained from the Kusile Power Station.

Note: it is recommended that the GRM takes into consideration issues/complaints related to gender-based violence, while not discriminating against any gender. This is in line with Eskom's disciplinary procedure and sexual harassment standard, which will be used to manage gender-based violence (Eskom, 2013).

7.2.1 PERMANENT WORKERS GRIEVANCE MECHANISM

In line with procedure, the grievance mechanism for permanent employees is xxxxx

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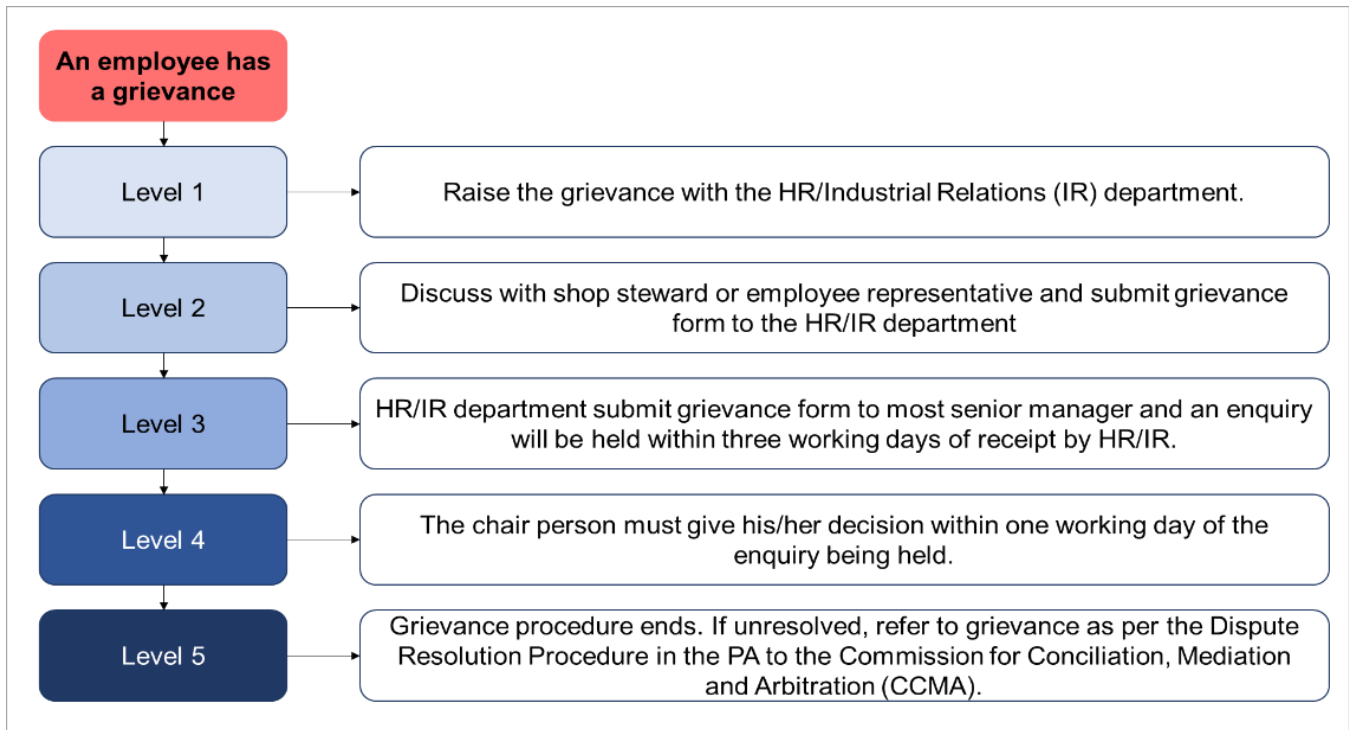


Figure 7.1: Permanent employee grievance procedure (Eskom, 2014)

In the event that an informal grievance resolution process does not satisfy the concerned employee, the formal grievance procedure may be started as indicated in the figure above.

In the first level, the employee is to raise their grievance verbally with the HR or IR department. Crucially, the key principles pertaining to the HR/IR department that apply to this level include:

- The employee is to be listened to in private;
- The employee is to be encouraged to express their grievances freely; and
- All relevant facts are to be gathered concerning the grievance.

During this stage, the HR/IR department may be required to resolve the grievance as quickly as possible (within two working days) and inform the employee of subsequent stages.

Level two requires the employee to discuss their grievance with the shop steward or employee representative, in addition to the completion of the grievance form which is to be submitted to the HR/IR department. All facts, including the grievance form, will subsequently be forwarded to the senior manager during level three, whereafter an enquiry is to be held within three working days following receipt by the HR/IR department. Crucially, a record of the enquiry should be kept at all times.

During level four, the senior manager will be required to provide a decision, preferably within one working day of the enquiry. The decision is to be recorded on the grievance form and a signed copy is to be provided to the employee.

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Should the grievance not be resolved, the employee may submit the grievance to the case management officer, whereafter the matter will be referred to the CCMA for conciliation as referred to in the Dispute Procedure.

7.2.2 CONTRACTORS SITE SPECIFIC AND PARTNERSHIP AGREEMENT

The site-specific agreement (SSA), as a collective agreement, aims to address organisational rights and collective bargaining in terms of conditions at a specific site. The SSA is a binding agreement to trade union members who are employed at the site and non-trade union members. In addition, the SSA does not apply to any employee of a contractor who does not perform work at the site for a period of less than one calendar month.

Disputes regarding the interpretation or the application of the SSA are to be attended to during a meeting which is to be held between the relevant parties within five working days of said dispute. The party declaring the dispute is required to inform the other parties in writing and provide the full details of the nature of the dispute and the resolution sought. The parties will then attempt to resolve the dispute at the noted meeting, with failure to do so resulting in the reference of the matter to conciliation in terms of the dispute procedure. Should the relevant parties not be able to resolve the disputes through conciliation, the dispute will be resolved through the processes agreed to in the dispute procedure contained in the Partnership Agreement (PA). All parties will be bound by the outcome of the dispute process.

Apart from the below, the partnership structures on site (i.e., Site Partnership Forum (SPF), Principal Contractor Forum (BCF) and Contractor Forums (CFs)) will be held in accordance with the Partnership Agreement (PA). As such, all communication will be dealt with as per the PA and communication policy (illustrated in Figure 7.2). Feedback meetings will be allowed once per month after the SPF during the last hour of the day on a Wednesday prior to the pay weekend. All contractors are to be informed of the meeting in writing.

The PA outlines the basis of participation in partnership processes at both leadership and central and site levels. The PA provides for partnership structures which devolve from the most senior strategic partnership leadership to the operational partnership leadership at a site level. The PA applies to Eskom, contractors and employees in the Bargaining Unit and employees contracted to them, trade unions and members, and non-trade union members for the duration of the project.

All parties that form part of the PA will handle disputes according to the dispute resolution policy and procedures which is developed by the parties (which is subsequently approved by the LPF). Where possible, disputes are to be addressed and resolved at the lowest level (i.e., site level) and will only be declared once all internal processes have been followed.

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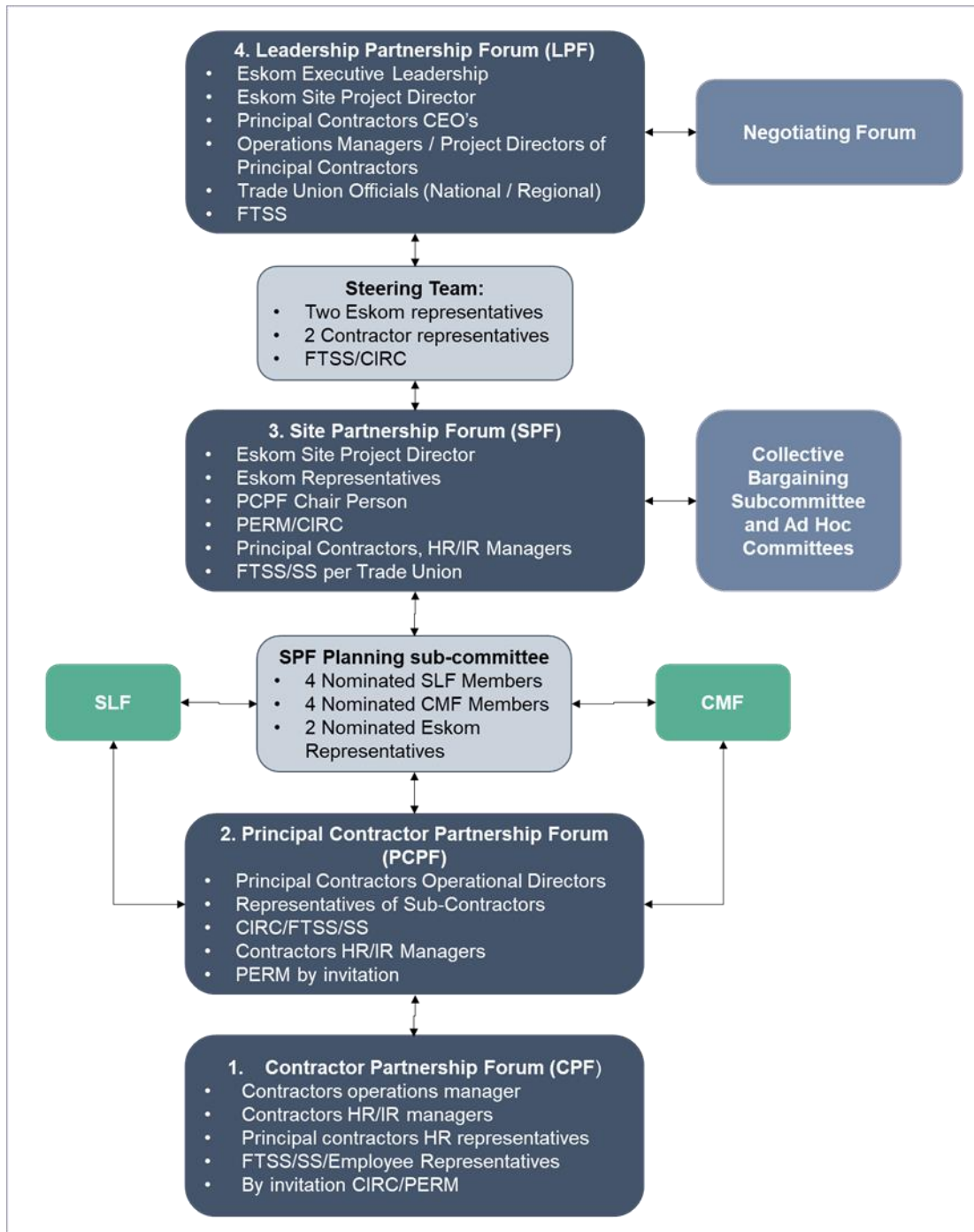


Figure 7.2: Formal grievance procedure for contractors and relevant structures (Eskom, 2014)

7.3 GRIEVANCE RESOLUTION FRAMEWORK FOR EXTERNAL STAKEHOLDERS

The purpose of Section 7.2 is to outline the internal processes and procedures available to Eskom employees and contractors that are to be followed when a dispute or grievance occurs. However, the stakeholder boundaries of the E-JETP include a variety of stakeholders that are not internal to Eskom's operations.

The processes available to these stakeholders will be based on examples obtained from Kusile Power Station. Upon consultation with Kusile Power Station, grievances by external stakeholders are handled on a case-by-case basis and do not follow a uniform approach.

As with Kusile, information hubs in the power station's feeder communities were established for stakeholders such as community members. These hubs allowed them to register complaints or concerns, after which it was provided to the power station. It is recommended that similar processes be used in the case of KPS, with information hubs being established in the feeder areas of KPS. Both informal and formal processes were applied in the case of Kusile.

Informal grievances are handled on a day-to-day basis and were largely resolved without the initiation of a formal process. Generally, stakeholders were provided with an opportunity to schedule engagements with power station officials during which grievances were discussed and resolved. Should the informal processes not yield the desired results, formal processes may be utilised. This includes the use of stakeholder forums that are held quarterly and is chaired by the power station's general manager. Apart from discussing grievances, employment and business opportunities are also presented to those in attendance. For stakeholders to attend the stakeholder forum meetings, they are required to produce various documents such as certificates and their constitutions. However, invites may also be extended to stakeholders such as local municipalities. As such, it is recommended that a similar approach is followed with the implementation of the E-JETP whereby quarterly meetings are held with invited stakeholders.

In terms of community concerns and grievances, these are usually gathered during community meetings held regularly. During these meetings, community members are to be encouraged to raise concerns or grievances. Thereafter, these grievances are presented to the power station's general manager or Eskom (i.e., Gx and GRAD). Concerns or issues are evaluated to determine their risks whereafter they are appropriately managed. However, it is worth noting that these meetings are usually outsourced to a dedicated entity. In addition, community members may also be allowed to lodge their complaints or grievances in writing at the power station whereafter it will be reviewed by the stakeholder team at KPS.

Recommendation: Based on consultations with Kusile Power Station, it is recommended that grievances by external stakeholders are handled in through two approaches. The first is the hosting of a stakeholder forum quarterly where stakeholders are either invited or register to attend. Secondly, community forum meetings may be held regularly to engage with communities, which subsequently provides and opportunity for them to lodge their concerns or grievances. These are considered formal procedures; however, it is worth noting that informal practices are also to be used on a day-to-day basis. Stakeholders were also provided with the contact information of the stakeholder team at the power station

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to lodge grievances, which is considered an informal mechanism. A similar approach may be implemented at KPS.

Contact details:

The following persons may be contacted to lodge grievances or raise concerns:

KPS Stakeholder Representative:

Contact person: Zekhethelo Ndlovu

Contact number: +27 72 924 6723

E-mail address: NdlovuN9@eskom.co.za

Eskom Stakeholder Department (Head Office):

Contact person: Mesia Hlungwani

Contact number: +27 82 070 6909

E-mail address: HlungwMM@eskom.co.za

7.4 GRIEVANCE LOGS

The following approach is to be followed as part of the GRM:

- Each grievance or complaint is to be provided with an individual reference number.
- The name of the complainant along with the complaint/question is to be included (unless raised anonymously).
- Details of the complaint, feedback or question including their location (if available).
- Name of the person assigned to process or handle the complaint.
- Details on the proposed resolution, including the individual responsible for authorising and implementing any corrective measures that form part of the proposed resolution.
- The date at which the proposed resolution was communicated to the complainant (unless anonymous).
- The date at which the complainant acknowledged being informed of the proposed resolution.
- Details on whether or not the complainant was satisfied with the resolution and if the complaint can be closed.
- Where applicable, details on the escalation procedure are to be provided.
- The date at which the proposed resolution is implemented.

8 MONITORING AND REPORTING

The purpose of this section is to outline the monitoring and reporting responsibilities of the parties responsible for the implementation of the SEP (i.e., KPS with support from Gx and GRAD) (hereafter referred to as the “parties”).

The activities of the parties may be measured by indicators such as results of feedback received through stakeholder platforms and Eskom’s published responses, or the percentage of grievances resolved over a specified time. In addition, the parties will be responsible for the overall management of stakeholders and the associated potential risks.

8.1 ROLES AND RESPONSIBILITIES

The following roles and responsibilities of the parties have been identified:

- The overall management of the GRM;
- Maintaining awareness-raising;
- Collection and recording of concerns and complaints;
- Ensure the acceptable timelines for responding to complaints;
- Thorough reviewal of issues and concerns, in addition to links with the project’s design and implementation;
- Processing of appeals or communication with complainants;
- Publishing responses to complaints (in alignment with POPIA);
- Reporting and feedback of GRM results; and
- Stakeholder risk management.

The SEP will be driven and implemented by the stakeholder management team at KPS with support from Gx and GRAD. Support from Gx and GRAD will mainly be required in instances with stakeholders that pose a significant risk to the E-JETP or during consultations with high-profile stakeholders. Furthermore, should grievances not be resolved by the stakeholder team at KPS, they may be escalated to Gx and GRAD. In addition, it is recommended that Gx and GRAD, which represents Eskom’s head office, is to respond to grievances made by stakeholders at a national, provincial and local level. Conversely, it is recommended that grievances made by either community members or Eskom employees are made with the power station. In certain instances, grievances by the LM may also be made at KPS; however, support from Gx and GRAD may be necessary where required.

8.2 MONITORING AND REPORTING OF SEP IMPLEMENTATION

Monitoring the implementation of the SEP is crucial in attaining and maintaining high-quality stakeholder engagements. Although the implementation of the SEP may form part of the overall monitoring and evaluation of the E-JETP, the following indicators have been devised to assess the quality of the SEP implementation as indicated in Table 8.1.

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Table 8.1: Monitoring and evaluation of SEP

Key elements	Timeframe	Methods	Responsibilities
Access of stakeholders to project information and consultations	Periodic (during project preparation and throughout implementation)	Interviews, surveys and observations	KPS stakeholder engagement team
Awareness of project beneficiaries of project activities, responsibilities and entitlements	Periodic (during implementation)	Interviews, surveys and observations	KPS stakeholder engagement team
Acceptability and appropriateness of consultation and engagement approaches	Periodic (during implementation)	Interviews, surveys and observations	KPS stakeholder engagement team
Community facilitators' engagement with target beneficiaries	Periodic (during implementation)	Interviews, surveys and observations	KPS stakeholder engagement team
Accessibility and readability of public information dissemination materials	Periodic (during implementation)	Interviews, surveys and observations	KPS stakeholder engagement team
Rate of grievances and complaints (reported and unreported)	Periodic (during implementation)	Interviews, surveys and observations	KPS stakeholder engagement team

The methods indicated in the table above are focused on determining the following:

- Access to information;
- Awareness of the activities of the E-JETP (including their responsibilities and entitlements, where relevant);
- Determining whether or not the consultation approaches were acceptable and appropriate;
- The number of engagements undertaken by community facilitators;
- Whether or not the communication materials were accessible and understandable by the recipients; and
- The number of grievances received (which includes those reported and unreported).

To ensure that each of the key elements is monitored and evaluated adequately, the following table illustrates the topics to be covered pertaining to each element as per each method.

Table 8.2: Content of M&E instruments

Key element	Content of M&E instruments/methods
Access of stakeholders to project information and consultations	<p>M&E instruments should focus on the accessibility of stakeholders to project information and attendance to consultations undertaken as part of the SEP's implementation. The following are example questions to be covered pertaining to this element:</p> <ol style="list-style-type: none"> 1. Did you have access to the communication material developed for the E-JETP?

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Key element	Content of M&E instruments/methods
	<ol style="list-style-type: none"> 2. Was sufficient information provided ahead of the various stakeholder consultations? 3. Was the information understandable? 4. How would you rate your understanding of the E-JETP? 5. Did you experience any difficulties in obtaining information regarding the E-JETP?
Awareness of project beneficiaries of project activities, responsibilities and entitlements	<p>The purpose of this element is to evaluate the understanding of project beneficiaries on the various activities that comprise the E-JETP. In addition, stakeholders' understanding of their entitlements and responsibilities, if any, should also be determined. Example questions include the following:</p> <ol style="list-style-type: none"> 1. How would you rate your understanding of the E-JETP's activities? 2. Are you aware of the roles and responsibilities of the various stakeholders? 3. Are you aware of the role of your stakeholder group in the E-JETP? 4. Do you consider the beneficiaries of the E-JETP as sufficient or correct? 5. What do you consider the entitlements of the stakeholder group you ascribe to?
Acceptability and appropriateness of consultation and engagement approaches	<p>This element focuses on the appropriateness of the consultations or engagements undertaken as outlined in the SEP. The following example questions may be considered:</p> <ol style="list-style-type: none"> 1. Were the key principles of engagement adhered to during consultations? 2. Were the engagements constructive and comprehensive? 3. Did facilitators take into consideration the views of all stakeholders? 4. Were special provisions made for vulnerable/disadvantaged groups? 5. How would you rate the appropriateness of the followed engagement approach?
Community facilitators' engagement with target beneficiaries	<p>The purpose of this element is to determine the extent of engagements undertaken to ensure that all stakeholders were consulted, specifically with beneficiaries of the project. The following example questions may be considered:</p> <ol style="list-style-type: none"> 1. What number of beneficiaries were consulted? 2. What were the views and opinions of beneficiaries? 3. What number of engagements were undertaken with beneficiaries? 4. Which means of communication were utilised as a part of the consultation with beneficiaries?
Accessibility and readability of public information dissemination materials	<p>The dissemination of information is a crucial element of the SEP's successful implementation. It is thus necessary</p>

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Key element	Content of M&E instruments/methods
	<p>to ensure that all communication material developed as part of the SEP is accessible and understandable. The following are example questions to evaluate this key element:</p> <ol style="list-style-type: none"> 1. Did the communication material provide sufficient information on the various components or elements of the E-JETP? 2. Were the materials easily accessible? 3. Were the languages of the communication material sufficient? If not, which other languages should be included? 4. Was the communication material written in an understandable manner?
Rate of grievances and complaints (reported and unreported)	<p>This element relates to the GRM as specified in Section 7. The following example questions may be considered:</p> <ol style="list-style-type: none"> 1. How long did it take for your grievance to be resolved? 2. Were you provided with the necessary information on the grievance process? 3. Were you consulted on the outcome of your grievance? 4. Did you experience any delays in the grievance process? 5. Were you kept up to date on the progress of your grievance?

Other indicators may include:

- Number of consultations, meetings and other public discussions conducted;
- Frequency of public engagements;
- Number and details of vulnerable/disadvantaged individuals involved in engagements; and
- Type and number of grievances received, in addition to the number of grievances successfully resolved.

The outcomes of these indicators may culminate in the development of an annual progress report on the implementation of the SEP.

8.3 STAKEHOLDER RISK MANAGEMENT

Figure 8.1 illustrates Eskom's approaches to managing priority risks arising from stakeholders.

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Figure 8.1: Stakeholder Risk Prioritisation and Management (Eskom, 2022)

It should be noted that the above processes are to be considered dynamic and adaptable, while mitigation measures are to be tailored per the specific risk posed by each of the respective stakeholders. To successfully manage stakeholders, it is recommended that an analysis of potential risks which may arise from stakeholders is undertaken.

9 SEP ACTION PLAN AND PRELIMINARY BUDGET

9.1 SEP ACTION PLAN

Table 9.1 presents a high-level overview of the key activities of the SEP on an annual basis. This is meant to be utilised as an example and may be adjusted if necessary. As indicated in the table below, the preparatory month is to precede the year of implementation. It is important to note that the below serves as an example and may be amended.

Table 9.1: SEP implementation plan

Month	Activity
Phase 1: Preparation and Planning	
Preparatory month	Appoint a service provider for the preparation of media content
	Printing of communication materials
	Appoint a service provider to undertake media buying and communication work
	Determine engagement schedule relevant to each stakeholder group
	Secure meetings with stakeholders for upcoming months (i.e., set predetermined dates of engagement if it should occur monthly or quarterly). Determine engagement schedule
	Training and orientation of staff for communications and GRM procedures
Phase 2: Implementation	
Month 1	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Present at MGCA meeting
	Host press conference
	Newspaper publication
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 2	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 3	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Present at Nkangala DDM (date TBD)
	Present at MGCA meeting
	Send out e-mails to relevant stakeholders
	National TV broadcast/interview
	Monitoring of GRM

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Month	Activity
Month 4	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Newspaper publication
	Host press conference
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 5	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 6	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Present at Nkangala DDM (date TBD)
	Present at MGCA meeting
	Send out e-mails to relevant stakeholders
	One outside broadcast (regional radio)
	Compilation of SEP monitoring and evaluation report
	Monitoring of GRM
Month 7	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Newspaper publication
	Host press conference
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 8	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 9	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Present at Nkangala DDM (date TBD)
	Present at MGCA meeting
	Send e-mails to relevant stakeholders
	National radio broadcast

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Month	Activity
	Monitoring of GRM
Month 10	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Newspaper publication
	Host press conference
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 11	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Send out e-mails to relevant stakeholders
	Monitoring of GRM
Month 12	Host one public meeting for local stakeholders such as residents/community members, farmers, Ward 4 Councillor/Committee, etc.
	Host one-on-one meeting with Steve Tshwete LM and Nkangala DM
	Present at Nkangala DDM (date TBD)
	Present at MGCA meeting
	Send out e-mails to relevant stakeholders
	One outside broadcast (regional radio)
	Compilation of SEP monitoring and evaluation report
	Monitoring of GRM

9.2 SEP IMPLEMENTATION BUDGET

The following table presents a high-level budget for the implementation of the SEP on an annual basis. It is recommended that the budget is reviewed and updated on a regular basis (i.e., annually) to allow for adequate planning and preparation for the SEP on an annual basis. In addition, the budget presents a preliminary indication of the proposed plan and is subject to change depending on the communication methods used.

Table 9.2: SEP implementation budget for year one¹²

Cost item	Price (R)	Comment
Printing of communication materials	R315 000.00	Estimated price for 70 000 copies (10 000 copies across 7 topics at R4.50 per copy).
Public meeting for local stakeholders	R720 000.00	For 12 public meetings (includes the cost of travel for Eskom staff, refreshments and travel stipends).

¹² The budget for the SEP was devised in consultation with Eskom's stakeholder management team.

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Cost item	Price (R)	Comment
One-on-one meetings with Steve Tshwete LM & Nkangala DM	R360 000.00	Monthly one-on-one meetings with Steve Tshwete LM and Nkangala DM each. Includes the cost of travel for Eskom staff and refreshments.
Press conferences	R800 000.00	One press conference per quarter (i.e., four per year).
National TV broadcast	R425 000.00	One national TV segment per year.
Newspaper publication	R560 000.00	Quarterly publication in two local newspapers.
Service provider (media content)	R700 000.00	Includes service providers for the development of media content and media buying.
Training and orientation (Eskom staff)	R50 000.00	Training for Eskom staff on GRM and communication procedures.
Radio broadcast (national)	R500 000.00	One national radio broadcast per year.
Radio broadcast (regional)	R300 000.00	Two radio broadcasts per year on a regional radio station.
Stakeholder engagement management system	R300 000.00	The annual cost for stakeholder engagement management system.
Total	R5 030 000.00	
Miscellaneous	R503 000.00	
Grand total	R5 533 000.00	

APPENDIX 1: E-JETP DESCRIPTION

COMPONENT A: DECOMMISSIONING

Description

Component A of the E-JETP entails the permanent shutdown, disconnection from the grid, demolition and rehabilitation of the KPS site. KPS is anticipated to be shut down and disconnected from the grid by October 2022, while blasting activities and site rehabilitation is expected to commence thereafter.



Map A: E-JETP boundary

Map A showcases the E-JETP boundary in red. At the onset, the decommissioning of KPS will primarily focus on the power plant itself and the ash dams. Thereafter, the decommissioning process will be expanded to the outer areas of KPS. In total, the decommissioning of KPS is anticipated to take between four to five years, which includes one and a half years of preparatory activities. Furthermore, Component A (and thus the E-JETP boundary) will comprise the entirety of Eskom-owned land in accordance with the KPS Land Title Deed, i.e., 687 ha.

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Map B: Structures and buildings to be retained

Map B outlines the buildings and structures to be permanently retained in green. Some of the buildings or infrastructure to be retained at the KPS site will be used to house proposed interventions to mitigate the shutdown of KPS, such as the Komati Training Facility (KTF) or the Microgrid Assembly and Fabrication Factory. Buildings or structures to be retained include the following:

- Main stores complex;
- Siemens workshop;
- DB Thermal and Alstom workshops¹³;
- Raw water reservoirs;
- High voltage yard;
- Water treatment plant (to be handed over to Steve Tshwete LM); and

¹³ To be retained for microgrid assembly and maintenance.

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- Central core area (which includes the parking and incubation area, main service building, main office block, engineering offices and medical centre, control room and turbine house¹⁴).

Component costs

In total, the decommissioning of KPS is estimated to cost around R480 million (US\$30 million) which includes costs associated with the shutdown, demolition and rehabilitation of the whole KPS site. However, some materials may be recycled which subsequently results in a net decommissioning cost of R320 million (US\$20 million)

Activities

In accordance with studies undertaken to investigate the repurposing of KPS, the following sequencing of demolition activities are to be carried out (VPC, 2021):

- Clearance of buildings to be removed.
- Removal, treatment, and elimination of hazardous substances (asbestos, artificial mineral fibres, among others).
- Rehabilitation and removal of pollutants from the demolished objects (incl. disposal of the waste).
- Dismantling of the technological equipment/facilities.
- Selection of revenue-generating materials (e.g., generators, motors, cables, stainless steel fractions).
- Structural separation.
- Dismantling of the roof coverings and sealings (including roof panels).
- Selective demolition of the objects up to the performance limit (including deep cleaning).
- Blasting preparatory measures.
- Processing, recycling, or disposal of the material arising during demolition.
- Layered backfilling of the excavation pits with compactable approved material.
- Demolition of the existing underground facilities.
- Setting up of the surfaces as per the planned use & Implementation of safety measures.

Table 1: Decommissioning activities

Main Power Station Complex
Decontaminate, dismantle, salvage, demolish or dispose inert waste at new on-site waste facility.
Remove linear infrastructure (roads, fences, pipes, conveyors etc. that will not be required for next land use.
Screen and sort waste produced, crush concrete, dispose of at on-site facility and hazardous waste to Holfontein
Coal stockyard: excavation and capping, dismantle/remove infrastructure and dispose of inert waste at an on-site facility.
Ash Dam and Related Infrastructure
Recovery dams (Lake Stoffil, Lake Fin): Evaporate water, remove equipment, remove and dispose of HDPE liner, excavate and dispose of contaminated sediment to ADF, infill cavity, revegetate

¹⁴ Retained to house three synchronous condensers.

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Existing ash dam: shape upper surface and side slopes, add 1 meter cover to prevent ingress of rainfall, establish vegetation, stormwater management
Old asbestos facility: shape upper surface, install cover (J&W design), revegetate
Reservoirs: demolish concrete structures and dispose at an on-site waste disposal facility
Borrow pit for infilling requirements

Source: Obtained from VPC (2021).

Apart from the outlined demolition sequencing, Table 1 provides an overview of the decommissioning activities relevant to the KPS site. However, it should be noted that a detailed decommissioning plan and timeline will be prepared once an Owner's Engineer (OE) has been appointed by Eskom. In addition, a dedicated Engineering, Procurement and Contracting (EPC) company will be appointed by Eskom to support Component A.

Apart from the above, critical activities to be prioritised as part of the KPS repurposing include the appointment of an OE and EPC, undertaking an environmental and social impact assessment (ESIA), and developing a project procurement strategy.

COMPONENT B: REPURPOSING

Description

The objective of Component B is to repurpose KPS through the deployment of renewable energy technologies. As part of this, an investigation into the repurposing potential and options were undertaken by VPC (2021), which resulted in the provision of a multitude of potential repurposing technologies. Following the exclusion of technologies that were deemed too costly or that were outperformed by other alternatives, the investigation yielded six options including:

- Wind;
- Solar;
- Storage (mainly BESS and pumped storage);
- Liquefied Natural Gas (LNG)/pipeline gas;
- Biomass (for direct use generation and prior gasification¹⁵); and
- Synchronous condensers.

¹⁵ LNG and biomass are generally not able to compete against the lower costs provided by wind and solar. Furthermore, the feasibility of biomass as a fuel relies significantly on transportation as any transportation costs are likely to result in significant cost implications. As such, should gas (pipeline/LNG) and biomass become viable, they may be added to the generation capacity of KPS.

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Given the technicalities associated with LNG and biomass, the repurposing of KPS includes the deployment of solar PV, wind energy, BESS and synchronous condensers. Map C showcases all areas relevant to Component B.



Map C: KPS repowering/repurposing sites

Apart from the deployment of renewable energy solutions, Component B outlines the deployment of innovative demonstration projects. The projects, financed as part of Component C, include the following:

- **Agrioltaics Plant:** the 500 kWp commercial agrioltaics plant utilises aquaponics and raised bed agriculture to produce fresh produce. Site preparation activities have commenced in September 2021.
- **Microgrid Assembly and Fabrication Factory:** this facility is to assemble microgrids through the utilisation of existing buildings and workshops located on the KPS site.
- **Komati Training Facility (KTF):** the purpose of the KTF is to capacitate, reskill or upskill Eskom and ERI workers, and local community members in the Komati area.

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Map D: Phase 1 areas

The repurposing of KPS is envisaged to be carried out in two phases. Phase 1 entails the deployment of 100 MW of solar PV and 150 MW of BESS on the outer areas of KPS, encompassing a land area of 182 ha. Furthermore, one 50 MVAR synchronous condenser will be added under Phase 1. The initial repurposing will focus on the outer areas of KPS where little/no infrastructure is installed. Map D outlines the areas which comprise Phase 1.

Phase 2 of the KPS repurposing outlines the deployment of an additional 50 MW of solar PV, up to 70 MW of wind energy and the installation of two synchronous condensers. Phase 2 will require an additional 123 ha of land but may only be installed once the relevant infrastructure has been demolished and the ash dams are rehabilitated. The areas that comprise Phase 2 are delineated in Map E.

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Map E: Phase 2 areas

In terms of full-time equivalent (FTE) employment opportunities, the repurposing of KPS is anticipated to result in the creation of around 100 sustainable employment opportunities (VPC, 2021). Furthermore, when considering electricity production, the repurposing of KPS is expected to result in the generation of 492 GWh per annum.

Component cost

Table 2 provides an overview of the anticipated costs associated with the repurposing of KPS.

Table 2: KPS repurposing cost estimations

	US\$	R
150 MW Solar PV	100 000 000	1 606 000 000
150 MW BESS	200 000 000	3 212 200 000
70 MW Wind	70 000 000	1 124 200 000
Three Synchronous Condensers	40 000 000	642 400 000
Total	410 000 000	6 584 800 000

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In total, nearly R6.6 billion (around US\$410 million) is needed for the repurposing of KPS. This cost excludes just over R48 million (or US\$3 million) allocated towards TA for future repurposing via PPP. In terms of financing the repurposing of KPS, these are to be covered by E-JETP (i.e., solar PV, BESS, wind and synchronous condensers).

Activities

In accordance with the repurposing investigations undertaken by VPC (2021), the following timeframes for the repurposing of KPS have been devised as depicted in Table 3.

Table 3: KPS repurposing timeframes

Timeframe	Description
2022	To be used for internal decision-making within Eskom, relevant government organs and funders. Commence with wind (at least 100m) and solar radiation measurements. Commence with environmental and social impact studies and appoint OE.
2023 - 2025	To be used for planning and permitting purposes.
June 2025	Order solar panels and other related equipment and commence with BESS installation. Operations of the BESS are anticipated by the end of 2025.
2026	Start solar and BESS foundation construction (including preparations for grid connection).
2027	Commercial operation date (COD) for solar PV within the first three months of the year.

COMPONENT C: OPPORTUNITIES FOR WORKERS AND COMMUNITIES

Description

The objective of Component C is to minimise the social and environmental risks and impacts associated with the shutdown and repurposing of KPS, with an emphasis on supporting opportunities arising from the positive impact of the transition. The following objectives have thus been set for this component:

- **Enhance opportunities** from the positive impacts of the transition process;
- **Minimise the anticipated social and economic risk** and impacts associated with the decommissioning and repurposing of KPS; and
- **Engage and enable participation** of communities and stakeholders in the transition planning and decision-making.

According to the above objectives, Component C is to be disaggregated into three sub-components. Greater detail on each is provided below.

A) Sub-component C1: Transition support for KPS permanent workers, suppliers and contract workers

In total, 661 individuals comprise the KPS workforce (236 permanent employees, 133 ERI workers and 292 contractors). As such, it is anticipated that the shutdown of KPS will impact all of its workers, albeit to varying degrees. The degree to which employees are affected largely depends on their employment status (i.e., if they are permanent employees, contractors or ERI workers), the demographic distribution

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of the KPS workforce (i.e., age and sex) and skill levels. To address the impacts on workers, the sub-component will focus on:

- Workforce transition of employees;
- Support to suppliers and contract workers;
- Establishment of the KTF; and
- Linkages and partnerships with existing social protection programmes.

Each of the above components is discussed in greater detail below.

Workforce transition of employees

It is envisaged that Eskom and ERI staff at KPS are to be provided with four options. These are illustrated in Figure 1.

Although the repurposing of KPS is not anticipated to entirely offset the employment effect arising from its shutdown, some of the KPS employees are to be retained for plant preservation purposes over five years. These activities¹⁶ are anticipated to result in the creation of 330 intermediate employment opportunities over the transition period.

To address the anticipated socio-economic impacts arising from the KPS closure, sub-component C1 will focus on the transition of the permanent KPS workforce, providing support to suppliers and contract workers, and reskilling/upskilling workers.

Permanent KPS employees are to be provided with four possible options. These are illustrated in Figure 1. However, a detailed approach is to be devised in partnership with employees and trade unions from May 2022.

Crucially, all permanent Eskom employees are to be accommodated within Eskom operations. Eskom is committed to ensuring employment security; thus, no employment losses or retrenchments are to occur. With regards to ERI workers, these will be accommodated at other sites and Eskom operations. However, options for suppliers and contract employees are still being investigated.

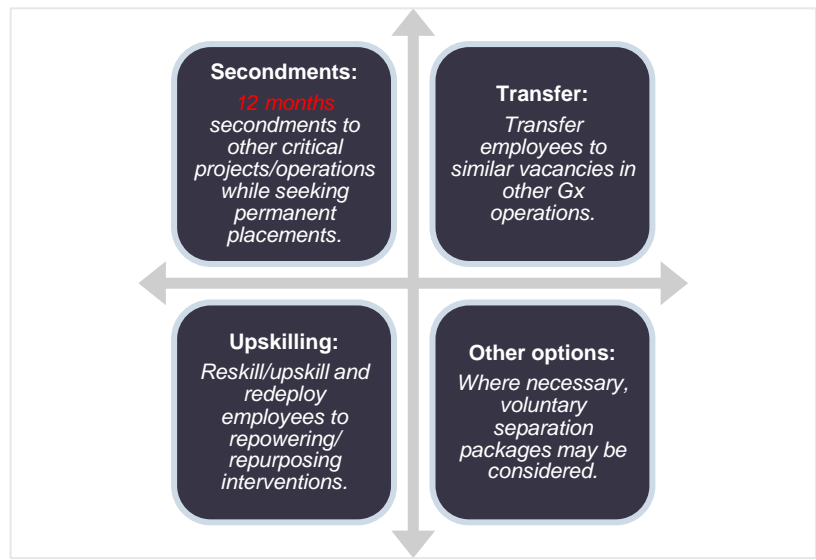


Figure 1: Mitigation options for permanent employees affected by the KPS shutdown

¹⁶ For example, security services, water services, ash dam maintenance workers, contractors (engineering and operations department, risk and assurance requirements).

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Support to suppliers and contract workers

To support suppliers and contract workers, Eskom has developed a localisation framework to utilise its procurement spending and plant closure impacts on current suppliers and contract workers. Eskom's localisation framework is depicted in Figure 2.

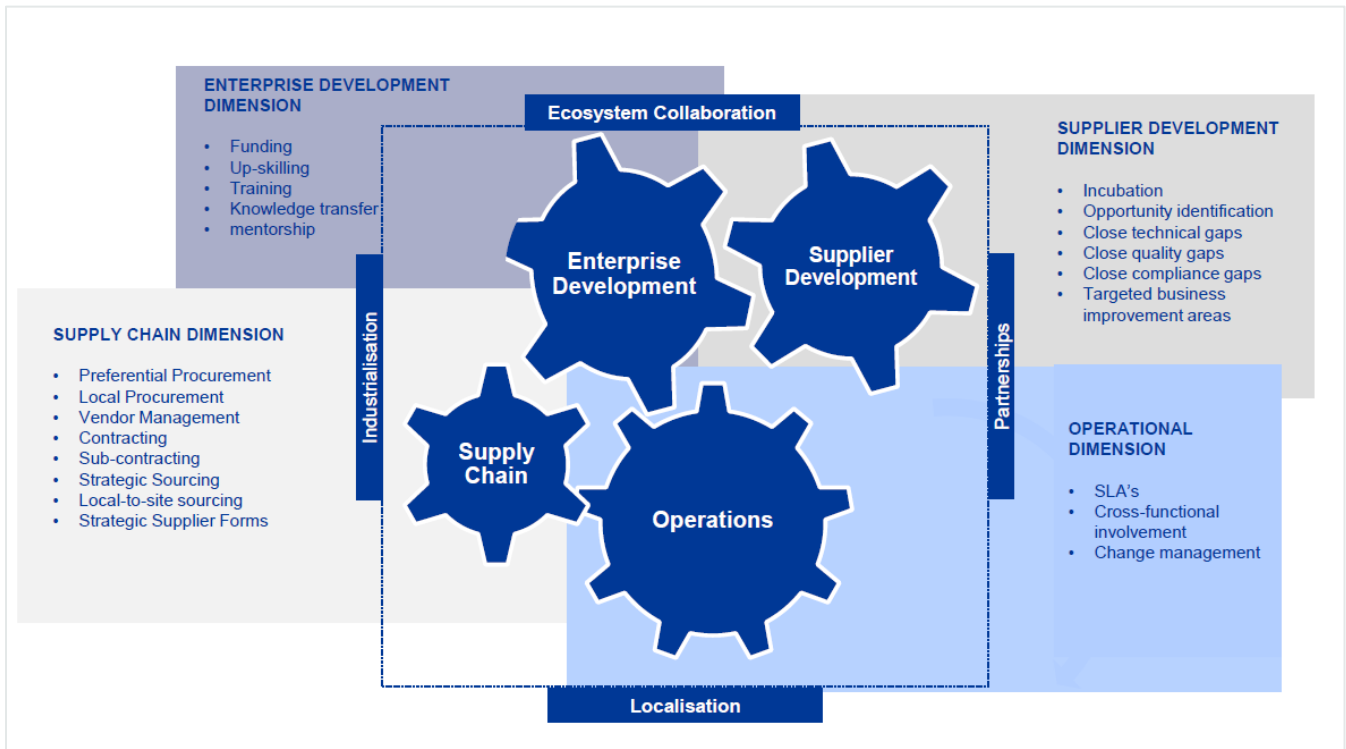


Figure 2: Eskom localisation framework

In accordance with Eskom's localisation framework, interventions targeted at suppliers and contractors include:

- **Assessment of potential contracts, supply requirements, and workforce needs** for the decommissioning and repurposing components;
- **Development of business plans for the localization of priority commodities** (e.g., Li+ battery cells, steel structures, battery chemistries for BESS, PV panels, inverters, demolition and rehabilitation works, etc); and
- **Trainings and assistance for supplier development and entrepreneurial activities** (to be implemented as part of Component C2).

Establishment of the Komati Training Facility

The establishment of the Komati Training Facility (KTF) will focus on reskilling/upskilling permanent employees, ERI workers, and local community members in renewable technologies. This is envisaged to be achieved through a specialised, industry-related and accredited training programme relevant to the

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renewable energy sector. Crucially, consideration is to be given to women, youth and other marginalised groups.

The KTF will be housed in existing buildings and warehouses at the KPS site which are to be refurbished and repurposed. The KTF will be established in partnership with the South African Renewable Energy Technology Centre (SARETEC) and will operate as a satellite SARETEC campus for a transitional period of 24 months. Over this period, it is envisaged that Eskom will acquire the necessary capacity, resources and accreditation through its Academy of Learning.

Linkages and partnerships with existing social protection programs.

South Africa has one of the most comprehensive social protection and jobs systems in Sub-Saharan Africa, offering a variety of income support, labour intermediation, job preparation, skills development, and livelihood training. The project will develop linkages and partnerships with these programs to support workers and others who will be indirectly affected by the closure. The experience from Komati will provide valuable lessons on how to leverage and formalize partnership arrangements with these existing and planned social protection programs, which will in turn help ensure that comprehensive and sustainable support is in place for workers and communities affected by the future closure of power plants.

B) Sub-component C2: Economic diversification and transformation

As emphasised previously, the socio-economic impacts arising from the shutdown of KPS are unlikely to be solely concentrated in the surrounding communities. Therefore, the purpose of this sub-component is to support the just transition of the local economy and community through investing in commercially viable local economic development initiatives, strengthening the livelihoods of affected communities through support to SMMEs, and reskilling/upskilling community members.

Given the objectives of this sub-component, local area development (LAD) initiatives aligned with strategic local and regional priorities are to be financed. The selected interventions were identified as part of the Urban-Econ (2022) study, which aimed to assess the socio-economic implications of the KPS shutdown and develop a mitigation plan to sustain livelihoods. The selected interventions are thus to be included as part of the E-JETP and will be carried out through partnerships with both public and private sector entities.

The sub-component will thus support the following:

- Piloting/scaling up of innovative/demonstrative initiatives;
- Investments in commercially viable local area development projects;
- Strengthening the livelihoods of affected communities;
- Reskilling/upskilling community members; and
- Community support programmes.

Each of the components that comprise Component C2 is discussed in greater detail below.

Piloting/scaling up of innovative/demonstrative initiatives

Innovative solutions deployed at KPS are to be scaled up to attain commercial status. This includes the establishment of a 500 kWp agrivoltaics facility (which includes MushMag mushroom domes and gravel

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barrel aquaponics systems) and a microgrid assembly and manufacturing facility. These initiatives are anticipated to support sustainable agricultural production, create employment opportunities and allow access to self-sufficient energy systems while sustaining livelihoods.

To accelerate the uptake of renewable energy within communities, it is envisaged that these initiatives are to be part-owned or rented by community members. In partnership with the South African Technology Innovation Agency (TIA), the already established demonstration facilities have received support from government representatives, investors, local labour unions and communities.



Picture 1: Demonstration Microgrids and agrivoltaics solutions at KPS

Investments in commercially viable local area development projects

Projects aligned with strategic local and regional priorities, and which are identified through a participatory approach, are to be invested in to attain commercial status. The list of projects was derived from local government priorities, baseline assessments and stakeholder consultations. These include:

- Alien Vegetation Removal and Beneficiation;

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- Crop Farming with Mine-Affected Water (to be implemented in areas previously disturbed by mining activity); and
- Digital Activation of Communities and Digital Community Platforms.

A final determination on specific activities will however be made during project implementation in consultation with municipal and provincial authorities, local communities, and other relevant stakeholders.

These projects aim to generate economic benefits and create employment opportunities. Apart from the anticipated economic benefits, the projects may also contribute to the protection of ecosystems, safeguarding water reserves and limiting land degradation, among others. Critically, the identified interventions are to be implemented in partnership with local government and other private sector entities.

Strengthening the livelihoods of affected communities

This component is to focus on supporting the entrepreneurial ecosystem in the Komati area through the provision of support to small, micro and medium-sized enterprises (SMMEs) competitively selected for support. The project entails the following programmes:

- **Supplier development programme** which focuses on developing local suppliers that can participate in the procurement value chain related to the decommissioning and repurposing elements of the E-JETP.
- **Local enterprise development programme** to develop entre-level SMMEs, specifically those that may contribute to the economic diversification of long-term sustainability of the local economy. This is to be attained through the establishment of a seed financing facility, the provision of incubation services, capacity development activities and business development services.

Crucially, the programmes are to maximise the participation of women- and youth-owned businesses. The number of businesses to receive support as part of the E-JETP are to be determined during its implementation and based on the findings of the localisation study to be undertaken as part of Component C1.

Reskilling/upskilling community members

To improve the employability of community members and maximise their participation in new or alternative opportunities brought about by the transition away from coal, community members are to be reskilled/upskilled. As such, targeted training modules are to be developed that are relevant to the interventions planned for the Komati area.

These training offerings will be developed in partnership with local technical training institutions and Technical Vocational and Education and Training (TVET) colleges throughout the Mpumalanga region. This is envisaged to culminate in the establishment of a career development centre and leadership capacitation to develop the soft skills of local community members.

Apart from local educational institutions, private sector entities are to be consulted for the development of these programmes, with an emphasis on entities that participate in value chains with a high potential of being supported under the E-JETP components. Crucially, the programmes will focus on improving the employability of women, youth and disadvantaged groups.

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Community support programmes

To improve communal support systems and infrastructure, direct investments are to be made in initiatives that focus on fostering community cohesion. To this end, the following interventions are proposed:

- The establishment or provision of support to **early childhood development (ECD)** centres to enable women to participate in the workforce and entrepreneurial activities.
- The roll-out of commercial-scale **community gardens** to support emerging and small-scale farming activities.
- Improving **community health and raising awareness** on prevailing health issues in the community. This is to be implemented in partnership with the provincial health department and will address health-related issues such as respiratory illnesses, substance abuse, sexually transmitted diseases (STDs), tuberculosis (TB), Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS), among others.
- **Sports and recreational facilities** are to be upgraded or expanded to allow facilitate youth engagement while providing a platform for community members to participate in social activities.

C) Sub-component C3: Stakeholder engagement and community empowerment

The purpose of sub-component C3 is to ensure that all stakeholders are informed about the project's development. Furthermore, ensuring that all stakeholders are consulted on the mitigation strategies that comprise the E-JETP will facilitate participation and inclusivity, while empowering community members to participate in the transition and decision-making processes.

A stakeholder engagement plan (SEP) has been prepared and will be implemented to ensure that all stakeholders are informed about project developments, consulted on potential socio-economic mitigation strategies, and empowered to participate in transition planning. Mechanisms for engaging and empowering communities throughout the project cycle including:

- **Eskom JET Stakeholder Engagement Platform** with a representation of Eskom, relevant government ministries and institutes, local government, labour unions, civil society organizations, community groups, and the private sector. The purpose of the platform is to establish a deliberative process for effective communication and decision-making between Eskom and the wider community on its coal transition strategy and JET framework based on lessons learnt from E-JETP and other related initiatives. Specifically, it is expected that the platform will use the emergent lessons learnt from the project to guide decisions relating to E-JETP implementation and leverage the same to support up-front planning and decision-making necessary for the planned retirement of additional coal-fired power plants. Further, the platform will also contribute to and build on other just transition structures and platforms in place such as the PCC, National Business Initiative (NBI), Business Unity South Africa (BUSA), and Mpumalanga Agency Cluster.
- **EJETP Community Forum** to establish a two-way communication channel to share relevant communication and get regular feedback from the workers, local communities and other project stakeholders, specifically on the E-JETP. The project will organize orientation sessions, leadership training, and other soft skills development, to enable the local communities, especially women, youth and other vulnerable groups, to participate effectively and meaningfully in the

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forum. The project will also use digital platforms and other innovative mechanisms to strengthen communication and engagement channels; and

- **EJETP Grievance Redress Mechanism** will provide an accessible and effective means for project-affected persons and other interested parties to raise concerns and seek redress to their grievances.

The results of these activities will be measured by tracking and monitoring these activities will be measured by the percentage of female representation that comprises the task force, feedback received through stakeholder engagement platforms and responses by Eskom, and the percentage of grievances resolved over a specified period.

Component C cost summary

In total, Component C is anticipated to cost nearly R755 million (or US\$47 million) which is to be distributed across its three sub-components. Table 4 provides an overview of the costs related to each sub-component that comprises Component C.

Table 4: Component C costs

Cost item	US\$	R
C1: Transition support for workers	10 000 000	160 600 000
C2: Economic diversification	34 000 000	546 000 000
C3: Stakeholder engagement	3 000 000	48 200 000
Total	47 000 000	754 800 000

APPENDIX 2: STAKEHOLDER ANALYSIS

The interests in and influences of each stakeholder represented in the tables below are applicable to the entirety of each component.

Component A

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
Directly affected stakeholders					
Residents/community members	<ul style="list-style-type: none">Residents of informal settlements (Big House), homeowners/tenants in Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Ties to KPS for a sense of place.Disruptions to employment arising from KPS shutdown.Possible increase in migrant labour.Future/sustainability of local area following KPS shutdown.	<ul style="list-style-type: none">Limited/no influence over Component A.Influence may be increased should social unrest occur.	H	L
Farmers	<ul style="list-style-type: none">Farmers surrounding KPS	<ul style="list-style-type: none">Concerned over the continued provision of water from KPS water plant.Future/sustainability of local area following KPS shutdown.Impact/disruptions to operations due to e.g., theft of livestock or produce.	<ul style="list-style-type: none">Limited/no influence over Component A.Influence low as water provision will continue.	H	L
Local small businesses	<ul style="list-style-type: none">Local businesses in informal settlements, Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Disruptions to business activities arising from construction activities.Impact decommissioning will impact the revenue/sustainability of businesses.	<ul style="list-style-type: none">Limited influence in decommissioning of KPS.Influence may increase if needs are not met, and protest action is initiated.	H	L
Local NGOs, CBOs and NPOs	<ul style="list-style-type: none">Maphila Traditional CouncilCommunity Development Workers	<ul style="list-style-type: none">Concerned with the sustainability of the	<ul style="list-style-type: none">Crucial platforms for the dissemination of information	H	L

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Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
	<ul style="list-style-type: none"> Church Forum Business Forum B and K Structure Forum Farm Belt Community Development Structure Thubelethu Community Structure Isizwe Sekosi 	<ul style="list-style-type: none"> community following decommissioning of KPS. Impact on community members. 	<ul style="list-style-type: none"> and gaining public acceptance. May act as a crucial supporting structure to implementing agents. 		
KPS employees	<ul style="list-style-type: none"> Generation, HR, Finance and Group Capital, Sustainability, Eskom Enterprise 	<ul style="list-style-type: none"> Concerned over the status of employment and disruptions to livelihoods. Next steps to avoid job losses. Timelines of KPS decommissioning. 	<ul style="list-style-type: none"> May directly influence the success of KPS shutdown through bargaining power or organised action. 	H	H
Contractors/suppliers	<ul style="list-style-type: none"> Various contractors providing sub-contracting services to KPS 	<ul style="list-style-type: none"> Concerned over the status of employment and disruptions to livelihoods. Next steps to avoid job losses. Timelines of KPS decommissioning. 	<ul style="list-style-type: none"> May directly influence the success of KPS shutdown through bargaining power or organised action. 	H	H
Local government	<ul style="list-style-type: none"> Nkangala DM Steve Tshwete LM 	<ul style="list-style-type: none"> Concerns over the impact on the local economy. Next steps following KPS decommissioning. Timing of decommissioning activities. 	<ul style="list-style-type: none"> Support of NDM and STLM is crucial. 	H	H
Mining houses	<ul style="list-style-type: none"> Mining houses with operations close to KPS 	<ul style="list-style-type: none"> Timelines/key milestones of decommissioning activities given the possible disruption to operations. Concerned with the continuance of water 	<ul style="list-style-type: none"> Little/no influence. 	H	L

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Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
		provision to operations by KPS water plant.			
Other interested parties					
Ward 4 councillor/committee members	<ul style="list-style-type: none"> Councillor and committee members of Ward 4 	<ul style="list-style-type: none"> Concerned over the economic impact of KPS decommissioning. Next steps following KPS decommissioning. Timelines of key activities. Impact on community morale. 	<ul style="list-style-type: none"> Crucial support agent in gaining public acceptance of KPS decommissioning. Role in calming communities or mobilising community action. 	H	H
Public infrastructure	<ul style="list-style-type: none"> South African Police Blinkpan Ward 4 Mobile Clinic Koornfontein Laerskool Blinkpan Primary 	<ul style="list-style-type: none"> Timelines of decommissioning activities. Possible disruptions to operations. The magnitude of migrant labour influx. 	<ul style="list-style-type: none"> Limited/no influence. 	H	L
DFIs and climate funds	<ul style="list-style-type: none"> IBRD 	<ul style="list-style-type: none"> Funding agent for the E-JETP. Overall project progression and success. 	<ul style="list-style-type: none"> Responsible for the provision of funds for the E-JETP. 	H	H
Environmental foundations, NGOs and NPOs	<ul style="list-style-type: none"> WWF South Africa Earthlife Africa Green Peace African Climate Alliance SAFCEI The Impact Catalyst GreenCape Project 90 Life After Coal Adaptation Network Just Share 350.org 	<ul style="list-style-type: none"> Environmental benefits of KPS decommissioning. Mitigating impacts on communities. JET. 	<ul style="list-style-type: none"> May become prominent opposers if needs are not met. 	H	H

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Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
Organised business	<ul style="list-style-type: none"> MWCB Minerals Council South Africa MCCI BUSA Black Business Chamber Witbank Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Representatives of various mining houses. Concerns over the impact of JET on coal activity. Possible impacts on the local economy. Timelines of KPS decommissioning. 	<ul style="list-style-type: none"> Limited influence, may become prominent influencers if needs are not met. 	H	L
Media	<ul style="list-style-type: none"> Local and regional newspaper Industry journalist Broadcasting stations Mass media Independent media groups 	<ul style="list-style-type: none"> Interested in KPS as it is the first power station to be shut down as part of Eskom's JET. 	<ul style="list-style-type: none"> Would not directly participate in activities. Crucial disseminator of information. 	H	L
Provincial government	<ul style="list-style-type: none"> Office of the Premier MEGA DEDT MGCA 	<ul style="list-style-type: none"> Concerned with the overall economic development of Mpumalanga Province. 	<ul style="list-style-type: none"> Endorsement of KPS decommissioning key to ensure the success of JET in Mpumalanga. 	H	H
National government	<ul style="list-style-type: none"> DMRE 	<ul style="list-style-type: none"> Mandate to support the minerals and energy sectors to ensure affordable energy and economic growth. 	<ul style="list-style-type: none"> Mandate allows for high levels of influence of interventions within minerals and energy sectors. 	H	H
	<ul style="list-style-type: none"> DFFE 	<ul style="list-style-type: none"> Concerned with managing environmental risks associated with KPS shutdown, and attainment of South Africa's NDC. 	<ul style="list-style-type: none"> Support from DFFE would be crucial to ensure that environmental standards are adhered to. 	H	H
	<ul style="list-style-type: none"> DOH 	<ul style="list-style-type: none"> Concerned with the improvement of South Africans' health. 	<ul style="list-style-type: none"> May provide support to health activities associated with decommissioning. 	H	L
	<ul style="list-style-type: none"> DEL 	<ul style="list-style-type: none"> Tasked with regulating the South African labour market to support and sustain 	<ul style="list-style-type: none"> May provide a supporting role in managing employment effects arising from KPS decommissioning 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
		economic growth and development.	and ensuring that workers are treated fairly.		
Vulnerable/disadvantaged groups					
Vulnerable/disadvantaged group	Minority/disabled groups	<ul style="list-style-type: none"> Impact of KPS shutdown on already fragile livelihoods. Worsening socio-economic conditions. Loss of support. 	<ul style="list-style-type: none"> Limited/no influence over decommissioning of KPS. Inclusion/meeting of needs critical as part of JET. 	H	L
	Child-headed households	<ul style="list-style-type: none"> Impact of KPS shutdown on already fragile livelihoods. Worsening socio-economic conditions. Loss of support. 	<ul style="list-style-type: none"> Limited/no influence over decommissioning of KPS. Inclusion/meeting of needs critical as part of JET. 	H	L
	Unskilled/illiterate individuals	<ul style="list-style-type: none"> Possible loss of employment opportunities due to effects of KPS decommissioning. 	<ul style="list-style-type: none"> Limited/no influence over decommissioning of KPS. Inclusion/meeting of needs critical as part of JET. 	H	L
	Women and the elderly	<ul style="list-style-type: none"> Deterioration of living standards following KPS decommissioning. Concerns over the continued provision of health services. 	<ul style="list-style-type: none"> Limited/no influence over decommissioning of KPS. Inclusion/meeting of needs critical as part of JET. 	H	L
	Individuals with HIV/Aids and other impactful diseases	<ul style="list-style-type: none"> Concerns over the continued provision of health services. 	<ul style="list-style-type: none"> Limited/no influence over decommissioning of KPS. Inclusion/meeting of needs critical as part of JET. 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Component B

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
Directly affected stakeholders					
Residents/community members	<ul style="list-style-type: none">Residents of informal settlements (Big House), homeowners/tenants in Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Possible areas of participation.New opportunities arising from the deployment of renewable energies.A renewed sense of place.An influx of migrant labour.	<ul style="list-style-type: none">Limited/no influence.May participate in supporting business opportunities where possible.	H	L
Farmers	<ul style="list-style-type: none">Farmers surrounding KPS	<ul style="list-style-type: none">An influx of migrant labour may potentially affect business operations (e.g., theft)	<ul style="list-style-type: none">Limited/no influence.	H	L
Local small businesses	<ul style="list-style-type: none">Local businesses in informal settlements, Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Possible areas of participation (i.e., new business opportunities).The revitalisation of local economic activity.Disruptions to business activities arising from construction activities.	<ul style="list-style-type: none">Limited/no influence.May participate in supporting business opportunities where possible.	H	L
Local NGOs, CBOs and NPOs	<ul style="list-style-type: none">Maphila Traditional CouncilCommunity Development WorkersChurch ForumBusiness ForumB and K Structure ForumFarm Belt Community Development StructureThubelethu Community StructureIsizwe Sekosi	<ul style="list-style-type: none">Concerned with the sustainability of the community following decommissioning of KPS.Impact on community members.	<ul style="list-style-type: none">Limited/no influence over Component B.Crucial disseminator of information.Crucial in securing community approval/support.May become an important facilitator should community unrest occur.	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
KPS employees	<ul style="list-style-type: none"> Generation, HR, Finance and Group Capital, Sustainability, Eskom Enterprise 	<ul style="list-style-type: none"> Possible areas of participation. Options available as outlined in KPS HR plan. 	<ul style="list-style-type: none"> Needs must be met to avoid opposition to the project. 	H	H
Contractors/suppliers	<ul style="list-style-type: none"> Various contractors providing sub-contracting services to KPS 	<ul style="list-style-type: none"> Possible areas of participation. 	<ul style="list-style-type: none"> Needs must be met to avoid opposition to the project. 	H	H
Local government	<ul style="list-style-type: none"> Nkangala DM Steve Tshwete LM 	<ul style="list-style-type: none"> Diversification of local economy in alignment with JET. Creation of employment opportunities. Timelines of Component B and attainment of key milestones. 	<ul style="list-style-type: none"> Needs must be met to avoid opposition to the project. 	H	H
Mining houses	<ul style="list-style-type: none"> Mining houses with operations close to KPS 	<ul style="list-style-type: none"> Operations not impacted by Component B. 	<ul style="list-style-type: none"> Limited/no influence. 	H	L
Other interested parties					
Ward 4 councillor/committee members	<ul style="list-style-type: none"> Councillor and committee members of Ward 4 	<ul style="list-style-type: none"> Increasing employment opportunities. Sustainability/diversification of the local economy. 	<ul style="list-style-type: none"> Endorsement of the project is necessary to ensure the success of E-JETP. Gaining public acceptance of proposed interventions. Role may include the provision of concerns/views raised by community members. 	H	H
Public infrastructure	<ul style="list-style-type: none"> South African Police Blinkpan Ward 4 Mobile Clinic Koornfontein Laerskool Blinkpan Primary 	<ul style="list-style-type: none"> Possible disruptions to operations due to construction-related activity. 	<ul style="list-style-type: none"> Limited influence over the project. Mandated (such as police service and mobile clinic) to continue service provisions. 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
DFIs and climate funds	<ul style="list-style-type: none"> • IBRD 	<ul style="list-style-type: none"> • Funder of Component B. 	<ul style="list-style-type: none"> • High influence over Component B as a funding provider. 	H	H
Environmental foundations, NGOs and NPOs	<ul style="list-style-type: none"> • WWF South Africa • Earthlife Africa • Green Peace • African Climate Alliance • SAFCEI • The Impact Catalyst • GreenCape • Project 90 • Life After Coal • Adaptation Network • Just Share • 350.org 	<ul style="list-style-type: none"> • Concerned with environmental sustainability and the just transition of communities. 	<ul style="list-style-type: none"> • May become prominent supporters of Component B given its nature. 	H	H
Organised business	<ul style="list-style-type: none"> • MWCB • Minerals Council South Africa • MCCI • BUSA • Black Business Chamber • Witbank Chamber of Commerce and Industry 	<ul style="list-style-type: none"> • Representative of various mining entities. • Concerned over the impact of just transition on coal operations. 	<ul style="list-style-type: none"> • May become prominent opposers if needs are not met. 	H	H
Media	<ul style="list-style-type: none"> • Local and regional newspaper • Industry journalist • Broadcasting stations • Mass media • Independent media groups 	<ul style="list-style-type: none"> • Interested in KPS as it is the first power station to be shut down as part of Eskom's JET. 	<ul style="list-style-type: none"> • Would not directly participate in E-JETP. 	H	L
Provincial government	<ul style="list-style-type: none"> • Office of the Premier • MEGA • DEDT • MGCA 	<ul style="list-style-type: none"> • Concerned with the overall economic development of Mpumalanga province. 	<ul style="list-style-type: none"> • Endorsement of the project is necessary to ensure the success of E-JETP. 	H	H

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, L=Low)	
				Interest	Influence
National government	• DMRE	• Mandate to support the minerals and energy sectors to ensure affordable energy and economic growth.	• Mandate allows for high levels of influence of interventions within minerals and energy sectors.	H	H
	• DFFE	• Concerned with managing environmental risks associated with KPS shutdown, and attainment of South Africa's NDC.	• Support from DFFE would be crucial to ensure that environmental standards are adhered to.	H	H
	• DEL	• Tasked with regulating the South African labour market to support and sustain economic growth and development. • Interests are linked to reducing unemployment, poverty and inequality.	• May provide support to employment-creation focused interventions.	H	L
Vulnerable/disadvantaged groups					
Vulnerable/disadvantaged group	Minority/disabled groups	• Possible areas of participation due to increase in employment opportunities/revitalisation of local economic activity. • May be concerned over exclusion from interventions, thus limiting benefits.	• Limited/no influence over the success of interventions. • Likely to participate where feasible. • Inclusion is central to attaining JET objectives.	H	L
	Child-headed households			H	L
	Unskilled/illiterate individuals			H	L
	Women and the elderly			H	L
	Individuals with HIV/Aids and other impactful diseases			H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Component C

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
Directly affected stakeholders					
Residents/community members	<ul style="list-style-type: none">Residents of informal settlements (Big House), homeowners/tenants in Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Interested in skills development interventions.Sustaining livelihoods.Increasing employability.Sustainability of local economy.	<ul style="list-style-type: none">Limited/no influence.Likely to participate in interventions where possible	H	L
Farmers	<ul style="list-style-type: none">Farmers surrounding KPS	<ul style="list-style-type: none">Possible participation in some interventions.Concerns over the influx of migrant labour to the area and possible effects on operations.	<ul style="list-style-type: none">Limited/no bargaining power in the E-JETP.May participate where possible.	H	L
Local small businesses	<ul style="list-style-type: none">Local businesses in informal settlements, Blinkpan, Komati/Koornfontein Village, Goedehoop North and Goedehoop South	<ul style="list-style-type: none">Concerned with success or profitability of operations.May participate in alternative opportunities.	<ul style="list-style-type: none">Participation is limited to opportunities provided.	H	L
Local NGOs, CBOs and NPOs	<ul style="list-style-type: none">Maphila Traditional CouncilCommunity Development WorkersChurch ForumBusiness ForumB and K Structure ForumFarm Belt Community Development StructureThubelethu Community StructureIsizwe Sekosi	<ul style="list-style-type: none">Concerned with the overall status of local communities.Crucial platforms for the dissemination of information.	<ul style="list-style-type: none">Concerned with the overall status of local communities.Crucial platforms for the dissemination of information.	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
KPS employees (permanent and ERI workers)	<ul style="list-style-type: none"> Generation, HR, Finance and Group Capital, Sustainability, Eskom Enterprise 	<ul style="list-style-type: none"> Concerned over the status of employment and disruptions to livelihoods. Possible areas of participation. 	<ul style="list-style-type: none"> May participate in some interventions included under Component C. Needs must be met to ensure the acceptance and success of some initiatives. 	H	H
Contractors/suppliers	<ul style="list-style-type: none"> Various contractors providing sub-contracting services to KPS 	<ul style="list-style-type: none"> Reskilling/upskilling interventions applicable to contractors/suppliers. Possible participation in business opportunities. 	<ul style="list-style-type: none"> May participate in some interventions included under Component C. Needs must be met to ensure the acceptance and success of some initiatives. 	H	H
Local government	<ul style="list-style-type: none"> Nkangala DM Steve Tshwete LM 	<ul style="list-style-type: none"> Mandated to ensure economic development of regions under its influence. Attainment of local economic development goals, poverty reduction, infrastructure provision, etc. 	<ul style="list-style-type: none"> Support of NDM and STLM in interventions is crucial to the success thereof. Municipalities may provide support/funding where possible. 	H	H
Mining houses	<ul style="list-style-type: none"> Mining houses with operations close to KPS 	<ul style="list-style-type: none"> Possible areas of collaboration on some interventions. 	<ul style="list-style-type: none"> May participate in interventions and support local economic development through SLPs. 	H	H
Other interested parties					
Ward 4 councillor/committee members	<ul style="list-style-type: none"> Councillor and committee members of Ward 4 	<ul style="list-style-type: none"> Interested in skills development interventions. Sustaining livelihoods. Increasing employability. Sustainability of local economy. 	<ul style="list-style-type: none"> Endorsement of the project is necessary to ensure the success of E-JETP. Gaining public acceptance of proposed interventions. Role may include the provision of concerns/views raised by community members. 	H	H

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
Public infrastructure	<ul style="list-style-type: none"> • South African Police Blinkpan • Ward 4 Mobile Clinic • Koornfontein Laerskool • Blinkpan Primary 	<ul style="list-style-type: none"> • Mandated to provide government services to communities. • Critical actors in facilitating acceptance among community members. 	<ul style="list-style-type: none"> • Limited influence over the project. • Mandated (such as police service and mobile clinic) to continue service provisions. 	H	L
Commercial banks	<ul style="list-style-type: none"> • Nedbank • ABSA • Standard Bank • BASA 	<ul style="list-style-type: none"> • May be interested in the provision of funding to environmentally-conscious operations. 	<ul style="list-style-type: none"> • Influence is dictated by participation in interventions (none of which has been identified). 	L	L
DFIs and climate funds	<ul style="list-style-type: none"> • IDC • DBSA • Land Bank • Green Climate Fund • Adaptation Fund • Climate Investment Fund • IFC 	<ul style="list-style-type: none"> • May be interested in the provision of funding to environmentally-conscious operations. 	<ul style="list-style-type: none"> • Influence is dictated by participation in interventions (none of which has been identified). 	H	L
	<ul style="list-style-type: none"> • IBRD 	<ul style="list-style-type: none"> • IBRD critical provider of funding. 	<ul style="list-style-type: none"> • IBRD critical funding partner. 	H	H
Educational and research institutions	<ul style="list-style-type: none"> • Local TVET colleges • CSIR • TIPS • South African universities • SARETEC 	<ul style="list-style-type: none"> • Participation in research and educational activities is required under the project. • Local TVET colleges interested in skills programmes. 	<ul style="list-style-type: none"> • Only likely to participate independently or when approached. 	H	L
Environmental foundations, NGOs and NPOs	<ul style="list-style-type: none"> • WWF South Africa • Earthlife Africa • Green Peace • African Climate Alliance • SAFCEI • The Impact Catalyst • GreenCape • Project 90 • Life After Coal 	<ul style="list-style-type: none"> • Concerned with environmental sustainability and the just transition of communities. 	<ul style="list-style-type: none"> • May become prominent opposers if needs are not met. 	H	H

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
	<ul style="list-style-type: none"> Adaptation Network Just Share 350.org 				
Inter-governmental and international organisations	<ul style="list-style-type: none"> Germany (GIZ, IKI, FES, KfW) France (Afd) United States (USAID, Power Africa) UNIDO 	<ul style="list-style-type: none"> May be interested in the provision of funding to environmentally-conscious operations. 	<ul style="list-style-type: none"> Influence is dictated by participation in interventions (none of which has been identified). 	L	L
Organised business	<ul style="list-style-type: none"> MWCB Minerals Council South Africa MCCI BUSA Black Business Chamber Witbank Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Representative of various mining entities. Concerned over the impact of just transition on coal operations. May participate in some interventions. 	<ul style="list-style-type: none"> May become prominent opposers if needs are not met. May participate in some interventions. 	H	H
Media	<ul style="list-style-type: none"> Local and regional newspaper Industry journalist Broadcasting stations Mass media Independent media groups 	<ul style="list-style-type: none"> Interested in KPS as it is the first power station to be shut down as part of Eskom's JET. 	<ul style="list-style-type: none"> Would not directly participate in E-JETP. Crucial disseminator of information. 	H	L
Provincial government	<ul style="list-style-type: none"> Office of the Premier MEGA DEDT MGCA 	<ul style="list-style-type: none"> Concerned with the overall economic development of Mpumalanga province. 	<ul style="list-style-type: none"> Endorsement of the project is necessary to ensure the success of E-JETP. Prominent funding partner for some interventions as part of MOA. 	H	H
National government	<ul style="list-style-type: none"> National Treasury 	<ul style="list-style-type: none"> Responsible for the provision/allocation of funding to municipalities. Concerned about the impact of JET on fiscus. 	<ul style="list-style-type: none"> Crucial entity for the provision of state funding. 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
	• DMRE	• Mandate to support the minerals and energy sectors to ensure affordable energy and economic growth.	• Mandate allows for high levels of influence of interventions within minerals and energy sectors.	H	H
	• DPE	• Mandated to support public entities in South Africa to drive development, industrialisation, job creation and skills development.	• Possible support/participation where feasible.	H	L
	• DWS	• Mandated to ensure the provision of water and sanitation services to South Africans.	• The provision of support to infrastructure maintenance may act as an enabler to some interventions.	H	L
	• the dtic	• May participate in some interventions and support where necessary.	• Has some influence on industrial development and may create enabling environment for industrial projects.	H	L
	• DFFE	• Concerned with managing environmental risks associated with KPS shutdown, and attainment of South Africa's NDC.	• Support from DFFE would be crucial to ensure that environmental standards are adhered to.	H	H
	• CoGTA	• Ensure economic development at the local government level.	• May provide support where possible.	H	L
	• DOH	• Concerned with the provision of basic services to health.	• May provide support to the deployment of health-related community projects.	H	L
	• DEL	• Tasked with regulating the South African labour market to support and sustain economic growth and development.	• May provide support to employment-creation focused interventions.	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
		<ul style="list-style-type: none"> Interests are linked to reducing unemployment, poverty and inequality. 			
	<ul style="list-style-type: none"> DBE 	<ul style="list-style-type: none"> Ensure access of South Africans to education and training. 	<ul style="list-style-type: none"> May participate in training interventions and provide support where possible (especially ECD programmes/centres). 	H	H
	<ul style="list-style-type: none"> DHET 	<ul style="list-style-type: none"> Ensure access of South Africans to post-school education and training. 	<ul style="list-style-type: none"> May participate in training interventions and provide support where possible. 	H	H
South African public entities	<ul style="list-style-type: none"> SANRAL Central Energy Fund Independent Development Trust Seda TIA NSF SETAs 	<ul style="list-style-type: none"> Concerned with ensuring sustainable economic development in South Africa, attaining energy needs, and coordinating economic development. 	<ul style="list-style-type: none"> Limited influence over E-JETP. May provide support where possible (e.g., infrastructure, funding, etc.). 	L	L
Vulnerable/disadvantaged groups					
Vulnerable/disadvantaged group	Minority/disabled groups	<ul style="list-style-type: none"> Keen to participate in skills development interventions to improve livelihoods and employability. May be concerned over exclusion from interventions, thus limiting benefits. 	<ul style="list-style-type: none"> Likely to participate where feasible. Inclusion is central to attaining JET objectives. Limited/no influence over the success of interventions. 	H	L
	Child-headed households	<ul style="list-style-type: none"> Possible areas of participation. Acquisition of support. Methods to improve livelihoods. 	<ul style="list-style-type: none"> Likely to participate where feasible. Inclusion is central to attaining JET objectives. Limited/no influence over the success of interventions. 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

Stakeholder group	Stakeholder	Interest	Influence	Level of analysis (H=High, M=Medium, L=Low)	
				Interest	Influence
	Unskilled/illiterate individuals	<ul style="list-style-type: none"> Keen to participate in skills development interventions to improve livelihoods and employability. Exclusion from interventions. 	<ul style="list-style-type: none"> Likely to participate where feasible. Inclusion is central to attaining JET objectives. Limited/no influence over the success of interventions. 	H	L
	Women and the elderly	<ul style="list-style-type: none"> Keen to participate in skills development interventions to improve livelihoods and employability. Possible increase in health-related services. Exclusion from interventions. 	<ul style="list-style-type: none"> Likely to participate where feasible. Inclusion is central to attaining JET objectives. Limited/no influence over the success of interventions. 	H	L
	Individuals with HIV/Aids and other impactful diseases	<ul style="list-style-type: none"> Keen to participate in skills development interventions to improve livelihoods and employability. Possible increase in health-related services. Exclusion from interventions. 	<ul style="list-style-type: none"> Likely to participate where feasible. Inclusion is central to attaining JET objectives. Limited/no influence over the success of interventions. 	H	L

STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

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STAKEHOLDER ENGAGEMENT PLAN FOR THE SHUTDOWN AND REPURPOSING OF KOMATI POWER STATION

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