



# **ESKOM Just Energy Transition Project (E-JETP)- P177398**

## **Komati Implementing Agent**

### **Operational Stakeholder Engagement Plan**

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## Acronyms and Abbreviations

<b>ABCD</b>	Asset Based Community Development
<b>AfDB</b>	African Development Bank
<b>ECD</b>	Early Childhood Development
<b>E-JETP</b>	Eskom Just Energy Transition Project
<b>ERI</b>	Eskom Rotek Industries
<b>BESS</b>	Battery Energy Storage System
<b>BBC</b>	Black Business Council
<b>BUSA</b>	Business Unity South Africa
<b>CBOs</b>	Community based Organisations
<b>CIPC</b>	Companies and Intellectual Property Commission
<b>CSI</b>	Corporate Social Investment
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DARDLEA</b>	Department of Agriculture, Rural Development, Land Reform and Environmental Affairs
<b>DBSA</b>	Development Bank of Southern Africa
<b>DEA</b>	Department of Environmental Affairs
<b>DEE</b>	Department of Electricity and Energy
<b>DEDT</b>	Department of Economic Development and Tourism
<b>DEL</b>	Department of Employment and Labour
<b>DFI</b>	Development Finance Institution
<b>DoH</b>	Department of Health
<b>DSD</b>	Department of Social Development
<b>DTIC</b>	Department of Trade, Industry and Competition
<b>DWS</b>	Department of Water and Sanitation
<b>FBOs</b>	Faith Based Organisations
<b>FCDO</b>	Foreign, Commonwealth and Development Office
<b>GEAPP</b>	Global Energy Alliance for People and Planet
<b>GM</b>	General Manager
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GRM</b>	Grievance Redress Mechanism
<b>IA</b>	Implementing Agency
<b>IDC</b>	Industrial Development Corporation
<b>IDP</b>	Integrated Development Plan

<b>JET</b>	Just Energy Transition
<b>KfW</b>	Kreditanstalt für Wiederaufbau
<b>KPS</b>	Komati Power Station
<b>KTF</b>	Komati Training Facility
<b>LED</b>	Local Economic Development
<b>MEGA</b>	Mpumalanga Economic Growth Agency
<b>MERRP</b>	Mpumalanga Economic Reconstruction and Recovery Plan
<b>MGCA</b>	Mpumalanga Green Cluster Agency
<b>MOA</b>	Memorandum of Agreement
<b>MPG</b>	Mpumalanga Provincial Government
<b>MW</b>	Megwatt
<b>NBI</b>	National Business Initiative
<b>NDC</b>	Nationally Determined Contribution
<b>NEDA</b>	Nkangala Economic Development Agency
<b>NGO(s)</b>	Non-Governmental Organisation(s)
<b>NPOs</b>	Non-profit Organisations
<b>OTP</b>	Office of The Premier
<b>PCC</b>	Presidential Climate Commission
<b>PIC</b>	Public Investment Corporation
<b>PMU</b>	Project Management Unit
<b>PV</b>	Photovoltaic
<b>SAFCEI</b>	Southern African Faith Communities' Environment Institute
<b>SARETEC</b>	South African Renewable Energy Technology Centre
<b>SEF</b>	Social Employment Fund
<b>SEP</b>	Stakeholder engagement Plan
<b>SEFA</b>	Small Enterprise Finance Agency
<b>SMEs</b>	Small and Medium-sized Enterprises
<b>SMMEs</b>	Small, Medium and Micro Enterprises
<b>SLP</b>	Social Labour Plan
<b>STLM</b>	Steve Tshwete Local Municipality
<b>TIA</b>	Technology Innovation Agency
<b>TIPS</b>	Trade and Industry Policy Strategy
<b>TVET</b>	Technical Vocational Education and Training
<b>USAID</b>	United States Agency for International Development
<b>WB</b>	World Bank



# Executive Summary

The Eskom Just Energy Transition Project (E-JETP) represents a critical initiative in South Africa's move from coal dependency to renewable energy. As part of this transition, the Komati Power Station (KPS) is being repowered and repurposed, with the aim of mitigating the socio-economic risks arising from its closure. Central to the success of this project is an inclusive and adaptive Stakeholder Engagement Plan (SEP) that ensures all stakeholders are consulted, engaged, and informed throughout the project lifecycle.

This SEP provides a structured approach to identifying, analysing, and engaging stakeholders involved in the Komati project. Stakeholders have been categorised based on their influence and interest levels, which guide the engagement strategies tailored to their specific roles, concerns, and expectations.

## Stakeholder Engagement Goals

The SEP aims to build trust, transparency, and collaboration between Eskom, the Komati community, and all stakeholders. Specific objectives include:

- **Inclusive Engagement:** Ensuring that all affected groups, especially vulnerable and marginalised communities, have a voice in the decision-making process through accessible consultation platforms.
- **Risk Mitigation:** Addressing employment, environmental, and socio-economic risks through targeted stakeholder consultations and continuous feedback mechanisms.
- **Information Sharing:** Providing clear and transparent information on project developments, timelines, and potential impacts through regular updates and reporting.
- **Feedback and Grievance Redress:** Implementing a robust Grievance Redress Mechanism (GRM) to address stakeholder concerns promptly and fairly.

## Identified Stakeholder Groups

- **Government Entities:** National, Provincial, Local Government (Departments of Energy, Environmental Affairs, Water and Sanitation, etc.).
- **Community Members:** Residents of Komati and surrounding villages (Blinkpan, Koornfontein, Goedehoop North and South).
- **Non-profit organisations (NGOs), Community based organisations (CBOs), Non-profit organisations (NPOs),** local, national, and international organizations like Groundwork, Earthlife Africa, and Southern African Faith Communities' Environment Institute (SAFCEI).
- **Educational Institutions:** Technical Vocational Education and Training (TVET) Colleges, universities, and local research centres.
- **Local Businesses:** Small, medium and micro enterprises (SMMEs) within a 20km radius.
- **Media:** Local and regional newspapers, radio stations, and online platforms.
- **KPS Employees:** Eskom permanent workers, contractors, and Eskom Rotek Industries (ERI) workers.
- **Development Finance Institutions (DFIs):** World Bank (WB), African Development Bank (ADB), and local funding institutions

## Stakeholder Universe and Typology

The SEP identifies a broad Stakeholder Universe encompassing both primary and secondary stakeholders, from highly involved groups to those indirectly impacted. This universe includes:

**Primary stakeholders:** Those directly impacted or integral to project operations, such as KPS employees, local communities, environmental NGOs, and government agencies.

**Secondary stakeholders:** Groups indirectly supporting or influencing project goals, including educational institutions, development finance institutions, media, and industry bodies.

The stakeholder universe classification is deepened through the process of stakeholder typology to assess each stakeholder's power, legitimacy, and urgency, determining how their influence and interests intersect with E-JETP. This typology highlights definitive stakeholders (e.g., government entities, KPS employees) whose strong influence and interest make them essential to project success. Additionally, the typology acknowledges supportive groups (e.g., local NGOs, media) that, though less directly affected, can provide critical backing, or amplify community concerns.

## Stakeholder Analysis

Each stakeholder group has been analysed based on their interest, influence, and potential impact on the project. This analysis informs targeted engagement strategies, ensuring that key players are involved in decision-making, while minimizing risks.

## Stakeholder Mapping

A stakeholder influence-interest matrix has been developed, placing stakeholders into quadrants to visualise their potential impact on the project.

Key Quadrants:

- **High Influence, High Interest:** These stakeholders are critical to the project's success, requiring close collaboration. Example: Presidential Climate Commission (PCC), Provincial Government, KPS Employees.
- **High Influence, Low Interest:** These stakeholders can be leveraged to support project goals despite lower personal stakes. Example: DFIs, Media.
- **Low Influence, High Interest:** While having less power, these stakeholders are highly engaged and could form influential coalitions. Example: Local NGOs, CBOs.
- **Low Influence, Low Interest:** Monitoring these stakeholders ensures that their concerns are addressed. Example: Small local business groups.

## Stakeholder Engagement Planning

This section outlines the detailed engagement strategies tailored to each stakeholder, ensuring effective communication, participation, and conflict resolution throughout the project lifecycle.

## **Key Objectives for Engagement**

- i. **Trust Building:** Establish transparency, regular information sharing, and engagement platforms for all stakeholders.
- ii. **Participation:** Involve community members, NGOs, and small businesses in decision-making through workshops, consultations, and local forums.
- iii. **Risk Mitigation:** Address concerns regarding job losses, environmental impacts, and economic opportunities, minimizing risks of protests or conflicts.
- iv. **Monitoring & Feedback:** Set up a GRM to address emerging issues, ensuring continuous engagement.

## **12-Month Engagement Plan**

- **Local Communities:** Monthly meetings with Komati Stakeholder forum, Ward 4 Councillor, Steering Committee, and NGOs for project updates, addressing infrastructure and social service needs.
- **Provincial Government:** Quarterly consultations to align local development plans and implement economic diversification strategies.
- **National Government:** Ongoing coordination with the PCC and National Departments to ensure policy alignment and resource allocation.
- **Educational Institutions:** Collaboration on training programs for renewable energy skills and employment opportunities.
- **DFIs and Donors:** Continuous monitoring of funding streams and conditions for project success.

## **Conclusion**

The E-JETP represents an important opportunity for South Africa to transition towards a cleaner, more sustainable energy future while ensuring that local communities are supported during this shift. Through the Stakeholder Engagement Plan, Eskom and its partners commit to meaningful, transparent, and inclusive engagement with all stakeholders, ensuring that the project meets both its energy and socio-economic objective.

## Path Forward

The SEP aims to build trust, support sustainable economic growth, and empower the Komati community through skill-building and active participation. This engagement strategy aligns with E-JETP's vision of a balanced energy transition that promotes socio-economic progress, environmental preservation, and a resilient future.

**Repairing Phase:** The SEP will prioritise to repair and strengthen relationships with the community to build trust and respect. Once the repair is restored the SEP will shift from "repairing" to "empowerment" by involving local stakeholders, particularly marginalized groups, in transparent decision-making to enhance Eskom's credibility and long-term success.

**Impact Areas and Initial Projects:** Key areas of impact will remain skills training, social welfare services, and livelihood projects to boost employment and economic growth. Initial projects, such as youth training programs, bus shelters, and a community hall, are "low-hanging fruits" that will demonstrate Eskom's commitment to positive change and build goodwill.

**Collaborative Projects for Sustainable Development:** Initial collaborative initiatives, such as agri-voltaics and agricultural projects with Seriti Institute, will be pursued to support employment and sustainable development in Komati. Planned partnerships with Koorfontein Mine will also be pursued to help secure donations for community facilities, furthering the SEP's goals.

**Political and Social Dynamics:** Managing political and social dynamics remains essential, for the success of the plan. To address this, the SEP will maintain a systematic, transparent approach to engage stakeholders based on influence and interests, minimising potential conflict. □

# 1. Introduction

## 1.1 Background

The Genesis Consortium was appointed as an Implementing Agent (IA) for the Eskom Just Energy Transition Project (E-JETP) in support of the Komati Power Station (KPS) closure, repowering and repurposing project in April 2024. The objective of the E-JETP is the repowering and repurposing of the coal-fired power generation station of Komati in support of a just energy transition.

The E-JETP for KPS will be implemented in three parts that are named component A, B and C. Component A covers all activities related to the KPS site's shutdown, grid disconnection, demolition, and rehabilitation. Component B consists of repowering and repurposing activities that will be implemented in two phases. In phase 1, Eskom plans to deploy renewable energy technologies on the KPS site. The following installations are envisaged: 100 MW of solar photovoltaic (PV), up to 50 MW of wind energy, 150 MW of battery energy storage system (BESS), and one synchronous condenser. In phase 2, an additional 50 MW of solar PV, up to 20 MW of wind energy, and two synchronous condensers will be deployed. Component B includes the piloting of innovative solutions, including agrivoltaics, containerised microgrid assembly, and the Komati Training Facility (KTF), which will be scaled up in Component C.

## 1.2 Objectives of Component A

Decommissioning intent is to make the **plant inoperable for thermal plant operation**. This will be achieved through **minimal demolition, repurposing** certain areas **for repowering** whilst simultaneously **creating markets and opportunities** that will benefit the **community**. *The decommissioning activities should also support the organisation in fulfilling its legal and **environmental obligation** with **minimum cost impact**.*

### **Activities for Decommissioning**

1. Komati Power Station Shutdown
2. Identifying areas for repowering, repurposing and rehabilitation
3. Appointment of Owner's Engineers for defined scope of decommissioning
4. Appointment of EPC Contractor s for the execution of decommissioning activities

## 1.3 Objectives of Comp B

Repowering of Komati Power Stations with the following renewables, 150 MW BESS, 122MW PV and Synchronous Condenser.

### **Activities for Repowering**

1. Appointment of Owner' Engineers for defined scope
2. Appointment of EPC Contractors for execution of the Works

3. Creation of Construction jobs

4. Upskilling of Komati Employees from thermal operation to renewables

## 1.4 Objectives of Component C

The goal of Component C is to mitigate the social and economic risks arising from the KPS shutdown. The activities include transition support to KPS employees, local economic diversification and transformation, and stakeholder engagement. The focus of the IA is Component C of the KPS Repowering and Repurposing project.

### ***The stated objectives of Component C are:***

- Minimising and mitigating the risks and impacts of the project on workers.
- Managing social and economic risks to the community.
- Addressing distributional impacts of transition.
- Supporting communities during transition through community/local development opportunities; and
- Engaging with stakeholders and enabling communities to participate in transition planning and decision-making.

### ***Component C consists of three subcomponents:***

- **C1:** Transition support for Komati permanent workers, suppliers and contract workers.
- **C2:** Community development and economic diversification; and
- **C3:** Stakeholder engagement.

## 1.5 Purpose of this document

This document outlines how the IA will manage relationships with key stakeholders involved in the Komati the proposed stakeholder engagement plan of the IA is informed by interactions with the Komati power station team and engagements with key stakeholders at the Komati village that are actively involved in the PCC's just transition process.

The **first part, (section 1-4)** of the SEP describes the stakeholders and outlines the stakeholder's universe within which the Komati projects exist within.

The **second part, (section 5-7,)** analyses and maps the stakeholders and gives the sources of influence and the type of interests for each stakeholder, group or groupings. The risk associated with each stakeholder relationship is described and assessed.

The **third part (, section 8-9)** describes the IA's planned actions for managing stakeholder relationships for the Komati just transition process.

## 1.6 Methodology and approach

The SEP for the Komati project has been developed by analysing past SEPs, including Eskom's socio-economic assessment (2022), Urban-Econ's SEP (2022), and the community consultations facilitated by the PCC and Mpumalanga Government (2023). These historical SEPs served as a foundational reference, providing data and stakeholder insights, helping identify previous engagement challenges and successes. As such, the current SEP is not only an extension of these previous efforts but an evolved approach that addresses the dynamic nature of stakeholder relationships and engagement requirements within the Komati project. This evolution is designed to ensure a more adaptive and responsive engagement process moving forward.

The current stakeholder landscape involves a lot of dynamics in a constantly changing situations. There have been numerous critiques and challenges around the stakeholder engagement processes in Komati. The IA's approach to stakeholder engagement is to build trust, earn respect of stakeholder, ensure an alignment of interests amongst stakeholders, and establish legitimacy with stakeholders.

The Plan intends to continue pursuing the objectives stated by the SEP in 2022 of:

- Ensuring timeous **disclosure and transparent communication** of information about the project and any social and environmental risks to all relevant stakeholders
- Adoption of a **structured and systematic engagement process** for recognizing and building constructive relationships with stakeholders.
- **Facilitating inclusive engagements** of stakeholders in key decisions throughout the project lifecycle.
- Establishing and communicating formal **grievance redress mechanism** through various accessible platforms for stakeholders Through engagement networks can be established that organisations can benefit from, outside of the Komati repurposing project.

Secondly, the methodology for the current SEP adheres to best practice principles in stakeholder engagement plan design, utilising a comprehensive six-step methodology. This includes stakeholder planning, identification, assessment of interests and risks, communication planning, continuous engagement, and adaptive review. These steps ensure a structured and systematic process for engaging stakeholders, fostering trust and legitimacy.

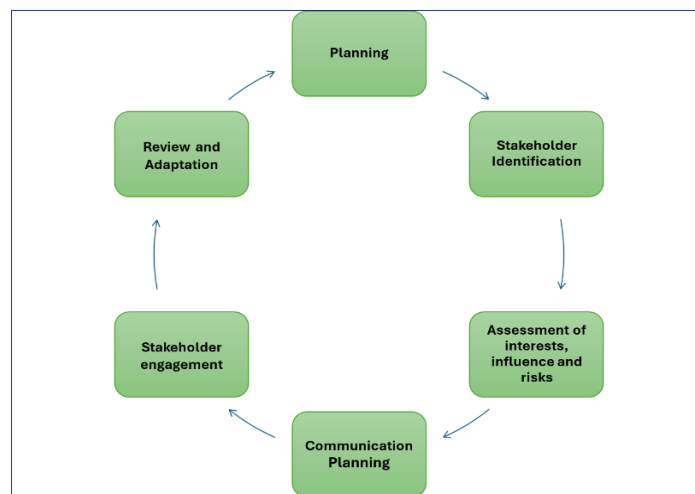
Thirdly, the implementation of the SEP is such that it serves as a strategic tool to continuously evaluate and reflect the influence of stakeholders on the Komati project. Through following a robust workflow process, the implementation of the plan aims to maximise positive stakeholder impacts while minimising negative ones. This will be achieved by leveraging three critical tools:

- i. **The stakeholder register and engagement plan** to identify all key players and regularly plan and adjust engagement with them
- ii. The **issues register** to track concerns raised and
- iii. The **risk register** to monitor potential risks.

These tools will guide input, process, outcome, and impact, ensuring ongoing reflection and adjustment to stakeholder dynamics throughout the Komati Power Station project lifecycle.

#### 1.4.1. Methodology used in SEP design

As mentioned in section 1.4, the SEP for the Komati project draws on globally recognised best practices in stakeholder engagement plan design. This framework is rooted in a six-step methodology, which ensures that the plan is systematic, structured, and flexible enough to handle the dynamic nature of stakeholder relationships. The six steps as depicted on figure 1 are planning, stakeholder identification, stakeholder analysis, communication, engagement and review:



**Figure 1: SEP Phases**

- i. **Planning:** This step involves defining the scope and objectives of the stakeholder engagement plan. It seeks to ensure that stakeholder relationship management is aligned with the overall Komati Repurposing and Repowering project goals and that there is clarity around the expected outcomes of the stakeholder consultations and engagements.
- ii. **Stakeholder Identification:** A thorough mapping of all relevant stakeholders is conducted. This includes the development of a stakeholder register that categorises both internal and external stakeholders, identifying their roles, impact and influence in the project.
- iii. **Assessment of Interests, Influence, and Risks:** After stakeholders are identified, their role, impact, interests, level of influence, and potential risks are analysed using a stakeholder interest register and risk register. This helps shape targeted engagement strategies, prioritising stakeholders based on their capacity to affect the project's success.
- iv. **Communication Planning:** A communication plan is developed to ensure clear, consistent, and transparent messaging (refer to see annexure 1). This plan includes identifying appropriate communication channels, crafting key messages, and fostering two-way communication with stakeholders to align project goals and stakeholder expectations.
- v. **Stakeholder Engagement:** Stakeholder engagement is an ongoing process that involves both formal and informal interactions. Engagement activities are designed



to capture stakeholder feedback, address concerns, and maintain constructive relationships throughout the project lifecycle.

- vi. **Review and Adaptation:** Given the fluid nature of stakeholder dynamics, the SEP process will be revisited and adjusted at regular intervals. Adaptive learning ensures that stakeholder relationships are continuously monitored, and any necessary adjustments to engagement strategies are made as the project evolves.

#### 1.4.2. Workflow Process for Stakeholder Engagement

To ensure the effectiveness of the SEP in maximising positive stakeholder impact and minimising negative repercussions, the implementation of the SEP is guided by a robust workflow process. This workflow is structured to provide a clear pathway from stakeholder identification through to ongoing evaluation and adaptation. It operates using three essential tools: the stakeholder register, the issues register, and the risk register, which guide the input, processes, outcomes, and impacts of stakeholder management.

**Table 1: SEP Overall Process and Workflow**

Inputs	Process	Outputs	Outcomes	Impact	Inputs
<b>Stakeholder Identification &amp; Analysis</b>	<ol style="list-style-type: none"> <li>1. Stakeholder Register: Lists all identified stakeholders.</li> <li>2. Stakeholder Interest Register: Documents the role, interests and influence of each stakeholder.</li> <li>3. Stakeholder Risk Register: Assesses potential risks associated with stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify all relevant stakeholders using the Stakeholder Register.</li> <li>2. Analysis of each stakeholder's context, relevancy, agenda, level of interest and influence</li> <li>3. Use the Stakeholder Risk Register to identify and evaluate potential risks posed by stakeholder involvement.</li> </ol>	<ol style="list-style-type: none"> <li>1. A comprehensive list of stakeholders, their roles, impact to Komati project, interests, influence, and potential risks.</li> </ol>	<ol style="list-style-type: none"> <li>1. A clear understanding of stakeholder expectations and how they may impact the project.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identification of key stakeholders, their role and impact to ensure enhanced decision-making capacity and timely risk mitigation</li> </ol>
<b>Stakeholder Engagement Planning</b>	<ol style="list-style-type: none"> <li>1. Stakeholder Interest Register: Prioritises engagement efforts based on roles, interest and influence.</li> <li>2. Stakeholder Issues Register: Documents specific concerns raised by stakeholders.</li> <li>3. Communications Plan: Ensures two-way communication with stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a Stakeholder Engagement Plan tailored to stakeholders' role, interests and influence levels.</li> <li>2. Address issues raised by stakeholders and document them in the Stakeholder Issues Register.</li> <li>3. Formulate a detailed Communications Plan to engage each stakeholder effectively</li> </ol>	<ol style="list-style-type: none"> <li>1. A clearly defined Stakeholder Engagement Plan, including communication strategies and action plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Stakeholders are informed, consulted, collaborated with and their concerns are addressed promptly</li> </ol>	<ol style="list-style-type: none"> <li>1. Positive stakeholder relationships, reducing negative impact, resistance, conflict, tension and fostering collaboration</li> </ol>
<b>Engagement Execution</b>	<ol style="list-style-type: none"> <li>1. Stakeholder Engagement Plan: Outlines the actions for engagement activities.</li> <li>2. Stakeholder Issues Register: Monitors emerging issues during engagement.</li> <li>3. Communications Plan : Ensures consistent and transparent communication</li> </ol>	<ol style="list-style-type: none"> <li>1. Execute engagement activities based on the Stakeholder Engagement Plan.</li> <li>2. Continuously monitor stakeholder feedback and document emerging issues.</li> <li>3. Ensure consistent communication using the established plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stakeholder participation in Komati project activities.</li> <li>2. 2.Resolved issues and updated engagement records</li> </ol>	<ol style="list-style-type: none"> <li>1. Strong and active engagement of stakeholders.</li> <li>2. Immediate resolution of stakeholder concerns and issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased support from stakeholders, reducing the likelihood of conflict and delays to the project</li> </ol>
<b>Monitoring and Evaluation</b>	<ol style="list-style-type: none"> <li>1. Stakeholder Risk Register: Tracks ongoing risks.</li> <li>2. Stakeholder Issues Register: Evaluates the resolution of issues.</li> <li>3. Communications Plan: Monitors communication effectiveness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regularly review the Stakeholder Risk Register to monitor new and existing risks.</li> <li>2. Measure stakeholder satisfaction and document outcomes in the Issues Register.</li> <li>3. Update the Communications Plan based on stakeholder feedback and project progress</li> </ol>	<ol style="list-style-type: none"> <li>1. Updated stakeholder risk profiles and engagement strategies.</li> <li>2. 2. Documented stakeholder issues and their resolution.</li> </ol>	<ol style="list-style-type: none"> <li>1. Comprehensive evaluation of engagement efforts ensures that stakeholder expectations are managed effectively.</li> </ol>	<ol style="list-style-type: none"> <li>1. A strengthened stakeholder management process that supports long-term project success</li> </ol>

This above workflow will ensure that the SEP serves as a strategic tool for managing stakeholder relationships throughout the Komati project life cycle, ensuring both positive project outcomes and strong stakeholder collaboration.

#### 1.4.3. Role of the IA's SEP

The role of the stakeholder engagement team is to present ideas and influence thinking of how the repowering and repurposing project can be implemented. The aim is to promote an inclusive process allowing as many stakeholders as possible to actively participate in and contribute to the project.

The SEP serves as an operational designed to guide the systematic and inclusive engagement of stakeholders throughout the lifecycle of the E-JETP Component C. Its primary role is to ensure that all stakeholders, especially those affected by the repowering and repurposing, are actively involved in the process through meaningful and transparent communication.

## 2 Context for Komati stakeholder engagement

### 2.1 Project Conceptual Approach

The economic activities at Komati are closely tied to the KPS, historically the town's primary economic driver. With the power station's transition, limited alternative economic contributors are present, including small-scale agriculture and remaining coal mining operations. To maximise local economic benefits from the KPS repurposing, this engagement plan prioritises three areas:

1. Leveraging planned economic activities - This involves utilizing the demand for labour, goods, and services during decommissioning and construction.
2. Supporting existing local activities - Aims to enable local businesses and individuals to access new demand opportunities.
3. Fostering new economic opportunities - Supports the establishment of fresh economic activities within the community.

These economic opportunities will focus on building capacity in local SMMEs, promoting sustainable employment, and developing necessary skills through collaborative stakeholder relationships.

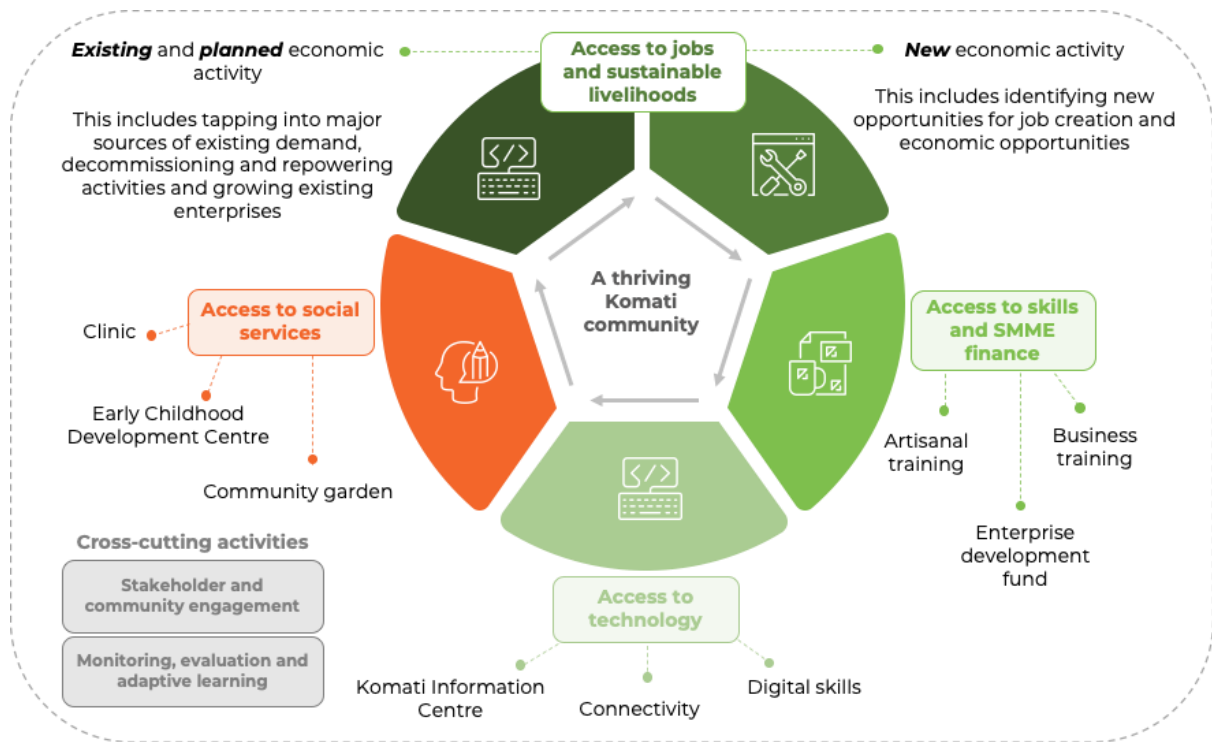
#### ***Note on the definition of "Komati Community"***

For purposes of the work of the implementing agent, the Komati community is defined as individuals living and businesses operating within a 50km radius of KPS. The goal of the work is to drive new economic activity in this area, noting that:

- Preference is given first to economic activities within Komati Town, inclusive of the current workforce at Komati Power Station.

- Second preference is given to those within 30km including in Hendrina Town, Pullens Hope, and Vandyksdrif.
- Then preference is given to those within 50km including in Middelburg, Bethal, Emalahleni, and Kriel Town.

The figure further below summarises the IA's conceptual approach to this programme.



**Figure 2: Project Conceptual approach**

## 2.2 Project workstreams

The IA has organised its work programme into four workstreams that are supported by two crossing cutting initiatives of stakeholder engagement, and monitoring evaluation and adaptive learning.

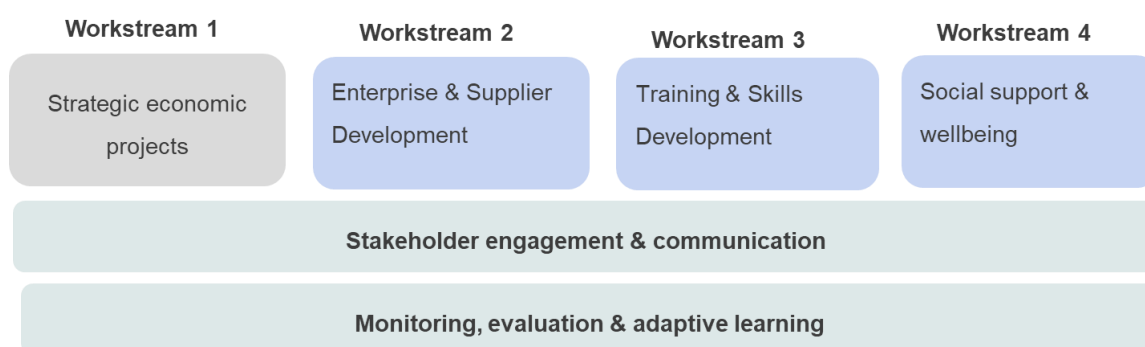
**Workstream 1:** is focussed on developing and implementing strategic economic projects to develop local economic activities that can create economic opportunities and job for the Komati community.

**Workstream 2 and 3** is a combination of initiative that will provide skills training, facilitate small enterprise and supplier development, and access to digital technology and connectivity.

**Workstream 4** is aimed at facilitating access to much needed social support services to the residents of Komati.

The work programme is underpinned by structured stakeholder engagement process and a monitoring, evaluation and adaptive learning activities.

The figure further below describes the how workstreams have been organized to implement the work programme.



**Figure 3: Programme management**

## 2.3 Komati Stakeholder landscape

**There are a multitude of diverse stakeholders, including people, organisations and constituencies, that are interested in the Komati project for varying reasons.** The Komati project has received national and global attention and generated a considerable interest from the public, media and civil society organisations. There have been numerous critiques and challenges around the stakeholder engagement processes in Komati.

Eskom conducted stakeholder engagements during the socio-economic impact study for the shutdown and repurposing of KPS in 2022. One of the critical outcomes of engaging stakeholders is the need to establish a more inclusive and participatory engagement and communication platforms. for Komati stakeholders.

In response to this stakeholder sentiment, the PCC recommended a more participatory, transparent and inclusive stakeholder engagement process that is aligned to the Just Transition Framework<sup>1</sup>. The PCC convened a Monthly Komati Just Transition Coordination Meeting which reviews progress on the implementation of interventions that will minimise adverse socio-economic impacts and initiate long-term economic opportunities for the Komati community.

**In 2022, Eskom established a Just Energy Transition project office to support Eskom's Just Transition.** The Just Energy Transition (JET) project office provides support to the Komati repowering and repurposing project within the Just Transition Framework. The JET project office has appointed a dedicated project manager at Komati to manage Component C and facilitates engagements with the Ward 4 Steering Committee and other relevant stakeholders for the project.

**In July 2023, the Mpumalanga Provincial Government partnered with the African Development Bank (AfDB) and undertook community consultations.** The consultation process identified critical concerns and proposed potential solutions to support a just

<sup>1</sup> [1] The *Just Transition Framework* was authored by the PCC and released in 2022. It is a planning tool for achieving a just transition in South Africa, setting out the actions that the government and its social partners will take to achieve a just transition, and the outcomes to be realised in the short, medium, and long term.

transition for Komati. The Mpumalanga Department of Agriculture, Rural Development, Land Reform and Environmental Affairs (DARDLEA) established a Komati Community Ward 4 Steering Committee which coordinates engagement between the Komati community, the PCC, Eskom and other stakeholders.

***The IA stakeholder engagement workstream commenced its work in April of 2024.***

Some of the key activities of this workstream has been reviewed existing documentation, participated actively in various engagement platforms including PCC Monthly Komati Coordinating meetings; PCC Long Term Economic Development and Diversification workstream; the Ward 4 Steering Committee meetings; Komati Stakeholder Forum; and weekly Eskom Komati Component C meetings.

The collective experiences, observations and analysis of the stakeholder landscape and environment of the IA since starting to work at Komati have surfaced the following salient points:

- Over the past two years several actors have been actively engaging the Komati community. Some of these actors include the PCC, Impact Catalyst, GIZ, Groundwork, Social Employment Fund (SEF). The overall goal of these actors is to implement the JET process and projects that could mitigate socio-economic hardships from the closure of the plant.
- The two established community engagement platforms are the Eskom Komati Stakeholder Forum and the Ward 4 Steering Committee.
- The issues raised during the Ward 4 community consultations includes a lack of an adequate Early Childhood Development (ECD) centre, a permanent clinic, a community hall and bus shelter for school children.
- The Ward 4 Steering Committee has questioned the legitimacy of the Komati Stakeholder Forum.
- A written grievance from the Ward 4 Steering Committee cites a lack of respect and support of the Komati community engagement process by Eskom. In addition, Ward 4 Steering Committee members have expressed an interest in visiting the projects that have been initiated by Eskom to verify their potential benefit to the Komati community.
- The environmental justice Non-Governmental Organisation (NGO), Groundwork, is working on the Asset Based Community Development (ABCD) model for Komati as part of the Ward 4 Steering Committee.
- Impact Catalyst is the implementing agent of PCC at Komati and has proposed a joint visioning process with the Komati community.
- The Nkangala Economic Development Agency (NEDA) has proposed a list of economic development projects to the PCC, this includes initiatives at Komati.
- An NGO, Breadline, has begun work on establishing a ECD centre at Komati.
- The pilot projects that started in 2022 are being assessed for their commercial viability and the potential for scaling up.
- Eskom and the PCC will collaborate with Ward 4 Steering Committee and the community to co-create new projects

The experiences of the IA at Komati and some of the developments in the stakeholder environment indicate that a major effort will be required to coordinate the work of the various roles players at Komati to ensure effective collaboration to enable the success of Komati project.

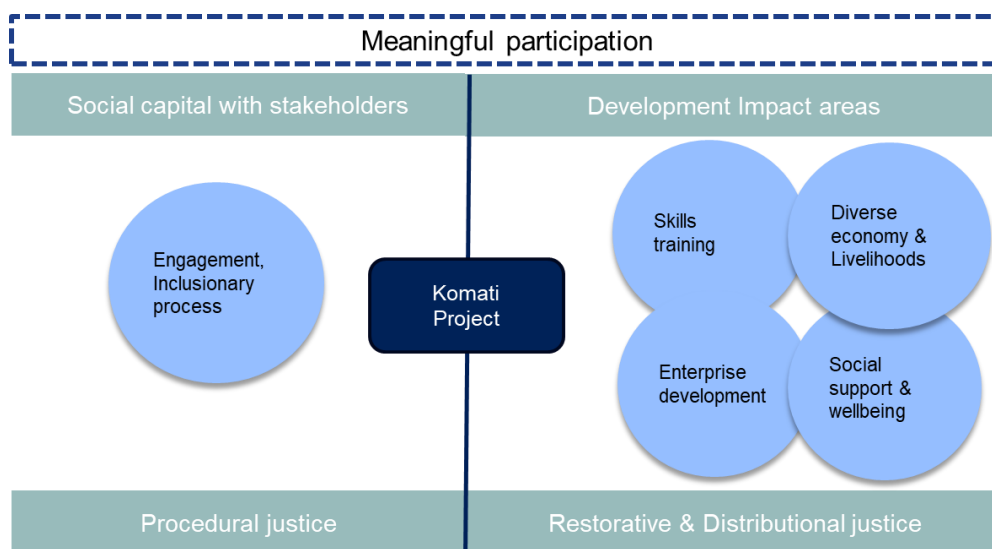
### 3 Komati Stakeholder engagement approach

The stakeholder engagement approach at Komati is premised on building social capital and facilitating initiatives that can impact areas of socio-economic development for the Komati community. The IA has identified four areas of socio-economic development through engaging Komati stakeholders. A key objective of stakeholder engagement is to ensure meaningful participation by Komati stakeholders in all major processes that can change the socio-economic environment of the Komati community.

**The stakeholder engagement process aims to strengthen social capital between Eskom and Komati stakeholders and to support socio-economic development initiatives.** Social capital will be built through a process of active inclusion in critical engagements while simultaneously implementing visible tangible socio-economic benefits to the Komati community.

This approach promotes a constructive cycle of engagement and the implementation of meaningful socio-economic initiatives for Komati stakeholders.

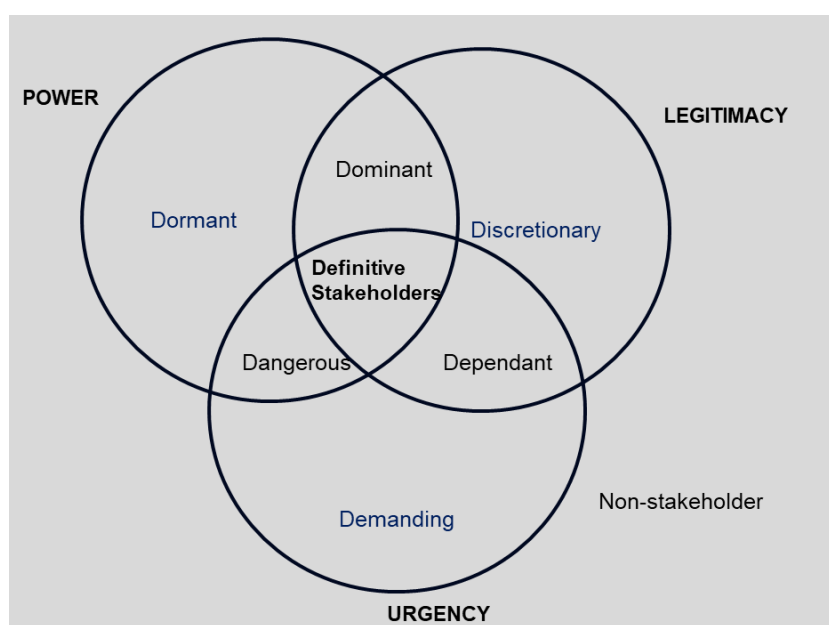
The goal of engaging stakeholders is to ensure the realisation of participatory, distributive and restorative justice as envisaged by the PCC's Just Transition Framework. The figure below describes the stakeholder engagement approach.



**Figure 4: Komati stakeholder engagement approach**

### 4 Stakeholder identification

**Over the past six months of being active in Komati the IA has identified definitive stakeholders for the Komati project as described by stakeholder typology framework of Mitchell et.al (1997).** These stakeholders that have the three attributes of perceived power, legitimacy and urgency. The engagement action plan is informed by analysis and understanding each individual definitive stakeholders and its interrelationship with other stakeholders, the assessment of stakeholder interests, influence and potential risks. The presence of a certain level of urgency in the demand for socio-economic benefits/relief by stakeholders triggers the dynamics and salience of engagements in the field.



**Figure 5: Stakeholder typology & salience**

*Source: Mitchell et al., 1997*

The IA has identified and engaged with some of the stakeholders it considers as definitive for the successful implementation of Component C of the Komati project. These include the national, provincial and local government departments and agencies, Development Finance Institutions (DFI's), skills training institutions, local CBOs and NGOs, local communities and farmers, mining companies based in Komati, local small enterprises, organized business structures, and the media.

## 4.1 Stakeholder Universe

A stakeholder universe has been mapped around five major issue categories of employment opportunities, social upliftment of the community, environment impact, JET, public opinion and media influence and business and investment.

Stakeholders are also mapped around four key impact areas: enterprise development, training and skills, economic diversification, and community development. In both categories of stakeholder universe stakeholders have been organised into primary stakeholders (directly involved or most affected) and secondary stakeholders (supportive or indirectly affected)

### 4.1.1 Employment and economic opportunities

#### **Primary Stakeholders:**

- Residents/Community Members: Blinkpan Residents, Koornfontein Village Residents, Goedehoop North and South Residents



- Local Small Businesses (SMMEs): SMMEs in Blinkpan, Komati, Koornfontein Village, Goedehoop North and South
- KPS Employees (Eskom Workers)
- Department of Small Business Development
- Small Enterprise Finance Agency (SEFA)
- Mpumalanga Economic Growth Agency (MEGA)

#### **Secondary Stakeholders:**

- Nkangala District Municipality
- Steve Tshwete Local Municipality
- Public Investment Corporation (PIC)
- National Business Initiative (NBI)
- Local Ward 4 Councillor and Steering Committee

**Potential Concerns:** Job creation delays, exclusion of SMMEs from procurement opportunities, unemployment due to energy transition, economic inequality.

### **4.1.1. Social Upliftment of the Community**

#### **Primary Stakeholders:**

- Local NGOs: Farmbelt Community Development Structure, KwaMaphila Economic Land and Employment Transformation Structure
- Community Service Providers: Busi Skhosana Creche, Isizwe Educare Centre, Blinkpan Primary School
- Local Faith-Based Organizations: God's Grace in Blinkpan, Southern African Faith Communities' Environment Institute (SAFCEI)
- Breadline (NGO): Focused on education and social upliftment initiatives
- Ward 4 Steering Committee –

#### **Secondary Stakeholders:**

- Department of Social Development
- Komati Stakeholder Forum
- Environmental NGO
- Mining companies located in Komati

**Potential Concerns:** Lack of investment in social services (education, healthcare, social welfare), insufficient Corporate Social Investment (CSI) in community projects, failure to address community well-being, exclusion of marginalized groups (women, children).

### **4.1.2. Environmental and Health Impacts**

#### **Primary Stakeholders:**

- Environmental NGOs: Earthlife Africa, Centre for Environmental Rights, African Climate Alliance, SAFCEI
- Local Communities: Blinkpan, Koornfontein Village, Goedehoop North and South Residents concerned about health impacts from environmental degradation
- National and Provincial Environmental Authorities: Department of Forestry, Fisheries, and Environment, Mpumalanga Green Cluster Agency (MGCA)

- Global Environmental Stakeholders: Global Alliance for People and the Planet (GEAPP), United States Agency for International Development (USAID), Kreditanstalt für Wiederaufbau (KfW) (German Development Bank), Foreign, Commonwealth and Development Office (FCDO) (UK) providing funding for climate adaptation and environmental protection.

#### **Secondary Stakeholders:**

- Komati Stakeholder Forum
- Ward 4 Councillor and Steering Committee
- Local Media: Radio Kragbon, Ikwekwezi Radio Station, Middleburg Observer
- Research & Innovation Institutions: University of Mpumalanga, Council for Scientific and Industrial Research (CSIR), Technology Innovation Agency (TIA)

**Potential Concerns:** Environmental degradation (air, water pollution), inadequate rehabilitation of land post-shutdown, failure to comply with environmental regulations, health impacts on local populations, inadequate environmental restoration efforts.

### **4.1.3. Just Energy Transition (JET)**

#### **Primary Stakeholders:**

- National Government Departments: Department of Mineral and Petroleum Resources
- JET-Project Management Unit (PMU)
- Global Development Partners: African Development Bank (AfDB), USAID, GEAPP
- Mpumalanga Green Cluster Agency
- TIA
- PCC

#### **Secondary Stakeholders:**

- Local Communities
- KPS Employees,
- Local Small Businesses, Residents concerned about job losses and training for renewable energy.
- Educational Institutions: Nkangala TVET College, Gert Sibande TVET, University of Mpumalanga, Tshwane University of Technology (TUT) (Local Campus)
- Faith-Based Organisations (FBOs): SAFCEI, African Climate Alliance advocating for a socially just transition.

**Potential Concerns:** Misalignment between project and national JET policies, inadequate reskilling and retraining programs for workers, slow transition to renewable energy, exclusion of local communities from decision-making, insufficient planning for sustainable economic alternatives.

### **4.1.4. Public Opinion, Communication, and Media Influence**

#### **Primary Stakeholders:**

- Local Media: Radio Kragbon, Ikwekwezi Radio Station, Middleburg Observer, Nkangala Community Radio Station, Middleburg Radio Station
- Local Ward 4 Councillor and Steering Committee
- Komati Stakeholder Forum.

#### **Secondary Stakeholders:**

- Provincial Government: Mpumalanga Department of Economic Development and Tourism
- Business Associations: Middelburg Chamber of Commerce and Industry, Witbank Chamber of Commerce and Industry
- Global Development Partners: USAID concerned about public perception and communication transparency.

**Potential Concerns:** Spread of misinformation, negative media coverage, lack of transparency in communication, inadequate engagement with communities through the media, failure to properly manage public sentiment.

### **4.1.5. Business and Investment Climate**

#### **Primary Stakeholders:**

- Local Small Businesses and SMMEs: Blinkpan, Komati, and surrounding areas.
- NBI
- Black Business Council
- Middelburg Chamber of Commerce and Industry
- Witbank Chamber of Commerce and Industry

#### **Secondary Stakeholders:**

- PIC
- MEGA
- Department of Small Business Development
- Komati Stakeholder Forum

**Potential Concerns:** Inadequate access to investment opportunities, exclusion from procurement processes, slow economic growth or business development due to delays in the repurposing project, failure to integrate SMMEs into the green economy.

The stakeholder universe can be adapted or expanded as more stakeholders or issues emerge during the project lifecycle. The stakeholder universe is also mapped around the four critical issues of Enterprise Development (SMME Development), Training and Skills, Economic Diversification, and Community Development, organised into primary stakeholders (directly involved or most affected) and secondary stakeholders (supportive or indirectly affected). Each critical issue will have its own group of stakeholders.

### **4.1.6. Enterprise Development (SMME Development)**

#### **Primary Stakeholders:**

- Local SMMEs: SMMEs located in Blinkpan, Komati, Koornfontein Village, Goedehoop North and South

- Department of Small Business Development
- SEFA
- MEGA
- PIC
- Black Business Council

**Secondary Stakeholders:**

- NBI
- Local Business Associations: Middelburg Chamber of Commerce and Industry, Witbank Chamber of Commerce and Industry
- Nkangala District Municipality
- Steve Tshwete Local Municipality
- Komati Stakeholder Forum
- Local Ward 4 Councillor and Steering Committee

**Potential Concerns:** An important issue for SMMEs is to have the capacity to partner with larger scale companies that deliver goods and services. Potential area of concern is lack of access to procurement opportunities, inadequate financing support for SMMEs, exclusion from business development programs, poor alignment between enterprise policies and actual business opportunities in the repurposing project.

#### 4.1.7. Training and Skills Development

**Primary Stakeholders:**

- Nkangala TVET College
- Gert Sibande TVET College
- University of Mpumalanga
- TIA
- KPS Employees: Eskom Employees, ERI Employees needing reskilling
- Department of Employment and Labour (responsible for retraining and reskilling)

**Secondary Stakeholders:**

- Komati Stakeholder Forum
- Local Ward 4 Councillor and Steering Committee
- Department of Higher Education and Training
- Provincial Government (Mpumalanga): MGCA training for green energy skills
- Research Institutions: CSIR
- Global Funders: USAID, AfDB, GEAPP

**Potential Concerns:** Insufficient training opportunities for workers displaced by the energy transition, inadequate focus on green energy skills development, delays in establishing training programs, mismatch between the skills being developed and actual job opportunities in renewable energy and other sectors.

#### 4.1.8. Economic Diversification

**Primary Stakeholders:**

- Department of Trade, Industry, and Competition (DTIC)
- MEGA
- PIC
- Nkangala District Municipality
- Steve Tshwete Local Municipality
- Global Development Funders: (AfDB), KfW, USAID, FCDO (UK )
- Komati Stakeholder Forum

#### **Secondary Stakeholders:**

- Local Small Businesses (SMMEs)
- MGCA: Supporting projects to diversify the economy away from coal
- NBI
- Presidential Climate Commission: Supporting JET efforts to diversify the local economy
- TIA: Supporting innovation in green energy sectors
- Local Ward 4 Councillor and Steering Committee

**Potential Concerns:** Lack of investment in non-coal industries, failure to promote new sectors such as renewable energy, agriculture, or tourism, inadequate support for transitioning the local economy from coal dependency, delays in implementing economic diversification strategies that align with JET.

### **4.1.9. Community Development**

#### **Primary Stakeholders:**

- Local NGOs: Farmbelt Community Development Structure, KwaMaphila Economic Land and Employment Transformation Structure
- Local Social Service Providers: Busi Skhosana Creche, Isizwe Educare Centre, Blinkpan Primary School
- Department of Social Development
- ECDs
- Breadline
- Faith-Based Organizations: God's Grace in Blinkpan, SAFCEI
- Mpumalanga Department of Economic Development and Tourism

#### **Secondary Stakeholders:**

- Komati Stakeholder Forum
- Ward 4 Steering Committee
- Indalo (Environmental NPO): Focused on environmental and community welfare
- Local Media: Radio Kragbon, Ikwekwezi Radio Station, Middleburg Observer
- Global Funders: KfW, GEAPP, USAID, ADB

**Potential Concerns:** Inadequate investment in social services (healthcare, education, and welfare), exclusion of marginalized groups (women, children), failure to deliver tangible community benefits such as infrastructure development, potential neglect of the social aspects of the JET.

The Stakeholder universe represents the simplest form of stakeholder map and provides no analytic framework for that network. It does, however, indicate the extent of the stakeholder 'universe' that exists around critical issues. Each issue has been grouped into primary stakeholders (those directly involved or most affected) and secondary stakeholders (those who support, influence, or have indirect involvement).

## 5 Stakeholder Analysis

The stakeholder landscape in Komati is dynamic, with complexities arising from interrelationships among key stakeholders. The analysis was guided by the following questions:

- What are the stakeholders' interests and concerns?
- How influential is each stakeholder regarding these interests and issues? Influence is assessed by their ability to provide or withhold resources, shape decisions or public opinion, access information, or play a pivotal role in the issue.
- What is their stance or attitude towards the project and related issues?

This analysis clarifies stakeholder dynamics, builds social capital, and supports successful socio-economic initiatives. A stakeholder analysis matrix (Table 2), along with a stakeholder register and engagement planning tool (Annexure 2), has been developed. The stakeholder register is a living document, regularly updated with insights, engagements and concerns register.

**Table 2: Stakeholder analysis matrix**

Stakeholder	Interest in Komati Project	Potential associated risks
<b>Residents/community members</b>		
Homeowners and residents of Blinkpan, Koornfontein village, Goedeheop North and Goedeheop South	Training and skills development opportunities Employment & income earning opportunities Social support services	Inadequate employment opportunities or unmet expectations regarding economic benefits could lead to social unrest or protests Organised community protests on socio-economic conditions Negative political commentary against Eskom
<b>Local NGOs</b>		
Farmbelt Community Development Structure	Interested in social welfare of surrounding communities	Not informing communities about CSI projects
KwaMaphila Economic Land and employment Transformations Structure	Interested in Eskom corporate social investment initiatives and programmes	Misinforming communities about Eskom's programs
Yona Yethu Development Centre Structure	Participation in the Komati stakeholder engagement forum	Lack of funding for CSI Projects could lead to dissatisfaction and negative impact on project
Koornfontein Agriculture Group	Potential agricultural development opportunities	Concerns over land use changes that could impact agricultural activities and possible negative perception of the project
God's Grace in Blinkpan	Support for social upliftment and welfare initiatives as part of Eskom's community investment programs	They may voice opposition due to perceived neglect of social welfare issues
Fair Opportunities Forum	equitable access to new business opportunities and ensuring fair treatment of local small businesses	Perceived exclusion from opportunities could lead to tensions or organized protests advocating for local businesses
<b>Local Small Businesses</b>		
Businesses in local informal settlements	Informal economy that can support micro enterprises.	Complaints about lack of inclusion of black enterprises in business opportunities

Stakeholder	Interest in Komati Project	Potential associated risks
SMMEs in Blinkpan, Komati/Koornfontein village, Goedeheop North and South	Participation in new business opportunities from the project Influence linked to organised business structures	
<b>Local Government</b>		
Steve Tshwete Local Municipality	Economic development initiatives for the region Broader consultation and inclusion of SMMEs Positive Socio-economic impact Alignment of the project with IDP and LED	Resources not allocated to Komati
Nkangala DM	Local economic development goals, poverty reduction, infrastructure provision, etc.	
	Influence allocation of funds and resources	IDP and LED excludes socio-economic challenges that are particular to Komati and JET
<b>Ward 4-Steering Committee</b>		
Ward 4 Councillor	Responding to community needs and issue from the work of the Provincial government and AfdB	Misalignment between Ward 4 steering committee and Komati Stakeholder Forum
Ward 4 committee members	Provision of social support services (Public health facility, education, safe, social welfare)	Negative reports to PCC about Komati project implementation by Genesis
Ward 4 Steering Committee members	Direct influence of the PCC and Mpumalanga Provincial government about the Komati Project and Just energy transition	Potential unfavourable political impressions from a discord between Ward 4 steering and Eskom
<b>DFIs</b>		
IDC SEF	Grant funding through SEF for Komati projects	Lack of sustainable funding from SEF
IBRD (World Bank)	Conditions attached to the funding by IBRD	Release of funding contingent of meeting operation conditions
	Direct influence of project implementation at operational level	

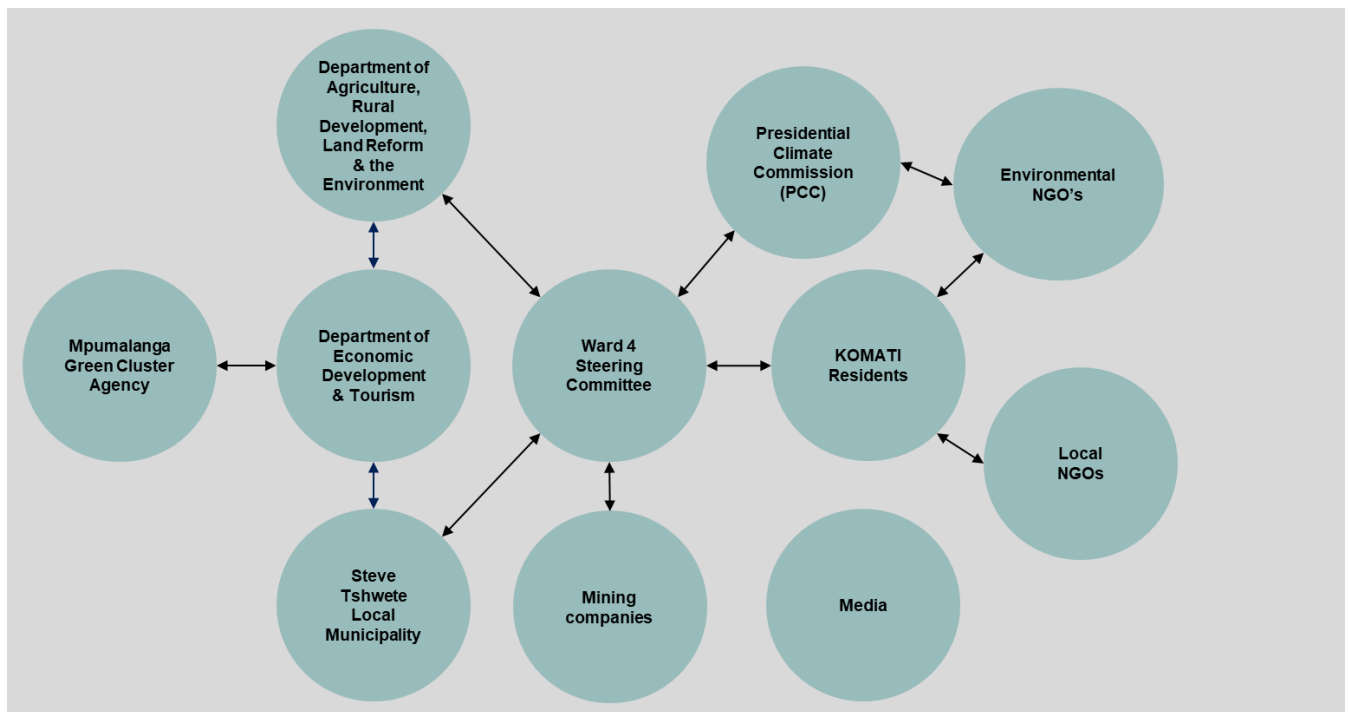


Stakeholder	Interest in Komati Project	Potential associated risks
Education and Training institutions		
Nkangala TVET college	Skills training programs	Lack of funding for skills program
SARETEC		
Gert Sibande TVET	Can influence provision of required renewable energy skills for Komati and other JET projects	
Environmental Foundations, NGOs and NPOs		
Groundwork,	Ensuring justice (energy, environmental, social) for communities and vulnerable people	Opposition to project implementation based on different opinions and beliefs
Organised Businesses		
Minerals Council South Africa,	Protection of business interests that could be impacted negatively by the Komati project	Opposition to project implementation based on different opinions and beliefs
Middleburg Chamber of Commerce and Industry, BUSA, Black Business Council,	Promotion of business interests in the Komati project procurement process	
Witbank Chamber of Commerce and Industry,	Public policy decisions on the implementation of just energy transition	Promotion of opposing and critical views about the implementation of Komati projects
Mining Companies in Komati		
Black Royalty Minerals	Ownership of Koornfontein and Goedehoop mines	If not properly consulted and included, then their influence in leveraging employment initiatives will not be optimised
Thungela Resources	Implementing SLP to benefit Komati village	
Media		
Nkangala Community Radio Station	Reporting on factual events of the Komati project	Influencing public opinion and sentiments negatively about the Komati project
Middleburg Radio Station	Providing insights on the meaning and impact of events for society	Causing potential reputation harm to IA
Provincial Government		

Stakeholder	Interest in Komati Project	Potential associated risks
Department of Economic Development and Tourism	Implementing the Memorandum of Agreement with Eskom on the Just Energy Transition	Misalignment with Eskom on Komati project and JET process
Mpumalanga Green Cluster Agency	Allocation of resources to Komati project	
Department of Social Development	Social support and community development Safeguarding of marginalised groups interest (women, child headed household, disabled people)	
Department of agriculture rural development and land administration	SMME skills development in agriculture	If not properly leverage the project could miss the opportunity for the provincial agriculture program being extended into and benefiting Komati residents and compromise Economic diversification
<b>National Government Departments</b>		
Department of electricity and energy	Impact of Komati project and JET process on Mpumalanga economy	Policy differences that affect the implementation of Komati project and or the JET process
Department of Forestry, Fisheries and the Environment	Environmental compliance	Concerns over environmental compliance and alignment with environmental policies
Department of Employment and Labour	Mitigate Job Losses by facilitating retraining and reskilling	Without the Department's involvement there could be inadequate planning for job transitions
<b>Statutory Bodies</b>		
Presidential Climate Commission	Oversight and coordination of government participation on the implementation of JET process at Komati and in the country	Misalignment between Genesis and Impact Catalyst
	Direct influence of Eskom decisions Managing the implementation of JET public policy	

There is a direct interrelationship between the Ward 4 steering committee, Komati residents, PCC, Steve Tshwete Local Municipality, the Mpumalanga Green Cluster Agency, various Mpumalanga provincial departments, the PCC, Komati residents and mining companies.

The figure 6 below provides a graphic representation of the interrelationships between these stakeholders.



**Figure 6: Komati definitive stakeholders' interrelationships**

The interrelationships amongst definitive stakeholders at Komati require the IA to build multiple relationships within existing networks and facilitate collaboration with key role players that can enable effective implementation of socio-economic initiatives that can benefit Komati residents and stakeholders.

The IA works closely with the Eskom stakeholder engagement team to ensure coherent of messaging and action about the Komati project.

## 5.1 Ward 4 Steering committee

The Ward 4 Steering Committee was established to respond directly to community needs and issues from the consultations of the provincial government and AfDB in July 2023.

The Chairperson of the Ward 4 committee is the Councillor who provides political leadership to the community. There is a deputy chairperson, and leaders of the following portfolios, local economic development, agriculture, infrastructure development, sport and culture, and business enterprises. We have been informed that other portfolios will be allocated in due course.

The DARLEA official acts as the coordinator of the Ward 4 Steering committee for external stakeholders that want to engage the Komati community. The current dynamics of the Ward 4 steering committee point to a lack of a coherent agenda cohesion amongst its leaders. The deputy chairman seems to be a leading critic of Eskom management.

## 5.2 Steve Tshwete Local Municipality (STLM)

The Komati village is located at the STLM Integrated Development Plan and Local Economic Development plans of the STLM should include initiatives to improve the socio-economic environment of Komati. The IA has engaged the LED official of STLM about the repairing of current bus shelters for school children and establishing a community hall at Komati.

## 5.3 Komati Residents

The residents of Komati consist of homeowners (formal and informal) of Komati village, big house farm, Blinkpan, Koornfontein village, Goedeheop North and Goedeheop South. The residents of Komati are directly affected by the activities of Eskom, mining companies and farming operations in their areas. There are a few local NGOs that operate in Komati which have been in contact with Eskom to explore possible beneficial relationships through corporate social investment initiatives, possible employment and business opportunities. The IA has not yet engaged directly with Komati residents as the Ward 4 steering committee has directed all stakeholders to engage through their leadership.

## 5.4 Local NGOs

The IA has engaged a few local NGO through the Eskom Stakeholder Engagement Forum. The organisations are formally registered with Companies and Intellectual Property Commission (CIPC) of the department of social development. The following local NGO's have provided their registration and governance documents to the Komati Stakeholder Forum; Farm Belt community development structure, KwaMaphila Economic, Land and Employment Transformations and Yona Yethu Development Centre.

Breadline has engaged the Komati early childhood development (ECD) centres in Komati and plans to build a consolidated ECD in the next year. The IA has engaged Breadline through the Ward 4 committee and plans to find a role for Eskom when the project is implemented.

## 5.5 Environmental Justice NGOs

The environmental justice NGO, Groundwork has established a presence in the province and is active in Komati. Currently, Groundwork is involved in developing the Asset Based Community Development model for the Komati community. The local leader of Groundwork is a fierce public critic of Eskom and the coal industry. The PCC recognises and works directly with Groundwork on issues affecting Komati residents.

## 5.6 Mpumalanga Provincial Government

Eskom has established a formal relationship with the Mpumalanga Provincial Government (MPG) through a memorandum of agreement (MOA) in May 2020. The purpose of the MOA is to foster collaboration on inclusive growth and socio-economic development for both Eskom and Mpumalanga, through the following scope of activities:

- contribute meaningfully to the roll-out of JET initiatives This includes, among other things, repurposing and repowering of end-of-life power stations, socio-economic impact studies and accompanying mitigation activities, accelerated renewable energy development by public and private sector players, driving local manufacture and industrialisation, job creation and skills development.
- promote and develop circular economy initiatives, for example, activities related to Eskom ash and gypsum; agriculture and water saving.
- provide support to the development of SMMEs and co-operatives in the relevant areas of the value chain of Eskom operations within our governance frameworks.
- share information and knowledge, to deliver agreed initiatives on both the Mpumalanga Economic Reconstruction and Recovery Plan (MERRP) and Eskom Turnaround Plan.
- facilitate efforts to minimise crime such as theft, vandalism, violent incidents, hostage situations, hijacking, violent protests, and disruption of critical key infrastructure -including the national key points providing essential services to the republic.

The Department of Economic Development and Tourism (DEDT) serves as the secretariat of the agreement and facilitation the co-operation between Eskom and various provincial and local government departments. The departments of (DARLEA) and social development (DSD) are both actively involved in the Ward 4 Steering Committee meetings and activities.

## 5.7 Mpumalanga Green Cluster Agency (MGCA)

The Mpumalanga Green Cluster Agency was established in 2022 to identify and remove barriers to an economically viable green economy for the province. It works at the micro and macro level supporting green-tech SMEs build their businesses, enabling bigger businesses to improve their environmental footprint, and assisting the provincial government to create the right environment for a more resilient green economy.

The MGCA has recently begun interacting with the IA through the Ward 4 Steering committee to explore potential collaboration opportunities in agricultural initiatives.

## 5.8 Presidential Climate Commission (PCC)

The PCC is an independent, multistakeholder body that oversees and facilitates a just and equitable transition towards a low-emissions and climate-resilient economy. It provides oversight and coordination of various government departments and agencies in the implementation of JET process at Komati and in the country. The Monthly Komati Coordination Committee plays a role in facilitating cooperation within government and monitoring progress of the Komati project.

The PCC has established relationships with multiple stakeholders and has engaged Impact Catalyst as their implementing agent and recently appointed a fulltime project manager for the Komati project. The PPC is accountable to Parliament for all its activities.

The IA engages directly with the PCC through its workstreams and Monthly forum.

## 5.9 Parliament

The Parliament of South Africa engages the Komati project through its Portfolio committees. The Portfolio Committee on Fisheries, Forestry and the Environment engaged with Eskom and Komati residents about the socio-economic environment at Komati. The recommendations of the portfolio committee were processed by Eskom.

The IA fulfils an advisory to Eskom on engagements with the Parliament.

## 5.10 Mining companies

Mining companies that are in Komati include Thungela resources and the Koornfontein mine, which is owned by Black Royalty Minerals. The closure of the mining operations had a profound impact on the socio-economic environment at Komati. The IA has been engaging the Koornfontein mine local manager to establish a positive relationship with the Komati community. The mine has offered to donate the Koornfontein recreation centre to the STLM as part of their Social Labour Plan (SLP).

The IA will engage with Thungela Resources to explore how its SLP can be leverage for the benefit of improving the socio-economic conditions of Komati.

## 5.11 Media

The current dominant story line about the Komati project is that Eskom did not handle the shutdown of the KPS well. The media relationships of the Komati project are generally handled by the Eskom Head Office and the JET office. The IA plans to engage with the Eskom communication to establish a relationship that will be beneficial for the Komati project. media in Mpumalanga is not between Eskom management team.

## 6 Emerging Stakeholder issues

### 6.1 Key Challenges Impacting Social Capital and Community Engagement

The IA experience since April 2024 has surfaced key issues that should be addressed to enhance the social capital and implement socio-economic initiatives that can benefit Komati.

**Issue 1: The perception of Eskom's lack of ownership and the substance of the messaging about the Komati project.**

The dominant storyline is that Eskom mishandled the shutdown process of the power station, and this led to adverse socio-economic conditions for Komati residents and workers. A cursory scan of media sources about the Komati power station surfaces more articles that paint Eskom in a negative light. It seems that a story has been successfully framed by other role players, that Eskom did not consult workers and the community during the shutdown process. The critics of Eskom continue to portray an image of Eskom that it is insensitive to the plight of vulnerable Komati residents and workers. groundwork, an environmental justice NGO, has openly criticized Eskom, alleging that it seeks to avoid responsibility for years of environmental impact. The deputy chairperson of the Ward 4 steering committee has also been another vocal critic and insists that Eskom is doing very little to mitigate the adverse socio-economic conditions of Komati residents and that the management is not responsive to community needs.

Irregular communication and media updates about Komati project plans and events may undermine the project's credibility. The unfavourable portrayal of Eskom's handling of the KPS shutdown, can have adverse effects on the implementation of the Komati project. The sentiments of potential investors can be shaped unfavourably against the Komati project.

**Issue 2: The perceived lack of respect and responsiveness by Eskom to Komati residents.**

The Ward 4 Steering Committee issued a formal complaint to Eskom about unequal information sharing regarding the Komati project. During a few public meetings some community members and Ward 4 committee leaders have cited the failure of Eskom to disclose the Komati asset register to the community, the lack of provision of lunch during community meetings, the refusal to share the Socio-Economic Impact Analysis report of other power stations, as evidence of continued disrespect.

The long delay in responding to corporate social investment applications also fuels the impression of a non-responsive management team. Some of the leaders of Ward 4 have also questioned the existence of an Eskom Komati Stakeholder Forum.

This issue seems to have remained lingering even when the Eskom General Manager (GM) for JET and the Komati GM have responded to the matters raised. Some of the consequences of this issue not been addressed effectively is the erosion of social capital and/or trust between Eskom and the Komati community.

**Issues 3: The lack of basic social support services, general hunger, prevalent psycho-social issues, and vulnerability of Komati residents.**

The Ward 4 steering committee has requested support to establish a permanent clinic or health facility, a community hall, bus shelters for school children, transport for elderly social grant recipients and sport and recreational facilities for the youth.

The failure of the Local Municipality to provide some of these basic social support services undermines social cohesion and wellbeing of Komati. The Ward 4 councillor has reported how the IDP for Komati has not been implemented over a ten-year period and his attempts at raising the matter have been unsuccessful.

**Issue 4: Lack of meaningful participation in economic opportunities for Komati residents.**

The Ward 4 committee leaders have expressed their concerns about the lack of information on the economic opportunities that Eskom has provided to Komati residents. Some of the owners of small businesses in Komati would like to be granted preferential treatment in participating in emerging economic opportunities as the Komati project is implemented. The Ward 4 councillor has reported that the Koorfontein mine manager is of the view that if Eskom supplied power to resume its mining operation, at least 200 people would be immediately employed.

## 6.2 Matters arising and concerns register

The stakeholder concerns and matters arising from engagement are regularly recorded and regularly updated (please refer to the concerns register contained in Annexure 3). The table below summarises the issues that have emerged as high priority. The IA aims to engage on these concerns and further concerns that will unfold as engagement evolves. The purpose of IA engagement is to facilitate meaningful and inclusive solutions that are co-created with the stakeholders.

### 6.2.1. Summary of Issues by Stakeholder

#### Komati Stakeholder Forum

- **Inadequate communication:** Poor information sharing between Eskom and local communities (High priority).
- **Employment concerns:** Community dissatisfaction with employment opportunities and project timelines (Medium priority).

#### Ward 4 Steering Committee

- **Lack of site visits:** Communities have not been given opportunities to visit project sites (High priority).
- **Project duration concerns:** Queries about prolonged timelines for Eskom's projects (Medium priority, closed).
- **Information sharing:** Komati not fully sharing information with the committee (High priority, closed).
- **Governance confusion:** Merging of Komati Stakeholder Forum and Ward 4 Steering Committee is causing governance challenges (High priority).

#### Local Government Representatives

- **Local business involvement:** Concerns about insufficient engagement of local businesses (High priority).



- **Unclear municipal role:** Lack of clarity in the involvement of municipalities in project decisions (Medium priority).

#### **Environmental Activists (ascertained through attendance of ward 4 steering committee meetings)**

- **Sustainability issues:** Lack of environmental sustainability measures (High priority).
- **Long-term impact concerns:** Concerns about long-term environmental consequences of projects (High priority).

#### **Provincial Department of Social Development: (through Ward 4 Steering committee meetings)**

- **Social programs lacking:** Inadequate programs to address social ills, with marginalised groups being overlooked (High priority).

#### **Provincial Department of Agriculture**

- **Low-impact agriculture initiatives:** Current initiatives not making a significant impact, with a need to expand local agriculture and SMME skills development (High priority).

### **6.2.2. Overlapping issues**

- **Communication and information sharing:** Both Komati Stakeholder Forum and Ward 4 Steering Committee raised issues about insufficient information sharing by Eskom. Stakeholders have reported a lack of information on the Komati project's timeline and duration
- **Local business involvement:** Local Government Representatives and Komati communities (via Ward 4 Steering Committee) are concerned about the lack of local business participation in the project.
- **Stakeholder representation platforms:** Some of the members of the Ward 4 Steering Committee have questioned the legitimacy of the Komati Stakeholder Forum which was established by Eskom.
- **Environmental impact:** Environmental Activists emphasize the need for clearer communication and measures about environmental impacts.

### **6.2.3. Overall risk**

#### **6.2.3.1. Overall Risk of Stakeholder Issues**

The overarching risks stem from unfavourable messaging on how the Komati shutdown process was managed and the questioning of legitimacy of the Eskom established community engagement platform by some influential stakeholders. The lack of participation by local enterprises in Eskom business opportunities create an impression of deliberate economic exclusion.

If these risks are not addressed effectively, they have the potential to erode the credibility of Eskom's management team and affect the level of trust by the Komati community.

## **6.2.4. Risk to Critical Deliveries**

### **6.2.4.1. Enterprise Development**

The lack of local business involvement, raised by both the Local Government Representatives and Ward 4 Steering Committee, poses a significant risk. If local enterprises are not engaged in the project, the initiative could fail to create meaningful economic opportunities for the community, leading to local dissatisfaction and undermining support for broader enterprise development goals.

### **6.2.4.2. Skills Training**

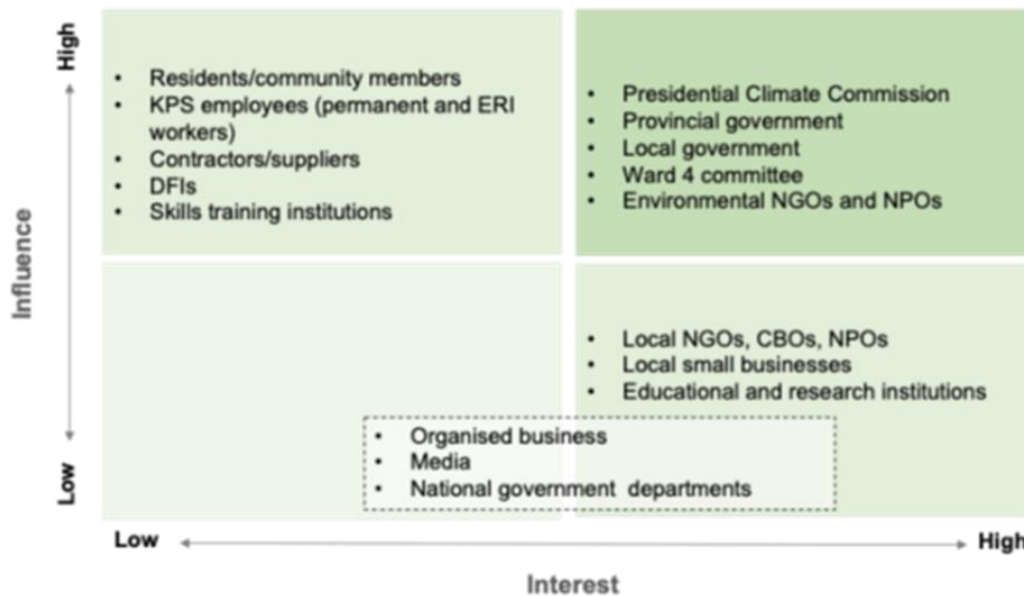
A lack of alignment with educational and skills development bodies could result in a skills deficit for the implementation of the Komati repowering and repurposing project.

### **6.2.4.3. Community Development**

The advocacy by Groundwork which asserts that Eskom is not willing to disclose essential information about the Komati project and has failed to acknowledge its historic liabilities from damaging the environment has a potential to harm the credibility of the management team. If key community groups feel marginalised, community buy-in will be low, which is essential for the success of development initiatives like infrastructure projects and social programs.

## 7. Stakeholder Mapping (Interest and Influence Grid)

Based on the stakeholder analysis, interest and influencing rating stakeholders have been placed in the grid relative to each other based on their level of interest and influence.



**Figure 7: Stakeholder mapping**

Those stakeholders that fall into the top right-hand quadrant of the grid are those with medium to high interest and medium to high influence and are critical to the success of the Komati repurposing and repowering project. Those stakeholders with high interest and low influence are also particularly important to the project as, through alliances, they may be able to exercise much greater influence. Likewise, those with high influence but low interest may be recruited to the cause by those with higher interest in the issue, thereby forming more influential coalitions of interest.

Those in the right-hand bottom quadrant are leaders or context setters – they are potential actors in the issue and the position they take on it could be critical to the outcome of the project. Those in the top left-hand quadrant are subjects – they have a stake or interest in the issue but have limited capacity to influence the outcome. Those in the bottom left-hand quadrant are the crowd. They are bystanders to the issue and have little or no capacity to influence the outcome. The stakeholder positions on this map may change over time, through new alliances, change in personnel or new directions. Stakeholder analysis is necessarily an iterative process and will be adjusted as information is regularly updated on the stakeholder register and engagement planning tool (annexure 2).

## 8. Stakeholder Engagement Plan

The Komati SEP is shaped by an analysis of dynamic stakeholder relationships, emerging issues, and the IA's implementation strategy for economic, enterprise, and supplier development, skills training, and social support initiatives. The goal is to foster meaningful

participation, build social capital, and implement socio-economic initiatives that benefit Komati stakeholders.

In recent months, the IA has established or joined platforms to strengthen relationships and facilitate its programs in Komati. Key engagement platforms include PCC meetings, Ward Steering Committee meetings, and the Komati Stakeholder Forum, along with various bilateral relationships that support socio-economic initiatives.

The engagement plan prioritises skills training and development (T&D), enterprise development (EDS), economic diversification (ED) projects, and community development (CD) projects. IA's approach aims to optimize impact through collaborative relationships with stakeholders directly involved in these areas.

Stakeholder engagements will address:

- Stakeholder positions and interests on relevant issues and projects
- Criteria stakeholders use to assess issues and project impacts
- The nature of stakeholder relationships, whether positive or negative, strong or weak, unilateral or bilateral

This approach will help manage stakeholder issues to ensure the successful implementation of the Komati project.

**Table 3: Stakeholder engagement plan**

No.	Stakeholder	Engagement Platform or Channel	Present relationship and engagement	3-6 months goals	12 months goals
<b>1</b>	Ward 4 Steering Committee	Ward 4 Steering Committee Meetings	Engagement on urgent community issues such as the clinic, community hall and bus shelters	Influence the implementation of ECD centre, community gardens and bus shelters for school children	Influence employment of locals in the repowering and repurposing project
		Bilateral engagement with leaders	Some Ward4 leaders remain fierce critics of Eskom despite engagement	Persuade Ward 4 leader to change their negative rhetoric about Eskom during public meetings	Foster positive and proactive relationship with Ward 4 and Komati community
<b>2</b>	PCC	PCC Komati Coordinating Forum	Participation in PCC monthly meeting and workstreams	Co-create community projects with PCC	Establish an inclusive process to implement the repowering and repurposing project
			Bilateral engagement with Komati project manager	Sharing information about storyline on Eskom and IA activities	PCC leading positive storyline about Komati project
			PCC Workstream on Long Term Economic Development	Agreement on long-term economic diversification projects for Komati	Implementation of job creating economic projects
<b>3</b>	Mpumalanga Green Cluster Agency	Bilateral engagements	Introductory engagements on potential projects for Komati	Collaborate in agricultural projects at Komati	Explore collaboration on strategic projects identified by the IA
<b>4</b>	Environmental NGOs,	Bilateral engagements	Forming relationships with Groundwork	Active participation in the ABCD planning process	Persuade leaders about positive work of Komati project

<b>5</b>	Department of Agriculture, Land and Rural Development,	Bilateral engagements	Engagements with deputy director	Explore business case for commercial agricultural project with MGCA	Explore potential funding for Komati small scale farmers
<b>6</b>	Steve Tshwete Local Municipality,	Bilateral engagements	Engagements with Ward 4 councillor	Engage groundwork on alignment between Ward 4 and Komati Stakeholder forum	Contribute in the IDP process for Komati
<b>7</b>	Local NGOs	Komati Stakeholder Forum	Participation in Forum and forming relationship with Local NGOs	Identify community-based organizations and provide capacity development	Expand CSI projects in Komati
			Participation in KPS CSI Committee	Implementation of KPS CSI projects	
<b>8</b>	Mining houses (Koorfontein and Goedeheop)	Bilateral engagements	Planning engagements with Koorfontein and Thungela Resources	Finalise donation of community hall with Koorfontein mine and the STLM	Review SLP and develop working relations for Komati
<b>9</b>	Steel Industry companies	Bilateral engagements	Engagement at the level of ESD with Training workstream and Eskom	Co-designing of training incubation	Partnership in implementation of incubation program
<b>10</b>	Media	Proactively Engagement	Developing relations with Komati communications department	Regular media update on Komati project	Documentary on history, present and future of Komati
				Develop a balanced Eskom storyline on Komati project	

## 8.2. Summary of Goals for Engagement with Stakeholder

### 8.1.1. 6-Month Goals

- Community Projects: Secure inclusive processes and project ideation workshops (with PCC and local NGOs).
- Agricultural and SMME Support: Identify funding sources and engage small-scale farmers and SMMEs in training and development programs.
- Skills Development: Launch training programs in renewable energy sectors, particularly with Nkangala TVET and other educational institutions.
- Business Inclusion: Establish procurement opportunities for local SMMEs, supported by USAID and business councils.

### 8.1.2. 12-Month Goals

- Economic Diversification: Implement long-term job-creating projects, particularly in sustainable energy, manufacturing, agriculture and the green economy.
- Community Upliftment: Realize infrastructure improvements (e.g., bus shelters, clinics) and formalize collaborations to address social ills.
- Sustainable Development: Expand funding partnerships with key stakeholders, including (but not limited to) USAID, Impact Catalyst, and Mpumalanga Green Cluster Agency to support ongoing projects in Komati.

## 9. Conclusion

The Komati Just Energy Transition Project is central to South Africa's shift towards sustainable energy, addressing local socio-economic impacts while phasing out coal dependence. This SEP serves as an operational framework for fostering inclusive, adaptive stakeholder relationships throughout the project's lifecycle.

## 9.2. Summary of Key Components

- Stakeholder Context: Komati's economy, traditionally centred on the coal-fired Komati Power Station, faces critical changes. By repurposing the station, the SEP prioritizes creating local economic benefits through employment, SME support, and sustainable new ventures.
- Stakeholder Identification: Key stakeholders' government, community members, NGOs, educational institutions, local businesses, and financial backers are identified by their influence and interest. Engagement strategies ensure transparency, inclusive participation, and address socio-economic and environmental concerns.
- Engagement Objectives: The SEP is guided by objectives of trust-building, transparent information sharing, structured participation, and risk mitigation. A grievance redress mechanism and regular engagement activities support these goals.
- 12-Month Engagement Plan: Regular consultations are scheduled with community groups, government bodies, and educational institutions to align goals and address emerging concerns. Ongoing collaboration with Development Finance Institutions ensures continued funding and compliance with social and environmental standards.

### 9.3. Path Forward

The SEP positions Eskom and the Komati community to collaboratively address challenges, promote sustainable economic diversification, and support skill development for renewable energy. By engaging all stakeholders constructively, the Komati JET Project strives to achieve both energy and socio-economic objectives, building a resilient future for the Komati community.

Repairing phase: There is a need for Eskom to repair and strengthen its relationship with the community to foster trust and respect. The Stakeholder engagement plan's strategy involves moving from a "repairing" phase to an "empowerment" phase by actively including local stakeholders in decision-making, particularly those from marginalised groups. Ensuring respectful, transparent engagement with stakeholders was highlighted as critical to Eskom's credibility and long-term success.

Political and social dynamics: A response to the current messaging by some stakeholder that Eskom did not handle the Komati shutdown appropriately is a high priority for the stakeholder engagement team. We must develop a messaging that provides the public and key stakeholders a factual account about the Komati shutdown process that happened over a prolonged period and before the Just Transition Framework was adopted by the government.

The lack of cohesion amongst leaders of the Ward 4 steering committee requires the SE workstream to adopt a systematic, transparent approach to engage each stakeholder according to their influence and interests.

Socio-economic development impact areas: Key impact areas included skills training, social welfare services, and livelihood restoration projects aimed at boosting employment and economic development in Komati. Community development initiatives such as youth training programs, bus shelters, and a community hall were identified as visible projects that could build goodwill and demonstrate Eskom's commitment to positive change.

The successful implementation of the agricultural project with Seriti Institute could provide employment and support sustainable development the community.

Capacity building for stakeholder participation: A strong emphasis will be placed on building local capacity to enable meaningful participation from stakeholders in Komati. This includes providing training for local youth, supporting small businesses, and offering resources to help residents engage with new economic opportunities.

### 9.4. Success of the plan

- i. Alignment between stakeholder perspectives and program objectives: Consistent Stakeholder Buy-In. The success of the plan rests on continuous stakeholder understanding of program objectives.
- ii. Leveraging existing reporting and monitoring systems: Integration with Current Systems: The success in stakeholder engagement depends on plugging into existing forums (e.g., regular meetings, monthly/quarterly reports) instead of creating new, potentially redundant process and systems.



- iii. Emphasis on tangible, immediate outcomes for communities: Delivering Immediate, Observable Results: The community expects visible, impactful outcomes from the program's interventions, particularly around infrastructure improvements like community gardens, clinics, and bus shelters. Success would involve providing these outcomes promptly and regularly updating the community on tangible progress.
- iv. Continuous stakeholder communication: Ensuring frequent and transparent communication with community stakeholders about both progress and challenges. Success would be reflected in the reduction of questions or frustrations from the community regarding the program's progress.
- v. Procedural justice as a core principle of engagement: The importance for procedural will remain core to the delivery of the plan focusing on:
  - Community's understanding of just energy Transition
  - How community is enabled to meaningfully participate
  - How community is enabled to collaborate with Eskom
  - How community is enabled to design livelihood projects

## 10. Annexures

10.2.1. Annexure 1: Communication plan (see page 38)

10.2.2. Annexure 2: Stakeholder Register and engagement planning tool (attachment 1)

10.2.3. Annexure 3: Concerns register tool (attachment 2)

# Annexure 1: Communications Plan

## Purpose

The purpose of the communications plan is to provide detail about the communication channels that will be used to implement the Stakeholder Engagement Plan (SEP). This plan sets out how the Implementing Agent (IA) will establish clear and continuous communication channels with stakeholders to disclose project goals, risks, and updates, allowing stakeholders to raise concerns and receive timely responses. It aims to ensure clear, consistent, and transparent communication, aligning to the primary goal of the SEP to ensure that all stakeholders are actively involved in the process through meaningful and transparent communication.

The communications plan will be reviewed annually to align with project developments and shifts in stakeholder needs.

## Communications plan objective

- Facilitate continuous and transparent communication with all stakeholders.
- Strengthen relationships by keeping stakeholders informed and engaged.
- Enhance project visibility and manage public perceptions.
- Support grievance resolution through accessible communication channels.

The communication team should reposition the current messaging that the Komati shutdown process was deliberate mishandled by Eskom. The key messaging should reflect how Eskom approached the Komati shutdown process systematically over a prolonged period and worked with organized labour to transition workers.

The proposal is to communicate to the public and stakeholders that the Komati shutdown occurred when the country did not have a defined *Just Transition Framework* that exists today. Information should be shared on key activities of the Komati project since the shutdown of the last unit, the current activities and plans for repurposing and repowering the plant.

## Target audience

The communication plan targets a diverse range of stakeholders, as identified in the SEP mapping *Stakeholder Mapping*, including:

- **Government (National, Provincial, and Local):** Align with policy and regulations.
- **Community Members & Ward Committees:** Address socio-economic concerns.
- **NGOs, NPOs, & Civil Society:** Promote transparency and inclusion.
- **Media:** Manage perceptions and provide updates.
- **Businesses, Contractors, & Suppliers:** Communicate opportunities and responsibilities.
- **Educational Institutions & DFIs:** Collaborate on skills and funding.

## Communication channels

The communications channels include:

- The PCC and all its accessible engagement platforms
- The Ward 4 Steering Committee and all its subcommittees

- Komati Stakeholder Forum
- Bilateral arrangements that can be established with various stakeholders
- Various media and communication platforms that are accessible

The communications plan for the next 12 months is presented in the table below

Table xxx Komati Project Communications Plan

No.	Communication Channel	Audience	Preferred delivery method	Frequency of engagement	Key Objectives	Owner
1	<b>PCC Monthly Committee</b>	PCC communications team	Powerpoint presentations, email, virtual or in-person meetings	Monthly	Sharing latest information on progress in Komati	Communications officer
2	<b>PCC Workstream on Long-Term Economic Development workstream</b>	Nkangala Economic Development Agency (NEDA), Mpumalanga Green Cluster Agency (MGCA)	Powerpoint presentations, email, virtual meetings	Monthly	Engage on inclusion of Komati projects in the Long-Term economic development plans	Stakeholder Engagement and Communications Team
3	<b>Ward 4 Steering Committee Meetings</b>	Ward 4 Councillor,	Powerpoint presentations, email, in-person meetings, WhatsApp	At least Monthly and as required	Sharing latest information on progress in Komati with the Ward 4 Councillor and the STLM municipal officials on the Komati project	Stakeholder Engagement and Communications Team
		Steve Tshwete Local Municipality,	Powerpoint presentations, email, in-person meetings,	At least Monthly and as required		
		Groundwork	Email, virtual & in-person meetings, WhatsApp	At least Monthly and as required	Engagement and information sharing on Komati project, ABCD initiative & GRM	Stakeholder Engagement and Communications Team
		Provincial Department of Agriculture, Land and Rural Development,	Powerpoint presentations, email, in-person meetings,	Monthly	Sharing latest information on progress in Komati	Stakeholder Engagement and Communications Team
		Komati residents and community members,	Powerpoint presentations, email, in-person meetings,	As required	Community consultation on social welfare and economic development projects, support of Komati community Garden project, information sharing and activation on skills training and enterprise development support, & GRM	Stakeholder Engagement and Communications Team

4	Komati Stakeholder Forum	Local NGOs	Powerpoint presentations, email, in-person meetings,	Quarterly	Activations of skills training and enterprise development support initiatives and information sharing on CSI projects and progress of Komati project	Stakeholder Engagement and Communications Team
5	Bilateral engagements	National government departments	Powerpoint presentations, email, in-person meetings,	Based on specific needs of the project	Updates on Komati project milestones	Communications officer
		Organised business (Minerals Council South Africa)	Powerpoint presentations, email, in-person meetings,	Based on specific needs of the project	Information sharing on Komati project	Stakeholder Engagement and Communications Team
		Mining houses (Koorntfontein and Goedehoop)	Powerpoint presentations, email, in-person meetings,	Based on specific needs of the project	Information sharing on Komati project	Stakeholder Engagement and Communications Team
6	Proactive engage with local media and journalists that are interested in JET and Komati	Ligwalagwala FM	Interviews	Based on specific needs of the project	General information on Just Energy Transition (JET) and Eskom's JET project, Komati project milestones updates, activation skills development & training, promoting enterprises development	Stakeholder Engagement and Communications Team
		Ikwekwezi FM				
		Rise FM				
		Emalahleni FM				
		TELEVISION	Interviews			-
		Mpumalanga Broadcasting Television				
		PRINT & ONLINE				
		Timeless News	Placement of opinion pieces and articles			Communications officer
		SesKhona Newspaper				
		Middleburg Observer				
		Witbank news				
		Mpumalanga Mirror Newspaper				
7	Special Project	National and Global audiences	Documentary film on Komati	Special project conceptualised by IA	Documenting the historical background on Komati project, reflections on current socio-economic conditions. Annual review and updates as Komati project gets	Stakeholder Engagement and Communications Team

					implemented and changes or shifts in socio-economic conditions evolve	
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## Grievance Redress Mechanism (GRM)

The IA has collaborated with the Eskom team to develop and document a formal grievance redress mechanism that can be used by external stakeholders. The purpose of the GRM is to provide a clear commitment to implementing the stakeholder engagement principles of the Eskom Komati Repowering and Repurposing Project.

Komati Grievance Redress Mechanism: [Komati Grievance Redress Mechanism.pdf](#) (attachment 3)