
PROPOSED MAJUBA PV SOLAR ENERGY FACILITY NEAR AMERSFOORT, MPUMALANGA PROVINCE

ENVIRONMENTAL MANAGEMENT PROGRAMME

DEA REFERENCE: 14/12/16/3/3/2/752

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PROJECT DETAILS

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DEFINITIONS AND TERMINOLOGY

Accelerated soil erosion: Soil erosion induced by human activities and ultimately leading to irreversible degradation of the ecosystem and loss of ecosystem functionality

Alien species: A species that is not indigenous to the area or out of its natural distribution range.

Alternatives: Alternatives are different means of meeting the general purpose and need of a proposed activity. Alternatives may include location or site alternatives, activity alternatives, process or technology alternatives, temporal alternatives or the 'do nothing' alternative.

Assessment: The process of collecting, organising, analysing, interpreting and communicating information which is relevant.

Archaeological material: Remains resulting from human activities which are in a state of disuse and are in or on land and which are older than 100 years, including artefacts, human and hominid remains and artificial features and structures.

Cumulative impacts: The impact of an activity that in itself may not be significant, but may become significant when added to the existing and potential impacts eventuating from similar or diverse activities or undertakings in the area.

Decommissioning: To take out of active service permanently or dismantle partly or wholly, or closure of a facility to the extent that it cannot be readily re-commissioned. This usually occurs at the end of the life of a facility.

Direct impacts: Impacts that are caused directly by the activity and generally occur at the same time and at the place of the activity (e.g. noise generated by blasting operations on the site of the activity). These impacts are usually associated with the construction, operation or maintenance of an activity and are generally obvious and quantifiable

'Do nothing' alternative: The 'do nothing' alternative is the option of not undertaking the proposed activity or any of its alternatives. The 'do nothing' alternative also provides the baseline against which the impacts of other alternatives should be compared.

Ecosystem: A dynamic system of plant, animal and micro-organism communities and their non-living environment interacting as a functional unit.

Endangered species: Taxa in danger of extinction and whose survival is unlikely if the causal factors continue operating. Included here are taxa whose numbers of individuals have been reduced to a critical level or whose habitats have been so drastically reduced that they are deemed to be in immediate danger of extinction.

Endemic: An "endemic" is a species that grows in a particular area (is endemic to that region) and has a restricted distribution. It is only found in a particular place. Whether something is endemic or not depends on the geographical boundaries of the area in question and the area can be defined at different scales.

Environment: the surroundings within which humans exist and that are made up of:

- i. The land, water and atmosphere of the earth;
- ii. Micro-organisms, plant and animal life;
- iii. Any part or combination of (i) and (ii) and the interrelationships among and between them; and
- iv. The physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and well-being.

Environmental assessment practitioner: An individual responsible for the planning, management and coordinating of environmental management plan or any other appropriate environmental instruments introduced by legislation.

Environmental impact: An action or series of actions that have an effect on the environment.

Environmental impact assessment: Environmental Impact Assessment (EIA), as defined in the NEMA EIA Regulations and in relation to an application to which scoping must be applied, means the process of collecting, organising, analysing, interpreting and communicating information that is relevant to the consideration of that application.

Environmental management: Ensuring that environmental concerns are included in all stages of development, so that development is sustainable and does not exceed the carrying capacity of the environment.

Environmental management programme: An operational plan that organises and co-ordinates mitigation, rehabilitation and monitoring measures in order to guide the implementation of a proposal and its ongoing maintenance after implementation.

Fossil: Mineralised bones of animals, shellfish, plants and marine animals. A trace fossil is the track or footprint of a fossil animal that is preserved in stone or consolidated sediment.

Habitat: The place in which a species or ecological community occurs naturally.

Hazardous waste: Any waste that contains organic or inorganic elements or compounds that may, owing to the inherent physical, chemical or toxicological characteristics of that waste, have a detrimental impact on health and the environment.

Heritage: That which is inherited and forms part of the National Estate (Historical places, objects, fossils as defined by the National Heritage Resources Act of 2000).

Indigenous: All biological organisms that occurred naturally within the study area prior to 1800

Indirect impacts: Indirect or induced changes that may occur as a result of the activity (e.g. the reduction of water in a stream that supply water to a reservoir that supply water to the activity). These types of impacts include all the potential impacts that do not manifest immediately when the activity is undertaken or which occur at a different place as a result of the activity.

Interested and affected party: Individuals or groups concerned with or affected by an activity and its consequences. These include the authorities, local communities, investors, work force, consumers, environmental interest groups and the general public.

Photovoltaic effect: Electricity can be generated using photovoltaic panels (semiconductors) which are comprised of individual photovoltaic cells that absorb solar energy to produce electricity. The absorbed solar radiation excites the electrons inside the cells and produces what is referred to as the Photovoltaic Effect.

Pollution: A change in the environment caused by substances (radio-active or other waves, noise, odours, dust or heat emitted from any activity, including the storage or treatment or waste or substances.

Pre-construction: The period prior to the commencement of construction, which may include activities which do not require Environmental Authorisation (e.g. geotechnical surveys).

Rare species: Taxa with small world populations that are not at present Endangered or Vulnerable, but are at risk as some unexpected threat could easily cause a critical decline. These taxa are usually localised within restricted geographical areas or habitats or are thinly scattered over a more extensive range. This category was termed Critically Rare by Hall and Veldhuis (1985) to distinguish it from the more generally used word "rare".

Red data species: Species listed in terms of the International Union for Conservation of Nature and Natural Resources (IUCN) Red List of Threatened Species, and/or in terms of the South African Red Data list. In terms of the South African Red Data list, species are classified as being extinct, endangered, vulnerable, rare, indeterminate, insufficiently known or not threatened (see other definitions within this glossary).

Significant impact: An impact that by its magnitude, duration, intensity, or probability of occurrence may have a notable effect on one or more aspects of the environment.

Waste: Any substance, material or object, that is unwanted, rejected, abandoned, discarded or disposed of, or required to be discarded or disposed of, by the holder of that substance, material or object, whether or not such substance, material or object can be re-used, recycled or recovered and includes all wastes as defined in Schedule 3 of the NEM WA; or any other substance, material or object that is not included in Schedule 3 of the NEM WA that may be defined as a waste by that is identified as waste by the Minister of Environmental Affairs (by notice in the Gazette). Any waste or portion of waste, referred to in the section above, ceases to be a waste:

- (i) once an application for its re-use, recycling or recovery has been approved or, after such approval, once it is, or has been re-used, recycled or recovered;
- (ii) where approval is not required, once a waste is, or has been re-used, recycled or recovered;
- (iii) where the Minister of Environmental Affairs has, in terms of Section 74 of the NEM WA, exempted any waste or a portion of waste generated by a particular process from the definition of waste; or
- (iv) where the Minister of Environmental Affairs has, in the prescribed manner, excluded any waste stream or a portion of a waste stream from the definition of waste

TABLE OF CONTENTS

PAGE
CHAPTER 1 INTRODUCTION	1
CHAPTER 2 PROJECT DETAILS	1
2.1. Findings of the Environmental Impact Assessment	1
2.2. Layout	7
2.3 Activities and Components associated with the Solar Energy Facility	10
2.4. Benefits of the Proposed Project	15
CHAPTER 3 PURPOSE and OBJECTIVES OF THE EMPR.....	16
CHAPTER 4 STRUCTURE OF THIS EMPR	18
a). OBJECTIVE: Description of the objective, which is necessary to meet the overall goals; which take into account the findings of the EIA specialist studies	18
4.1 Project Team	19
CHAPTER 5 KEY LEGISLATION APPLICABLE TO THE DEVELOPMENT	21
CHAPTER 6 MANAGEMENT PROGRAMME: PLANNING AND DESIGN	33
6.1 Objectives.....	33
a) OBJECTIVE 1: Ensure the facility design responds to identified environmental constraints and opportunities	33
b) OBJECTIVE: Ensure the selection of the best environmental option for the alignment of the power line and access roads	38
c) OBJECTIVE: Minimise storm water runoff and wetland destruction (guideline for stormwater management plan).....	40
d) OBJECTIVE: To ensure effective communication mechanisms.....	41
CHAPTER 7 MANAGEMENT PROGRAMME: CONSTRUCTION.....	43
7.1 Institutional Arrangements: Roles and Responsibilities for the Construction Phase	43
a) OBJECTIVE: Establish clear reporting, communication, and responsibilities in relation to overall implementation of the EMPr	43
7.2 Objectives	47
a) OBJECTIVE: Minimise impacts related to inappropriate site establishment	47
b) OBJECTIVE: Appropriate management of the construction site and construction workers	50
c) OBJECTIVE: Maximise local employment, skill development and business opportunities associated with the construction phase.....	53
d) OBJECTIVE: Avoid the potential impacts on family structures and social networks associated with presence of construction workers from outside the area	54
e) OBJECTIVE: To address safety and security issues during the construction phase	56
f) OBJECTIVE: Minimise impacts related to traffic management and transportation of equipment and materials to site (Traffic Management and Transportation Plan).....	57
g) OBJECTIVE: Effective management of concrete batching	60
h) OBJECTIVE: To avoid and or minimise the potential impacts of noise and dust and damage to roads caused by construction vehicles during the construction phase ...	61
i) OBJECTIVE: Minimisation of soil erosion and disturbance to topsoil and soil degradation	62
j) OBJECTIVE: Minimise loss of indigenous biodiversity, including plants of conservation concern	68
k) OBJECTIVE: Minimising the impact on Heritage sites.....	72

l) OBJECTIVE: Minimise the establishment and spread of alien invasive plants (Invasive Plant Management Plan) and manage indigenous invasive plants	73
m) OBJECTIVE: The mitigation and possible negation of the additional visual impacts associated with the construction and operation of the solar energy facility.	75
n). OBJECTIVE: Appropriate handling and management of waste	76
o) OBJECTIVE: Appropriate handling and storage of chemicals and hazardous substances	79
p) OBJECTIVE: Minimise the impacts on fauna	82
7.3 Detailing Method Statements	83
a) OBJECTIVE: Ensure all construction activities are undertaken with the appropriate level of environmental awareness to minimise environmental risk.....	83
7.4 Awareness and Competence: Construction Phase of the Solar Energy Facility	86
a) OBJECTIVE: To ensure all construction personnel have the appropriate level of environmental awareness and competence to ensure continued environmental due diligence and on-going minimisation of environmental harm	86
7.4.1 Environmental Awareness Training	87
7.4.2 Induction Training	88
7.4.3 Toolbox Talks	88
7.5 Monitoring Programme: Construction Phase	88
a) OBJECTIVE: To monitor the performance of the control strategies employed against environmental objectives and standards	88
7.5.1 Non-Conformance Reports	89
7.5.2 Monitoring Reports	89
7.5.3 Final Audit Report	89
CHAPTER 8 MANAGEMENT PROGRAMME: REHABILITATION	91
8.1. Objectives.....	91
a) OBJECTIVE: Ensure appropriate rehabilitation of disturbed areas such that residual environmental impacts are remediated or curtailed	91
CHAPTER 9 MANAGEMENT PROGRAMME: OPERATION	97
9.1. Roles and Responsibilities for the Operation Phase of the Solar Energy Facility ...	97
9.2. Objectives.....	98
a) OBJECTIVE: Protection of indigenous natural vegetation, fauna and maintenance of rehabilitation.....	98
b) OBJECTIVE: The mitigation and possible negation of visual impacts associated with the decommissioning of the Proposed Majuba Solar PV Project.....	99
c) OBJECTIVE: Minimise soil degradation and erosion (Erosion Management Plan).....	100
d) OBJECTIVE: Minimise dust and air emissions	102
e) OBJECTIVE: Ensure the implementation of an appropriate fire management plan during the operation phase	103
f) OBJECTIVE: Maximise local employment and business opportunities associated with the operational phase	104
g) OBJECTIVE: Appropriate handling and management of waste	105
CHAPTER 10 MANAGEMENT PROGRAMME: DECOMMISSIONING	108
10.1. Site Preparation.....	108
10.2 Disassemble and Remove Infrastructure	108
10.3 Objectives.....	108
a) OBJECTIVE: To avoid and or minimise the potential social impacts associated with the decommissioning phase.....	108
b) OBJECTIVE: The mitigation and possible negation of visual impacts associated with the decommissioning of the Proposed Majuba Solar PV Energy Facility	109

c) OBJECTIVE: Minimise potential impacts on the environment during decommissioning activities..... 110

Appendices:

Appendix A: Facility Layout and Sensitivity Maps
Appendix B: Grievance Mechanism
Appendix C: Waste Management Plan
Appendix D: Alien Invasive Plants and Open Space Management Plan
Appendix E: Re-Vegetation and Habitat Rehabilitation Plan
Appendix F: Plant Rescue and Protection Plan
Appendix G: Traffic and Transportation Management Plan
Appendix H: Storm water management plan
Appendix I: Erosion Management Plan
Appendix J: Emergency response plan for the Majuba Power Station

INTRODUCTION

CHAPTER 1

Eskom Holding SOC (state owned company) Ltd (hereafter to be referred to as Eskom) is proposing to establish a **photovoltaic (PV)** solar energy facility of up to 65 MW and associated infrastructure on a site within the Majuba Coal Fired Power station boundary, approximately 15 km south-west of Amersfoort and 40 km northwest of Volksrust in the Mpumalanga Province (Refer to Figure 1.1). This project is to be known as the Majuba PV Solar Energy Facility. Based on a pre-feasibility analysis and site identification process undertaken by Eskom a favourable area has been identified for consideration and evaluation through an Environmental Impact Assessment (EIA) process.

The EMPr has been developed on the basis of the findings of the EIA, and must be implemented to protect sensitive on-site and off-site features through controlling construction, operation and decommissioning activities that could have a detrimental effect on the environment, and through avoiding or minimising potential impacts. This EMPr is applicable to all Eskom Holding SOC Ltd employees and contractors working on the pre-construction, construction, and operation and maintenance phases of the Majuba PV Solar Energy Facility. The document must be adhered to, updated as relevant throughout the project life cycle.

PROJECT DETAILS

CHAPTER 2

The Majuba PV Solar Energy Facility will have a net generating capacity of up to 65 MW which will accommodate several arrays of PV panels and associated infrastructure. The project will comprise of the following typical infrastructure:

- » Solar panels (fixed/tracking technology).
- » Mounting structures for the solar panels to be rammed steel piles or piles with pre-manufactured concrete footings, or ground screws to support the PV panels.
- » Central inverter/transformer stations to collect all energy generated from the PV panels. The role of the inverter is to convert direct current (DC) electricity to alternating current (AC) electricity at grid frequency.
- » An on-site substation or switching station.
- » A power line to facilitate the connection of the solar energy facility from the on-site substation to Majuba power station or nearest grid access point.
- » Internal access roads.
- » Associated buildings including a workshop area for maintenance, storage, and control facility with basic services such as water and electricity.

2.1. Findings of the Environmental Impact Assessment

The area infrastructure will be entirely contained within this identified site and will have a developmental footprint of approximately ~162 ha. In terms of the findings of the EIA Report, various planning, construction, and operation-related environmental impacts were identified, including:

- » Disturbance of the ecological environment (i.e. flora and fauna)
- » Impacts on water resources (i.e. wetlands in the study area)
- » Impacts on the visual aesthetics and sensitive receptors
- » Impacts on the underlying geology (i.e. in terms soil disturbance and erosion)
- » Impacts on soils and agricultural potential
- » Impacts on heritage resources
- » Social impacts

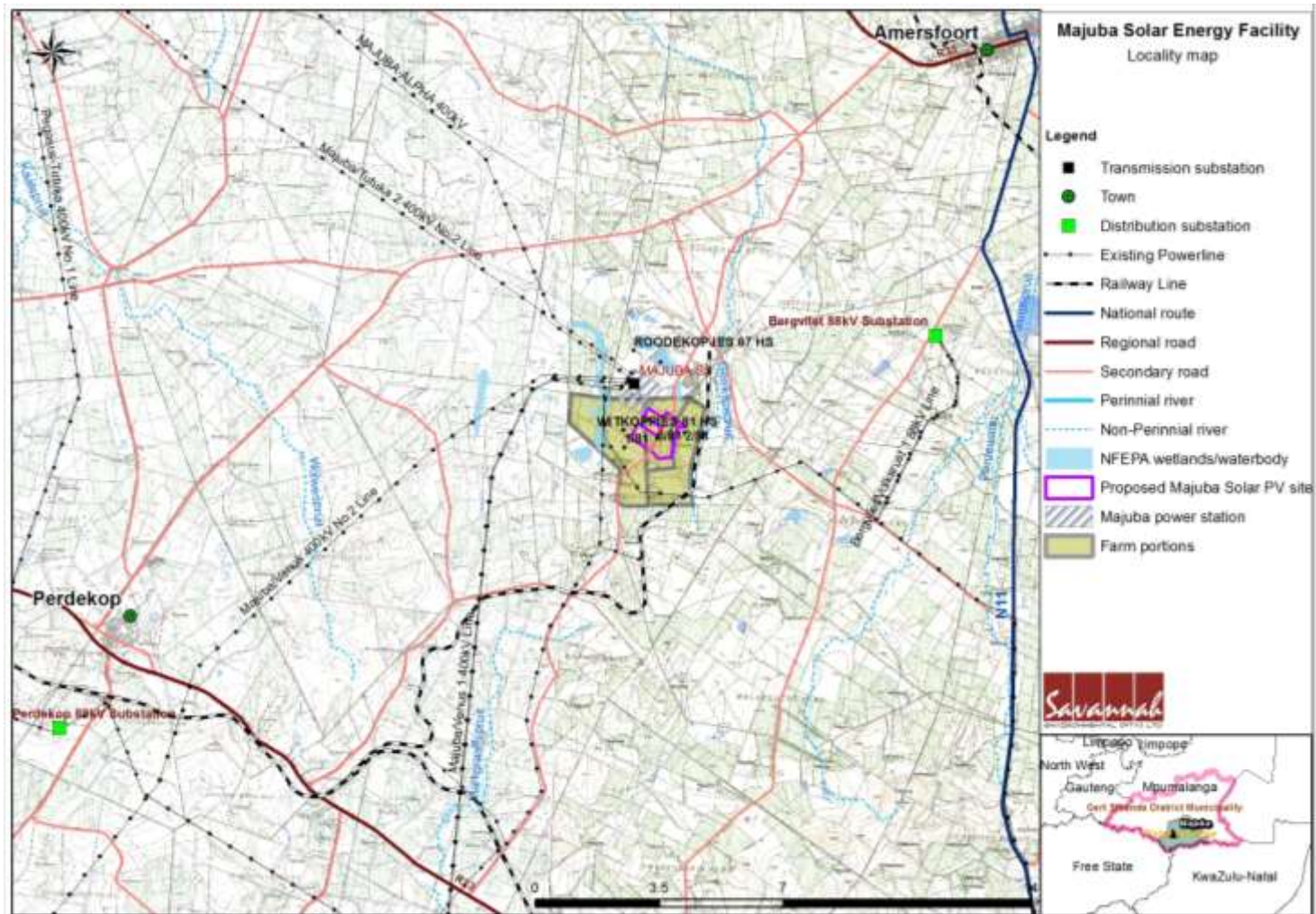


Figure 2.1:
Locality map showing the location of Witkoppies 81 HS for the proposed Majuba PV Solar Facility.

In summary, the most significant environmental impacts associated with the proposed project, as identified through the EIA, can be summarised as follows (Refer to Figure 2.2):

Impacts on wetlands

The earth works, construction and operation of the facility will change habitats and the ecological environment, infiltration rates, amount of runoff and runoff intensity of storm-water, and therefore the hydrological regime of the site. Potential impacts to be taken into account include:

- » Loss and disturbance of wetland habitat and fringe vegetation.
- » Introduction and spread of alien invasive vegetation.
- » Changes in the amount of sediment entering the system.
- » Changes in water quality due to toxic contaminants and increased nutrient levels entering the system.
- » Changes in water flow regime due to the alteration of surface characteristics.

The overall impact on wetlands is likely to be of a High to medium significance prior to mitigation. This could be reduced to low negative significance following the implementation of mitigation measures, i.e. avoidance of the wetlands and associated 30 m buffer set to protect wetland functionality.

Four wetlands, one unchannelled valley-bottom and three seeps, were found on the site. The wetlands have been exposed to varying degrees of impact. The hillside seeps draining south-east and north-west (wetland units C and D) were the least impacted still showing a high level of natural ecological state. The unchannelled valley-bottom (wetland unit A) and the seep draining north (wetland unit B) are both largely modified with the valley-bottom wetland impacted on by large concrete drains and the seep has been impeded by gravel roads. Overall the wetlands on site were moderately modified. The wetland was found to have a moderate importance and sensitivity to changes in flow regime and lacked sensitive biota. Although the seepage wetlands on the southern section of the site are in the least impacted state, the most sensitive wetland is considered to be the valley bottom wetland (wetland unit A). This wetland unit is hydrologically directly connected to downstream watercourses. Any impact to this wetland or its associated buffer zone can negatively affect regional hydrology. Impacts to the seepage wetlands, although still not desirable, should be mitigated.

A 30 m buffer must be set around all wetlands to protect wetland functionality. With the proposed buffer, the proposed site is considered acceptable for development.

Impacts on ecology occurring on the site

A total of 954 indigenous plant species have been recorded in the Majuba area according to the SANBI database. Of these species recorded in the wider area, only 88 indigenous plant species in total could be identified, which is relatively low for grasslands. Several more alien invasive species have been recorded.

The photovoltaic facility development on the proposed site will not have significant impacts on the above-ground ecology of the site provided all mitigation measures are followed, especially if listed alien invasives can be reduced. If such currently present disturbances can be sufficiently mitigated, the impact may be to some extent beneficial for more sensitive surrounding areas. The low ecological sensitivity of the larger portion of the study area is due to the past land-use history, during which these areas were transformed or degraded. The impact on fauna is expected to be small to negligent. Presence of indigenous terrestrial vertebrates within the study area is low due to current land use. Animals that may be permanently present can be relocated or will move away during construction, and may resettle after construction, depending on safety specifications necessitated by the development. No restricted or specific habitat of vertebrates exists on the study area and will be affected by the proposed development; especially if the proposed development remains outside the recommended buffers around wetland and seepage areas.

It is not expected that the development will compromise the survival of or significantly impact the conservation status of any flora or terrestrial vertebrate species on the study area or beyond. The most significant impacts are expected to be on ecosystem health and functionality and the associated integrity of surrounding wetlands, which should remain relatively intact if all mitigation recommendations are implemented.

The following red data species have been recorded from the area (2827) according to the red data species list of SANBI and the ADU database:

Species	RD Status	Suitable Habitat	Possibility of being present	Threat
<i>Plants</i>				
<i>None of the potential red data species have been confirmed on site, or are expected to occur there</i>				
<i>Terrestrial Vertebrates</i>				
Giant Girdled Lizard <i>Smaug (Cordylus) giganteus</i>	VU	Grassland	Possible	Habitat destruction
Spotted Shovel-nosed Frog <i>Hemisis guttatus</i>	VU	Grassland and associated wetlands	Possible	Habitat destruction

The following plants encountered on the study site are protected:

Mpumalanga Nature Conservation Act (Act 10 of 1998):

- » *Aloe ecklonis*
- » *Eucomis autumnalis*
- » *Gladiolus sericeovillosus s. calvatus*
- » *Habenaria dives*

It is not expected that the development will compromise the survival of or significantly impact any flora or terrestrial vertebrate species on the study area or beyond. The most significant impacts are expected to be on ecosystem health and functionality, which should remain relatively intact if all mitigation recommendations are implemented; and the associated integrity of surrounding wetlands

Other issues identified which could have an impact on the environment include:

- » Impacts on avifauna: In general, the site has been determined to have medium to low sensitivity in terms of avifauna, based on the micro-habitats available within the confines of the proposed site and the species these habitats are likely to support. Given the presence of existing habitat degradation and disturbance associated with the mining, energy generation and industrial and agricultural activities that are prevalent in the study area, it is anticipated that the proposed Majuba Solar Photovoltaic Facility can be constructed at the proposed site with acceptable levels of impact on the resident avifauna.

- » Impacts on the local soils, land capability and agricultural potential of the site:
The overall impact on Soils and Agricultural Potential is likely to be of a medium to low negative significance prior to mitigation. This could be reduced to low significance following the implementation of mitigation measures. Within the broader study area around Majuba Power Station, the loss of the land where the PV facility is proposed would not have a significant effect on agricultural production due to the low agricultural potential of the site. There are no fatal flaws associated with the soils and agricultural potential on the site and the project can be developed with the use of good soil management measures during all phases of development of the project.
- » Visual impacts mainly due to the solar panels and partly due to other associated infrastructure (power line, access road etc.). The overall visual impact is likely to be of a low significance. The proposed development will take place within a landscape that is already heavily impacted by large scale industrial development including mining operations and the Majuba Power Station. The orientation of the Majuba Power Station, its coal storage area, PFA dump, conveyors and other associated structures serve to screen the proposed solar array from the majority of surrounding roads and farmsteads. The impact on visual receptors is therefore expected to be negligible to small. The proposed array will have a minor impact on the road to the east of the site. It is also likely to have a more significant impact on a flight path into the airstrip to the north of the power station with a temporary impairment of vision likely due to glare.
- » Impacts on heritage and paleontological resources:
Based on the results of the study there are no significant archaeological risks associated with the proposed solar facility. However graves can be expected anywhere on the landscape and the low archaeological visibility during the survey could result in graves not identified in the study area. Therefore it is recommended that a chance find procedure is incorporated into the EMP for this project.

From a palaeontological perspective the absence of potentially fossiliferous gulleys and appropriate exposures suggest that fossils are absent from this site. The impact on paleontological material is negligible and regarded as insignificant.

- » Social and economic impacts:
The overall social impact is likely to be of a medium significance in terms of positive impacts, and a low medium significance in terms of the negative impacts. The proposed development represents greater positive social potential than negative implications due to the development being located in an industrial area.

The findings of the specialist studies undertaken within this EIA to assess both the benefits and potential negative impacts anticipated as a result of the proposed project conclude that there are identified negative impacts that must be reduced by implementing the mitigation measures recommended. This specifically includes optimising the facility layout to include 30 m buffer zones around the wetland sensitivities identified in order to avoid impacting on these sensitive habitats. The project must adhere to this constraint to meet the requirements of sustainable development.

2.2. Layout

In response to the identified need to adequately manage impacts within sensitive areas identified on the site development footprint, and in order to demonstrate the ability of the project to adhere to recommended mitigation measures, Eskom has developed a best practice mitigation strategy with regards to the facility layout.

The EIA recommendations have been taken into account by Eskom, and the PV facility layout has been refined to avoid encroachment into the wetlands in order to maintain optimal wetland functionality. The refinement of the layout has resulted in a decrease in the net generating capacity, from 65 MW to 30 MW. This refined layout will still be able to meet the main objective of supplementing Eskom's self consumption at the Majuba Power station. The required mitigation measures are illustrated in Figure 2.3 and represent a positive outcome in terms of impact reduction and mitigation and the optimal layout for the facility

A layout map has been prepared by Eskom (refer to Figure 2.3) and **Appendix A**). This layout indicates the following:

- » Position of solar facilities and its associated infrastructure;
- » Internal roads indicating width;
- » Connection routes;
- » All existing infrastructure on site;
- » Permanent development footprint;
- » Construction lay down area;
- » Main access road;
- » Substation (indicating entire footprint);
- » Power line connection route; and
- » Buildings and
- » Implementation of the wetland buffers

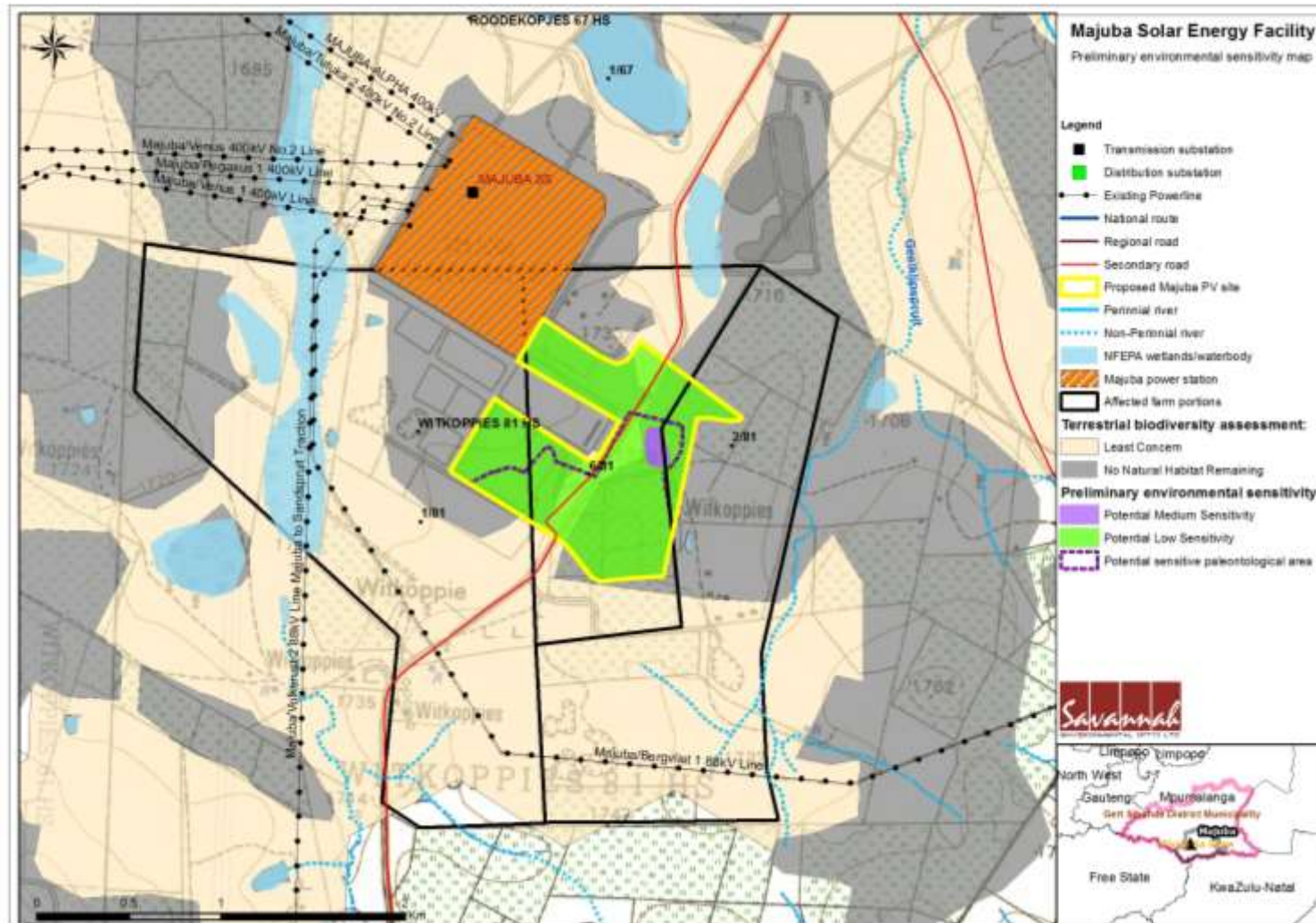


Figure 2.2: Environmental Sensitivity Map for the proposed Majuba PV Solar

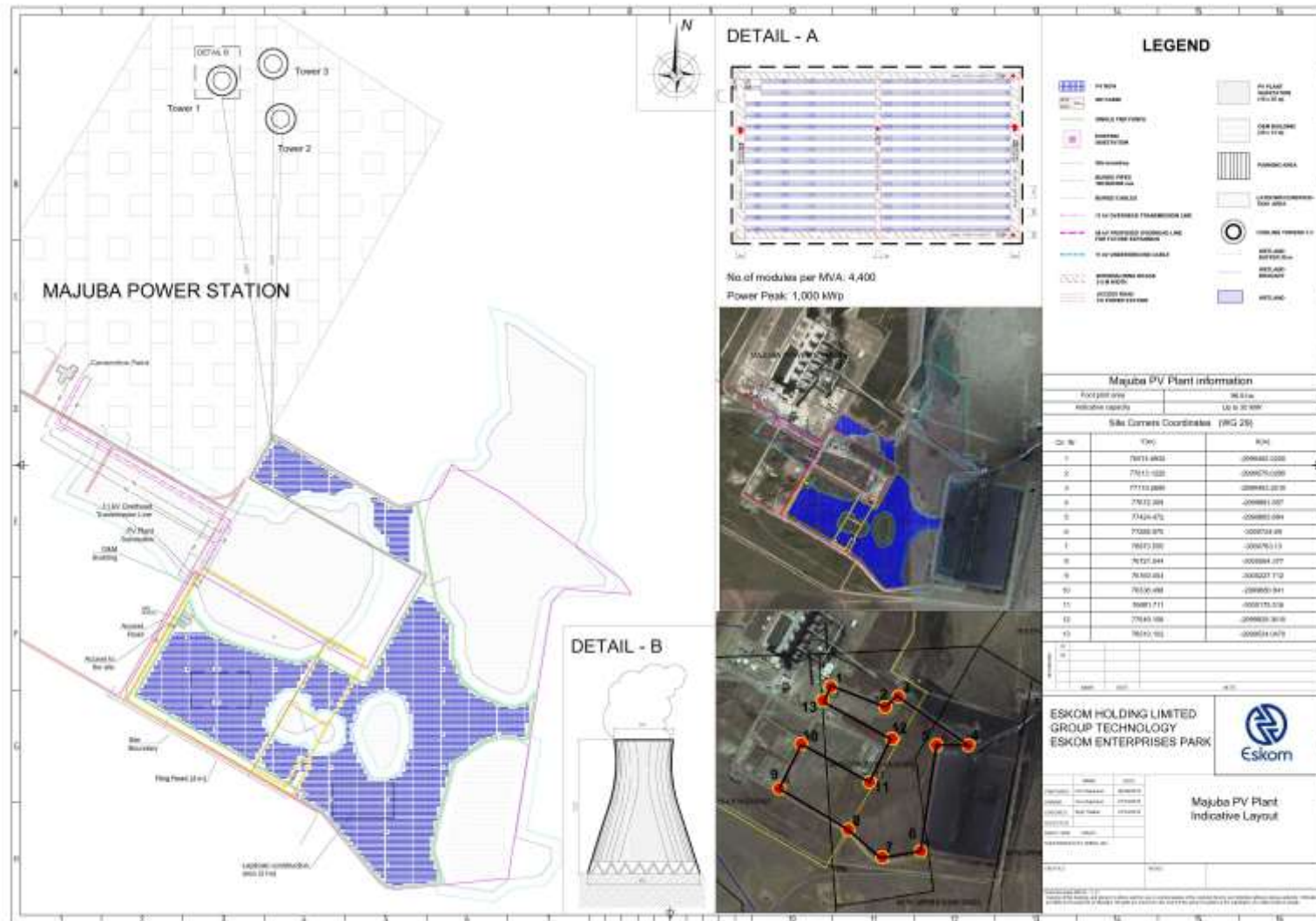


Figure 2.3: Layout map, including buffers, showing Majuba PV Solar Energy Facility as well as all associated infrastructure on a site to be located within Farm 1814Energy Facility

2.3 Activities and Components associated with the Solar Energy Facility

The main activities/components associated with the proposed facility are detailed in the tables which follow.

Construction Phase:

The construction the proposed project is expected to extend over a period of approximately 15-18 months and create at least 250-300 employment opportunities at peak. The majority of the employment opportunities, specifically the low and semi-skilled opportunities, are likely to be available to local residents in the area. The majority of the beneficiaries are likely to be historically disadvantaged (HD) members of the community, representing a significant positive social benefit in an area with limited employment opportunities.

The work associated with the construction phase will be undertaken by contractors and will include the establishment of the Majuba PV Solar Energy Facility and the associated components, including, access roads, the on-site substation and power line.

The majority of low-skilled employment opportunities associated with the project are likely to benefit members from the local community. In this regard the majority of the beneficiaries are likely to be historically disadvantaged (HD) members of the community. The majority of the skilled and semi-skilled opportunities are likely to be associated with the contactors appointed to construct the proposed solar energy facility and the associated infrastructure.

Typically the construction will commence with ground-works followed by the erection of the solar panel support structures, finally the attachment of the solar panels and the integration of the electrical equipment. The following construction activities are expected to form part of the project's scope of work (refer to **Table 2.1**).

Table 2.1: Activities associated with the construction of a PV facility

Activity	Description
Pre-construction surveys	<p>Prior to initiating construction, a number of detailed surveys will be required including, but not limited to:</p> <ul style="list-style-type: none"> » <i>Geotechnical survey</i> – the geology and topography of the study area will be confirmed. The geotechnical study will look at flood potential, foundation conditions, potential for excavations, and the availability of natural construction materials. This study will serve to inform the type of foundations required to be built and the extent of earthworks and compaction required in the establishment of any internal access roads. » <i>Site survey</i> – this will be required to finalise the design layout of the solar field and other associated infrastructure. The finalisation will need to be confirmed in line with the Environmental Authorisation (once issued) for the facility. » <i>Power line servitude survey</i> – once the placement of the power line towers has been finalised, a walk through survey will be undertaken for ecological sensitivities which may necessitate certain towers to be moved to avoid sensitivities.
Establishment of access roads	<ul style="list-style-type: none"> » Access to the site is provided directly from the R23 that runs into the western boundary of the proposed site, alternatively the site can be accessed from the N11 located to the east of the proposed site approximately 10 km away. As material and components would need to be transported access to the site will use existing roads where possible and where there are no existing roads, new roads will be constructed. However, further roads may need to be established for construction and maintenance purposes. The extent of earthworks and compaction required in the establishment of the access roads will be established through the detailed geotechnical study which will be undertaken as part of the design phase of the facility. » Internal roads within the study site may need to be established to provide access during construction and operational phase. These roads will be approximately 6m -8m in width.
Undertake site preparation	<ul style="list-style-type: none"> » Site preparation activities will include clearance of vegetation at the footprint of the area infrastructure (i.e. substation, ancillary buildings) and linear component (i.e. internal access roads). These activities will require the stripping of topsoil which will need to be stockpiled, backfilled and/or spread on site. » Site preparation will also include the fencing of the site.
Transport of components and equipment to site	<ul style="list-style-type: none"> » The components for the proposed facility will be transported to site, in sections, by road. Some of the components for the power generation may be defined as abnormal loads in terms of the Road Traffic Act (Act No. 29 of 1989)¹ by virtue of the dimensional limitations (i.e. length and weight). The typical civil engineering construction equipment will need to be brought to the site (e.g. excavators, trucks, graders, and compaction equipment etc.) as well as components required for the establishment of the substation and power line.

¹ A permit will be required for the transportation of any abnormal loads on public roads.

Activity	Description
	<ul style="list-style-type: none"> » In some instances, the dimensional requirements of the loads to be transported during the construction phase (e.g. the transformer of the substation) may require alterations to the existing road infrastructure (e.g. widening on corners), and protection of road-related structures (i.e. bridges, culverts, etc.) because of abnormal loading.
Establishment of construction camps, workshops, and temporary laydown areas	<ul style="list-style-type: none"> » Once the required construction equipment has been transported to site, dedicated equipment camp(s) and laydown area(s) will be required which will be of a temporary nature and ~2 ha in size. These construction camp(s) will serve to confine activities and storage of equipment to designated area(s) to limit the potential ecological impacts associated with this phase of the project. The laydown area(s) will be used for assembly purposes and the general placement/storage of construction equipment. » Fuel required for the on-site construction vehicles and equipment will need to be secured in a temporary bunded facility within the construction camp(s) to prevent leakages and soil contamination.
Establishment of PV panels	<ul style="list-style-type: none"> » The PV panels will be arranged in arrays, the mounting structure will be preferably fixed onto the ground with the use of rammed or screw anchor foundations. » Trenching would occur within each array to accommodate the electrical cables. The trenches would be up to ~ 1.8m in width and 2m deep, for a total combined length of approximately 10 km. Minimal ground disturbance may occur within the trenched corridors to restore them after soil has been replaced in the trenches, so that the corridor can conform to the existing surface contours.
Establishment of substation and power line	<ul style="list-style-type: none"> » Inverters will be installed to facilitate the connection between the solar energy facility and the Eskom electricity grid via a new 11 kV (for connection at station board) or 132 kV (for connection at HV yard) power line. » The position of the inverters within the footprint will be informed by the final positioning of the PV components. » The construction of a substation would require a survey of the site, site clearing and levelling and construction of access road/s (where required), construction of a level terrace and foundations, assembly, erection, installation and connection of equipment, and rehabilitation of any disturbed areas and protection of erosion sensitive areas.
Undertake site rehabilitation	<ul style="list-style-type: none"> » Once construction is completed and all construction equipment is removed, the areas affected by construction activities must be rehabilitated where practical and reasonable. On full commissioning of the facility, any access points to the site that are not required during the operational phase or by the landowner must be closed and prepared for rehabilitation.

Operation and Maintenance Phase:

The operation phase is expected to extend for a period of approximately 20 – 25 years with plant maintenance. It is anticipated that during this time full time security, maintenance, supervision and monitoring teams will be required on site. Maintenance activities will include *inter alia*, replacement and cleaning of the panels (typically using water) and the maintenance of the solar facility components and associated infrastructure (such as access roads). The photovoltaic plant will be operational during daylight hours only. However, it will not be operational under circumstances of mechanical breakdown, extreme weather conditions or maintenance activities. No energy storage mechanisms (i.e. batteries) which would allow for continued generation at night or on cloudy days are proposed.

Table 2.2: Activities associated with the operation of a PV facility

Activity	Description
Operation of the PV panels and the associated electrical infrastructure	<ul style="list-style-type: none"> » The PV panels will convert the light energy from the incoming radiation into electrical energy (i.e. as direct current). » The inverters will change the power from direct to alternating current. Thereafter the electricity will be conveyed to the substation via the new 11 kV (for connection at station board) or 132 kV (for connection at HV yard) power line. » Occasional cleaning of the panels will be required throughout the life cycle of the facility when necessary.
Site operation and maintenance	<ul style="list-style-type: none"> » Full-time security, maintenance, and control room staff will be required on site. » Each component within the solar energy facility will be operational except under circumstances of mechanical breakdown, unfavourable weather conditions, or routine maintenance activities. » The access to the site and the internal access roads will be maintained during the operational phase. » Vegetation Maintenance and Weed Control measures will be undertaken as required.

Decommissioning Phase

The PV panels and associated infrastructure would only be decommissioned once they have reached the end of their economic life. It is most likely that decommissioning activities would comprise the disassembly and replacement of the individual components with more appropriate technology/infrastructure available at that time. The following decommissioning activities will form part of the project scope.

Table 2.3.: Activities associated with the decommissioning of a PV facility

Activity	Description
Site preparation	Site preparation activities will include confirming the integrity of the access to the site to accommodate the required equipment (e.g. lay down areas and decommissioning camp) and the mobilisation of decommissioning equipment.
Disassemble existing components	The components would be disassembled, and reused and recycled (where possible), or disposed of in accordance with regulatory requirements.

2.4. Benefits of the Proposed Project

Internationally there is an increase in the deployment of renewable energy technologies for the generation of electricity due to concerns such as climate change and exploitation of non-renewable resources. Through the Integrated Resource Plan (IRP), the South African Government has set a target for renewable energy of 17 GWh renewable energy contributions to final energy consumption by 2030, to be produced mainly from biomass, wind, solar and small-scale hydro. Eskom has already successfully installed PV systems at offices and parking lots within Eskom-owned property to promote renewable energy awareness and to diversify their own energy mix. Furthermore, Eskom is looking at further reducing its self-consumption at its sites by introducing the PV Programme which aims to install up to 150 MWp at its various power stations, which includes the proposed Majuba PV Solar Energy Facility. The solar PV facility will promote the reduction of Eskom's carbon footprint and support the demand side management energy efficiency programme.

Through pre-feasibility assessments and research, the technical viability of establishing a 65 MW solar energy facility within the Majuba Coal Fired Power Station in the Amersfoort area of the Mpumalanga Province has been established by Eskom. The positive implications of establishing a solar energy facility on the demarcated site include:

- » The solar PV facility will promote the reduction of Eskom's carbon footprint and support the demand side management energy efficiency programme;
- » The potential to harness and utilise solar energy resources within the Mpumalanga Province;
- » The project would assist the South African government in reaching their set targets for renewable energy;
- » The project would assist the South African government in the implementation of its green growth strategy and job creation targets;
- » The project would assist the district and local municipalities in reducing levels of unemployment through the creation of jobs and supporting local business;
- » Promotion of clean, renewable energy in South Africa;
- » Creation of local employment, business opportunities and skills development for the area.

Given South Africa's reliance on Eskom as a power utility, and Eskom's reliance on non-renewable energy sources, the benefits associated with Eskom also producing renewable energy is regarded as an important contribution to meeting national renewable energy and climate change targets. It also enables Eskom to support the demand side management energy efficiency programme as the proposed development represents an investment in clean, renewable energy infrastructure, which represents a positive social benefit for society as a whole.

PURPOSE AND OBJECTIVES OF THE EMPr

CHAPTER 3

An Environmental Management Programme (EMPr) is defined as “an environmental management tool used to ensure that undue or reasonably avoidable adverse impacts associated with the planning, construction, operation and decommissioning of a project are avoided or mitigated, and that the positive benefits of the projects are enhanced”. The objective of this EMPr is to provide consistent information and guidance for implementing the management and monitoring measures established in the permitting process and help achieve environmental policy goals. The purpose of an EMPr is to ensure continuous improvement of environmental performance, reducing negative impacts and enhancing positive effects during the construction and operation of the facility. An effective EMPr is concerned with both the immediate outcome as well as the long-term impacts of the project.

The EMPr provides specific environmental guidance for the construction and operation phases of a project, and is intended to manage and mitigate construction and operation activities so that unnecessary or preventable environmental impacts do not result. These impacts range from those incurred during start up (i.e. site clearing and site establishment), during the construction activities themselves (i.e. erosion, noise, dust, and visual impacts), during site rehabilitation (i.e. soil stabilisation, re-vegetation), during operation and during decommissioning (i.e. similar to construction phase activities).

This Construction and Operational Environmental Management Programme (CEMPr and OEMPr) has been compiled for the proposed Majuba PV Solar Energy Facility. This EMPr is applicable to all employees and contractors working on the pre-construction, construction, and operation and maintenance phases of the project. The document will be adhered to, updated as relevant throughout the project life cycle.

This EMPr has been compiled in accordance with Section 33 of the EIA Regulations of June 2010 and will be further developed in terms of specific requirements listed in any authorisations issued for the proposed project. The EMPr has been developed as a set of environmental specifications (i.e. principles of environmental management), which are appropriately contextualised to provide clear guidance in terms of the on-site implementation of these specifications (i.e. on-site contextualisation is provided through the inclusion of various monitoring and implementation tools).

This EMPr has the following objectives:

- » Outline mitigation measures and environmental specifications which are required to be implemented for the planning, construction and rehabilitation, operation, and decommissioning phases of the project in order to manage and minimise the extent of potential environmental impacts associated with the facility.
- » Ensure that all the phases of the project do not result in undue or reasonably avoidable adverse environmental impacts, and ensure that any potential environmental benefits are enhanced.
- » Identify entities responsible for the implementation of the measures and outline functions and responsibilities.
- » Propose mechanisms and frequency for monitoring compliance, and preventing long-term or permanent environmental degradation.
- » Facilitate appropriate and proactive responses to unforeseen events or changes in project implementation that was not considered in the EIA process.

The management and mitigation measures identified within the Environmental Impact Assessment (EIA) process are systematically addressed in this EMPr, and ensure the minimisation of adverse environmental impacts to an acceptable level.

Eskom must ensure that the implementation of the project complies with the requirements of all environmental authorisations, permits, and obligations emanating from relevant environmental legislation. This obligation is partly met through the development and the implementation of this EMPr and through its integration into the contract documentation. Since this EMPr is part of the EIA process for the proposed Majuba Solar PV Energy Facility, it is important that this document be read in conjunction with the final Scoping and EIA Report compiled for this project. This will contextualise the EMPr and enable a thorough understanding of its role and purpose in the integrated environmental management process. Should there be a conflict of interpretation between this EMPr and the environmental authorisation, the stipulations in the environmental authorisation shall prevail over that of the EMPr, unless otherwise agreed by the authorities in writing. Similarly, any provisions in legislation overrule any provisions or interpretations within this EMPr.

This EMPr shall be binding on all the parties involved in the construction and operational phases of the project, and shall be enforceable at all levels of contract and operational management within the project. The document must be adhered to, updated as relevant throughout the project life cycle.

STRUCTURE OF THIS EMPr

CHAPTER 4

The first two chapters provide background to the EMPr and the proposed project, while the chapters which follow consider the following:

- » Key legislation applicable to the development;
- » Planning and design activities;
- » Construction activities;
- » Operation activities; and
- » Decommissioning activities.

These chapters set out the procedures necessary for Eskom as the project owner, to minimise environmental impacts and achieve environmental compliance. For each of the phases of implementation, an over-arching environmental **goal** is stated. In order to meet this goal, a number of **objectives** are listed. The EMPr has been structured in table format in order to show the links between the goals for each phase and their associated objectives, activities/risk sources, mitigation actions, monitoring requirements and performance indicators. A specific EMPr table has been established for each environmental objective. The information provided within the EMPr table for each objective is illustrated below:

a). OBJECTIVE: Description of the objective, which is necessary to meet the overall goals; which take into account the findings of the EIA specialist studies

Project Component/s	» List of project components affecting the objective.
Potential Impact	» Description of potential environmental impact if objective is not met.
Activity/Risk Source	» Description of activities which could affect achieving objective.
Mitigation: Target/Objective	» Description of the target and/or desired outcomes of mitigation.

Mitigation: Action/Control	Responsibility	Timeframe
List specific action(s) required to meet the mitigation target/objective described above.	Who is responsible for the measures?	Periods for implementation.

Performance Indicator	Description of key indicator(s) that track progress/indicate the effectiveness of the EMPr.
Monitoring	Mechanisms for monitoring compliance; the key monitoring actions

required to check whether the objectives are being achieved, taking into consideration responsibility, frequency, methods, and reporting.

The objectives and EMPr tables are required to be reviewed and possibly modified whenever changes, such as the following, occur:

- » Planned activities change (i.e. in terms of the components and/or layout of the facility);
- » Modification to or addition to environmental objectives and targets;
- » Relevant legal or other requirements are changed or introduced; and
- » Significant progress has been made on achieving an objective or target such that it should be re-examined to determine if it is still relevant, should be modified, etc.

The table below specifies plans required for the proposed project as specified by the DEA in the acceptance of the scoping report.

Table 4.1: Management plans for the proposed project

Plans required	Location in report
Layout and Sensitivity Map	Appendix A
Grievance Mechanism for Public Complaints and Issues	Appendix B
Waste Management Plan	Appendix C
Alien Invasive Species and Open Management Plan	Appendix D
Re-Vegetation and Habitat Rehabilitation Plan	Appendix E
Plant Protection and Rescue Plan	Appendix F
Traffic Management Plan	Appendix G
Storm Water Management Plan	Appendix H
Erosion Management Plan	Appendix I

4.1 Project Team

This draft EMPr was compiled by:

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The Savannah Environmental team have extensive knowledge and experience in EIAs and environmental management, having been involved in EIA processes over the past years. They have managed and drafted EMPr for other power generation projects throughout South Africa, including numerous wind and solar energy facilities.

KEY LEGISLATION APPLICABLE TO THE DEVELOPMENT CHAPTER 5

The following legislation and guidelines have informed the scope and content of this EMPr:

- » National Environmental Management Act (Act No. 107 of 1998)
- » EIA Regulations, published under Chapter 5 of the NEMA (GNR R543 in Government Gazette 33306 of 18 June 2010)
- » Guidelines published in terms of the NEMA EIA Regulations, in particular:
- » Companion to the National Environmental Management Act (NEMA) Environmental Impact Assessment (EIA) Regulations of 2010 (Draft Guideline; DEA, 2010)
- » Public Participation in the EIA Process (DEA, 2010)
- » Integrated Environmental Management Information Series (published by DEA)
- » Metsimaholo Municipality Integrated Development Plan
- » International guidelines – the Equator Principles and the International Finance Corporation and World Bank Guidelines.

International standards - Equator Principles.

Several other Acts, standards, or guidelines have also informed the project process and the scope of issues addressed and assessed in the EIA Report. A review of legislative requirements applicable to the proposed project is provided in **Table 5.1**.

Table 5.1: Relevant legislative and permitting requirements applicable to the establishment of the proposed Majuba Solar PV Energy Facility

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
National Legislation			
National Environmental Management Act (Act No 107 of 1998)	<p>The EIA Regulations have been promulgated in terms of Chapter 5 of the Act. Listed activities which may not commence without an environmental authorisation are identified within these Regulations.</p> <p>In terms of S24(1) of NEMA, the potential impact on the environment associated with these listed activities must be assessed and reported on to the competent authority charged by NEMA with granting of the relevant environmental authorisation.</p> <p>In terms of GN R543, R544, R545 and R546 of December 2010, a Scoping and EIA Process is required to be undertaken for the proposed project.</p>	<p>National Department of Environmental Affairs – lead authority.</p> <p>Provincial Mpumalanga – Department of Economic Development, Environment and Tourism (DEDET)</p>	The final EIA report is to be submitted to the DEA and Provincial Environmental Departments in support of the application for authorisation.
National Environmental Management Act (Act No 107 of 1998)	<p>In terms of the Duty of Care Provision in S28(1) the project proponent must ensure that reasonable measures are taken throughout the life cycle of this project to ensure that any pollution or degradation of the environment associated with this project is avoided, stopped or minimised.</p> <p>In terms of NEMA, it has become the legal duty of a project proponent to consider a project holistically, and to consider the cumulative effect of a variety of impacts.</p>	Department of Environmental Affairs (as regulator of NEMA).	While no permitting or licensing requirements arise directly by virtue of the proposed project, this section will find application during the EIA phase and will continue to apply throughout the life cycle of the project.
Environment Conservation Act (Act No 73 of 1989)	National Noise Control Regulations (GN R154 dated 10 January 1992)	Department of Environmental Affairs	Noise impacts are expected to be associated with the construction phase of the project and are not likely to

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
		Mpumalanga – Department of Economic Development, Environment and Tourism (DEDET) Local Authorities	present a significant intrusion to the local community. There is no requirement for a noise permit in terms of the legislation.
National Water Act (Act No 36 of 1998)	<p>Water uses under Section 21 of the Act must be licensed, unless such water use falls into one of the categories listed in S22 of the Act or falls under the general authorisation (and then registration of the water use is required).</p> <p>Consumptive water uses may include the taking of water from a water resource and storage - Sections 21a and b.</p> <p>Non-consumptive water uses may include impeding or diverting of flow in a water course - Section 21c; and altering of bed, banks or characteristics of a watercourse - Section 21i.</p>	Department of Water Affairs & Sanitation (DWS)	<p>A water use license (WUL) is required to be obtained if water resources (such as wetlands or drainage lines) are impacted on, or if infrastructure lies within 500m of wetland features or the regulated area of a watercourse (being the riparian zone or the 1:100yr floodline whichever is greatest).</p> <p>Should water be extracted from groundwater/ a borehole on site for use within the facility, a water use license will be required in terms of Section 21(a) and 21 (b) of the National Water Act.</p>
Minerals and Petroleum Resources Development Act (Act No 28 of 2002)	<p>A mining permit or mining right may be required where a mineral in question is to be mined (e.g. materials from a borrow pit) in accordance with the provisions of the Act.</p> <p>Requirements for Environmental Management Programmes and Environmental Management Plans are set out in S39 of the Act.</p>	Department of Mineral Resources	As no borrow pits are expected to be required for the construction of the facility, no mining permit or right is required to be obtained.

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>S53 Department of Mineral Resources: Approval from the Department of Mineral Resources (DMR) may be required to use land surface contrary to the objects of the Act in terms of section 53 of the Mineral and Petroleum Resources Development Act, (Act No 28 of 2002): In terms of the Act approval from the Minister of Mineral Resources is required to ensure that proposed activities do not sterilise a mineral resource that might occur on site.</p>		
<p>National Environmental Management: Air Quality Act (Act No 39 of 2004)</p>	<p>Sections 18, 19 and 20 of the Act allow certain areas to be declared and managed as “priority areas” in terms of air quality.</p> <p>Declaration of controlled emitters (Part 3 of Act) and controlled fuels (Part 4 of Act) with relevant emission standards.</p> <p>Section 32 makes provision for measures in respect of dust control.</p> <p>Section 34 makes provision for:</p> <p>(1) the Minister to prescribe essential national noise standards -</p> <p>(a) for the control of noise, either in general or by specified machinery or activities or in specified places or areas; or</p> <p>(b) for determining -</p> <p>(i) a definition of noise</p> <p>(ii) the maximum levels of noise</p> <p>(2) When controlling noise the provincial and local</p>	<p>National Department of Environmental Affairs – air quality</p> <p>Local Municipality - Noise</p>	<p>No permitting or licensing requirements applicable for air quality aspects.</p> <p>The section of the Act regarding noise control is in force, but no standards have yet been promulgated. Draft regulations have however, been promulgated for adoption by Local Authorities.</p> <p>An atmospheric emission licence issued in terms of Section 22 may contain conditions in respect of noise. This will however, not be relevant to the facility, as no atmospheric emissions will take place.</p> <p>The Act provides that an air quality officer may require any person to submit an atmospheric impact report if there is reasonable suspicion that the</p>

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>spheres of government are bound by any prescribed national standards.</p>		<p>person has failed to comply with the Act.</p>
<p>National Heritage Resources Act (Act No 25 of 1999)</p>	<p>Section 38 states that Heritage Impact Assessments (HIAs) are required for certain kinds of development including</p> <ul style="list-style-type: none"> » the construction of a road, power line, pipeline, canal or other similar linear development or barrier exceeding 300 m in length; » any development or other activity which will change the character of a site exceeding 5 000 m² in extent. <p>The relevant Heritage Resources Authority must be notified of developments such as linear developments (such as roads and power lines), bridges exceeding 50m, or any development or other activity which will change the character of a site exceeding 5 000 m²; or the re-zoning of a site exceeding 10 000 m² in extent. This notification must be provided in the early stages of initiating that development, and details regarding the location, nature and extent of the proposed development must be provided.</p> <p>Standalone HIAs are not required where an EIA is carried out as long as the EIA contains an adequate HIA component that fulfils the provisions of Section 38. In such cases only those components not addressed by the EIA should be covered by the heritage component.</p>	<ul style="list-style-type: none"> » National Department of Environmental Affairs where heritage assessment is a component of the EIA » South African Heritage Resources Agency (SAHRA) – National heritage sites (grade 1 sites) as well as all historic graves and human remains. » Mpumalanga Heritage Resources Authority - Issue of permits for removal or destruction of heritage resources in the Mpumalanga Province 	<p>A permit may be required should cultural/heritage chance finds are discovered during construction.</p>
<p>National Environmental</p>	<ul style="list-style-type: none"> » Provides for the MEC/Minister to identify any process or activity in such a listed ecosystem as a 	<p>National Department of Environmental Affairs</p>	<p>A specialist flora and fauna assessment has been undertaken for the proposed</p>

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
Management: Biodiversity Act (Act No 10 of 2004)	threatening process (S53) » A list of threatened and protected species has been published in terms of S 56(1) - Government Gazette 29657. » Three government notices have been published, i.e. GN R 150 (Commencement of Threatened and Protected Species Regulations, 2007), GN R 151 (Lists of critically endangered, vulnerable and protected species) and GN R 152 (Threatened or Protected Species Regulations). » Provides for listing threatened or protected ecosystems, in one of four categories: critically endangered (CR), endangered (EN), vulnerable (VU) or protected. The first national list of threatened terrestrial ecosystems has been gazetted, together with supporting information on the listing process including the purpose and rationale for listing ecosystems, the criteria used to identify listed ecosystems, the implications of listing ecosystems, and summary statistics and national maps of listed ecosystems (National Environmental Management: Biodiversity Act: National list of ecosystems that are threatened and in need of protection, (G 34809, GN 1002), 9 December 2011). » The Department of Environmental Affairs (DEA) published Regulations on Alien and Invasive Species (AIS) in terms of the National Environmental Management: Biodiversity Act, on Friday 1st August 2014. A total of 559 alien species are now listed as invasive, in four different	Mpumalanga – Department of Economic Development, Environment and Tourism (DEDET)	project. A permit may be required should any listed plant species be disturbed or destroyed as a result of the proposed development. NB: All list of protected vertebrate species (reptiles, birds, and mammals) that could occur in the study area according to the ADU and SANBI databases, as well as Apps (2000) is presented in Appendix C of the ecology report.

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>categories. A further 560 species are listed as prohibited, and may not be introduced into the country</p>		
<p>Conservation of Agricultural Resources Act (Act No 43 of 1983)</p>	<ul style="list-style-type: none"> » Regulation 15 of GNR1048 provides for the declaration of weeds and invader plants, and these are set out in Table 3 of GNR1048. Declared Weeds and Invaders in South Africa are categorised according to one of the following categories: » Category 1 plants: are prohibited and must be controlled. » Category 2 plants: (commercially used plants) may be grown in demarcated areas providing that there is a permit and that steps are taken to prevent their spread. » Category 3 plants: (ornamentally used plants) may no longer be planted; existing plants may remain, as long as all reasonable steps are taken to prevent the spreading thereof, except within the floodline of watercourses and wetlands. » These regulations provide that Category 1, 2 and 3 plants must not occur on land and that such plants must be controlled by the methods set out in Regulation 15E. 	<p>Department of Agriculture</p>	<ul style="list-style-type: none"> » While no permitting or licensing requirements arise from this legislation, this Act will find application during the EIA phase and will continue to apply throughout the life cycle of the project. In this regard, soil erosion prevention and soil conservation strategies must be developed and implemented. In addition, a weed control and management plan must be implemented. » The permission of agricultural authorities will be required if the Project requires the draining of vleis, marshes or water sponges on land outside urban areas. However, none of these activities are expected to be undertaken on site.
<p>National Forests Act (Act No. 84 of 1998)</p>	<ul style="list-style-type: none"> » Protected trees: According to this Act, the Minister may declare a tree, group of trees, woodland or a species of trees as protected. The prohibitions provide that 'no person may cut, damage, disturb, destroy or remove any protected tree, or collect, remove, transport, export, purchase, sell, donate or in any other manner acquire or dispose of any 	<p>Department of Environmental Affairs</p>	<p>A permit or license is required for the destruction of protected tree species and/or indigenous tree species within a natural forest.</p> <p>No protected tree species were observed within or near the study area</p>

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>protected tree, except under a licence granted by the Minister’.</p> <p>» Forests: Prohibits the destruction of indigenous trees in any natural forest without a licence.</p>		<p>and it is highly unlikely that any protected tree species would be impacted by the development.</p>
<p>National Veld and Forest Fire Act (Act 101 of 1998)</p>	<p>In terms of S12 the landowner must ensure that the firebreak is wide and long enough to have a reasonable chance of preventing the fire from spreading, not causing erosion, and is reasonably free of inflammable material.</p> <p>In terms of S17, the landowner must have such equipment, protective clothing, and trained personnel for extinguishing fires.</p>	<p>Department of Water Affairs</p>	<p>While no permitting or licensing requirements arise from this legislation, this act will find application during the operational phase of the project. Due to the fire prone nature of the area, it must be ensured that the landowner and developer proactively manage risks associated with veld fires and provide cooperation to the local Fire Protection Agency.</p>
<p>Hazardous Substances Act (Act No 15 of 1973)</p>	<p>This Act regulates the control of substances that may cause injury, or ill health, or death by reason of their toxic, corrosive, irritant, strongly sensitising or inflammable nature or the generation of pressure thereby in certain instances and for the control of certain electronic products. To provide for the rating of such substances or products in relation to the degree of danger; to provide for the prohibition and control of the importation, manufacture, sale, use, operation, modification, disposal or dumping of such substances and products.</p> <p>» Group I and II: Any substance or mixture of a substance that might by reason of its toxic, corrosive etc., nature or because it generates pressure through decomposition, heat or other</p>	<p>Department of Health</p>	<p>It is necessary to identify and list all the Group I, II, III and IV hazardous substances that may be on the site and in what operational context they are used, stored or handled. If applicable, a license is required to be obtained from the Department of Health.</p>

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>means, cause extreme risk of injury etc., can be declared to be Group I or Group II hazardous substance;</p> <ul style="list-style-type: none"> » Group IV: any electronic product; » Group V: any radioactive material. <p>The use, conveyance or storage of any hazardous substance (such as distillate fuel) is prohibited without an appropriate license being in force.</p>		
<p>National Environmental Management: Waste Amendment Act, 2014 (Act No. 26 of 2014)</p>	<p>The Minister may by notice in the Gazette publish a list of waste management activities that have, or are likely to have, a detrimental effect on the environment.</p> <p>The Minister may amend the list by –</p> <ul style="list-style-type: none"> » Adding other waste management activities to the list. » Removing waste management activities from the list. » Making other changes to the particulars on the list. <p>In terms of the Regulations published in terms of this Act (GN 921), a Basic Assessment or Environmental Impact Assessment is required to be undertaken for identified listed activities.</p> <p>Any person who stores waste must at least take steps, unless otherwise provided by this Act, to ensure that:</p> <ul style="list-style-type: none"> » The containers in which any waste is stored, are intact and not corroded or in any other way 	<p>Hazardous Waste – National DEA General Waste –Mpumalanga: Department of Economic Development, Environment and Tourism.</p>	<p>As no waste disposal facility is proposed, no waste license is required to be obtained. Should waste be stored on site, this will be required to be in terms of the Norms and Standards for Waste Storage (GN 926 of November 2013).</p>

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
	<p>rendered unlit for the safe storage of waste.</p> <ul style="list-style-type: none"> » Adequate measures are taken to prevent accidental spillage or leaking. » The waste cannot be blown away. » Nuisances such as odour, visual impacts and breeding of vectors do not arise; and » Pollution of the environment and harm to health are prevented. 		
<p>National Road Traffic Act (Act No 93 of 1996)</p>	<ul style="list-style-type: none"> » The technical recommendations for highways (TRH 11): "Draft Guidelines for Granting of Exemption Permits for the Conveyance of Abnormal Loads and for other Events on Public Roads" outline the rules and conditions which apply to the transport of abnormal loads and vehicles on public roads and the detailed procedures to be followed in applying for exemption permits are described and discussed. » Legal axle load limits and the restrictions imposed on abnormally heavy loads are discussed in relation to the damaging effect on road pavements, bridges, and culverts. » The general conditions, limitations, and escort requirements for abnormally dimensioned loads and vehicles are also discussed and reference is made to speed restrictions, power/mass ratio, mass distribution, and general operating conditions for abnormal loads and vehicles. Provision is also made for the granting of permits for all other exemptions from the requirements of the National Road Traffic Act and the relevant Regulations. 	<p>Provincial Department of Transport (provincial roads)</p>	<p>An abnormal load/vehicle permit may be required to transport the various components to site for construction. These include:</p> <ul style="list-style-type: none"> » Route clearances and permits will be required for vehicles carrying abnormally heavy or abnormally dimensioned loads. » Transport vehicles exceeding the dimensional limitations (length) of 22m. » Depending on the trailer configuration and height when loaded, some of the power station components may not meet specified dimensional limitations (height and width).

Legislation	Applicable Requirements	Relevant Authority	Compliance requirements
Provincial			
The Nature Conservation Ordinance (NCO) 8 of 1969 and subsequent amendments	The Act provides for the conservation of fauna and flora and the hunting of animals causing damage and for matters incidental thereto	Mpumalanga Department of Economic Development, Environment and Tourism (DEDET)	A permit may be required for flora and fauna removal, therefore this provincial legislation has been incorporated in this report and will remain applicable through the life cycle of the proposed project.

Table 5.2: Standards applicable to the Majuba PV Solar Energy Facility project

Theme	Standard	Summary
Air	South African National Standard (SANS) 69	Framework for setting and implementing national ambient air quality standards
	SANS 1929: Ambient Air Quality	Sets limits for common pollutants
Noise	SANS 10328:2003: Methods for Environmental Noise Impact Assessments	General procedure used to determine the noise impact
	SANS 10103:2008: The Measurement and Rating of Environmental Noise with Respect to Land Use, Health, Annoyance and Speech Communication	Provides noise impact criteria
	National Noise Control Regulations	Provides noise impact criteria
	SANS 10210: Calculating and Predicting Road Traffic Noise	Provides guidelines for traffic noise levels
Waste	National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) – National norms and standard for the storage of waste. » Provides uniform national approach relating the management of waste facilities » Ensure best practice in management of waste storage » Provides minimum standards for the design and operation of new and existing waste storage	
Water	Best Practise Guideline (G1) Storm Water Management DWA 2006	Provides guidelines to the management of storm water

Theme	Standard	Summary
	South African Water Quality Guidelines	Provides water quality guidelines

MANAGEMENT PROGRAMME: PLANNING AND DESIGN CHAPTER 6

Overall Goal: undertake the pre-construction (planning and design) phase in a way that:

- » Ensures that the design of the facility responds to the identified environmental constraints and opportunities.
- » Ensures that pre-construction activities are undertaken in accordance with all relevant legislative requirements.
- » Ensures that adequate regard has been taken of any landowner and community concerns and that these are appropriately addressed through design and planning (where appropriate).
- » Ensures that the best environmental options are selected for the linear components, including the access roads and power line alignments.
- » Enables the solar energy facility construction activities to be undertaken without significant disruption to other land uses and activities in the area.

In order to meet this goal, the following objectives have been identified, together with necessary actions and monitoring requirements.

6.1 Objectives

a) OBJECTIVE 1: Ensure the facility design responds to identified environmental constraints and opportunities

The most sensitive landscape features for planning purposes in the study area will be the presence of the following features on site:

Impacts on Ecology:

The photovoltaic facility development on the proposed site will not have significant impacts on the above-ground ecology of the site provided all mitigation measures are followed, especially if listed alien invasives can be reduced. If such currently present disturbances can be sufficiently mitigated, the impact may be to some extent beneficial for more sensitive surrounding areas. The low ecological sensitivity of the larger portion of the study area is due to the past land-use history, during which these areas were transformed or degraded. The impact on fauna is expected to be small to negligent. Presence of indigenous terrestrial vertebrates within the study area is low due to current land use. Animals that may be permanently present can be relocated or will move away during construction, and may resettle after construction, depending on safety

specifications necessitated by the development. No restricted or specific habitat of vertebrates exists on the study area and will be affected by the proposed development; especially if the proposed development remains outside the recommended buffers around wetland and seepage areas.

It is not expected that the development will compromise the survival of or significantly impact the conservation status of any flora or terrestrial vertebrate species on the study area or beyond. The most significant impacts are expected to be on ecosystem health and functionality and the associated integrity of surrounding wetlands, which should remain relatively intact if all mitigation recommendations are implemented.

Impacts on Water Surface Water Resources:

Any loss of wetlands will add to the overall loss of wetlands in the region. Although the seepage wetlands on the southern section of the site are in the least impacted state, the most sensitive wetland is considered to be the valley bottom wetland (wetland unit A). This wetland unit is hydrologically directly connected to downstream watercourses. Any impact to this wetland or its associated buffer zone can negatively affect regional hydrology.

Alien invasive weeds can easily colonise and impact on downstream users if allowed to seed before control measures are implemented. Alien invasive weeds can form dense thickets which replace indigenous wetland habitats and their natural flow regime. This will result in a loss of wetland species and wetland function. Additional sediments would lead to increased turbidity downstream which will put additional stress on aquatic life and loss of sensitive biota. It was recommended that a 30m buffer is set to protect wetland functionality.

Opportunities to mitigate the negative impacts of large-scale PV developments largely arise during the planning and design stages. The correct choice of footprint location and layout is paramount, thus ecosystem components such as biodiversity and ecosystem function should be given full consideration during the design phase, as determined by the Environmental Impact Assessment.

The exact design of PV arrays (panel size, height, spacing, and nature of panels – tracking or fixed) can be equally important. The timing of pre-commencement, construction, maintenance and decommissioning activities also provides opportunities to reduce negative impacts on biodiversity.

Project Component/s	<ul style="list-style-type: none">» PV Array» Grid connection and associated servitude» Access roads» Workshop, guardhouses, substation and other related infrastructure» Temporary construction camps
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	<ul style="list-style-type: none"> » Protective fencing around development » Potential topsoil stockpiles
Potential Impact	<ul style="list-style-type: none"> » Placement of infrastructure that damages and degrades the environment unnecessarily, particularly with respect to habitat and wetland destruction, loss of indigenous flora, establishment, and persistence of alien invasive plants, and erosion.
Activities/Risk Sources	<ul style="list-style-type: none"> » Positioning of solar facility components and internal access routes » Positioning of workshop, guardhouses, substation and other related infrastructure » Alignment of power line servitude » Alignment of access roads to development » Positioning of temporary sites
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To ensure selection of best environmental option for positioning alignment of proposed infrastructure » Environmental sensitivities are taken into consideration and avoided as far as possible, thereby mitigating potential impacts

Mitigation: Action/Control	Responsibility	Timeframe
Plan and conduct pre-construction activities in an environmentally acceptable manner.	Eskom EPC Contractor	Pre-construction
Avoid placement of infrastructure within functional wetland areas.	Eskom EPC Contractor	Pre-construction
Avoid placement of infrastructure within riparian vegetation around wetlands.	Eskom EPC Contractor	Pre-construction
Ensure that a 30 m buffer or more is maintained around the wetlands and their riparian vegetation to maintain the species diversity and buffering capacity of these wetlands surrounding riparian vegetation.	Eskom EPC Contractor	Pre-construction
<p>Undertake pre-construction walk-through footprint investigations for protected flora and burrowing terrestrial vertebrates:</p> <p>The final footprint investigation (walkthrough) is aimed to fully inform the developer, responsible conservation authority (that will issue the relevant permits and authorisations), contractors, EO and ECO about:</p> <ul style="list-style-type: none"> » Protected species that will be affected by the development » Location of protected plant species within the footprint area – approximate mapping of areas of 	Eskom	Pre-construction

Mitigation: Action/Control	Responsibility	Timeframe
<p>occurrence (alternatively, for linear structures, between which structures or other markers)</p> <ul style="list-style-type: none"> » Identification of the affected species by providing a representative photo record that enables the ECO and contractors to identify such plants » How many specimens per species will be affected – relatively accurate estimate to the nearest 50, more accurate if less than 50 » Which species can be successfully relocated, which and how many will have to be destroyed » Location and nature of any nesting sites or active burrows of vertebrate species (birds, amphibians, reptiles and mammals), mapped by GPS, that will have to be inspected and cleared/relocated prior to construction by the contractor or duly appointed person(s) » Nature of alien invasive species that will have to be cleared by the contractor » Location and nature of any other significant environmental concerns, e.g. extreme gully erosion, that will need to be addressed by the contractor to prevent any unnecessary (further) degradation of the development footprint 		
<p>The site-specific EMPr to be updated after the walk-through of the final footprint.</p>	Eskom/Specialist	Pre-construction
<p>The above pre-construction footprint investigations must be used together with results from the ecological specialist report to draft a comprehensive alien invasive species eradication and management plan (Basic requirements of these are listed under the Construction and Operation Phase EMPr)</p>	Eskom/Specialist	Pre-construction
<p>Obtain permits for protected plant removal and relocation from Mpumalanga Department of Economic Development, Environment and Tourism and DAFF prior to commencement of any activity related to this development.</p>	Eskom /Contractor	Pre-construction
<p>Use design-level mitigation measures recommended in respect of habitat and ecosystem intactness and prevention of species loss as detailed within the EIA Report</p> <ul style="list-style-type: none"> » This includes positioning components of the development as close as possible together and in close proximity to other existing or planned developments in the area 	Eskom EPC Contractor	Pre-construction

Mitigation: Action/Control	Responsibility	Timeframe
<ul style="list-style-type: none"> » Strictly adhere to existing tracks/roads where ever possible to gain access to the site » Sites for storing, mixing, and handling topsoil stockpiles (if necessary) or any introduced materials, including all machinery or processing implements, must be placed in an ecologically least sensitive area and at least 500 m from any type of wetland. Such sites must be clearly indicated in site plans and the drafting of relevant detailed method statements and/or management plans requested from the relevant contractor or environmental firm. 		
<p>Access roads and machinery turning points must be planned to minimise the impacted area, avoid the initiation of accelerated soil erosion and prevent unnecessary compaction and disturbance of top soils, prevent obstruction or alteration of natural water flow</p>	<p>Eskom EPC Contractor</p>	<p>Design Phase</p>
<p>Compile a comprehensive storm water management and erosion control plan for the footprint area as part of the final design of the project. Basic requirements of these are listed under the Construction and Operation Phase EMPr (refer to Appendix H)</p>	<p>Eskom EPC Contractor</p>	<p>Pre- Construction</p>
<p>Develop a comprehensive erosion control plan for the footprint area as part of the final design of the project (refer to Appendix I).</p>	<p>Eskom EPC Contractor</p>	<p>Design phase</p>
<p>Permissible biodiversity:</p> <ul style="list-style-type: none"> » Depending on the final PV array and mechanism developed and taking all potential impacts, fire risks and maintenance requirements into consideration, it has to be decided upon and made clear: <ul style="list-style-type: none"> * Permissible vegetation: maximum height, desirable density and composition within the development area * Maintenance of this vegetation – mowing, small livestock grazing, etc. Note: due to the hydrogeology to the area, there may be no application of herbicides 	<p>Eskom /Specialist</p>	<p>Design phase</p>
<p>After the permissible biodiversity has been determined, compile a comprehensive vegetation rehabilitation management plan (refer to Appendix E).</p>	<p>Eskom /Specialist</p>	<p>Preconstructi on</p>
<p>Set realistic local recruitment targets for the construction phase (preference to Ward 6, 7 and 8)</p>	<p>Eskom EPC Contractor</p>	<p>Preconstructi on/ construction</p>
<p>Submit a revised layout plan for the entire PV Solar</p>	<p>Eskom</p>	<p>Pre-</p>

Mitigation: Action/Control	Responsibility	Timeframe
Energy Facility for approval to the department prior to commencement of construction. This submission must be accompanied by confirmation from an environmental specialist that the sensitive areas identified within the EIA process have been avoided.		construction
Fourteen (14) days written notice must be given to the Department that the activity will commence. The notification must include a date on which the activity will commence as well as the reference number.	Eskom	Pre-construction
An independent ECO must be appointed prior to the commencement of any authorised activities. Once appointed the name and contact details of the ECO must be submitted to the Director: Compliance Monitoring at the DEA.	Eskom	Pre-construction

Performance Indicator	<ul style="list-style-type: none"> » Final design meets environmental objectives. » Ecosystem fragmentation is kept to a minimum » Ecosystem functionality is retained and any unjustified disturbance and degradation prevented
Monitoring	<ul style="list-style-type: none"> » Ensure that the design implemented meets the objectives and mitigation measures in the EIA Report through review of the design by the Project Manager, and environmental specialist prior to the commencement of the activity.

b) OBJECTIVE: Ensure the selection of the best environmental option for the alignment of the power line and access roads

- » **Access Road** - The main access to the site will be directly from the R23 that runs along the western boundary of the proposed site, or alternatively from the N11 national road, located approximately 10km to the east of the study area. Internal access roads of up to 5m wide will also be required.
- » **Power line** - A new 11 kV (for connection at the station board) or 132 kV (for connection at HV yard) will be installed to facilitate the connection between the solar energy facility and the Eskom electricity grid.

Project Component/s	<ul style="list-style-type: none"> » Power line. » Access roads.
Potential Impact	<ul style="list-style-type: none"> » Route that degrades the environment unnecessarily,

	particularly with respect to visual aesthetics, loss of indigenous flora, and erosion.
Activities/Risk Sources	<ul style="list-style-type: none"> » Alignment of power line. » Alignment of access roads.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To ensure selection of best environmental option for alignment of linear infrastructure. » Environmental sensitivities are taken into consideration and avoided as far as possible, thereby mitigating potential impacts.

Mitigation: Action/Control	Responsibility	Timeframe
Select a power line alignment within the preferred corridor assessed that curtails environmental impacts and enhances environmental benefits.	Eskom	Design
A designated access to the site must be created and clearly marked to ensure safe entry and exit.	Eskom EPC Contractor	Design
Consider design level mitigation measures recommended by the specialists as detailed within the EIA report and relevant appendices.	Eskom EPC Contractor	Design
If power line marking is required, these anti-collision devices must be installed on the full span length on each of the conductors (according to Eskom guidelines). Light and dark colour devices must be alternated so as to provide contrast against both dark and light backgrounds respectively.	Eskom EPC Contractor	Design
Bird flight diverters must be installed as soon as the conductors are strung.	Eskom EPC Contractor	Design
Utilise existing roads as far as possible.	EPC Contractor	Design
Compile and implement a traffic management plan for the site access roads to ensure that no hazards would result from the increased truck traffic and that traffic flow would not be adversely impacted (refer to Appendix G).	EPC Contractor	Pre-construction
The contractor's plans, procedures and schedules, as well as the anticipated intrusion impacts should be clarified with affected parties prior to the commencement of construction activities on site.	EPC Contractor	Pre-construction
Source general construction material and goods locally where available to limit transportation over long distances.	EPC Contractor	Pre-construction and construction
Appropriate external road management strategies must be implemented on and internal roads with all employees and contractors required to abide by standard road and safety procedures.	EPC Contractor (or appointed transportation contractor)	Pre-construction

Performance Indicator	<ul style="list-style-type: none"> » Power line and road alignments meet environmental objectives. » Selected linear alignments that minimise any negative environmental impacts and maximise any benefits.
Monitoring	<ul style="list-style-type: none"> » Ensure that the design implemented meets the objectives and mitigation measures in the EIA Report through review of the design by the Project Manager, environmental specialist and the ECO prior to the commencement of construction.

c) OBJECTIVE: Minimise storm water runoff and wetland destruction (guideline for stormwater management plan)

Management of storm water will be required during the construction and operation phases of the facility. A detailed storm water management plan is required to be compiled as part of the final design to ensure compliance with applicable regulations and to prevent off-site migration of contaminated storm water or increased soil erosion. The section below provides a guideline for the management of storm water on site and will need to be supplemented with Appendix H and the relevant method statements during the construction and operation phases of the facility.

Project Component/s	<ul style="list-style-type: none"> » Storm water management components. » Any hard engineered surfaces (i.e. access roads).
Potential Impact	<ul style="list-style-type: none"> » Poor storm water management and alteration of the hydrological regime
Activities/Risk Sources	<ul style="list-style-type: none"> » Construction of the facility (i.e. placement of hard engineered surfaces).
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Appropriate management of storm water to minimise impacts on the environment.

Mitigation: Action/Control	Responsibility	Timeframe
The development footprint should avoid identified wetlands and wetland buffers.	Eskom	Design
A Method Statement for the management of storm water which also considers the recommendations below is to be compiled.	Contractor	Pre-construction
Design infrastructure in order to reduce the potential increase in surface flow velocities and the resultant impact on the localised drainage system through increased sedimentation.	Eskom EPC Contractor	Planning and design
Appropriately plan hard-engineered bank erosion protection structures.	Eskom EPC Contractor	Planning and design

Mitigation: Action/Control	Responsibility	Timeframe
Design an appropriate stormwater management plan to ensure the suitable handling of stormwater within the site (i.e. clean and dirty water streams around the plant and install stilling basins to capture large volumes of run-off, trapping sediments and reduce flow velocities).	Eskom EPC Contractor	Planning, Construction and operation
Design measures for storm water management need to allow for surface and subsurface movement of water along drainage lines so as not to impede natural surface and subsurface flows.	Eskom EPC Contractor	Planning and design

Performance Indicator	» Appropriate storm water management measures included within the facility design.
Monitoring	» Ensure that the design implemented meets the objectives and mitigation measures in the EIA Report through review of the design by the Project Manager, and environmental specialist prior to the commencement of the activity.

d) OBJECTIVE: To ensure effective communication mechanisms

On-going communication with affected and surrounding landowners is important to maintain during the construction and operation phases of the solar energy facility. Any issues and concerns raised should be addressed as far as possible in as short a timeframe as possible.

Project component/s	» Solar energy facility » Associated infrastructure
Potential Impact	» Impacts on affected and surrounding landowners and land uses
Activity/risk source	» Activities associated with solar energy facility construction » Activities associated with solar energy facility operation
Mitigation: Target/Objective	» Effective communication with affected and surrounding landowners » Addressing of any issues and concerns raised as far as possible in as short a timeframe as possible

Mitigation: Action/control	Responsibility	Timeframe
Compile and implement a grievance mechanism procedure for the public (as outlined in Appendix B) to be implemented during both the construction and operational phases of the facility. This	Eskom EPC Contractor	Pre-construction (construction procedure) Pre-operation (operation)

Mitigation: Action/control	Responsibility	Timeframe
procedure should include details of the contact person who will be receiving issues raised by interested and affected parties, and the process that will be followed to address issues.		procedure)
Develop and implement a grievance mechanism for the construction, operational and closure phases of the project for all employees, contractors, subcontractors and site personnel. This procedure should be in line with the South African Labour Law.	Eskom EPC Contractor	Pre-construction (construction procedure) Pre-operation (operation procedure)

Performance Indicator	» Effective communication procedures in place.
Monitoring	» A Public Complaints register must be maintained, by the Contractor and monitored by the ECO, to record all complaints and queries relating to the project and the action taken to resolve the issue. » All correspondence should be in writing

MANAGEMENT PROGRAMME: CONSTRUCTION

CHAPTER 7

Overall Goal: Undertake the construction phase in a way that:

- » Ensures that construction activities are properly managed in respect of environmental aspects and impacts.
- » Enables construction activities to be undertaken without significant disruption to other land uses and activities in the area, in particular concerning noise impacts, farming practices, traffic and road use, and effects on local residents.
- » Minimises the impact on remaining indigenous natural vegetation and habitats of ecological value.
- » Minimises impacts on fauna using the site.
- » Minimises the impact on heritage site should they be uncovered.
- » Establishes an environmental baseline during construction activities on the site, where possible.

7.1 Institutional Arrangements: Roles and Responsibilities for the Construction Phase

As the proponent, Eskom must ensure that the implementation of the facility complies with the requirements of all environmental authorisations and permits, and obligations emanating from other relevant environmental legislation. This obligation is partly met through the development of the EMPr, and the implementation of the EMPr through its integration into the contract documentation. Eskom will retain various key roles and responsibilities during the construction of the facility.

a) OBJECTIVE: Establish clear reporting, communication, and responsibilities in relation to overall implementation of the EMPr

Formal responsibilities are necessary to ensure that key procedures are executed. Specific responsibilities of the Project Manager, Site Manager, Safety, Health and Environment Representative, Environmental Control Officer (ECO) and Contractor for the construction phase of this project are as detailed below. Formal responsibilities are necessary to ensure that key procedures are executed. Figure 7.1 provides an organogram indicating the organisational structure for the implementation of the EMPr.

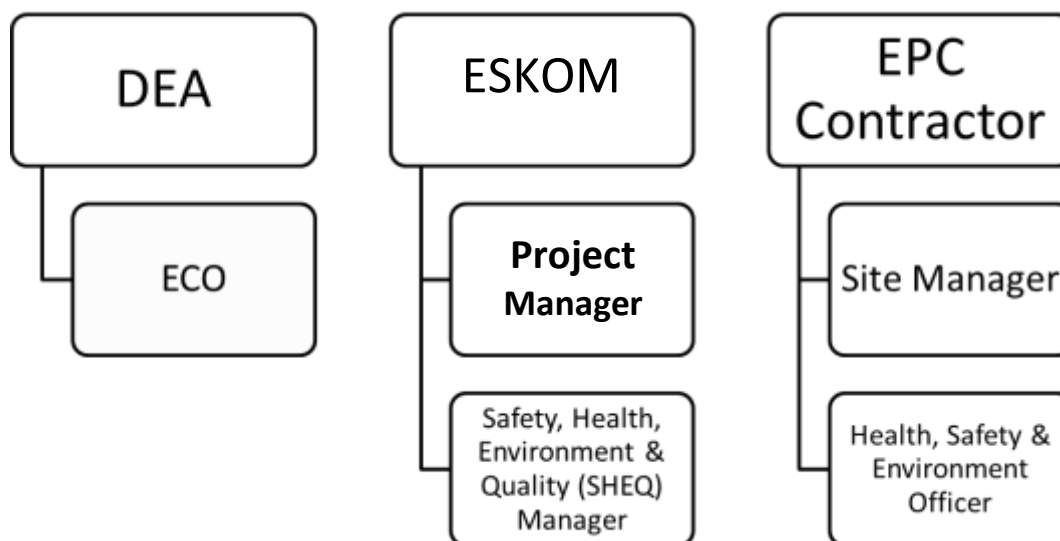


Figure 7.1: Organisational structure for the implementation of the EMPr

Project Manager:

- » Ensure all specifications and legal constraints specifically with regards to the environment are highlighted to the Contractor(s) so that they are aware of these.
- » Ensure that Eskom and its Contractor(s) are made aware of all stipulations within the EMPr.
- » Ensure that the EMPr is correctly implemented throughout the project by means of site inspections and meetings. This will be documented as part of the site meeting minutes.
- » Be fully knowledgeable with the EIA for the project, the EMPr, the conditions of the Environmental Authorisation (once issued), and all relevant licences and permits.
- » Be fully knowledgeable with the contents of all relevant licences and permits.

Site Manager (EPC Contractor's on-site Representative) will:

- » Be fully knowledgeable with the contents of the EIA and risk management.
- » Be fully knowledgeable with the contents and conditions of the Environmental Authorisation (once issued).
- » Be fully knowledgeable with the contents of the EMPr.
- » Be fully knowledgeable with the contents of all relevant environmental legislation, and ensure compliance with these.
- » Have overall responsibility of the EMPr and its implementation.
- » Conduct audits to ensure compliance to the EMPr.

- » Ensure there is communication with the Project Manager, the ECO, and relevant discipline engineers on matters concerning the environment.
- » Be fully knowledgeable with the contents of all relevant licences and permits.
- » Ensure that no actions are taken which will harm or may indirectly cause harm to the environment, and take steps to prevent pollution on the site.
- » Confine activities to the demarcated construction site.

An independent **Environmental Control Officer (ECO)** must be appointed by Eskom prior to the commencement of any authorised activities and will be responsible for monitoring, reviewing and verifying compliance by the EPC Contractor with the environmental specifications of the EMPr and the conditions of the Environmental Authorisation. Accordingly, the ECO will:

- » Be fully knowledgeable with the contents with the EIA.
- » Be fully knowledgeable with the contents with the conditions of the Environmental Authorisation.
- » Be fully knowledgeable with the contents with the EMPr.
- » Be fully knowledgeable of all the licences and permits issued to the site.
- » Be fully knowledgeable with the contents with all relevant environmental legislation, and ensure compliance with them.
- » Ensure that the contents of this document are communicated to the Contractor site staff and that the Site Manager and Contractor are constantly made aware of the contents through discussion.
- » Ensure that the compliance of the EMPr, EA and the legislation is monitored through regular and comprehensive inspection of the site and surrounding areas.
- » Monitoring and verification must be implemented to ensure that environmental impacts are kept to a minimum, as far as possible.
- » Ensure that the Site Manager has input into the review and acceptance of construction methods and method statements.
- » Keep record of all activities on site, problems identified, transgressions noted and a task schedule of tasks undertaken by the ECO.
- » Ensure that the compilation of progress reports for submission to the Technical Director, with input from the Site Manager, takes place on a regular basis, including a final post-construction audit.
- » Ensure that there is communication with the Site Manager regarding the monitoring of the site.
- » Submit independent reports to the DEA and other regulating authorities regarding compliance with the requirements of the EMPr, EA and other environmental permits.

As a general mitigation strategy, the Environmental Control Officer (ECO) should be present for the site preparation and initial clearing activities to ensure the correct demarcation of no-go areas, facilitate environmental induction with

construction staff and supervise any flora relocation and faunal rescue activities that may need to take place during the site clearing (i.e. during site establishment, and excavation of foundations). Thereafter weekly site compliance inspections would probably be sufficient. However, in the absence of the ECO there should be a designated owner's environmental officer present to deal with any environmental issues that may arise such as fuel or oil spills. The ECO shall remain employed until all rehabilitation measures, as required for implementation due to construction damage, are completed and the site handed over for operation.

Contractors and Service Providers: It is important that contractors are aware of the responsibilities in terms of the relevant environmental legislation and the contents of this EMPr. The contractor is responsible for informing employees and sub-contractors of their environmental obligations in terms of the environmental specifications, and for ensuring that employees are adequately experienced and properly trained in order to execute the works in a manner that will minimise environmental impacts. The contractor's obligations in this regard include the following:

- » Employees must have a basic understanding of the key environmental features of the construction site and the surrounding environment.
- » A copy of the EMPr must be easily accessible to all on-site staff members.
- » Employees must be familiar with the requirements of this EMPr and the environmental specifications as they apply to the construction of the proposed facility.
- » Prior to commencing any site works, all employees and sub-contractors must have attended an environmental awareness training course which must provide staff with an appreciation of the project's environmental requirements, and how they are to be implemented.
- » Staff will be informed of environmental issues as deemed necessary by the ECO.

All contractors (including sub-contractors and staff) and service providers are ultimately responsible for:

- » Ensuring adherence to the environmental management specifications.
- » Ensuring that Method Statements are submitted to the Site Manager for approval before any work is undertaken.
- » Any lack of adherence to the above will be considered as non-compliance to the specifications of the EMPr.
- » Ensuring that any instructions issued by the Site Manager on the advice of the ECO are adhered to.
- » Ensuring that a report is tabled at each site meeting, which will document all incidents that have occurred during the period before the site meeting.

- » Ensuring that a register is kept in the site office, which lists all transgressions issued by the ECO.
- » Ensuring that a register of all public complaints is maintained.
- » Ensuring that all employees, including those of sub-contractors receive training before the commencement of construction in order that they can constructively contribute towards the successful implementation of the EMPr (i.e. ensure their staff are appropriately trained as to the environmental obligations).

Contractor’s Safety, Health and Environment Representative: The Contractor’s Safety, Health and Environment (SHE) Representative, employed by the Contractor, is responsible for managing the day-to-day on-site implementation of this EMPr, and for the compilation of regular (usually weekly) Monitoring Reports. In addition, the SHE must act as liaison and advisor on all environmental and related issues and ensure that any complaints received from the public are duly recorded and forwarded to the Site Manager and Contractor.

The Contractor’s Safety, Health and Environment Representative should:

- » Be well versed in environmental matters.
- » Understand the relevant environmental legislation and processes.
- » Understand the hierarchy of Environmental Compliance Reporting, and the implications of Non-Compliance.
- » Know the background of the project and understand the implementation programme.
- » Be able to resolve conflicts and make recommendations on site in terms of the requirements of this Specification.
- » Keep accurate and detailed records of all EMPr-related activities on site.

7.2 Objectives

In order to meet the overall goal for construction, the following objectives, actions, and monitoring requirements have been identified.

a) OBJECTIVE: Minimise impacts related to inappropriate site establishment

Project Component/s	<ul style="list-style-type: none"> » Area infrastructure (i.e. PV panels, and substation). » Linear infrastructure (i.e. power line, and access roads).
Potential Impact	<ul style="list-style-type: none"> » Hazards to the public. » Damage to wetlands and indigenous natural vegetation. » Loss of threatened plant species
Activities/Risk Sources	<ul style="list-style-type: none"> » Open excavations (foundations and cable trenches). » Movement of construction vehicles in the area and on-site.

Mitigation:	» To secure the site against unauthorised entry.
Target/Objective	» To protect members of the public/landowners/residents.
	» No loss of or damage to wetlands and sensitive vegetation in areas outside the immediate development footprint.

Mitigation: Action/Control	Responsibility	Timeframe
Secure site, working areas and excavations in an appropriate manner, as agreed with the Site Manager, SHE Representative/EO.	EPC Contractor	Site establishment, and duration of construction
Where necessary control access, fence, and secure area.	EPC Contractor	Site establishment, and duration of construction
Adequate protective measures must be implemented to prevent unauthorised access to the working area and the internal access/haul routes.	EPC Contractor	Site establishment, and duration of construction contract
The Contractor must take all reasonable measures to ensure the safety of the public in the surrounding area. Where the public could be exposed to danger by any of the works or site activities, the contractor must, as appropriate, provide suitable flagmen, barriers and/or warning signs in English and any other relevant local languages, all to the approval of the Site Manager.	EPC Contractor	Site establishment, and duration of construction contract
Retain vegetation and soil in position for as long as possible, removing it immediately ahead of construction / earthworks in that area.	EPC Contractor	Site establishment
As far as possible, minimise natural and semi-natural vegetation clearing for equipment storage areas. Aim to locate the temporary construction camps on already degraded and/or heavily disturbed areas.	EPC Contractor	Site establishment
Fence and secure contractor's equipment camp.	EPC Contractor	Site establishment
Electric fencing should not have any strands within 30cm of the ground, which should be sufficient to allow smaller mammals, reptiles and tortoises to pass through, but still remain effective as a security barrier.	EPC Contractor	Site establishment
Develop an efficient access control system which allows for the identification of all people on site	EPC Contractor	Site establishment and duration of contract
Establish an appropriate Hazardous Store which is in	EPC Contractor	Site

Mitigation: Action/Control	Responsibility	Timeframe
accordance to the Hazardous Substance Amendment Act, No. 53 of 1992 this should include but not limited to: <ul style="list-style-type: none"> » Designated area; » All applicable safety signage; » Fire fighting equipment; » Enclosed by an impermeable bund; » Protected from the elements, » Lockable; » Ventilated; and » Has adequate capacity to contain 110% of the largest container contents. 		establishment
All unattended open excavations must be adequately demarcated and/or fenced. Plastic/ metal, red and white danger chains must be used to demarcate areas. .	EPC Contractor	Site establishment, and duration of construction
Establish the necessary ablution facilities with chemical toilets and provide adequate sanitation facilities and ablutions for construction workers (1 toilet per every 15 workers) at appropriate locations on site.	EPC Contractor	Site establishment, and duration of construction
Ablution or sanitation facilities should not be located within 100 m from a watercourse/wetland or within the 1:100 year flood line.	EPC Contractor	Site establishment, and duration of construction
Supply adequate weather and vermin proof waste collection bins and skips (covered at minimum with secured Tarp/netting or shade-cloth) at site where construction is being undertaken. Separate labelled bins should be provided for general and hazardous waste. As far as possible, provision should be made for separation of waste for recycling.	EPC Contractor	Site establishment, and duration of construction
Performance Indicator	<ul style="list-style-type: none"> » Site is secure and there is no unauthorised entry. » No members of the public/ landowners injured. » Appropriate and adequate waste management and sanitation facilities provided at construction site. 	
Monitoring	<ul style="list-style-type: none"> » An incident reporting system must be used to record non-conformances to the EMPr. » ECO to monitor all construction areas on a continuous basis until all construction is completed. Non-conformances must be immediately reported to the site manager. 	

b) OBJECTIVE: Appropriate management of the construction site and construction workers

The construction phase of the PV facility is expected to extend over a period of 15-18 months. Workers not residing in the area, including those required for skilled positions will be transported to site on a daily basis and will not be housed on site. However, the security team will be required on site at all times.

Construction equipment and machinery may need to be stored at an appropriate location on the site for the duration of the construction period, and temporary staff facilities will have to be made available.

Project Component/s	<ul style="list-style-type: none"> » Construction equipment camps » Facilities for storing, mixing and general handling of materials » Access roads
Potential Impact	<ul style="list-style-type: none"> » Damage to indigenous natural vegetation; » Damage to and/or loss of topsoil; » Initiation of accelerated erosion; » Compacting of ground; and » Pollution of the surrounding environment due to inadequate or inappropriate facilities or procedures
Activities/Risk Sources	<ul style="list-style-type: none"> » Vegetation clearing and levelling of temporary construction or storage area/s. » Transport to and from the temporary construction or storage area/s. » Types of materials or equipment and the manner in which they are stored or handled.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To minimise impacts on the biophysical environment » To prevent any residual or cumulative impacts arising from temporary construction or storage areas

Mitigation: Action/Control	Responsibility	Timeframe
The location of the construction equipment camp and all access routes must take cognisance of any ecologically sensitive areas identified.	EPC Contractor	Pre-construction
The location of the construction equipment camp must be outside of identified sensitive areas.		
No temporary site camps may be established outside the footprint of the development area.	EPC Contractor	Construction
To minimise the footprint, temporary storage of equipment and materials on site should be kept to a minimum.	EPC Contractor	Construction

Mitigation: Action/Control	Responsibility	Timeframe
Staff must be supplied with adequate facilities aimed at preventing any kind of pollution.	EPC Contractor	Construction
Safety representatives, managers and workers must be trained in workplace safety. The construction process must be compliant with all safety and health measures as prescribed by the relevant Act.	EPC Contractor and sub-contractor/s	Duration of contract
Contractors must use chemical toilets/ablution facilities situated at designated areas of the site; no ablution activities will be permitted outside the designated areas. These facilities must be regularly serviced by appropriate contractors. A minimum of one toilet shall be provided per 15 persons at each working area such as the Contractor's camp	EPC Contractor and sub-contractor/s	Duration of contract
Ensure ablution facilities are appropriately maintained. Ablutions must be cleaned regularly and associated waste disposed of at a registered/permitted waste disposal site. Ablutions must be removed from site when construction is completed.	EPC Contractor	Site establishment, and duration of construction
Open fires on the site for heating, smoking or cooking are not allowed, except in designated areas as agreed with the ECO and HS Manager.	EPC Contractor and sub-contractor/s	Duration of contract
Sub-Contractors appointed by the Contractor must ensure that all workers are informed at the outset of the construction phase of the conditions contained in the EMPr and EA	EPC Contractor and sub-contractor/s	Construction
To limit the excessive clearance and destruction of vegetation the following must be implemented: <ul style="list-style-type: none"> » Identify and demarcate construction areas, servitudes, and access for general construction work and restrict construction activity to these areas. » Prevent unnecessary destructive activity within construction areas (prevent over-excavations and double handling) » Create specific turning points and parking areas for vehicles and heavy machinery as needed » Strictly prohibit any driving outside designated areas and roads 	EPC Contractor	Before and during construction
To limit the possible distribution of undesirable species and possible pollutants onto site: <ul style="list-style-type: none"> » Do not wash down any machinery or vehicle within the footprint area, unless in a designated wash bay area. » All materials moved onto the development site must be free of weeds or any other undesirable 	EPC Contractor	Before and during construction

Mitigation: Action/Control	Responsibility	Timeframe
<p>organisms or pollutants</p> <p>» It is recommended that fuels, lubricants and other chemicals only be stored on site if absolutely necessary, and then in a manner that prevents any accidental spillage</p>		
<p>Rehabilitate and re-vegetate all disturbed areas at the construction equipment camp as soon as construction is complete within an area and mitigate erosion where required as per specific management plans. Rehabilitated areas must be demarcated to prevent any further disturbance by vehicles/ machinery.</p>	EPC Contractor, rehabilitation contractor	Construction
<p>All work sites must be kept free of waste. No solid waste may be burned or buried on site or disposed of by any other method on site or within quarries or borrows pits. Solid waste (general waste) is to be transported to a licensed disposal facility (waste should be disposed at a major waste disposal centre) for safe disposal by a permitted service provider. Waste Manifests must be retained as proof of responsible disposal and consolidated in a Waste Register.</p>	EPC Contractor	Site establishment, and duration of construction
<p>Hazardous substances and hazardous waste: Ensure compliance with all national, regional and local legislation with regard to the storage, handling and disposal of hydrocarbons, chemicals, solvents and any other harmful and hazardous substances and materials. The onus is on the Contractor to identify and interpret the applicable legislation. Hazardous waste to be disposed of at a registered h:H or H:H landfill site. Depending on the classification of the waste, a registered service provider with the necessary permits is to collect, transport and dispose of hazardous waste. Proof of appropriate disposal to be provided to the SHE Representative.</p>	EPC Contractor	Site establishment, and duration of construction

<p>Performance Indicator</p>	<p>» No visible erosion scars or any pollution once construction in an area is completed</p> <p>» All damaged areas successfully rehabilitated one year after completion</p> <p>» No damage to drainage lines or other types of water resource areas</p> <p>» Appropriate waste management</p>
<p>Monitoring</p>	<p>» Regular monitoring and audits of the construction camps and temporary structures on site by the ECO</p> <p>» A photographic record must be established before, during and after mitigation</p> <p>» An incident reporting system must be used to record non-</p>

conformances to the EMP, followed by the necessary action from Eskom to ensure full compliance

c) OBJECTIVE: Maximise local employment, skill development and business opportunities associated with the construction phase

Although limited, employment opportunities could be created during the construction phase (i.e. ~250-300), specifically for semi-skilled and unskilled workers. The unemployment rate in the study area is quite high and there are therefore various individuals in the area in search of employment. Employment of locals and the involvement of local SMMEs would enhance the social benefits associated with the project, even if the opportunities are only temporary. The procurement of local goods could furthermore result in positive economic spin-offs.

Project component/s	Construction of the proposed Majuba solar energy facility and associated infrastructure
Potential Impact	The opportunities and benefits associated with the creation of local employment and business should be maximised.
Activity/risk source	The employment of outside contractors to undertake the work and who make use of their own labour will reduce the employment and business opportunities for locals. Employment of local labour will maximise local employment opportunities.
Mitigation: Target/Objective	Eskom should aim to employ as many low-skilled and semi-skilled workers from the local area as possible. This should also be made a requirement for all contractors.

Mitigation: Action/control	Responsibility	Timeframe
Employ local contractors that are compliant with Broad Based Black Economic Empowerment (BBBEE) criteria, where possible.	Eskom EPC Contractor	Preconstruction/ construction
Adopt a local employment policy to maximise the opportunities made available to the local labour force (preference to Ward 6,7 and 8)	Eskom EPC Contractor	Preconstruction/ construction
In the recruitment selection process; consideration must be given to women during recruitment process	Eskom EPC Contractor	Preconstruction/ construction
Training and skills development programmes to be initiated prior to the commencement of the construction phase	Eskom EPC Contractor	Preconstruction/ construction
Source as much goods and services as possible	Eskom	Pre-construction

from the local area (Dr Pixley ka Isaka Seme Local Municipality). Engage with local authorities and business organisations to investigate the possibility of procurement of construction materials, goods and products from local suppliers where feasible		& construction phase
Develop a database of local companies, specifically Historically Disadvantaged (HD) which qualify as potential service providers (e.g. construction companies, security companies, catering companies, waste collection companies, transportation companies etc.) prior to the tender process and invite them to bid for project-related work where applicable	Eskom EPC Contractor	Pre-construction & construction phase

Performance Indicator	<ul style="list-style-type: none"> » Employment and business policy document that sets out local employment and targets completed before construction phase commences; » Employ as many semi and unskilled labour from the local area or local municipality as possible (preference to Ward 6, 7 and 8) » Training and skills development programme undertaken prior to the commencement of construction phase.
Monitoring	<ul style="list-style-type: none"> » The developer and EPC contractor must keep a record of local recruitments and information on local labour to be shared with the ECO for reporting purposes.

d) OBJECTIVE: Avoid the potential impacts on family structures and social networks associated with presence of construction workers from outside the area

Even though the inflow of jobseekers is likely to occur, the probability of this issue becoming problematic and resulting in severe negative social impacts is seen to be improbable.

Other possible negative impacts due to the workforce's presence in the area and especially when jobseekers come to the area would include misconduct of workers, trespassing of workers on privately-owned farms, the possible increase in crime, littering, increase in traffic, increase in noise, the development of informal vending stations, and poaching of livestock.

Project component/s	Construction activities associated with the establishment of the solar energy facility, including infrastructure etc.
Potential Impact	The presence of construction workers who live outside the area

	and who are housed in local towns can impact on family structures and social networks.
Activity/risk source	The presence of construction workers can impact negatively on family structures and social networks, especially in small, rural communities.
Mitigation: Target/Objective	To avoid and or minimise the potential impact of construction workers on the local community. This can be achieved by maximising the number of locals employed during the construction phase and minimising the number of workers housed on the site.

Mitigation: Action/control	Responsibility	Timeframe
The majority of the low-skilled workers should be sourced from the local area. This should be included in the tender documents. Construction workers should be recruited from the local area	EPC Contractor	Pre-construction/ construction
Identify local contractors who are qualified to undertake the required work.	EPC Contractor	Pre-construction/ construction
Develop a Code of Conduct to cover the activities of the construction workers housed on the site.	EPC Contractor	Pre-construction/ construction
Ensure that construction workers attend a brief session before they commence activities. The aim of the briefing session is to inform them of the rules and regulations governing activities on the site as set out in the Code of Conduct.	EPC Contractor	Pre-construction/ construction
Ensure that all workers are informed at the outset of the construction phase of the conditions contained on the Code of Conduct.	EPC Contractor	Pre-construction/ construction
Ensure that construction workers who are found guilty of breaching the Code of Conduct are disciplined accordingly. All disciplinary hearings and/or dismissals must be in accordance with South African labour legislation.	EPC Contractor	Construction
Provide opportunities for workers to go home over weekends.	EPC Contractor	Construction
On completion of the construction phase all construction workers must be transported back to their place of origin within two days of their contract ending. The costs of transportation must be borne by the contractor.	EPC Contractor	Construction

Performance Indicator	<ul style="list-style-type: none"> » Employment policy and tender documents that sets out local employment and targets completed before construction phase commences. » Majority of semi and unskilled labour locally sourced where
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	<p>possible.</p> <ul style="list-style-type: none"> » Code of Conduct drafted before commencement of construction phase. » Briefing session with construction workers held at outset of construction phase.
Monitoring	<ul style="list-style-type: none"> » The proponent and/or appointed ECO must monitor indicators listed above to ensure that they have been met for the construction phase.

e) OBJECTIVE: To address safety and security issues during the construction phase

An inflow of workers could, pose some security risks. Criminals could also use the opportunity due to “outsiders” being in the area to undertake their criminal activities.

Project component/s	Construction of the proposed Majuba solar energy facility and associated infrastructure
Potential Impact	Safety and security issues (such as increase in crime, increased fire risk) due to influx of non-local workforce and job seekers into the area
Activity/risk source	Safety and security risks associated with construction activities
Mitigation: Target/Objective	To avoid or minimise the potential impact on local communities and their livelihoods

Mitigation: Action/control	Responsibility	Timeframe
Access in and out of the construction site should be strictly controlled by a reputable security company	EPC contractor	Construction Phase
Open fires on the site for heating, smoking or cooking are not allowed, except in designated areas as agreed by the ECO and HS Manager.	EPC contractor	Construction phase
Contractor must provide adequate fire fighting equipment on site and provide fire fighting training to selected construction staff.	EPC contractor	Construction phase
A comprehensive employee induction programme to be developed and utilised to cover land access protocols, fire management and road safety	EPC contractor	Construction phase
Method of communication should be implemented whereby local landowners can express any complaints or grievances with the construction process. A Community Liaison officer should be appointed as a grievance mechanism.	EPC Contractor	Construction phase

<p>Performance Indicator</p>	<ul style="list-style-type: none"> » Employee induction programme, covering land access protocols, fire management and road safety in place » The construction site is appropriately secured with a controlled access system » Security company appointed and security procedures implemented » Designated areas for fires identified on site at the outset of the construction phase. » Fire fighting equipment and training provided before the construction phase commences. » Proven compensation claims settled within 1 month of claim being verified by Project Manager.
<p>Monitoring</p>	<ul style="list-style-type: none"> » The developer and EPC contractor must monitor the indicators listed above to ensure that they have been met for the construction phase

f) OBJECTIVE: Minimise impacts related to traffic management and transportation of equipment and materials to site (Traffic Management and Transportation Plan)

The construction phase of the project will be the most significant in terms of generating traffic impacts, resulting from the transport of equipment (including turbine components) and materials and construction crews to the site and the return of the vehicles after delivery of materials. Potential impacts associated with transportation and access relate to works within the site boundary and external works outside the site boundary.

The main access to the site will be directly from the R23 that runs along the western boundary of the proposed site, or alternatively from the N11 national road, located approximately 10km to the east of the study area. Internal access roads of up to 5m wide will also be required. Increased traffic due to heavy vehicles could cause disruptions to the local community and increase safety hazards. The use of local roads and transport systems may cause road deterioration and congestion.

The section below provides a guideline for the Traffic Management and Transportation Plan on site and will need to be supplemented with the relevant final transport plan devised by the EPC partner during the final design phase of the facility.

<p>Project Component/s</p>	<ul style="list-style-type: none"> » Delivery of any component required within the construction phase.
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Potential Impact	<ul style="list-style-type: none"> » Impact of heavy construction vehicles on road surfaces, and possible increased risk in accidents involving people and animals. » Traffic congestion, particularly on narrow roads or on road passes where overtaking is not permitted. » Deterioration of road pavement conditions (both surfaced and gravel road) due to abnormal loads.
Activities/Risk Sources	<ul style="list-style-type: none"> » Construction vehicle movement. » Speeding on local roads. » Degradation of local road conditions. » Site preparation and earthworks. » Foundations or plant equipment installation. » Transportation of ready-mix concrete from off-site batching plant to the site. » Mobile construction equipment movement on-site. » Power line and substation construction activities.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Minimise impact of traffic associated with the construction of the facility on local traffic volume, existing infrastructure, property owners, animals, and road users. » To minimise potential for negative interaction between pedestrians or sensitive users and traffic associated with the facility construction » To ensure all vehicles are roadworthy and all materials/equipment are transported appropriately and within any imposed permit/licence conditions

Mitigation: Action/Control	Responsibility	Timeframe
Implement the traffic management plan (compiled during design phase) for the site access roads to ensure that no hazards would result from the increased truck traffic and that traffic flow would not be adversely impacted (refer to Appendix G).	EPC Contractor	Construction
The contractor's plans, procedures and schedules, as well as the anticipated intrusion impacts should be clarified with affected parties prior to the commencement of construction activities on site.	EPC Contractor	Pre-construction/ Construction
Source general construction material and goods locally where available to limit transportation over long distances.	EPC Contractor	Pre-construction and construction
Appropriate dust suppression techniques must be implemented to minimise dust from gravel roads.	EPC Contractor	Construction
Construction vehicles and those transporting materials and goods should be inspected by the contractor or a sub-contractor to ensure that these are in good working order and not overloaded.	EPC Contractor	Construction
Strict vehicle safety standards should be implemented	EPC Contractor	Construction

Mitigation: Action/Control	Responsibility	Timeframe
and monitored.		
Ensure All relevant permits for abnormal loads are obtained from the relevant authority before activity commences.	EPC Contractor (or appointed transportation contractor)	Pre-construction/ Construction
A designated access to the proposed site must be created to ensure safe entry and exit. Access must not be located on a blind rise or bend unless appropriate administrative or engineering controls are in place.	EPC Contractor	Pre-construction/ Construction
No deviation from approved transportation routes must be allowed, unless roads are closed for whatever reason outside the control of the contractor.	EPC Contractor	Duration of contract
Appropriate road management strategies must be implemented on external and internal roads with all employees and contractors required to abide by standard road and safety procedures.	EPC Contractor (or appointed transportation contractor)	Pre-construction/ Construction
Any traffic delays because of construction traffic must be co-ordinated with the appropriate authorities.	EPC Contractor	Duration of contract
The movement of all vehicles within the site must be on designated roadways.	EPC Contractor	Duration of contract
Signage must be established at appropriate points warning of turning traffic and the construction site (all signage to be in accordance with prescribed standards). Signage must be appropriately maintained for the duration of the construction period.	EPC Contractor	Duration of contract
Provide adequate and strategically placed traffic warning signs and control measures along the R23/ N11 and secondary roads to warn road users of the construction activities taking place, displaying road safety messages and speed limits for the duration of the construction phase. Traffic warning signs must also be well illuminated at night.	EPC Contractor	Duration of contract
Appropriate maintenance of all vehicles of the contractor must be ensured.	EPC Contractor	Duration of contract
All vehicles of the contractor travelling on public roads must adhere to the specified speed limits and all drivers must be in possession of an appropriate valid driver's license.	EPC Contractor	Duration of contract
Keep new hard road surfaces as narrow as possible.	EPC Contractor	Duration of contract
To minimise impacts on local communities, consideration should be given to limiting construction vehicles travelling on public roadways during the morning and late afternoon commute time.	EPC Contractor	Duration of contract

Performance Indicator	<ul style="list-style-type: none"> » Vehicles keeping to the speed limits. » Vehicles are in good working order and safety standards are implemented. » Local residents and road users are aware of vehicle movements and schedules. » No construction traffic related accidents are experienced. » Local road conditions and road surfaces are up to standard. » Complaints of residents are not received (e.g. concerning the speeding of heavy vehicles).
Monitoring	<ul style="list-style-type: none"> » The SHE Representative/EO must monitor indicators listed above to ensure that they have been implemented.

g) OBJECTIVE: Effective management of concrete batching

Concrete is required during the construction of the solar energy facility. The bulk of the concrete will be supplied via ready mix trucks, with minimal concrete being mixed/batched on site.

Project component/s	<ul style="list-style-type: none"> » Batching of concrete
Potential Impact	<ul style="list-style-type: none"> » Dust emissions » Release of contaminated water » Generation of contaminated wastes from used chemical containers/cement bags » Inefficient use of resources resulting in excessive waste generation
Activity/risk source	<ul style="list-style-type: none"> » batching of concrete on unprotected ground » Packaging and other construction wastes » Storage of cement bags
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To ensure that the operation of the batching plant does not cause pollution to the environment or harm to persons

Mitigation: Action/control	Responsibility	Timeframe
Batching of concrete must be undertaken on an impermeable surface (e.g. batching boards) to avoid ground contamination and pollution to surrounding environments.	EPC Contractor	Construction phase
Where possible, waste concrete should be re-used for construction purposes at the project site.	EPC Contractor	Construction phase
Empty cement bags should be collected and disposed appropriately as hazardous waste.	EPC Contractor	Construction phase

Mitigation: Action/control	Responsibility	Timeframe
Washing of ready mix trucks and chutes are prohibited onsite unless in designated wash bay. /	EPC Contractor	Construction phase

Performance Indicator	<ul style="list-style-type: none"> » No complaints on dust » No water or soil contamination by chemical spills » No complaints received regarding waste on site or indiscriminate dumping
Monitoring	<ul style="list-style-type: none"> » Observation and supervision of chemical storage and handling practices » Observation and supervision of batching of concrete » Developer or appointed EO and ECO must monitor indicators listed above to ensure that they have been met for the construction phase

h) OBJECTIVE: To avoid and or minimise the potential impacts of noise and dust and damage to roads caused by construction vehicles during the construction phase

During the construction phase, limited gaseous or particulate emissions are anticipated from exhaust emissions from construction vehicles and equipment on-site, as well as vehicle entrained dust from the movement of vehicles on the main and internal access roads.

Project component/s	Construction and establishment activities associated with the establishment of the solar energy facility, including infrastructure etc.
Potential Impact	Heavy vehicles can generate noise and dust impacts. Movement of heavy vehicles can also damage roads.
Activity/risk source	The movement of heavy vehicles and their activities on the site can result in noise and dust impacts and damage roads.
Mitigation: Target/Objective	To avoid and or minimise the potential noise and dust impacts associated with heavy vehicles, and also minimise damage to roads.

Mitigation: Action/control	Responsibility	Timeframe
Areas to be cleared in a progressive manner. Road surfaces and other infrastructure to be constructed as soon as possible after vegetation clearing in order to minimise exposed ground surfaces, specifically roads which carry traffic.	EPC Contractor	Duration of contract

Mitigation: Action/control	Responsibility	Timeframe
Implement dust suppression measures for heavy vehicles such as, for example, wetting roads on a regular basis .	EPC Contractor	Pre-construction/ construction
Ensuring that vehicles used to transport sand and building materials are fitted with tarpaulins or covers when on public roads.	EPC Contractor	Construction
Ensure that all vehicles are road-worthy, drivers are qualified and are made aware of the potential noise, dust and safety issues.	EPC Contractor	Pre-construction/ construction
Ensure that drivers adhere to speed limits. Site security must monitor vehicles along the access roads and speeding drivers must be disciplined accordingly.	EPC Contractor	Pre-construction/ construction
Ensure that any damage to roads is repaired before completion of construction phase.	EPC Contractor	Construction

Performance Indicator	<ul style="list-style-type: none"> » Dust suppression measures implemented for all access roads that require such measures during the construction phase commences. » Drivers made aware of the potential safety issues and enforcement of strict speed limits when they are employed. » Road worthy certificates in place for all heavy vehicles at outset of construction phase and up-dated on a monthly basis.
Monitoring	<ul style="list-style-type: none"> » The proponent and or appointed ECO with assistance from the EO must monitor indicators listed above to ensure that they have been met for the construction phase.

i) OBJECTIVE: Minimisation of soil erosion and disturbance to topsoil and soil degradation

Compacted and/or denuded and disturbed soils are usually prone to surface capping – even more so if the soils are dispersive or have a fine texture due to higher clay or loam contents. Such capped soils are prone to ever increasing erosion, creating a dysfunctional landscape and ecosystem that rapidly loses soil, nutrients and seeds from the ecosystem.

Naturally occurring grassland vegetation not only protects the soil surface from direct raindrop impact, but high portion of biomass in the upper 20 – 50 cm of the soil significantly increases rapid infiltration of rainwater, whilst also binding soil particles and thus preventing erosion. A highly disturbed or reduced vegetation layer will thus naturally be accompanied by higher runoff levels and accelerated erosion, especially during extreme weather events.

Topsoil conservation is an integral part of rehabilitation efforts and helps to maintain the productive capability and ecological functionality of rangelands.

Removal of topsoil should be done where:

- » Areas will be excavated
- » Areas will be severely compacted
- » Areas will be buried with excavated material
- » Areas will be permanently covered with altered surfaces

Topsoil must at all times be treated as a valuable natural resource, and may thus not be discarded or degraded. The measures below indicate the minimum mitigation that will be required for Topsoil management and erosion control.

Project Component/s	<ul style="list-style-type: none"> » PV Array supports and trenching » Grid connection and associated servitudes » Access roads » Workshop, guardhouses, substation and other related infrastructure » Potential topsoil stockpiles and/or borrow pits
Potential Impact	<ul style="list-style-type: none"> » Loss of topsoil and natural resources and biological activity within the topsoil » Loss of natural regeneration potential of soils » Loss of agricultural potential of soils.
Activity/Risk Source	<ul style="list-style-type: none"> » Rainfall and wind erosion » Site preparation and earthworks » Excavation of foundations and trenches » Construction of site access road » Power line construction activities » PV array construction activities » Stockpiling of topsoil, subsoil and spoil material.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To retain full biological activity and functionality of topsoil » To retain desirable natural vegetation, where possible » To minimise footprints of disturbance of vegetation/habitats » Remove and store all topsoil on areas that are to be excavated; and use this topsoil in subsequent rehabilitation of disturbed areas » Minimise spoil material » To minimise erosion of soil from site during construction » To minimise deposition of soil into drainage lines » To minimise damage to vegetation by erosion or deposition » To minimise damage to rock, soil, animals and vegetation by construction activity » No accelerated overland flow related surface erosion as a result of a loss of vegetation cover » No reduction in the surface area of natural drainage lines and other wetland areas as a result of the establishment of

	infrastructure » No increase in runoff into drainage lines as a result of construction of project related infrastructure » No increase in runoff into drainage lines as a result of road construction
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Mitigation: Action/Control	Responsibility	Timeframe
The unnecessary clearance of vegetation must be prohibited. » Areas to be cleared must be clearly marked on-site to eliminate the potential for unnecessary disturbance. » All woody material cleared must be shredded to coarse chips, if possible to be used as mulch. Where this is not financially feasible, then all organic matter must be stockpiled for later use in rehabilitation activities.	EPC Contractor in consultation with Specialist	Pre-construction/Construction
Construction activities must be restricted to demarcated areas so that impact on topsoil is minimised.	EPC Contractor	Pre-construction, Construction and Operational phase
Salvaging topsoil: » Topsoil must always be salvaged and stored separately from subsoil and lower-lying parent rock or other spoil material. <ul style="list-style-type: none"> ○ Topsoil stripping removes up to 30 cm or less of the upper soils. » Prior to salvaging topsoil the depth, quality and characteristics of topsoil should be known for every management area. <ul style="list-style-type: none"> * This will give an indication of total volumes of topsoil that need to be stored to enable the proper planning and placement of topsoil storage. * Different types of topsoil – rocky soils and sands or loams must be stored separately » Topsoil should be removed (and stored) under dry conditions to avoid excessive compaction whenever topsoil will have to be stored for longer than one year.	EPC Contractor	Pre-construction/Construction
Storing topsoil: » Viability of stored topsoil depends on moisture, temperature, oxygen, nutrients and time stored. » Rapid decomposition of organic material in warm, moist topsoil rapidly decreases microbial activity	Contractor	Pre-construction/Construction

Mitigation: Action/Control	Responsibility	Timeframe
<p>necessary for nutrient cycling, and reduces the amount of beneficial micro-organisms in the soil.</p> <ul style="list-style-type: none"> » Stockpile location if not adjacent to a linear development: <ul style="list-style-type: none"> * At least 50 m from any wetland or watering point * Ideally a disturbed but weed-free area » <i>Topsoil is typically stored in berms with a width of 150 – 200 cm, and a maximum height of 100 cm, preferably lower</i> <ul style="list-style-type: none"> * Place berms along contours or perpendicular to the prevailing wind direction * Adhere to the following general rule: the larger the pile of topsoil storage needs to be, the shorter should be the time it is stored » Topsoil handling should be reduced to stripping, piling (once), and re-application. Between the stockpiling and reapplication, stored topsoil should not undergo any further handling except control of erosion and (alien) invasive vegetation » Where topsoil can be reapplied within six months to one year after excavation, it will be useful to store the topsoil as close as possible to the area of excavation and re-application, e.g. next to cabling trenches <ul style="list-style-type: none"> * In such case, use one side of the linear development for machinery and access only * Place topsoil on the other/far side of this development, followed by the subsoil (also on geotextile) * If there will be a need for long-term storage of topsoil in specified stockpiles, this must be indicated in the design phase already and accompanied by a detailed topsoil stockpile management plan » In cases where topsoil has to be stored longer than 6 months or during the rainy season, soils should be kept as dry as possible and protected from erosion and degradation by: <ul style="list-style-type: none"> * Preventing ponding on or between heaps of topsoil * Or covering topsoil berms * Preventing all forms of contamination or pollution * Preventing any form of compaction * Monitoring establishment of all invasive vegetation and removing such if it appears 		

Mitigation: Action/Control	Responsibility	Timeframe
<ul style="list-style-type: none"> * Keeping heights of topsoil at 2m to prevent wind erosion * Keeping slopes of topsoil at a maximal 2:1 ratio * Monitoring and mitigating erosion where it appears * Where topsoil needs to be stored in excess of one year, it is recommended to either cover the topsoil or allow an indigenous grass cover to grow on it – if this does not happen spontaneously, seeding should be considered 		
<p>Reapplying topsoil:</p> <ul style="list-style-type: none"> » Spoil materials and subsoil must be back-filled first, then covered with topsoil » Generally, topsoil should be re-applied to a depth equal to slightly greater than the topsoil horizon of a pre-selected undisturbed reference site » The minimum depth of topsoil needed for re-vegetation to be successful is approximately 20 cm » If the amount of topsoil available is limited, a strategy must be worked to out to optimise re-vegetation efforts with the topsoil available » Reapplied topsoil should be landscaped in a way that creates a variable microtopography of small ridges and valleys that run parallel to existing contours of the landscape. The valleys become catch-basins for seeds and act as run-on zones for rainfall, increasing moisture levels where the seeds are likely to be more concentrated. This greatly improves the success rate of re-vegetation efforts. » To stabilise reapplied topsoil and minimise raindrop impact and erosion: <ul style="list-style-type: none"> ○ Use organic material from cleared and shredded woody vegetation where possible ○ Alternatively, suitable geotextiles or organic erosion mats can be used as necessary » Continued monitoring will be necessary to detect any sign of erosion early enough to allow timeous mitigation 	EPC Contractor	Pre-construction/ Construction
<p>Re-applied topsoil needs to be re-vegetated as soon as possible, following the specifications of the re-vegetation and rehabilitation plan.</p>	EPC Contractor	Construction monitored during operational phase
<p>General Erosion control measures:</p> <ul style="list-style-type: none"> » Runoff control and attenuation can be achieved by using any or a combination of sand bags, logs, silt fences, storm water channels and catch-pits, shade 	EPC Contractor	Construction monitored during operational

Mitigation: Action/Control	Responsibility	Timeframe
<p>nets, geofabrics, seeding or mulching as needed on and around cleared and disturbed areas</p> <ul style="list-style-type: none"> ○ Ensure that all soil surfaces are protected by vegetation or a covering to avoid the surface being eroded by wind or water. » Ensure that heavy machinery does not compact areas that are not meant to be compacted as this will result in compacted hydrophobic, water repellent soils which increase the erosion potential of the area. » Prevent the concentration or flow of surface water or storm water down cut or fill slopes or along pipeline routes or roads and ensure measures to prevent erosion are in place prior to construction. » Storm water and any runoff generated by hard impervious surfaces should be discharged into retention swales or areas with rock rip-rap. These areas should be grassed with indigenous vegetation. These energy dissipation structures should be placed in a manner that flows are managed prior to being discharged back into the natural water courses, thus not only preventing erosion, but also supporting the maintenance of natural base flows within these systems, i.e. hydrological regime (water quantity and quality) is maintained. » Mitigate against siltation and sedimentation of wetlands using the above mentioned structures and ensure that no structures cause erosion. » Minimise and restrict site clearing to areas required for construction purposes only and restrict disturbance to adjacent undisturbed natural vegetation. » Vegetation clearing should occur in parallel with the construction progress to minimise erosion and/or run-off. Large tracts of bare soil will either cause dust pollution or quickly erode and then cause sedimentation in the lower portions of the catchment » If implementing dust control measures, prevent over-wetting, saturation, and run-off that may cause erosion and sedimentation » Water course / river crossings should not trap any run-off, thereby creating inundated areas, but allow for free flowing water 		phase
Implement storm water management method statement, as part of the final design of the project	EPC Contractor	Construction monitored

Mitigation: Action/Control	Responsibility	Timeframe
and implement during construction and operation		during operational phase
Where access roads cross natural drainage lines or wetlands, culverts (or other appropriate measures) must be designed to allow free flow. Regular maintenance must be carried out.	EPC Contractor	Construction monitored during operational phase
All vehicles on site must be appropriate to access the site. No off-road driving is permitted.	EPC Contractor	Construction monitored during operational phase
4x4s or diff lock vehicles must be used in wet slippery conditions to reduce the erosion on the roads and the surrounding area.	EPC Contractor	Construction monitored during operational phase

Performance Indicator	<ul style="list-style-type: none"> » Minimal disturbance outside of designated work areas. » Topsoil appropriately stored, managed, and rehabilitated. » Minimal level of soil erosion around site » Minimal level of increased siltation in drainage lines » Minimal level of soil degradation » Acceptable state of excavations, as determined by EO & ECO » Progressive return of disturbed and rehabilitated areas to the desired end state (Refer also to the Plant Rescue and Protection Plan and Re-vegetation and Habitat Rehabilitation Plan)
Monitoring	<ul style="list-style-type: none"> » Monitoring of appropriate methods of vegetation clearing and soil management activities by ECO with assistance from the EO throughout construction phase. » Regular monitoring of topsoil after construction by developer until such topsoil can be regarded as fully rehabilitated, stable and no longer prone to accelerated erosion » Inspections of sediment control devices by ECO with assistance from the EO » Inspections of surroundings, including drainage lines by ECO with assistance from the EO. » Immediate reporting of ineffective sediment control systems

j) OBJECTIVE: Minimise loss of indigenous biodiversity, including plants of conservation concern

Prior to commencement of any activity, including earthworks (grading, road construction, etc.) within areas of natural vegetation a plant Search and Rescue program should be developed and implemented, preceded by a meticulous investigation of all footprint areas by a suitably qualified botanist, conducted during the optimal growing season (January to March) along the entire footprint area. A permit may be required should any listed plant species be disturbed or destroyed as a result of the proposed development.

The following red data species have been recorded from the area (2827) according to the red data species list of SANBI and the ADU database:

Species	RD Status	Suitable Habitat	Possibility of being present	Threat
<i>Plants</i>				
<i>None of the potential red data species have been confirmed on site, or are expected to occur there</i>				
<i>Terrestrial Vertebrates</i>				
Giant Girdled Lizard <i>Smaug (Cordylus) giganteus</i>	VU	Grassland	Possible	Habitat destruction
Spotted Shovel-nosed Frog <i>Hemisis guttatus</i>	VU	Grassland and associated wetlands	Possible	Habitat destruction

The following plants encountered on the study site are protected:

Mpumalanga Nature Conservation Act (Act 10 of 1998):

- » *Aloe ecklonis*
- » *Eucomis autumnalis*
- » *Gladiolus sericeovillosus s. calvatus*
- » *Habenaria dives*

Project Component/s	<ul style="list-style-type: none"> » PV Array » Grid connection and associated servitudes » Access roads » Workshop, guardhouses, substation and other related infrastructure » Temporary construction camps » Protective fencing around development » Potential topsoil stockpiles and/or borrow pits
Potential Impact	<ul style="list-style-type: none"> » Substantially increased loss of species of conservation concern and other natural vegetation at construction phase, waste of

	<p>on-site plant resources, lack of locally sourced material for rehabilitation of disturbed areas;</p> <ul style="list-style-type: none"> » Increased cost of rehabilitation
Activities/Risk Sources	<ul style="list-style-type: none"> » Construction related loss and damage to remaining natural and semi-natural vegetation
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Rescue, maintenance and subsequent replanting of at least all bulbous protected plant species within the specific land portion

Mitigation: Action/Control	Responsibility	Timeframe
All development footprints within areas of natural vegetation (for roads, buildings, underground cables, laydown areas and panel foundations) should be surveyed and appropriately fenced off. Only once this has been done can any construction activity proceed.	EPC Contractor	Duration of construction
<p>Search and Rescue (S&R) of all protected plants that will be affected by the development, especially species occurring in long term and permanent, hard surface development footprints (i.e. all buildings, new roads and tracks, laydown areas, and panel positions) should take place. The necessary permits must be in place</p> <ul style="list-style-type: none"> » All development footprints must be surveyed and pegged out as soon as possible, after which a local horticulturist with Search and Rescue experience should be appointed to undertake the S&R. » All rescued species should be transplanted immediately as soon as possible. Replanting should occur in spring to early summer once sufficient rains have fallen, in order to facilitate establishment. » Replanting should occur in spring to early summer once sufficient rains have fallen, in order to facilitate establishment 	EPC Contractor	Duration of construction
It should be made very clear to all contractors that there is to be no disturbance outside these demarcated areas.	EPC Contractor	Duration of construction
Minimise large-scale clearance of natural vegetation and disturbance to the proposed site.	EPC Contractor	Duration of construction
Use existing and dedicated access roads to limit disturbance of the natural vegetation.	EPC Contractor	Duration of construction
Minimise damage to natural vegetation beyond the site during the construction of the power line and access road.	EPC Contractor	Duration of construction
Rehabilitate disturbed areas on completion of the construction phase. Details of the rehabilitation	EPC Contractor	Duration of construction

Mitigation: Action/Control	Responsibility	Timeframe
programme should be contained in the relevant EMPr. Rehabilitation targets must be set according to the original vegetation as described in the ecological specialist report.		
Prevent soil erosion originating from the site. according to soil erosion management plan.	EPC Contractor	Duration of construction
Monitor and control declared weeds and invader species. » Continually monitor the re-emergence of these species and manage according to the invasive species management plan	EPC Contractor	Duration of construction
All cable trenches, excavations, etc., through sensitive areas should be excavated carefully in order to minimise damage to surrounding areas and biodiversity. » The trenches must be checked on a daily basis for the presence of trapped animals. » Any animals found must be removed by a suitably qualified person in a safe manner, unharmed, and placed in an area where the animal will be comfortable. All mammal, large reptiles and avifauna species found injured during construction will be taken to a suitably qualified veterinarian or rehabilitation centre to either be put down in a humane manner or cared for until it can be released again	EPC Contractor	Duration of construction

Performance Indicator	<ul style="list-style-type: none"> » Rescue and relocation of species of conservation concern » No damage or injury to fauna » Re-establishment of rescued species
Monitoring	<ul style="list-style-type: none"> » Minimal loss or disturbance of natural vegetation in and around the site. » Vehicles drive on dedicated roads with no disturbance of the surrounding natural vegetation. » Damage to the natural vegetation is minimised during the construction of associated infrastructure such as the power line and access roads. » ECO to monitor Search and Rescue, continue search and rescue operations during the construction process where it becomes necessary after the initial S&R » It may be possible that geophytic species may emerge during construction that were not accounted for in the original S&R plan – once observed the ECO should consult the botanists on the identification and possible S&R for those plant species

k) OBJECTIVE: Minimising the impact on Heritage sites

All development footprints within areas of natural vegetation (for roads, buildings, underground cables, laydown areas and panel foundations) should be surveyed and appropriately fenced off. Only once this has been undertaken can any construction activity proceed. It should be made very clear to all contractors that there is to be no disturbance outside these demarcated areas, at least not without the permission of the ECO.

Project Component/s	Solar Array, roads, power line and substation
Potential Impact	Discovery of graves
Activity/Risk Source	Solar array foundations, power line, substation foundations and roads
Mitigation: Target/Objective	Conserve fossil sites

Mitigation: Action/Control	Responsibility	Timeframe
Periodic monitoring of excavation activities during the construction period to ensure that no sub-surface deposits are missed.	EPC Contractor in consultation with Specialist	Duration of construction
A chance find procedure must be adopted if any graves or fossils finds are discovered during clearing of site and excavation. The procedure applies to the developer's permanent employees, its subsidiaries, contractors and subcontractors, and service providers. The aim of this procedure is to establish monitoring and reporting procedures to ensure compliance with this EMPr and its associated procedures. Construction crews must be properly inducted to ensure they are fully aware of the procedures regarding chance finds as discussed below. <ul style="list-style-type: none"> » If during the pre-construction phase, construction, operations or closure phases of this project, any person employed by the developer, one of its subsidiaries, contractors and subcontractors, or service provider, finds any grave site, artefact of cultural significance or rock engraving, this person must cease work at the site of the find and report this find to their immediate supervisor, and through their supervisor to the senior on-site manager. » It is the responsibility of the senior on-site Manager to make an initial assessment of the 	EPC Contractor in consultation with Specialist	Duration of construction

Mitigation: Action/Control	Responsibility	Timeframe
extent of the find, and confirm the extent of the work stoppage in that area. » The senior on-site Manager will inform the ECO of the chance find and its immediate impact on operations. The EO will then contact a professional archaeologist for an assessment of the finds who will notify the SAHRA.		

Performance Indicator	» No destruction of archaeological sites
Monitoring	» Monitoring of excavations during construction phase

I) OBJECTIVE: Minimise the establishment and spread of alien invasive plants (Invasive Plant Management Plan) and manage indigenous invasive plants

Within the project area invasive species – indigenous and alien - occur, which all have a potential of reproducing to such an extent that the ecosystem within and beyond the project area could be impaired. According to the SANBI-POSA species list, over 80 alien invasive plant species have been recorded up to date within the grid representative of Majuba. 20 of these species could be confirmed on the study site already (excluding exotic trees planted on the periphery of the study area).

The following listed alien invasive species have been recorded on the study area:

Category 1b:

- Cirsium vulgare*
- Datura stramonium*
- Solanum pseudocapsicum*
- Verbena bonariensis*
- Verbena brasiliensis*

Category 2:

- Eucalyptus* species

Project Component/s	» Permanent and temporary infrastructure » Access roads
Potential Impact	» Impacts on natural vegetation » Impacts on soil » Impact on faunal habitats

	» Degradation and loss of agricultural potential
Activity/Risk Source	<ul style="list-style-type: none"> » Transport of construction materials to site » Movement of construction machinery and personnel » Site preparation and earthworks causing disturbance to indigenous vegetation » Construction of site access road » Stockpiling of topsoil, subsoil and spoil material » Routine maintenance work – especially vehicle movement
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To significantly reduce the presence of weeds and eradicate alien invasive species » To avoid the introduction of additional alien invasive plants to the project control area » To avoid further distribution and thickening of existing alien plants on the project area » To complement existing alien plant eradication programs in gradually causing a significant reduction of alien plant species throughout the project control area

Mitigation: Action/Control	Responsibility	Timeframe
Compile a detailed invasive plant management and monitoring programme as guideline for the entire construction, operational and decommissioning phase <ul style="list-style-type: none"> » This plan must contain WfW (Working for Water) - accepted species- specific eradication methods » It must also provide for a continuous monitoring programme to detect new infestations 	Specialist	Pre-construction
Avoid creating conditions in which invasive plants may become established: <ul style="list-style-type: none"> » Keep disturbance of indigenous vegetation to a minimum » Rehabilitate disturbed areas as quickly as possible » Shred all non-seeding material from cleared invasive shrubs and other vegetation an use as mulch as part of the rehabilitation and re-vegetation plan » Where possible, destroy seeding material of weeds and invasives by piling burning (in designated areas or suitable containers) » Do not import soil from areas with alien plants 	EPC Contractor	Construction phase Operational phase
<ul style="list-style-type: none"> » Eradicate all invasive plants that occur within the development's temporary and permanent footprint areas » Ensure that material from invasive plants that can regenerate – seeds, suckers, plant parts are adequately destroyed and not further distributed 	EPC Contractor	Construction phase Operational phase
<ul style="list-style-type: none"> » Immediately control any alien plants that become newly established using registered control measures 	EPC Contractor	Construction phase Operational

Mitigation: Action/Control	Responsibility	Timeframe
		phase
Risks from alien invasives do not only arise from invasives present within the footprint area, but also from alien invasives along the verges of the major transport routes, especially invasive grasses and smaller weeds. Similarly, invasives can be spread by construction processes to surrounding areas. To avoid the distribution of weeds and invasive plants, establish a routine amongst contractors/all staff to regularly check: <ul style="list-style-type: none"> » that clothing and shoes are free of mud and seeds » radiator and grill, along wheel trims, around wheels, mud flaps, undercarriage of vehicle or other moving machinery for mud and seed 	EPC Contractor	Construction phase Operational phase

Performance Indicator	<ul style="list-style-type: none"> » Visible reduction of number and cover of alien invasive plants within the project area. » Improvement of vegetation cover from current dominance of invasive shrubs to dominance of perennial grasses and dwarf shrubs » No establishment of additional alien invasive species.
Monitoring	<ul style="list-style-type: none"> » Ongoing monitoring of area by ECO during construction. » Ongoing monitoring of area by EO/SHE representative during operation » If new infestations are noted these must be recorded. A comprehensive eradication programme with the assistance of the WfW (Working for Water) Programme is advisable.

m) OBJECTIVE: The mitigation and possible negation of the additional visual impacts associated with the construction and operation of the solar energy facility.

During the construction phase heavy vehicles, components, equipment and construction crews will frequent the area and may cause, at the very least, a cumulative visual nuisance to landowners and residents in the area as well as road users. The placement of lay-down areas and temporary construction camps should be carefully considered in order to not negatively influence the future perception of the facility. Secondary visual impacts associated with the construction phase, such as the sight of construction vehicles, dust and construction litter must be managed to reduce visual impacts. The use of dust-suppression techniques on the access roads (where required), timely removal of rubble and litter, and the erection of temporary screening will assist in doing this.

Project	Construction site
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Component/s	
Potential Impact	Visual impact of general construction activities, and the potential scarring of the landscape due to vegetation clearing and resulting erosion.
Activity/Risk Source	The viewing of the above mentioned by observers from a distance.
Mitigation: Target/Objective	Minimal visual intrusion by construction activities and intact vegetation cover outside of immediate works areas.

Mitigation: Action/control	Responsibility	Timeframe
Ensure that vegetation is not unnecessarily cleared or removed during the construction period.	EPC Contractor	Construction phase.
Restrict the activities and movement of construction workers and vehicles to the immediate construction site and existing access roads.	EPC Contractor	Throughout the construction phase.
Ensure that rubble, litter, and disused construction materials are appropriately stored (if not removed daily) and then disposed regularly at licensed waste facilities.	EPC Contractor	Throughout the construction phase.
Reduce and control construction dust through the use of approved dust suppression techniques as and when required (i.e. whenever dust becomes apparent).	EPC Contractor	Throughout the construction phase.
Restrict construction activities to daylight hours in order to negate or reduce the visual impacts associated with lighting.	EPC Contractor	Throughout the construction phase.
Rehabilitate all disturbed areas, construction areas, servitudes etc. immediately after the completion of construction works. If necessary, an ecologist should be consulted to assist or give input into rehabilitation specifications.	EPC Contractor	Throughout and at the end of the construction phase.

Performance Indicator	Vegetation cover on and in the vicinity of the site is intact (i.e. full cover as per natural vegetation within the environment) with no evidence of degradation or erosion.
Monitoring	» Monitoring of vegetation clearing during construction (by contractor as part of construction contract).

n). OBJECTIVE: Appropriate handling and management of waste

The main wastes expected to be generated by the construction of the solar energy facility will include general construction waste, hazardous waste (i.e. fuel), and liquid waste (including grey water and sewage)

In order to manage the wastes effectively, guidelines for the assessment, classification, and management of wastes, along with industry principles for minimising construction wastes must be implemented. A Waste management Plan is included as **Appendix C** of this EMPr.

Project Component/s	<ul style="list-style-type: none"> » PV panels. » Power line. » Ancillary buildings. » Access roads.
Potential Impact	<ul style="list-style-type: none"> » Inefficient use of resources resulting in excessive waste generation. » Litter or contamination of the site or water through poor waste management practices.
Activity/Risk Source	<ul style="list-style-type: none"> » Packaging. » Other construction wastes. » Hydrocarbon use and storage. » Spoil material from excavation, earthworks, and site preparation.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To comply with waste management legislation. » To minimise production of waste. » To ensure appropriate waste storage and disposal. » To avoid environmental harm from waste disposal. » A waste manifests should be developed for the ablutions showing proof of disposal of sewage at appropriate water treatment works.

Mitigation: Action/Control	Responsibility	Timeframe
Construction method and materials should be carefully considered in view of waste reduction, re-use, and recycling opportunities.	EPC Contractor	Duration of contract
Construction contractors must provide specific detailed waste management plans to deal with all waste streams.	EPC Contractor	Duration of contract
Specific areas must be designated on-site for the temporary management of various waste streams, i.e. general refuse, construction waste (wood and metal scrap), and contaminated waste as required. Location of such areas must seek to minimise the potential for impact on the surrounding environment, including prevention of contaminated runoff, seepage, and vermin control.	EPC Contractor	Duration of contract
Where practically possible, construction and general	EPC Contractor	Duration of

Mitigation: Action/Control	Responsibility	Timeframe
wastes on-site must be reused or recycled. Bins and skips must be available on-site for collection, separation, and storage of waste streams (such as wood, metals, general refuse etc.).		contract
Disposal of waste must be in accordance with relevant legislative requirements, including the use of licensed contractors.	EPC Contractor	Duration of contract
Uncontaminated waste will be removed at least weekly for disposal; other wastes will be removed for recycling/disposal at an appropriate frequency.	EPC Contractor	Duration of contract
Disposal of waste will be in accordance with relevant legislative requirements, including the use of licensed contractors.	EPC Contractor	Duration of contract
Hydrocarbon waste must be contained and stored in sealed containers within an appropriately bunded area and clearly marked.	EPC Contractor	Duration of contract
Waste must be kept to a minimum and must be transported by approved waste transporters to major waste disposal facilities.	EPC Contractor	Duration of contract
Documentation (waste manifest) must be maintained detailing the quantity, nature, and fate of any regulated waste. Waste disposal records must be available for review at any time.	EPC Contractor	Duration of contract
SABS approved spill kits to be available and easily accessible.	EPC Contractor	Duration of contract
Regularly serviced chemical toilets facilities will be used to ensure appropriate control of sewage.	EPC Contractor	Duration of contract
Upon the completion of construction, the area must be cleared of potentially polluting materials.	EPC Contractor	Completion of construction
Dispose of all solid waste collected at an appropriately registered waste disposal site. Waste disposal shall be in accordance with all relevant legislation and under no circumstances may waste be burnt on site.	EPC Contractor	Duration of construction
Where a registered waste site is not available close to the construction site, provide a method statement with regard to waste management.	EPC Contractor	Duration of construction
Implement an integrated waste management approach that is based on waste minimisation and incorporates reduction, recycling, re-use and disposal where appropriate.	EPC Contractor	Duration of construction
Upon the completion of construction, the area must be cleared of potentially polluting materials. Spoil stockpiles must also be removed and appropriately disposed of or the material re-used for an appropriate	EPC Contractor	Completion of construction

Mitigation: Action/Control	Responsibility	Timeframe
purpose.		

Performance Indicator	<ul style="list-style-type: none"> » No complaints received regarding waste on site or indiscriminate dumping. » Internal monitoring by the EO must be undertaken to ensure that waste segregation, recycling and reuse is occurring appropriately. » Provision of all appropriate waste manifests for all waste streams.
Monitoring	<ul style="list-style-type: none"> » Observation and supervision of waste management practices throughout construction phase. » Waste collection will be monitored on a regular basis. » Waste documentation completed. » A complaints register will be maintained, in which any complaints from the community will be logged. Complaints will be investigated and, if appropriate, acted upon. <p>An incident reporting system will be used to record non-conformances to the EMP.</p>

o) OBJECTIVE: Appropriate handling and storage of chemicals and hazardous substances

The construction phase will involve the storage and handling of a variety of chemicals including adhesives, abrasives, oils and lubricants, paints and solvents.

Project Component/s	<ul style="list-style-type: none"> » Storage and handling of chemicals, hazardous substances.
Potential Impact	<ul style="list-style-type: none"> » Release of contaminated water from contact with spilled chemicals. » Generation of contaminated wastes from used chemical containers.
Activity/Risk Source	<ul style="list-style-type: none"> » Vehicles associated with site preparation and earthworks. » Construction activities of area and linear infrastructure. » Hydrocarbon use and storage.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To ensure that the storage and handling of chemicals and hydrocarbons on-site does not cause pollution to the environment or harm to persons. » To ensure that the storage and maintenance of machinery on-site does not cause pollution of the environment or harm to persons.

Mitigation: Action/Control	Responsibility	Timeframe
Develop and implement an emergency preparedness	EPC Contractor	Pre-construction

Mitigation: Action/Control	Responsibility	Timeframe
plan during the construction phase.		and implement for duration of Contract
Any liquids stored on site, including admixtures, fuels and lubricants, should be stored in accordance with applicable legislation.	EPC Contractor	Construction phase
Establish an appropriate Hazardous Stores which is in accordance to the Hazardous Substance Amendment Act, No. 53 of 1992 this should include but not limited to: <ul style="list-style-type: none"> » Designated area; » All applicable safety signage; » Fire fighting equipment; » Enclosed by an impermeable bund; » Protected from the elements, » Lockable; » Ventilated; and Has adequate capacity to contain 110% of the largest container contents.	EPC Contractor	Pre-construction and implement for duration of Contract
Spill kits must be made available on-site for the clean-up of spills and leaks of contaminants.	EPC Contractor	Duration of contract
All contractors must have sufficient amount of drip trays for construction vehicles, generators and temporary storage areas for the storage of chemicals.	EPC Contractor	Duration of contract
Corrective action must be undertaken immediately if a complaint is made, or potential/actual leak or spill of polluting substance identified. This includes stopping the contaminant from further escaping, cleaning up the affected environment as much as practically possible and implementing preventive measures.	EPC Contractor	Duration of contract
In the event of a major spill or leak of contaminants, the relevant administering authority must be immediately notified as per the notification of emergencies/incidents. Where required, a NEMA section 30 report must be submitted to DEA within 14 days of the incident.	EPC Contractor	Duration of contract
Spilled cement must be cleaned up as soon as possible and disposed of at a suitably licensed waste disposal site.	EPC Contractor	Duration of contract
Any hazardous spills must be removed immediately and stored in appropriate containers in an impermeable bund.	EPC Contractor	Duration of contract
Any contaminated/polluted soil removed from the site must be disposed of at a licensed hazardous	EPC Contractor	Duration of contract

Mitigation: Action/Control	Responsibility	Timeframe
waste disposal facility.		
Routine servicing and maintenance of vehicles must not to take place on-site (except for emergencies). If repairs of vehicles must take place, an appropriate drip tray must be used to contain any fuel or oils.	EPC Contractor	Duration of contract
All stored fuels to be maintained within a bund and on a sealed surface as per the requirements of SABS 089:1999 Part 1.. The bunded area must be provided with a tap-off system through which spillages and leakages that might occur will be removed without any spillage outside the bunded area. Where tap-off system cannot be installed,a method statement must be provided detailing how contaminated rainwater or spills will be removed and stored from the bund.	EPC Contractor	Duration of contract
Fuel storage areas must be inspected regularly to ensure bund stability, integrity, and function.	EPC Contractor	Duration of contract
Construction machinery must be stored in an appropriately sealed area.	EPC Contractor	Duration of contract
No chemicals must be stored or vehicle maintenance undertaken within 350m of the temporal zone of wetlands, a drainage line or hillside wetlands.	EPC Contractor	Duration of contract
Oily water from bunds at the substations must be removed from site by licensed contractors.	EPC Contractor	Duration of contract
Any storage and disposal permits/approvals which may be required must be obtained, and the conditions attached to such permits and approvals will be compiled with.	EPC Contractor	Duration of contract
Transport of all hazardous substances must be in accordance with the relevant legislation and regulations	EPC Contractor	Duration of contract
The sediment control and water quality structures used on-site must be monitored and maintained in an operational state at all times.	EPC Contractor	Duration of contract
An effective monitoring system must be put in place to detect any leakage or spillage of all hazardous substances during their transportation, handling, installation and storage.	EPC Contractor	
Precautions must be in place to limit the possibility of oil and other toxic liquids from entering the soil or clean stormwater system.	EPC Contractor	
Upon the completion of construction, the area must be cleared of potentially polluting materials.	EPC Contractor	Completion of construction

Performance » No avoidable chemical spills outside of designated storage

Indicator	<p>areas.</p> <ul style="list-style-type: none"> » No unattended water or soil contamination by spills. » No complaints received regarding waste on site or indiscriminate dumping.
Monitoring	<ul style="list-style-type: none"> » Implement an effective monitoring system to detect any leakage or spillage of all hazardous substances. » Observation and supervision of chemical storage and handling practices and vehicle maintenance throughout construction phase. » A complaints register must be maintained, in which any complaints from the community will be logged. » An incident reporting system will be used to record non-conformances to the EMPr.

p) OBJECTIVE: Minimise the impacts on fauna

Project Component/s	<ul style="list-style-type: none"> » Any infrastructure or activity that will result in disturbance to natural areas.
Potential Impact	<ul style="list-style-type: none"> » Vegetation clearance and associated impacts on faunal habitats. » Traffic to and from site.
Activity/Risk Source	<ul style="list-style-type: none"> » Site preparation and earthworks. » Construction-related traffic. » Foundations or plant equipment installation. » Mobile construction equipment. »
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To minimise footprints of habitat destruction » To minimise disturbance to (and death of) resident and visitor faunal and avifaunal species

Mitigation: Action/Control	Responsibility	Timeframe
Areas to be cleared must be clearly marked in the field to eliminate unnecessary clearing/disturbance.	EPC Contractor in consultation with Specialist	Construction
The extent of clearing and disturbance to the native vegetation must be kept to a minimum so that impact on fauna and their habitats is restricted.	EPC Contractor	Construction
Permits must be applied for in order to capture, release and transport protected and specially protected fauna.	EPC Contractor/ ECO	Construction
Animals that cannot flee from the affected areas by themselves (e.g. reptiles, amphibians, small mammals) must be removed from the affected areas before the start of site clearing/construction and relocated to safe areas.	Specialist/ ECO/ EP	Construction

Mitigation: Action/Control	Responsibility	Timeframe
An animal removal plan/ rescue plan must be established to ensure the safety of animals/workers on site and effective capture and release of animals.	EPC Contractor/ ECO	Construction
Where facility perimeter fence cannot be fully enclosed, animal corridors (dugouts below the fence) must be established every 200 m in order to allow trapped animals to escape.	EPC Contractor	Construction
Traffic calming or extensive use of speed limit/ warning signs must be installed on/ along access roads to prevent/ reduce faunal mortalities.	EPC Contractor	Construction
Vehicle movements must be restricted to designated roadways.	EPC Contractor	Construction
Vehicular movements outside of designated roadways must be done with the permission of the ECO and prior inspection of newly proposed informal access road.	EPC Contractor	Construction

Performance Indicator	<ul style="list-style-type: none"> » Zero disturbance outside of designated work areas » Minimised clearing of existing/natural vegetation and habitats for fauna » Limited impacts on faunal species (i.e. noted/recorded fatalities)
Monitoring	<ul style="list-style-type: none"> » Observation of vegetation clearing activities by ECO throughout construction phase » Supervision of all clearing and earthworks » Recording faunal fatalities to monitor success of relocation efforts » An incident reporting system will be used to record non-conformances to the EMP.

7.3 Detailing Method Statements

a) OBJECTIVE: Ensure all construction activities are undertaken with the appropriate level of environmental awareness to minimise environmental risk

The environmental specifications are required to be underpinned by a series of Method Statements, within which the Contractors and Service Providers are required to outline how any identified environmental risks will practically be mitigated and managed for the duration of the contract, and how specifications within this EMP will be met. That is, the Contractor will be required to describe how specified requirements will be achieved through the submission of written Method Statements to the Site Manager and ECO.

A Method Statement is defined as "a written submission by the Contractor in response to the environmental specification or a request by the Site Manager, setting out the plant, materials, labour and method the Contractor proposes using to conduct an activity, in such detail that the Site Manager is able to assess whether the Contractor's proposal is in accordance with the Specifications and/or will produce results in accordance with the Specifications". The Method Statement must cover applicable details with regard to:

- » Details of the responsible person/s;
- » Construction procedures;
- » Materials and equipment to be used;
- » Transportation of equipment to and from site;
- » Handling of equipment/material within the site footprint;
- » How and where material will be stored;
- » The containment (or action to be taken if containment is not possible) of leaks or spills of any liquid or material that may occur;
- » Timing and location of activities;
- » Compliance/non-compliance with the Specifications; and
- » Any other information deemed necessary by the Site Manager.
- » Signed acknowledgement from the contractors to confirm their understanding of the EMP and its contents.

Very specific areas to be addressed in the method statement: before, during and post construction includes:

- » Site Establishment plan (which explains all activities from induction training to offloading, construction sequence for site establishment and the different amenities and to be established etc. Including a site camp plan indicating all of these).
- » Preparation of the site (i.e. clearing vegetation, compacting soils and removing existing infrastructure and waste).
- » Soil management/stockpiling and erosion control.
- » Excavations and backfilling procedure and processes.
- » Stipulate norms and standards for water supply and usage (i.e.: comply strictly to licence and legislation requirements and restrictions as applicable).
- » Stipulate the storm water management procedures recommended in the storm water management plan.
- » Ablution facilities (placement, maintenance, management and servicing).
- » Solid Waste Management:
 - * Description of the waste storage facilities (on site and accumulative).
 - * Placement of waste stored (on site and accumulative).
 - * Management and collection of waste process.
 - * Recycle, re-use and removal process and procedure.

- » Liquid waste management:
 - * The design, establish, maintain and operate suitable procedures for pollution control facilities necessary to prevent discharge of water containing polluting matter or visible suspended materials into rivers, streams or existing drainage systems.
 - * Stipulate grey water (i.e. water from basins, showers, baths, kitchen sinks etc.) that needs to be disposed of, link into an existing facilities where possible. Where no facilities are available, grey water runoff must be controlled to ensure there is no seepage into wetlands or natural watercourses.
- » Dust and noise pollution:
 - * Describe necessary measures to ensure that noise from construction activities is maintained within lawfully acceptable levels (construction activities generating output levels of 85 dB(A) near human settlement, are to be confined to working hours (06h00 - 18h00) Mondays to Fridays).
 - * Procedure to control dust at all times on the site, access roads, borrow pits and spoil sites (dust control shall be sufficient so as not to have significant impacts in terms of the biophysical and social environments). These impacts include visual pollution, decreased safety due to reduced visibility, negative effects on human health and the ecology due to dust particle accumulation.
- » Hazardous substance storage (ensure compliance with all national, regional and local legislation with regard to the storage of oils, fuels, lubricants, solvents, wood treatments, bitumen, cement, pesticides and any other harmful and hazardous substances and materials. South African National Standards apply).
 - * List of all potentially hazardous substances to be used.
 - * Appropriate handling, storage and disposal procedures.
 - * Prevention plan of accidental contamination of soil at storage and handling areas.
 - * All storage areas, (i.e.: for harmful substances appropriately bunded with a suitable collection point for accidental spills must be implemented and drip trays underneath dispensing mechanisms including leaking engines/machinery).
- » Fire prevention and management measures on site.
- » Fauna and flora protection process on and off site (i.e.: removal to reintroduction or replanting, if necessary).
- » Rehabilitation and re-vegetation process.
- » Traffic management.
- » Incident and accident reporting protocol.
- » General administration (and stipulating that all documentation and licences must be on site at all times).
- » Designate access road and the protocol on while roads are in use.

- » Requirements of gate control protocols.

The Contractor may not commence the activity covered by the Method Statement until it has been approved by the Eskom's Construction Manager /Project Manager, except in the case of emergency activities and then only with the consent of the Site Manager. Approval of the Method Statement will not absolve the Contractor from their obligations or responsibilities in terms of their contract. Failure to submit a method statement may result in suspension of the activity concerned until such time as a method statement has been submitted and approved. The ECO should monitor the construction activities to ensure that these are undertaken in accordance with the approved Method Statement.

7.4 Awareness and Competence: Construction Phase of the Solar Energy Facility

a) OBJECTIVE: To ensure all construction personnel have the appropriate level of environmental awareness and competence to ensure continued environmental due diligence and on-going minimisation of environmental harm

To achieve effective environmental management, it is important that Contractors are aware of the responsibilities in terms of the relevant environmental legislation and the contents of this EMPr. The Contractor is responsible for informing employees and sub-contractors of their environmental obligations in terms of the environmental specifications, and for ensuring that employees are adequately experienced and properly trained in order to execute the works in a manner that will minimise environmental impacts.

The Contractors obligations in this regard include the following:

- » All Employees must have a basic understanding of the key environmental features of the construction site and the surrounding environment. This includes the discussion/explanation of site environmental matters during toolbox talks.
- » The content and requirements of Method Statements are to be clearly explained to all plant operators and general workers. All staff acting in a supervisory capacity is to have copies of the relevant Method Statements and be aware of the content thereof.
- » Ensuring that a copy of the EMPr is readily available on-site, and that all senior site staff are aware of the location and have access to the document.
- » Senior site staff will be familiar with the requirements of the EMPr and the environmental specifications as they apply to the construction of the facility.

- » Employees must undergo training for the operation and maintenance activities associated with a PV plant and have a basic knowledge of the potential environmental impacts that could occur and how they can be minimised and mitigated.
- » Ensuring that, prior to commencing any site works, all employees and sub-contractors have attended an Environmental Awareness Training course.
- » The course should be sufficient to provide the site staff with an appreciation of the project's environmental requirements, and how they are to be implemented.
- » Awareness of any other environmental matters, which are deemed necessary by the ECO.
- » Ensuring that employee information posters, outlining the environmental "do's" and "don'ts" (as per the environmental awareness training course) are erected at prominent locations throughout the site.
- » Ensure that construction workers have received basic training in environmental management, including the storage and handling of hazardous substances, minimisation of disturbance to sensitive areas, management of waste, and prevention of water pollution.
- » Records must be kept of those that have completed the relevant training.
- » Training should be done either in a written or verbal format but must be appropriate for the receiving audience.
- » Refresher sessions must be held to ensure the contractor staff are aware of their environmental obligations as practically possible.
- » All sub-contractors must have a copy of the EMPr and sign a declaration/acknowledgement that they are aware and familiar with the contents and requirements of the EMPr and that they will conduct work in such a manner as to ensure compliance with the requirements of the EMPr.
- » Contractors and main sub-contractors should have a basic training in the identification of archaeological sites/objects, and protected flora and fauna that may be encountered on the site.

Therefore, prior to the commencement of construction activities on site and before any person commences with work on site thereafter, adequate environmental awareness and responsibility are to be appropriately presented to all staff present onsite, clearly describing their obligations towards environmental controls and methodologies in terms of this EMPr. This training and awareness will be achieved in the following ways:

7.4.1 Environmental Awareness Training

Environmental Awareness Training must take the form of an on-site talk and demonstration by the SHE Representative/ EO before the commencement of site establishment and construction on site. The education/awareness programme should be aimed at all levels of management and construction workers within the

contractor team. A record of attendance of this training must be maintained by the SHE Representative/EO and verified by the ECO on site.

7.4.2 Induction Training

Environmental induction training must be presented to all persons who are to work on the site – be it for short or long durations; Contractor's or Engineer's staff; administrative or site staff; sub-contractors or visitors to site.

This induction training should include discussing the developer's environmental policy and values, the function of the EMPr and Contract Specifications and the importance and reasons for compliance to these. The induction training must highlight overall do's and don'ts on site and clarify the repercussions of not complying with these. The non-conformance reporting system must be explained during the induction as well. Opportunity for questions and clarifications must form part of this training. A record of attendance of this training must be maintained by the SHE Representative/EO on site.

7.4.3 Toolbox Talks

Toolbox talks should be held on a scheduled and regular basis (at least once a week) where foremen, environmental and safety representatives of different components of the Works and sub-consultants hold talks relating to environmental practices and safety awareness on site, , alternatively talks can take form of a power point which must be read and understood by all construction personnel. Toolbox talks must be compiled and distributed by the EPC to all contractors. These talks should also include discussions on possible common incidents occurring on site and the prevention of reoccurrence thereof. Records of attendance and the awareness talk subject must be kept on file.

7.5 Monitoring Programme: Construction Phase

a) OBJECTIVE: To monitor the performance of the control strategies employed against environmental objectives and standards

A monitoring programme must be in place not only to ensure conformance with the EMPr, but also to monitor any environmental issues and impacts which have not been accounted for in the EMPr that are, or could result in significant environmental impacts for which corrective action is required. The period and frequency of monitoring will be stipulated by the Environmental Authorisation

(once issued). Where this is not clearly dictated, the project Developer/Owner will determine and stipulate the period and frequency of monitoring required in consultation with relevant stakeholders and authorities. The Technical Director/Manager will ensure that the monitoring is conducted and reported.

The aim of the monitoring and auditing process would be to routinely monitor the implementation of the specified environmental specifications, in order to:

- » Monitor and audit compliance with the prescriptive and procedural terms of the environmental specifications.
- » Ensure adequate and appropriate interventions to address non-compliance.
- » Ensure adequate and appropriate interventions to address environmental degradation.
- » Provide a mechanism for the lodging and resolution of public complaints.
- » Ensure appropriate and adequate record keeping related to environmental compliance.
- » Determine the effectiveness of the environmental specifications and recommend the requisite changes and updates based on audit outcomes, in order to enhance the efficacy of environmental management on site.
- » Aid communication and feedback to authorities and stakeholders.

7.5.1 Non-Conformance Reports

All supervisory staff including Foremen, Resident Engineers, and the ECO must be provided the means to be able to submit non-conformance reports to the Site Manager. Non-conformance reports will describe, in detail, the cause, nature and effects of any environmental non-conformance by the Contractor. Records of penalties imposed may be required by the relevant authority.

The non-conformance report will be updated on completion of the corrective measures indicated on the finding sheet. The report must indicate that the remediation measures have been implemented timeously and that the non-conformance can be closed-out to the satisfaction of the Site Manager and ECO.

7.5.2 Monitoring Reports

A monitoring report must be compiled by the ECO on a monthly basis and must be submitted to DEA for their records. This report should include details of the activities undertaken in the reporting period, any non-conformances or incidents recorded, corrective action required, and details of those non-conformances or incidents which have been closed out.

7.5.3 Final Audit Report

Final environmental audit reports must be compiled by the ECO and be submitted to DEA upon completion of the construction and rehabilitation activities (within 30 days of completion of the construction phase (i.e. within 30 days of site handover) and another within 30 days of completion of rehabilitation activities. These reports must indicate the date of the audit, the name of the auditor and the outcome of the audit in terms of compliance with the environmental authorisation conditions and the requirements of the EMPr.

MANAGEMENT PROGRAMME: REHABILITATION **CHAPTER 8**

Overall Goal: Undertake the rehabilitation measures in a way that:

- » Ensures rehabilitation of disturbed areas following the execution of the works, such that residual environmental impacts are remediated or curtailed

8.1. Objectives

In order to meet this goal, the following objective, actions and monitoring requirements are relevant:

a) OBJECTIVE: Ensure appropriate rehabilitation of disturbed areas such that residual environmental impacts are remediated or curtailed

Immediately after clearing of vegetation, the soil surface must be inspected for signs of erosion and stabilised as soon as possible. After completion of construction, such erosion stabilisation should preferably be with a cover of vegetation. A perennial vegetation cover of at least 30%, preferably more, will be desirable.

The aim of the first vegetation cover is to form a protective, relatively dense indigenous layer to slow runoff, increase moisture infiltration into the soil, and gradually change the soil nutrient status in order for it to be more favourable for other desirable indigenous vegetation to become established.

The first vegetation layer must be developed further until a desirable end state, as determined during the design phase and taking the original vegetation description as guideline, is established.

Project Component/s	<ul style="list-style-type: none"> » PV Array supports and trenching » Grid connection and associated servitudes » Access roads » Workshop, guardhouses, substation and other related infrastructure » Potential topsoil stockpiles
Potential Impact	<ul style="list-style-type: none"> » Within the footprint, a change of plant species composition with lower productivity and agricultural potential can be expected due to removal, disturbance and continued long-term shading of vegetation » A largely reduced vegetation cover will cause the ecosystem to be more prone to erosion and irreversible degradation

	<ul style="list-style-type: none"> » Disturbance of indigenous vegetation creates opportunities for the establishment of invasive vegetation or creation of surfaces that do not support the permanent (re-) establishment of vegetation » Loss of natural regeneration potential of soils » Loss of agricultural potential of soils.
Activity/Risk Source	<ul style="list-style-type: none"> » Site preparation and earthworks » Excavation of foundations and trenches » Construction of site access road » Power line construction activities » PV array construction activities » Stockpiling of topsoil, subsoil and spoil material.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Recreate a non-invasive, acceptable vegetation cover that will facilitate the establishment of desirable and/or indigenous species » Prevent and accelerated erosion of ecosystem degradation

Mitigation: Action/Control	Responsibility	Timeframe
Rehabilitation of surface		
A rehabilitation and dismantling plan must be provided at least 7 days prior to the completion of construction, which must be provided to the ECO.	EPC Contractor	End of construction
Prior to the application of topsoil <ul style="list-style-type: none"> » Subsoil shall be shaped and trimmed to blend in with the surrounding landscape or used for erosion mitigation measures » Ground surface or shaped subsoil shall be ripped or scarified with a mechanical ripper/ grader or by hand to a depth of 15 – 20 cm » Compacted soil shall be ripped to a depth greater than 25 cm and the trimmed by hand to prevent re-compacting the soil » Any foreign objects, concrete remnants, steel remnants or other objects introduced to the site during the construction process shall be cleared before ripping, or shaping and trimming of any landscapes to be rehabilitated takes place » Shaping will be to roughly round off cuts and fills and any other earthworks to stable forms, sympathetic to the natural surrounding landscapes 	EPC Contractor,	During and after construction
Application of topsoil <ul style="list-style-type: none"> » Topsoil shall be spread evenly over the ripped or trimmed surface, if possible not deeper than the topsoil originally removed » The final prepared surface shall not be smooth but 	EPC Contractor,	During and after construction

Mitigation: Action/Control	Responsibility	Timeframe
<p>furrowed to follow the natural contours of the land</p> <ul style="list-style-type: none"> » The final prepared surface shall be free of any pollution or any kind of contamination » Care shall be taken to prevent the compaction of topsoil 		
<p>Soil stabilisation</p> <ul style="list-style-type: none"> » Mulch, if available from shredded vegetation, shall be applied by hand to achieve a layer of uniform thickness » Mulch shall be rotavated into the upper 10 cm layer of soil <ul style="list-style-type: none"> * This operation shall not be attempted if the wind strength is such as to remove the mulch before it can be incorporated into the topsoil » Measures shall be taken to protect all areas susceptible to erosion by installing temporary and permanent drainage work as soon as possible <ul style="list-style-type: none"> * Where natural water flow-paths can be identified, subsurface drains or suitable surface drains and chutes need to be installed » Additional measures shall be taken to prevent surface water from being concentrated in streams and from scouring slopes, banks or other areas » Runnels or erosion channels developing shall be back-filled and restored to a proper condition <ul style="list-style-type: none"> o Such measures shall be effected immediately before erosion develops at a large scale » Where erosion cannot be remedied with available mulch or rocks, geojute or other geotextiles shall be used to curtail erosion 	EPC Contractor,	Construction phase Operational phase, followed up until desired end state is reached
Re-vegetation		
<p>In line with specifications regarding permissible biodiversity and the rehabilitation plan a minimum percentage cover of vegetation must be established and permanently maintained post construction</p>	Developer and horticultural EPC Contractor	After construction, throughout operational phase
<p>Implement re-vegetation and rehabilitation plan (refer to Appendix E).</p> <ul style="list-style-type: none"> » Re-vegetation of the final prepared area is expected to occur spontaneously to some degree where topsoil could be re-applied within 6 months » Re-vegetation will be done according to an approved planting/landscaping plan according to the desirable end states and permissible vegetation 	EPC Contractor,	Construction phase Operational phase, followed up until desired end state is reached

Mitigation: Action/Control	Responsibility	Timeframe
<p>Re-seeding</p> <ul style="list-style-type: none"> » Re-vegetation can be increased where necessary by hand- seeding indigenous species <ul style="list-style-type: none"> ○ previously collected and stored seeds shall be sown evenly over the designated areas, and be covered by means of rakes or other hand tools ○ commercially available seed of grass species naturally occurring on site can be used as alternative » re-seeding shall occur at the recommended time to take advantage of the growing season » in the absence of sufficient follow-up rains after seeds started germinating, irrigation of the new vegetation cover until it is established shall become necessary to avoid loss of this vegetative cover and the associated seedbank 	<p>EPC Contractor,</p>	<p>Construction phase Operational phase, followed up until desired end state is reached</p>
<p>Planting of species</p> <ul style="list-style-type: none"> » the composition of the final acceptable vegetation will be based on the vegetation descriptions of the original ecological EIA investigation, and will include rescued plant material » geophytic plants shall be planted in groups or as features in selected areas » during transplanting care shall be taken to limit or prevent damage to roots » plants should be watered immediately after transplanting to help bind soil particles to the roots (or soil-ball around rooted plants) and so facilitate the new growth and functioning of roots 	<p>EPC Contractor</p>	<p>Construction phase Operational phase, followed up until desired end state is reached</p>
<p>Traffic on re-vegetated areas</p> <ul style="list-style-type: none"> » designated tracks shall be created for pedestrian of vehicle traffic where necessary » Disturbance of vegetation and topsoil must be kept to a practical minimum, no unauthorised off road driving will be allowed » All rehabilitated areas must be demarcated to prevent accidental disturbance from vehicles and heavy machinery. 	<p>EPC Contractor,</p>	<p>Construction phase Operational phase</p>
<p>Establishment</p> <ul style="list-style-type: none"> » The establishment and new growth of re-vegetated and replanted species shall be closely monitored <ul style="list-style-type: none"> * Where necessary, reseeding or replanting will have to be done if no acceptable plant cover has been created 	<p>EPC Contractor,</p>	<p>Construction phase Operational phase, followed up until desired end state is</p>

Mitigation: Action/Control	Responsibility	Timeframe
		reached
Monitoring and follow-up treatments		
Monitor success of rehabilitation and re-vegetation and take remedial actions as needed according to the respective plan » Erosion shall be monitored at all times and measures taken as soon as detected » Where necessary, reseeded or replanting will have to be done if no acceptable plant cover has been created	ECO during construction, suitable designated person / contractor after that	Construction phase Operational phase
Weeding » It can be anticipated that invasive species and weeds will germinate on rehabilitated soils <ul style="list-style-type: none"> ○ These need to be hand-pulled before they are fully established and/or reaching a mature stage where they can regenerate ○ Where invasive shrubs re-grow, they will have to be eradicated according to the Working for Water specifications 	EPC Contractor	Construction phase Operational phase

Performance Indicator	<ul style="list-style-type: none"> » No activity in identified no-go areas » Natural configuration of habitats as part of ecosystems or cultivated land is retained or recreated, thus ensuring a diverse but stable hydrology, substrate and general environment for species to be able to become established and persist » The structural integrity and diversity of natural plant communities is recreated or maintained » Indigenous biodiversity continually improves according to the pre-determined desirable end state <ul style="list-style-type: none"> ○ This end state, if healthy, will be dynamic and able to recover by itself after occasional natural disturbances without returning to a degraded state » Ecosystem function of natural landscapes and their associated vegetation is improved or maintained
Monitoring	<ul style="list-style-type: none"> » Fortnightly inspections of the site by ECO during construction » An incident reporting system must record non-conformances to the EMPr. » Quarterly inspections and monitoring of the site by the ECO or personnel designated to the rehabilitation process until 80% of the desired plant species have become established <ul style="list-style-type: none"> * These inspections should be according to the monitoring protocol set out in the rehabilitation plan » Thereafter annual inspections according to the minimal monitoring protocol

MANAGEMENT PROGRAMME: OPERATION

CHAPTER 9

Overall Goal: To ensure that the operation of the solar energy facility does not have unforeseen impacts on the environment and to ensure that all impacts are monitored and the necessary corrective action taken in all cases. In order to address this goal, it is necessary to operate the facility in a way that:

- » Ensures that operation activities are properly managed in respect of environmental aspects and impacts.
- » Enables the solar energy facility operation activities to be undertaken without significant disruption to other land uses in the area, in particular with regard to farming practices, traffic and road use, and effects on local residents.
- » Minimises impacts on fauna using the site.

An environmental manager must be appointed during operation whose duty it will be to ensure the implementation of the operational EMPr.

9.1. Roles and Responsibilities for the Operation Phase of the Solar Energy Facility

Formal responsibilities are necessary to ensure that key procedures are executed. Specific responsibilities of the Operations Manager, and Environmental Manager for the operation phase of this project are detailed below.

The **Power Station Manager** will:

- » Ensure that adequate resources (human, financial, technology) are made available and appropriately managed for the successful implementation of the operational EMPr.
- » Conduct annual basis reviews of the EMPr to evaluate its effectiveness.
- » Take appropriate action as a result of findings and recommendations in management reviews and audits.
- » Provide forums to communicate matters regarding environmental management.

The **Technical/SHEQ Manager** will:

- » Develop and Implement an Environmental Management System (EMS) for the solar energy facility and associated infrastructure.
- » Manage and report on the facility's environmental performance.
- » Maintain a register of all known environmental impacts and manage the monitoring thereof.

- » Conduct internal environmental audits and co-ordinate external environmental audits.
- » Liaise with statutory bodies such as the National and Provincial Department of Environmental Affairs (DEA) on environmental performance and other issues.
- » Conduct environmental training and awareness for the employees who operate and maintain the solar energy facility.
- » Compile environmental policies and procedures.
- » Liaise with interested and affected parties on environmental issues of common concern.
- » Track and control the lodging of any complaints regarding environmental matters.

The Technical/SHEQ Manager must provide fourteen (14) days written notification the DEA that the activity operational phase will commence.

9.2. Objectives

In order to meet this goal, the following objectives have been identified, together with necessary actions and monitoring requirements.

a) OBJECTIVE: Protection of indigenous natural vegetation, fauna and maintenance of rehabilitation

Indirect impacts on vegetation and fauna during operation could result from maintenance activities and the movement of people and vehicles on site and in the surrounding area. In order to ensure the long-term environmental integrity of the site following construction, maintenance of the areas rehabilitated post-construction must be undertaken until these areas have successfully re-established.

Project component/s	<ul style="list-style-type: none"> » Areas requiring regular maintenance. » Route of the security team. » Areas disturbed during the construction phase and subsequent rehabilitation at its completion. » Areas where the natural microclimate and thus vegetation composition has changed due to structures such as PV panels erected.
Potential Impact	<ul style="list-style-type: none"> » Disturbance to or loss of vegetation and/or habitat. » Environmental integrity of site undermined resulting in reduced visual aesthetics, erosion, compromised land capability and the requirement for on-going management intervention. » Decrease in local faunal populations and species diversity.

Activity/Risk Source	<ul style="list-style-type: none"> » Movement of employee vehicles within and around site. » Excessive shading by PV panels. » Altered rainfall interception and resultant runoff patterns by infrastructure.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Maintain minimised footprints of disturbance of vegetation/habitats on-site. » Ensure and encourage plant re-growth in non-operational areas of post-construction rehabilitation.

Mitigation: Action/Control	Responsibility	Timeframe
Existing roads must be maintained to ensure limited erosion and impact on areas adjacent to roadways.	Owner O&M Operator	Operation
An on-going invasive and alien plant monitoring and eradication programme must be implemented, where necessary	Owner O&M Operator	Operation
In line with specifications regarding permissible biodiversity and the rehabilitation plan, a minimum percentage cover of vegetation must be established and permanently maintained post construction	Owner in consultation with Specialist	After construction, throughout operational phase
A faunal monitoring and rescue plan must be implemented to minimise death and injury and to prevent further incidents from occurring.	Owner O&M Operator	Operation
An avifaunal monitoring plan must be implement to identify and mitigate possible impacts with operational infrastructure.	Owner in consultation with Specialist	Operation

Performance Indicator	<ul style="list-style-type: none"> » No further disturbance to vegetation or terrestrial faunal habitats. » Continued improvement of rehabilitation efforts. » No disturbance of vegetation outside of project site. » No further thickening of invasive shrubs on site. » Gradual disappearance of all alien plant species on site.
Monitoring	<ul style="list-style-type: none"> » Observation of vegetation on-site by facility manager and environmental manager. » Regular inspections to monitor plant re-growth/performance of rehabilitation efforts and weed infestation compared to natural/undisturbed areas.

b) OBJECTIVE: The mitigation and possible negation of visual impacts associated with the decommissioning of the Proposed Majuba Solar PV Project

Project Component/s	Construction site
Potential Impact	Visual impact of general construction activities, and the potential scarring of the landscape due to vegetation clearing and resulting erosion.
Activity/Risk Source	The viewing of the above mentioned by observers on or near the site (within 2.5km of the site).
Mitigation: Target/Objective	Minimal visual intrusion by construction activities and intact vegetation cover outside of immediate works areas.

Mitigation: Action/control	Responsibility	Timeframe
Maintain the general appearance of the facility as a whole, including the panels, servitudes and the ancillary structures.	Owner O&M Operator	Throughout the operational phase.
Monitor the implementation of mitigation measures, and implement remedial action as and when required.	Owner O&M Operator	Throughout the operational phase.
Maintain roads and servitudes to forego erosion and to suppress dust.	Owner O&M Operator	Throughout the operational phase.
Monitor rehabilitated areas, and implement remedial action as and when required.	Owner O&M Operator	Throughout the operational phase.

Performance Indicator	Well maintained and neat facility with intact vegetation on and in the vicinity of the facility.
Monitoring	Monitoring of the entire site on an ongoing basis (by operator).

c) OBJECTIVE: Minimise soil degradation and erosion (Erosion Management Plan)

The soil on site may be impacted in terms of:

- » Soil degradation including erosion (by wind and water) and subsequent deposition elsewhere is of a concern across the entire site which is underlain by fine grained soil which can be mobilised when disturbed, even on relatively low slope gradients (accelerated erosion).
- » Uncontrolled run-off relating to construction activity (excessive wetting, uncontrolled discharge, etc.) will also lead to accelerated erosion and possible sedimentation of drainage systems.
- » Degradation of the natural soil profile due to pollution.

Management of erosion will be required during the operation phase of the facility. An erosion management plan is required to ensure compliance with applicable regulations and to prevent increased soil erosion and sedimentation of the downstream environment. The section below provides a guideline for the management of erosion on site and will need to be supplemented with the principles for erosion management contained in the principles of Erosion Management plan included in this report.

Project Component/s	<ul style="list-style-type: none"> » PV panels. » Power line. » Ancillary buildings. » Access roads.
Potential Impact	<ul style="list-style-type: none"> » Soil degradation. » Soil erosion. » Increased deposition of soil into drainage systems. » Increased run-off over the site.
Activities/Risk Sources	<ul style="list-style-type: none"> » Poor rehabilitation and/or re-vegetation of cleared areas. » Rainfall - water erosion of disturbed areas. » Wind erosion of disturbed areas. » Concentrated discharge of water from construction activity.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » Ensure rehabilitation of disturbed areas is maintained. » Minimise soil degradation (i.e. wetting). » Minimise soil erosion and deposition of soil into drainage lines. » Ensure continued stability of embankments/excavations.

Mitigation: Action/Control	Responsibility	Timeframe
Rehabilitate disturbance areas should the previous attempt be unsuccessful.	Owner O&M Operator	Operation
Maintain erosion control measures implemented during the construction phase (i.e. run-off attenuation on slopes (sand bags, logs), silt fences, storm water catch-pits, and shade nets).	Owner O&M Operator	Operation
Develop and implement an appropriate stormwater management plan for the operational phase of the facility	Owner O&M Operator	Operation

Performance Indicator	<ul style="list-style-type: none"> » Acceptable level of soil erosion around site, as determined by the environmental manager. » Acceptable level of increased siltation in drainage lines, as determined by the environmental manager.
Monitoring	» Inspections of site on a bi-annual basis by the ECO

d) OBJECTIVE: Minimise dust and air emissions

During the operational phase, limited gaseous or particulate emissions are anticipated from exhaust emissions (i.e. from operational vehicles), and from the augmentation plant. Windy conditions and the movement of vehicles on site may lead to dust creation.

Project Component/s	<ul style="list-style-type: none"> » Hard engineered surfaces. » On-site vehicles.
Potential Impact	<ul style="list-style-type: none"> » Dust and particulates from vehicle movement to and on-site. » Release of minor amounts of air pollutants (for example NO₂, CO and SO₂) from vehicles and the augmentation plant.
Activities/Risk Sources	<ul style="list-style-type: none"> » Re-entrainment of deposited dust by vehicle movements. » Wind erosion from unsealed roads and surfaces. » Fuel burning vehicle and construction engines.
Mitigation: Target/Objective	<ul style="list-style-type: none"> » To ensure emissions from all vehicles are minimised, where possible. » To minimise nuisance to the community from dust emissions and to comply with workplace health and safety requirements.

Mitigation: Action/Control	Responsibility	Timeframe
Roads must be maintained to a manner that will ensure that nuisance to the community from dust is not visibly excessive.	Owner O&M Operator	Operation
Appropriate dust suppressant must be applied to the roads as required to minimise/control airborne dust.	Owner O&M Operator	Duration of contract
Speed of vehicles must be restricted, as defined by the Environmental Manager.	Owner O&M Operator	Duration of contract
Vehicles and equipment must be maintained in a road-worthy condition at all times.	Owner O&M Operator	Duration of contract

Performance Indicator	<ul style="list-style-type: none"> » No complaints from affected residents or community regarding dust or vehicle emissions. » Dust suppression measures implemented for where required. » Drivers made aware of the potential safety issues and enforcement of strict speed limits when they are employed.
Monitoring	<ul style="list-style-type: none"> » Immediate reporting by personnel of any potential or actual issues with nuisance dust or emissions to the Site Manager. » A complaints register must be maintained, in which any complaints from residents/the community will be logged, and thereafter complaints will be investigated and, where appropriate, acted upon. » An incident reporting system must be used to record non-conformances to the EMP.

e) OBJECTIVE: Ensure the implementation of an appropriate fire management plan during the operation phase

The increased presence of people on the site could increase the risk of veld fires, particularly in the dry season.

Project Component/s	» Operation and maintenance of the solar energy facility and associated infrastructure.
Potential Impact	» Veld fires can pose a safety risk to the power station, local farmers and communities, and their homes, crops, livestock and farm infrastructure, such as gates and fences. In addition, fire can pose a risk to the solar energy facility infrastructure.
Activities/Risk Sources	» The presence of operation and maintenance personnel and their activities on the site can increase the risk of veld fires.
Mitigation: Target/Objective	» To avoid and or minimise the potential risk of veld fires on local communities and their livelihoods.

Mitigation: Action/Control	Responsibility	Timeframe
Join the local Fire Protection Agency.	Owner O&M Operator	Operation
Provide adequate fire fighting equipment on site.	Owner O&M Operator	Operation
Provide fire-fighting training to selected operation and maintenance staff.	Owner O&M Operator	Operation
Ensure that appropriate communication channels are established to be implemented in the event of a fire.	Owner O&M Operator	Operation
Fire breaks should be established where and when required. Cognisance must be taken of the relevant legislation when planning and burning firebreaks (in terms of timing, etc.).	Owner O&M Operator	Operation
Upon completion of the construction phase, an emergency evacuation plan must be drawn up to ensure the safety of the staff and surrounding land users in the case of an emergency.	Owner O&M Operator	Operation
Contact details of emergency services should be prominently displayed on site.	Owner O&M Operator	Operation

Performance Indicator	» Fire fighting equipment and training provided before the operational phase commences. » Appropriate fire breaks in place and maintained.
Monitoring	» The project developer must monitor indicators listed above to

ensure that they have been met.

f) OBJECTIVE: Maximise local employment and business opportunities associated with the operational phase

The facility is expected to be operational for more than 20 – 25 years during which time approximately ~50 staff members are expected to be required on-site. Therefore, long-term direct job opportunities for locals could exist, although limited. However, in an area with such high unemployment figures, these limited opportunities can still be seen as a positive impact on the quality of life of those benefiting from the employment.

Some local procurement of goods, materials and services could occur which would result in positive economic spin-offs. These opportunities for local service providers to render services to the proposed facility could include maintenance of the guardhouse, gardening at the guardhouse, cleaning services, security services and maintenance or replacement of general equipment

Project Component/s	» Day to day operational activities associated with the PV facility, including maintenance etc.
Potential Impact	» The opportunities and benefits associated with the creation of local employment and business should be maximised
Activities/Risk Sources	» The operational phase of the PV facility will create approximately 50 full time employment opportunities.
Mitigation: Target/Objective	» In the medium to long term employ as many locals as possible to fill the full time employment opportunities.

Mitigation: Action/Control	Responsibility	Timeframe
Adopt a local employment policy to maximise the opportunities made available to the local labour force. (preference to Ward 6, 7 and 8)	Owner O&M Operator	Prior to commencement of operation
The recruitment selection process should seek to promote gender equality and the employment of women wherever possible		
Establish vocational training programs for the local labour force to promote the development of skills	Owner O&M Operator	Prior to commencement of operation

Performance Indicator	» Percentage of workers that were employed from local communities (preference to Ward 6, 7 and 8)
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	» Number of people attending vocational training throughout the operation phase
Monitoring	» The project developer must monitor indicators listed above to ensure that they have been met for the operational phase.

g) OBJECTIVE: Appropriate handling and management of waste

The operation of the facility will involve the storage of chemicals and hazardous substances, as well as the generation of limited waste products. The main wastes expected to be generated by the operation activities includes general solid waste, and liquid waste.

Project Component/s	» Substation. » Operation and maintenance staff. » Workshop.
Potential Impact	» Inefficient use of resources resulting in excessive waste generation. » Litter or contamination of the site or water through poor waste management practices. » Contamination of water or soil because of poor materials management.
Activity/Risk Source	» Transformers and switchgear for the substations. » Ancillary buildings.
Mitigation: Target/Objective	» Comply with waste management legislation. » Minimise production of waste. » Ensure appropriate waste disposal. » Avoid environmental harm from waste disposal. » Ensure appropriate storage of chemicals and hazardous substances.

Mitigation: Action/Control	Responsibility	Timeframe
Hazardous substances (such as used/new transformer oils, etc.) must be stored in sealed containers within a clearly demarcated designated hazardous stores area.	Owner O&M Operator	Operation
Storage areas for hazardous substances must be appropriately sealed and banded.	Owner O&M Operator	Operation
All structures and/or components replaced during maintenance activities must be appropriately disposed of at an appropriately licensed waste disposal site or sold to a recycling merchant for recycling.	O&M Operator	Operation

Mitigation: Action/Control	Responsibility	Timeframe
Care must be taken to ensure that spillage of oils and other hazardous substances are limited during maintenance. Handling of these materials should take place within an appropriately sealed and bunded area. Should any accidental spillage take place, it must be cleaned up according to specified standards regarding bioremediation.	O&M Operator	Operation and maintenance
Spill kits must be made available on-site for the clean-up of spills and leaks of contaminants.	O&M Operator	Operation and maintenance
Disposal of waste must be in accordance with relevant legislative requirements, including the use of licensed contractors.	O&M Operator/ waste management contractor	Operation
Waste handling, collection, and disposal operations must be managed and controlled by a waste management contractor.	O O&M perator/ waste management contractor	Operation
Used oils and chemicals: » Appropriate disposal must be arranged with a licensed facility in consultation with the administering authority » Waste must be stored and handled according to the relevant legislation and regulations	O&M Operator	Operation
General waste must be recycled where possible or disposed of at an appropriately licensed landfill.	O&M Operator	Operation
Hazardous waste (including hydrocarbons) and general waste must be stored and disposed of separately.	O&M Operator	Operation
Disposal of waste must be in accordance with relevant legislative requirements, including the use of licensed contractors.	O&M Operator	Operation
On-site hazardous waste storage facilities must not exceed the design limits for liquid waste containment as calculated from the relevant regulations and SANS codes.	Owner	Operation

Performance Indicator	<ul style="list-style-type: none"> » No complaints received regarding waste on site or indiscriminate dumping. » Internal site audits identifying that waste segregation recycling and reuse is occurring appropriately. » Provision of all appropriate waste manifests. » No contamination of soil or water.
Monitoring	<ul style="list-style-type: none"> » Waste collection must be monitored on a regular basis. » Waste documentation must be completed and available for

inspection

- » An incidents/complaints register must be maintained, in which any complaints from the community must be logged.
- » Complaints must be investigated and, if appropriate, acted upon.
- » Regular reports on exact quantities of all waste streams exiting the site must be compiled by the operations manager
- » All appropriate waste disposal certificates must be maintained

MANAGEMENT PROGRAMME: DECOMMISSIONING CHAPTER 10

The solar infrastructure which will be utilised for the proposed solar energy facility is expected to have a lifespan of 20 - 25 years (i.e. with maintenance). Equipment associated with this facility would only be decommissioned once it has reached the end of its economic life. It is most likely that decommissioning activities of the infrastructure of the facility would comprise the disassembly and replacement of the solar infrastructure with more appropriate technology/ infrastructure available at that time.

Should the activity ever cease or become redundant, the applicant shall undertake the required actions as prescribed by legislation at the time and comply with all relevant legal requirements administered by any relevant and competent authority at that time.

10.1. Site Preparation

Site preparation activities will include confirming the integrity of the access to the site to accommodate required equipment, preparation of the site (e.g. lay down areas, construction platform) and the mobilisation of construction equipment.

10.2 Disassemble and Remove Infrastructure

Disassembled components will be reused, recycled, or disposed of in accordance with regulatory requirements.

10.3 Objectives

The relevant mitigation measures contained under the construction section should be applied during decommissioning and therefore is not repeated in this section. It must be noted that decommissioning activities will need to be undertaken in accordance with the legislation applicable at that time, which may require this section of the EMPr to be revisited and amended.

a) OBJECTIVE: To avoid and or minimise the potential social impacts associated with the decommissioning phase

Project Component/s	» Decommissioning phase of the PV facility and associated infrastructure
Potential Impact	» Decommissioning will result in job losses, which in turn can

	result in a number of social impacts, such as reduced quality of life, stress, depression etc. Decommissioning is also similar to the construction phase in that it will also create temporary employment opportunities.
Activity/Risk Source	» Decommissioning of the PV facility
Mitigation: Target/Objective	» To avoid and or minimise the potential social impacts associated with decommissioning phase of the PV facility.

Mitigation: Action/control	Responsibility	Timeframe
Retrenchments should comply with South African Labour legislation of the day	Owner	At decommissioning
Undertake activities as prescribed by the legislation at the time of decommissioning and comply with all legal requirements administered by the competent authority at the time.	Owner	At decommissioning

Performance Indicator	» South African Labour legislation relevant at the time
Monitoring	» No occurrences of dismissals not in-line with South African Labour Legislation.

b) OBJECTIVE: The mitigation and possible negation of visual impacts associated with the decommissioning of the Proposed Majuba Solar PV Energy Facility

Project Component/s	The solar energy facility and ancillary infrastructure (i.e. PV panels, access roads, substation, workshop, transformer, and power line).
Potential Impact	Visual impact of residual visual scarring and vegetation rehabilitation failure.
Activity/Risk Source	The viewing of the above mentioned by observers on or near the site.
Mitigation: Target/Objective	Only the infrastructure required for post decommissioning use of the site retained and rehabilitated vegetation in all disturbed areas.

Mitigation: Action/control	Responsibility	Timeframe
Remove infrastructure not required for the post-decommissioning use of the site.	Owner O&M Operator	During the decommissioning phase.
Rehabilitate access roads and servitudes not required for the post-decommissioning use of the site. If necessary, an ecologist should be consulted to give input into	Owner O&M Operator	During the decommissioning phase.

Mitigation: Action/control	Responsibility	Timeframe
rehabilitation specifications.		
Monitor rehabilitated areas quarterly for at least a year following decommissioning, and implement remedial action as and when required.	Owner O&M Operator	Post decommissioning.

Performance Indicator	Vegetation cover on and in the vicinity of the site is intact (i.e. full cover as per natural vegetation within the environment) with no evidence of degradation or erosion.
Monitoring	Monitoring of rehabilitated areas quarterly for at least a year following decommissioning.

c) OBJECTIVE: Minimise potential impacts on the environment during decommissioning activities

Project Component/s	» Decommissioning phase of the PV facility and associated infrastructure
Potential Impact	» Decommissioning may result in loss of newly established common and endemic plant species. » Established faunal habitats may be destroyed from decommissioning activities.
Activity/Risk Source	» Decommissioning of the PV facility
Mitigation: Target/Objective	» To avoid and or minimise the potential impacts on the receiving environment during decommissioning of the Majuba PV facility,

Mitigation: Action/control	Responsibility	Timeframe
Appoint a specialist to identify sensitive ecological areas and protected species which must be protected during decommissioning activities.	Owner	At decommissioning
Appoint an EO to monitor activities throughout the decommissioning phase of the project in order to ensure protection of sensitive areas/ species.	Owner	At decommissioning
Ensure that decommissioning activities comply with the relevant environmental legislation	Owner	At decommissioning
Disturbed areas are to follow the rehabilitation plan to ensure successful regrowth of endemic species.	Owner	At decommissioning

Performance	» Minimal loss of fauna and flora
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Indicator	» Identification of pioneer species in the previously disturbed areas.
Monitoring	» Monitoring of disturbed areas until complete re-growth

**APPENDIX A:
FINAL LAYOUT AND SENSITIVITY
MAPS**



Majuba Solar Energy Facility

Environmental sensitivity map

Legend

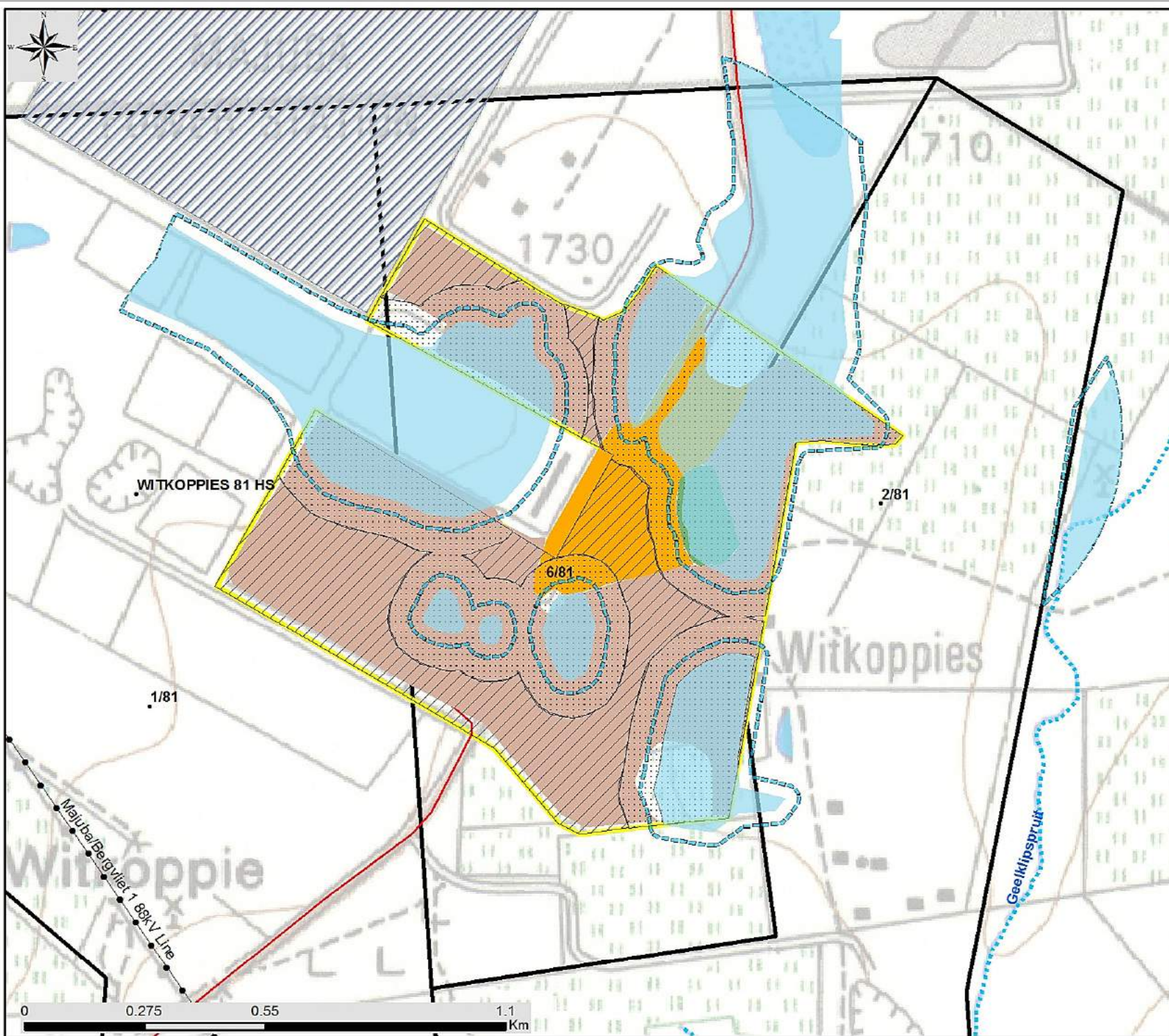
- Existing Powerline
- Secondary road
- Perennial river
- Non-Perennial river
- Proposed Majuba PV site
- Majuba power station
- Affected farm portions

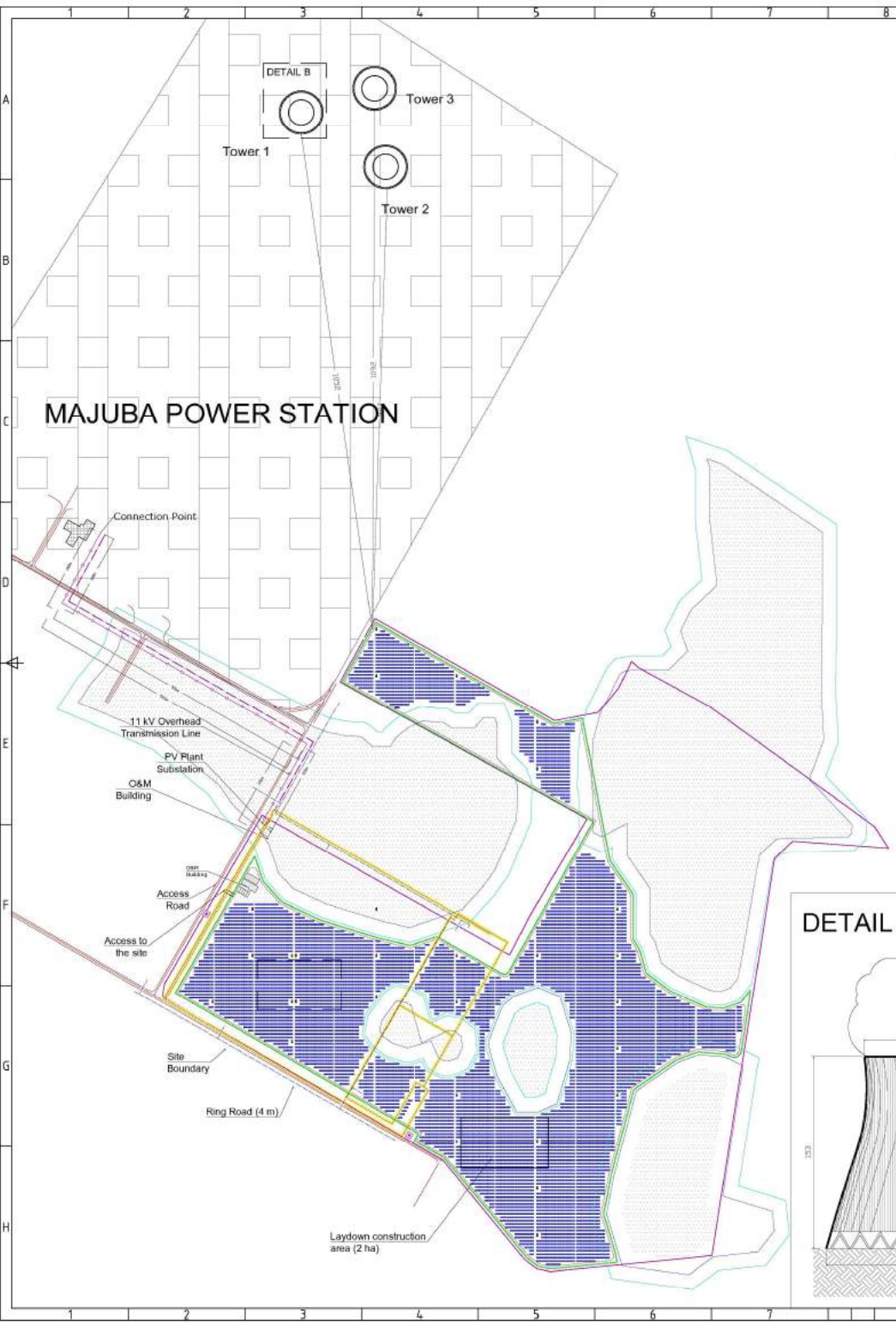
Environmental Sensitivities:

- Wetland (No-go area)
- Wetland Buffer (32m_No-go area)
- Eucalyptus-Pennisetum depression (Medium Ecological Sensitivity)
- Themeda-Helichrysum pilosellum Grassland (Medium Ecological Sensitivity)
- Semi-natural Grassland (Low Ecological Sensitivity)
- Medium Avifaunal Sensitivity
- Low Avifaunal Sensitivity

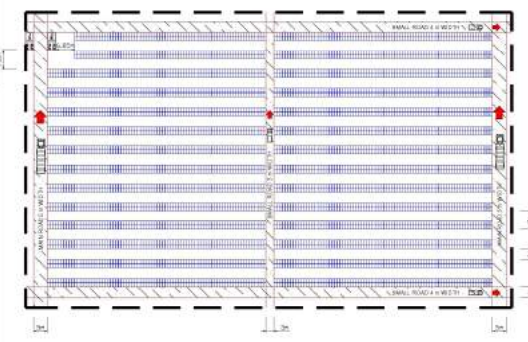


Scale: 1:12 000
 Projection: LO29
 Map Ref.: Majuba PV SEF - Env sens map_16.03.16





DETAIL - A

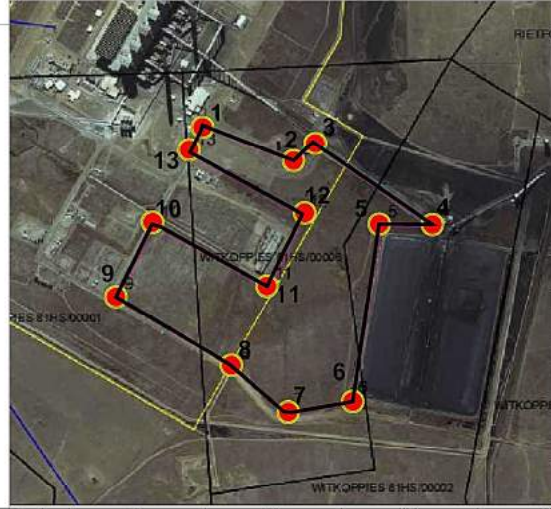
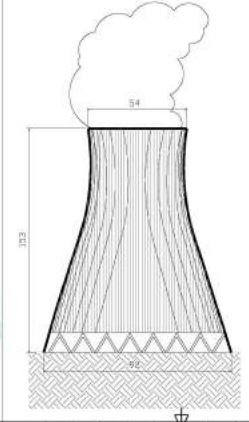


No. of modules per MVA: 4,400
Power Peak: 1,000 kWp

LEGEND

- PV ROW
- MV CABIN
- SINGLE TIER FENCE
- EXISTING SUBSTATION
- Site boundary
- BURIED PIPES 100/300/500 mm
- BURIED CABLES
- 11 kV OVERHEAD TRANSMISSION LINE
- 88 kV PROPOSED OVERHEAD LINE FOR FUTURE EXPANSION
- 11 kV UNDERGROUND CABLE
- INTERNAL/RING ROADS 2.5 M WIDTH
- ACCESS ROAD TO POWER STATION
- PV PLANT SUBSTATION (18 x 32 m)
- O&M BUILDING (35 x 13 m)
- PARKING AREA
- LAYDOWN CONSTRUCTION AREA
- COOLING TOWERS 1-3
- WETLAND BUFFER 30 m
- WETLAND BOUNDARY
- WETLAND

DETAIL - B



Majuba PV Plant information

Foot print area	96.9 ha
Indicative capacity	Up to 30 MW

Site Corners Coordinates (WG 29)

Cn. Nr.	Y(m)	X(m)
1	76574.8930	-2999400.0250
2	77013.1220	-2999579.0280
3	77119.2690	-2999493.2510
4	77672.309	-2999681.657
5	77424.472	-2999683.864
6	77285.975	-3000724.89
7	76973.555	-3000783.13
8	76721.544	-3000564.377
9	76160.054	-3000227.712
10	76338.496	-2999680.641
11	76681.711	-3000175.516
12	77049.158	-2999829.3610
13	76510.102	-2999534.0470

REVISIONS	NAME	DATE	NOTE
01			
02			

**ESKOM HOLDING LIMITED
GROUP TECHNOLOGY
ESKOM ENTERPRISES PARK**

PREPARED	Ciro Rippeno	26/06/2015
DRAWN	Ciro Rippeno	01/10/2015
CHECKED	Nick Theron	01/10/2015
ACCEPTED		
SHEET SIZE	DIN A1	
SUPERSEDED BY DRAWING NO.		
CAD FILE		SCALE:

**Majuba PV Plant
Indicative Layout**

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**APPENDIX B:
GRIEVANCE MECHANISM FOR
PUBLIC COMPLAINTS AND ISSUES**

GRIEVANCE MECHANISM / PROCESS

PURPOSE

This Grievance Mechanism has been developed to receive and facilitate resolution of concerns and grievances about the Project's environmental and social performance. The aim of the grievance mechanism is to ensure that grievances or concerns raised by local landowners and or communities are addressed in a manner that:

- » Provides a predictable, transparent, and credible process to all parties, resulting in outcomes that are seen as fair, effective, and lasting.
- » Builds trust as an integral component of broader community relations activities.
- » Enables more systematic identification of emerging issues and trends, facilitating corrective action and pre-emptive engagement.

The aim of this Grievance Mechanism is to address grievances in a manner that does not require a potentially costly and time consuming legal process.

PROCEDURE FOR RECEIVING AND RESOLVING GRIEVANCES

- » Local landowners, communities and authorities must be informed in writing by the Proponent of the grievance mechanism and the process by which grievances can be brought to the attention of the Proponent through its designated representative.
- » A company representative must be appointed as the contact person for grievances to be addressed to. The name and contact details of the contact person must be provided to local landowners, communities and authorities.
- » Project related grievances relating to the construction, operational and or decommissioning phase must be addressed in writing to the contact person. The contact person should assist local landowners and or communities who may lack resources to submit/prepare written grievances.
- » The grievance must be registered with the contact person who, within 2 working days of receipt of the grievance, must contact the Complainant to discuss the grievance and agree on suitable date and venue for a meeting in order to discuss the grievances raised. Unless otherwise agreed, the meeting should be held within 2 weeks of receipt of the grievance.
- » The contact person must draft a letter to be sent to the Complainant acknowledging receipt of the grievance, the name and contact details of Complainant, the nature of the grievance, the date that the grievance was raised, and the date and venue for the meeting (once agreed).
- » Prior to the meeting being held the contact person must contact the Complainant to discuss and agree on the parties who should attend the

meeting. The people who will be required to attend the meeting will depend on the nature of the grievance. While the Complainant and or proponent are entitled to invite their legal representatives to attend the meeting/s, it should be made clear that to all the parties involved in the process that the grievance mechanism process is not a legal process. It is therefore recommended that the involvement of legal representatives be limited.

- » The meeting should be chaired by the Proponent's representative appointed to address grievances. The Proponent must provide a person to take minutes of and record the meeting/s. Any costs associated with hiring venues must be covered by the Proponent.
- » Draft copies of the minutes must be made available to the Complainant and the Proponent within 4 working days of the meeting being held. Unless otherwise agreed, comments on the Draft Minutes must be forwarded to the company representative appointed to manage the grievance mechanism within 4 working days of receipt of the draft minutes.
- » In the event of the grievance being resolved to the satisfaction of all the parties concerned, the outcome must be recorded and signed off by the relevant parties. The record should provide details of the date of the meeting/s, the names of the people that attended the meeting/s, the outcome of the meeting/s, and where relevant, the measures identified to address the grievance, the party responsible for implementing the required measures, and the agreed upon timeframes for the measures to be implemented.
- » In the event of a dispute between the Complainant and the Proponent regarding the grievance, the option of appointing an independent mediator to assist with resolving the issue should be discussed. The record of the meeting/s must note that a dispute has arisen and that the grievance has not been resolved to the satisfaction of all the parties concerned.
- » In the event that the parties agree to appoint a mediator, the Proponent will be required to identify three (3) mediators and forward the names and CVs to the Complainant within 2 weeks of the dispute being declared. The Complainant, in consultation with the Proponent, must identify the preferred mediator and agree on a date for the next meeting. The cost of the mediator must be borne by the Proponent. The Proponent must provide a person to take minutes of and record the meeting/s.
- » In the event of the grievance, with the assistance of the mediator, being resolved to the satisfaction of all the parties concerned, the outcome must be recorded and signed off by the relevant parties, including the mediator. The record should provide details on the date of the meeting/s, the names of the people that attended the meeting/s, the outcome of the meeting/s, and where relevant, the measures identified to address the grievance, the party responsible for implementing the required measures, and the agreed upon timeframes for the measures to be implemented.
- » In the event of the dispute not being resolved, the mediator must prepare a draft report that summarises the nature of the grievance and the dispute. The

report should include a recommendation by the mediator on the proposed way forward with regard to the addressing the grievance.

- » The draft report must be made available to the Complainant and the Proponent for comment before being finalised and signed by all parties. Unless otherwise agreed, comments on the draft report must be forwarded to the company representative appointed to manage the grievance mechanism within 4 working days. The way forward will be informed by the recommendations of the mediator and the nature of the grievance.

A Complaint is closed out when no further action can be or needs to be taken. Closure status will be classified in the Complaints Register as follows:

- » Resolved. Complaints where a resolution has been agreed and implemented and the Complainant has signed the Confirmation Form.
- » Unresolved. Complaints where it has not been possible to reach an agreed resolution and the case has been authorised for close out by the Appeals Committee.
- » Abandoned. Complaints where the Complainant is not contactable after one month following receipt of a Complaint and efforts to trace his or her whereabouts have been unsuccessful.

The grievance mechanism does not replace the right of an individual, community, group or organization to take legal action should they so wish. In the event of the grievance not being resolved to the satisfaction of Complainant and or the Proponent, either party may be of the opinion that legal action may be the most appropriate option.

**APPENDIX C:
WASTE MANAGEMENT PLAN**

WASTE MANAGEMENT PLAN

1. PURPOSE

A Waste Management Plan (WMP) plays a key role in achieving sustainable waste management throughout all phases of the project. The plan prescribes measures for the collection, temporary storage and safe disposal of the waste streams associated with the project and includes provisions for the recovery, re-use and recycling of waste. The purpose of this plan is therefore to ensure that effective procedures are implemented for the handling, storage, transportation and disposal of waste that is generated from the project activities on site.

This WMP has been compiled as part of the project Environmental Management Programme (EMPr) and includes waste stream information available at the time of compilation. Construction practices and operations must be measured and analysed on an ongoing basis in order to determine the efficacy of the plan and whether further revision of the plan is required. This plan should be further updated should further detail regarding waste quantities and categorisation become available, during the construction and/or operational stages.

2. RELEVANT ASPECTS OF THE SITE

It is expected that the development of the Majuba PV Solar Energy Facility will generate construction solid waste, general waste, contaminated water and soil.

Waste generated on site, originates from various sources including but not limited to:

- » Concrete waste generated from removal foundations, spoil and excess concrete.
- » Contaminated water, soil, rocks and vegetation due to hydrocarbon spills.
- » Hazardous waste from vehicle, equipment and machinery parts (oil cans, filters, rags etc), and servicing.
- » Hazardous waste from, flouresent tubes, broken PV panels, used hydrocarbon containers, and waste ink carteridges.
- » Recycable waste in the form of paper, glass, steel, aluminium, wood/ wood pallets, plastic (PET bottles, PVC, LDPE) and cardboard.
- » Organic waste from food waste and alien and endemic vegetation removal.
- » Sewage from portable toilets and septic tanks.
- » Inert waste from spoil material from site clearence and trenching works.

3. LEGISLATIVE REQUIREMENTS

Waste in South Africa is currently governed by means of a number of pieces of legislation, including:

- » National Environmental Management: Waste Act (NEM:WA), 2008 (Act 59 of 2008)
- » National Environmental Management: Waste Amendment Act, 2014 (Act 26 of 2014)
- » The South African Constitution (Act 108 of 1996)
- » Hazardous Substances Act (Act 5 of 1973)
- » Health Act (Act 63 of 1977)
- » Environment Conservation Act (Act 73 of 1989)
- » Occupational Health and Safety Act (Act 85 of 1993)
- » National Water Act (Act 36 of 1998)
- » The National Environmental Management Act (Act 107 of 1998) (as amended)
- » Municipal Structures Act (Act 117 of 1998)
- » Municipal Systems Act (Act 32 of 2000)
- » Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- » Air Quality Act (Act 39 of 2004)

Storage of waste must be undertaken in accordance with the National Norms and Standards for the Storage of Waste published in GN926.

4. WASTE MANAGEMENT PRINCIPLES

An integrated approach to waste management on site is needed. Such an approach is illustrated in the Figure 1.

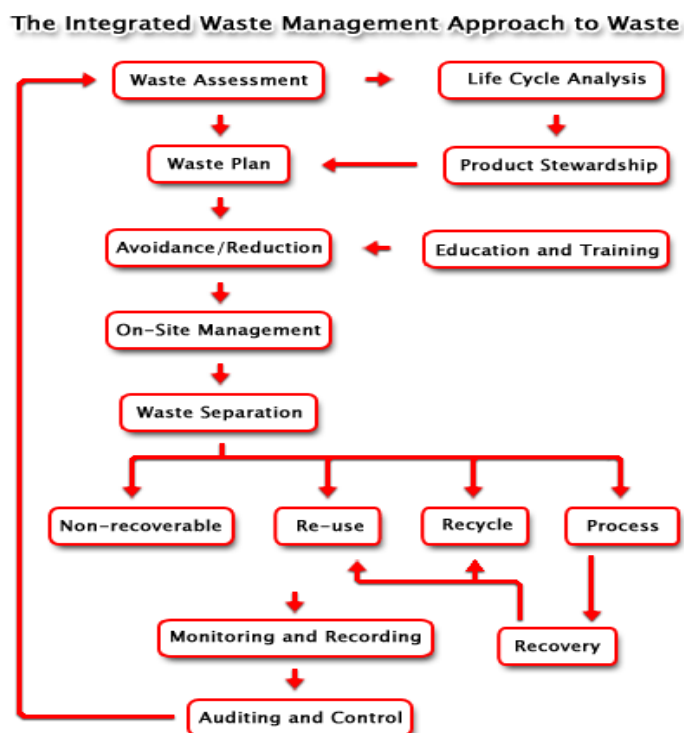


Figure 1: Integrated Waste Management Flow Diagram

(Source: <http://www.enviroserv.co.za/pages/content.asp?SectionId=496>)

It is important to ensure that waste is managed with the following objectives in mind during all phases of the project:

- » Reducing volumes of waste is a priority;
- » If reduction is not feasible, the maximum amount of waste is to be recycled; and
- » Waste that cannot be recycled is to be disposed of in the most environmentally responsible manner as possible.

4.1. Construction phase

A plan for the management of waste during construction waste is detailed below. As previously stated, construction practices must be measured and analysed in order to determine the efficacy of the plan and whether further revision of the plan is required. A Method Statement detailing specific waste management practices during construction should be prepared by the Contractor prior to the commencement of construction.

4.1.1. Waste Assessment / Inventory

- » The Environmental Officer (EO), or designated staff member, must develop, implement and maintain a waste inventory reflecting all waste generated during construction for both general and hazardous waste streams.
- » Construction method and materials should be carefully considered in view of waste reduction, re-use, and recycling opportunities.
- » Once a waste inventory has been established, targets for recovery of waste (minimisation, re-use, recycling) should be set.
- » The EO must conduct waste classification and rating in terms of SANS 10288 and Government Notice 634 published under the NEM: WA.

4.1.2. Waste collection, handling and storage

- » It is the responsibility of the EO to ensure that each subcontractor implements their own waste recycling system, i.e. separate bins for food waste, plastics, paper, wood, glass cardboard, metals, etc.
- » Waste manifests and waste acceptance approvals from designated waste facilities must be kept on hand in order to prove compliance.
- » Septic tanks and portable toilets must be monitored and maintained daily. Below ground storage of septic tanks must withstand the external forces of the surrounding environment. The area above the tank must be demarcated to prevent any vehicles or heavy machinery from driving around the area.
- » Waste collection bins and hazardous waste containers must be provided by the principal contractor and subcontractors and placed at various areas around site for the storage of organic, recyclable and hazardous waste.
- » A dedicated waste area must be established on site for the storage of all waste streams, before removal from site. The storage period must not trigger listed waste activities as per the NEMWA, GN 921 of November 2013.
- » Signage/ colour coding must be used to differentiate disposal areas for the various waste streams (i.e. paper, cardboard, metals, food waste, glass etc.).
- » Hazardous waste must be stored within a bunded area constructed according to SABS requirements. The volume of waste stored in the bunds must not exceed 110% of the bund capacity.
- » The location of all temporary waste storage areas must aim to minimise the potential for impact on the surrounding environment, including prevention of contaminated runoff, seepage, and vermin control.
- » Waste storage shall be in accordance with all Regulations and best-practice guidelines and under no circumstances may waste be burnt on site.
- » If possible a dedicated waste management team must be appointed by the principal contractors' EO, whom will be responsible for ensuring the continuous sorting of waste and maintenance of the area. The waste management team must be trained in all areas of waste management and monitored by the EO.

- » All waste removed from site must be done so by a registered/ licensed subcontractor, whom must supply information regarding how waste recycling/ disposal will be achieved. The registered subcontractor must provide waste manifests for all removals at least once a month or for every disposal made.

4.1.3. Management of waste storage areas

- » The position of all waste storage areas must be located at least 32m away from water courses and ensure minimal degradation to the environment. The main waste storage area must have a suitable storm water system separating clean and dirty storm water.
- » Collection bins placed around site and at subcontractors' camps (if at a different location than the main site camp) must be maintained and emptied on a regular basis by the principal contractor.
- » Inspections and maintenance of the main waste storage area must be undertaken daily. Skips and storage containers must be clearly marked or colour coded and well-maintained, not allowing access to vermin or other rodents. A Tarp or Shade cloth should ideally be used to ensure avifauna does not have access to waste.
- » Waste must be stored in designated containers and not on the ground.
- » Inspections and maintenance of bunds must be undertaken daily. Bunds must be inspected for leaks or cracks in the foundation and walls.
- » It is assumed that any rainwater collected inside the bund is contaminated and must be removed and stored as hazardous waste, and not released into the environment. If any leaks occur in the bund, these must be removed immediately.

4.1.4. Disposal

- » Waste generated on site must be removed on a regular basis, as determined by the EO and ECO. This frequency may change during construction depending on waste volumes generated at different stages of the construction process.
- » Waste must be removed by a suitably qualified contractor and disposed at an appropriately licensed landfill site. Proof of appropriate disposal must be provided by the contractor to the EO and ECO.

4.1.5. Record keeping

The success of the Waste Management Plan is determined by measuring criteria such as waste volumes, cost recovery from recycling, cost of disposal. Recorded data can indicate the effect of training and education, or the need for education. It will provide trends and benchmarks for setting goals and standards. It will provide clear evidence of the success or otherwise of the plan.

- » Documentation (waste manifest, certificate of issue or safe disposal) must be kept detailing the quantity, nature, and fate of any regulated waste for audit purposes.
- » Waste management must form part of the monthly reporting requirements in terms of volumes generated, types, storage and final disposal.

4.1.6. Training

Training and awareness regarding waste management shall be provided to all employees and contractors as part of the toolbox talks or on-site awareness sessions with the EO and at the frequency as set out by the ECO.

5. Operational phase

It is expected that the operational phase will result in the production of limited amounts of general waste consisting mostly of cardboard, paper, plastic, tins, metals and a variety of synthetic compounds. Limited amounts of hazardous wastes (grease, oils) may also be generated. All waste generated will be required to be temporarily stored at the facility in appropriate sealed containers prior to disposal at a permitted landfill site.

The following waste management principles apply during the operational phase:

- » The SHE Manager must develop, implement and maintain a waste inventory reflecting all waste generated during operation for both general and hazardous waste streams.
- » Adequate waste collection bins at site must be supplied. Separate bins should be provided for general and hazardous waste.
- » Recyclable waste must be removed from the waste stream and stored separately.
- » All waste must be stored in appropriate temporary storage containers (separated between different construction wastes, and contaminated or wet waste).
- » Waste storage shall be in accordance with all best-practice guidelines and under no circumstances may waste be burnt on site.
- » Waste generated on site must be removed on a regular basis throughout the operational phase.
- » Waste must be removed by a suitably qualified contractor and disposed at an appropriately licensed landfill site. Proof of appropriate disposal must be provided by the contractor and kept on site.

6. Monitoring of Waste Management Activities

Records must be kept of the volumes/ mass of the different waste streams that are collected from the site throughout the life of the project. The appointed waste contractor is to provide monthly reports to the operator containing the following information:

- » Monthly volumes/ mass of the different waste streams collected;
- » Monthly volumes/ mass of the waste that is disposed of at a landfill site;
- » Monthly volumes/ mass of the waste that is recycled;
- » Data illustrating progress compared to previous months.

This report will aid in monitoring the progress and relevance of the waste management procedures that are in place. If it is found that the implemented procedures are not as effective as required, this WMP is to be reviewed and amended accordingly. This report must form part of the EO's reports to the ECO on a monthly basis.

**APPENDIX D:
ALIEN INVASIVE MANAGEMENT
PLAN**

ALIEN PLANT AND OPEN SPACE MANAGEMENT PLAN

1. PURPOSE

Invasive alien species pose the second largest threat to biodiversity after direct habitat destruction. The purpose of this Alien Plant Management Plan is to provide a framework for the management of alien and invasive plant species during the construction and operation of the Majuba PV Solar Energy Facility. The broad objectives of the plan includes the following:

- » Ensure alien plants do not become dominant in parts or the whole site, through the control and management of alien and invasive species presence, dispersal & encroachment.
- » Develop and implement a monitoring and eradication programme for alien and invasive species.
- » Promote the natural re-establishment and planting of indigenous species in order to retard erosion and alien plant invasion.

2. RELEVANT ASPECTS OF THE SITE

Within the project area invasive species – indigenous and alien - occur, which all have a potential of reproducing to such an extent that the ecosystem within and beyond the project area could be impaired.

A total of 954 indigenous plant species have been recorded in the Majuba area according to the SANBI database. Of these species recorded in the wider area, only 88 indigenous plant species in total could be identified, which is relatively low for grasslands.

According to the SANBI-POSA species list, over 80 alien invasive plant species have been recorded up to date within the grid representative of Majuba. 20 of these species could be confirmed on the study site already (excluding exotic trees planted on the periphery of the study area).

The following listed alien invasive species have been recorded on the study area:

Category 1b:

Cirsium vulgare

Datura stramonium

Solanum pseudocapsicum

Verbena bonariensis

Verbena brasiliensis

Category 2:

Eucalyptus species

Additional alien invasive species do occur in the surrounding area along major transport routes, which could be accidentally introduced to the project site during construction. Regular monitoring and early eradication should enable a cost-effective control of invasives.

3. LEGISLATIVE CONTEXT

Conservation of Agricultural Resources Act (Act No. 43 of 1983)

In terms of the amendments to the regulations under the Conservation of Agricultural Resources Act (Act No. 43 of 1983), all declared aliens must be effectively controlled. Landowners are legally responsible for the control of invasive alien plants on their properties. In terms of this Act, over 80 alien invasive plant species have been recorded up to date within the grid representative of the Majuba PV Solar Energy Facility. 20 of these species could be confirmed on the site and ascribed to one of the following categories:

- » Category 1: Prohibited and must be controlled.
- » Category 2 (commercially used plants): May be grown in demarcated areas provided that there is a permit and that steps are taken to prevent their spread.
- » Category 3 (ornamentally used plants): May no longer be planted. Existing plants may be retained as long as all reasonable steps are taken to prevent the spreading thereof, except within the flood line of watercourses and wetlands.

National Environmental Management: Biodiversity Act, 2004 (Act No.10 of 2004)

The National Environmental Management: Biodiversity Act (NEM:BA) regulates all invasive organisms in South Africa, including a wide range of fauna and flora. Regulations have been published in Government Notices R.506, R.507, R.508 and R.509 of 2013 under NEMBA. According to this Act and the regulations, any species designated under Section 70 cannot be propagated, grown, bought or sold without a permit. Below is an explanation of the three categories:

- » **Category 1a:** Invasive species requiring compulsory control. Any specimens of Category 1a listed species need, by law, to be eradicated from the environment. No permits will be issued.
- » **Category 1b:** Invasive species requiring compulsory control as part of an invasive species control programme. Remove and destroy. These plants are deemed to have such a high invasive potential that infestations can qualify to be placed under a government sponsored invasive species management programme. No permits will be issued.
- » **Category 2:** Invasive species regulated by area. A demarcation permit is required to import, possess, grow, breed, move, sell, buy or accept as a gift any plants listed as

Category 2 plants. No permits will be issued for Cat 2 plants to exist in riparian zones.

- » **Category 3:** Invasive species regulated by activity. An individual plant permit is required to undertake any of the following restricted activities (import, possess, grow, breed, move, sell, buy or accept as a gift) involving a Category 3 species. No permits will be issued for Cat 3 plants to exist in riparian zones.

The following guide is a useful starting point for the identification of alien species: Bromilow, C. 2010. Problem Plants and Alien Weeds of South Africa. Briza, Pretoria.

It is important to note that alien species that are regulated in terms of the Conservation of Agricultural Resources Act (Act 43 of 1983) (CARA) as weeds and invader plants are exempted from NEM:BA. This implies that the provisions of the CARA in respect of listed weed and invader plants supersede those of NEM:BA.

4. ALIEN PLANT MANAGEMENT PRINCIPLES

4.1. Prevention and early eradication

A prevention strategy should be considered and established, including regular surveys and monitoring for invasive alien plants, effective rehabilitation of disturbed areas and prevention of unnecessary disturbance of natural areas.

Monitoring plans should be developed which are designed to identify Invasive Alien Plant Species shortly after they arrive in the project area. Keeping up to date on which weeds are an immediate threat to the site is important, but efforts should be planned to update this information on a regular basis. When new Invasive Alien Plant Species are recorded on site, an immediate response of locating the site for future monitoring and either hand-pulling the weeds or an application of a suitable herbicide should be planned. It is, however, better to monitor regularly and act swiftly than to allow invasive alien plants to become established on site.

4.2. Containment and control

If any alien invasive plants are found to become established on site, action plans for their control should be developed, depending on the size of the infestations, budgets, manpower considerations and time. Separate plans of control actions should be developed for each location and/or each species. Appropriate registered chemicals and other possible control agents should be considered in the action plans for each site/species. The key is to ensure that no invasions get out of control. Effective containment and control will ensure that the least energy and resources are required to

maintain this status over the long-term. This will also be an indicator that natural systems are impacted to the smallest degree possible.

4.3. General Clearing & Guiding Principles

Alien control programs are long-term management projects and should include a clearing plan which includes follow up actions for rehabilitation of the cleared area. The lighter infested areas should be cleared first to prevent the build-up of seed banks. Pre-existing dense mature stands ideally should be left for last, as they probably won't increase in density or pose a greater threat than they are currently. Collective management and planning with neighbours may be required in the case of large woody invaders as seeds of aliens are easily dispersed across boundaries by wind or water courses. All clearing actions should be monitored and documented to keep records of which areas are due for follow-up clearing.

i. Clearing Methods

Different species require different clearing methods such as manual, chemical or biological methods or a combination of both. Care should however be taken that the clearing methods used do not encourage further invasion. As such, regardless of the methods used, disturbance to the soil should be kept to a minimum.

Fire should not be used for alien control or vegetation management at the site. The best-practice clearing method for each species identified should be used.

» Mechanical control

This entails damaging or removing the plant by physical action. Different techniques could be used, e.g. uprooting, felling, slashing, mowing, ringbarking or bark stripping. This control option is only really feasible in sparse infestations or on small scale, and for controlling species that do not coppice after cutting. Species that tend to coppice, need to have the cut stumps or coppice growth treated with herbicides following the mechanical treatment. Mechanical control is labour intensive and therefore expensive, and could cause severe soil disturbance and erosion.

» Chemical Control

Although it is usually preferable to use manual clearing methods where possible, such methods may create additional disturbance which stimulates alien invasion and may also be ineffective for many woody species which resprout. Where herbicides are to be used, the impact of the operation on the natural environment should be minimised by observing the following:

- * Area contamination must be minimised by careful, accurate application with a minimum amount of herbicide to achieve good control.

- * All care must be taken to prevent contamination of any water bodies. This includes due care in storage, application, cleaning equipment and disposal of containers, product and spray mixtures.
- * Equipment should be washed where there is no danger of contaminating water sources and washings carefully disposed of in a suitable site.
- * To avoid damage to indigenous or other desirable vegetation, products should be selected that will have the least effect on non-target vegetation.
- * Coarse droplet nozzles should be fitted to avoid drift onto neighbouring vegetation.
- * The appropriate health and safety procedures should also be followed regarding the storage, handling and disposal of herbicides.

For all herbicide applications, the following Regulations and guidelines should be followed:

- * Working for Water: Policy on the Use of Herbicides for the Control of Alien Vegetation.
- * Pesticide Management Policy for South Africa published in terms of the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act, 1947 (Act No. 36 of 1947) – GNR 1120 of 2010.
- * South African Bureau of Standards, Standard SANS 10206 (2010)

According to Government Notice No. 13424 dated 26 July 1992, it is an offence to *"acquire, dispose, sell or use an agricultural or stock remedy for a purpose or in a manner other than that specified on the label on a container thereof or on such a container"*.

Contractors using herbicides need to have a valid Pest Control Operators License (limited weeds controller) according to the Fertilizer, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act No. 36 of 1947). This is regulated by the Department of Agriculture, forestry and Fisheries.

» **Biological control**

Biological weed control consists in the use of natural enemies to reduce the vigour or reproductive potential of an invasive alien plant. Biological control agents include insects, mites, and micro-organisms such as fungi or bacteria. They usually attack specific parts of the plant, either the reproductive organs directly (flower buds, flowers or fruit) or the seeds after they have dropped. The stress caused by the biological control agent may kill a plant outright or it might impact on the plants reproductive capacity. In certain instances, the reproductive capacity is reduced to zero and the population is effectively sterilised. All of these outcomes will help to reduce the spread of the species.

To obtain biocontrol agents, provincial representatives of the Working for Water Programme or the Directorate: Land Use and Soil Management (LUSM), Department of Agriculture, Forestry and Fisheries (DAFF) can be contacted.

4.4. General management practices

The following general management practices should be encouraged or strived for:

- » Establish an ongoing monitoring programme for construction phase to detect and quantify any alien species that may become established and identify the problem species.
- » Alien vegetation regrowth on areas disturbed by construction must be immediately controlled once recorded throughout the entire site during construction and operation.
- » Care must be taken to avoid the introduction of alien invasive plant species to the site. Particular attention must be paid to imported material such as building sand or dirty earth-moving equipment. Stockpiles should be checked regularly and any weeds emerging from material stockpiles should be removed.
- » Cleared areas that have become invaded by alien species can be sprayed with appropriate herbicides provided that these are such that break down on contact with the soil. Residual herbicides should not be used.
- » The effectiveness of vegetation control varies seasonally and this is also likely to impact alien species. Control early in the wet season will allow species to re-grow and follow-up control is likely to be required. It is tempting to leave control until late in the wet season to avoid follow-up control. However, this may allow alien species to set seed before control and hence will not contribute towards reducing alien species abundance. Therefore, vegetation control should be aimed at the middle of the wet season, with a follow-up event towards the end of the wet season. There are no exact dates that can be specified here as each season is unique and management must therefore respond according to the state and progression of the vegetation.
- » Alien management is an iterative process and it may require repeated control efforts to significantly reduce the abundance of a species. This is often due to the presence of large and persistent seed banks. However, repeated control usually results in rapid decline once seed banks become depleted.
- » Some alien species are best individually pulled by hand. Regular vegetation control to reduce plant biomass within the site should be conducted. This should be timed so as to coincide with the critical growth phases of the most important alien species on site. This will significantly reduce the cost of alien management as this should contribute towards the control of the dominant alien species and additional targeted control will be required only for a limited number of species.
- » No alien species should be cultivated on-site. If vegetation is required for aesthetic purposes, then non-invasive, water-wise locally-occurring species should be used

- » During operation, surveys for alien species should be conducted regularly. It is recommended that this be undertaken every 6 months for the first two years after construction and annually thereafter. All aliens identified should be cleared using appropriate means.

4.5. Monitoring

In order to monitor the impact of clearing activities, follow-ups and rehabilitation efforts, monitoring must be undertaken. This section provides a description of a possible monitoring programme that will provide and assessment of the magnitude of alien invasion on site as well as an assessment of the success of the management programme.

In general, the following principles apply for monitoring:

- » Photographic records must be kept of areas to be cleared prior to work starting and at regular intervals during initial clearing activities. Similarly, photographic records should be kept of the area from immediately before and after follow-up clearing activities. Rehabilitation processes must also be recorded.
- » Simple records must be kept of daily operations, e.g. area/location cleared, labour units and, if ever used, the amount of herbicide used.
- » It is important that, if monitoring results in detection of invasive alien plants, that this leads to immediate action.

The following monitoring should be implemented to ensure management of alien invasive plant species.

Construction Phase

Monitoring Action	Indicator	Timeframe
Document alien species present at the site	List of alien species	Preconstruction & monthly thereafter
Document alien plant distribution	Alien plant distribution map within priority areas	3 Monthly
Document & record alien control measures implemented	Record of clearing activities	3 Monthly
Review & evaluation of control success rate	Decline in documented alien abundance over time	Biannually

Operation Phase

Monitoring Action	Indicator	Timeframe
Document alien species distribution and abundance over time at the site	Alien plant distribution map	Biannually
Document alien plant control measures	Records of control measures and	Biannually

Monitoring Action	Indicator	Timeframe
implemented & success rate achieved	their success rate. A decline in alien distribution and cover over time at the site	
Document rehabilitation measures implemented and success achieved in problem areas	Decline in vulnerable bare areas over time	Biannually

**APPENDIX E:
RE-VEGETATION AND
REHABILITATION PLAN**

REVEGETATION AND REHABILITATION PLAN

1. PURPOSE

The purpose of the rehabilitation plan is to ensure that areas cleared or impacted during construction activities of the Majuba PV Solar Energy Facility are rehabilitated with a plant cover that reduces the risk of erosion from these areas as well as restores some ecosystem function. The purpose of the rehabilitation plan for the site can be summarised as follows:

- » Achieve long-term stabilisation of all disturbed areas to minimise erosion potential.
- » Re-vegetate all disturbed areas with suitable local plant species.
- » Minimise visual impact of disturbed areas.
- » Ensure that disturbed areas are safe for future uses.

This Revegetation and Rehabilitation Plan should be closely aligned with other site-specific plans, including the Erosion Management Plan, Soil Management Plan, Alien Plant Management Plan, and Plant Rescue and Protection Plan. Prior to commencement of construction, a detailed Rehabilitation Plan and Method Statement for the site should be compiled with the aid of a Rehabilitation Specialist.

2. RELEVANT ASPECTS OF THE SITE

The selected property falls within the original extent of the Amersfoort Highveld Clay Grassland (Unit Gm13) as defined by Mucina and Rutherford (2006), undulating plains with small scattered patches of dolerite outcrops. The vegetation in its natural state consists of a short closed grass cover, largely dominated by a dense *Themeda triandra* layer, with a relatively high diversity of grasses, herbs and geophytes (Mucina and Rutherford 2006). Many of the herbs resprout every year from below-ground storage tubers, usually early in the growing season before the grasses reach their full cover. Other common grasses include *Andropogon appendiculatus*, *Brachiaria serrata*, *Digitaria monodactyla*, *Eragrostis* species, *Elionurus muticus*, *Harpochloa falx*, *Heteropogon contortus* and *Setaria* species. The diversity of grasses and herbs is very high (Mucina and Rutherford 2006). Common patches of tall shrubs usually contain *Diospyros austro-africana*, *Diospyros lycioides* and a variety of lower shrubs, including *Anthospermum rigidum*, *Helichrysum melanacme*, *Chaetacanthus costatus* and *Gnidia* species.

Mucina and Rutherford (2006) regard this vegetation type as Vulnerable. Although it is not currently listed under NEMA:BA, none is currently protected, with some 25% already permanently transformed. Australian Black Wattle has

already invaded many outcrop- and stream areas, while overgrazing has led to an invasion of *Seriphium plumosum* (Mucina and Rutherford 2006).

A total of 954 indigenous plant species have been recorded in the Majuba area according to the SANBI database. Of these species recorded in the wider area, only 88 indigenous plant species in total could be identified, which is relatively low for grasslands. According to the SANBI-POSA species list, over 80 alien invasive plant species have been recorded up to date within the grid representative of Majuba. 20 of these species could be confirmed on the study site already (excluding exotic trees planted on the periphery of the study area).

Three vegetation associations could be identified:

- » Association 1: *Themeda triandra* – *Helichrysum pilosellum* Grasslands
 - Sensitivity: Medium
- » Association 2: Semi-natural Grasslands
 - Sensitivity: Low
- » Association 3: *Eucalyptus* – *Pennisetum clandestinum* Depression
 - Sensitivity: Medium

3. REHABILITATION METHODS

- » Immediately after replacing topsoils in disturbed areas, the soil surface must be revegetated with a suitable plant cover.
- » It is expected that soil seed banks of indigenous vegetation will be present to initiate initial vegetation cover. However, simply applying this topsoil to a well prepared rehabilitation site does not result in the same species richness and diversity as the surrounding areas. In some areas the natural regeneration of the vegetation may be poor and the application relevant of seed to enhance vegetation recovery may be required.
- » Where possible, seed should be collected from plants present at the site during plant rescue operations. Indigenous seeds may also be harvested for purposes of re-vegetation in areas that are free of alien or invasive vegetation, either at the site prior to clearance or from suitable neighbouring sites.
- » Seed collection should be undertaken by a suitably qualified specialist who is familiar with the various seed types associated with the plant species and rehabilitation in the area.
- » Seed collection may be done throughout the year as seed ripens, but can also be restricted to summer, when a large amount of the perennial seed should have ripened. The collection of unripe seeds will reduce the percentage germination thereby reducing the effectiveness of the rehabilitation efforts.

Seeds should be stored in paper or canvas bags dusted with insecticide, and sown at the onset of the rainy season.

- » Seed can be sown onto the soil, but should preferably be applied in conjunction with measures to improve seedling survival such as scarification of the soil surface or simultaneous application of mulch. Additional organic material may be added to the soil mix, if required, to assist with water retention during the early stages of seedling establishment.
- » It should be ensured that the seed mix is as diverse as possible in the first season. After the first season, when pioneer plant communities have successfully established, attempts should be made to re-sow and replant the area with more perennial and woody species. It is a process that will require several follow-ups.
- » Planting is dependent on species involved. Planting of species recommended for rehabilitation should be carried out as far as is practicable to coincide with the onset of the first significant rains. In general however, planting should commence as soon as possible after construction is completed in order to minimise the potential for erosion.
- » The final vegetation cover should resemble the original (non-encroached and indigenous) vegetation composition and structure as far as practicably possible.
- » Progressive rehabilitation is an important element of the rehabilitation strategy and should be implemented where feasible. Re-vegetation of disturbed surfaces must occur immediately after construction activities are completed.
- » Once revegetated, areas should be protected to prevent trampling and erosion.
- » No construction equipment, vehicles or unauthorised personnel should be allowed onto areas that have been vegetated.
- » Where rehabilitation sites are located within actively grazed areas, they should be fenced, this must be undertaken in consultation with the landowner.
- » Fencing should be removed once a sound vegetative cover has been achieved.
- » Any runnels, erosion channels or wash aways developing after revegetation should be backfilled and consolidated and the areas restored to a proper stable condition.

4. MONITORING AND FOLLOW-UP ACTION

Throughout the lifecycle of the development, regular monitoring and adaptive management must be in place to detect any new degradation of rehabilitated areas. During the construction phase, the Environmental Officer (EO) and EPC Contractor will be responsible for initiating and maintaining a suitable monitoring system. Once the development is operational, the Proponent will need to identify a suitable entity that will be able to take over and maintain the monitoring cycle

and initiate adaptive management as soon as it is required. Monitoring personnel must be adequately trained.

The following are the minimum criteria that should be monitored:

- » Composition and density of replanted vegetation, distinguishing between species introduced for initial revegetation only and species that are part of the pre-determined desirable end state.
- » Associated nature and stability of surface soils
- » Re-emergence of alien and invasive plant species. If noted, remedial action must be taken immediately.

The initial revegetation period post construction is estimated to be over a period of 6 months (minimum) to 12 months (maximum), or a time period specified by the rehabilitation specialist, particularly if planting of trees and shrubs occurs. The rehabilitation phase (including post seeding maintenance) should be at least 12 months (depending on time of seeding and rainfall) to ensure establishment of an acceptable plant cover is achieved (excluding invasive plant species or weeds).

As rehabilitation success, monitoring and follow-up actions are important to achieve the desired cover and soil protection. The following monitoring protocol is recommended:

- » Re-vegetated areas should be monitored every 4 months for the first 12 months following construction.
- » Re-vegetated areas showing inadequate surface coverage (less than 20% within 12 months after re-vegetation) should be prepared and re-vegetated;
- » Any areas showing erosion, should be re-contoured and seeded with indigenous grasses or other locally occurring species which grow quickly.

If the plants have not established and the acceptable plant cover is not achieved within the specified maintenance period, maintenance of these areas shall continue until an acceptable plant cover is achieved (excluding alien plant species or weeds). Additional seeding or planting may be necessary to achieve acceptable plant cover. Hand seeding may have to be considered as an option in this case.

Monitoring of rehabilitation success and follow-up adaptive management, together with clearing of emerging alien plant species should continue for as long as considered necessary.

**APPENDIX F:
PLANT PROTECTION AND RESCUE
PLAN**

PLANT RESCUE AND PROTECTION PLAN

1. PURPOSE

The purpose of the plant rescue and protection plan is to implement avoidance and mitigation measures, in addition to the mitigations included in the Environmental Management Programme (EMPr) to reduce the impact of the development of the Majuba solar energy PV facility on listed and protected plant species and their habitats and to provide guidance on search and rescue of species of conservation concern.

2. RELEVANT ASPECTS OF THE SITE

The selected property falls within the original extent of the Amersfoort Highveld Clay Grassland (Unit Gm13) as defined by Mucina and Rutherford (2006), undulating plains with small scattered patches of dolerite outcrops. The vegetation in its natural state consists of a short closed grass cover, largely dominated by a dense *Themeda triandra* layer, with a relatively high diversity of grasses, herbs and geophytes (Mucina and Rutherford 2006). Many of the herbs resprout every year from below-ground storage tubers, usually early in the growing season before the grasses reach their full cover.

A total of 954 indigenous plant species have been recorded in the Majuba area according to the SANBI database. Of these species recorded in the wider area, only 88 indigenous plant species in total could be identified, which is relatively low for grasslands. According to the SANBI-POSA species list, over 80 alien invasive plant species have been recorded up to date within the grid representative of Majuba. 20 of these species could be confirmed on the study site already (excluding exotic trees planted on the periphery of the study area).

The following red data species have been recorded from the area (2827) according to the red data species list of SANBI and the ADU database:

Species	RD Status	Suitable Habitat	Possibility of being present	Threat
<i>Plants</i>				
<i>None of the potential red data species have been confirmed on site, or are expected to occur there</i>				
<i>Terrestrial Vertebrates</i>				
Giant Girdled Lizard <i>Smaug (Cordylus) giganteus</i>	VU	Grassland	Possible	Habitat destruction

Spotted Shovel-nosed Frog <i>Hemisis guttatus</i>	VU	Grassland and associated wetlands	Possible	Habitat destruction
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The following plants encountered on the study site are protected:

Mpumalanga Nature Conservation Act (Act 10 of 1998):

- » *Aloe ecklonis*
- » *Eucomis autumnalis*
- » *Gladiolus sericeovillosus s. calvatus*
- » *Habenaria dives*

3. PRINCIPLES FOR SEARCH AND RESCUE

Successful plant rescue can only be achieved if:

- » Species can be removed from their original habitat with minimal damage to the plant, especially the roots.
- » All plants removed are safely stored and treated according to their specific requirements prior to being transplanted again.
- » They are relocated into a suitable habitat and protected from further damage and all disturbances to aid their re-establishment.
- » Timing of planting activities is planned with the onset of the growing season.
- » Steps are taken where necessary to aid the initial establishment of vegetation, including occasional watering.

The following principles apply in terms of plant rescue and protection:

- » A permit is required from the Mpumalanga Department of Economic Development, Environmenta and Tourism to translocate or destroy any listed and protected species identified by the ecological walkthrough survey undertaken for the optimised final Majuba PV Facility layout, even if they do not leave the property. This permit should be obtained prior to any search and rescue operations being undertaken.
- » Where suitable species are identified, a search and rescue operation of these species should be undertaken within the development footprint, where these species would be affected, and prior to the commencement of construction.
- » As far as possible, timing of search and rescue activities should be planned with the onset of the growing season.
- » Affected individuals should be translocated to a similar habitat outside of the development footprint and marked and recorded for monitoring purposes. For each individual plant that is rescued, the plant must be photographed before removal, tagged with a unique number or code and a latitude longitude position recorded using a hand-held GPS device.
- » The rescued plants must be planted into a container to be housed within a temporary nursery on site or immediately planted into the target habitat.
- » Rescued plants, if re-planted back in the wild, should be placed as close as possible to where they were originally removed. Re-planting into the wild must cause as little disturbance as possible to existing natural ecosystems.

The position of the rescued individual/s must be recorded to aid in future monitoring of that plant as noted earlier.

- » During construction, the Environmental Control Officer (ECO)/ Contractor's Environmental Officer (EO)/ Environmental Representative must monitor vegetation clearing at the site. Any deviations from the plans that may be required should first be checked for listed species by the Environmental Control Officer (ECO)/ Contractor's Environmental Officer (EO/ SHE Representative) and any listed species present which are able to survive translocation should be translocated to a safe site.
- » Any listed species suitable for translocation observed within the development footprint, and that would be affected, that were not previously observed be translocated to a safe site.
- » The collecting of plants or their parts should be strictly forbidden. Staff should be informed of the legal and conservation aspects of harvesting plants from the wild as part of the environmental induction training.
- » Sensitive habitats and area outside project development should be clearly demarcated as no go areas during the construction and operational phase to avoid accidental impacts.

**APPENDIX G:
TRAFFIC MANAGEMENT PLAN**

PRINCIPLES FOR TRAFFIC TRANSPORTATION MANAGEMENT

1. PURPOSE

The purpose of this Traffic Management Plan (TMP) is to address regulatory compliance, traffic management practices, and protection measures to help reduce impacts related to transportation and the construction of temporary and long-term access within the vicinity of the Majuba PV Solar Energy Facility project site. The objectives of this plan include the following:

- » To ensure compliance with all legislation regulating traffic and transportation within South Africa (National, Provincial, Local & associated guidelines).
- » To avoid incidents and accidents while vehicles are being driven and while transporting personnel, materials, and equipment to and from the project site.
- » To raise greater safety awareness in each driver and to ensure the compliance of all safe driving provisions for all the vehicles.
- » To raise awareness to ensure drivers respect and follow traffic regulations.
- » To avoid the deterioration of access roads and the pollution that can be created due to noise and emissions produced by equipment, machinery, and vehicles.

2. RELEVANT ASPECTS OF THE PROJECT

The main access to the site will be directly from the R23 that runs along the western boundary of the proposed site, or alternatively from the N11 national road located approximately 10 km to the east of the study area. Internal access roads of up to 5 m wide will also be required.

Construction Phase

The following indicative traffic volumes is anticipated for the Majuba Civil Works:

- **Site Establishment:**
 - **Lowbeds**
 - **55 trips**
- **De Establishment:**
 - **Lowbeds**
 - **55 trips**
- **Concrete:**
 - **Aggregate 100 loads per week**
 - **Cement delivery truck 1 per week**
 - **Fly Ash delivery truck 1 per week**
- **Reinforcing:**

- 10 trucks per month x 10 months

Based on the expected number of construction trips generated by the Majuba PV Solar Energy Facility development the existing road network has sufficient capacity to accommodate the additional trips from an operational perspective.

Operational Phase

The operational phase of this project is not expected to generate significant traffic volumes. The typical day-to-day activities will probably only be service vehicles undertaking general maintenance at the site therefore no additional upgrades are required to accommodate the operational site traffic.

3. TRAFFIC AND TRANSPORTATION MANAGEMENT PRINCIPLES

- » Prior to the commencement of construction the contractor must develop their own detailed Transport Management Plan (TMP) based on the requirements laid out in this plan.
- » The transport contractor must ensure that all required permits for the transportation of abnormal loads are in place prior to the transportation of equipment and project components to the site. Specific abnormal load routes must be developed with environmental factors taken into consideration.
- » Before construction commences, authorised access routes must be clearly marked in the field with signs or flagging. The Construction Contractor must review the location of designated access and will be responsible for ensuring construction travel is limited to designated routes. The entrance of the main access road must not be constructed before a blind rise or on a bend of the public road.
- » All employees must attend an environmental training program (e.g. toolbox talks) by the Environmental Officer (EO). Through this program, employees will be instructed to use only approved access roads, drive within the delineated road limits, and obey jurisdictional and posted speed limits to minimise potential impacts to the environment and other road users.
- » The contractor will be responsible for making sure that their suppliers, vendors, and subcontractors strictly comply with the principles of this TMP and the contractor's TMP.
- » Adjacent landowners must be notified of the construction schedule.
- » Access roads and entrances to the site should be carefully planned to limit any intrusion on the neighbouring property owners and road users.
- » Signs must be posted in the project area to notify landowners and others of the construction activity.

- » Flagging must be provided at access points to the site and must be maintained until construction is completed on the site.
- » Speed limits must be established prior to commencement of construction and enforced over all construction traffic.
- » Speed controls and implementation of appropriate dust suppression measures must be enforced to minimise dust pollution.
- » Throughout construction the contractor will be responsible for monitoring the condition of roads used by project traffic and for ensuring that roads are maintained in a condition that is comparable to the condition they were in before the construction began.
- » Drivers must have an appropriate valid driver's license and other operation licences required by applicable legislation.
- » All vehicles must be maintained in good mechanical, electrical, and electronic condition, including but not limited to the brake systems, steering, tires, windshield wipers, side mirrors and rear view mirror, safety belts, signal indicators, and lenses.
- » Any traffic delays attributable to construction traffic must be co-ordinated with the appropriate authorities.
- » No deviation from approved transportation routes must be allowed, unless roads are closed for reasons outside the control of the contractor.
- » Impacts on local communities must be minimised. Consideration should be given to limiting construction vehicles travelling on public roadways during the morning and late afternoon commute time.

4. MONITORING

- » The principal contractor must ensure that all vehicles adhere to the speed limits.
- » A speeding register must be kept with details of the offending driver.
- » Repeat offenders must be penalised.
- » Where traffic signs are not being adhered to, engineering structures must be used to ensure speeds are reduced.

**APPENDIX H:
STORM WATER MANAGEMENT PLAN**

STORMWATER MANAGEMENT PLAN

1. PURPOSE

It is widely recognised that developments could impact negatively on drainage systems. By taking greater cognisance of natural hydrological patterns and processes it is possible to develop stormwater management systems in a manner that reduces these potentially negative impacts and mimic nature. The main risks associated with inappropriate stormwater management are increased erosion risk and risks associated with flooding. Therefore, this Stormwater Management Plan and the Erosion Management Plan are closely linked to one another and should be managed together.

This Stormwater Management Plan addresses the management of stormwater runoff from the development site and significant impacts relating to resultant impacts such as soil erosion and downstream sedimentation. The main factors influencing the planning of storm water management measures and infrastructure are:

- » Topography and slope gradients;
- » Placing of infrastructure and infrastructure design;
- » Annual average rainfall;and
- » Rainfall intensities;

The objective of the plan is therefore to provide measures to address runoff from disturbed portions of the site, such that they:

- » do not result in concentrated flows into natural watercourses i.e. provision should be made for temporary or permanent measures that allow for attenuation, control of velocities and capturing of sediment upstream of natural watercourses.
- » do not result in any necessity for concrete or other lining of natural watercourses to protect them from concentrated flows off the development if not necessary.
- » do not divert flows out of their natural flow pathways, thus depriving downstream watercourses of water.

This Storm Water Management Plan must be updated and refined once the construction/civil engineering plans have been finalised following detailed design.

2. RELEVANT ASPECTS OF THE SITE

The study site falls within the quaternary catchment C11J. In this catchment the mean annual precipitation is lower than the potential evapotranspiration and as such any wetlands in this catchment would rely largely on regional hydrology for their source of water (water supplied by rainfall is unlikely to be enough to support these wetlands). These wetlands are sensitive to any changes in the volume and duration of the water supplied by regional hydrology.

Several wetlands and open water bodies are located to the north east of the site and an unchannelled valley bottom wetland to the immediate east of the site. One earthen dam forms the only NFEPA wetland that has been demarcated within the 500m buffer of the study site (Nel *et al.*, 2011). Inspection of aerial photos from 2012, provided by the office of the surveyor general, showed no obvious rivers or channelled waterways within 500m of the sites. It was expected that hillside seeps and unchannelled valley bottom wetlands feed into the dam and surrounding wetlands.

3. STORMWATER MANAGEMENT PRINCIPLES

In the design phase, various stormwater management principles should be considered including:

- » Prevent concentration of stormwater flow at any point where the ground is susceptible to erosion.
- » Reduce stormwater flows as far as possible by the effective use of attenuating devices (such as swales, berms, silt fences). As construction progresses, the stormwater control measures are to be monitored and adjusted to ensure complete erosion and pollution control at all times.
- » Minimise the area of exposure of bare soils to minimise the erosive forces of wind, water and all forms of traffic.
- » Ensure that development does not increase the rate of stormwater flow above that which the natural ground can safely accommodate at any point in the sub-catchments.
- » Ensure that all stormwater control works are constructed in a safe and aesthetic manner in keeping with the overall development.
- » Plan and construct stormwater management systems to remove contaminants before they pollute surface waters or groundwater resources.
- » Contain soil erosion, whether induced by wind or water forces, by constructing protective works to trap sediment at appropriate locations. This applies particularly during construction.
- » Avoid situations where natural or artificial slopes may become saturated and unstable, both during and after the construction process.
- » Design and construct roads to avoid concentration of flow along and off the road. Where flow concentration is unavoidable, measures to incorporate the road into the pre-development stormwater flow should not exceed the capacity of the culvert. To assist with the stormwater run-off, gravel roads should typically be graded and shaped with a 2-3% crossfall back into the slope, allowing stormwater to be channelled in a controlled manner towards the, natural drainage lines and to assist with any sheet flow on the site.

- » Design culvert inlet structures to ensure that the capacity of the culvert does not exceed the pre-development stormwater flow at that point. Provide detention storage on the road and/or upstream of the stormwater culvert.
- » Design outlet culvert structures to dissipate flow energy. Any unlined downstream channel must be adequately protected against soil erosion.
- » Where the construction of a building causes a change in the vegetative cover of the site that might result in soil erosion, the risk of soil erosion by stormwater must be minimised by the provision of appropriate artificial soil stabilisation mechanisms or re-vegetation of the area. Any inlet to a piped system should be fitted with a screen, or grating to prevent debris and refuse from entering the stormwater system.
- » Preferably all drainage channels on site and contained within the larger area of the property (i.e. including buffer zone) should remain in the natural state so that the existing hydrology is not disturbed.

3.1. Engineering Specifications

A detailed engineering specifications Stormwater Management Plan describing and illustrating the proposed stormwater control measures must be prepared by the Civil Engineers during the detailed design phase and should be based on the underlying principles of this Storm-water Management Plan. This should include erosion control measures. Requirements for project design include:

- » Erosion control measures to be implemented before and during the construction period, including the final stormwater control measures (post construction).
- » All temporary and permanent water management structures or stabilisation methods must be indicated within the Final/Updated Stormwater Management Plan.
- » The drainage system for the site should be designed to specifications that can adequately deal with a 1:50 year intensity rainfall event or more to ensure sufficient capacity for carrying storm waters around and away from infrastructure.
- » Procedures for storm water flow through a project site need to take into consideration both normal operating practice and special circumstances. Special circumstances in this case typically include severe rainfall events.
- » An onsite Engineer or Environmental Officer to be responsible for ensuring implementation of the erosion control measures on site during the construction period.
- » The EPC Contractor holds ultimate responsibility for remedial action in the event that the approved stormwater plan is not correctly or appropriately implemented and damage to the environment is caused.

During the construction phase, the contractor must prepare a Stormwater Control Method Statement to ensure that all construction methods adopted on site do not cause, or precipitate soil erosion and shall take adequate steps to ensure that the requirements of the Stormwater Management Plan are met before, during and after construction. The designated responsible person on site, must be indicated in the Stormwater Control

Method Statement and shall ensure that no construction work takes place before the relevant stormwater control measures are in place.

An operational phase Stormwater Management Plan should be designed and implemented if not already addressed by the mitigations implemented as part of construction, with a view to preventing the passage of concentrated flows off hardened surfaces and onto natural areas.

**APPENDIX I:
EROSION MANAGEMENT PLAN**

PRINCIPLES FOR EROSION MANAGEMENT

1. PURPOSE

Exposed and unprotected soils are the main cause of erosion in most situations. Therefore, this erosion management plan and the revegetation and rehabilitation plan are closely linked to one another and should not operate independently, but should rather be seen as complementary activities within the broader environmental management of the site and should therefore be managed together.

This Erosion Management Plan addresses the management and mitigation of potential impacts relating to soil erosion. The objective of the plan is to provide:

- A general framework for soil erosion and sediment control, which enables the contractor to identify areas where erosion can occur and is likely to be accelerated by construction related activities.
- An outline of general methods to monitor, manage and rehabilitate erosion prone areas, ensuring that all erosion resulting from all phases of the development is addressed.

2. RELEVANT ASPECTS OF THE SITE

The study area consists of a mixture of soils ranging from clay soils with cutanic subsoils to shallow soils on rock. The northern and eastern parts of the study area consist of soils with high clay content in the subsoil which may be waterlogged during rainy seasons, while the southern and western parts consist of shallow soils. The depths vary with zones of shallow, duplex soils or plinthite soils also occurring. The whole study area has low agricultural potential.

3. EROSION AND SEDIMENT CONTROL PRINCIPLES

The goals of erosion control during and after construction at the site should be to:

- » Protect the land surface from erosion;
- » Intercept and safely direct run-off water from undisturbed upslope areas through the site without allowing it to cause erosion within the site or become contaminated with sediment; and
- » Progressively revegetate or stabilise disturbed areas.

These goals can be achieved by applying the management practices outlined in the following sections.

3.1. On-Site Erosion Management

General factors to consider regarding erosion risk at the site includes the following:

- » Due to the sandy nature of Soils in the study area, soil loss will be greater during dry periods as it is more prone to wind erosion. Therefore precautions to prevent erosion should be present throughout the year.
- » Soils loss will be greater on steeper slopes. Ensure that steep slopes are not de-vegetated unnecessarily and subsequently become hydrophobic (i.e. have increased runoff and a decreased infiltration rate) increasing the erosion potential.
- » Soil loss is related to the length of time that soils are exposed prior to rehabilitation or stabilisation. Therefore the gap between construction activities and rehabilitation should be minimised. Phased construction and progressive rehabilitation, where practically possible, are therefore important elements of the erosion control strategy.
- » The extent of disturbance will influence the risk and consequences of erosion. Therefore site clearing should be restricted to areas required for construction purposes only. As far as possible, large areas should not be cleared all at once, especially in areas where the risk of erosion is higher.
- » Roads should be planned and constructed in a manner which minimises their erosion potential. Roads should therefore follow the natural contour as far as possible. Roads parallel to the slope direction should be avoided as far as possible.
- » Where necessary, new roads constructed should include water diversion structures present with energy dissipation features present to slow and disperse the water into the receiving area.
- » Roads and other disturbed areas should be regularly monitored for erosion. Any erosion problems recorded should be rectified as soon as possible and monitored thereafter to ensure that they do not re-occur.
- » Compacted areas should have adequate drainage systems to avoid pooling and surface flow. Heavy machinery should not compact those areas which are not intended to be compacted as this will result in compacted hydrophobic, water repellent soils which increase the erosion potential of the area. Where compaction does occur, the areas should be ripped.
- » All bare areas should be revegetated with appropriate locally occurring species, to bind the soil and limit erosion potential.
- » Silt fences should be used where there is a danger of topsoil or material stockpiles eroding and entering streams and other sensitive areas.
- » Gabions and other stabilisation features should be used on steep slopes and other areas vulnerable to erosion to minimise erosion risk as far as possible.

- » Activity at the site after large rainfall events when the soils are wet and erosion risk is increased should be reduced.
- » Topsoil should be removed and stored in a designated area separately from subsoil and away from construction activities (as per the recommendations in the EMPr). Topsoil should be reapplied where appropriate as soon as possible in order to encourage and facilitate rapid regeneration of the natural vegetation in cleared areas.
- » Regular monitoring of the site for erosion problems during construction (ongoing) and operation (at least twice annually) is recommended, particularly after large summer thunderstorms have been experienced. The ECO will determine the frequency of monitoring based on the severity of the impacts in the erosion prone areas.

3.1.1. Erosion control mechanisms

The contractor may use the following mechanisms (whichever proves more appropriate/ effective) to combat erosion when necessary:

- Reno mattresses;
- Slope attenuation;
- Hessian material;
- Shade catch nets;
- Gabion baskets;
- Silt fences;
- Storm water channels and catch pits;
- Soil bindings;
- Geofabrics;
- Hydro-seeding and/or re-vegetating;
- Mulching over cleared areas;
- Boulders and size varied rocks; and
- Tilling.

3.2. Engineering Specifications

A detailed engineering specifications Storm-water Management Plan describing and illustrating the proposed stormwater control measures must be prepared by the Civil Engineers during the detailed design phase and should be based on the underlying principles of the Storm-water Management Plan (Appendix H of the EMPr) and this should include erosion control measures. Requirements for project design include:

- Erosion control measures to be implemented before and during the construction period, including the final stormwater control measures (post construction).

- All temporary and permanent water management structures or stabilisation methods must be indicated within the Stormwater Management Plan.
- An onsite Engineer or Environmental Officer (EO)/ SHE Representative to be responsible for ensuring implementation of the erosion control measures on site during the construction period. The ECO to monitor the effectiveness of these measures on the interval agreed upon with the Site Manager and EO.
- The EPC Contractor holds ultimate responsibility for remedial action in the event that the approved Storm-Water Plan is not correctly or appropriately implemented and damage to the environment is caused.

3.3. Monitoring

The site must be monitored continuously during construction and operation in order to determine any indications of erosion. If any erosion features are recorded as a result of the activities on site the Environmental Officer (EO)/ SHE Representative (during construction) or Environmental Manager (during operation) must:

- » Assess the significance of the situation.
- » Take photographs of the soil degradation.
- » Determine the cause of the soil erosion.
- » Inform the contractor/operator that rehabilitation must take place and that the contractor/operator is to implement a rehabilitation method statement and management plan to be approved by the Site/Environmental Manager in conjunction with the ECO.
- » Monitor that the contractor/operator is taking action to stop the erosion and assist them where needed.
- » Report and monitor the progress of the rehabilitation weekly and record all the findings in a site register (during construction).
- » All actions with regards to the incidents must be reported on a monthly compliance report which should be kept on file for if/when the Competent Authority requests to see it (during construction) and kept on file for consideration during the annual audits (during construction and operation).

The Contractor (in consultation with an appropriate specialist, e.g. an engineer) must:

- » Select a system/mechanism to treat the erosion.
- » Design and implement the appropriate system/mechanism
- » Monitor the area to ensure that the system functions like it should. If the system fails, the method must be adapted or adjusted to ensure the accelerated erosion is controlled.
- » Continue monitoring until the area has been stabilised.
- »


4. CONCLUSION

The Erosion Management Plan is a document to assist the Proponent/ EPC Contractor with guidelines on how to manage erosion during all phases of the project. The implementation of management measures is not only good practice to ensure minimisation of degradation, but also necessary to ensure compliance with legislative requirements. This document forms part of the EMPr, and is required to be considered and adhered to during the design, construction, operation and decommissioning phases of the project (if and where applicable).


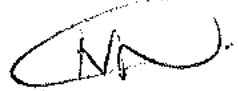

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**APPENDIX J:
EMERGENCY RESPONSE PLAN**

	PROCEDURE	MAJUBA POWER STATION
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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **2 of 67**

Content	Page
Introduction	3
1 Scope.....	3
1.1 Purpose.....	3
1.2 Applicability	3
2 References	3
3 Definitions and abbreviations	
3.1 Definitions	4 – 7
3.2 Abbreviation	7
4 Contingency (Action) Plans	
4.0 Index	8
4.1 Plans	9 - 62
5 Also Seen and Accepted by	65
6 Revisions	66
7 Development Team	66

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Introduction

The control and management of risks which arise due to emergency situations requires an integrated approach from various sections within the Risk and Assurance Department. This procedure details the integrated approach to emergency preparedness response.

1 Scope

This procedure governs the process to be followed for response to post emergency contingencies at Majuba Power Station.

1.1 Purpose

The purpose is to establish and maintain a procedure for response to post emergency situations for corrective actions on problem areas and outstanding issues on each emergency separately. It aids the station in becoming ready and able to respond promptly, effectively and efficiently in the event of an emergency in order to reduce losses of life, damage to property and the environment.

1.2 Applicability

This procedure is applicable throughout the jurisdictional area and operational activities of Majuba Power Station. This is with specific reference to all individuals (i.e. employees, contractors, suppliers and visitors) and Sections involved in emergency preparedness and actual response.

2 References

- 2.1** Eskom Disaster Recovery 36-111 rev 0.
- 2.2** Eskom Emergency Planning 32-123 rev 1.
- 2.3** Eskom Emergency Communication procedure: 32-256 rev 0.
- 2.4** Eskom Generation Emergency Preparedness Procedure: 36-471 rev 0.
- 2.5** Eskom Fire Fighting Training Programme: 32-107.
- 2.6** Eskom Standard - Fire Fighting Organization: 32-108.
- 2.7** Eskom Procedure for the effective management of safety, health and environmental related incidents: 32-95.
- 2.8** Majuba P/S Operations Department EP Plan OPS/EP/001.
- 2.9** National Key Point Act. (Act No: 102 of 1980).
- 2.10** Disaster Management Act, (Act No: 57 of 2002).
- 2.11** Occupational Health and safety Act. (Act No: 85 of 1993).
- 2.12** National Environmental Management Act. (Act No: 107 of 1998 Section 30).
- 2.13** National Water Act (Act No: 36 of 1998 Section 20)
- 2.14** National Railway Safety Regulation Act.16 of 2002, Section 38. (Railway Occurrence Investigation).
- 2.15** NFPA – National Fire Protection Association.
- 2.16** Eskom Conditions of Service - Point 10.9(C).
- 2.17** Road Traffic Act of South Africa.

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3 Definitions and Abbreviations

3.1 Definitions

- 3.1.1 Accident:** means an unexpected event that may result in loss or injury to a person and/or damage to property or the environment.
- 3.1.2 Alarms:** Alarms are sounded over the PA System and the Outside Sirens. There are Two (2) types of alarms (Intermittent and continuous). Testing is done at least once a week. Back up PA System, is a "Loudhailer" to be use by Site Controller.
- 3.1.3 Danger:** anything which has the potential to cause harm or injury.
- 3.1.4 Dangerous Goods:** means goods defined in the Transportation of Dangerous Goods Act (SA) and Regulations. They include explosives, compressed and liquefied gases, flammable and combustible materials, oxidising materials, organic peroxides, poisonous and infectious substances, radioactive materials, corrosives and miscellaneous dangerous goods.
- 3.1.5 Deputy EP Head:** the Manager appointed by the Power Station Manager as a deputy EP Head.
- 3.1.6 Emergency Controller (EP Head):** means the Majuba responsible manager in overall control of the Response and Recovery Plan during emergency operations. Shift Managers – Afterhours.
- 3.1.7 EP Head:** The power Station Manager or delegate manager at the time of event.
- 3.1.8 Emergency Management:** means all actions and activities aimed at containing and reducing the consequences of emergency situations that may result in loss or injury to a person and/or damage to property or the environment, at Majuba.
- 3.1.9 EP Committee Meetings:** there will be EP Committee Meetings every third month.
- 3.1.10 EP Centre practice:** the EP Centre practice will be done four times a year and after each practice there will be debriefing and all outstanding actions must be corrected and feedback given on EP Meeting.
- 3.1.11 Emergency Preparedness Centre (EP Centre):** means the centre or place specially equipped for the co-ordination, directing and application of effective management control during emergency operations. During working hours the EP Centre will be immediately activated and manned in case of the **Emergency** alarm being activated. This will also apply to the First-aiders, who must report to the Medical Centre, if they are not assisting the injured. Evacuation Wardens will report to Main Building foyer, unless they are assisting with the evacuation of personnel.
EP Centre will **NOT** be activated if the alarms are being tested by EOD (Electrical Operating Desk), as per Planned Maintenance schedule.

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- 3.1.12 Emergency Preparedness Co-ordinator:** A person designated in writing with the assigned duty of compiling and implementing emergency procedure and action plans.
- 3.1.13 Emergency Response Team (ERT):** this is a group of individuals primarily employed by Eskom Majuba Power Station in various positions who are trained in various areas and levels of emergency response and appointed, as an added on responsibility, for emergency response purposes.
- 3.1.14 Emergency Situations:** means the exposure to unplanned and uncontrolled contingencies, which might threaten or negatively influence human life, assets, environment and the continuous supply of electricity.
- 3.1.15 Environment:** the surroundings within which humans exist and that made up of:
- a) The land, water and atmosphere of the earth;
 - b) Micro-organisms, plant and animal life;
 - c) Any part or combination of (a) and (b) and the interrelationships among and between them; and
 - d) The physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and wellbeing.
- 3.1.16 Evacuation Assembly Points:** areas where personnel go to when evacuating buildings/area of work.
- 3.1.17 Evacuation Exercises:** The controlled simulation of an emergency with the purpose of testing response and recovery actions. The whole power station must do at least four Evacuation Exercises, per year, as stated in Eskom Generation Management of Emergency Preparedness Procedure 36-471.
- 3.1.18 Evacuation Warden:** means competent staff members at Majuba, designated as an evacuation warden of a specific area, which will in the event of an emergency situation or on request, be in charge to ensure that the proper and safe evacuation of staff takes place from the affected area. As per Appointment as an Evacuation Warden.
- 3.1.19 Hazard:** means a source of or exposure to risk of human injury and/or damage to property.
- 3.1.20 Impact:** a probability of harm to an individual, plant and / or environment.
- 3.1.21 Joint Operational Centre (JOC):** A centre established as when the need arises during an emergency in terms of National Key Point Act. When required it will consist of EP Committee, South African Police Services and South African Defence Force with the purpose to develop contingency plans according to the security risk analysis.

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- 3.1.22 Joint Planning Committee:** means the committee established as required by the National Key Point Act, with the purpose to develop contingency plans according to the security risk analysis.
- 3.1.23 Local Disaster Management Manager:** means the Protective Services Manager at the local government (Pixley ka Seme Municipality) in charge of Disaster Management.
- 3.1.24 Mutual Aid:** a mutual emergency assistance provided to or by Majuba to neighbouring organisations, companies and industrial associations.
- 3.1.25 National Key Point:** means any industry or business declared by the Minister of Safety and Security as such, where any threat to that industry or business can have a national or international negative impact on the safety and prosperity of the country.
- 3.1.26 Protection Unit:** means the Unit assigned to the specific National Key Point by the Minister of Safety and Security, with the responsibility to protect that national key point in the event of an external threat. SAPS Secunda is currently the protection unit.
- 3.1.27 Radio Channel:** All radios in use when there is an emergency must be switched over to channel EP (Channel 1).
- 3.1.28 Recovery Plan:** means the individual and co-ordinated actions required by the management at Majuba to recover from an emergency situation aimed at the reduction of the consequences of emergency situations and include the availability of critical spares and equipment in order to bring the situation back to normal in the shortest and most cost effective way. Preserving of all evidence/information that could be of assistance to the investigation team must be clearly identified. Wherever possible, components should be stored under shelter or lock away at Security department or guarded by Security personnel.
- 3.1.29 Rescue Team:** The trained team to deal with rescue of persons out of confined spaces, lifts, vehicles, places filled with smoke, any rope work, etc.
- 3.1.30 Response Plan:** means the individual and co-ordinated actions required by the management at Majuba to respond to an emergency situation, aimed at the containment of the consequences and include warning, mobilisation, security, evacuation, fire-fighting, trauma care, employee assistance, media liaison and stand down arrangements.
- 3.1.31 Risk:** means the chance of an undesired event occurring within a specified period or in specified circumstances. It may be either the frequency or the probability of a specific undesired event taking place.
- 3.1.32 Risk Analysis:** a process of determining and identifying the nature of hazards posed by an undesired event that leads to the materialization of an emergency.

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- 3.1.33 Risk Assessment:** means the quantitative evaluation of the likelihood of undesired events and the likelihood of harm or damage being caused by them, together with the value judgments made concerning the significance of the results.
- 3.1.34 Risk Frequency:** means the number of occurrences per unit of time.
- 3.1.35 Risk Management:** means the programme that embraces all administrative and operational programmes that are designed to reduce the risk of emergencies. Such programme include but are not limited to, ensuring the design safety of new and existing equipment, standard, operating procedures, preventive maintenance, operator training, accident investigation procedures, risk assessment for unit operations, emergency planning and internal and external procedures to ensure that these programmes are being executed as planned.
- 3.1.36 Site Controller: Normal working hours** - the Site Controller will be the Production Managers or co-opted personnel.
Afterhours - the Site Controller will be the Senior Shift Supervisor at Outside plant or Senior Controller at the Units or the Senior Shift Supervisor at EOD. These persons on duty will observe all actions taken at the emergency scene and who shall be responsible to give directly feedback to the EP Centre or Emergency Controller regarding progress made or if additional assistance is required during emergency operations.
- 3.1.37 Spill:** means an unauthorized release or discharge of a harmful substance into an environment.
- 3.1.38 Workplace:** any premises or place where a person performs work in the course of his/her employment.

3.2 Abbreviations

- 3.2.1** BU – Business Unit.
- 3.2.2** COS – Conditions of Service.
- 3.2.3** DOL – Department of Labour.
- 3.2.4** EOD – Electrical Operating Desk.
- 3.2.5** ERT - Emergency Response Team (Fire & Rescue and Medical Services).
- 3.2.6** EP – Emergency Preparedness.
- 3.2.7** FFE – Fire-Fighting Equipment.
- 3.2.8** GP – General Practitioner.
- 3.2.9** IFSTA – International Fire Safety Training Association.
- 3.2.10** JOC – Joint Operational Centre.
- 3.2.11** JPC – Joint Planning Committee.
- 3.2.12** NIA – National Intelligence Agency (SSA)
- 3.2.13** NFPA – National Fire Protection Association.
- 3.2.14** NKP – National Key Point.
- 3.2.15** OHS – Occupational Health and Safety.
- 3.2.16** PA System – Public Address System.
- 3.2.17** PDP – Public Drivers Permit.
- 3.2.18** PM – Planned Maintenance.
- 3.2.19** PPE – Personal Protective Equipment.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 8 of 67

- 3.2.20 PSM – Power Station Manager.
- 3.2.21 SSA – State Security Agency
- 3.2.22 SCBA – Self Contained Breathing Apparatus.
- 3.2.23 SHEQ – Safety, Health, Environment and Quality.
- 3.2.24 SS – Shift Supervisor.
- 3.2.25 SSS – Senior Shift Supervisor.
- 3.2.26 SRM – Safety Risk Management.
- 3.2.27 Radiation Protection Officer.

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Contingency (Action) Plans.

Index:

	Page
4.1 Strike, sit-in or protest action	9
4.2 Taking of Hostages Situation and / or Armed Robbery	12
4.3 Explosions, Bomb Threat and / or Sabotage.	15
4.4 Fire.	19
4.5 Major Spillages (Radiation, Chemical and other).	22
4.6 Biological or Chemical substance attacks (Water and/or Food poisoning, Anthrax etc.)	26
4.7 Natural Disaster (Excessive Snow; Flooding; Gale Winds; Hail Storm; Heat Waves; Lightning; Earthquake; Landslides; Dam wall break; Overflowing of dams; Erosion; Dust storms)	29
4.8 Intrusions	32
4.9 Terrorist attack or violent Strike Action	35
4.10 Train derailment with injuries and/or fatalities	38
4.11 Major Vehicle Accidents with injuries and / or fatalities	41
4.12 Air Disaster near or inside Power Station.	44
4.13 Major Technical Disaster.	47
4.14 National Blackout	50
4.15 Reptiles and Insect bites: Snake; Spider; Bees; Wasp, Scorpion etc.	53
4.16 Outbreak of infectious disease and epidemic influenza	56
4.17 Major Injuries and / or Fatalities on Site	59
4.18 Dam Wall Failure (Reservoir, Ash and Coal Pollution Control etc.)	62

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4.1 Occurrence: Strike, sit-in or protest action

a) Objective

- To resolve the strike or protest action, and return situation to normality.

b) Critical aspects (that may jeopardise realisation)

- Unreasonable demands.
- Language problems.
- Agitators.
- Reaction from opposition groups.
- Conflicts.
- Violence.

c) Responsible person

- Human Resources Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	Industrial Relations	3402		083 328 8812
3.	Protective Services	2185		082 305 3941
4.	EP Coordinator	3218	017 735 5647	082 295 2322
5.	Human Resources	2123		074 103 0646
6.	Contractor Liaison	3445		079 334 8314
7.	Fire & Rescue	3192	017 735 1409	083 654 9360
8.	Medical Services	2138 / 2010		072 240 9794
9.	Evacuation Coordinator	2118		083 349 2565
10.	Telerad	3661		082 444 7284
11.	Transport	3100		083 938 4821
12.	Communications	3201		078 694 1167
13.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
14.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
15.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
16.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130

e) Compulsory reporting

- Power Station Manager
- Group Management
- Industrial Relations
- Protective Services
- EP Coordinator

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f) Procedural Action Sequence

- EP Head request Security to cordon off the area where the industrial strike or protest action is in progress.
- Request the IR officer to start with negotiations with the leaders of the strike or protest action.
- Put the Fire and Rescue, and Medical Services teams on stand-by.
- Get feedback from the IR officer and if there is a possibility of a serious threat, activate the EP Centre.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 12 of 67

g) Discipline action plan matrix for Strike, sit-in or protest action

EP Head	EP Coordinator	Protective Services	Industrial Relations	Human Resources	Contractor Coordinator	Fire Fighting	Medical Services	Evacuation	Telerad	Transport	Communication
Receive message	Do roll call	Access / Exit control and Maintain low profile	Monitor situation Receive instruction from JOC	Assist IR with speedy resolution	Receive instruction from JOC	On stand-by	On stand-by	Identification possible of evacuation routes	Obtain radios Hand out to Section Heads	Transport available for working staff	Act on instruction of EP Head
Activate the Emergency alarm	Coordinate Activities	Contain Area & Barricade if possible	Negotiations	Additional manpower activation. Welfare on standby	Communicate with JOC	Liaison with municipal brigade for stand-by	Liaison with hospitals for stand-by		Receive instruction from JOC	Check Routes	Notify Staff - PA
Inform Group Managers and Section Heads		Notify SAPS (Placed on Standby) Liaison with SAPS	Interpret	Liaise with Contractors on site	Notify Contractors				Ensure effective communication	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre
Inform National EP Centre		Reaction force stand-by	Communicate with JOC	Retrain if need be					Take messages and pass-on to relevant Section Heads.		
Inform Senior General Manager		Protection of working staff							Communicate with JOC		
		Protection of Property.									
		Inform NKP about incident									
Declare situation back to normal	Do written Feedback report (within 10 days)	Escort external resources	Written report on all actions taken to EP Coordinator (Within 7days)		Written report on all actions taken to EP Coordinator (Within 7 days)				Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)

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4.2 Occurrence: Taking of Hostages Situation and/or Armed Robbery

a) Objective

- To free hostage(s) unharmed, and return situation to normal.

b) Critical aspects (that may jeopardise realisation)

- Unreasonable demands.
- Language problems.
- Access for communication.
- Conflict.
- Violence.
- Time Factor (getting trained negotiator on Site).
- Health of Hostage(s).
- Next of Kin.

c) Responsible person

- EP Head.
- SAPS.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	Industrial Relations	3402		083 328 8812
3.	Protective Services	2185		082 305 3941
4.	Medical Services	2138 / 2010		072 240 9794
5.	Fire & Rescue	3192	017 735 1409	083 654 9360
6.	Human Resources	2123		074 103 0646
7.	SAPS (Middleburg)	017 819 2613	082 820 9378	083 518 0842
8.	Communications	3201		078 694 1167
9.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
10.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
11.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
12.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130

e) Compulsory reporting

- Power Station Manager
- Group Management
- Protective Services
- Industrial Relations
- EP Coordinator

f) Procedural Action Sequence

- Request the evacuation of staff in the immediate vicinity and surrounding areas.
- Request Security to cordon off the area where the hostage situation or robbery is in progress.
- Put the Fire and Rescue, and Medical Services teams on stand-by.

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- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- Receive feedback from Security regarding the situation.
- Get a trained Negotiator to negotiate with the hostage taker.
- If there is a possibility of a serious threat, activate the local EP Centre.
- SAPS take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 14 of 67

g) Discipline action plan matrix for Taking of Hostages Situation

EP Head	EP Coordinator	Protective Services	Industrial Relations	Human Resources	Fire Fighting	Medical Services	Evacuation	Telerad	Transport	Communication
Receive message	Do roll call	Access / Exit control and Maintain low profile	Monitor situation Receive instruction from JOC	Assist IR with speedy resolution	On stand-by	On stand-by	Identification possible of evacuation routes	Obtain radios Hand out to Section Heads	Transport available for working staff	Act on instruction of EP Head
Inform Group Managers and Section Heads	Coordinate Activities	Contain Area & Barricade if possible	Only Assist SAPS with Negotiations		Liaison with municipal brigade for stand-by	Liaison with hospitals for stand-by	Evacuate the affected area only on instruction	Receive instruction from JOC	Check Routes	Notify Staff - PA
Should situation escalate then activate JOC		Notify SAPS Middleburg. Liaison with SAPS	Interpret if need be					Ensure effective communication	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre
Activate the Emergency alarm		Escort external resources	Communicate with JOC					Take messages and pass-on to relevant Section Heads.		
Inform National EP Centre		SAPS Negotiator conducts all negotiations.						Communicate with JOC		
Inform Senior General Manager		Reaction force stand-by								
		Protection of working staff and Property.								
Declare situation back to normal	Do written Feedback report (within 10 days)	Inform NKP about incident	Written report on all actions taken to EP Coordinator (Within 7days)					Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)

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4.3 Occurrence: Explosions, Bomb Threat and/or Sabotage.

a) Objective

- To tend to the injured, evacuate all personnel safely and return plant back to normal as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- Accessibility to injured persons.
- Sabotage.
- Lengthy investigations.
- Plant reconstruction and spares availability.
- Unsatisfactory Security access controls.
- Poor communications (internal and external).
- Poor reaction times (internal and external).

c) Responsible person

- Power Station Manager
- Protective Services Manager
- Safety Risk Manager.
-

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	EP Coordinator	3218	017 735 5647	082 295 2322
3.	Protective Services	2185		082 305 3941
4.	EP Centre			
5.	Medical Services	2138 / 2010		072 240 9794
6.	Fire & Rescue	3192	017 735 1409	083 654 9360
7.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
8.	SAPS (Volkstrust)	017 735 9900	083 579 0250	083 579 0250
9.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
10.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
11.	State Security Agency – National Intelligence Agency (Nelspruit)			082 776 3002
12.	SAPS – Explosives Unit			
13.				

e) Compulsory reporting

- Power Station Manager
- Group Management
- SAPS – NKP - Nelspruit.
- SAPS – Amersfoort.
- SSA (NIA) – Nelspruit.
- EP Coordinator

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f) Procedural Action Sequence

I. Explosion

- Evacuation of staff in the immediate vicinity and surrounding areas.
- Request Security to cordon off the area and to search the area thoroughly.
- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- Medical Services teams to tend to injured.
- Fire and Rescue extricate all injured.
- Medical Services teams to transport injured.
- EP Head take command and control of the emergency situation and request the SAPS to initiate a search operation in conjunction with Security.
- Get feedback from Security regarding the situation and if in doubt regarding any other suspicious article or object in the area, request the SAPS to remove the article or object.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

II. Bomb Threat, Suspicious Articles etc.

- Request the evacuation of staff in the immediate vicinity and surrounding areas
- Request Security to cordon off the area and to search the area thoroughly
- Put the Fire and Rescue, and Medical Services teams on stand-by
- Get feedback from Security regarding the situation and if in doubt regarding any suspicious article or object in the area, request the SAPS to remove the article or object
- Get feedback from the SAPS and if there is a possibility of a serious threat, activate the local EP Centre
- EP Head take command and control of the emergency situation and request the SAPS to initiate a search operation in conjunction with Security for any other suspicious articles or objects on the premises – critical plant areas
- Inform the relevant external role-players (JPC members) regarding the situation at hand
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **17 of 67**

g) Discipline action plans for Explosion and/or Sabotage

EP Head	EP Coordinator	Protective Services	Medical Services	Fire Fighting	Evacuation	SAPS	Human Resources	Contractor Coordinator	Telerad	Transport	Communication
Activate the Emergency alarm	Do roll call	Access/exit control Contain Area & Barricade if possible	Act on the Alarm	Act on the Alarm	Identification possible of evacuation routes	Receive instruction from JOC	Assist with welfare issues if required	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Make sure Mini Busses are at designated Points	Act on instruction of EP Head
Inform Group Managers and Section Heads	Coordinate Activities	Notify SAPS Liaison with SAPS Explosive Unit Reaction force stand-by	Tend to all injured	Extricate injured	Evacuate the affected area only on instruction	Do inspection and investigation	Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour. Call SAPS or Dept. of Labour for the body to be cleared (fatality)	Communicate with JOC	Receive instruction from JOC. Communicate with JOC.	Transport available for working staff	Notify Staff - PA
Inform National EP Centre	Local and Provincial Disaster Manager to be informed and be on STANDBY.	Protection of working staff. Escort external resources	Transport all injured	Fight fires and contain the situation	Do roll-call	Communication with JOC	Informing and supporting the next of kin of staff. EAP practitioner to help staff who is in state of shock	Notify Contractors	Ensure effective communication	Check Routes	Take care of media through Eskom Media Centre
Inform Senior General Manager	Inform Traffic Department to be on STANDBY.	Inform NKP about incident	Liaison with hospitals for stand-by	Liaison with municipal brigade for stand-by	Communication with JOC		Prepare communiqués to be sent out		Take messages and pass-on to relevant Section Heads.		
Declare situation back to normal	Do written Feedback report (within 10 days)	Inform SSA - State Security Agency (NIA)			Written report on all actions taken to EP Coordinator (Within 7days)			Written report on all actions taken to EP Coordinator	Written report on all actions taken to EP Coordinator		Written report on all actions taken to EP Coordinator (Within 7 days)

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **18 of 67**

h) Discipline action plans for Bomb Threat and Suspicious Articles etc.

EP Head	EP Coordinator	Protective Services	Medical Services	Fire Fighting	Evacuation	SAPS	Contractor Coordinator	Telerad	Transport	Communication
Receive message	Do roll call	Access/exit control Contain Area & Barricade if possible	On stand-by	On stand-by	Identification possible of evacuation routes	Receive instruction from JOC	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Make sure Mini Busses are at designated Points	Act on instruction of EP Head
Activate the Emergency alarm	Coordinate Activities	Notify SAPS Liaison with SAPS Explosive Unit Reaction force stand-by	Liaison with hospitals for stand-by	Liaison with municipal brigade for stand-by	Evacuate the affected area only on instruction	Do inspection and investigation	Communicate with JOC	Receive instruction from JOC. Communicate with JOC	Transport available for working staff	Notify Staff - PA
Inform Group Managers and Section Heads	Local and Provincial Disaster Manager to be informed and be on STANDBY.	Protection of working staff. Escort external resources			Do roll-call	Communication with JOC	Notify Contractors	Ensure effective communication	Check Routes	Take care of media through Eskom Media Centre
Inform National EP Centre	Inform Traffic Department to be on STANDBY.	Inform NKP about incident			Communication with JOC			Take messages and pass-on to relevant Section Heads.		
Inform Senior General Manager	Do written Feedback report (within 10 days)	Inform SSA - State Security Agency (NIA)			Written report on all actions taken to EP Coordinator (Within 7days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)
Declare situation back to normal										

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4.4 Occurrence: Fire.

a) Objective

- Extinguish Fire(s) ASAP and return plant back to normal operation.

b) Critical aspects (that may jeopardise realisation)

- Type and Size of Fire.
- Weather conditions (wind direction etc.).
- Time of day.
- Accessibility to Fire (Confined Space etc.).
- Number of Fire Fighters available.
- Crowd control at the scene.

c) Responsible person

- Power Station Manager
- Safety Risk Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	EP Coordinator	3218	017 735 5647	082 295 2322
3.	Protective Services	2185		082 305 3941
4.	Medical Services	2138 / 2010		072 240 9794
5.	Fire & Rescue	3192	017 735 1409	083 654 9360
6.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
7.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
8.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
9.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
10.	All EP Members			
11.				

e) Compulsory reporting

- Power Station Manager
- Group Management
- EP Coordinator

f) Procedural Action Sequence

- The Fire personnel to determine the extent of the fire and give feedback to EP Head and / or EP Coordinator.
- l. Small**
- Evacuation of staff in the immediate vicinity.
 - Request Security to cordon off the area.
 - Fire and Rescue extinguish the fire.

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II. Large

- Evacuation of staff in the immediate vicinity and surrounding areas.
- Request Security to cordon off the area.
- Should there be a possibility of a serious threat due Toxic Gasses, Gas leaks and Smoke due to fire (Wind direction). The Fire Chief is to request EP Head to activate the Emergency Alarm and local JOC.
- The evacuation to be up-wind or 90° to wind direction.
- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.
- Fire and Rescue extricate all injured, if necessary.
- Medical Services teams to tend to injured, if necessary.
- Fire and Rescue extinguish the fire.
- EP Head take command and control of the emergency situation and request the fire and rescue teams to proceed with the fire-fighting operations.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **21 of 67**

g) Discipline action plans for Fire

EP Head	EP Coordinator	Protective Services	Fire Fighting	Medical Services	Evacuation	Contractor Coordinator	Telerad	Human Resources	Transport	Communication	Environmental Officer
Receive message	Do roll call	Access/exit control	Act on the Alarm	Act on the Alarm	Identification possible of evacuation routes	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Assist with welfare issues if required	Transport available for working staff	Act on instruction of EP Head	On stand by
Activate the Emergency alarm	Coordinate Activities	Contain Area & Barricade if possible	Assess the extent of fire	Tend to all injured	Evacuate the affected area only on instruction	Notify Contractors	Receive instruction from JOC	Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Check Routes	Notify Staff - PA	
Inform Group Managers and Section Heads		Notify SAPS place on standby	Communication with EP Head and / or EP Coordinator	Transport all injured	Do roll-call	Communicate with JOC	Ensure effective communication	Call SAPS or Dept. of Labour for the body to be cleared (fatality)		Take care of media through Eskom Media Centre	
Inform National EP Centre		Protection of working staff	Extricate injured	Liaison with hospitals for stand-by	Communication with JOC		Take messages and pass-on to relevant Section Heads.	EAP practitioner to help staff who is in state of shock			
Inform Senior General Manager		Do crowd control	Fight fires and contain the situation				Communicate with JOC	Prepare communiqués to be sent out			
		Inform NKP about incident	Liaison with municipal brigade for stand-by					Informing and supporting the next of kin of staff			
Declare situation back to normal	Do written Feedback report (within 10 days)	Escort external resources			Written report on all actions taken to EP Coordinator (Within 7days)	Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)			Written report on all actions taken to EP Coordinator (Within 7 days)	

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4.5 Occurrence: Major Spillages (Radiation, Chemical and other).

a) Objective

- Contain spillage and clean-up ASAP. Prevent harm to people and the environment.

b) Critical aspects (that may jeopardise realisation)

- Type and Size of spillage.
- Weather conditions (wind direction etc.).
- Time of day.
- Suitable and available Protective Equipment.
- Accessibility to spillage (Confined Space etc.).
- Number of trained personnel available.
- Reaction time of external assistance (Civil Defence, SAPS, etc.).

c) Responsible person

- Power Station Manager.
- Safety Risk Manager.
- Radiation Protection Officer
- Environmental Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	EP Coordinator	3218	017 735 5647	082 295 2322
3.	Protective Services	2185		082 305 3941
4.	Fire & Rescue	3192	017 735 1409	083 654 9360
5.	Medical Services	2138 / 2010		072 240 9794
6.	Radiation Protection Officer	3486 / 3572		082 446 1827
7.	Environmental	3604		083 328 7523
8.	Dept. of Water Affairs	012 392 1369		082 877 5139
9.	Gert Sibande District Municipality	017 801 7000		082 904 0736
10.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
11.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
12.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
13.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
14.	Civil Defence (Ermelo)	017 819 2472		
15.	Civil Defence (Standerton)	017 712 5200	017 712 5551	082 824 4338
16.	All EP Members			

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e) Compulsory reporting

- Power Station Manager
- Group Management
- Fire and Rescue.
- Environmental Officer
- EP Coordinator

f) Procedural Action Sequence

In case of any environmental incident having occurred on site, the Risk and Assurance and Environmental Managers shall be alerted and be requested to send out the relevant staff members for assessment and inspection. They will give feedback to R & A Manager and then compile Initial Report, followed by all other necessary reports to be sent out to relevant state entities.

This includes Emergencies Involving Radioactive Sources and Handling of Radioactive Sources and Industrial Radiography Equipment.

Radiation Protection Officer to be involved in all Radioactive incidents. All incidents to be handled, as per the "Site Regulation 16".

Any incident caused by water, must be reported it to the Department of Water Affairs in line with the legal specifications. This requires, in short: Immediate initial reporting:

- I. Containment and minimisation of environmental impact.
- II. Clean up.
- III. Remediation.
- IV. Assessment and reporting as stated in: *Reporting of environmental incident procedure.*
- V. Environmental Manager to inform Eskom Environmental Centre of Excellence and other relevant state authorities.

Additional disasters may happen such as Gas Leaks, Violation in the use of pesticides, excessive dust (Asbestos, Coal and Ash)

- Evacuation of staff in the immediate vicinity and surrounding areas. The evacuation to be up-wind or 90° to wind direction.
- Request Security to cordon off the area.
- Put the Fire and Rescue, and Medical Services teams on stand-by.
- Report telephonically to stakeholders if necessary or otherwise compile report.
- Should there be a possibility of a serious threat due Toxic Gasses, Radiation (Wind direction). The Fire Chief is to request EP Head to activate the Emergency Alarm and local JOC.
- EP Head take command and control of the emergency situation.
- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.
- Fire and Rescue extricate all injured, if necessary.
- Medical Services teams to tend to injured, if necessary.

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- Environmental Manager to inform Eskom Environmental Centre of Excellence and other relevant state authorities.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **25 of 67**

g) Discipline action plans for Radiation (Lost or Theft of Pigtail, Malfunction of Radioactive Sources, Leakages etc.)
Radiation dose 4mSv (4000 uSv)

EP Head	EP Coordinator	Environmental	Fire Fighting	Protective Services	Safety Risk Management	Medical Services	Evacuation	Human Resources Communication	Transport	Communication
Receive message	Coordinate Activities	Evaluate the incident and give commendations for further action	On stand-by Liaison with municipal brigade for stand-by	Investigate the scene, always radiation officer in control	Take pictures of scene and witness reports	On stand-by. Liaison with hospitals for stand-by	Identification possible of evacuation routes	EAP practitioner to help staff who is in state of shock	Transport available for working staff, should evacuation become necessary	Act on instruction of EP Head
Activate the Emergency alarm	Do roll call	Report incident to all relevant stakeholders	Use hazmat suits in the area	Contain Area & Barricade if possible	Report to SRM Manager	Give help to injured staff	Evacuate the affected area only on instruction.	Informing and supporting the next of kin of staff	Transport of food and refreshments	Notify Staff - PA
Inform Group Managers and Section Heads			Work under control of radiation officer	Notify SAPS place on standby (Theft)	Communicate with JOC	Get Blood of all contaminated persons	Do roll-call			Take care of media through Eskom Media Centre
Inform National EP Centre			Use BA sets	Reaction Force on standby		Send Blood of contaminated staff	Communication with JOC			
Inform Senior General Manager			If fire start Extinguish the fire	Do crowd control . Escort external resources		Transport to hospital				
Call Disaster Management				Inform JPC Members and NKP about incident		All staff in one ward. Separate from others (Isolation)	Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)
Declare situation back to normal	Do written Feedback report (within 10 days)			Secure evidence and lock away						

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RARM/22

Revision: 0

Page: 26 of 67

h) Discipline action plans for Chemical Spillage etc.

EP Head	EP Coordinator	Protective Services	Environmental	Fire Fighting	Medical Services	Evacuation	Contractor Coordinator	Telerad	Transport	Communication
Receive message	Do roll call	Access/exit control	Environmental officer sent to incident scene	Act on the Alarm	Act on the Alarm	Identification possible of evacuation routes	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Transport available for working staff	Act on instruction of EP Head
Activate the Emergency alarm	Coordinate Activities	Contain Area & Barricade if possible	Evaluate the incident and give commendations for further action	Assess the extent of fire	Tend to all injured if need be	Evacuate the affected area only on instruction.	Notify Contractors	Receive instruction from JOC	Check Routes	Notify Staff - PA
Inform Group Managers and Section Heads		Notify SAPS place on standby	See that any spillage is cleared up	Communication with EP Head and / or EP Coordinator	Transport all injured if need be	Do roll-call	Communicate with JOC	Ensure effective communication		Take care of media through Eskom Media Centre
Inform National EP Centre		Protection of working staff	Report if it is a major incident	Extricate injured if need be	Liaison with hospitals for stand-by	Communication with JOC		Take messages and pass-on to relevant Section Heads.		
Inform Senior General Manager		Do crowd control	Report incident to all relevant stakeholders Report to Gert Sibande District and Environmental CoE	Contain Spillage if possible				Communicate with JOC		
		Inform NKP about incident		Fight fires and contain the situation if need be						
Declare situation back to normal	Do written Feedback report (within 10 days)	Escort external resources		Liaison with municipal brigade for stand-by		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)

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4.6 Occurrence: Biological or Chemical substance attacks (Water and/or Food poisoning, Anthrax etc.)

a) Objective

- To safeguard people as not to come into contact or be exposed to the substances in question.

b) Critical aspects (that may jeopardise realisation)

- Ignorance of the threat .
- Delay in reporting the incident.
- Incorrect handling of the substances.
- Wrong action Plan.
- Incorrect or lack of treatment on the affected people.

c) Responsible person

- Power Station Manager
- SAPS
- Safety Risk Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	EP Coordinator	3218	017 735 5647	082 295 2322
3.	Protective Services	2185		082 305 3941
4.	Safety Risk	2177		072 264 7674
5.	Medical Services	2138 / 2010		072 240 9794
6.	Fire & Rescue	3192	017 735 1409	083 654 9360
7.	Dept. of Water Affairs	012 392 1369		082 877 5139
8.	Gert Sibande District Municipality	017 801 7000		082 904 0736
9.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
10.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
11.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
12.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
13.	All EP Members			

e) Compulsory reporting

- Power Station Manager
- Group Management
- EP Coordinator

f) Procedural Action Sequence

- Evacuation of staff in the immediate vicinity and surrounding areas.
- Request Security to cordon off the area.
- Medical Services place affected personnel in quarantine.
- EP Head take command and control of the emergency situation.

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- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- Inform the relevant external role-players (JPC members - SAPS) regarding the situation at hand.
- Environmental Officer to inform Eskom Environmental Centre of Excellence and other relevant state authorities.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **29 of 67**

g) Discipline action plans for Biological or Chemical substance attacks (Anthrax etc.)

EP Head	EP Coordinator	Protective Services	Medical Services	Evacuation	Fire Fighting	Contractor Coordinator	Telerad	Transport	Communication	Environmental Officer
Receive message	Do roll call	Access/exit control	Act on the Alarm	Identification possible of evacuation routes	Act on the Alarm if there is a fire	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Transport available for working staff	Act on instruction of EP Head	On stand by
Activate the Emergency alarm	Coordinate Activities	Contain Area & Barricade if possible	Put affected people in isolation.	Evacuate the affected area only on instruction		Notify Contractors	Receive instruction from JOC	Check Routes	Notify Staff - PA	
Inform Group Managers and Section Heads		Notify SAPS	Transport all injured	Do roll-call		Communicate with JOC	Ensure effective communication		Take care of media through Eskom Media Centre	
Inform National EP Centre		Protection of working staff	Liaison with hospitals for stand-by	Communication with JOC			Take messages and pass-on to relevant Section Heads.			
Inform Senior General Manager		Do crowd control					Communicate with JOC			
In form Disaster Management of the situation.		inform NKP about incident			Liaison with municipal brigade for stand-by					
		Escort external resources								
Declare situation back to normal	Do written Feedback report (within 10 days)			Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	

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4.7 Occurrence: Natural Disaster (Excessive Snow; Flooding; Gale Winds; Hail Storm; Heat Waves; Lightning; Earthquake; Landslides; Dam wall break; Overflowing of dams; Erosion; Dust storms)

a) Objective

- To keep the Power Station operational and functioning normally.

b) Critical aspects (that may jeopardise realisation)

- Time Factor (Normal and Afterhours).
- Access to and from Power Station.
- Communication.
- Employee Welfare.
- Type of Vehicle.

c) Responsible person

- Power Station Manager
- Human Resources Manager,

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	Industrial Relations	3402		083 328 8812
3.	Protective Services	2185		082 305 3941
4.	EP Coordinator	3218	017 735 5647	082 295 2322
5.	Human Resources	2123		074 103 0646
6.	Contractor Liaison	3445		079 334 8314
7.	Fire & Rescue	3192	017 735 1409	083 654 9360
8.	Medical Services	2138 / 2010		072 240 9794
9.	Evacuation Coordinator	2118		083 349 2565
10.	Telerad	3661		082 444 7284
11.	Transport	3100		083 938 4821
12.	Communications	3201		078 694 1167

e) Compulsory reporting

- Power Station Manager.
- EP Coordinator.
- Protective Services.
- Fire and Rescue.
- Group Management.

f) Procedural Action Sequence In the case of restricted access the Power Station.

- Safety Risk Management (Fire and Rescue) to inform EP Head and EP Coordinator of the situation.
- EP Head to assess the situation and activate "Alternative JOC" in Volksrust.
- EP Coordinator to contact "Housing Volksrust" to open up the Volksrust offices.
- EP Head to contact EOD (Shift Manager) and inform them of the situation.

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- The "Afterhours" contact matrix to be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 32 of 67

g) Discipline action plan matrix for Natural Disaster (Excessive Snow; Flooding; Gale Winds; Hail Storm; Heat Waves; Lightning; Earthquake; Landslides; Dam wall break; Overflowing of dams; Erosion; Dust storms)

EP Head	EP Coordinator	Protective Services	Fire Fighting	Human Resources	Contractor Coordinator	Medical Services	Transport	Communication	Telerad
Receive message	Contact Housing to open Volksrust Offices.	Notify SAPS (Placed on Standby) Liaison with SAPS	Liaison with municipal and national traffic departments	Assess the situation as far as on Site personnel welfare	Receive instruction from JOC	On stand-by	Transport available for working staff	Act on instruction of EP Head	Obtain radios Hand out to Section Heads
Activate the Alternative JOC (Volksrust)	Inform Group Managers and Section Heads as per contact matrix	Inform JPC members and NKP about situation	Liaison with municipal brigade for stand-by	Additional manpower activation. Welfare on standby	Liaise with Contractors on site Retrain if need be	Liaison with hospitals for stand-by	Check Routes	Notify Staff - PA	Receive instruction from JOC
Inform Group Managers and Section Heads as per contact matrix	Do roll call				Communicate with JOC		Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
Inform National EP Centre	Coordinate Activities				Notify Contractors				Take messages and pass-on to relevant Section Heads.
Inform Senior General Manager									Communicate with JOC
Declare situation back to normal	Do written Feedback report (within 10 days)				Written report on all actions taken to EP Coordinator (Within 7 days)			Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.8 Occurrence: Intrusions

a) Objective

- To keep wanted persons off the Power Station secured area (NKP).

b) Critical aspects (that may jeopardise realisation)

- Faulty security systems not functioning (Energised Fence, Flood Lights and Gates).
- Reaction time of security personnel (Slow and no vehicles available).
- No or little patrolling done by Majuba Power Station Security.
- Manpower shortages (Trained Security staff)

c) Responsible person

- Power Station Manager
- Security Manager.
- Safety Risk Manager

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	Protective Services	2185		082 305 3941
3.	R & LU Security	017 735 3682	082 331 1264	082 331 1264
4.	Safety Risk	2177		072 264 7674
5.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
6.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
7.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
8.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
9.	Head of Security (Witbank)	013 693 9156		082 889 9710
10.	EP Coordinator	3218	017 735 5647	082 295 2322

e) Compulsory reporting

- Power Station Manager.
- Group Management.
- Protective Services.
- Safety Risk Manager.
- SAPS - Nelspruit / Amersfoort
- Corporate Security Manager (Generation)
- NIA - Nelspruit
- EP Coordinator.

f) Procedural Action Sequence

- Safety Risk Management or Security Manager to inform EP Head and EP Coordinator of the situation.
- EP Head to assess the situation and activate JOC.
- Security to search the Power Station thoroughly for the intruders.
- If the intruders are found Security to cordon off the area.

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- Request the evacuation of staff in the immediate vicinity and surrounding areas.
- Apprehend the intruders and handover to SAPS for further processing
- EP Head take command and control of the emergency situation should the situation escalate.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **35 of 67**

g) Discipline action plan matrix for intrusions

EP Head	Protective Services	SAPS	EP Coordinator	Fire Fighting	Medical Services	Contractor Coordinator	Transport	Communication	Telerad
Receive message	Search and apprehend intruders or perpetrators	Receive message	Should the JOC be activated then do roll call	On stand-by	On stand-by	Receive instruction from JOC	Transport available for working staff	Act on instruction of EP Head	Obtain radios Hand out to Section Heads
Activate the JOC if needed.	Contact SAPS for assistance	Standby or react on JOC call	Coordinate Activities	Liaison with municipal brigade for stand-by	Liaison with hospitals for stand-by	Liaise with Contractors on site Retrain if need be	Check Routes	Notify Staff - PA	Receive instruction from JOC
Inform Group Managers and Section Heads as per contact matrix	Inform JPC members and NKP about situation	Sweep Sites (Dogs)				Communicate with JOC	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
Inform National EP Centre	Inform Corporate Security	Reaction Force on standby				Notify Contractors			Take messages and pass-on to relevant Section Heads.
Inform Senior General Manager		On-going feedback to JOC							Communicate with JOC
		Stay until emergency declared back to normal							
Declare situation back to normal			Do written Feedback report (within 10 days)			Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.9 Occurrence: Terrorist attack or violent Strike Action

a) Objective

- To keep wanted persons off the Power Station secured area (NKP).
- Counteract the attack until assistance arrives in the form of SAPS reaction force and Civil Defence.

b) Critical aspects (that may jeopardise realisation)

- Number of attackers.
- Type of weapons and method used by the attackers.
- Shortage of Security manpower or trained personnel.
- Poor communications.
- Time of attack (Day or night)

c) Responsible person

- Power Station Manager
- Security Manager.
- Safety Risk Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	Protective Services	2185		082 305 3941
3.	R & LU Security	017 735 3682	082 331 1264	082 331 1264
4.	Safety Risk	2177		072 264 7674
5.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
6.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
7.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
8.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
9.	Head of Security (Witbank)	013 693 9156		082 889 9710
10.	Industrial Relations	3402		083 328 8812
11.	EP Coordinator	3218	017 735 5647	082 295 2322

e) Compulsory reporting

- Power Station Manager.
- Group Management.
- Protective Services.
- Safety Risk Manager.
- SAPS - Nelspruit / Amersfoort
- Corporate Security Manager (Generation)
- NIA – Nelspruit.
- Industrial Relations in the case of strike action.
- EP Coordinator.

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f) Procedural Action Sequence

- Safety Risk Management or Security Manager to inform EP Head and EP Coordinator of the situation.
- EP Head to assess the situation and activate JOC.
- Security to hold the attackers off until SAPS and Civil Defence can assist and takeover.
- Request the evacuation of staff in the immediate vicinity and surrounding areas.
- EP Head take command and control of the emergency situation should the situation escalate.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **38 of 67**

g) Discipline action plan matrix for Terrorist attack or violent Strike Action

EP Head	Protective Services	SAPS and Civil Defence	EP Coordinator	Industrial Relations	Fire Fighting	Medical Services	Contractor Coordinator	Transport	Communication
Receive message	Hold off the attackers	Arrive on Site	Should the JOC be activated then do roll call	In the case of violent Strike action. Monitor situation Receive instruction from JOC	On stand-by	On stand-by	Receive instruction from JOC	Transport available for working staff	Act on instruction of EP Head
Activate the JOC if needed.	Contact SAPS for assistance	Takeover from Security	Coordinate Activities	Negotiations	Liaison with municipal brigade for stand-by	Liaison with hospitals for stand-by	Liaise with Contractors on site Retrain if need be	Check Routes	Notify Staff - PA
Inform Group Managers and Section Heads as per contact matrix	Inform JPC members and NKP about situation	Take the situation to its conclusion.		Interpret			Communicate with JOC	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre
Inform National EP Centre	Inform Corporate Security			Communicate with JOC			Notify Contractors		
Inform Senior General Manager									
Declare situation back to normal			Do written Feedback report (within 10 days)	Written report on all actions taken to EP Coordinator (Within 7days)			Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)

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4.10 Occurrence: Train derailment with injuries and / or fatalities

a) Objective

- To rescue and treat injured, and thereafter return delivery of coal back to normality.

b) Critical aspects (that may jeopardise realisation)

- Inaccessible area.
- Weather.
- Sabotage.

c) Responsible person

- Materials Handling Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	Fire & Rescue	3192	017 735 1409	083 654 9360
2.	Medical Services	2138 / 2010		072 240 9794
3.	Materials Handling Manager (Coal)	3694	034 317 3903	083 785 3903
4.	Transnet Management		011 926 7162	083 791 1212
5.	EP Head	2100 / 2101		082 877 9808
6.	GMR 2	3678		078 276 1640
7.	Protective Services	2185		082 305 3941
8.	EP Coordinator	3218	017 735 5647	082 295 2322
9.	Transport	3100		083 938 4821
10.	Communications	3201		078 694 1167
11.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
12.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
13.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
14.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
15.	Security on Existing Railline		073 069 6370	060 401 7688

e) Compulsory reporting

- Power Station Manager.
- Materials Handling Manager.
- Transnet Management.
- GMR 2
- R & A Manager.
- Safety Risk Manager.
- Group Management.
- Protective Services.
- EP Coordinator.

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f) Procedural Action Sequence

- Activate the Fire & Rescue and Medical Services teams.
- EP Head request Security to cordon off the area where the derailment has taken place.
- Place local municipal brigade on stand-by.
- Place local hospital on stand-by.
- Get feedback from Site Controller.
- If there is a possibility of escalation of the emergency, the EP Centre should be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- There must always be a Railway Occurrence Investigation after a Derailment of Train and Runaway Locomotive. See section 38 of National Railway Safety Regulations Act 16 of 2002.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **41 of 67**

g) Discipline action plan matrix for Train derailment with injuries and / or fatalities

Fire Fighting	Medical Services	Protective Services	Materials Handling Manager	Transnet	EP Head	EP Coordinator	Human Resources	Transport	Communication	Telerad
Fight the fire	Assist in the treatment and transportation injured	Maintain low profile	Contact Transnet Management	Receive instruction from Site Controller on site	Receive message	Liaise with all Role Player.	Assist with welfare issues if required	Transport available for working staff	Act on instruction of EP Head	Obtain radios Hand out to Section Heads
Assist in the extraction and rescue injured	Place local hospitals on stand-by	Cordon off the area	Assess the situation	Notify all Role Players	Activate the EP Centre if necessary	Report back to the EP Head	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Check Routes	Notify Staff - PA	Receive instruction from JOC
Place local municipal brigade on stand-by		Notify SAPS (Placed on Standby) Liaison with SAPS	Liaise with Transnet on site and Railline Security	Communicate with JOC	Inform Group Managers and Section Heads	If EP Centre is activated then	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
		Reaction force stand-by	Monitor situation	Do the technical recovery of Transnet Equipment etc.	Inform National EP Centre	Do roll call	EAP practitioner to help staff who is in state of shock			Take messages and pass-on to relevant Section Heads.
		Inform NKP about incident	Communicate with JOC		Inform Senior General Manager	Coordinate Activities	Prepare communiqués to be sent out			Communicate with JOC
			Written report on all actions taken to EP Coordinator (Within 7days)		Declare situation back to normal	Do written Feedback report (within 10 days)	Informing and supporting the next of kin of staff		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.11 Occurrence: Major Vehicle Accidents with injuries and / or fatalities

a) Objective

- To rescue and treat injured, and thereafter return access to Power Station back to normality.

b) Critical aspects (that may jeopardise realisation)

- Inaccessible area.
- Weather.
- Conflicts.
- Violence.

c) Responsible person

- Materials Handling Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	Fire & Rescue	3192	017 735 1409	083 654 9360
2.	Medical Services	2138 / 2010		072 240 9794
3.	Materials Handling Manager			
4.	Transnet Management			
5.	EP Head	2100 / 2101		082 877 9808
6.	GMR 2	3678		078 276 1640
7.	Protective Services	2185		082 305 3941
8.	EP Coordinator	3218	017 735 5647	082 295 2322
9.	Transport	3100		083 938 4821
10.	Communications	3201		078 694 1167
11.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
12.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
13.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
14.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
15.				

e) Compulsory reporting

- Power Station Manager.
- Materials Handling Manager.
- Transnet Management.
- R & A Manager.
- Safety Risk Manager.
- Group Management.
- Protective Services.
- EP Coordinator.

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f) Procedural Action Sequence

- Activate the Fire & Rescue and Medical Services teams.
- EP Head request Security to cordon off the area, if required.
- Place local municipal brigade on stand-by.
- Place local hospital on stand-by.
- Get feedback from Site Controller.
- If there is a possibility of escalation of the emergency, the EP Centre should be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- There must always be a Railway Occurrence Investigation after a Derailment of Train and Runaway Locomotive. See section 38 of National Railway Safety Regulations Act 16 of 2002.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **44 of 67**

g) Discipline action plan matrix for Major Vehicle Accidents with injuries and / or fatalities

Fire Fighting	Medical Services	Protective Services	EP Head	Human Resources	EP Coordinator	Transport	Communication	Telerad
Fight the fire	Assist in the treatment and transportation injured	Maintain low profile	Receive message	Assist with welfare issues if required	Liaise with all Role Player.	Transport available for working staff	Act on instruction of EP Head	Obtain radios Hand out to Section Heads
Assist in the extraction and rescue injured	Place local hospitals on stand-by	Cordon off the area	Activate the EP Centre if necessary	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Report back to the EP Head	Check Routes	Notify Staff - PA	Receive instruction from JOC
Place local municipal brigade on stand-by		Notify SAPS (Placed on Standby) Liaison with SAPS	Inform Group Managers and Section Heads	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	If EP Centre is activated then	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
		Reaction force stand-by	Inform National EP Centre	EAP practitioner to help staff who is in state of shock	Do roll call			Take messages and pass-on to relevant Section Heads.
		Inform NKP about incident	Inform Senior General Manager	Prepare communiqués to be sent out	Coordinate Activities			Communicate with JOC
				Informing and supporting the next of kin of staff				
			Declare situation back to normal		Do written Feedback report (within 10 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.12 Occurrence: Air Disaster near or inside Power Station

a) Objective

- To rescue and treat injured, and thereafter return access to Power Station back to normality.

b) Critical aspects (that may jeopardise realisation)

- Inaccessible area.
- Weather.
- Conflicts.
- Violence.

c) Responsible person

- Risk and Assurance Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	Fire & Rescue	3192	017 735 1409	083 654 9360
2.	Medical Services	2138 / 2010		072 240 9794
3.	R & A Manager			
4.	EP Head	2100 / 2101		082 877 9808
5.	GMR 2	3678		078 276 1640
6.	Protective Services	2185		082 305 3941
7.	EP Coordinator	3218	017 735 5647	082 295 2322
8.	Transport	3100		083 938 4821
9.	Communications	3201		078 694 1167
10.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
11.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
12.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
13.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
14.	Aviation Authority			

e) Compulsory reporting

- Power Station Manager.
- R & A Manager.
- Aviation Authority
- Safety Risk Manager.
- Group Management.
- Protective Services.
- EP Coordinator.

f) Procedural Action Sequence

- Activate the Fire & Rescue and Medical Services teams.
- EP Head request Security to cordon off the area, if required.
- Place local municipal brigade on stand-by.
- Place local hospital on stand-by.

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- Get feedback from Site Controller.
- If there is a possibility of escalation of the emergency, the EP Centre should be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- There must always be a Railway Occurrence Investigation after a Derailment of Train and Runaway Locomotive. See section 38 of National Railway Safety Regulations Act 16 of 2002.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **47 of 67**

g) Discipline action plan matrix for Air Disaster near or inside Power Station

Fire Fighting	Medical Services	Protective Services	Materials Handling Manager	Evacuation Officer	EP Head	EP Coordinator	Human Resources	Transport	Communication	Telerad
Fight the fire	Assist in the treatment and transportation injured	Maintain low profile	Contact Transnet Management	Receive instruction from Site Controller on site	Receive message	Liaise with all Role Player.	Assist with welfare issues if required	Transport available for working staff	Act on instruction of EP Head	Obtain radios Hand out to Section Heads
Assist in the extraction and rescue injured	Place local hospitals on stand-by	Cordon off the area	Assess the situation	Identification possible of evacuation routes	Activate the EP Centre if necessary	Report back to the EP Head	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Check Routes	Notify Staff - PA	Receive instruction from JOC
Place local municipal brigade on stand-by		Notify SAPS (Placed on Standby) Liaison with SAPS	Liaise with Transnet on site	Evacuate the affected area only on instruction	Inform Group Managers and Section Heads	If EP Centre is activated then	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
		Reaction force stand-by	Monitor situation	Do roll-call	Inform National EP Centre	Do roll call	EAP practitioner to help staff who is in state of shock			Take messages and pass-on to relevant Section Heads.
		Inform NKP about incident	Communicate with JOC		Contact Aviation Authorities	Coordinate Activities	Prepare communiqués to be sent out			Communicate with JOC
			Written report on all actions taken to EP Coordinator (Within 7days)		Inform Senior General Manager	Do written Feedback report (within 10 days)	Informing and supporting the next of kin of staff		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)
					Declare situation back to normal					

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4.13 Occurrence: Major Technical Disaster

a) Objective

- To tend to the injured, evacuate all personnel safely and return plant back to normal as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- Accessibility to injured persons.
- Sabotage.
- Lengthy investigations.
- Plant reconstruction and spares availability.
- Unsatisfactory Security access controls.
- Poor communications (internal and external).
- Poor reaction times (internal and external).

c) Responsible person

- Power Station Manager
- Protective Services Manager
- Safety Risk Manager.
- Engineering Manager
- Maintenance Manager
- All other technical Managers

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	EP Head	2100 / 2101		082 877 9808
2.	EP Coordinator	3218	017 735 5647	082 295 2322
3.	Protective Services	2185		082 305 3941
4.	GMR 2	3678		078 276 1640
5.	EP Centre			
6.	Medical Services	2138 / 2010		072 240 9794
7.	Fire & Rescue	3192	017 735 1409	083 654 9360
8.	Engineering	2127		083 302 8851
9.	Operations	2115		082 922 5759
10.	Maintenance	3209		076 146 8815
11.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
12.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
13.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
14.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
15.	State Security Agency – National Intelligence Agency (Nelspruit)			082 776 3002
16.	SAPS – Explosives Unit			
17.				

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e) Compulsory reporting

- Power Station Manager
- Group Management (Technical)
- SAPS – NKP - Nelspruit.
- SAPS – Amersfoort.
- SSA (NIA) – Nelspruit.
- EP Coordinator

f) Procedural Action Sequence

I. Major Technical Disaster

- Evacuation of staff in the immediate vicinity and surrounding areas.
- Request Security to cordon off the area and to search the area thoroughly.
- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries.
- Medical services teams to tend to injured.
- Fire and Rescue extricate all injured.
- Medical services teams to transport injured.
- EP Head take command and control of the emergency situation and request the SAPS to initiate a search operation in conjunction with Security.
- Get feedback from Security regarding the situation and if in doubt regarding any other suspicious article or object in the area, request the SAPS to remove the article or object.
- EP Head Deploy all technical staff and coordinate the Recovery Plan
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the Generation Group Safety of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 50 of 67

g) Discipline action plans for Major Technical Disaster

EP Head	EP Coordinator	Protective Services	Medical Services	Fire Fighting	Evacuation	SAPS	Human Resources	Contractor Coordinator	Telerad	Communication
Activate the Emergency alarm	Do roll call	Access/exit control	Act on the Alarm	Act on the Alarm	Identification possible of evacuation routes	Receive instruction from JOC	Assist with welfare issues if required	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Act on instruction of EP Head
Inform Group Managers and Section Heads	Coordinate Activities	Contain Area & Barricade if possible	Tend to all injured	Extricate injured	Evacuate the affected area only on instruction	Do inspection and investigation	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Communicate with JOC	Receive instruction from JOC	Notify Staff - PA
Inform National EP Centre		Notify SAPS Liaison with SAPS Explosive Unit	Transport all injured	Fight fires and contain the situation	Do roll-call	Communication with JOC	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	Notify Contractors	Ensure effective communication	Take care of media through Eskom Media Centre
Inform Senior General Manager		Reaction force stand-by	Liaison with hospitals for stand-by	Liaison with municipal brigade for stand-by	Communication with JOC		EAP practitioner to help staff who is in state of shock		Take messages and pass-on to relevant Section Heads.	
Instruct Technical Disciplines to Start Recovery Process		Protection of working staff					Prepare communiqués to be sent out		Communicate with JOC	
		Inform NKP about incident. Inform SSA (NIA)					Informing and supporting the next of kin of staff			
Declare situation back to normal	Do written Feedback report (within 10 days)	Escort external resources			Written report on all actions taken to EP Coordinator (Within 7days)			Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.14 Occurrence: National Blackout

a) Objective

- To tend to the injured, evacuate all personnel safely and return plant back to normal as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- Accessibility to injured persons.
- Sabotage.
- Lengthy investigations.
- Plant reconstruction and spares availability.
- Unsatisfactory Security access controls.
- Poor communications (internal and external).
- Poor reaction times (internal and external).

c) Responsible person

- Power Station Manager
- Protective Services Manager
- Safety Risk Manager.
- Engineering Manager
- Maintenance Manager
- All other technical Managers

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	National Control			
2.	EP Head	2100 / 2101		082 877 9808
3.	EP Coordinator	3218	017 735 5647	082 295 2322
4.	EP Centre	2116 / 3492		
5.	Protective Services	2185		082 305 3941
6.	Medical Services	2138 / 2010		072 240 9794
7.	Fire & Rescue	3192	017 735 1409	083 654 9360
8.	Engineering	2127		083 302 8851
9.	Operations	2115		082 922 5759
10.	Maintenance	3209		076 146 8815
11.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
12.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
13.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
14.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
15.	State Security Agency – National Intelligence Agency (Nelspruit)			082 776 3002
16.				

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e) Compulsory reporting

- Power Station Manager
- Group Management (Technical)
- EP Coordinator
- SAPS – NKP - Nelspruit.
- SAPS – Amersfoort.
- SSA (NIA) – Nelspruit.

f) Procedural Action Sequence

National Blackout

- EOD to make contact with National Control.
- On instruction from National Control, EOD will follow "Black Start" Procedure.
- EOD to inform EP Head who will give the instruction to activate the EP Centre
- Evacuation of staff in the immediate vicinity and surrounding areas, if necessary.
- Request Security to cordon off the area and to search the area thoroughly.
- Request the Safety Risk Manager to determine the extent of the incident and get feedback with regard to amount of injuries, if necessary.
- Medical services teams to tend to injured, if necessary.
- Fire and Rescue extricate all injured, if necessary.
- Medical services teams to transport injured, if necessary.
- EP Head take command and control of the emergency situation.
- Get feedback from Security regarding the situation.
- EP Head Deploy all technical staff and coordinate the Recovery Plan
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform and give feedback to the Integrated Generation Command Centre (IGCC) of the situation.
- Inform the Eskom EP Centre and the local disaster management call centre regarding the situation.
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **53 of 67**

g) Discipline action plans for National Blackout

EP Head	EP Coordinator	Protective Services Coordinator	Fire & Rescue Medical Services Coordinator	Transport Coordinator	Communication Coordinator	Evacuation Coordinator	Production Managers
<p>Activate all relevant EP structures and call them to appropriate Joint Operations Centre. Continuously monitor the situation and take action where appropriate. Constantly liaise with and give feedback to relevant, internal Emergency Centres. (IGCC)</p>	<p>Report in the EP Centre for briefing and to give feedback. Ensure operational readiness of all resources and equipment for a prolonged period. Manage resources as per protocol. Ensure constant liaison and feedback with EP Centre and external agencies. Call for assistance as early as possible when the situation escalates beyond capacity. Gather info and assess on-site or off-site situations to enable EP Centre to take appropriate action. Arrange logistics at specific scenarios. Liaise with scenario commanders of the different agencies and give feedback to EP Centre.</p>	<p>Report in the EP Centre for briefing and to give feedback. Allow a proper briefing by SAPS and others on the situation. Ensure security of both plant and staff on-site and in remote areas. Deploy resources in critical areas both on-site and in remote areas as per agreement. Protect people and assets as per EP Centre Plan with support from SAPS and/or SANDE.</p>	<p>Report in the EP Centre for briefing and to give feedback. Ensure operational readiness of all resources and equipment for a prolonged period. Manage injured persons as per protocol. Ensure constant liaison and feedback with EP Centre and external agencies. Call for assistance as early as possible when the situation escalates beyond capacity.</p>	<p>Report in the EP Centre for briefing and to give feedback. Ensure operational readiness of all resources and equipment for a prolonged period. Manage vehicles and drivers as per protocol. Ensure constant liaison and feedback with EP Centre and external agencies. Call for assistance as early as possible when the situation escalates beyond capacity.</p>	<p>Report in the EP Centre for briefing and to give feedback. Ensure operational readiness of all resources and equipment for a prolonged period. Ensure constant liaison and feedback with EP Centre and Eskom Communication Centre. Call for assistance as early as possible when the situation escalates beyond capacity.</p>	<p>Report in the EP Centre for briefing and to give feedback. Ensure that all personnel are evacuated where necessary. Ensure constant liaison and feedback with EP Centre. Call for assistance as early as possible when the situation escalates beyond capacity.</p>	<p>Report to the relevant Control Rooms. Give constant feedback to the EP Centre. Ensure operational readiness of all resources and equipment for a prolonged period. Call for assistance as early as possible when the situation escalates beyond capacity.</p>

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4.15 Occurrence: Reptiles and Insect bites: Snake; Spider; Bees; Wasp, Scorpion etc.

a) Objective

- To tend to the injured, evacuate all personnel, if necessary, safely and return to normal operations as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- Accessibility to injured persons.
- Successful Capture or Removal of the creatures.
- The infestation is in an inaccessible area.

c) Responsible person

- Power Station Manager
- Protective Services Manager
- Safety Risk Manager.
- Engineering Manager
- Maintenance Manager
- All other technical Managers

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	National Control			
2.	EP Head	2100 / 2101		082 877 9808
3.	EP Coordinator	3218	017 735 5647	082 295 2322
4.	EP Centre	2116 / 3492		
5.	Protective Services	2185		082 305 3941
6.	Medical Services	2138 / 2010		072 240 9794
7.	Fire & Rescue	3192	017 735 1409	083 654 9360
8.	Snake and insect removal Expert	Hannes Joubert		073 667 1194
9.	Engineering	2127		083 302 8851
10.	Operations	2115		082 922 5759
11.	Maintenance	3209		076 146 8815
12.				

e) Compulsory reporting

- Power Station Manager
- Group Management (HR, Safety Risk and R &A)
- EP Coordinator
- Emergency Response Team (ERT).

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f) Procedural Action Sequence

Reptiles and Insect bites

- EOD to make contact with ERT.
- EOD to inform EP Head who will give the instruction to activate the EP Centre, only if there is a serious threat to Personnel or major impact to Production.
- Request the evacuation of staff in the immediate vicinity and surrounding areas, if necessary.
- Request Security to cordon off the area
- Request the EP Site Controller to determine the extent of the incident, get feedback and if there is a possibility of a serious threat, activate the local EP centre.
- Fire and Rescue to give feedback and call for assistance if necessary.
- EP Head to take command and control of the emergency situation.
- Call the Snake and insect removal Expert.
- Inform the relevant external role players (JPC Members) regarding the situation at hand.
- Inform Generation (IGCC) of the situation
- Inform the Eskom EP centre and the local Disaster Management call centre regarding the situation.
- Activate contingency plan if necessary
- HR Manager to inform the Regional Director of the Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 56 of 67

g) Discipline action plans for Reptiles and Insect bites

Fire Fighting	Medical Services	EP Coordinator	EP Head	Protective Services	Evacuation	Human Resources	Telerad	Communication
Act on the Alarm	Act on the Alarm	Do roll call	Activate the Emergency alarm	Investigate the scene of the snakes or insects.	Identification possible of evacuation routes	Assist with welfare issues if required	Obtain radios Hand out to Section Heads	Act on instruction of EP Head
Extricate injured.	Treat the bites. Transport all injured.	Coordinate Activities	Inform Group Managers and Section Heads	Barricade off the area and post guards	Evacuate the affected area only on instruction	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Receive instruction from JOC	Notify Staff - PA
Remove the Snake / insect or wait for the expert	Liaison with hospitals for stand-by	Contact the snake or insect catcher	Inform National EP Centre	Escort external resources	Do roll-call	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	Ensure effective communication	Take care of media through Eskom Media Centre
			Inform Senior General Manager		Communication with JOC	EAP practitioner to help staff who is in state of shock	Take messages and pass-on to relevant Section Heads.	
						Prepare communiqués to be sent out	Communicate with JOC	
						Informing and supporting the next of kin of staff		
		Do written Feedback report (within 10 days)	Declare situation back to normal		Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.16 Occurrence: Outbreak of infectious disease and epidemic influenza.

a) Objective

- Isolate patients, remove all personnel, from this area. Return to normal operations as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- National Epidemic
- Incorrect diagnosis.

c) Responsible person

- Power Station Manager
- Human Resources Manager
- Safety Risk Manager.
- Protective Services Manager
- Engineering Manager
- Maintenance Manager
- All other Managers

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	National Control			
2.	EP Head	2100 / 2101		082 877 9808
3.	EP Coordinator	3218	017 735 5647	082 295 2322
4.	Medical Services	2138 / 2010		072 240 9794
5.	EP Centre	2116 / 3492		
6.	Local Doctors			
7.	Local Hospitals			
8.	Fire & Rescue	3192	017 735 1409	083 654 9360
9.	Protective Services	2185		082 305 3941
10.	Operations	2115		082 922 5759
11.	Maintenance	3209		076 146 8815
12.	Engineering	2127		083 302 8851
13.				

e) Compulsory reporting

- Power Station Manager
- Group Management (HR, Safety Risk and R &A)
- EP Coordinator
- Emergency Response Team (ERT).

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f) Procedural Action Sequence

Reptiles and Insect bites

- EOD to make contact with ERT.
- EOD to inform EP Head who will give the instruction to activate the EP Centre, only if there is a serious threat to Personnel or major impact to Production.
- Request the evacuation of staff that is not infected, from the immediate vicinity and surrounding areas, if necessary.
- Isolate infected patients ASAP.
- Request Security to cordon off the area
- Request the EP Site Controller to determine the extent of the incident, get feedback and if there is a possibility of a serious threat, activate the local EP centre.
- Fire and Rescue to give feedback and call for assistance if necessary.
- EP Head to take command and control of the emergency situation.
- Call local Doctors and Hospitals to be on Standby.
- Inform the relevant external role players (JPC Members) regarding the situation at hand.
- Inform Generation (IGCC) of the situation
- Inform the Eskom EP centre and the local Disaster Management call centre regarding the situation.
- Activate contingency plan if necessary
- HR Manager to inform the Regional Director of the Department of Health and Department of Labour of the incident.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 59 of 67

g) Discipline action plans for Outbreak of infectious disease and epidemic influenza.

EP Head	EP Coordinator	Protective Services	Medical Services	Human Resources	Fire Fighting	Contractor Coordinator	Telerad	Transport	Communication	Environmental Officer
Receive message	Do roll call	Access/exit control	Act on the Alarm	Identification of every section staff that reported sick	Act on the Alarm	Receive instruction from JOC	Obtain radios Hand out to Section Heads	Transport available for working staff	Act on instruction of EP Head	On stand by
Activate the Emergency alarm	Coordinate Activities	Contain Area & Barricade if possible	Put affected people in isolation.	Discussed the way to deal with situation in scares and critical post		Notify Contractors	Receive instruction from JOC	Transport of food and refreshments	Notify Staff - PA	
Inform Group Managers and Section Heads		Notify SAPS	Liaison with hospitals for stand-by	Do roll-call		Communicate with JOC	Ensure effective communication	Check Routes	Take care of media through Eskom Media Centre	
Inform National EP Centre		Protection of working staff	Transport all infected to nearest Isolation Hospital	Communication with JOC			Take messages and pass-on to relevant Section Heads.		Prepare communiqués to be sent out	
Inform Senior General Manager		Do crowd control		Organize for food and refreshments were needed			Communicate with JOC			
In form Disaster Management of the situation.		Inform NKP about incident		EAP practitioner to help staff who is in state of shock						
		Escort external resources								
Declare situation back to normal	Do written Feedback report (within 10 days)	Reaction force on stand-by		Written report on all actions taken to EP Coordinator (Within 7days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	

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4.17 Occurrence: Major Injuries and / or Fatalities on Site

a) Objective

- To rescue and treat injured, and thereafter return access to Power Station back to normality.

b) Critical aspects (that may jeopardise realisation)

- Inaccessible area.
- Weather.
- Conflicts.
- Violence.

c) Responsible person

- Risk & Assurance Manager.
- Human Resources Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	Fire & Rescue	3192	017 735 1409	083 654 9360
2.	Medical Services	2138 / 2010		072 240 9794
3.	Protective Services	2185		082 305 3941
4.	GMR 2	3678		078 276 1640
5.	R & A Manager	3583		082 229 1170
6.	HR Manager	2123		074 103 0646
7.	EP Head	2100 / 2101		082 877 9808
8.	EP Coordinator	3218	017 735 5647	082 295 2322
9.	Transport	3100		083 938 4821
10.	Communications	3201		078 694 1167
11.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
12.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
13.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
14.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
15.	Dept. of Labour			

e) Compulsory reporting

- Power Station Manager.
- Risk & Assurance Manager.
- Human Resources Manager.
- Safety Risk Manager.
- Group Management.
- Protective Services.
- EP Coordinator.

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f) Procedural Action Sequence

- Activate the Fire & Rescue and Medical Services teams.
- EP Head request Security to cordon off the area, if required.
- Place local municipal brigade on stand-by.
- Place local hospital on stand-by.
- Get feedback from Site Controller.
- If there is a possibility of escalation of the emergency and / or threat to other personnel, then the EP Centre should be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom Sustainability and Eskom EP Centre
- Inform the Department of Labour regarding the situation.
- Inform the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: **RA/RM/22**

Revision: **0**

Page: **62 of 67**

g) Discipline action plan matrix for Major Injuries and / or Fatalities on Site

Fire Fighting	Medical Services	Protective Services	EP Head	Human Resources	EP Coordinator	Transport	Communication	Telerad
Fight the fire, if any.	Assist in the treatment and transportation injured	Maintain low profile	Receive message	Assist with welfare issues if required	Liaise with all Role Players.	Transport available for working staff	Act on instruction of EP Head	Obtain radios. Hand out to Section Heads. Only if JOC activated
Assist in the extraction and rescue injured	Place local hospitals on stand-by	Cordon off the area	Activate the EP Centre if necessary.	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Report back to the EP Head	Check Routes	Notify Staff - PA	Receive instruction from JOC
Place local municipal brigade on stand-by		Notify SAPS (Placed on Standby) Liaison with SAPS	Sound the Alarms only if it is declared an Emergency.	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	If EP Centre is activated then	Traffic control Determine alternative routes	Take care of media through Eskom Media Centre	Ensure effective communication
		Reaction force stand-by	Inform Group Managers and Section Heads	EAP practitioner to help staff who is in state of shock	Do roll call			Take messages and pass-on to relevant Section Heads.
		Inform NKP about incident	Inform Senior General Manager	Prepare communiqués to be sent out	Coordinate Activities			Communicate with JOC
			Inform National EP Centre	Informing and supporting the next of kin of staff				
			Declare situation back to normal		Do written Feedback report (within 10 days)		Written report on all actions taken to EP Coordinator (Within 7 days)	Written report on all actions taken to EP Coordinator (Within 7 days)

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4.18 Occurrence: Dam Wall Failure (Reservoir, Ash and Coal Pollution Control etc.)

a) Objective

- To rescue and treat injured, and thereafter start the reinstatement (rebuilding) of the dam wall as soon as possible.

b) Critical aspects (that may jeopardise realisation)

- Inaccessible area.
- Weather.
- Availability of Equipment and Materials.
- Conflicts.
- Violence.

c) Responsible person

- Risk & Assurance Manager.
- Human Resources Manager.
- Operations Manager.
- Engineering Manager.
- Maintenance Manager.

d) Disciplines / officials involved (for mobilisation)

	Discipline	PABX No.	Home	Cell No.
1.	Fire & Rescue	3192	017 735 1409	083 654 9360
2.	Medical Services	2138 / 2010		072 240 9794
3.	Protective Services	2185		082 305 3941
4.	GMR 2	3678		078 276 1640
5.	Engineering Manager	2127		083 302 8851
6.	Maintenance Manager	3209		076 146 8815
7.	Operations Manager	2115		082 922 5759
8.	HR Manager	2123		074 103 0646
9.	EP Head	2100 / 2101		082 877 9808
10.	EP Coordinator	3218	017 735 5647	082 295 2322
11.	Transport	3100		083 938 4821
12.	Communications	3201		078 694 1167
13.	SAPS (Amersfoort)	017 753 1118	082 370 0930	082 370 0930
14.	SAPS (Volksrust)	017 735 9900	083 579 0250	083 579 0250
15.	SAPS (NKP – Nelspruit)	013 756 0228	082 575 5020	082 575 5020
16.	SAPS (NKP – Nelspruit)	013 756 0221	079 509 3130	079 509 3130
17.	Dept. of Labour			

e) Compulsory reporting

- Power Station Manager.
- Risk & Assurance Manager.
- Human Resources Manager.
- Safety Risk Manager.

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- Group Management.
- Protective Services.
- EP Coordinator.

f) Procedural Action Sequence

- Activate the Fire & Rescue and Medical Services teams.
- EP Head request Security to cordon off the area, if required.
- Place local municipal brigade on stand-by.
- Place local hospitals on stand-by.
- Get feedback from Site Controller.
- If there is a possibility of escalation of the emergency and / or threat to other personnel or the community, then the EP Centre should be activated.
- EP Head take command and control of the emergency situation.
- Inform the relevant external role-players (JPC members) regarding the situation at hand.
- Inform the SGM Generation of the situation.
- Inform the Eskom Sustainability and Eskom EP Centre
- Inform the Department of Labour regarding the situation.
- Inform the local disaster management call centre regarding the situation.

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA/RM/22

Revision: 0

Page: 65 of 67

g) Discipline action plan matrix for Dam Wall Failure (Reservoir, Ash and Coal Pollution Control etc.)

Fire Fighting	Medical Services	Protective Services	EP Head	Human Resources	EP Coordinator	Transport	Communication	Environmental	Telerad
Assist in the extraction and rescue injured	Resuscitate and stabilise the injured	Cordon off the area	Receive message	Assist with welfare issues if required	Liaise with all Role Players.	Transport available for working staff	Act on instruction of EP Head	On stand-by	Obtain radios. Hand out to Section Heads. Only if JOC activated
Place local municipal brigade on stand-by	Place local hospitals on stand-by	Maintain low profile	Activate the EP Centre.	In case of a Fatality always liaise with GMR2, who must contact Inspector of the Department of Labour	Report back to the EP Head	Check Routes	Notify Staff - PA	Environmental officer send to incident scene to investigate	Receive instruction from JOC
Fire Chief to give regular feedback to Site Controller	Assist in the transportation of the injured.	Notify SAPS (Placed on Standby) Liaison with SAPS	Sound the Alarms only if it is declared an Emergency.	Call SAPS or Dept. of Labour for the body to be cleared (fatality)	If EP Centre is activated then	Liaise with National Traffic Control Determine alternative routes.	Take care of media through Eskom Media Centre	Report any discrepancy on the scene	Ensure effective communication
		Reaction force stand-by should the incident escalate.	Inform Group Managers and Section Heads	EAP practitioner to help staff who is in state of shock	Do roll call			See that any spillage is cleared up	Take messages and pass-on to relevant Section Heads.
		Inform NKP about incident	Inform Senior General Manager	Prepare communiqués to be sent out	Coordinate Activities Make sure all Discipline Plans are executed			Report if it is a major incident	Communicate with JOC
			Inform National EP Centre	Informing and supporting the next of kin of staff				Report to DWAF; LEDET AND GEM	
			Declare situation back to normal	Organize for food refreshments and accommodation were needed	Do written Feedback report (within 10 days)		Written report on all actions taken to EP Coordinator (Within 7 days)		Written report on all actions taken to EP Coordinator (Within 7 days)

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**EMERGENCY PREPAREDNESS CONTINGENCY
(ACTION) PLANS**

Unique Identifier: RA / RM / 22

Revision: 0

Page: 66 of 66

5 Also Seen and Accepted by:

NB: All Discipline Coordinators (where applicable) to draw up own Discipline Plans for EACH of the Contingency Plans above

Discipline Coordinator	Name	Date	Signature
Deputy EP Head	YS Ngcashi	12 / 08 / 2015	
Site Controller	PR Byroo	12 / 08 / 2015	
Site Controller	PT Mzimba	12 / 08 / 2015	
Site Controller	AM Sekele	12 / 08 / 2015	
Site Controller	FBJ Paynter	12 / 08 / 2015	
Fire & Rescue / Medical	PG Barnard	27 / 08 / 2015	
Protective Services	BP Mazibuko	27 / 08 / 2015	
Evacuation	BP Mtubane	11 / 08 / 2015	
Human Resources <i>MP</i>	BM Kekana	27 / 08 / 2015	
Environmental	VV Shivambu	09 / 09 / 2015	
Transport	AH Kramer	31 / 08 / 2015	
Administration (Services)	TR Moshoeshoe	07 / 09 / 2015	
Communication	VN Gwazela	04 / 09 / 2015	
Deputy EP Coordinator	AF Mhlanga	09 / 09 / 2015	
GMR 2	R Singh	13 / 08 / 2015	
Safety Risk Manager	DP Sikonde	18 / 08 / 2015	
Operations Manager (Acting)	VC Thungo	12 / 08 / 2015	
Maintenance Manager	LF Mthembu	03 / 09 / 2015	
Projects Manager	GHN van Eeden	11 / 08 / 2015	
Finance Manager	MP Hermaans	02 / 09 / 2015	
Outages Manager	ME Skhosana	12 / 08 / 2015	

6 Revisions

Date	Rev.	Remarks

7 Development Team

Name	Designation
AC Brink	EP Coordinator
DP Sikonde	Safety Risk Manager
NP Loni	Risk and Assurance Manager (Acting)

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