

GENERIC ENVIRONMENTAL MANAGEMENT PROGRAMME (EMPr) FOR THE DEVELOPMENT AND EXPANSION OF SUBSTATION INFRASTRUCTURE FOR THE TRANSMISSION AND DISTRIBUTION OF ELECTRICITY

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**environmental affairs**

Department:  
Environmental Affairs  
REPUBLIC OF SOUTH AFRICA

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## INTRODUCTION

### 1. Background

The National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA) requires that an environmental management programme (EMPr) be submitted where an environmental impact assessment (EIA) has been identified as the environmental instrument to be utilised as the basis for a decision on an application for environmental authorisation (EA). The content of an EMPr must either contain the information set out in Appendix 4 of the Environmental Impact Assessment Regulations, 2014, as amended (EIA Regulations) or must be a generic EMPr relevant to an application as identified and gazetted by the Minister in a government notice. Once the Minister has identified, through a government notice that a generic EMPr is relevant to an application for EA, that generic EMPr must be applied by all parties involved in the EA process, including but not limited to the applicant and the competent authority (CA).

### 2. Purpose

This document constitutes a generic EMPr relevant to applications for the development or expansion of substation infrastructure for the transmission and distribution of electricity, and all listed and specified activities necessary for the realisation of such infrastructure.

### 3. Objective

The objective of this generic EMPr is to prescribe and pre-approve generally accepted impact management outcomes and impact management actions, which can commonly and repeatedly be used for the avoidance, management and mitigation of impacts and risks associated with the development or expansion of substation infrastructure for the transmission and distribution of electricity. The use of a generic EMPr is intended to reduce the need to prepare and review individual EMPrs for applications of a similar nature.

### 4. Scope

The scope of this generic EMPr applies to the development or expansion of substation infrastructure for the transmission and distribution of electricity requiring EA in terms of NEMA. This generic EMPr applies to activities requiring EA, mainly activity 11 and 47 of the Environmental Impact Assessment Regulations Listing Notice 1 of 2014, as amended, and activity 9 of the Environmental Impact Assessment Regulations Listing Notice 2 of 2014, as amended, and all associated listed or specified activities necessary for the realization of such infrastructure.

5. Structure of this document

This document is structured in three parts with an Appendix as indicated in the table below:

Part	Section	Heading	Content
A		Provides general guidance and information and is not legally binding	Definitions, acronyms, roles & responsibilities and documentation and reporting.
B	1	Pre-approved generic EMPr template	<p>Contains generally accepted impact management outcomes and impact management actions required for the avoidance, management and mitigation of impacts and risks associated with the development or expansion of substation infrastructure for the transmission and distribution of electricity, which are presented in the form of a template that has been pre-approved.</p> <p>The template in this section is to be completed by the contractor, with each completed page signed and dated by the holder of the EA prior to commencement of the activity.</p> <p>Where an impact management outcome is not relevant, the words “not applicable” can be inserted in the template under the “responsible persons” column.</p> <p>Once completed and signed, the template represents the EMPr for the activity approved by the CA and is legally binding. The template is not required to be submitted to the CA as once the generic EMPr is gazetted for implementation, it has been approved by the CA.</p> <p>To allow interested and affected parties access to the pre-approved EMPr template for consideration through the decision-making process, the EAP on behalf of the applicant /proponent must make the hard copy of this EMPr available at a public location and where the applicant has a website, the EMPr should also be made available on such publicly accessible website.</p>
	2	Site specific information	Contains preliminary infrastructure layout and a declaration that the applicant/holder of the EA

Part	Section	Heading	Content
			<p>will comply with the pre-approved generic EMPr template contained in <u>Part B: Section 1</u>, and understands that the impact management outcomes and impact management actions are legally binding. The preliminary infrastructure layout must be finalized to inform the final EMPr that is to be submitted with the basic assessment report (BAR) or environmental impact assessment report (EIAR), ensuring that all impact management outcomes and impact management actions have been either pre-approved or approved in terms of <u>Part C</u>.</p> <p>This section must be submitted to the CA together with the final BAR or EIAR. The information submitted to the CA will be considered to be incomplete should a signed copy of <u>Part B: section 2</u> not be submitted. Once approved, this Section forms part of the EMPr for the development and is legally binding.</p>
C		Site specific sensitivities/ attributes	<p>If any specific environmental sensitivities/ attributes are present on the site which require site specific impact management outcomes and impact management actions, not included in the pre-approved generic EMPr, to manage impacts, these specific impact management outcomes and impact management actions must be included in this section. These specific environmental attributes must be referenced spatially and impact management outcomes and impact management actions must be provided. These specific impact management outcomes and impact management actions must be presented in the format of the pre-approved EMPr template (<u>Part B: section 1</u>)</p> <p>This section will not be required should the site contain no specific environmental sensitivities or attributes. However, if <u>Part C</u> is applicable to the site, it is required to be submitted together with the BAR or EIAR, for consideration of, and decision on, the application for EA. The information in this section must be prepared by an EAP and must contain his/her name and expertise including a curriculum vitae. Once</p>

Part	Section	Heading	Content
			<p>approved, Part C forms part of the EMPr for the site and is legally binding.</p> <p>This section applies only to additional impact management outcomes and impact management actions that are necessary for the avoidance, management and mitigation of impacts and risks associated with the specific development or expansion and which are not already included in <u>Part B: section 1</u>.</p>
		Appendix 1	Contains the method statements to be prepared prior to commencement of the activity. The method statements are not required to be submitted to the competent authority.

6. Completion of part B: section 1: the pre-approved generic EMPr template

The template is to be completed prior to commencement of the activity, by providing the following information for each environmental impact management action:

- For implementation
  - a 'responsible person',
  - a method for implementation,
  - a timeframe for implementation
- For monitoring
  - a responsible person
  - frequency
  - evidence of compliance.

The completed template must be signed and dated by the holder of the EA prior to commencement of the activity. The method statements prepared and agreed to by the holder of the EA must be appended to the template as Appendix 1. Each method statement must be signed and dated on each page by the holder of the EA. This template once signed and dated is legally binding. The holder of the EA will remain responsible for its implementation.

7. Amendments of the impact management outcomes and impact management actions

Once the activity has commenced, a holder of an EA may make amendments to the impact management outcomes and impact management actions in the following manner:

- Amendment of the impact management outcomes: in line with the process contemplated in Regulation 37 of the EIA Regulations; and
- Amendment of the impact management actions: in line with the process contemplated in Regulation 36 of the EIA Regulations.



8. Documents to be submitted as part of part B: section 2 site specific information and declaration

Part B: Section 2 has three distinct sub-sections. The first and third sub-sections are in a template format. Sub-section two requires a map to be produced.

Sub-section 1 contains the project name, the applicant's name and contact details, the site information, which includes coordinates of the property or farm in which the proposed substation infrastructure is proposed as well as the 21-digit Surveyor General code of each cadastral land parcel and, where available, the farm name.

Sub-section 2 is to be prepared by an EAP and must contain his/her name and expertise including a curriculum vitae. This sub-section must include a map of the site sensitivity overlaid with the preliminary infrastructure layout using the national web based environmental screening tool, when available for compulsory use at: <https://screening.environment.gov.za/screeningtool>. The sensitivity map shall identify the nature of each sensitive feature e.g. threatened plant species, archaeological site, etc. Sensitivity maps shall identify features both within the planned working area and any known sensitive features and within 50 m from the development footprint.

Sub-section 3 is the declaration that the applicant (s)/proponent (s) or holder of the EA in the case of a change of ownership must complete which confirms that the applicant/EA holder will comply with the pre-approved 'generic EMPr' template in Section 1 and understands that the impact management outcomes and impact management actions are legally binding.

(a) Amendments to Part B: Section 2 – site specific information and declaration

Should the EA be transferred, Part B: Section 2 must be completed by the new applicant/proponent and submitted with the application for an amendment of the EA in terms of regulations 29 or 31 of the EIA Regulations, whichever applies. The information submitted as part of such an application for an amendment to an EA will be considered to be incomplete should a signed copy of Part B: Section 2 not be submitted. Once approved, Part B: Section 2 forms part of the EMPr for the development and the EMPr becomes legally binding to the new EA holder.

## PART A – GENERAL INFORMATION

### 1. DEFINITIONS

In this EMPr any word or expression to which a meaning has been assigned in the NEMA or EIA Regulations has that meaning, and unless the context requires otherwise –

“clearing” means the clearing and removal of vegetation, whether partially or in whole, including trees and shrubs, as specified;

“construction camp” is the area designated for key construction infrastructure and services, including but not limited to offices, overnight vehicle parking areas, stores, the workshop, stockpile and lay down areas, hazardous storage areas (including fuels), the batching plant (if one is located at the construction camp), designated access routes, equipment cleaning areas and the placement of staff accommodation, cooking and ablution facilities, waste and wastewater management;

“contractor” - The Contractor has overall responsibility for ensuring that all work, activities, and actions linked to the delivery of the contract, are in line with the Environmental Management Programme and that Method Statements are implemented as described.

“hazardous substance” is a substance governed by the Hazardous Substances Act, 1973 (Act No. 15 of 1973) as well as the Hazardous Chemical and Substances Regulations, 1995;

“method statement” means a written submission by the Contractor to the Project Manager in response to this EMPr or a request by the Project Manager and ECO. The method statement must set out the equipment, materials, labour and method(s) the Contractor proposes using to carry out an activity identified by the Project Manager when requesting the Method Statement. This must be done in such detail that the Project Manager and ECO is able to assess whether the Contractor's proposal is in accordance with this specification and/or will produce results in accordance with this specification;

The method statement must cover as a minimum applicable details with regard to:

- (i) Construction procedures;
- (ii) Plant, materials and equipment to be used;
- (iii) Transporting the equipment to and from site;
- (iv) How the plant/ material/ equipment will be moved while on site;
- (v) How and where the plant/ material/ equipment will be stored;
- (vi) The containment (or action to be taken if containment is not possible) of leaks or spills of any liquid or material that may occur;
- (vii) Timing and location of activities;
- (viii) Compliance/ non-compliance; and
- (ix) Any other information deemed necessary by the Project Manager.

“slope” means the inclination of a surface expressed as one unit of rise or fall for so many horizontal units;

“solid waste” means all solid waste, including construction debris, hazardous waste, excess cement/ concrete, wrapping materials, timber, cans, drums, wire, nails, food and domestic waste (e.g. plastic packets and wrappers);

“spoil” means excavated material which is unsuitable for use as material in the construction works or is material which is surplus to the requirements of the construction works;

“topsoil” means a varying depth (up to 300 mm) of the soil profile irrespective of the fertility, appearance, structure, agricultural potential, fertility and composition of the soil;

“works” means the works to be executed in terms of the Contract

## 2. ACRONYMS and ABBREVIATIONS

CA	Competent Authority
cEO	Contractors Environmental Officer
dEO	Developer Environmental Officer
DPM	Developer Project Manager
DSS	Developer Site Supervisor
EAR	Environmental Audit Report
ECA	Environment Conservation Act No. 73 of 1989
ECO	Environmental Control Officer
EA	Environmental Authorisation
EIA	Environmental Impact Assessment
ERAP	Emergency Response Action Plan
EMPr	Environmental Management Programme Report
EAP	Environmental Assessment Practitioner
FPA	Fire Protection Agency
HCS	Hazardous chemical Substance
NEMA	National Environmental Management Act, 1998 (Act No. 107 of 1998)
NEMBA	National Environmental Management: Biodiversity Act ,2004 (Act No. 10 of 2004)
NEMWA	National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008)
MSDS	Material Safety Data Sheet
RI&APs	Registered Interested and affected parties

3. ROLES AND RESPONSIBILITIES FOR ENVIRONMENTAL MANAGEMENT PROGRAMME (EMPr) IMPLEMENTATION

The effective implementation of this generic EMPr is dependent on established and clear roles, responsibilities and reporting lines within an institutional framework. This section of the EMPr gives guidance to the various environmental roles and reporting lines, however, project specific requirements will ultimately determine the need for the appointment of specific person(s) to undertake specific roles and or responsibilities. As such, it must be noted that in the event that no specific person, for example, an environmental control officer (ECO) is appointed, the holder of the EA remains responsible for ensuring that the duties indicated in this document for action by the ECO are undertaken.

Table 1: Guide to roles and responsibilities for implementation of an EMPr

Responsible Person(s)	Role and Responsibilities
Developer’s Project Manager (DPM)	<p><u>Role</u> The Project Developer is accountable for ensuring compliance with the EMPr and any conditions of approval from the competent authority (CA). Where required, an environmental control officer (ECO) must be contracted by the Project Developer to objectively monitor the implementation of the EMPr according to relevant environmental legislation, and the conditions of the environmental authorisation (EA). The Project Developer is further responsible for providing and giving mandate to enable the ECO to perform responsibilities, and he must ensure that the ECO is integrated as part of the project team while remaining independent.</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> <li>- Be fully conversant with the conditions of the EA;</li> <li>- Ensure that all stipulations within the EMPr are communicated and adhered to by the Developer and its Contractor(s);</li> <li>- Issuing of site instructions to the Contractor for corrective actions required;</li> <li>- Monitor the implementation of the EMPr throughout the project by means of site inspections and meetings. Overall management of the project and EMPr implementation; and</li> <li>- Ensure that periodic environmental performance audits are undertaken on the project implementation.</li> </ul>

Responsible Person(s)	Role and Responsibilities
Developer Site Supervisor (DSS)	<p><u>Role</u> The DSS reports directly to the DPM, oversees site works, liaises with the contractor(s) and the ECO. The DSS is responsible for the day to day implementation of the EMPr and for ensuring the compliance of all contractors with the conditions and requirements stipulated in the EMPr.</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> <li>- Ensure that all contractors identify a contractor's Environmental Officer (cEO);</li> <li>- Must be fully conversant with the conditions of the EA. Oversees site works, liaison with Contractor, DPM and ECO;</li> <li>- Must ensure that all landowners have the relevant contact details of the site staff, ECO and cEO;</li> <li>- Issuing of site instructions to the Contractor for corrective actions required;</li> <li>- Will issue all non-compliances to contractors; and</li> <li>- Ratify the Monthly Environmental Report.</li> </ul>
Environmental Control Officer (ECO)	<p><u>Role</u> The ECO should have appropriate training and experience in the implementation of environmental management specifications. The primary role of the ECO is to act as an independent quality controller and monitoring agent regarding all environmental concerns and associated environmental impacts. In this respect, the ECO is to conduct periodic site inspections, attend regular site meetings, pre-empt problems and suggest mitigation and be available to advise on incidental issues that arise. The ECO is also required to conduct compliance audits, verifying the monitoring reports submitted by the cEO. The ECO provides feedback to the DSS and Project Manager regarding all environmental matters. The Contractor, cEO and dEO are answerable to the Environmental Control Officer for non-compliance with the Performance Specifications as set out in the EA and EMPr.</p> <p>The ECO provides feedback to the DSS and Project Manager, who in turn reports back to the Contractor and potential and Registered Interested &amp; Affected Parties (RI&amp;APs), as required. Issues of non-compliance raised by the ECO must be taken up by the Project Manager, and resolved with the Contractor as per the conditions of his contract. Decisions regarding environmental procedures, specifications and requirements which have a cost implication (i.e. those that are deemed to be a variation, not allowed for in the</p>

Responsible Person(s)	Role and Responsibilities
	<p>Performance Specification) must be endorsed by the Project Manager. The ECO must also, as specified by the EA, report to the relevant CA as and when required.</p> <p><u>Responsibilities</u></p> <p>The responsibilities of the ECO will include the following:</p> <ul style="list-style-type: none"> <li>- Be aware of the findings and conclusions of all EA related to the development;</li> <li>- Be familiar with the recommendations and mitigation measures of this EMPr;</li> <li>- Be conversant with relevant environmental legislation, policies and procedures, and ensure compliance with them;</li> <li>- Undertake regular and comprehensive site inspections / audits of the construction site according to the generic EMPr and applicable licenses in order to monitor compliance as required;</li> <li>- Educate the construction team about the management measures contained in the EMPr and environmental licenses;</li> <li>- Compilation and administration of an environmental monitoring plan to ensure that the environmental management measures are implemented and are effective;</li> <li>- Monitoring the performance of the Contractors and ensuring compliance with the EMPr and associated Method Statements;</li> <li>- In consultation with the Developer Site Supervisor order the removal of person(s) and/or equipment which are in contravention of the specifications of the EMPr and/or environmental licenses;</li> <li>- Liaison between the DPM, Contractors, authorities and other lead stakeholders on all environmental concerns;</li> <li>- Compile a regular environmental audit report highlighting any non-compliance issues as well as satisfactory or exceptional compliance with the EMPr;</li> <li>- Validating the regular site inspection reports, which are to be prepared by the contractor Environmental Officer (cEO);</li> <li>- Checking the cEO's record of environmental incidents (spills, impacts, legal transgressions etc.) as well as corrective and preventive actions taken;</li> <li>- Checking the cEO's public complaints register in which all complaints are recorded, as well as action taken;</li> </ul>

Responsible Person(s)	Role and Responsibilities
	<ul style="list-style-type: none"> <li>- Assisting in the resolution of conflicts;</li> <li>- Facilitate training for all personnel on the site – this may range from carrying out the training, to reviewing the training programmes of the Contractor;</li> <li>- In case of non-compliances, the ECO must first communicate this to the Senior Site Supervisor, who has the power to ensure this matter is addressed. Should no action or insufficient action be taken, the ECO may report this matter to the authorities as non-compliance;</li> <li>- Maintenance, update and review of the EMPr;</li> <li>- Communication of all modifications to the EMPr to the relevant stakeholders.</li> </ul>
<p>developer Environmental Officer (dEO)</p>	<p><u>Role</u></p> <p>The dEOs will report to the Project Manager and are responsible for implementation of the EMPr, environmental monitoring and reporting, providing environmental input to the Project Manager and Contractor’s Manager, liaising with contractors and the landowners as well as a range of environmental coordination responsibilities.</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> <li>- Be fully conversant with the EMPr;</li> <li>- Be familiar with the recommendations and mitigation measures of this EMPr, and implement these measures;</li> <li>- Ensure that all stipulations within the EMPr are communicated and adhered to by the Employees, Contractor(s) ;</li> <li>- Confine the development site to the demarcated area;</li> <li>- Conduct environmental internal audits with regards to EMPr and authorisation compliance (on cEO);</li> <li>- Assist the contractors in addressing environmental challenges on site;</li> <li>- Assist in incident management:</li> <li>- Reporting environmental incidents to developer and ensuring that corrective action is taken, and lessons learnt shared;</li> <li>- Assist the contractor in investigating environmental incidents and compile investigation reports;</li> <li>- Follow-up on pre-warnings, defects, non-conformance reports;</li> <li>- Measure and communicate environmental performance to the Contractor;</li> </ul>

Responsible Person(s)	Role and Responsibilities
	<ul style="list-style-type: none"> <li>- Conduct environmental awareness training on site together with ECO and cEO;</li> <li>- Ensure that the necessary legal permits and / or licenses are in place and up to date;</li> <li>- Acting as Developer’s Environmental Representative on site and work together with the ECO and contractor;</li> </ul>
Contractor	<p><u>Role</u></p> <p>The Contractor appoints the cEO and has overall responsibility for ensuring that all work, activities, and actions linked to the delivery of the contract are in line with the EMPr and that Method Statements are implemented as described. External contractors must ensure compliance with this EMPr while performing the onsite activities as per their contract with the Project Developer. The contractors are required, where specified, to provide Method Statements setting out in detail how the impact management actions contained in the EMPr will be implemented during the development or expansion of substation infrastructure for the transmission and distribution of electricity activities.</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> <li>- project delivery and quality control for the development services as per appointment;</li> <li>- employ a suitably qualified person to monitor and report to the Project Developer’s appointed person on the daily activities on-site during the construction period;</li> <li>- ensure that safe, environmentally acceptable working methods and practices are implemented and that equipment is properly operated and maintained, to facilitate proper access and enable any operation to be carried out safely;</li> <li>- attend on site meeting(s) prior to the commencement of activities to confirm the procedure and designated activity zones;</li> <li>- ensure that contractors’ staff repair, at their own cost, any environmental damage as a result of a contravention of the specifications contained in EMPr, to the satisfaction of the ECO.</li> </ul>
contractor Environmental Officer (cEO)	<p><u>Role</u></p> <p>Each Contractor affected by the EMPr should appoint a cEO, who is responsible for the on-site implementation of the EMPr (or relevant sections of the EMPr). The Contractor’s representative can be the site agent; site engineer; a dedicated environmental officer; or an independent consultant. The Contractor must ensure that the Contractor’s Representative is suitably qualified to perform the necessary tasks and is</p>



Responsible Person(s)	Role and Responsibilities
	<p>appointed at a level such that she/he can interact effectively with other site Contractors, labourers, the Environmental Control Officer and the public. As a minimum the cEO shall meet the following criteria:</p> <p><u>Responsibilities</u></p> <ul style="list-style-type: none"> <li>- Be on site throughout the duration of the project and be dedicated to the project;</li> <li>- Ensure all their staff are aware of the environmental requirements, conditions and constraints with respect to all of their activities on site;</li> <li>- Implementing the environmental conditions, guidelines and requirements as stipulated within the EA, EMPr and Method Statements;</li> <li>- Attend the Environmental Site Meeting;</li> <li>- Undertaking corrective actions where non-compliances are registered within the stipulated timeframes;</li> <li>- Report back formally on the completion of corrective actions;</li> <li>- Assist the ECO in maintaining all the site documentation;</li> <li>- Prepare the site inspection reports and corrective action reports for submission to the ECO;</li> <li>- Assist the ECO with the preparing of the monthly report; and</li> <li>- Where more than one Contractor is undertaking work on site, each company appointed as a Contractor will appoint a cEO representing that company.</li> </ul>

#### 4. ENVIRONMENTAL DOCUMENTATION REPORTING AND COMPLIANCE

To ensure accountable and demonstrated implementation of the EMPr, a number of reporting systems, documentation controls and compliance mechanisms must be in place for all substation infrastructure projects as a minimum requirement.

##### 4.1 Document control/Filing system

The holder of the EA is solely responsible for the upkeep and management of the EMPr file. As a minimum, all documentation detailed below will be stored in the EMPr file. A hard copy of all documentation shall be filed, while an electronic copy may be kept where relevant. A duplicate file will be maintained in the office of the DSS (where applicable). This duplicate file must remain current and up-to-date. The filing system must be updated and relevant documents added as required. The EMPr file must be made available at all times on request by the CA or other relevant authorities. The EMPr file will form part of any environmental audits undertaken as prescribed in the EIA Regulations.

##### 4.2 Documentation to be available

At the outset of the project the following preliminary list of documents shall be placed in the filing system and be accessible at all times:

- Full copy of the signed EA from the CA in terms of NEMA, granting approval for the development or expansion;
- Copy of the generic and site specific EMPr as well as any amendments thereof;
- Copy of declaration of implementing generic EMPr and subsequent approval of site specific EMPr and amendments thereof;
- All method statements;
- Completed environmental checklists;
- Minutes and attendance register of environmental site meetings;
- An up-to-date environmental incident log;
- A copy of all instructions or directives issued;
- A copy of all corrective actions signed off. The corrective actions must be filed in such a way that a clear reference is made to the non-compliance record;
- Complaints register.

##### 4.3 Weekly Environmental Checklist

The ECOs are required to complete a Weekly Environmental Checklist, the format of which is to be agreed prior to commencement of the activity. The ECOs are required to sign and date the checklist, retain a copy in the EMPr file and submit a copy of the completed checklist to the DSS on a weekly basis.

The checklists will form the basis for the Monthly Environmental Reports. Copies of all completed checklists will be attached as Annexures to the Environmental Audit Report as required in terms of the EIA Regulations.

#### 4.4 Environmental site meetings

Minutes of the environmental site meetings shall be kept. The minutes must include an attendance register and will be attached to the Monthly Report that is distributed to attendees. Each set of minutes must clearly record "Matters for Attention" that will be reviewed at the next meeting.

#### 4.5 Required Method Statements

The method statement will be done in such detail that the ECOs are enabled to assess whether the contractor's proposal is in accordance with the EMPr.

The method statement must cover applicable details with regard to:

- development procedures;
- materials and equipment to be used;
- getting the equipment to and from site;
- how the equipment/ material will be moved while on site;
- 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 EMPr; and
- any other information deemed necessary by the ECOs.

Unless indicated otherwise by the Project Manager, the Contractor shall provide the following method statements to the Project Manager no less than 14 days prior to the commencement date of the activity:

- Site establishment – Camps, Lay-down or storage areas, satellite camps, infrastructure;
- Batch plants;
- Workshop or plant servicing;
- Handling, transport and storage of Hazardous Chemical Substance's;
- Vegetation management – Protected, clearing, aliens, felling;
- Access management – Roads, gates, crossings etc.;
- Fire plan;
- Waste management – transport, storage, segregation, classification, disposal (all waste streams);
- Social interaction – complaints management, compensation claims, access to properties etc.;
- Water – use (source, abstraction and disposal), access and all related information, crossings and mitigation;
- Emergency preparedness – Spills, training, other environmental emergencies;
- Dust and noise management methodologies;
- Fauna interaction and risk management – only if the risk was identified – wildlife interaction especially on game farms; and
- Heritage and palaeontology management.

The ECOs shall monitor and ensure that the contractors perform in accordance with these method statements. Completed and agreed method statements between the holder of the EA and the contractor shall be captured in Appendix 1.

#### 4.6 Environmental Incident Log (Diary)

The ECOs are required to maintain an up-to-date and current Environmental Incident Log (environmental diary). The Environmental Incident Log is a means to record all environmental incidents and/or all non-compliance notice would not be issued. An environmental incident is defined as:

- Any deviation from the listed impact management actions (listed in this EMPr) that may be addressed immediately by the ECOs. (For example a contractor's staff member littering or a drip tray that has not been emptied);
- Any environmental impact resulting from an action or activity by a contractor in contravention of the environmental stipulations and guidelines listed in the EMPr which as a single event would have a minor impact but which if cumulative and continuous would have a significant effect (for example no toilet paper available in the ablutions for an afternoon); and
- General environmental information such as road kills or injured wildlife.

The ECOs are to record all environmental incidents in the Environmental Incident Log. All incidents regardless of severity must be reported to the Developer. The Log is to be kept in the EMPr file and at a minimum the following will be recorded for each environmental incident:

- The date and time of the incident;
- Description of the incident;
- The name of the Contractor responsible;
- The incident must be listed as significant or minor;
- If the incident is listed as significant, a non-compliance notice must be issued, and recorded in the log;
- Remedial or corrective action taken to mitigate the incident; and
- Record of repeat minor offences by the same contractor or staff member.

The Environmental Incident Log will be captured in the EAR.

#### 4.7 Non-compliance

A non-compliance notice will be issued to the responsible contractor by the ECOs via the DSS or Project Manager. The non-compliance notice will be issued in writing; a copy filed in the EMPr file and will at a minimum include the following:

- Time and date of the non-compliance;
- Name of the contractor responsible;
- Nature and description of the non-compliance;
- Recommended / required corrective action; and
- Date by which the corrective action to be completed.
- The contractors shall act immediately when a notice of non-compliance is received and correct whatever is the cause for the issuing of the notice. Complaints received regarding activities on the development site pertaining to the environment shall be

recorded in a dedicated register and the response noted with the date and action taken. The ECO should be made aware of any complaints. Any non-compliance with the agreed procedures of the EMPr is a transgression of the various statutes and laws that define the manner by which the environment is managed. Failure to redress the cause shall be reported to the relevant CA for them to deal with the transgression, as it deems fit. The contractor is deemed not to have complied with the EMPr if, inter alia, There is a deviation from the environmental conditions, impact management outcomes and impact management actions activities, as approved in generic and site specific EMPr as relevant as set out in the EMPr, which deviation has, or may cause, an environmental impact.

#### 4.8 Corrective action records

For each non-compliance notice issued, a documented corrective action must be recorded. On receiving a non-compliance notice from the DSS, the contractor's cEO will ensure that the corrective actions required take place within the stipulated timeframe. On completion of the corrective action the cEO is to issue a Corrective Action Report in writing to the ECOs. If satisfied that the corrective action has been completed, the ECOs are to sign-off on the Corrective Action Report, and attach the report to the non-compliance notice in the EMPr file. A corrective action is considered complete once the report has signed off by the ECOs.

#### 4.9 Photographic record

A digital photographic record will be kept. The photographic record will be used to show before, during and post rehabilitation evidence of the project as well used in cases of damages claims if they arise. Each image must be dated and a brief description note attached.

The Contractor shall:

1. Allow the ECOs access to take photographs of all areas, activities and actions.

The ECOs shall keep an electronic database of photographic records which will include:

1. Pictures of all areas designated as work areas, camp areas, development sites and storage areas taken before these areas are set up;
2. All bunding and fencing;
3. Road conditions and road verges;
4. Condition of all farm fences;
5. Topsoil storage areas;
6. All areas to be cordoned off during construction;
7. Waste management sites;
8. Ablution facilities (inside and out);
9. Any non-conformances deemed to be "significant";
10. All completed corrective actions for non-compliances;
11. All required signage;
12. Photographic recordings of incidents;
13. All areas before, during and post rehabilitation; and
14. Include relevant photographs in the Final Environmental Audit Report.

#### 4.10 Complaints register

The ECOs shall keep a current and up-to-date complaints register. The complaints register is to be a record of all complaints received from communities, stakeholders and individuals. The Complaints Record shall:

1. Record the name and contact details of the complainant;
2. Record the time and date of the complaint;
3. Contain a detailed description of the complaint;
4. Where relevant and appropriate, contain photographic evidence of the complaint or damage (ECOs to take relevant photographs); and
5. Contain a copy of the ECOs written response to each complaint received and keep a record of any further correspondence with the complainant. The ECO's written response will include a description of any corrective action to be taken and must be signed by the Contractor, ECO and affected party. Where a damage claim is issued by the complainant, the ECOs shall respond as described in (section 4.11) below.

#### 4.11 Claims for damages

In the event that a Claim for Damages is submitted by a community, landowner or individual, the ECOs shall:

1. Record the full detail of the complaint as described in (section 4.10) above;
2. The DPM will evaluate the claim and associated damage and submit the evaluation to the Senior Site Representative for approval;
3. Following consideration by the DPM, the claim is to be resolved and settled immediately, or the reason for not accepting the claim communicated in writing to the claimant. Should the claimant not accept this, the ECO shall, in writing report the incident to the Developer's negotiator and legal department; and
4. A formal record of the response by the ECOs to the claimant as well as the rectification of the method of making payments not amount will be recorded in the EMPr file.

#### 4.12 Interactions with affected parties

Open, transparent and good relations with affected landowners, communities and regional staff are an essential aspect to the successful management and mitigation of environmental impacts.

The ECOs shall:

1. Ensure that all queries, complaints and claims are dealt within an agreed timeframe;
2. Ensure that any or all agreements are documented, signed by all parties and a record of the agreement kept in the EMPr file;
3. Ensure that a complaints telephone numbers are made available to all landowners and affected parties; and
4. Ensure that contact with affected parties is courteous at all times;

#### 4.13 Environmental audits

Internal environmental audits of the activity and implementation of the EMPr must be undertaken. The findings and outcomes included in the EMPr file and submitted to the CA at intervals as indicated in the EA.

The ECOs must prepare a monthly EAR. The report will be tabled as the key point on the agenda of the Environmental Site Meeting. The Report is submitted for acceptance at the meeting and the final report will be circulated to the Project Manager and filed in the EMPr file. At a frequency determined by the EA, the ECOs shall submit the monthly reports to the CA. At a minimum the monthly report is to cover the following:

- Weekly Environmental Checklists;
- Deviations and non-compliances with the checklists;
- Non-compliances issued;
- Completed and reported corrective actions;
- Environmental Monitoring;
- General environmental findings and actions; and
- Minutes of the Bi-monthly Environmental Site Meetings.

#### 4.14 Final environmental audits

On final completion of the rehabilitation and/or requirements of the EA a final EAR is to be prepared and submitted to the CA. The EAR must comply with Appendix 7 of the EIA Regulations.

PART B: SECTION 1: Pre-approved generic EMPr template

5. IMPACT MANAGEMENT OUTCOMES AND IMPACT MANAGEMENT ACTIONS

This section provides a pre-approved generic EMPr template with aspects that are common to the development of substation infrastructure for the transmission and distribution of electricity. There is a list of aspects identified for the development or expansion of substation infrastructure for the transmission and distribution of electricity, and for each aspect a set of prescribed impact management outcomes and associated impact management actions have been identified. Holders of EAs are responsible to ensure the implementation of these outcomes and actions for all projects as a minimum requirement, in order to mitigate the impact of such aspects identified for the development or expansion of substation infrastructure for the transmission and distribution of electricity.

The template provided below is to be completed by providing the information under each heading for each environmental impact management action.

The completed template must be signed and dated on each page by both the contractor and the holder of the EA prior to commencement of the activity. The method statements prepared and agreed to by the holder of the EA must be appended to the template as Appendix 1. Each method statement must also be duly signed and dated on each page by the contractor and the holder of the EA. This template, once signed and dated, is legally binding. The holder of the EA will remain responsible for its implementation.



**5.1 Environmental awareness training**

Impact management outcome: All onsite staff are aware and understands the individual responsibilities in terms of this EMPr.						
Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All staff must receive environmental awareness training prior to commencement of the activities;</li> <li>- The Contractor must allow for sufficient sessions to train all personnel with no more than 20 personnel attending each course;</li> <li>- Refresher environmental awareness training is available as and when required;</li> <li>- All staff are aware of the conditions and controls linked to the EA and within the EMPr and made aware of their individual roles and responsibilities in achieving compliance with the EA and EMPr;</li> <li>- The Contractor must erect and maintain information posters at key locations on site, and the posters must include the following information as a minimum:               <ul style="list-style-type: none"> <li>a) Safety notifications; and</li> <li>b) No littering.</li> </ul> </li> <li>- Environmental awareness training must include as a minimum the following:               <ul style="list-style-type: none"> <li>a) Description of significant environmental impacts, actual or potential, related to their work activities;</li> <li>b) Mitigation measures to be implemented when carrying out specific activities;</li> </ul> </li> </ul>						

<p>c) Emergency preparedness and response procedures;</p> <p>d) Emergency procedures;</p> <p>e) Procedures to be followed when working near or within sensitive areas;</p> <p>f) Wastewater management procedures;</p> <p>g) Water usage and conservation;</p> <p>h) Solid waste management procedures;</p> <p>i) Sanitation procedures;</p> <p>j) Fire prevention; and</p> <p>k) Disease prevention.</p> <p>– A record of all environmental awareness training courses undertaken as part of the EMPr must be available;</p> <p>– Educate workers on the dangers of open and/or unattended fires;</p> <p>– A staff attendance register of all staff to have received environmental awareness training must be available.</p> <p>– Course material must be available and presented in appropriate languages that all staff can understand.</p>						
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**5.2 Site Establishment development**

**Impact management outcome:** Impacts on the environment are minimised during site establishment and the development footprint are kept to demarcated

development area.						
Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- A method statement must be provided by the contractor prior to any onsite activity that includes the layout of the construction camp in the form of a plan showing the location of key infrastructure and services (where applicable), including but not limited to offices, overnight vehicle parking areas, stores, the workshop, stockpile and lay down areas, hazardous materials storage areas (including fuels), the batching plant (if one is located at the construction camp), designated access routes, equipment cleaning areas and the placement of staff accommodation, cooking and ablution facilities, waste and wastewater management;</li> <li>- Location of camps must be within approved area to ensure that the site does not impact on sensitive areas identified in the environmental assessment or site walk through;</li> <li>- Sites must be located where possible on previously disturbed areas;</li> <li>- The camp must be fenced in accordance with <b>Section 5.5: Fencing and gate installation</b>; and</li> <li>- The use of existing accommodation for contractor staff, where possible, is encouraged.</li> </ul>						

**5.3 Access restricted areas**

**Impact management outcome:** Access to restricted areas prevented.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Identification of access restricted areas is to be informed by the environmental assessment, site walk through and any additional areas identified during development;</li> <li>- Erect, demarcate and maintain a temporary barrier with clear signage around the perimeter of any access restricted area, colour coding could be used if appropriate; and</li> <li>- Unauthorised access and development related activity inside access restricted areas is prohibited.</li> </ul>						

**5.4 Access roads**

**Impact management outcome:** Minimise impact to the environment through the planned and restricted movement of vehicles on site.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- An access agreement must be formalised and signed by the DPM, Contractor and landowner before commencing with the activities;</li> <li>- All private roads used for access to the servitude must be maintained and upon completion of the works, be left in at least the original condition</li> <li>- All contractors must be made aware of all these access routes.</li> </ul>						

<ul style="list-style-type: none"> <li>- Any access route deviation from that in the written agreement must be closed and re-vegetated immediately, at the contractor's expense;</li> <li>- Maximum use of both existing servitudes and existing roads must be made to minimize further disturbance through the development of new roads;</li> <li>- In circumstances where private roads must be used, the condition of the said roads must be recorded in accordance with <b>section 4.9: photographic record</b>; prior to use and the condition thereof agreed by the landowner, the DPM, and the contractor;</li> <li>- Access roads in flattish areas must follow fence lines and tree belts to avoid fragmentation of vegetated areas or croplands</li> <li>- Access roads must only be developed on a pre-planned and approved roads.</li> </ul>						
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**5.5 Fencing and Gate installation**

<p><b>Impact management outcome:</b> Minimise impact to the environment and ensure safe and controlled access to the site through the erection of fencing and gates where required.</p>		
<p><b>Impact Management Actions</b></p>	<p><b>Implementation</b></p>	<p><b>Monitoring</b></p>

	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Use existing gates provided to gain access to all parts of the area authorised for development, where possible;</li> <li>- Existing and new gates to be recorded and documented in accordance with <b>section 4.9: photographic record</b>;</li> <li>- All gates must be fitted with locks and be kept locked at all times during the development phase, unless otherwise agreed with the landowner;</li> <li>- At points where the line crosses a fence in which there is no suitable gate within the extent of the line servitude, on the instruction of the DPM, a gate must be installed at the approval of the landowner;</li> <li>- Care must be taken that the gates must be so erected that there is a gap of no more than 100 mm between the bottom of the gate and the ground;</li> <li>- Where gates are installed in jackal proof fencing, a suitable reinforced concrete sill must be provided beneath the gate;</li> <li>- Original tension must be maintained in the fence wires;</li> <li>- All gates installed in electrified fencing must be re-electrified;</li> <li>- All demarcation fencing and barriers must be maintained in good working order for the duration of the development activities;</li> <li>- Fencing must be erected around the camp, batching plants, hazardous storage areas, and all designated access restricted areas, where applicable;</li> <li>- Any temporary fencing to restrict the movement of life-stock must only be erected with the permission of the land owner.</li> <li>- All fencing must be developed of high quality material bearing the SABS mark;</li> </ul>						

<ul style="list-style-type: none"> <li>- The use of razor wire as fencing must be avoided;</li> <li>- Fenced areas with gate access must remain locked after hours, during weekends and on holidays if staff is away from site. Site security will be required at all times;</li> <li>- On completion of the development phase all temporary fences are to be removed;</li> <li>- The contractor must ensure that all fence uprights are appropriately removed, ensuring that no uprights are cut at ground level but rather removed completely.</li> </ul>						
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**5.6 Water Supply Management**

**Impact management outcome:** Undertake responsible water usage.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All abstraction points or bore holes must be registered with the DWS and suitable water meters installed to ensure that the abstracted volumes are measured on a daily basis;</li> <li>- The Contractor must ensure the following:               <ul style="list-style-type: none"> <li>a. The vehicle abstracting water from a river does not enter or cross it and does not operate from within the river;</li> <li>b. No damage occurs to the river bed or banks and that the abstraction of water does not entail stream diversion activities; and</li> <li>c. All reasonable measures to limit pollution or sedimentation of the downstream watercourse are</li> </ul> </li> </ul>						

<p>implemented.</p> <ul style="list-style-type: none"> <li>- Ensure water conservation is being practiced by: <ul style="list-style-type: none"> <li>a. Minimising water use during cleaning of equipment;</li> <li>b. Undertaking regular audits of water systems; and</li> <li>c. Including a discussion on water usage and conservation during environmental awareness training.</li> <li>d. The use of grey water is encouraged.</li> </ul> </li> </ul>						
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**5.7 Storm and waste water management**

**Impact management outcome:** Impacts to the environment caused by storm water and wastewater discharges during construction are avoided.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Runoff from the cement/ concrete batching areas must be strictly controlled, and contaminated water must be collected, stored and either treated or disposed of off-site, at a location approved by the project manager;</li> <li>- All spillage of oil onto concrete surfaces must be controlled by the use of an approved absorbent material and the used absorbent material disposed of at an appropriate waste disposal facility;</li> <li>- Natural storm water runoff not contaminated during the development and clean water can be discharged directly to watercourses and water bodies, subject to the Project Manager's approval and support by the ECO;</li> <li>- Water that has been contaminated with suspended solids,</li> </ul>						



such as soils and silt, may be released into watercourses or water bodies only once all suspended solids have been removed from the water by settling out these solids in settlement ponds. The release of settled water back into the environment must be subject to the Project Manager's approval and support by the ECO.						
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**5.8 Solid and hazardous waste management**

**Impact management outcome:** Wastes are appropriately stored, handled and safely disposed of at a recognised waste facility.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All measures regarding waste management must be undertaken using an integrated waste management approach;</li> <li>- Sufficient, covered waste collection bins (scavenger and weatherproof) must be provided;</li> <li>- A suitably positioned and clearly demarcated waste collection site must be identified and provided;</li> <li>- The waste collection site must be maintained in a clean and orderly manner;</li> <li>- Waste must be segregated into separate bins and clearly marked for each waste type for recycling and safe disposal;</li> <li>- Staff must be trained in waste segregation;</li> <li>- Bins must be emptied regularly;</li> </ul>						

<ul style="list-style-type: none"> <li>- General waste produced onsite must be disposed of at registered waste disposal sites/ recycling company;</li> <li>- Hazardous waste must be disposed of at a registered waste disposal site;</li> <li>- Certificates of safe disposal for general, hazardous and recycled waste must be maintained.</li> </ul>						
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**5.9 Protection of watercourses and estuaries**

**Impact management outcome:** Pollution and contamination of the watercourse environment and or estuary erosion are prevented.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All watercourses must be protected from direct or indirect spills of pollutants such as solid waste, sewage, cement, oils, fuels, chemicals, aggregate tailings, wash and contaminated water or organic material resulting from the Contractor's activities;</li> <li>- In the event of a spill, prompt action must be taken to clear the polluted or affected areas;</li> <li>- Where possible, no development equipment must traverse any seasonal or permanent wetland</li> <li>- No return flow into the estuaries must be allowed and no disturbance of the Estuarine functional Zone should occur;</li> <li>- Development of permanent watercourse or estuary crossing must only be undertaken where no alternative access to tower position is available;</li> </ul>						

<ul style="list-style-type: none"> <li>- There must not be any impact on the long term morphological dynamics of watercourses or estuaries;</li> <li>- Existing crossing points must be favored over the creation of new crossings (including temporary access)</li> <li>- When working in or near any watercourse or estuary, the following environmental controls and consideration must be taken: <ul style="list-style-type: none"> <li>a) Water levels during the period of construction; No altering of the bed, banks, course or characteristics of a watercourse</li> <li>b) During the execution of the works, appropriate measures to prevent pollution and contamination of the riparian environment must be implemented e.g. including ensuring that construction equipment is well maintained;</li> <li>c) Where earthwork is being undertaken in close proximity to any watercourse, slopes must be stabilised using suitable materials, i.e. sandbags or geotextile fabric, to prevent sand and rock from entering the channel; and</li> <li>d) Appropriate rehabilitation and re-vegetation measures for the watercourse banks must be implemented timeously. In this regard, the banks should be appropriately and incrementally stabilised as soon as development allows.</li> </ul> </li> </ul>						
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**5.10 Vegetation clearing**

<p><b>Impact management outcome:</b> Vegetation clearing is restricted to the authorised development footprint of the proposed infrastructure.</p>		
<p><b>Impact Management Actions</b></p>	<p><b>Implementation</b></p>	<p><b>Monitoring</b></p>

	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<p><b>General:</b></p> <ul style="list-style-type: none"> <li>- Indigenous vegetation which does not interfere with the development must be left undisturbed;</li> <li>- Protected or endangered species may occur on or near the development site. Special care should be taken not to damage such species;</li> <li>- Search, rescue and replanting of all protected and endangered species likely to be damaged during project development must be identified by the relevant specialist and completed prior to any development or clearing;</li> <li>- Permits for removal must be obtained from the relevant CA prior to the cutting or clearing of the affected species, and they must be filed;</li> <li>- The Environmental Audit Report must confirm that all identified species have been rescued and replanted and that the location of replanting is compliant with conditions of approvals;</li> <li>- Trees felled due to construction must be documented and form part of the Environmental Audit Report;</li> <li>- Rivers and watercourses must be kept clear of felled trees, vegetation cuttings and debris;</li> <li>- Only a registered pest control operator may apply herbicides on a commercial basis and commercial application must be carried out under the supervision of a registered pest control operator, supervision of a registered pest control operator or is appropriately trained;</li> <li>- A daily register must be kept of all relevant details of</li> </ul>						

<p>herbicide usage;</p> <ul style="list-style-type: none"> <li>- No herbicides must be used in estuaries;</li> <li>- All protected species and sensitive vegetation not removed must be clearly marked and such areas fenced off in accordance to <b>Section 5.3: Access restricted areas</b>.</li> </ul> <p>Alien invasive vegetation must be removed and disposed of at a licensed waste management facility.</p>						
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**5.11 Protection of fauna**

**Impact management outcome:** Disturbance to fauna is minimised.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- No interference with livestock must occur without the landowner's written consent and with the landowner or a person representing the landowner being present;</li> <li>- The breeding sites of raptors and other wild birds species must be taken into consideration during the planning of the development programme;</li> <li>- Breeding sites must be kept intact and disturbance to breeding birds must be avoided. Special care must be taken where nestlings or fledglings are present;</li> <li>- Special recommendations of the avian specialist must be adhered to at all times to prevent unnecessary disturbance of birds;</li> <li>- No poaching must be tolerated under any circumstances.</li> </ul>						

<p>All animal dens in close proximity to the works areas must be marked as Access restricted areas;</p> <ul style="list-style-type: none"> <li>- No deliberate or intentional killing of fauna is allowed;</li> <li>- In areas where snakes are abundant, snake deterrents to be deployed on the pylons to prevent snakes climbing up, being electrocuted and causing power outages; and</li> <li>- No Threatened or Protected species (ToPs) and/or protected fauna as listed according NEMBA (Act No. 10 of 2004) and relevant provincial ordinances may be removed and/or relocated without appropriate authorisations/permits.</li> </ul>						
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**5.12 Protection of heritage resources**

**Impact management outcome:** Impact to heritage resources is minimised.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Identify, demarcate and prevent impact to all known sensitive heritage features on site in accordance with the No-Go procedure in <b>Section 5.3: Access restricted areas</b>;</li> <li>- Carry out general monitoring of excavations for potential fossils, artefacts and material of heritage importance;</li> <li>- All work must cease immediately, if any human remains and/or other archaeological, palaeontological and historical material are uncovered. Such material, if exposed, must be reported to the nearest museum, archaeologist/palaeontologist (or the South African Police Services), so that</li> </ul>						

a systematic and professional investigation can be undertaken. Sufficient time must be allowed to remove/collect such material before development recommences.						
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### 5.13 Safety of the public

**Impact management outcome:** All precautions are taken to minimise the risk of injury, harm or complaints.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Identify fire hazards, demarcate and restrict public access to these areas as well as notify the local authority of any potential threats e.g. large brush stockpiles, fuels etc.;</li> <li>- All unattended open excavations must be adequately fenced or demarcated;</li> <li>- Adequate protective measures must be implemented to prevent unauthorised access to and climbing of partly constructed towers and protective scaffolding;</li> <li>- Ensure structures vulnerable to high winds are secured;</li> <li>- Maintain an incidents and complaints register in which all incidents or complaints involving the public are logged.</li> </ul>						

### 5.14 Sanitation

**Impact management outcome:** Clean and well maintained toilet facilities are available to all staff in an effort to minimise the risk of disease and impact to the environment.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Mobile chemical toilets are installed onsite if no other ablution facilities are available;</li> <li>- The use of ablution facilities and or mobile toilets must be used at all times and no indiscriminate use of the veld for the purposes of ablutions must be permitted under any circumstances;</li> <li>- Where mobile chemical toilets are required, the following must be ensured:               <ul style="list-style-type: none"> <li>a) Toilets are located no closer than 100 m to any watercourse or water body;</li> <li>b) Toilets are secured to the ground to prevent them from toppling due to wind or any other cause;</li> <li>c) No spillage occurs when the toilets are cleaned or emptied and the contents are managed in accordance with the EMPr;</li> <li>d) Toilets have an external closing mechanism and are closed and secured from the outside when not in use to prevent toilet paper from being blown out;</li> <li>e) Toilets are emptied before long weekends and workers holidays, and must be locked after working hours;</li> <li>f) Toilets are serviced regularly and the ECO must inspect toilets to ensure compliance to health standards;</li> </ul> </li> <li>- A copy of the waste disposal certificates must be maintained.</li> </ul>						



**5.15 Prevention of disease**

**Impact Management outcome:** All necessary precautions linked to the spread of disease are taken.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Undertake environmentally-friendly pest control in the camp area;</li> <li>- Ensure that the workforce is sensitised to the effects of sexually transmitted diseases, especially HIV AIDS;</li> <li>- The Contractor must ensure that information posters on AIDS are displayed in the Contractor Camp area;</li> <li>- Information and education relating to sexually transmitted diseases to be made available to both construction workers and local community, where applicable;</li> <li>- Free condoms must be made available to all staff on site at central points;</li> <li>- Medical support must be made available;</li> <li>- Provide access to Voluntary HIV Testing and Counselling Services.</li> </ul>						

**5.16 Emergency procedures**

**Impact management outcome:** Emergency procedures are in place to enable a rapid and effective response to all types of environmental emergencies.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Compile an Emergency Response Action Plan (ERAP) prior to the commencement of the proposed project;</li> <li>- The Emergency Plan must deal with accidents, potential spillages and fires in line with relevant legislation;</li> <li>- All staff must be made aware of emergency procedures as part of environmental awareness training;</li> <li>- The relevant local authority must be made aware of a fire as soon as it starts;</li> <li>- In the event of emergency necessary mitigation measures to contain the spill or leak must be implemented (see <b>Hazardous Substances section 5.17</b>).</li> </ul>						

**5.17 Hazardous substances**

**Impact management outcome:** Safe storage, handling, use and disposal of hazardous substances.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- The use and storage of hazardous substances to be minimised and non-hazardous and non-toxic alternatives</li> </ul>						

<p>substituted where possible;</p> <ul style="list-style-type: none"> <li>- All hazardous substances must be stored in suitable containers as defined in the Method Statement;</li> <li>- Containers must be clearly marked to indicate contents, quantities and safety requirements;</li> <li>- All storage areas must be bunded. The bunded area must be of sufficient capacity to contain a spill / leak from the stored containers;</li> <li>- Bunded areas to be suitably lined with a SABS approved liner;</li> <li>- An Alphabetical Hazardous Chemical Substance (HCS) control sheet must be drawn up and kept up to date on a continuous basis;</li> <li>- All hazardous chemicals that will be used on site must have Material Safety Data Sheets (MSDS);</li> <li>- All employees working with HCS must be trained in the safe use of the substance and according to the safety data sheet;</li> <li>- Employees handling hazardous substances / materials must be aware of the potential impacts and follow appropriate safety measures. Appropriate personal protective equipment must be made available;</li> <li>- The Contractor must ensure that diesel and other liquid fuel, oil and hydraulic fluid is stored in appropriate storage tanks or in bowsers;</li> <li>- The tanks/ bowsers must be situated on a smooth impermeable surface (concrete) with a permanent bund. The impermeable lining must extend to the crest of the bund and the volume inside the bund must be 130% of the total capacity of all the storage tanks/ bowsers (110% statutory requirement plus an allowance for rainfall);</li> </ul>						
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<ul style="list-style-type: none"> <li>- The floor of the bund must be sloped, draining to an oil separator;</li> <li>- Provision must be made for refueling at the storage area by protecting the soil with an impermeable groundcover. Where dispensing equipment is used, a drip tray must be used to ensure small spills are contained;</li> <li>- All empty externally dirty drums must be stored on a drip tray or within a bunded area;</li> <li>- No unauthorised access into the hazardous substances storage areas must be permitted;</li> <li>- No smoking must be allowed within the vicinity of the hazardous storage areas;</li> <li>- Adequate fire-fighting equipment must be made available at all hazardous storage areas;</li> <li>- Where refueling away from the dedicated refueling station is required, a mobile refueling unit must be used. Appropriate ground protection such as drip trays must be used;</li> <li>- An appropriately sized spill kit kept onsite relevant to the scale of the activity/s involving the use of hazardous substance must be available at all times;</li> <li>- The responsible operator must have the required training to make use of the spill kit in emergency situations;</li> <li>- An appropriate number of spill kits must be available and must be located in all areas where activities are being undertaken;</li> <li>- In the event of a spill, contaminated soil must be collected in containers and stored in a central location and disposed of according to the National Environmental Management: Waste Act 59 of 2008. Refer to <b>Section 5.7</b> for procedures concerning <b>storm and waste water management</b> and <b>5.8</b> for <b>solid and hazardous waste management</b>.</li> </ul>						
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**5.18 Workshop, equipment maintenance and storage**

**Impact management outcome:** Soil, surface water and groundwater contamination is minimised.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Where possible and practical all maintenance of vehicles and equipment must take place in the workshop area;</li> <li>- During servicing of vehicles or equipment, especially where emergency repairs are effected outside the workshop area, a suitable drip tray must be used to prevent spills onto the soil. The relevant local authority must be made aware of a fire as soon as it starts;</li> <li>- Leaking equipment must be repaired immediately or be removed from site to facilitate repair;</li> <li>- Workshop areas must be monitored for oil and fuel spills;</li> <li>- Appropriately sized spill kit kept onsite relevant to the scale of the activity taking place must be available;</li> <li>- The workshop area must have a bunded concrete slab that is sloped to facilitate runoff into a collection sump or suitable oil / water separator where maintenance work on vehicles and equipment can be performed;</li> <li>- Water drainage from the workshop must be contained and managed in accordance Section <b>5.7: Storm and waste water management</b>.</li> </ul>						

**5.19 Batching plants**

**Impact management outcome:** Minimise spillages and contamination of soil, surface water and groundwater.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Concrete mixing must be carried out on an impermeable surface;</li> <li>- Batching plants areas must be fitted with a containment facility for the collection of cement laden water.</li> <li>- Dirty water from the batching plant must be contained to prevent soil and groundwater contamination</li> <li>- Bagged cement must be stored in an appropriate facility and at least 10 m away from any water courses, gullies and drains;</li> <li>- A washout facility must be provided for washing of concrete associated equipment. Water used for washing must be restricted;</li> <li>- Hardened concrete from the washout facility or concrete mixer can either be reused or disposed of at an appropriate licenced disposal facility;</li> <li>- Empty cement bags must be secured with adequate binding material if these will be temporarily stored on site;</li> <li>- Sand and aggregates containing cement must be kept damp to prevent the generation of dust (Refer to <b>Section 5.20: Dust emissions</b>)</li> <li>- Any excess sand, stone and cement must be removed or</li> </ul>						

<p>reused from site on completion of construction period and disposed at a registered disposal facility;</p> <ul style="list-style-type: none"> <li>– Temporary fencing must be erected around batching plants in accordance with Section <b>5.5: Fencing and gate installation</b>.</li> </ul>						
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**5.20 Dust emissions**

<p><b>Impact management outcome:</b> Dust prevention measures are applied to minimise the generation of dust.</p>						
Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>– Take all reasonable measures to minimise the generation of dust as a result of project development activities to the satisfaction of the ECO;</li> <li>– Removal of vegetation must be avoided until such time as soil stripping is required and similarly exposed surfaces must be re-vegetated or stabilised as soon as is practically possible;</li> <li>– Excavation, handling and transport of erodible materials must be avoided under high wind conditions or when a visible dust plume is present;</li> <li>– During high wind conditions, the ECO must evaluate the situation and make recommendations as to whether dust-damping measures are adequate, or whether working will cease altogether until the wind speed drops to an acceptable level;</li> <li>– Where possible, soil stockpiles must be located in sheltered</li> </ul>						

<p>areas where they are not exposed to the erosive effects of the wind;</p> <ul style="list-style-type: none"> <li>- Where erosion of stockpiles becomes a problem, erosion control measures must be implemented at the discretion of the ECO;</li> <li>- Vehicle speeds must not exceed 40 km/h along dust roads or 20 km/h when traversing unconsolidated and non-vegetated areas;</li> <li>- Straw stabilisation must be applied at a rate of one bale/10 m<sup>2</sup> and harrowed into the top 100 mm of top material, for all completed earthworks;</li> <li>- For significant areas of excavation or exposed ground, dust suppression measures must be used to minimise the spread of dust.</li> </ul>						
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**5.21 Blasting**

<p><b>Impact management outcome:</b> Impact to the environment is minimised through a safe blasting practice.</p>						
<p><b>Impact Management Actions</b></p>	<p><b>Implementation</b></p>			<p><b>Monitoring</b></p>		
	<p>Responsible person</p>	<p>Method of implementation</p>	<p>Timeframe for implementation</p>	<p>Responsible person</p>	<p>Frequency</p>	<p>Evidence of compliance</p>
<ul style="list-style-type: none"> <li>- Any blasting activity must be conducted by a suitably licensed blasting contractor; and</li> <li>- Notification of surrounding landowners, emergency services site personnel of blasting activity 24 hours prior to such activity taking place on Site.</li> </ul>						



**5.22 Noise**

**Impact Management outcome:** Prevent unnecessary noise to the environment by ensuring that noise from development activity is mitigated.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- The Contractor must keep noise level within acceptable limits, Restrict the use of sound amplification equipment for communication and emergency only;</li> <li>- All vehicles and machinery must be fitted with appropriate silencing technology and must be properly maintained;</li> <li>- Any complaints received by the Contractor regarding noise must be recorded and communicated. Where possible or applicable, provide transport to and from the site on a daily basis for construction workers;</li> <li>- Develop a Code of Conduct for the construction phase in terms of behaviour of construction staff. Operating hours as determined by the environmental authorisation are adhered to during the development phase. Where not defined, it must be ensured that development activities must still meet the impact management outcome related to noise management.</li> </ul>						

**5.23 Fire prevention**

**Impact management outcome:** Prevention of uncontrollable fires.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Designate smoking areas where the fire hazard could be regarded as insignificant;</li> <li>- Firefighting equipment must be available on all vehicles located on site;</li> <li>- The local Fire Protection Agency (FPA) must be informed of construction activities;</li> <li>- Contact numbers for the FPA and emergency services must be communicated in environmental awareness training and displayed at a central location on site;</li> <li>- Two way swop of contact details between ECO and FPA.</li> </ul>						

**5.24 Stockpiling and stockpile areas**

**Impact management outcome:** Reduce erosion and sedimentation as a result of stockpiling.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All material that is excavated during the project development phase (either during piling (if required) or earthworks) must be stored appropriately on site in order to minimise impacts to watercourses, watercourses and water bodies;</li> <li>- All stockpiled material must be maintained and kept clear of weeds and alien vegetation growth by undertaking regular weeding and control methods;</li> <li>- Topsoil stockpiles must not exceed 2 m in height;</li> <li>- During periods of strong winds and heavy rain, the stockpiles must be covered with appropriate material (e.g. cloth, tarpaulin etc.);</li> <li>- Where possible, sandbags (or similar) must be placed at the bases of the stockpiled material in order to prevent erosion of the material.</li> </ul>						

**5.25 Civil works**

**Impact management outcome:** Impact to the environment minimised during civil works to create the substation terrace.

Impact Management Actions	Implementation			Monitoring		
	Responsible	Method of	Timeframe for	Responsible	Frequency	Evidence of

	person	implementation	implementation	person		compliance
<ul style="list-style-type: none"> <li>- Where terracing is required, topsoil must be collected and retained for the purpose of re-use later to rehabilitate disturbed areas not covered by yard stone;</li> <li>- Areas to be rehabilitated include terrace embankments and areas outside the high voltage yards;</li> <li>- Where required, all sloped areas must be stabilised to ensure proper rehabilitation is effected and erosion is controlled;</li> <li>- These areas can be stabilised using design structures or vegetation as specified in the design to prevent erosion of embankments. The contract design specifications must be adhered to and implemented strictly;</li> <li>- Rehabilitation of the disturbed areas must be managed in accordance with <b>Section 5.35: Landscaping and rehabilitation</b>;</li> <li>- All excess spoil generated during terracing activities must be disposed of in an appropriate manner and at a recognised landfill site; and</li> <li>- Spoil can however be used for landscaping purposes and must be covered with a layer of 150 mm topsoil for rehabilitation purposes.</li> </ul>						

**5.26 Excavation of foundation, cable trenching and drainage systems**



**Impact management outcome:** No environmental degradation occurs as a result of excavation of foundation, cable trenching and drainage systems.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All excess spoil generated during foundation excavation must be disposed of in an appropriate manner and at a licensed landfill site, if not used for backfilling purposes;</li> <li>- Spoil can however be used for landscaping purposes and must be covered with a layer of 150 mm topsoil for rehabilitation purposes;</li> <li>- Management of equipment for excavation purposes must be undertaken in accordance with <b>Section 5.18: Workshop, equipment maintenance and storage</b>; and</li> <li>- Hazardous substances spills from equipment must be managed in accordance with <b>Section 5.17: Hazardous substances</b>.</li> </ul>						

**5.27 Installation of foundations, cable trenching and drainage systems**

**Impact management outcome:** No environmental degradation occurs during the installation of foundation, cable trenching and drainage system.

Impact Management Actions	Implementation	Monitoring
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	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>– Batching of cement to be undertaken in accordance with <b>Section 5.19: Batching plants</b>; and</li> <li>– Residual solid waste must be disposed of in accordance with <b>Section 5.8: Solid waste and hazardous management</b>.</li> </ul>						

**5.28 Installation of equipment (circuit breakers, current Transformers, Isolators, Insulators, surge arresters, voltage transformers, earth switches)**

Impact management outcome: No environmental degradation occurs as a result of installation of equipment.						
Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>– Management of dust must be conducted in accordance with Section <b>5.20: Dust emissions</b>;</li> <li>– Management of equipment used for installation must be conducted in accordance with Section <b>5.18: Workshop, equipment maintenance and storage</b>;</li> <li>– Management hazardous substances and any associated spills must be conducted in accordance with Section <b>5.17: Hazardous substances</b>; and</li> <li>– Residual solid waste must be recycled or disposed of in accordance with <b>Section 5.8: Solid waste and hazardous management</b>.</li> </ul>						

**5.29 Steelwork Assembly and Erection**

**Impact management outcome:** No environmental degradation occurs as a result of steelwork assembly and erection.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- During assembly, care must be taken to ensure that no wasted/unused materials are left on site e.g. bolts and nuts</li> <li>- Emergency repairs due to breakages of equipment must be managed in accordance with <b>Section 5. 18: Workshop, equipment maintenance and storage</b> and <b>Section 5.16: Emergency procedures</b>.</li> </ul>						

**5.30 Cabling and Stringing**

**Impact management outcome:** No environmental degradation occurs as a result of stringing.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance

<ul style="list-style-type: none"> <li>- Residual solid waste (off cuts etc.) shall be recycled or disposed of in accordance with <b>Section 6.8: Solid waste and hazardous Management;</b></li> <li>- Management of equipment used for installation shall be conducted in accordance with <b>Section 5.18: Workshop, equipment maintenance and storage;</b></li> <li>- Management hazardous substances and any associated spills shall be conducted in accordance with <b>Section 5.17: Hazardous substances.</b></li> </ul>						
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**5.31 Testing and Commissioning (all equipment testing, earthing system, system integration)**

**Impact management outcome:** No environmental degradation occurs as a result of Testing and Commissioning.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Residual solid waste must be recycled or disposed of in accordance with <b>Section 5.8: Solid waste and hazardous management.</b></li> </ul>						

**5.32 Socio-economic**

**Impact management outcome:** enhanced socio-economic development.



Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- Develop and implement communication strategies to facilitate public participation;</li> <li>- Develop and implement a collaborative and constructive approach to conflict resolution as part of the external stakeholder engagement process;</li> <li>- Sustain continuous communication and liaison with neighboring owners and residents</li> <li>- Create work and training opportunities for local stakeholders; and</li> <li>- Where feasible, no workers, with the exception of security personnel, must be permitted to stay over-night on the site. This would reduce the risk to local farmers.</li> </ul>						

**5.33 Temporary closure of site**

<p><b>Impact management outcome:</b> Minimise the risk of environmental impact during periods of site closure greater than five days.</p>						
Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance

	person	implementation	implementation	person		compliance
<ul style="list-style-type: none"> <li>- Bunds must be emptied (where applicable) and need to be undertaken in accordance with the impact management actions included in <b>sections 5.17: Hazardous substances and 5.18: Workshop, equipment maintenance and storage</b>;</li> <li>- Hazardous storage areas must be well ventilated;</li> <li>- Fire extinguishers must be serviced and accessible. Service records to be filed and audited at last service;</li> <li>- Emergency and contact details displayed must be displayed;</li> <li>- Security personnel must be briefed and have the facilities to contact or be contacted by relevant management and emergency personnel;</li> <li>- Night hazards such as reflectors, lighting, traffic signage etc. must have been checked;</li> <li>- Fire hazards identified and the local authority must have been notified of any potential threats e.g. large brush stockpiles, fuels etc.;</li> <li>- Structures vulnerable to high winds must be secured;</li> <li>- Wind and dust mitigation must be implemented;</li> <li>- Cement and materials stores must have been secured;</li> <li>- Toilets must have been emptied and secured;</li> <li>- Refuse bins must have been emptied and secured;</li> <li>- Drip trays must have been emptied and secured.</li> </ul>						

**5.34 Dismantling of old equipment**

**Impact management outcome:** Impact to the environment to be minimised during the dismantling, storage and disposal of old equipment commissioning.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All old equipment removed during the project must be stored in such a way as to prevent pollution of the environment;</li> <li>- Oil containing equipment must be stored to prevent leaking or be stored on drip trays;</li> <li>- All scrap steel must be stacked neatly and any disused and broken insulators must be stored in containers;</li> <li>- Once material has been scrapped and the contract has been placed for removal, the disposal Contractor must ensure that any equipment containing pollution causing substances is dismantled and transported in such a way as to prevent spillage and pollution of the environment;</li> <li>- The Contractor must also be equipped to contain and clean up any pollution causing spills; and</li> <li>- Disposal of unusable material must be at a licensed waste disposal site.</li> </ul>						

**5.35 Landscaping and rehabilitation**

**Impact management outcome:** Areas disturbed during the development phase are returned to a state that approximates the original condition.

Impact Management Actions	Implementation			Monitoring		
	Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
<ul style="list-style-type: none"> <li>- All areas disturbed by construction activities must be subject to landscaping and rehabilitation; All spoil and waste must be disposed of to a registered waste site;</li> <li>- All slopes must be assessed for contouring, and to contour only when the need is identified in accordance with the Conservation of Agricultural Resources Act, No 43 of 1983</li> <li>- All slopes must be assessed for terracing, and to terrace only when the need is identified in accordance with the Conservation of Agricultural Resources Act, No 43 of 1983;</li> <li>- Berms that have been created must have a slope of 1:4 and be replanted with indigenous species and grasses that approximates the original condition;</li> <li>- Where new access roads have crossed cultivated farmlands, that lands must be rehabilitated by ripping which must be agreed to by the holder of the EA and the landowners;</li> <li>- Rehabilitation of access roads outside of farmland;</li> <li>- Indigenous species must be used for with species and/grasses to where it compliments or approximates the original condition;</li> <li>- Stockpiled topsoil must be used for rehabilitation (refer to <b>Section 5.24: Stockpiling and stockpiled areas</b>);</li> <li>- Stockpiled topsoil must be evenly spread so as to facilitate seeding and minimise loss of soil due to erosion;</li> <li>- Before placing topsoil, all visible weeds from the placement area and from the topsoil must be removed;</li> <li>- Subsoil must be ripped before topsoil is placed;</li> </ul>						

<ul style="list-style-type: none"> <li>- The rehabilitation must be timed so that rehabilitation can take place at the optimal time for vegetation establishment;</li> <li>- Where impacted through construction related activity, all sloped areas must be stabilised to ensure proper rehabilitation is effected and erosion is controlled;</li> <li>- Sloped areas stabilised using design structures or vegetation as specified in the design to prevent erosion of embankments. The contract design specifications must be adhered to and implemented strictly;</li> <li>- Spoil can be used for backfilling or landscaping as long as it is covered by a minimum of 150 mm of topsoil.</li> <li>- Where required, re-vegetation including hydro-seeding can be enhanced using a vegetation seed mixture as described below. A mixture of seed can be used provided the mixture is carefully selected to ensure the following: <ul style="list-style-type: none"> <li>a) Annual and perennial plants are chosen;</li> <li>b) Pioneer species are included;</li> <li>c) Species chosen must be indigenous to the area with the seeds used coming from the area;</li> <li>d) Root systems must have a binding effect on the soil;</li> <li>e) The final product must not cause an ecological imbalance in the area</li> </ul> </li> </ul>						
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**6 ACCESS TO THE GENERIC EMPr**

Once completed and signed, to allow the public access to the generic EMPr, the holder of the EA must make the EMPr available to the public in accordance with the requirements of Regulation 26(h) of the EIA Regulations.

## PART B: SECTION 2

### 7. SITE SPECIFIC INFORMATION AND DECLARATION

#### 7.1. Sub-section 1: contact details and description of the project

##### 7.1.1. Details of the Applicant:

<b>Applicant Name</b>	<b>Klipfontein Solar Facility (Pty) Ltd</b>
<b>Contact Person</b>	Eugene Marais
<b>Physical Address</b>	4th Floor Mariendahl House, Newlands on Main, Corner Main and Campground Road, Claremont, Cape Town, 7708
<b>Postal Address</b>	PO Box 45063, Claremont, 7735
<b>Telephone</b>	021 657 4045
<b>Fax</b>	N/A
<b>Cell</b>	(073) 871 5781
<b>Email Address</b>	Eugene.Marais@mainstreamrp.com

##### 7.1.2. Details and Expertise of Environmental Assessment Practitioner (EAP)

<b>EAP Name</b>	SLR Consulting South Africa (Pty) Ltd
<b>EAP Qualifications</b>	(Curriculum Vitae included):
<b>Professional Affiliation/Registration</b>	(Curriculum Vitae included):
<b>Telephone</b>	+27 11 467 0945
<b>Fax</b>	n/a
<b>Email Address</b>	lscottshaw@slrconsulting.com

Refer to **Appendix A** of the EMPr for the detailed experience of the EAP and the Project Team.

### 7.1.3. Project Details

#### **Project Name:**

132KV/400KV On-Site Main Transmission Substation (MTS) and Associated Infrastructure located near Dealesville in the Tokologo Local Municipality, Lejweleputswa District in the Free State Province (as authorised under: 14/12/16/3/3/1/2460/AM2)

### 7.1.4. Project Description

The proposed MTS will be located within the authorised Klipfontein PV facility (14/12/16/3/3/2/722), which is proposed on the Remaining Extent of the Farm Klipfontein No. 305 (SG Code: F0040000000030500000).

This Generic EMPr is applicable to the proposed of the 132kV/400kV On-Site Main Transmission Substation (MTS) and associated infrastructure located near Dealesville in the Tokologo Local Municipality, Lejweleputswa District in the Free State Province 7.1.5.

### 7.1.5 Project Location

Location details of the proposed Beaufort West Wind Farm development:

<b>Province</b>	Free State
<b>District Municipality</b>	Lejweleputswa District Municipality
<b>Local Municipality</b>	Tokologo Local Municipality
<b>Ward number(s)</b>	Ward 1
<b>Nearest town(s)</b>	Dealesville
<b>Affected Properties: Farm name(s), number(s) and portion numbers</b>	Remaining Extent of the Farm Klipfontein No. 305
<b>SG 21 Digit Code (s) »</b>	»(F0040000000030500000);
<b>Current zoning and land use</b>	Agriculture

#### Corner GPS Co-ordinates

	Longitude	Latitude
A	25°43'34.32"E	28°39'56.81"S
B	25°43'29.89"E	28°40'6.66"S
C	25°43'35.97"E	28°40'8.78"S
D	25°43'36.74"E	28°40'7.07"S
E	25°43'38.82"E	28°40'7.78"S
F	25°43'40.48"E	28°40'4.01"S
G	25°43'38.38"E	28°40'3.45"S
H	25°43'40.14"E	28°39'59.11"S
I	25°43'38.87"E	28°39'58.61"S
J	25°43'38.95"E	28°39'58.32"S

- 7.1.6. Preliminary Technical Specifications of the proposed Beaufort West Wind Farm development

Infrastructure	Footprint, dimensions and technical details
Onsite Main Transmission Substation (MTS)	<ul style="list-style-type: none"> <li>• One (1) new MTS with capacity of 132kV/400kV</li> <li>• Total footprint of up to approx. 36ha (i.e., 600m x 600m)</li> <li>• Will contain transformers for voltage step up from medium voltage (132kV) to high voltage (400kV)</li> </ul> <p>Will be located within authorised Klipfontein PV facility (<u>14/12/16/3/3/2/722</u>), which is proposed on Remaining Extent of the Farm Klipfontein No. 305</p>

It should be noted that Eskom's requirements for work in or near Eskom servitudes should be adhered to.



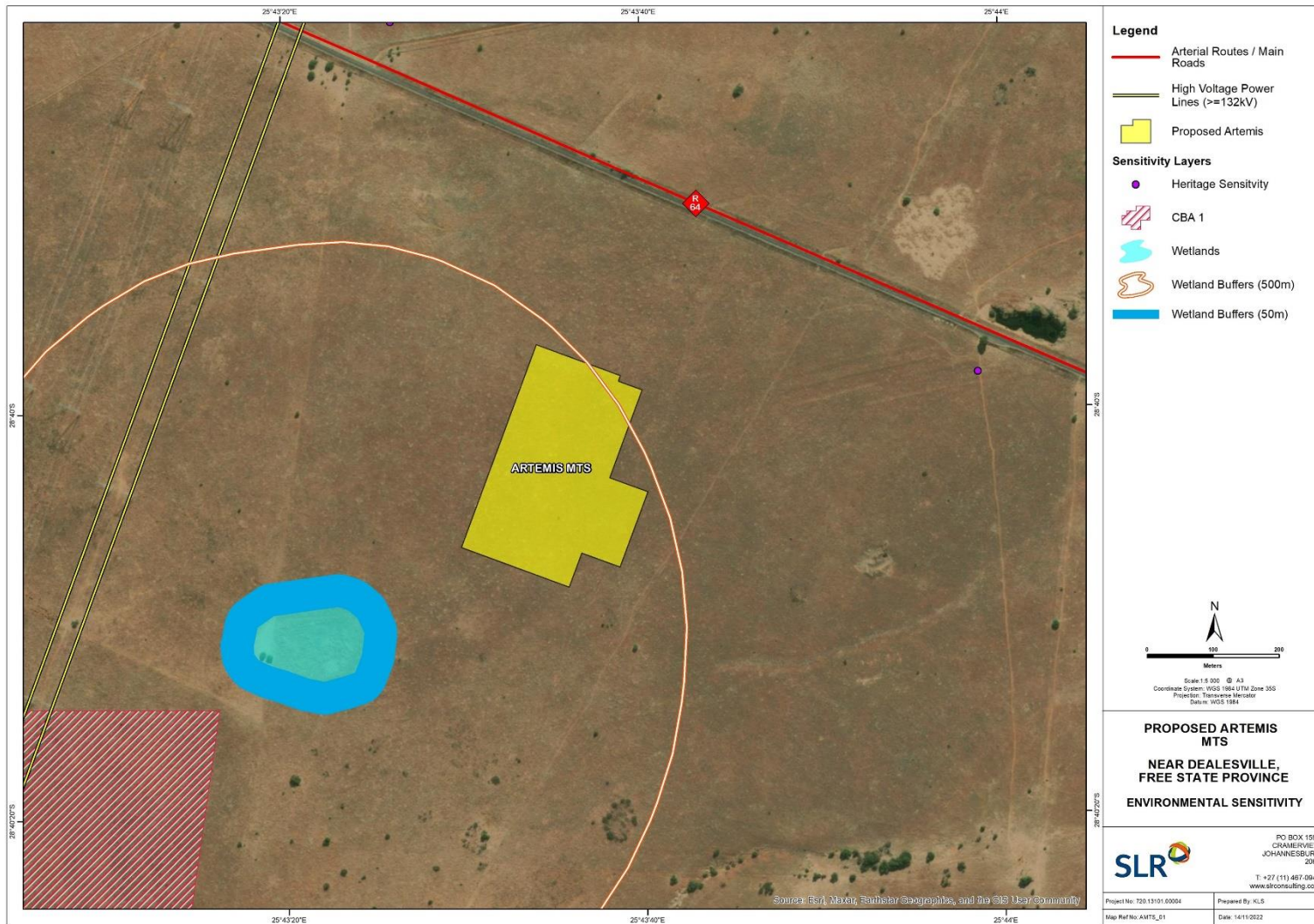


Figure 3: Layout and sensitivity map for the Artemis MTS

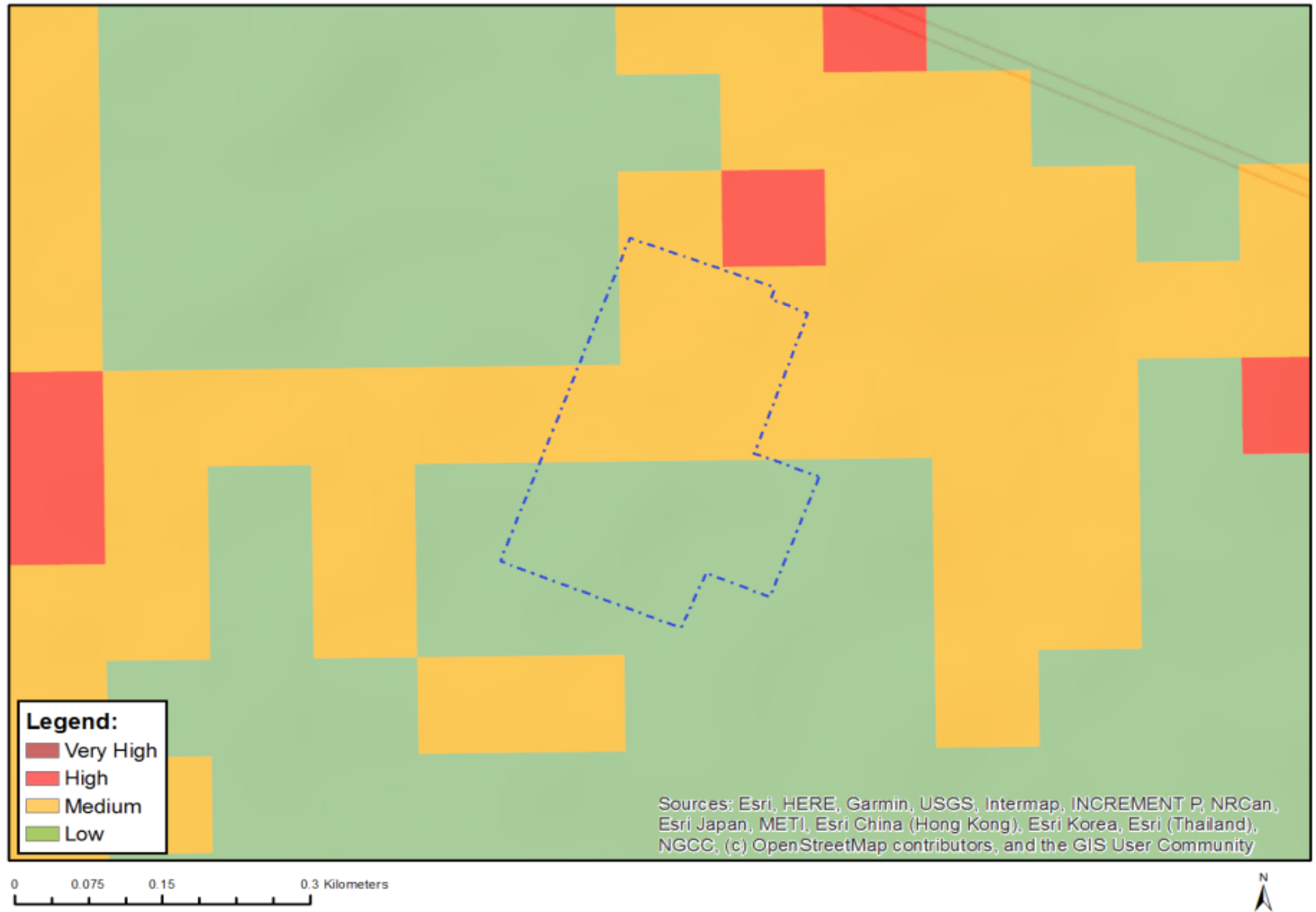


Figure 4: Map of Relative Agriculture Theme Sensitivity

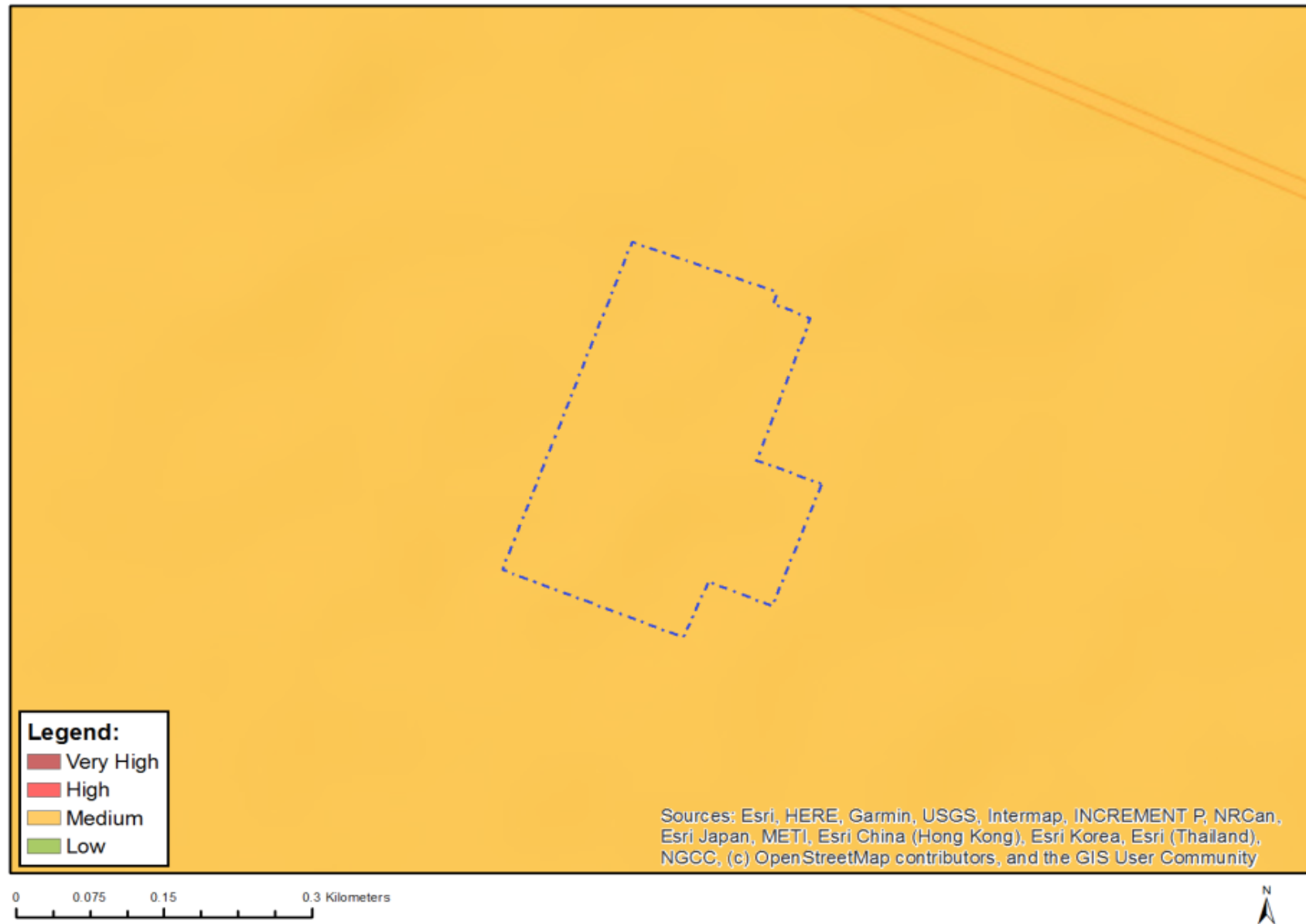


Figure 5: Map of Animal Species Theme Sensitivity

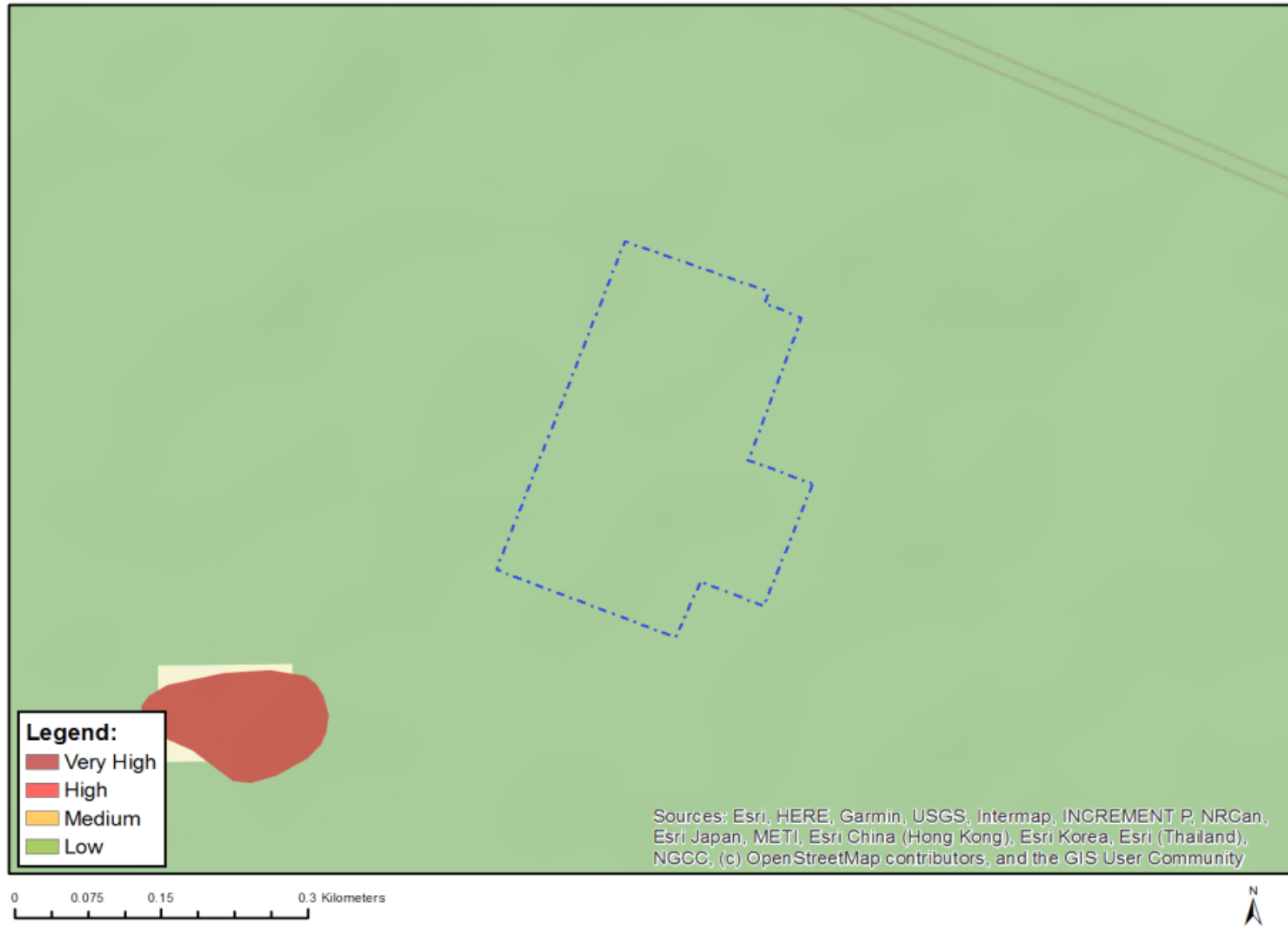


Figure 6: Map of Aquatic Biodiversity Theme Sensitivity

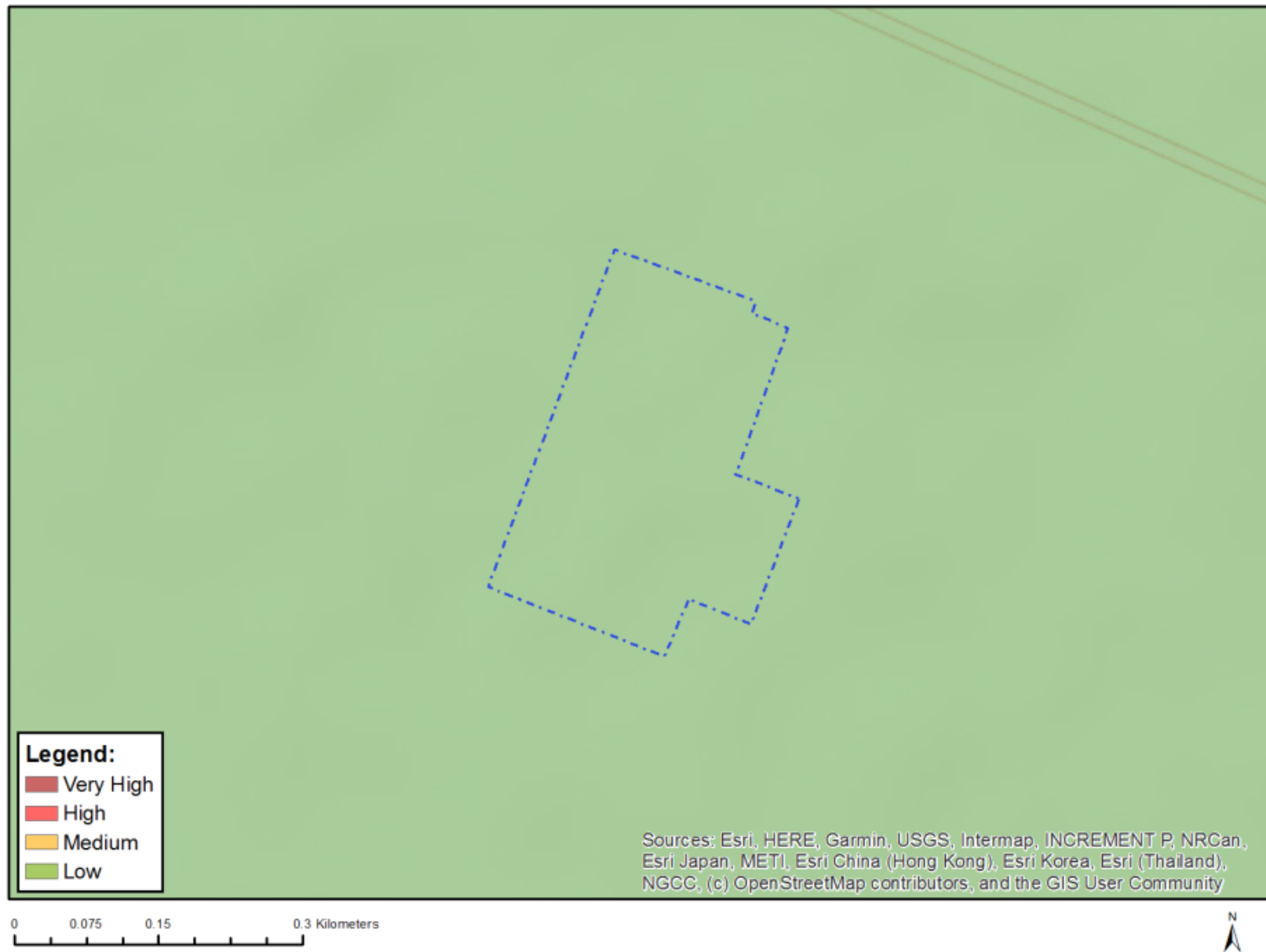


Figure 7: Map of Archaeological and Cultural Heritage Species Theme Sensitivity

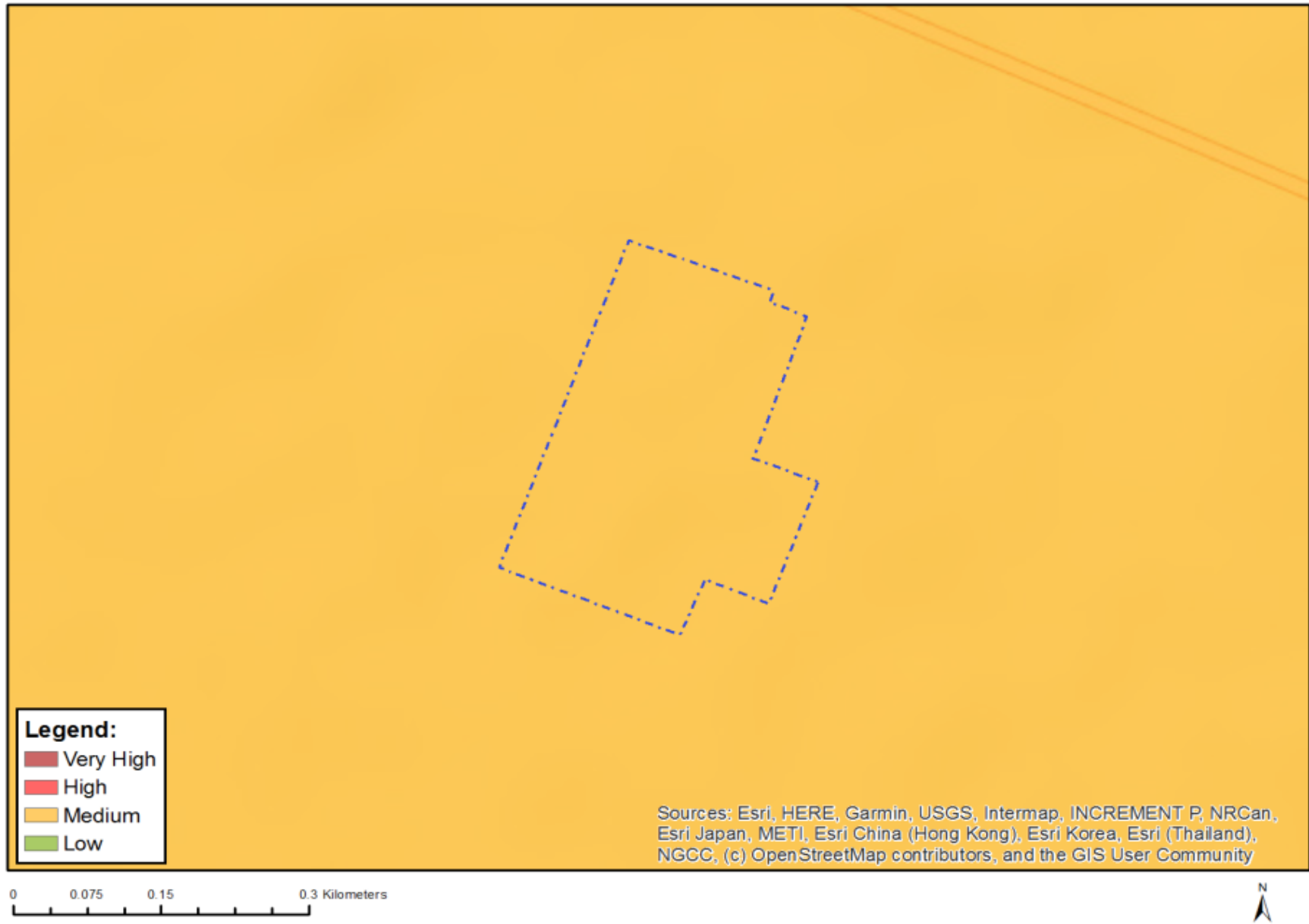


Figure 8: Map of Relative Palaeontology Theme Sensitivity

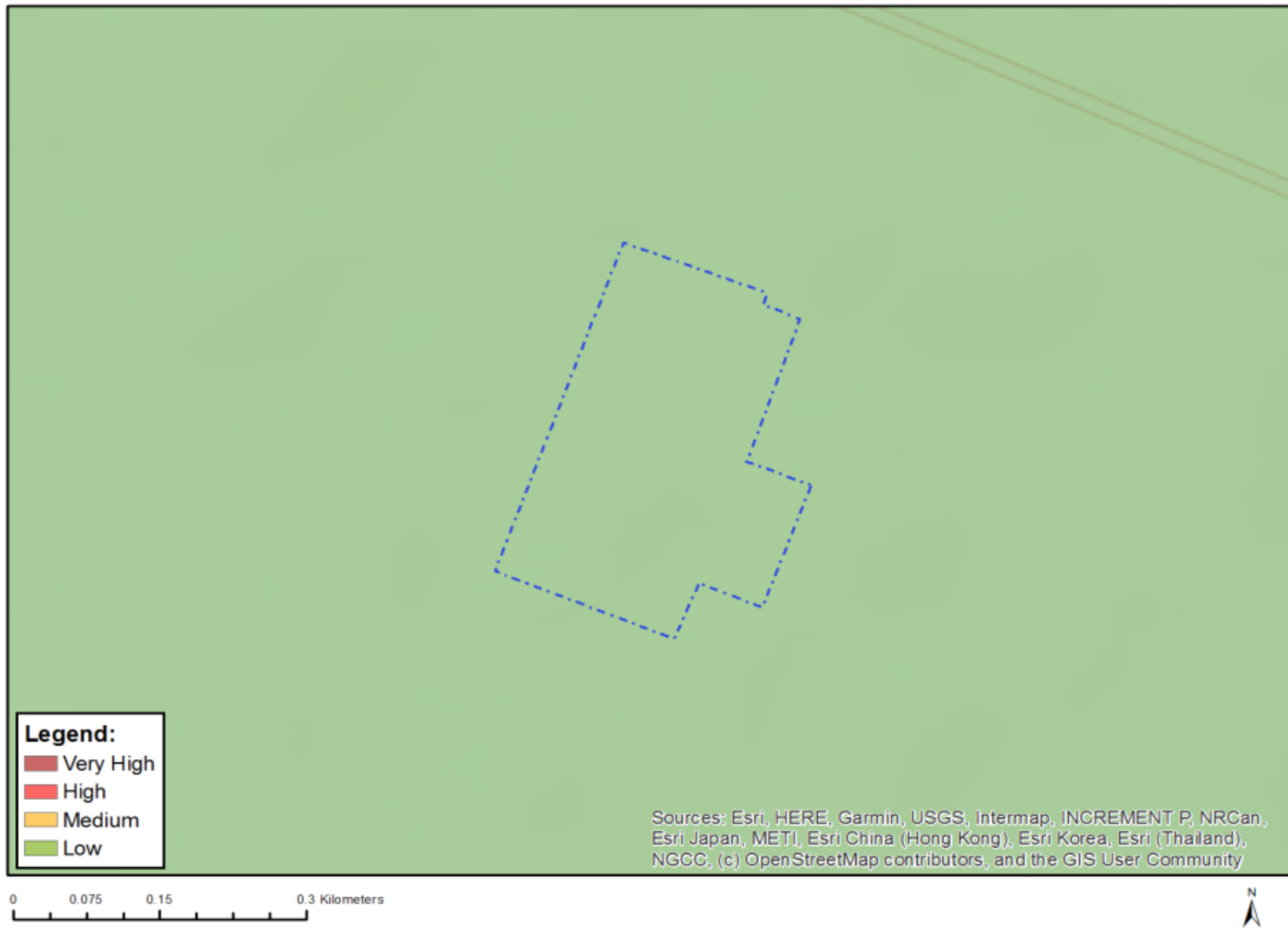


Figure 9: Map of Relative Plant Species Theme Sensitivity



Figure 10: Map of Relative Terrestrial Biodiversity Theme Sensitivity



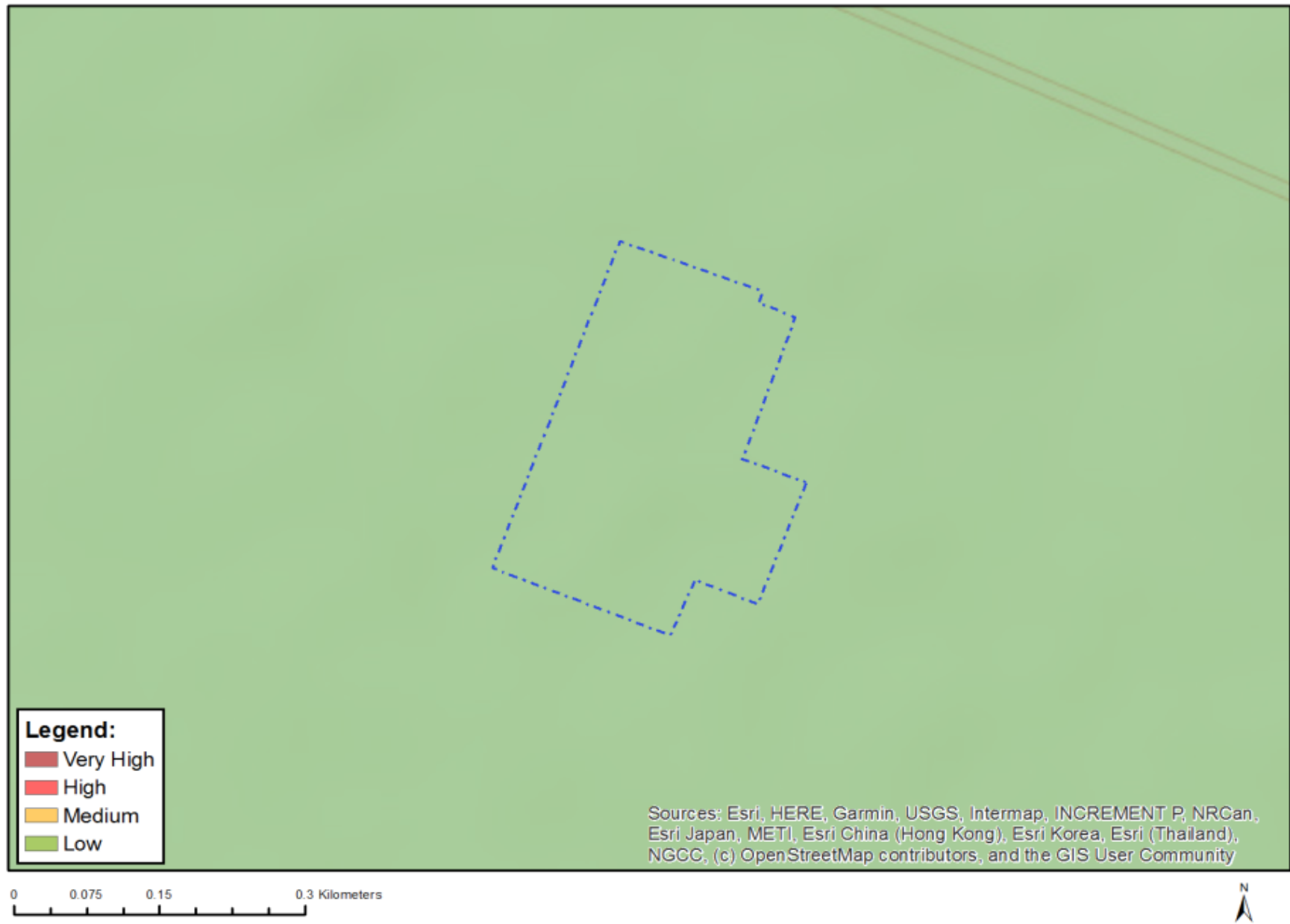


Figure 11: Map of Civil Aviation theme sensitivity

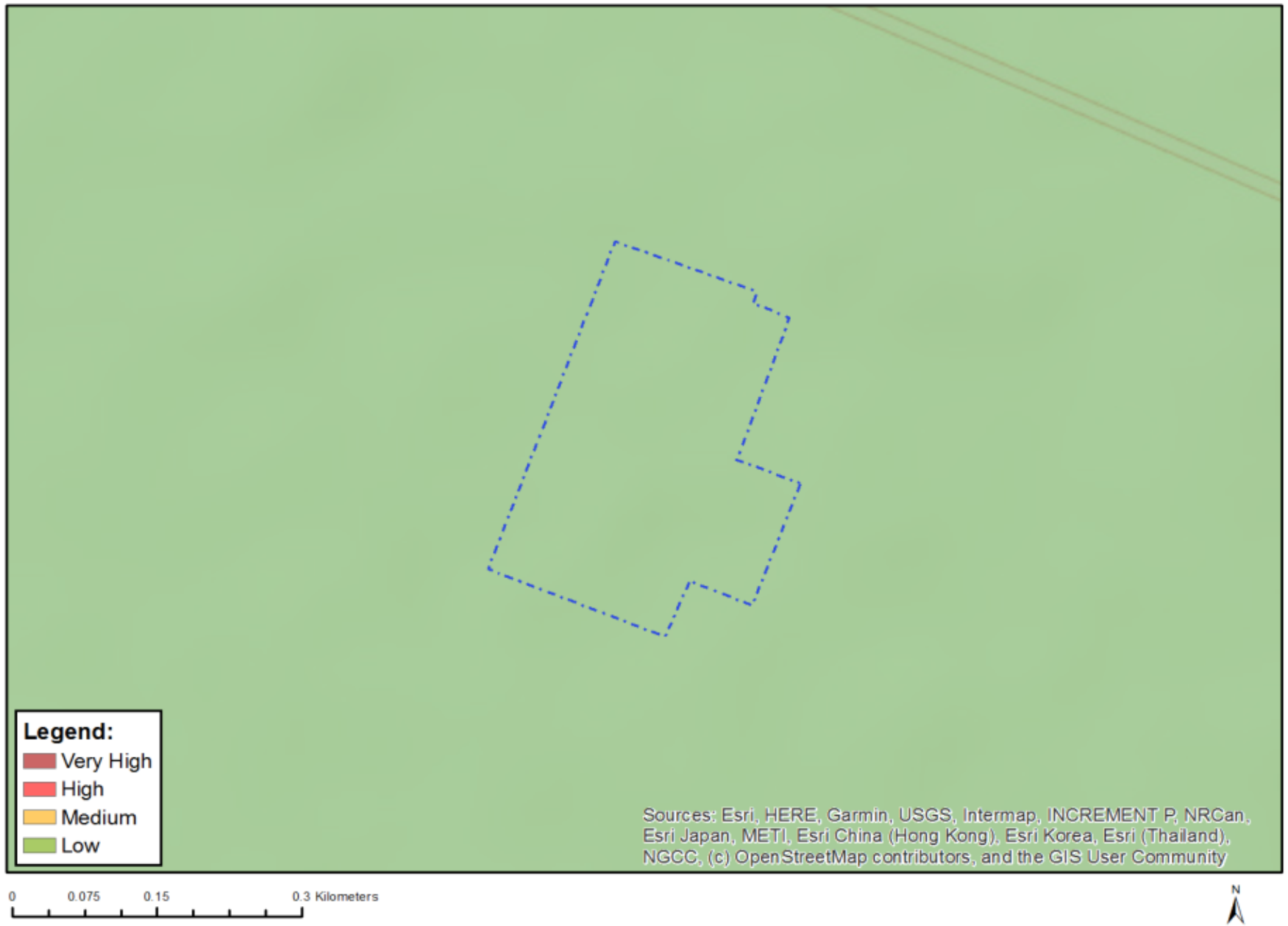


Figure 12 Map of Relative Defence theme sensitivity

### Sub-section 3: Declaration

The proponent/applicant or holder of the EA affirms that he/she will abide and comply with the prescribed impact management outcomes and impact management actions as stipulated in part B: section 1 of the generic EMPr and have the understanding that the impact management outcomes and impact management actions are legally binding. The proponent/applicant or holder of the EA affirms that he/she will provide written notice to the CA 14 days prior to the date on which the activity will commence or commencement of construction to facilitate compliance inspections.

Signature Proponent/applicant/ holder of EA



Digitally signed by

Eugene Marais

Date: 2022.08.30

09:57:24 +02'00'

Date:

29/08/2022

**This declaration will be signed by the proponent/applicant/holder of the EA once the contractor is appointed and has provided inputs to this Generic EMPr as per the requirements of this template.**

### Sub-section 4: amendments to site specific information (Part B; section 2)

Should the EA be transferred to a new holder, Part B: Section 2 must be completed by the new holder and submitted with the application for an amendment of the EA in terms of Regulations 29 or 31 of the EIA Regulations, whichever applies. The information submitted for an amendment to an environmental authorisation will be considered to be incomplete should a signed copy of Part B: Section 2 not be submitted. Once approved, Part B: Section 2 forms part of the EMPr for the development and the EMPr becomes legally binding to the new EA holder.

## PART C

- **SITE SPECIFIC ENVIRONMENTAL ATTRIBUTES**

If any specific environmental sensitivities/attributes are present on the site which require more specific impact management outcomes and actions, not included in the pre-approved generic EMPr template, to manage impacts, those impact management outcomes and impact management actions must be included in this section. These specific management controls must be referenced spatially, and must include impact management outcomes and impact management actions. The management controls including impact management outcomes and impact management actions must be presented in the format of the pre-approved generic EMPr template. This applies only to additional impact management outcomes and impact management actions that are necessary.

If Part C is applicable to the development as authorised in the EA, it is required to be submitted to the CA together with the BAR or EIAR, for consideration of, and decision on, the application for EA. The information in this section must be prepared by an EAP and the name and expertise of the EAP, including the curriculum vitae are to be included. Once approved, Part C forms part of the EMPr for the site and is legally binding.

This section will **not be required** should the site contain no specific environmental sensitivities or attributes.

## Site Specific Mitigation

### Environmental actions and outcomes applicable to the Planning Phase

The planning phase activities included as part of the EMPr are in respect of any future construction, upgrades, or expansions at the site. This section is only deemed applicable to any future construction upgrades or expansions at the site

### Site Establishment

**Impact management outcome:** Impacts on the environment are minimised during site establishment and the development footprint are kept to demarcated development area.

**Table 2: Environmental actions and outcomes applicable to Site Establishment**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
1.	<ul style="list-style-type: none"> <li>Adhere to Telkom's conditions</li> <li>Mr Leonard Thikeson must be contacted at 051 – 435 7099/081 459 5420 two weeks before any commencement work. Telkom should be provided with a built plan, within 30 days of completion of construction</li> </ul>	Project developer	Adhere to the specification provided in the letter included in the EIA report.	Pre-construction and Construction	Contractor/ECO	Once off- prior to commencement of construction	Proof of written Telkom response and consent before commencement of construction and to be kept on file for auditing

### Vegetation clearing

**Impact management outcome:** Vegetation clearing is restricted to the authorised development footprint of the proposed infrastructure.

**Table 3: Environmental actions and outcomes applicable to Vegetation Clearing**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
2.	Indigenous vegetation which does not interfere with the development must be left undisturbed.	Contractor and EO	Demarcate areas of indigenous vegetation to be avoided before clearance is undertaken.	Prior to construction	ECO Operation and maintenance team	Weekly, and as and when required	No unnecessary clearance of indigenous vegetation is undertaken
3.	Prior to clearing the ECO must be notified to identify and demarcate any indigenous trees or plants, nesting sites or heritage sites that require protection or translocation.	Contractor and EO	Notification of ECO. Rehabilitation Plan/ Open Space Management Plan Alien Plant Management Plan Final Layout Map with Sensitivity overlain	Prior to construction	ECO Operation and maintenance team	Weekly, and as and when required	Demarcation of indigenous trees or plants, nesting sites or heritage sites that require protection or translocation
4.	Search, rescue and replanting of all protected and endangered species likely to be damaged during project development must be identified by the relevant specialist and completed prior to any development or clearing.	Relevant specialist in consultation with the Contractor	Plant Search and Rescue Plan.	Prior to construction	ECO	Weekly, and as and when required	Implementation of the Plant Search and Rescue Plan and photographic evidence and notes of the implementation of the plan (Appendix D)

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
5.	Minimise disruption to agricultural activities and loss of agricultural land.	Relevant specialist in consultation with the Contractor	All workers will agree to the Code of Conduct and be aware that contravention of the Code could lead to dismissal.  All directly affected and neighbouring farmers will be able to lodge grievances with the Proponent using the Grievance Procedure (Appendix C).	Prior to construction	ECO		Code of conduct and Grievance procedure (Appendix C)

#### Protection of fauna

**Impact management outcome:** Minimise disturbance to fauna and avifauna.

**Table 4: Environmental actions and outcomes applicable to Protection of Fauna**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
6.	No Threatened or Protected species (ToPs) and/or protected fauna as listed according NEMBA (Act No. 10 of 2004), and relevant provincial ordinances may be removed and/or relocated without appropriate authorisations/permits.	Proponent in consultation with the EO	Undertake a permitting process to obtain the required permits.	Prior to construction	ECO	Once, prior to the commencement of construction and as and when required	Permits for removal and/relocation must be kept on file
7.	Permanent barriers to animal movement and habitat fragmentation.	Contractor	If the facility is to be fenced, then no electrified strands should be placed within 30cm of the ground as some species such as tortoises are susceptible to electrocution from electric fences as they do not move away when electrocuted but rather adopt defensive behaviour and are killed by repeated shocks. Alternatively, the electrified strands should be placed on the inside of the fence and not the outside	Pre-construction	ECO	Once, prior to the commencement of construction	Adequate fencing is erected and not causing interference with animals or giving barriers to animals

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
8.	Collision with 33kV overhead powerlines	Project Developer	The overhead cables on should be fitted with an approved anti bird collision line marking device to make cables more visible to birds in flight and reduce the likelihood of collisions. This should be done according to the Eskom Distribution and Transmission standards in terms of device spacing and other factors. Literature around the world points towards a 50-60% reduction in bird collision risk if the line is marked (Jenkins, Smallie & Diamond, 2010; Shaw et al, 2021). The line marking device should be a dynamic (moving – bird flapper type) device. The new power line should be patrolled by ECO annually to measure any impacts on birds (through detecting collision fatalities) and to monitor the durability of the line marking devices. Where multiple devices on a span have failed they should be replaced immediately. Data should be submitted to the Eskom –EWT Strategic Partnership where it will be curated and publicly accessible.	Prior to construction	ECO	Annually, and as and when required	Photographic records and ECO report

**Protection of heritage resources**

**Impact management outcome:** Minimise impact to heritage resources.

**Table 5: Environmental actions and outcomes applicable to Protection of Heritage Resources**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
9.	Identify, demarcate, and prevent impact to all known sensitive heritage features on site	Proponent and a suitably qualified specialist EO in consultation with the Contractor and ECO	Walkthroughs were undertaken and no sensitive heritage features are on site. Chance Find Protocol (Appendix G)	If any heritage or fossil remains or trace fossils are discovered during any phase of construction or operation, either on the surface or exposed by excavations, the ECO in charge of this development should implement the Chance find Protocol immediately. These discoveries should be protected (if possible, in situ) and the ECO must report such discovery to SAHRA (Contact details: SAHRA, 111 Harrington Street, Cape Town. PO Box 4637, Cape Town 8000, South Africa. Tel: 021 462 4502. Fax: +27 (0)21 462 4509. Web: www.sahra.org.za). Suitable mitigation (e.g. recording and collection) will consequently be undertaken by a paleontologist.			
10.	Avoid disturbance or damage to buildings and structures older than 60 years by maintaining 500m buffers around the on-site dwellings.	Contractor and ECO	Buffers must be established and clearly marked.	Prior to construction	ECO	Once, prior to the commencement of construction	Proof of avoidance of sensitive heritage features through details of avoidance and photographic records

**ENVIRONMENTAL ACTIONS AND OUTCOMES APPLICABLE TO THE CONSTRUCTION PHASE.**

The construction phase activities included as part of the EMP are in respect of any future construction, upgrades, or expansions at the site. This section is only deemed applicable to any future construction upgrades or expansions at the site

**Environmental awareness training**

**Impact management outcome:** All onsite staff are aware and understand the individual responsibilities in terms of this EMP.

**Table 6: Environmental actions and outcomes applicable to Environmental awareness training.**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
11.	Environmental awareness training must include (1) Training on the Ecca rock group by a Palaeontologist	ECO / EO	Environmental awareness training material	Construction	ECO / EO	Monthly and as when required	Environmental awareness training material requirements checklist

**Vegetation clearing**

**Impact management outcome:** Vegetation clearing is restricted to the authorised development footprint of the proposed infrastructure.

**Table 7: Environmental actions and outcomes applicable to Vegetation Clearing**

Ref #	Impact Management Actions	Implementation			Monitoring		
		Responsible person	Method of implementation	Timeframe for implementation	Responsible person	Frequency	Evidence of compliance
12.	The use of herbicides should be avoided as far as possible. However if required to be used, a daily register must be kept of all relevant details of herbicide usage. Only a registered pest control operator may apply herbicides on a commercial basis and commercial application must be carried out under the supervision of a registered pest control operator that is appropriately trained.	DPM and contractor	A suitably qualified pest control operator must be appointed. Develop a daily register for the documentation of the details of herbicide usage.	Construction	ECO	As and when the use of herbicides is required	Only registered pest control operators must be appointed, and proof of their registration must be provided. Daily register provided by the pest control operator



## APPENDIX 1: METHOD STATEMENTS

To be prepared by the contractor prior to commencement of the activity. The method statements are **not required** to be submitted to the CA.



# CURRICULUM VITAE



## STUART HEATHER-CLARK

TECHNICAL DIRECTOR  
AFRICA POWER SECTOR LEAD

Environmental Management Planning & Approvals,  
Africa

### QUALIFICATIONS

Masters	1996	Environmental Science
BSc (Hons)	1992	Civil Engineering

### EXPERTISE

- Environmental and Social Impact Assessment
- Environmental Management Plans/Programmes
- Public Participation & Facilitation
- Environmental & Social Due Diligence
- Environmental & Social Screening & Site Selection
- Training and Capacity Building
- Strategic Environmental Assessment

Stuart has over 24 years of environmental and social consulting experience in Africa. Having worked on over 100 development projects in Africa, his key strength is identifying and managing ESG risks for major capital projects from the concept phase through to the pre-feasibility, feasibility and implementation phases.

Through leading Environmental & Social Screening Studies, Environmental & Social Impact Assessments and Environmental & Social Due Diligences for major capital project in over 13 African countries; Stuart has developed a deep appreciation of key sustainability challenges facing development in Africa. He has excellent project management skills with the ability to manage projects from the concept phase through to project completion.

Stuart has worked for and with a number of IFI's, DFI's and PE firms to identify and managing ESG risks of their investments in Africa. He has an integral knowledge of the Equator Principles and IFC Performance Standards and understands the expectations of lenders and financial institutions when it comes to managing ESG risks.

Stuart has worked across various sectors including O&G, mining, infrastructure and power. Over the past eight years he has focussed on the power sector leading projects for wind farms, solar PV plants, hydropower plants and gas to power plants. He has an integral understanding of the Independent Power Producers (IPP) process in South Africa and several other African countries.

### PROJECTS

#### All projects

**Environmental and Social Impact Assessment for a 20MW solar PV plant and transmission line, Gigawatt Global, Liberia, (2020)**

Project Director for the ESIA a 20MW solar PV plant and associated transmission line. The ESIA includes biodiversity, social and heritage baseline studies, stakeholder engagement and compilation of an ESIA Report and ESMP. The ESIA will be aligned with the IFC Performance Standards.

**ESIA for an 80-200 MW wind farm development, Mphepo Power, Zambia (2019-20)**

Project Director for the ESIA for the development of a wind farm in Zambia. The ESIA included terrestrial and aquatic, social, heritage, noise and visual baseline studies, stakeholder engagement and compilation of an ESIA Report and ESMP. The ESIA was aligned with the IFC Performance Standards.

<p><b>Environmental and Social Impact Assessment for a Road Upgrade, QGMI, Ghana, (2019-20)</b></p>	<p>Project Director for the Scoping Phase of the Environmental and Social Impact Assessment process for the proposed Winneba Obetsebi-Lamptey Flyover (Phase 2) project in Accra, Ghana in collaboration with local consultants. The project included additional visual impact assessment, air quality modelling and noise modelling. All work undertaken to IFC Performance Standards.</p>
<p><b>Environmental and Social Impact Assessment (ESIA) for the Gamsberg Mine Zinc Smelter, Black Mountain Mine (Vedanta), South Africa (2019-20)</b></p>	<p>Project Director for the ESIA for a new zinc smelter and associated infrastructure to beneficiate the 250 000 to 300 000 tpa of zinc concentrate produced at the Gamsberg Zinc Mine Phase-1 concentrator plant. The ESIA included extensive baseline studies including biodiversity, social, air quality, noise, visual, hydrology, geohydrology, and climate change. The process included extensive stakeholder engagement during the scoping and impact assessment phase.</p>
<p><b>ESIA Scoping Phase for the desalination plant and water carrier system, NamWater, Windhoek Namibia (2019-20)</b></p>	<p>Team member for the ESIA Scoping Phase for the proposed desalination plant and water carriage system to secure water supply to the central coast, Windhoek and en-route users. The Scoping Process included extensive stakeholder engagement and the Scoping Report was aligned with the KfW Sustainability Guidelines and World Bank Environmental and Social Standards.</p>
<p><b>Environmental &amp; Social Due Diligence for 5MW solar PV plant, Confidential Client, Namibia (2019)</b></p>	<p>Project Director for an Environmental and Social (E&amp;S) Due Diligence (Red Flags only) of a 5 MW solar PV facility located near Outapi, Namibia.</p>
<p><b>Environmental &amp; Social Screening Study for 20MW solar PV plant, CIGenCo, Eswatini (2019)</b></p>	<p>Project Director for an Environmental and Social (E&amp;S) Screening Study of two potential sites for development of solar PV projects as part of CIGenCo's bid as part of the Eswatini Independent Power Producers Policy (ESIPPP).</p>
<p><b>Permitting Strategy and Planning for the Rovuma LNG Project in Mozambique, ExxonMobil, Mozambique (2018-2019)</b></p>	<p>Team member supporting Exxon with the permitting strategy and plans for the Rovuma LNG Project in northern Mozambique.</p>
<p><b>Environmental and Social Impact Assessment (ESIA) Gap Analysis for a 50MW solar PV Plant, Volt Renewable, Zimbabwe (2018)</b></p>	<p>Environmental lead for the review of the locally approved EIA against the IFC Performance Standards. Gaps were identified and an Environmental and Social Action Plan (ESAP) developed to close the gaps.</p>
<p><b>Environmental and Social Impact Assessment (ESIA) Gap Analysis for a 5-star hotel development, Motal-Engil, Zimbabwe (2018)</b></p>	<p>Environmental lead for the review of the locally approved EIA against the IFC Performance Standards. Gaps were identified and an Environmental and Social Action Plan (ESAP) developed to close the gaps.</p>

<p><b>Environmental and Social Screening Study for a 100MW hybrid HFO and Solar PV Power Plant for a mine in Mali, Confidential client (2018)</b></p>	<p>Environmental lead for the screening of environmental and social risks for the development of a solar PV plant on a mine in Mali.</p>
<p><b>Environmental and Social Screening Study for 3 x 40MW solar PV plants, Confidential Client, GETFIT Zambia (2018)</b></p>	<p>Project Manager for an environmental and social screening study for 3 x solar PV sites in Zambia. The Screening Study included the review of desk top information and site visits to assess environmental and social risks. A comparative analysis was undertaken to select the site with the least environmental and social risks. This was combined with the technical analysis to select the preferred site to be taken into more detailed studies.</p>
<p><b>Environmental and Social Impact Assessment for a 40MW solar PV farm, Enel Green Power, South Africa (2017)</b></p>	<p>Project Director for an Environmental and Social Impact Assessment for a 40MW solar PV plant in South Africa. The study included scoping and stakeholder engagement, various specialist studies and the compilation of an ESIA Report and ESMP.</p>
<p><b>Environmental and Social Impact Assessment for 2 run-of-river Hydropower Plants and associated transmission lines in Northern Zambia, Globeleq, Zambia (2017)</b></p>	<p>Project Director for an Environmental and Social Impact Assessment for 2 run-of-river hydropower plants and associated transmission lines on the Kalungwishi River in Northern Zambia. The study included scoping and stakeholder engagement, various specialist studies including environmental flow, heritage, social, biodiversity, visual, noise and other studies. All work was undertaken to IFC Performance Standards. The project was put on hold after the baseline and Scoping Phase.</p>
<p><b>Environmental and Social Screening Study for an 212MW HFO Power Plant, Confidential Client, Angola (2017)</b></p>	<p>Project Director for an Environmental and Social Screening Study for a 212MW HFO Power Plant in Angola. The study included noise and air quality baseline sampling, soil and groundwater baseline sampling, community health screening, and the compilation of a detail legal register and compliance road map.</p>
<p><b>Environmental and Social Screening Study for a Hydropower Plant in Gabon, Confidential Client, Gabon (2017)</b></p>	<p>Environmental and Social Screening Study for a Hydropower Plant in Gabon, Confidential Client, Gabon, 2017</p>
<p><b>Environmental and Social Due Diligence (ESDD) for two Solar PV and two Wind Farm Projects South Africa, Confidential Client, South Africa (2017)</b></p>	<p>Project Director for the ESDD for two Solar PV and two Wind Farm Projects in South Africa.</p>
<p><b>Environmental, Health and Safety Risk assessment of four Solar PV sites in South Africa, Enel Green Power, South Africa (2017)</b></p>	<p>Project Director for the EHS Risk Assessments.</p>
<p><b>Environmental and Social Impact Assessment for a 100MW to 250MW solar PV Plant, Globeleq, Zambia (2016-17)</b></p>	<p>Project Director for an Environmental and Social Impact Assessment for a 100MW to 250MW solar PV plant in Zambia. The study included the analysis of key environmental and social impacts, compilation of an ESIA and ESMP reports and stakeholder engagement.</p>

<b>Environmental and Social Screening Study for a solar PV Plant, Confidential client, Zambia (2016)</b>	Project Director for an Environmental and Social Screening Study for the establishment of solar PV power plant in Zambia. The study included the analysis of key environmental and social risks including regulatory, biodiversity and social risks.
<b>Environmental and Social Due Diligence, Six Solar PV Farms, Confidential Client, South Africa (2016)</b>	Project Director for an ESDD for six solar pv farms in South Africa. The ESDD was undertaken against SA Legislation and Regulations and IFC Performance Standards.
<b>Environmental and Social Impact Assessment for a CCGT Power Plant, ArcelorMittal, South Africa (2016)</b>	Project Director for an Environmental and Social Impact Assessment study for the establishment of a CCGT power plant for ArcelorMittal in Saldanha Bay, South Africa. The ESIA includes detailed specialist studies including air emissions modelling, noise modelling, biodiversity and heritage assessment. Full stakeholder engagement is also part of the scope of work.
<b>Environmental and Social Management Plans, Wind Farm Development, Confidential Client, Kenya (2016)</b>	Project Director and involved in advising the client on various strategies including vantage point bird monitoring and management plan development.
<b>Environmental and Social Screening Study of potential solar PV sites, Confidential Client, Ivory Coast (2016)</b>	Environmental and Social Screening Study of potential solar PV sites, Confidential Client, Ivory Coast, 2016
<b>Environmental and Social Impact Assessment for the Tete-Macuse Railway Line and Macuse Power Development, Italthai, Mozambique (2015-17)</b>	Project Director for the Environmental and Social Impact Assessment (ESIA) for the proposed Tete-Macuse railway line and Macuse Port development for the export of coal from Tete Province in Mozambique. The project included the development of over 700km of railway line and a new port development.
<b>Strategic Environmental Assessment for the supporting infrastructure for the Baynes Hydropower Project, Baynes PJTC, Namibia/Angola (2014-15)</b>	Project Director for the Strategic Environmental Assessment of the associated infrastructure for the Baynes hydropower project. The SEA covered the assessment of access roads for construction, transmission lines routing in Angola and Namibia and locations of an airfield.
<b>Cumulative Impact Assessment of the development of numerous hydropower plants on the Kwanza River, Odebrecht, Angola (2014-15)</b>	Project Director for the Cumulative Impact Assessment of the development of a number of hydropower plants on the Cuanza River in Angola.
<b>Environmental and Social Impact Assessment for the Batoka Gorge Hydropower Project, ZRA, Zambia/Zimbabwe (2014-15)</b>	Advisor to the ESIA team undertaking the Environmental and Social Impact Assessment (ESIA) for the proposed Batoka Gorge Hydropower Plant on the Zambezi River below the Victoria Falls. The project includes the construction of a dam wall, hydropower plants, transmission lines and associated infrastructure. The ESIA is being conducted in alignment with the IFC Performance Standards and the World Bank Safeguard Policies.
<b>Environmental and Social Impact Assessment for the Rehabilitation of the Kariba Dam Wall, ZRA, Zambia/Zimbabwe (2014-15)</b>	Project Director for the Environmental and Social Impact Assessment (ESIA) for the proposed Kariba Dam Rehabilitation Project. The project includes the rehabilitation of the plunge pool and spillway of the dam wall. The project is being funded by the World Bank, African Development Bank and the EU.

<b>Environmental and Social Due Diligence (ESDD) for a 98 MW wind farm in South Africa, Confidential Client, South Africa (2015)</b>	Project Director for the ESDD.
<b>Environmental and Social Due Diligence (ESDD) for a 2 x 75 MW solar pv farm in South Africa, Confidential Client, South Africa (2015)</b>	Project Director for the ESDD.
<b>Environmental and Social Due Diligence (ESDD) for a 74 MW wind farm in South Africa, Confidential Client (2015)</b>	Project Director for the ESDD.
<b>Environmental and Social Screening Study for a CCGT Power Plant, Confidential Client, South Africa (2015)</b>	Project Director for an Environmental and Social Screening study for the establishment of a gas power plant in Saldanha Bay, South Africa. The screening study outputs included a permitting strategy, environmental opportunities and constraints maps, and input into the site selection process.
<b>Environmental and Social Impact Assessment for Floating Power Plants in the Port of Richards Bay, Department of Energy IPP Office, South Africa (2015-16)</b>	Project Director for the ESIA for the establishment of Floating Power Plants in the Ports of Richards Bay in South Africa. The ESIA includes detailed specialist studies including marine outfall modelling, air emissions modelling and marine ecology studies. Full stakeholder engagement is also part of the scope of work.
<b>Environmental and Social Impact Assessment for Floating Power Plants in the Port of Richards Bay, Department of Energy IPP Office, South Africa, (2015-16)</b>	Project Director for the ESIA for the establishment of Floating Power Plants in the Ports of Saldanha in South Africa. The ESIA includes detailed specialist studies including marine outfall modelling, air emissions modelling and marine ecology studies. Full stakeholder engagement is also part of the scope of work.
<b>Environmental and Social Impact Assessment for LNG Import Terminal in the Port Richards Bay for the Gas to Power Programme, Department of Energy IPP Office, South Africa (2015-16)</b>	Project Director for the ESIA for the establishment of LNG Import Terminals as part of the DoE's Gas to Power Programme in South Africa. The ESIA includes detailed specialist studies including marine outfall modelling, air emissions modelling and marine ecology studies. Full stakeholder engagement is also part of the scope of work.
<b>Environmental and Social Impact Assessment for LNG Import Terminal in the Port Saldanha for the Gas to Power Programme, Department of Energy IPP Office, South Africa, (2015-16)</b>	Project Director for the ESIA for the establishment of LNG Import Terminals as part of the DoE's Gas to Power Programme in South Africa. The ESIA includes detailed specialist studies including marine outfall modelling, air emissions modelling and marine ecology studies. Full stakeholder engagement is also part of the scope of work.
<b>Environmental and Social Screening study for the establishment of an CCGT power plant in the Ports of Richards Bay, Confidential client, South Africa (2015)</b>	Project Director for an Environmental and Social Screening Study for the establishment of a CCGT power plant in Richards Bay, South Africa. The study included the analysis of key environmental and social risks including air emissions, effluent emissions, biodiversity (terrestrial and marine) and social issues. The assessment applies to the power plant site, transmission line routing and pipeline routing and compares the opportunities and constraints associated with the two locations.



<p><b>Environmental and Social Screening study for the establishment of an CCGT power plant in the Port of Saldanha, Confidential client, South Africa (2015)</b></p>	<p>Project Director for an Environmental and Social Screening Study for the establishment of a CCGT power plant in Saldanha Bay, South Africa. The study included the analysis of key environmental and social risks including air emissions, effluent emissions, biodiversity (terrestrial and marine) and social issues. The assessment applies to the power plant site, transmission line routing and pipeline routing and compares the opportunities and constraints associated with the two locations.</p>
<p><b>Environmental and Social Screening study for the establishment of an SCGT power plant in the Ports of Saldanha, Confidential client, South Africa (2015)</b></p>	<p>Project Director for an Environmental and Social Screening Study for the establishment of an SCGT power plant in the Port of Saldanha. The study included the analysis of key environmental and social risks including air emissions, effluent emissions, biodiversity (terrestrial and marine) and social issues. The assessment applies to the power plant site, transmission line routing and pipeline routing.</p>
<p><b>Environmental and Social Impact Assessment for the Burgan Oil Fuel Storage Depot in the Port of Cape Town, Burgan Oil, South Africa (2014-15)</b></p>	<p>Project Director for the ESIA for the Burgan Oil Fuel Storage Depot in the Port of Cape Town.</p>
<p><b>Millennium Challenge Account – Malawi: Infrastructure Development Project – Energy Sector (hydropower plants, transmission and distribution lines and substations), MCC, Malawi (2014-15)</b></p>	<p>Environmental Lead for the Independent Engineer to review all the Contracting Engineers environmental and social studies associated with the Infrastructure Development Project. The project includes the upgrade and development of new power infrastructure including hydropower plants, transmission lines, distribution lines and substations.</p>
<p><b>Strategic Environmental Assessment of the New Town Integrated Development Zone, TFM Mining, Katanga Province, DRC (2014)</b></p>	<p>Project Director for the Strategic Environmental Assessment of the New Town Integrated Development Zone undertaken for Tenke Fungurume Mining (TFM) in Katanga Province, DRC.</p>
<p><b>Environmental and Social Impact Assessment (ESIA) for the Gamsberg Zinc Mine, South Africa, Black Mountain Mine (Vedanta) (2012-13)</b></p>	<p>Project Director for the Environmental and Social Impact Assessment for a new Zinc Mine in the Northern Cape Province in South Africa. The ESIA includes the assessment of the mine and all associated infrastructure including waste rock dumps, tailing dams, processing plant, transmission lines, a new township development, upgrade of a water pipeline and associated water treatment facilities, and transport options to the Port of Saldanha via both road and rail. The ESIA is being undertaken as an integrative process to meet various environmental legal requirements including National Environmental Management Act (NEMA): EIA Regulations, NEM: Waste Act, NEM: Air Quality Act, NEM: Biodiversity Act, National Heritage Resource Act, National Water Act and the Minerals Petroleum Resources Development Act. The process includes various specialist studies, full stakeholder engagement as well as integration with a Biodiversity Off-sets process.</p>
<p><b>Environmental and Social Impact Assessment for the Expansion of Transnet's existing Manganese Ore Export Railway Line and Associated Infrastructure, South Africa (2012)</b></p>	<p>Project Director for the ESIA for the Expansion of Transnet's existing Manganese Ore Export Railway Line and Associated Infrastructure in the Northern and Eastern Cape, South Africa.</p>



<p><b>Ore Line Expansion Project for the Sishen-Saldanha Ore Line and Port of Saldanha, various Mining Companies and Transnet, South Africa (2011-2012)</b></p>	<p>Project Director for the Environmental and Social Screening Study for the Pre-feasibility Phase of the Ore Line Expansion Project. This included compiling a detail Environmental and Social Design Criteria Report together with initial Stakeholder Engagement. A detailed multi-criteria assessment for various port and stockpile options was undertaken. The project included upgrading over a 1000 km of railway line and upgrading the port facilities including stockpiles, stacker-reclaimers, conveyors and ship loading facilities. The stakeholder engagement process was specifically designed to obtain buy-in from stakeholder who were strongly opposed some components of the port and rail expansion.</p>
<p><b>Strategic Environmental Assessment for the Mozambican Regional Gateway Programme, MRGP, Mozambique, Malawi, Zambia, Zimbabwe (2012)</b></p>	<p>Project Director for the SEA of the MRGP. The MRGP aims to support the improvement of the Southern African transport (roads, rail and ports), regional infrastructure network, which uses Mozambique as a gateway for international trade. The MRGP geographic scope encompasses the Beira and Nacala Transport Corridors and the respective links to the Maputo and Limpopo Corridors. The SEA identified environmental and social issues that need to be considered in the long terms planning an implementation of the rail and port infrastructure that makes up the Beira and Nacala Transport Corridors.</p>
<p><b>Strategic Environmental Assessment (SEA) for the coastline of Mozambique, MICOA, Mozambique (2012)</b></p>	<p>Adviser on the SEA for the coast of Mozambique. The SEA aims to identify potential conflicts between various uses of the coastal zone and to recommend strategic interventions to facilitate sustainable development within the coastal zone. Various users of the coastal zone that are being considered include off-shore oil and gas operations, coastal mining, tourism, conservation and artisanal and industrial fishing.</p>
<p><b>Environmental and Social Screening Study for port options in Pemba Bay, Anadarko, Mozambique (2012)</b></p>	<p>Project Lead for an Environmental and Social Screening Study for various port options in Pemba Bay. The screening study includes a multi-criteria assessment of various port locations taking into account marine and terrestrial ecology, social issues, land ownership, legal aspects and physical marine conditions.</p>
<p><b>Environmental and Social Impact Assessment for a LPG import and distribution facility, Sunrise Energy, South Africa (2011-2012)</b></p>	<p>Project Director for the Scoping/EIA for a LPG importation, storage and distribution facility which includes a marine offloading facility in Saldanha Bay, a pipeline and a storage facility. The environmental permitting process required the liaison with local and provincial environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>Environmental and Social Screening Study for a Mine development in Angola, Confidential Client, Angola (2011-2012)</b></p>	<p>Project Director for the Environmental and Social Screening Study for the Concept Phase for a new mine development in Angola. The study included identifying environmental and social risks to the project and costing a full ESIA according to IFC Performance Standards and Equator Principles.</p>
<p><b>Equator Principles and IFC Performance Standards Training, Vedanta Resources Plc, Zambia (2012)</b></p>	<p>Lead facilitator of a 5-day training course on the implementation of the Equator Principles and IFC Performance Standards for a number of Vedanta's mining operations across Southern Africa, Europe and Australia.</p>
<p><b>Environmental and Social Impact Assessment for the upgrade of the Principe Airport, HBD, Principe (2011-2012)</b></p>	<p>Project Director for the Environmental and Social Impact Assessment for the upgrade of the airport in Principe.</p>
<p><b>EIA for a 380MW renewable energy facility north of Touwsrivier in the Western Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>

<p><b>EIA for a 170MW renewable energy facility east of Touwsrivier in the Western Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 670MW renewable energy facility south of Sutherland in the Western and Northern Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process requires the liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 500MW renewable energy facility south of Beaufort West in the Western Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 120MW renewable energy facility south east of Victoria West in the Northern Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 225MW wind farm in the Richtersveld, Western Cape (2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed wind farm. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 750MW wind farm in the Roggeveld, Western Cape and Northern Cape (2011) Director</b></p>	<p>Project Director for the Scoping/EIA for a proposed wind farm. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>EIA for a 225MW renewable energy facility between Vredenburg and Velddrif in the in the Western Cape (2010-2011)</b></p>	<p>Project Director for the Scoping/EIA for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies, public participation and impact assessment.</p>
<p><b>Environmental and Social Impact Assessment for the Lesotho Highland 150 MW Wind Power Project, Breeze Power, Lesotho (2011)</b></p>	<p>Project Director for the Scoping Phase of the Environmental and Social Impact Assessment for a 150MW wind farm development in Lesotho. The Scoping Phase included the analysis of available information to identify key environmental and social risks associated with the siting of the wind farm.</p>
<p><b>Environmental Screening Study for a Wind Farm Development in the Southern Cape, South Africa (2011)</b></p>	<p>Project Director for the Environmental Screening Study for a wind farm development in the Southern Cape.</p>
<p><b>Environmental and Social Due Diligence for a Wind Farm Development in Coega, Electrawinds, South Africa (2011)</b></p>	<p>Project Director for the Environmental and Social Due Diligence for a wind farm development in the Coega.</p>

<p><b>Environmental and Social Impact Assessment for Venetia Diamond Mine, De Beers, South Africa (2011)</b></p>	<p>Project Director for the Scoping and ESIA for the proposed new underground mine and EMP consolidation for existing mining activities. The ESIA was undertaken as an integrative process to meet various environmental legal requirements including National Environmental Management Act (NEMA): EIA Regulations, NEM: Waste Act, NEM: Air Quality Act, NEM: Biodiversity Act, National Heritage Resource Act, National Water Act and the Minerals Petroleum Resources Development Act.</p>
<p><b>Environmental and Social Impact Assessment for a river barging project on the Zambezi River, Riversdale Mining, Mozambique (2010-2011)</b></p>	<p>Project Director for the project which includes the assessment of environmental and social impacts associated with dredging over 500km of the Zambezi River. The project includes full stakeholder engagement, coordination of various specialist studies with extensive field work and the integration of all information into an ESIA report and ESMP.</p>
<p><b>EIA for two solar PV plant development, South Africa (2010)</b></p>	<p>Project Director of the EIA for the development of two solar PV plants in the Northern Cape and Free State Provinces of South Africa. ERM undertook the required studies to obtain environmental approval for these developments, including specialist studies such as landscape and visual and cultural heritage assessments, and stakeholder engagement.</p>
<p><b>Basic Assessment for the installation of wind measuring masts on six sites in the Western Cape and two sites in the Northern Cape (2010)</b></p>	<p>Project Director for the Basic Assessments to install wind measuring masts at eight sites in South Africa. The scope of work included the submission of the application, public participation, preparation of an EMP and submission of the Basic Assessment report.</p>
<p><b>EIA for a 100MW renewable energy facility north of Velddrif in the in the Western Cape (2010)</b></p>	<p>Project Director for the Scoping process for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required the liaison with local, provincial and national environmental authorities, co-ordination of specialist studies and public participation.</p>
<p><b>EIA for a 300MW renewable energy facility east of Lambert’s Bay in the Western Cape (2010)</b></p>	<p>Project Director for the Scoping process for a proposed renewable energy facility incorporating wind and photovoltaic power generating technologies. The environmental permitting process required liaison with local, provincial and national environmental authorities, co-ordination of specialist studies and public participation.</p>
<p><b>External adviser and reviewer for an ESIA for a wind farm development in the Eastern Cape, Confidential Client, South Africa (2010)</b></p>	<p>Adviser and reviewer for an EIA for the development of a wind farm in the Eastern Cape.</p>
<p><b>Environmental Advisor Environmental and Social Impact Assessment for the Mphanda Nkuwa Hydropower Project in Mozambique (2010)</b></p>	<p>Advisor for the ESIA for the Mphanda Nkuwa Hydropower Project in Mozambique. The core service was to advise the project team on international standards such as the IFC Performance Standards and World Commission on Dams.</p>
<p><b>Environmental Sensitivity Study of the Durban Airport Site Expansion Project , South Africa, Transnet (2010)</b></p>	<p>Project Director for the Environmental Sensitivity Study for the proposed dig-out port currently being considered by Transnet at the Durban International Airport Site. The aim of this assessment was to determine the biophysical, natural and social opportunities and constraints to the development of the dig-out port, as well as provide a strategic overview of the environmental context of the site. In addition, the sensitivity study provided strategic guidance in terms of the environmental due process and licensing requirements with respect to the National Environmental Management Act, and associated legislation.</p>

<b>ESIA for a new high voltage overhead transmission power line in Cameroon, AES Sonel, Cameroon (2007- 2009)</b>	Project Director for the Environmental and Social Impact Assessment and a full Resettlement Action Plan for a new electricity distribution project, comprising a 113km overhead power line, for AES Sonel. As Project Director, Mr Heather-Clark was responsible for client liaison, quality control and final review of all reports.
<b>Advisor to the Environmental and Social Impact Assessment for the Baynes Hydropower Project in Namibia and Angola (2009)</b>	Project Advisor for the Environmental and Social Impact Assessment for the proposed Baynes Hydropower Project on the Kunene River. The ESHIA process is being conducted in accordance to the Angolan EIA Regulations, the Namibian EIA Regulations, the World Bank Safeguard Policies and the IFC performance standards.
<b>Environmental and Social Impact Assessment for the upgrade of a 1100 km railway line in South Africa, Transnet (2008- 2009)</b>	Project Director for the Environmental and Social Impact Assessment for the upgrade of a commodities railway line across South Africa. The project included a number of specialist studies, managing subcontractors, interfacing with the railway engineering team, report writing, managing an extensive stakeholder consultation process, client liaison and management of project finances.
<b>Environmental and Social Impact Assessment for the services corridor associated with the development of a greenfield CTL Plant, Sasol, South Africa (2009)</b>	Project Director for an ESIA of a services corridor to support the development of a greenfield CTL plant development in South Africa. The ESHIA process was conducted in accordance to the South African EIA Regulations and the IFC performance standards.
<b>Environmental and Social Impact Assessment for 2D seismic exploration project in the Rovuma Basin, Petronas, Mozambique (2009)</b>	Project Director for the ESIA for the offshore seismic exploration activities in Blocks 3 & 6, situated in the Rovuma Basin off the coast of Mozambique. The exploration activities comprise 2D seismic surveys in deepwater.
<b>Environmental and Social Screening Study for a river barging project on the Zambezi River, Riversdale Mining, Mozambique (2009)</b>	Project Director for the project which included the assessment of environmental and social risks associated with dredging over 500km of the Zambezi River. The project included reviewing existing information, mapping key sensitivities and facilitating a specialist workshop in order to develop Terms of Reference for detailed baseline studies that will be required should the project proceed to a full ESIA.
<b>Equator Principled and IFC Performance Standards Review and Training, African Housing Solutions, South Africa (2009)</b>	Lead reviewer for the ESIA and Resettlement Policy Framework, for a housing development in Nigeria, against the Equator Principles and IFC Performance Standards. Mr Heather-Clark was responsible for reviewing the ESIA Report and for presenting a 2 ½ day training course on the Equator Principles and IFC Performance Standards.
<b>Environmental Assessment for the dredging and disposal of dredge spoil at the Port of Saldanha, Transnet, South Africa (2008)</b>	Project Director for this project and was responsible for guidance of technical studies which included dredging studies and marine sediment contamination characterization. The study included the assessment of dredge spoil dumping alternatives. Stakeholder engagement included an important component of the project.
<b>Environmental and Social Screening Study, Port of Saldanha, Transnet, South Africa (2008)</b>	Project Director for the screening study which included an assessment of alternative berth options for the export of iron ore at the iron ore terminal at the Port of Saldanha, South Africa. The work included ongoing interaction with the port engineering and design teams, together with stakeholder engagement.

<p><b>ESIA for an Early Production System (EPS) and Power Plant for Kaiso-Tonya Area, Exploration Area 2, Tullow Uganda Operations Pty Ltd, Uganda (2007-08)</b></p>	<p>Project Director for the project which included a full ESIA for an Early Production System and associated Power Plant in the Kaiso-Tonya area on the banks of Lake Albert, Uganda. The intent of the project is to produce oil (and small amounts of gas) which will be converted into electrical power and distillate products (kerosene and diesel) for consumption within Uganda. The electrical power will be fed into the main grid supplementing the Ugandan electrical power grid while the distilled products (diesel and kerosene) will be used to displace the currently imported fuels. The ESIA included a detailed assessment of alternative sites for the proposed EPS and power plant, together with various environmental and social baseline studies and stakeholder engagement.</p>
<p><b>ESIA monitoring studies for Sasol’s Off-shore gas exploration activities in Inhambane and Sofala Provinces, Mozambique, Sasol Petroleum Sofala &amp; Empresa Nacional de Hidrocarbonetos (2007-08)</b></p>	<p>Project Director for an environmental monitoring survey programme for Sasol’s offshore hydrocarbon exploration activities. Monitoring studies included seismic noise modelling and monitoring, dugong surveys, artisanal fish catch monitoring, coral reef surveys and monitoring, sea turtle monitoring and tourism monitoring.</p>
<p><b>Strategic Environmental and Social Overview and ESIA’s for offshore exploration well drilling activities in Blocks 2 and 3A, Lake Albert, Uganda. Tullow Oil Plc and Heritage Oil and Gas Limited (2006- 2008)</b></p>	<p>Project Director for this project. The project involved undertaking a strategic overview study of Lake Albert that provided background information on the limnological (physical, chemical and biological) features of the lake as well as environmental and socio-economic resources (such as nature reserves, tourism nodes, prime fishing areas etc). It also presented areas of environmental risk and opportunity associated with oil explorations on, and immediately adjacent to, the lake. The strategic overview provided a framework within which ESIA’s were undertaken for the offshore drilling project. A site selection study was undertaken for onshore support infrastructure. Baseline studies included shoreline sensitivity mapping, oil spill modelling, water and sediment quality surveys, fish and fisheries surveys, socio-economic surveys and terrestrial ecology surveys. An extensive public participation process was undertaken as part of the ESIA’s.</p>
<p><b>Environmental and Social Baseline Assessment for a green fields coal mine and CTL plant development, Sasol, South Africa (2008)</b></p>	<p>Project Director the environmental and social baseline studies to support the evaluation of sites for potential development of a green field’s coal mine and associated CTL Plant in South Africa. Mr. Heather-Clark has assisted with review and quality control of the various baseline studies.</p>
<p><b>Development of guideline document for the integration of environmental and social issues into the project lifecycle for mine development, De Beers, South Africa (2008)</b></p>	<p>Team member of the project team that assisted the client in developing a detailed guideline document for the integration of social and environmental issues into mine planning. This included all phases of the planning process from Concept through to Pre-feasibility, Feasibility and Implementation. Mr Heather-Clark, as lead facilitator, presented a 2 day training course on these guidelines, to mine planners and engineers.</p>
<p><b>EIA for a Metal Recovery Plant and Slag Crushing, Screening and Weathering facility at Arcelor Mittal Saldanha Works, MultiServ, South Africa (2007 – 2008)</b></p>	<p>Project Director for the EIA, including a public consultation process and the following specialist studies: air quality, groundwater, noise impact assessment, botanical and archaeology studies and a traffic impact assessment. Mr Heather-Clark was responsible for client liaison, quality control and final review of all reports.</p>



<p><b>Implementation of the Equator Principles for Standard Bank's Project Financing Processes, Standard Bank, South Africa (2008)</b></p>	<p>Lead facilitators for Equator Principles and IFC Performance Standards training to assist Standard Bank in adopting the Equator Principles. An assessment system (based on the IFC Performance Standards) to link with Standard Bank's project finance transaction life-cycle was developed. This involved the development of "tools" and guidance documents to form a system, together with training on the use of the system for all project finance staff.</p>
<p><b>Comparative review of EIAs undertaken by ERM globally for electricity utilities, Eskom, South Africa (2007)</b></p>	<p>Project Director for this project. The project included research to provide Eskom with an overview of different EIA governance systems and approaches to managing EIAs in other countries, as well as identifying trends in EIA practice.</p>
<p><b>Environmental and Social Screening and Qualitative Risk Assessment Western Ports and Rail Corridor, Transnet, South Africa (2007)</b></p>	<p>Project Director involved in identifying environmental and social risks associated with future port development in the Port of Saldanha, Port of Cape Town and Port of Mossel Bay. The scope of the study included the review of previous EIAs, SEAs and other planning documents to identify environmental and social drivers and assess their risk to future port planning, development and operations. As the environmental team, ERM interacted on a regular basis with the port engineering and design teams to develop a port development framework for a 30 year planning period.</p>
<p><b>Environmental and Social Screening and Qualitative Risk Assessment Central Ports and Rail Corridor, Transnet, South Africa (2007)</b></p>	<p>Project Director involved in identifying environmental and social risks associated with future port development in the Port of East London, Port of Port Elizabeth and Port of Ngqura. The scope of the study included the review of previous EIAs, SEAs and other planning documents to identify environmental and social drivers and assess their risk to future port planning, development and operations. As the environmental team, ERM interacted on a regular basis with the port engineering and design teams to develop a port development framework for a 30 year planning period.</p>
<p><b>Environmental and Social Screening and Qualitative Risk Assessment Eastern Ports and Rail Corridor, Transnet, South Africa (2007)</b></p>	<p>Project Director involved in identifying environmental and social risks associated with future port development in the Port of Durban and Port of Richards Bay. The scope of the study included the review of previous EIAs, SEAs and other planning documents to identify environmental and social drivers and assess their risk to future port planning, development and operations. As the environmental team, ERM interacted on a regular basis with the port engineering and design teams to develop a port development framework for a 30 year planning period.</p>
<p><b>EIA of the Moatize Coal Mine and associated railway line and deep water port infrastructure, CVRD, Tete Province, Mozambique (2006-2007)</b></p>	<p>Project Coordinator and Cost Controller on this project. ERM was commissioned by CVRD, a Brazilian Mining Company, to undertake environmental studies related to the green fields development of a coal mine in Tete Province, Mozambique. The project included the development of a power plant, railway line and port for the export of coal.</p>
<p><b>Corporate Social Responsibility Strategy development for a leading South African retailer, South Africa (2006)</b></p>	<p>Lead facilitator for this project. The project involved identifying and prioritising the company's sustainability issues and defining a strategy to address these issues. The process was driven by the need for the company to be listed on the Johannesburg Stock Exchanges SRI Index.</p>
<p><b>Research project on the effects of water scarcity on the fresh produce supply to a major South Africa retailer, South Africa (2006)</b></p>	<p>Project Leader coordinated a group of researchers to identify water scarce areas and to plot these against the location of fresh produce suppliers for a major retailer in South Africa. This researched form a core component of the companies Sustainability Strategy.</p>
<p><b>Independent Environmental Advisers to the Financing Parties of the Gautrain Rapid Rail Link project, Bowman Gilfillan (2006)</b></p>	<p>Independent Environmental Advisers to the Financing Parties, provided review and advisory services through Bowman Gilfillan on Environmental Management Plans for the Gautrain Rapid Link project.</p>

<b>ESIA for seismic surveys and exploration well drilling and testing in Blocks 16 and 19 off the coast of Mozambique, Sasol Petroleum Sofala &amp; Empresa Nacional de Hidrocarbonetos (2005 – 2006)</b>	Project Manager for the ESIA which involved undertaking an ESIA and compiling EMPs for offshore exploration activities in Blocks 16 & 19, situated to the east of the Bazaruto Archipelago National Park, off the coast of Mozambique. The exploration activities comprised 2D and 3D seismic surveys in deepwater and shallow water as well as exploration well drilling and testing activities.
<b>EIA for the upgrade and expansion of the existing sinter plant at Vanderbijlpark, ArcelorMittal, South Africa (2006)</b>	Project Director for the EIA and stakeholder engagement process to meet South African requirements. This included coordination of the technology review, air quality, health and waste management specialist studies and compilation of the integrated Scoping and EIA Report.
<b>Review of Sustainability Report and Sustainability Management System, Confidential, South Africa (2004)</b>	Lead reviewer of the Sustainability Report of a leading retailer in South Africa and providing adhoc advice on sustainability issues. This included compiling a monthly news letter to staff on relevant sustainability issues facing the retail industry in South Africa.
<b>EIA of a proposed expansion of the Container Terminal Stacking area at the Port of Cape Town, National Ports Authority, South Africa (2003-2004)</b>	Project Manager for this EIA. The project included the expansion of the Cape Town container terminal into the sea through dredging 1 million m3 of material for reclamation. The project included a detailed study on alternative sources for fill material and other studies which focused on marine archaeology, coastal erosion, marine hydrodynamics and water quality, visual, noise and traffic. The EIA included full stakeholder engagement throughout the EIA process.
<b>Environmental Site Suitability Study for a manganese smelter, Asia Minerals Limited (2004)</b>	Part of the project team that undertook a preliminary site selection process for a manganese smelter by identifying key environmental and social issues for potential sites within Southern Africa. Sites included the Belualane Industrial Park (Mozambique) and Richards Bay, the Coega Industrial Development Zone (IDZ) and Saldanha (South Africa).
<b>DFID funded project to assess progress towards meeting the water related targets of the Millennium Development Goals, DIFD, Zambia (2004)</b>	Country Coordinator for Zambia on this project. The project included detailed stakeholder surveys secondary data analysis to establish the countries progress towards meeting the Millennium Development Goals, specifically related to water supply and sanitation.
<b>Roll-out of ISO14001 and OHSAS18001 management systems to 2 industrial sites in South Africa, Confidential, South Africa (2004)</b>	Project Manager responsible for undertaking ISO14001 training at two industrial sites. The project formed part of a global initiative to have several industrial sites throughout Africa and Europe ISO14001 certified.
<b>Strategic Environmental Assessment (SEA) for the Port of Cape Town, National Ports Authority of South Africa, South Africa (2003)</b>	Project Manager for this project and played a lead role in directing the course and outcome of the SEA. The SEA focussed on key environmental and social opportunities and constraint to the future long term development of the Port of Cape Town. A Sustainability Framework was developed to address key opportunities and constraints and to set up long terms monitoring programs. A key component of this study was to understand the Port-City linkages and developing mechanisms to ensure that port planning was supported by city planning and visa-versa.
<b>Strategic Environmental Assessment (SEA) for the Port of Richards Bay, National Ports Authority of South Africa, South Africa (2003)</b>	Project Adviser for this project and played a lead role in directing the course and outcome of the SEA. The SEA focussed on key environmental and social opportunities and constraint to the future long term development of the Port of Cape Town. A Sustainability Framework was developed to address key opportunities and constraints and to set up long terms monitoring programs. A key component of this study was to understand the Port-City linkages and developing mechanisms to ensure that port

	<p>planning was supported by city planning and visa-versa.</p>
<p><b>E&amp;S Due Diligence of the Phase 2 Maputo Port Revitalisation and Rehabilitation Project, Standard Corporate Merchant Bank, Mozambique (2003)</b></p>	<p>Environmental Adviser to the Standard Corporate Merchant Bank for the review of the EIA and Risk Assessment studies undertaken for the Phase 2 Maputo Port Revitalisation and Rehabilitation Project. The EIA was reviewed against the Mozambican and International Best Practice guidelines and detailed recommendation made on how to manage the environmental risks associated with the revitalisation project.</p>
<p><b>National Oil Spill Contingency Plan for Cameroon, funded by the World Bank, Cameroon Government, Cameroon (2003)</b></p>	<p>Part of the team that compiled a comprehensive Oil Spill Contingency Plan for Cameroon (OSCP). The OSCP form a core component of the Chad Cameroon Pipeline and included contingency plans for both on land and marine based spills. The OSCP was compiled according to the IPEACA guidelines and was reviewed by the World Bank.</p>
<p><b>EIA/SEA Capacity Building, Environmental Public Authority (EPA), State of Kuwait (2003)</b></p>	<p>Lead facilitator for a 2 day training course on SEA and EIA for the Environmental Public Authority (EPA) of the State of Kuwait.</p>
<p><b>Training Workshop on Strategic Environmental Assessment for South Eastern Africa and the Western Indian Ocean Island States, SEACAM, Mozambique (2003)</b></p>	<p>Lead course facilitator for the SEA training course funded by SEACAM. The training course included the principles of SEA, SEA process and case studies of SEA's in Southern Africa.</p>
<p><b>Improving the Effectiveness of EIA and the Potential of SEA in Southern Africa: Case Study on SEA of the National Commercial Ports Policy and SEA for the Port of Cape Town, World Bank/SAIEA, Namibia (2003)</b></p>	<p>Presenter of two case studies on SEA at a regional workshop funded by the World Bank and SAIEA.</p>
<p><b>Environmental Impact Assessment for the Eskom SABRE-GEN wind turbine test facility, Eskom, South Africa (2002)</b></p>	<p>Project Manager for the EIA. The EIA included stakeholder engagement throughout the process and included the following specialist studies: visual assessment, bird strike modelling and noise assessment.</p>
<p><b>Strategic Environmental Assessment: Scoping Phase Port of Richards Bay, National Ports Authority of South Africa, South Africa (2002)</b></p>	<p>Project Leader and integrative writer for the Scoping Phase of the SEA for the Port of Richards Bay. This phase included detailed stakeholder consultation to identify opportunities and constraints to long term port development at the Port of Richards Bay.</p>
<p><b>White Paper on National Commercial Ports Policy, National Ports Authority, South Africa 2002</b></p>	<p>Lead reviewer of the White Paper on National Commercial Ports Policy for South Africa. The review focussed on the integration of environmental and social issues into the port planning process. Mr Heather-Clark made a formal submission and presentation to the Portfolio Committee on Transport in the South African Parliament.</p>



<p><b>Environmental Liability and Risk Assessment for the Multi-Purpose Terminal at the Port of Saldanha, National Ports Operations, South Africa (2002)</b></p>	<p>Project Manager for the project. The purpose of the project was to identify key environmental risks associate with the material handling at the Multi-Purpose Terminal at the Port of Saldanha.</p>
<p><b>Environmental Overview of South Africa’s major ports with special reference to future container terminal development, National Ports Authority Container Terminal Strategy, National Ports Authority, South Africa (2002)</b></p>	<p>Project Manager for the comparative assessment of the relative environmental sensitivity of the seven commercial ports in South Africa with reference to future container terminal development. The study included a detail review of secondary environmental information of all the ports, the identification of specific environmental criteria and the use of these criteria to rank each port in terms of its sensitivity to future container terminal development.</p>
<p><b>Review of the EIA undertaken for the Maputo Port Privatisation and Rehabilitation Project, Development Bank of Southern Africa (DBSA), South Africa (2002)</b></p>	<p>Environmental Adviser to the Development Bank of Southern Africa to review the Phase 1 EIA for the Maputo Port Privatisation and Rehabilitation Project. The review was undertaken against the Mozambican EIA Regulations and International Best Practice.</p>
<p><b>Oil Spill Contingency Plan, Agip Angola oil operations, Angola, (2002)</b></p>	<p>Team member of the team to develop an oil spill contingency plan according to the IPEICA International Guidelines.</p>
<p><b>Ecologically Sustainable Industrial Development Programme, United Nations Industrial Development Organisation (UNIDO), Tanzania (2002)</b></p>	<p>Team member of the project team appointed to review the Industrial Development Strategy for Industrial Development in Tanzania. The focus of the project was to integrate environmental and social issues into the programme.</p>
<p><b>Environmental Audit and Assessment of the Socio-economic Impacts of the Trans-Kgalagadi Highway, Botswana, Development Bank of Southern Africa, Botswana (2002)</b></p>	<p>Lead reviewer of the EIA and EMP implementation for the Trans-Kalagadi corridor in Botswana. The review included site visits, detailed interviews and review of secondary data and records.</p>
<p><b>World Bank EIA Project Management Training Course, World Bank/SAIEA, Zambia (2002)</b></p>	<p>Lead facilitator for the 5 day EIA Project Management Training Course. The course was presented to 20 African delegates from southern Africa. The course focused on the practical aspects of EIA project management including budgeting and scheduling an EIA, contract negotiations with clients, managing specialist studies, managing the public participation phase and compiling an integrated EIA report. The course formed part of a Southern Africa capacity building initiative lead by the SAIEA.</p>
<p><b>Environmental screening study for the establishment of a deep-water port at Ponta Dobela, Confidential Client, Mozambique (2001)</b></p>	<p>Team member of the project team who undertook a screening study to identify environmental, social and economic issues and show stoppers associated with the development of a deep-water port on the coast on Mozambique.</p>
<p><b>ESIA of the proposed seismic survey in licence area 2814a on the continental shelf of Namibia, Shell Exploration and Production Namibia B.V., Namibia (2001)</b></p>	<p>Team member of the ESIA for the offshore seismic exploration project. The ESIA included all issues associated with seismic surveys including seismic noise impacts on marine mammals, oil spill modelling and general environmental management issues.</p>

<b>Environmental Impact Review for the abandonment of the Cuntala Well Protector Platform off the coast of Angola (Block 2), Texaco Panama Inc., Angola (2001)</b>	Team member of the project team who developed a decommissioning plan for a well protector platform off the coast of Angola.
<b>Legal, Technical and Economic Feasibility Study for the Commercialisation of the SSF Association Milnerton Tank Farm and its links to the Port of Cape Town, SFF, Cape Town (2001)</b>	Project Manager for this project.
<b>ESIA of the Phase 2 expansion of the Mozal Aluminium Smelter and Matola Port Terminal in Maputo, BHP Billiton, Mozambique (2000-2001)</b>	Project Manager and integrative writer for this ESIA. The EIA included an assessment of the expansion of the port terminal at the Port of Matola and a review of the Phase 2 expansion of the aluminium smelter. All reports together with the EIA process were reviewed and approved by the International Finance Corporation (IFC).
<b>Scoping Phase of the Environmental Impact Assessment for the expansion of the Container Terminal at the Port of Cape Town, Portnet, South Africa (2000)</b>	Project Manager for the EIA for the expansion of the container terminal at the Port of Cape Town. The project included the dredging of 1 million m3 dredge material to provide fill for the expansion of the port. Specialist studies that were required included coastal dynamic modelling, hydrodynamic modelling to assess water quality issues associated with dredging, marine archaeological issues, marine ecology issues, traffic, visual and noise.
<b>Strategic Integrated Port Planning, Port of Saldanha, Transnet (1998)</b>	Project Manager for the Strategic Integrated Port Planning process for the Port of Saldanha. The process culminated in the first Port Development Framework for the Port of Saldanha which integrated environmental and social issues into the port planning process. It included the identification and inclusion of environmental and social opportunities and constraints into the future port planning and development.
<b>Environmental Impact Assessment for the PPC Slag Grinding Mill within the Saldanha Steel Complex, PPC (1998)</b>	Project Manager for the EIA for PPC slag grinding mill. The EIA included a number of specialist studies and comprehensive stakeholder engagement.

<b>MEMBERSHIPS</b>	
<b>CEAPSA</b>	Certified as an Environmental Practitioner with the Interim Certification Board for Environmental Assessment Practitioners of South Africa (2006)
<b>IAIAsa</b>	Member of the International Association for Impact Assessment South Africa
<b>IAIA International</b>	Member of the International Association for Impact Assessment
<b>PUBLICATIONS</b>	
	Sep 2007: Co-author of case study for IIEDs 'User Guide' to effective tools and methods for integrating environment and development. South African case study: Role of environmental and social screening in informing the conceptual design and planning of large-scale projects in the pre-feasibility stage.
	Aug 2003: Author of a case study on the SEA for the Port of Cape Town, contained in "The Status and Potential of Strategic Environmental Assessment" by Barry Dalal-Clayton and Barry Saddler, DRAFT 17 September 2003.
	March 2002: Strategic Integrated Port Planning: Moving from EIA to SEA. International Conference on Coastal Zone Management and Development, Kuwait 18 to 20 March 2002.
	Nov 2000: Sustainable Port Development: Report on the preparatory seminar for Africa. 7th International Conference of the International Association for Cities and Ports, Marseilles – France.
	Mar 2000: The development of Strategic Environmental Assessment in South Africa: Journal of Impact Assessment and Project Appraisal, Vol 18, Number 3, pg 217-223. September 2000.
	April 1999: Integrating environmental opportunities and constraints into Port Planning, Development and Operation. 5th International Conference on Coastal and Port Engineering in Developing Countries, Cape Town, 19 to 23 April 1999.