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BOSA

TRANSMISSION PROJECT

APPENDIX 11

SOCIAL MANAGEMENT PLAN
REVISION 1.0

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List of Acronyms

BOSA	Botswana-South Africa	ESIA	Environmental and Social Impact Assessment
BPC	Botswana Power Corporation	ESMP	Environmental and Social Management Plan
DBSA	Development Bank of Southern Africa	IFC	International Finance Corporation
DEA	Department of Environmental Affairs	DBSA	Development Bank of Southern Africa
ECO	Environmental Control Officer	NEM:AQA	National Environmental Management: Air Quality Act 2008 (Act No. 39 of 2008)
EO	Environmental Officer	SAPP	Southern African Power Pool
SANS	South African National Standards	EIAA	Environmental Impact Assessment Act
EMPr	Environmental Management Programme	GM	Grievance Mechanism
SEP	Stakeholder Engagement Plan	ELO	Environmental Liaison Officer
EIA	Environmental Impact Assessment		

INTRODUCTORY NOTE

This plan has been prepared in terms of the requirements of the Department of Environmental Affairs (DEA) in their acceptance of the Final Scoping Report prepared for the proposed Botswana-South Africa (BOSA) Transmission Interconnection Project (the “Project”) to alleviate the current electricity supply constraints and contribute towards energy security of supply in the long run by enhancing the distribution of electricity in the region.

This Plan must be read in conjunction with the ESMP and should be implemented throughout the lifecycle of the project and/or where relevant. In terms of implementation, the Developer (Eskom or BPC) will be responsible for appointing a qualified Environmental Control Officer (ECO) to visit the site as stipulated in the ESMP to ensure implementation of this plan and other relevant authorisations and permits. A copy of this Plan must be maintained on site, and all the Contractor’s employees working at the site, including sub-contractors must be trained to ensure compliance with this Plan. Changes to the Plan must be approved by the ECO, and updates and reasons for the changes incorporated into the plan.

SECTION 1

1 Introduction

1.1 Background to the Project

The Southern African Power Pool (SAPP) has identified the Botswana-South Africa (BOSA) Transmission Interconnection Project as one of the energy pool initiatives to alleviate the current electricity supply constraints and contribute towards energy security of supply in the long run between South African and Botswana. Given the transborder nature of the project, both Eskom of South Africa and the Botswana Power Corporation (BPC) will subsequently be the beneficiaries of the project. The proposed transmission line stretches between the Mahikeng area in South Africa and Gaborone in Botswana for approximately 210 km.

The subject of this Plan is **Social Management** for the project.

1.2 Purpose and Scope

The purpose of this Plan is to establish effective and appropriate procedures for engaging different project stakeholders including workers, local residents, local to national authorities.

1.3 Objectives

The objective of this Plan is to define a framework to guide the means by which the Contractor will mitigate and minimise social impacts associated with the project during the construction phase.

SECTION 2

2 Human Resource & Employment Management Plan

The IFC Performance Standard 2 recognizes the importance of good relationship between management and workers in determining the overall success of a project. The section below is the contractor management plan pertaining to labour relations and working conditions¹:

2.1 Screening and Inductions

Appointed Contractor must be working to a satisfactory standard complying with all the legislative requirements as well as Eskom and BPC specifications. In order to verify this, all the contractors providing their services to the project, must undergo a screening and background checks before they are appointed.

The purpose of the induction is for the contractors to be made aware of the social performance requirements. It is recommended that such requirements are included as part of the contract between Eskom or BPC and the Contractor.

Once the contractors have been appointed, they become the public faces of the project. For this reason, it is important for Eskom and BPC to ensure that the contractors on site are able to execute the social responsibilities of the project on a day-to-day basis. In most cases the contractors may not have the capacity or experience to manage social issues. In such cases Eskom and BPC will be required to ensure that the Contractor and sub-contractors undergo inductions.

2.2 Regulatory Requirements

2.2.1 *International best practice*

The IFC Performance Standard 2 pertaining to labour and working conditions, have the following requirements which the Contractor will need to comply with²:

- Adopt a **human resources policy** appropriate to its size and workforce that sets out the approach to managing employees. Such a policy must be explained or made accessible to each employee upon taking employment.
- Provide workers with information regarding their rights under **national labour and employment law**, including their rights related to hours of work, compensation, wages and benefits.
- Document and communicate to all employees/workers directly contracted about their **working conditions and terms of employment**.
- Base the employment relationship on the principle of **equal opportunity and fair treatment**, and do not discriminate with respect to aspects of the employment relationship, including recruitment and hiring, compensation, working conditions and terms of employment, access to training, promotion, termination of employment or retirement, and discipline.
- Develop a plan to mitigate the **adverse impacts of retrenchment on employees**, if it anticipates the elimination of a significant number of jobs or a layoff of a significant number of employees.
- **Provide a grievance mechanism for workers** to raise reasonable workplace concerns and inform the workers of the grievance mechanism at the time of hire, and make it easily accessible to them.

¹ SRK, 2017. Environmental and Social Framework (ESMF) for the Southern African Power Pool (SAPP): Final. Report.

² IFC, 2012. International Finance Corporation's Guidance Notes: Performance Standards on Environmental and Social Sustainability.

- The **project may not employ children** in a manner that is economically exploitative, or is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

2.2.2 South Africa

Labour practices are regulated by the Basic Conditions of Employment Act (Act No. 75 of 1997) in South Africa. The Contractor is required to comply with the mandate of this Act, which include provisions pertaining to:

- Number of hours an employee is permitted to work per day or week **[Section 9-18];**
- Leave entitlement (annual, sick, maternity and family responsibility leave) **[Section 20-27];**
- Particulars of employment and remuneration **[Section 29-35];**
- Termination of employment **[Section 37-42];**
- Prohibition of employment of children and forced labour **[Section 43-48];**

2.2.3 Botswana

Labour relations in Botswana are governed by the Employment Act, 1992.

2.3 Code of Conduct

There needs to be a code of conduct which the contractors need adhere at all times. The code of conduct is intended to assist with avoiding and mitigating impacts to the community and maintaining good relations between local residents, the Contractor and associated sub-contractors. The code of conduct should outline expected behaviours for all labourers working on site. This should include but not limited to the following issues.

- Relationship towards the surrounding communities;
- Crime and violence;
- Unauthorised use of community resources or theft;
- Taking bribes from the community members;
- Basic hygiene;
- Sexual misconduct; and
- Drugs and alcohol abuse.

Stringent measures must be put in place to address offenders and this should form part of the employment contract. Such measures must in line with the international and national labour principles. Ongoing education programmes and training must be undertaken to ensure there are no compliance failures.

The Contractor will need to implement disciplinary action or procedures against any illegal conduct by the employee.

2.4 Communication and Labour Relations

It is crucial for the contractor to maintain communication channels with workers on site and external stakeholders (i.e. communities, local municipality, farm owners and government departments).

The Contractor should refrain from entering into disguised employment relationships or contractual arrangements that hide the true legal status of the employment and deprives workers of the protection they are due. The Contractor will need to apply labour practices that are fair and non-discriminating, provide

equal opportunities for all (especially the vulnerable groups including women, youth and workers with disabilities).³

2.5 Recruitment Strategy

Given that communities in the vicinity of the project area will be most affected by the project, it is consistent with international best-practice standards (such as the Performance Standards of the IFC) that they should be given special consideration in terms of the benefits arising from the project. In order to enhance the benefits of employment creation for these communities, it is recommended that the following measures be implemented⁴.

- The contractor should be required to **employ local labour**, where possible. The requirement for the employment of local labour should be formalised by incorporating it into the contractor's contract. Follow-up compliance monitoring should also be undertaken.
- In line with IFC standards, it is important to **raise gender awareness** of the different roles and responsibilities within the community. The appointed Contractor shall develop a gender strategy to ensure that women are able to access the benefits of the Project.
- Quotas for local employment should be set based on the availability of **appropriate local skills** as indicated in the skills databases. The contractor's contract should specify that these positions may only be filled by persons outside of these categories if it can be demonstrated that no suitable persons are recorded in the skills register to fill these positions, and no other candidates could be identified through local advertising.
- Tender criteria should require **training and skills development** of the contractor workforce by the contractor. Where possible, training should be aimed at providing skills to employees that might allow them to apply for permanent positions during the operation of the plant.
- Recruiting by the contractor must be conducted through a **community steering committee**; no on-site hiring should be allowed.
- Opportunities should be investigated for encouraging **indirect employment creation** in the informal sector.
- Where possible, **labour-based methods of construction** should be used (e.g. for the construction of access roads).

2.6 Accommodation

Where accommodation services are provided to workers, the Contractor should ensure that accommodation for the workers to meet the IFC accommodation requirements. The IFC Performance Standard and Guidance Note 2 which is guided by the International Labour Organization (ILO) and United Nations (UN) Conventions is concerned with the labour and working environment matters. It aims to promote safe and healthy working conditions, and to protect and promote the health of workers.

The Contractor will therefore need to put in place and implement policies on the quality and management of the accommodation and provision of basic services for the workers. The accommodation services should

³ IFC, 2012. International Finance Corporation's Guidance Notes: Performance Standards on Environmental and Social Sustainability.

⁴ Aurecon, 2017. Social Impact Assessment Report.

be provided in a manner consistent with the principles of non-discrimination and equal opportunity. Workers' accommodation arrangements should also not restrict workers' freedom of movement or of association.⁵

The Contractor will need to the accommodation offered to the employees meets the requirements of the IFC guidance note on Worker's Accommodation which includes but not limited to the following requirements⁶:

Table 1: Worker's accommodation requirements

Item	Description
Security and/or safety	<ul style="list-style-type: none"> • Ensure the security of workers and their property on the accommodation
Location	<ul style="list-style-type: none"> • Where possible, living facilities are located within a reasonable distance from the worksite. • Workers must be able to travel to site on a daily basis.
Hygiene and basic services	<ul style="list-style-type: none"> • Drinking water must meet local or WHO drinking water standards • Access to an adequate and convenient supply of free potable water to workers. • Provide waste collection services and ensure the bins are emptied on a regular basis. • Provide clean and working sanitary and toilet facilities. • Provide adequate first aid training and/or facilities.

⁵ IFC, 2012. International Finance Corporation's Guidance Notes: Performance Standards on Environmental and Social Sustainability.

⁶ IFC, 2009. Worker's accommodation processes and standards: A guidance note by IFC and EBRD.

SECTION 3

3 Stakeholder & Community Management Plan

3.1 Stakeholder Engagement Plan

A stakeholder engagement is an ongoing and iterative process and should continue throughout the project lifecycle. It aims to ensure that a business venture remains in touch with the community it serves and their needs and issues. It also ensures that potential impacts continue to be identified and managed in a responsible fashion, thus lowering overall business risk and improving resilience.

The approach adopted in undertaking engagements with the different stakeholders will follow approach illustrated below. Depending on the degree of involvement of the stakeholder, the range levels of engagement can be categorised into successive phases (Figure 1).

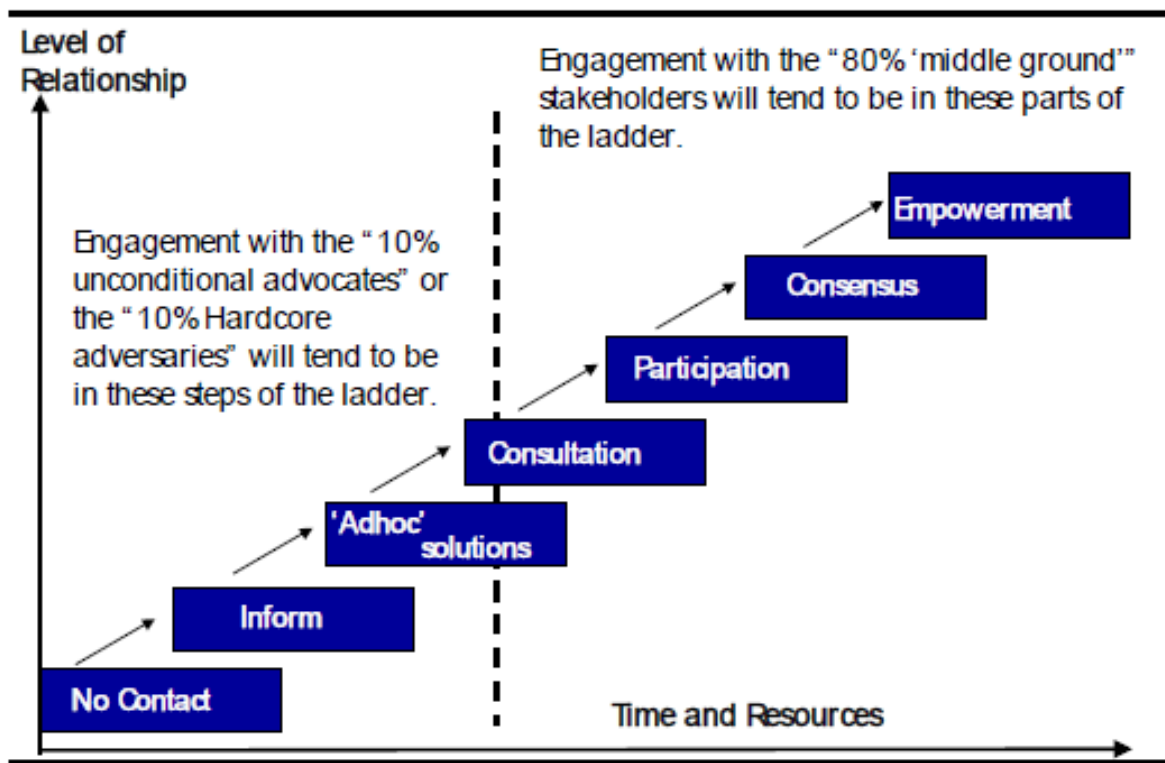


Figure 1: Stakeholder Engagement Ladder⁷

The Stakeholder Engagement Plan (SEP) has been prepared (refer to **Annexure E.2** of the ESIA Report). The purpose of this plan is to manage stakeholder and community relations, expectation, and grievances through consultation and disclosure mechanisms. A detailed SEP specific to the construction phase must be compiled by the project proponent implementing and the Contractor.

3.2 Influx Management

Large projects offer people a unique opportunity for employment as well as access to better services and infrastructure. Such opportunities are rare in the north-western rural areas in South Africa and south-eastern

⁷ Bisha Mining, 2010. Social Management Plans

rural areas in Botswana and job seekers travel from their place of origin to perceived sources of employment in the central and coastal regions. This trend results in substantial economic migration within South Africa and Botswana. As news regarding the proposed project spreads, expectations regarding possible employment opportunities may also take root. Consequently, the area surrounding the site may experience an influx of job seekers. For this reason, it is important to have an influx management strategy in place to avoid and mitigate the negative effect of project-induced migration.

Although population influx is inevitable, the Contractor can adopt several strategies to deal with the influx impact:

- Designate a recruitment office to manage immigration issues related to job seekers;
- Establish a community steering committee which consists of individuals or representatives from the affected communities; and
- Transparent recruitment and procurement policies.

3.3 Grievance Mechanism

The IFC Performance Standard 1 and Equator Principle No 6 (The Equator Principles Association, 2013) state that where there are Affected Communities, the developer shall establish a Grievance Mechanism (GM) to receive and facilitate the resolution of concerns and grievances relating to the project's environmental and social performance. The GM should be scaled to the potential risks and adverse impacts of the project and have Affected Communities as its primary user. It should seek to resolve concerns promptly, using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party that originated the issue or concern. The GM should not impede access to judicial or administrative remedies. The developer shall inform the Affected Communities about the mechanism in the course of the stakeholder engagement process.

The objective of a GM is to receive and facilitate resolution of the concerns and grievances about the project's environmental and social performance. The usefulness of a GM is dependent on how swiftly issues can be resolved. Therefore, stakeholders must be informed of the existence of the GM at the early stages and the procedures for lodging, discussing and resolving project related complaints. A GM must be adapted to local social and cultural norms and must be readily accessible to all segments of the affected communities.

While Aurecon will only be involved in the stakeholder engagement for the ESIA phase, this SEP covers the life cycle of the project and this stakeholder engagement requirements for the construction phase must be implemented by the project proponent and the Contractor.

It is important to ensure that the stakeholders and the communities affected are afforded an opportunity to contact the Contractor operating on site if they have any complaints regarding the project. Such contact details can be displayed at the gate of the construction camp and any other location visible to the public. These signboards must be maintained throughout the construction period. It would also be recommended to appoint an Environmental Liaison Officer (ELO) who will be the contact person for grievances from the public.

3.3.1 Complaint procedure

The section below describes the steps to be taken to address and/or manage project complaints (**Figure 2**)⁸.

⁸ Bisha Mining, 2010. Social Management Plans

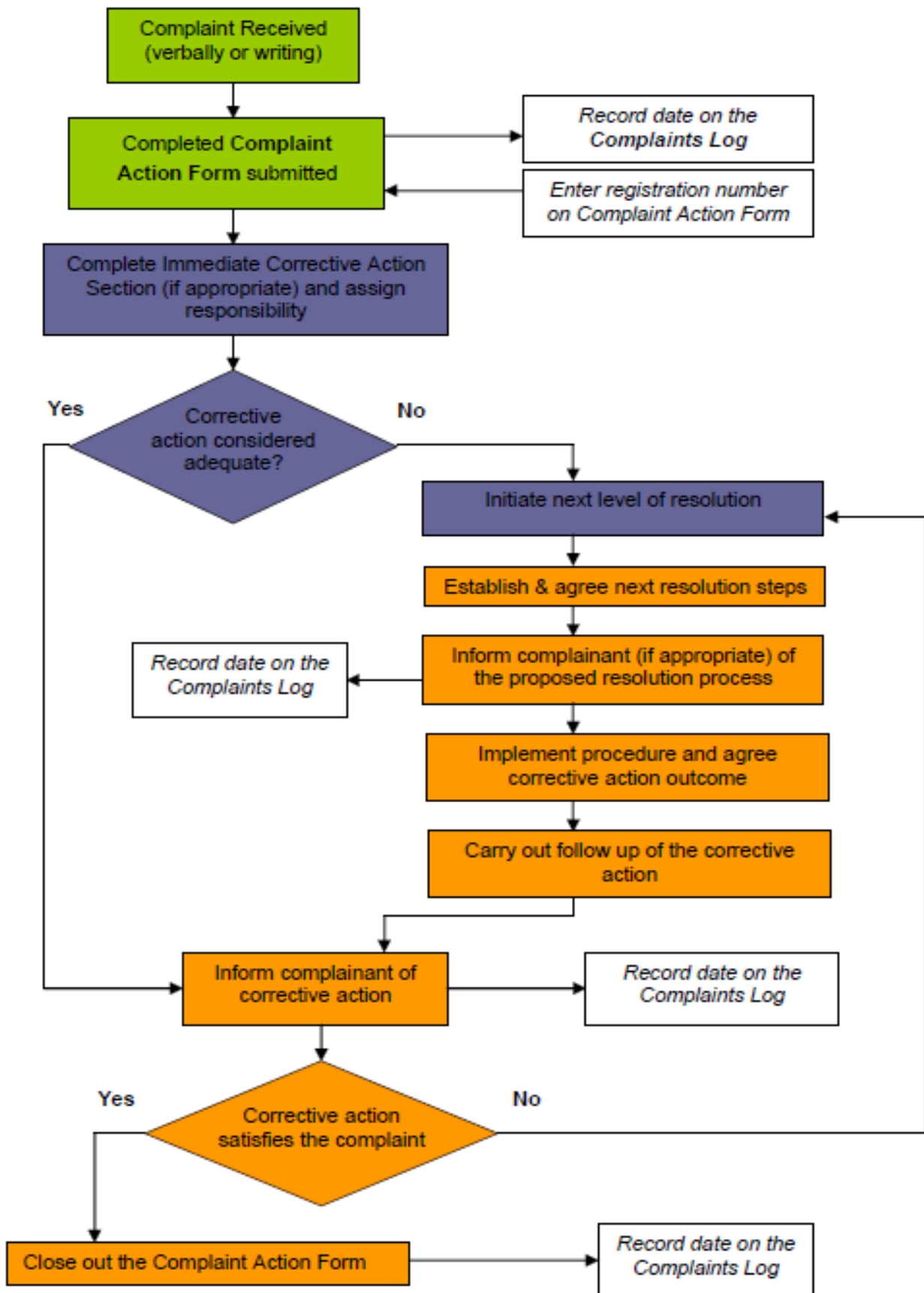


Figure 2: Proposed complaint procedure

3.3.1.1 Log the complaint

Where grievances are received telephonically, the ELO shall record these in the register. Care must be taken to ensure that the name and contact details, and preferred means of contact, be captured whenever a grievance is lodged. The Contractor/ELO shall report all new grievances to the developer immediately and at least within 24 hours of the grievance.

3.3.1.2 Investigate the complaint

On receiving a grievance, the Contractor shall immediately investigate and take photographs (where relevant) of any scene or situation or relevant evidence that resulted in the grievance.

The findings of the investigation are to be captured. The grievance investigations will be reviewed at monthly Contractors meetings and will remain active until it has been resolved and official response provided to the aggrieved.

3.3.1.3 Respond to complainant

The official response should provide the aggrieved with a summary of the investigation findings and what measures or corrective actions will be implemented to resolve the matter. The Environmental Control Officer (ECO) must record how the ELO has dealt with grievances from the public in the Monthly Environmental Audits.

Where the complainant(s) are not satisfied with the corrective actions undertaken, additional or alternative solutions must be explored. If necessary, during this process, the Contractor will need to keep the complainant(s) informed of progress until the issue has been fully resolved.

3.3.1.4 Record of complaints

The details of the complaint will be recorded in a complaint register. It is the responsibility of the Contractor to maintain this register. The content of the complaint register/ log should include the following information:

- Name and contact details of the complainant;
- Mean by which the complaint was made;
- Date and time the complaint was received;
- Full description of the complaint;
- Where applicable photographic evidence must be included;
- Description of the how the issue or complaint was resolved;
- If no action was taken, the Contractor must provide reasons why the complaint was not addressed; and
- All written responses of the EO must be attached to the register.

Where required, the ESIA and ESMP should be amended to include any new management measure emerging from such an investigation.

It is also important to note that the Contractor will also need to deal with employee-related grievances. This process will be handled by the Contractor's human resources personnel.

SECTION 4

4 Best Management Practices

Table 2: Social or community impacts, objectives and mitigation measures

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
Natural landscape	<p>Negative effect on sense of place of the surrounding area</p> <p>Disruption of landscape visibility (visual intrusion)</p>	<ul style="list-style-type: none"> Do not perform any activities or operations that are likely to adversely affect the aesthetic quality of the environment. The implementation of good housekeeping measures. No rubble or waste may not be dumped indiscriminately on site or surrounding areas. The implementation of adequate rehabilitation measures to return the landscape and other changes to at least its original state when the construction period has ended. Locate construction camps outside of visually sensitive areas and away from critical view sources such as main roads, existing urban and rural settlements and public gathering areas such as schools, sporting facilities, community halls etc. Do not locate campsites in areas where it will be necessary to remove trees and shrubs or large areas of well-established vegetation. Limit the contrast between the vertical scale of the receiving environment and that of the camp infrastructure and material stockpiles. Where possible locate campsites in areas of low visual quality. Locate laydown areas and construction camps close to existing stands of exotic 	<ul style="list-style-type: none"> No decrease in the visible characteristics of the site's surrounding areas. No disruption of the natural and existing landscape characteristics. 	PRE-CONSTRUCTION CONSTRUCTION	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p> <ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 	<p>Implementation:</p> <p>Contractor and EO</p> <p>Verification:</p> <p>Site Manager and ECO</p>	<p>Reporting:</p> <ul style="list-style-type: none"> Any disturbances to natural and existing landscape resulting from construction activities must be reported by all personnel to the Site Manager or EO immediately. <p>Monitoring frequency:</p> <ul style="list-style-type: none"> Activities with potential visual intrusion are to be monitored on a daily basis. . <p>Auditing requirements:</p> <ul style="list-style-type: none"> Implementation of this Plan shall be audited at the commencement of works and on a quarterly basis throughout construction works. An independent ECO must be appointed to undertake site verification audits/ inspections on a monthly basis. Audit reports will be submitted to the client and relevant Competent Authority as and when required. <p>Training:</p> <ul style="list-style-type: none"> The Contractor must ensure that all personnel are trained about the requirements of this Plan and they are competent to identify and respond impacts associated visual intrusion. <p><i>(Refer to Section 5 of the ESMP for the detailed information on the training programmes and requirements).</i></p>

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
		<p>species which can serve as a screen or a backdrop to the camp.</p> <ul style="list-style-type: none"> Where possible make use of sites which have been previously disturbed and that may not have been re vegetated. Stockpiles must not be higher than 3m 					
Public working areas	Construction-related health, safety and aesthetic impacts	<ul style="list-style-type: none"> Safe travelling speeds must be determined for access routes close to populated areas, and measures implemented to ensure that these restrictions are enforced. Such measures may include monitoring vehicle speeds, erecting speed limit signs and installing speed humps. Junctions of access roads and public roads must be regulated at all times, with construction vehicles yielding to oncoming traffic. Where possible, construction traffic should make use of alternative access routes not involving public roads. It is recommended that a community awareness campaign be implemented in the community to sensitise the community members to traffic and other construction-related safety risks. Activities undertaken as part of the awareness campaign and the education/ communication programme should be recorded and reflected in a formal progress report compiled on a quarterly basis. Mechanisms must be established to ensure that problems are dealt with promptly. In this regard, it is 	<ul style="list-style-type: none"> No workers or community members exposed to health and safety risks due construction activities on site 	PRE-CONSTRUCTION CONSTRUCTION	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p> <ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 	<p>Implementation:</p> <p>Contractor and EO</p> <p>Verification:</p> <p>Site Manager and ECO</p>	<p>Reporting:</p> <ul style="list-style-type: none"> Potential health and safety risks associated with the construction works must be reported by all personnel to the Site Manager or EO immediately. <p>Monitoring frequency:</p> <ul style="list-style-type: none"> Public working areas must be monitored on a daily basis for any health and safety hazards <p>Auditing requirements:</p> <ul style="list-style-type: none"> Implementation of this Plan shall be audited at the commencement of works and on a quarterly basis throughout construction works. An independent ECO must be appointed to undertake site verification audits/ inspections on a monthly basis. Audit reports will be submitted to the client and relevant Competent Authority as and when required. <p>Training:</p> <ul style="list-style-type: none"> The Contractor must ensure that all personnel are trained about the requirements of this Plan and they are competent to identify and respond to health and safety hazards. <p><i>(Refer to Section 5 of the ESMP for the detailed information on the training programmes and requirements).</i></p>

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
		<p>recommended that a team of community liaison officers (CLOs) be appointed from all affected communities. The CLOs should be local residents, as they will serve as points of contact between the community and the environmental control officers (ECOs) responsible for monitoring construction activities.</p>					

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
Use of privately owned properties and communal land or properties	<p>Unauthorised access to privately owned property</p> <p>Land use impacts and impacts on common property resources</p>	<ul style="list-style-type: none"> The proposed alignment must be designed within the approved corridor in such a way as to avoid common resources and other important points, such as community cemeteries. Where construction of the line obstruct access to common resource (i.e. water points) alternative access roads should be provided to the affected households and/or alternative water points should be provided. Surrounding landowners and communities must be consulted prior to and during construction. Unauthorised access to the construction site must be prevented through appropriate fencing and security. Access to privately owned land must be arranged in advance with the various landowners and occupiers along the alignment by the contractor. All agreements reached should be documented and no verbal agreements should be made. The Contractor shall appoint a CLO who will be available to investigate all social problems arising during construction. This person will also ensure open channels of communication and prompt response to queries and claims. The Contractor is responsible for providing responses to complaints and taking reasonable action to ameliorate the impact. 	<ul style="list-style-type: none"> No complaints from surrounding landowners and communities 	PRE-CONSTRUCTION CONSTRUCTION, OPERATION & DECOMMISSIONING	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p> <ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 	<p>Implementation:</p> <p>Contractor, EO, CLO</p> <p>Verification:</p> <p>Site Manager</p>	<p>Reporting:</p> <ul style="list-style-type: none"> Unauthorised access and impacts on common properties must be reported by all personnel to the Site Manager or EO immediately. All the agreements between and Contractor and Landowners must be documented and filed. <p>Monitoring frequency:</p> <ul style="list-style-type: none"> Work areas in privately owned properties or close to common property resources must be monitored daily. <p>Auditing requirements:</p> <ul style="list-style-type: none"> Implementation of this Plan shall be audited at the commencement of works and on a quarterly basis throughout construction works. An independent ECO must be appointed to undertake site verification audits/ inspections on a monthly basis. Audit reports will be submitted to the client and relevant Competent Authority as and when required. <p>Training:</p> <ul style="list-style-type: none"> The Contractor must ensure that all personnel are trained about the requirements of this Plan and they are competent to identify and respond construction impacts on privately owned property. <p><i>(Refer to Section 5 of the ESMP for the detailed information on the training programmes and requirements).</i></p>

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
Influx of job seekers	<p>Additional demand for services and infrastructure.</p> <p>Social and cultural disruption</p> <p>Social unrest and potential delays in construction programme if there are insufficient jobs</p> <p>Increase of illegal or informal settlements</p> <p>Possible social pathologies</p>	<ul style="list-style-type: none"> The recruitment policy used to employ people on the project is fair and transparent The intention of giving preferential employment to locals is clearly communicated, so as to discourage an influx of job-seekers from other areas; Liaise with local community structures to identify mutually acceptable means of controlling the influx of job seekers or, if this is not possible, to mitigate the negative effects of such an influx; Recruitment is to be conducted via the Employment Forum and not within the project area itself; Involvement of local community structures to assist in communicating the intention of SAPP, Eskom and BPC to give preference to local labour, and also to assist by developing a skills database and residents' status for the labour pool in their community Put in place measures to monitor & evaluate impact on gender relations Services for the construction camp be sourced from the local municipalities, who must be informed well in advance of the anticipated timeframe and of the nature of services that will be required. The contractor is to implement HIV/AIDS, alcohol abuse, drug abuse, and domestic violence prevention and awareness campaigns in the communities. Access at the construction site and camp should be controlled to prevent 	<ul style="list-style-type: none"> Minimised impacts resulting from population influx 	CONSTRUCTION	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p> <ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 	<p>Implementation:</p> <p>Contractor, CLO</p> <p>Verification:</p> <p>Site Manager</p>	<p>Auditing requirements:</p> <ul style="list-style-type: none"> Implementation of this Plan shall be audited at the commencement of works and on a quarterly basis throughout construction works. An independent ECO must be appointed to undertake site verification audits/ inspections on a monthly basis. Audit reports will be submitted to the client and relevant Competent Authority as and when required. <p>Training:</p> <ul style="list-style-type: none"> The Contractor must ensure that all personnel are trained about the requirements of this Plan and they are competent to deal with social issues. <p>(Refer to Section 5 of the ESMP for the detailed information on the training programmes and requirements).</p>

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
		<p>sex workers from either visiting and/ or loitering at or near these locations.</p> <ul style="list-style-type: none"> Cease construction activities before nightfall, if possible. Construction workers should be clearly identifiable by wearing proper construction uniforms displaying the logo of the construction company. Construction workers could also be issued with identification tags. The appointed contractor should establish clear rules and regulations for access to the construction site and offices to control loitering. Consultation should occur with the local police branch to establish standard operating procedures for the control and/ or removal of loiterers. Liaison structures are to be established with local police to monitor social changes during the construction phase. Liaison should also be established with existing crime control organisations. 					
Community basic services	Disruption of the availability of water, electricity and telecommunications to surrounding landowners.	<ul style="list-style-type: none"> Any damage to existing infrastructure shall be repaired immediately. Care must be taken not to damage irrigation equipment, lines, channels and crops. Telephone lines shall not be dropped during the stringing operations. All crossings shall be with at least with 'rugby posts' to protect the lines. Where pipe lines are found along the route, the depth of the pipes under the surface shall be determined to ensure 	<ul style="list-style-type: none"> No unplanned disruptions of basic services 	PRE-CONSTRUCTION CONSTRUCTION & DECOMMISSIONING	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p>	<p>Implementation:</p> <p>Contractor</p> <p>Verification:</p> <p>Site Manager</p>	<p>Reporting:</p> <ul style="list-style-type: none"> Any disruptions of public services due to construction activities must be reported by all personnel to the Site Manager immediately. <p>Monitoring frequency:</p> <ul style="list-style-type: none"> Work areas close to existing servitudes .must be monitored at all times when there are construction activities taking place close by. <p>Auditing requirements:</p>

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
		<p>that proper protection is afforded to such structures.</p> <ul style="list-style-type: none"> All existing private access roads used for construction purposes, shall be maintained at all times to ensure that the local people have free access to and from their properties. Speed limits shall be enforced in such areas and all drivers shall be sensitized to this effect. Upon completion of the project all roads directly damaged by construction activities shall be repaired to their original state. Power cuts to facilitate construction, especially stringing, must be carefully planned. If possible, disruptions must be kept to a minimum. 			<ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 		<ul style="list-style-type: none"> Implementation of this Plan shall be audited at the commencement of works and on a quarterly basis throughout construction works. An independent ECO must be appointed to undertake site verification audits/ inspections on a monthly basis. Audit reports will be submitted to the client and relevant Competent Authority as and when required. <p>Training:</p> <ul style="list-style-type: none"> The Contractor must ensure that all personnel are trained about the requirements of this Plan and they are competent to work close to existing servitudes. <p>(Refer to Section 5 of the ESMP for the detailed information on the training programmes and requirements).</p>
Positive impacts	<p>Creation of permanent and temporary employment opportunities</p> <p>Opportunities for local sourcing of goods and services</p>	<p><i>Recommended measures to maximise the positive impacts</i></p> <ul style="list-style-type: none"> The contractor should be required to employ local labour, where possible. Quotas for local employment should be set based on the availability of appropriate local skills as indicated in the skills databases. Where feasible, procurement of materials, goods and services from local suppliers should be encouraged. Recruiting by the contractor must be conducted through one or more central office; no on-site hiring should be allowed. Where possible, labour-based methods of construction should be used (e.g. for the construction of access roads). 	<ul style="list-style-type: none"> Transparency recruitment process and procurement of goods 	PRE-CONSTRUCTION CONSTRUCTION	<p>International:</p> <ul style="list-style-type: none"> DBSA Safeguard Standard 4: Community Stakeholders and Vulnerable Groups (including indigenous people) IFC Performance Standard 7: Indigenous People <p>South Africa</p> <ul style="list-style-type: none"> Traditional Leadership and Governance Framework Amendment Act (Act No. 23 of 2009) <p>Botswana</p> <ul style="list-style-type: none"> Tribal Land Act (Cap 32: 02 of 1990) 	<p>Implementation:</p> <p>Contractor, CLO</p> <p>Verification:</p> <p>Site Manager</p>	Not Applicable

ASPECTS	POTENTIAL IMPACTS	MITIGATION MEASURES	PERFORMANCE INDICATORS/ OUTCOME TARGETS	PROJECT PHASE	APPLICABLE PLANS, POLICIES & PROCEDURES	RESPONSIBLE PERSON	REPORTING, MONITORING AND AUDITING REQUIREMENTS
		<ul style="list-style-type: none"> • Provide women access to types of work traditionally seen as male • Development of a register of local small-medium, and micro sized enterprises (SMMEs) and the types of goods and services provided by them, as recommended in the previous study. The details of local suppliers may also be obtained from the local municipal office in South Africa and in the relevant office in Botswana. • Establishment of linkages with other institutions involved in skills development and SMME development. These linkages can then be used to recruit apposite contractors • Where appropriate SMMEs do not exist, investigation of the possibility of launching a training/ skills development initiative to develop local entrepreneurial skills should be undertaken. 					