

NAMIBIA RENEWABLE ENERGY SCALE UP SUPPORT

Stakeholder Engagement Plan

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1. PROJECT DESCRIPTION

To support the Government's ambitious renewable energy (RE) targets, the Green Climate Fund (GCF) Board approved a funding envelope of USD 33.5 million of concessional financing for Namibia under the GCF Funded Activity Agreement (FAA). The funding comprises USD 20 million loan, USD 10 million guarantee, and USD 3.5 million grant funding. The GCF loan will provide long-term financing at concessional rates (no interest rate, no commitment fee, 0.25% all-in fee, 40-year tenor, and 10 years grace period for the country) and aims to leverage significant amounts of private capital. GCF funding for Namibia is part of the Sustainable Renewables Risk Mitigation Initiative (SRMI) Facility – covering Namibia as one of seven beneficiary Host Countries. GCF funds are to be blended with IBRD co-financing.

To support renewable energy deployment in Namibia, the World Bank has mobilized a USD 4.5 million Recipient Executed Trust Fund (RETF) grant from the Energy Sector Management Assistance Program (ESMAP), to support a series of technical studies including a renewable resource assessment, site studies and E&S studies for solar and wind park infrastructure, feasibility studies for solar and wind projects, transaction advisors for renewable energy projects, with an aim to identify potential suitable location and bankability of the proposed activities, and capacity building activities to support renewable energy development. The aforementioned technical studies are envisaged to underpin the proposed GCF-IBRD supported public investments in shared infrastructure for solar and wind parks as well as transmission infrastructure (grid upgrades for variable renewable energy (VRE) integration, battery energy storage systems (BESS), etc.) to unlock private investments in renewable energy generation.

The proposed grant will support various activities which will only be specifically defined once NamPower have completed their Integrated System Planning (ISP) studies (currently in final draft stage) and have obtained all relevant approvals to implement the ISP activities. These activities may include renewable resource assessment, site technical studies and Environmental and Social (E&S) studies for the future downstream development of a solar and wind projects. The grant may further support the feasibility studies for solar and wind projects, transaction advisors for renewable energy Independent Power Producers (IPPs), with an aim to identify potential suitable location and bankability of the proposed activities, and capacity building activities within the Government of Namibia to support RE development.

2. INTRODUCTION

The purpose of the Stakeholder Engagement Plan (SEP) is to provide a strategic discipline to identify, manage and communicate to stakeholders the activities to be supported under the RETF. The SEP will exist for the duration of the RETF Support, and it is an iterative plan that will require continuous updates to maintain relevance. The SEP should be read in conjunction with the Communication Management Plan (**APPENDIX B**).

There are three main components of the SEP; namely: Stakeholder identification, stakeholder management development/planning, and the continuous stakeholder management and monitoring. The SEP is developed using the subsequent process as summarised in Figure 1 below.

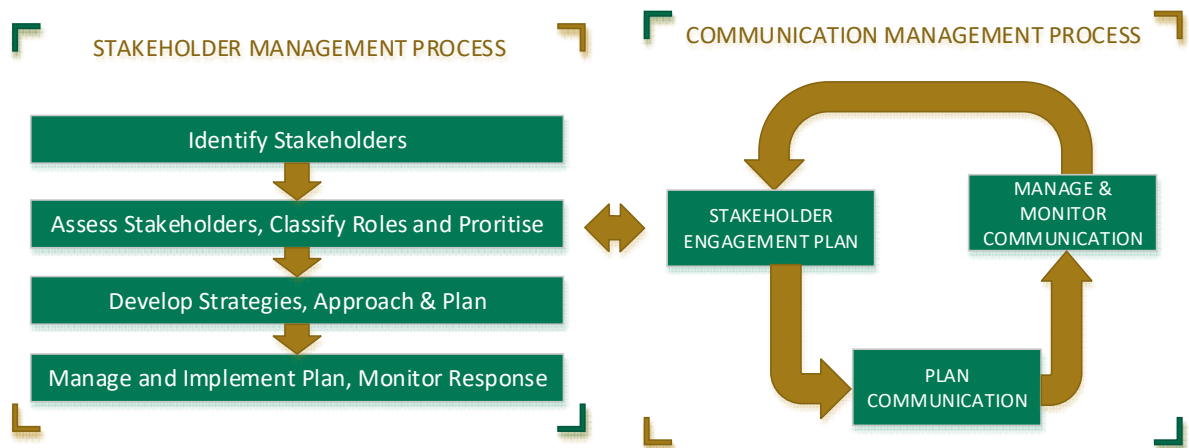


Figure 2-1: Overview of Stakeholder Management Process integrated with Communication Management Process

Stakeholder management controls stakeholders through a deliberate plan of action and strategic communications during the life cycle of the project.

3. BASIS FOR ENVIRONMENTAL AND SOCIAL ASPECTS IN STAKEHOLDER'S ENGAGEMENT

In line with World Bank's Environmental and Social Framework (ESF), the potential E&S risks and impacts that will be taken into account in conducting due diligence under the SRMI Facility include the Environmental risks and impacts, and Social Risks and impacts.

This section describes the policy framework that will be followed in E&S risk management. These policies include relevant national laws and policies, as well as the World Bank Environmental and Social Standards (ESSs), which form part of the ESF. Where national laws and policies have gaps with ESF, the ESF is to be followed.

3.1. WORLD BANK ESF AND ESS

The World Bank Environmental and Social Framework sets out the World Bank's commitment to sustainable development, through a Bank Policy and a set of Environmental and Social Standards that are designed to support Borrowers' projects, with the aim of ending extreme poverty and promoting shared prosperity.

This Framework comprises:

- A Vision for Sustainable Development, which sets out the Bank's aspirations regarding environmental and social sustainability.
- The World Bank Environmental and Social Policy for Investment Project Financing, which sets out the mandatory requirements that apply to the Bank.
- The Environmental and Social Standards, together with their Annexes, which set out the mandatory requirements that apply to the Borrower and projects.

The Environmental and Social Standards set out the requirements for Borrowers relating to the identification and assessment of environmental and social risks and impacts associated with projects supported by the Bank through Investment Project Financing including proposed projects under the SRMI Facility.

The application of these standards, by focusing on the identification and management of environmental and social risks, will support Borrowers in their goal to reduce poverty and increase prosperity in a sustainable manner for the benefit of the environment and their citizens.

The standards (a) support Borrowers in achieving good international practice relating to environmental and social sustainability; (b) assist Borrowers in fulfilling their national and international environmental and social obligations; (c) enhance non-discrimination, transparency, participation, accountability, and governance; (d) enhance the sustainable development outcomes of projects through ongoing stakeholder engagement. The ESSs are applied to both the physical investment and technical assistance.

The ten Environmental and Social Standards establish the applicable standards for the proposed projects under the SRMI Facility through the project life cycle, as follows:

- Environmental and Social Standard 1 (ESS1): Assessment and Management of Environmental and Social Risks and Impacts.
- Environmental and Social Standard 2 (ESS2): Labor and Working Condition.
- Environmental and Social Standard 3 (ESS3): Resource Efficiency and Pollution Prevention and Management.
- Environmental and Social Standard 4 (ESS4): Community Health and Safety.
- Environmental and Social Standard 5 (ESS5): Land Acquisition, Restrictions on Land Use and Involuntary Resettlement.

- Environmental and Social Standard 6 (ESS6): Biodiversity Conservation and Sustainable Management of Living Natural Resources.
- Environmental and Social Standard 7 (ESS7): Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities.
- Environmental and Social Standard 8 (ESS8): Cultural Heritage.
- Environmental and Social Standard 9 (ESS9): Financial Intermediaries.
- Environmental and Social Standard 10 (ESS10): Stakeholder Engagement and Information Disclosure.

ESS10 recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

This SEP is developed to ensure transparency and meaningful consultation with the project-affected and interested parties. Stakeholder engagement and consultations will be conducted throughout the project cycle. This will include discussions of project design and impacts as well as multi-stakeholder discussions on these issues during the preparation phase. The SEP, along with other E&S instruments, will be subject to public consultation and disclosure per requirements of ESS10 and will be treated as a living document to be regularly updated as needed during project implementation.

Relevant information will be disclosed in a language and form accessible to target, affected, and interested communities and the wider public, taking into account any specific needs of groups that maybe differently or disproportionately affected by the projects or groups with specific information needs (such as disability, literacy, gender, differences in language or accessibility). Project information will be disclosed within existing local and international laws to allow stakeholders to understand the risks and impacts of the project, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups, and describing the differentiated measures to be taken to avoid and minimize or mitigate the impacts.

3.2. NAMIBIAN LEGISLATION RELATED TO STAKEHOLDERS' ENGAGEMENT

The following Namibian legislations form the basis of the SEP and consideration will be considered to ensure conformity to such existing laws and legislations. These legislations will aid with meeting the World Bank funding objective stipulated in the ESS10 as follows:

- To establish a systematic approach to stakeholder engagement that will help Borrowers identify stakeholders and build and maintain a constructive relationship with them, project affected parties.
- To assess the level of stakeholder interest and support for the project and to enable stakeholders' views to be considered in project design and environmental and social performance.
- To promote and provide means for effective and inclusive engagement with project-affected parties throughout the project life cycle on issues that could potentially affect them.
- To ensure that appropriate project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, understandable, accessible, and appropriate manner and format.
- To provide project-affected parties with accessible and inclusive means to raise issues and grievances.

Table 3-1 below shows Namibian legislations imperative for this Stakeholder Engagement Plan.

Table 3-1: Namibian Legislation Imperative for this Stakeholder Engagement Plan

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
Constitution of the Republic of Namibia	Chapter 3: Fundamental human rights and freedoms	<p>Article 5: Protection of Fundamental Rights and Freedoms</p> <p>Article 6: Protection of Life</p> <p>Article 8: Respect for human dignity</p> <p>Article 9: Slavery and Forced Labour</p> <p>Article 10: Equality & Freedom from discrimination</p> <p>Article 12: Fair Trial</p> <p>Article 13: Privacy</p> <p>Article 15: Children's Rights</p> <p>Article 16: Property</p> <p>Article 19: Culture</p> <p>Article 20: Education</p> <p>Article 21: Fundamental freedoms</p> <p>Article 25: Enforcement of Fundamental Rights and Freedoms</p>	Article 21 (1) (a) guarantees “freedom of speech and expression, which shall include freedom of the press and other media”.
Environmental Management Act No. 7 of 2007 and Regulations	Part VIII: Environmental Assessment Process.	<p>Clause 32: Application for environmental clearance certificate</p> <p>Clause 36: Review</p>	(Engagement and consulting the affected and interested parties through consultation meetings, workshops, conferences and sharing of project relevant reports (e.g., EMP/EIAs) and document to obtain input and comments with regard to the project)
	<p>Regulation 6-7: Application for ECC</p> <p>Regulation 8: Scoping Report</p> <p>Regulation 9: Terms of reference</p> <p>Regulation 10: Competent Authority's responsibilities</p> <p>Regulation 11: Consultation between organs of state</p> <p>Regulations 16-19:</p>	<p>Reg. 6 (1)-(4) and Reg. 7 (1)-(2) Process before and after of submission of application</p>	<p>Reg. 7 (1) (a-e), (2) (a-e) Process after submission of application and consultations to be involved.</p> <p>Reg. 21 (1); (2) (a-c); (3) (a-c); (4); (5); (6) (a-b); (7) (a-b) Process of Public consultations.</p> <p>Reg.22-23 Process of registering interested and affecting parties and the input to the project process.</p>

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
	<p>Regulation 20: Transfer of environmental clearance certificate under section 41 of the Act.</p> <p>Regulation 21: Public consultation process</p> <p>Regulation 22-23: Register of interested and affected parties</p> <p>Regulation 24: Comments of interested and affected parties to be recorded</p>		Reg. 24 Recording comments and inputs of interested and affected parties process.
<p>Tsau //Khaeb (Sperrgebiet) National Park Management Plan and Rezoning Plan</p>	<p>Chapter 2: Management of Natural Resources</p> <p>Chapter 4: Zonation</p> <p>Chapter 5: Regional Concertation, Park Neighbour and resident relations</p> <p>Chapter 7: Infrastructure</p>	<p>Clause 2.1 Habitats and Special Sites</p> <p>Clause 2.7 Human Wildlife Conflict Management Clause 2.10 Law Enforcement and Crime prevention</p> <p>Clause 7.1 Access and roads</p> <p>Clause 7.2 Buildings</p> <p>Clause 7.6 Human Safety</p> <p>Clause 7.7 Fencing</p>	Consultation and application of sites entrance permits to be required from relevant authorities including RCs, landowners, and residents
<p>Nature Conservation Ordinance 4 of 1975</p>	<p>Clause 18: Restrictions of right to enter game parks and nature reserves and prohibition of certain acts therein</p> <p>Clause 24: Prohibition of picking of indigenous plant in private nature reserves</p> <p>Clause 39: Power of landowners regarding persons found hunting and dogs</p>		Permits application and approval - engagement with MEFT, MME,
<p>Forestry Act No. 12 of 2001 (13 of 2005)</p>	<p>Part IV: Protection of Environment</p>	<p>Clause 21: Protected areas</p> <p>Clause 22: Protection of Natural Vegetation</p> <p>Clause 30: License to construct roads/building</p> <p>Clause 31: Community forests</p>	MEFT – permits MME - entrance clearance certificate Roads Authority - access roads approval Regional or Local Community Chiefs (if any) engagements

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
National Heritage Act No. 27 of 2004	Part V: System of Heritage Protection	Division 2: Permits Clause 48: Application for permits Clause 49: Publication of application Clause 52: Issue of permit	Engagement with Heritage National Council or local heritage committee or representative
	Part VI: Special provisions for protection and management of certain heritage resources	Clauses 53-58: Buildings, concertation areas, archaeological and Paleontological sites, meteorites and other heritage resources	
Communication Act No.8 of 2009	Chapter III: Procedural Matters Chapter V - Part 7: Consumer Protection	Clause 27: Public availability of information Clause 79: Consumer Protection	Clause 27: (1) (a-f); (2); (3) ;(4); (5); (6); (7) (a-b); (8); (9); (10) and (11) process of availing information to Public Clause 79: (1); (2); (3); (4) (a-f) procedures and process of consumer protection
Final Draft Access to Information Bill (B 4.2020) (Bill approved by both houses of Parliament after amendments received from the National Council, National Assembly approved the amendments on the 4th of October 2022 and bill is now on the list of bills submitted to the Head of State (only awaiting the Head of State's approval & signature and thereafter gazetting into an Act of Parliament)	Part 4: Obligations of Public Entities and Private Entities	22. Designation of information officers by public and private entities 23. Designation of deputy information officers by public and private entities 24. Implementation plans by public entities 25. Publication of information manuals by public entities 26. Annual reports by public entities 27. Submission of implementation plans, information manuals and annual reports by public entities 28. Public entities and private entities to assist Information Commissioner 29. Exemption of certain categories of organizations from obligations	Information Bill aims to promote the public's free access to information held by public entities, and to compel public and private entities to make information available proactively and promptly.
	Part 5: Access to Information	30. Right of access to information 31. Promotion of access to information 32. Producing, keeping, organizing and management of information	

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
		33. Proactive disclosure of information 35. Request for access to information 36. Information holders to assist requesters 37. Consideration of requests for access to information 39. Extension of time to respond to request for access to information 40. Referral of request for access to information 41. Deemed refusal of request for access to information 42. Deferral of access to information 44. Form of access to information 45. Information to be provided in official or other languages	
	Part 7: Appeal and Judicial Review	52 Appeals to Information Commissioner 53. Appeals 54. Decision on appeals 55. Application for judicial review	
	Part 8: Notices, Investigations and Hearings	56. Notice of intention to investigate and hear matters 57. Notice to third parties 58. Rights to make representations 59. Holding of hearing open to public 60. Powers regarding matters before Information Commissioner 61. Burden of proof 62. Notices of findings and referrals	
	Part 9: Exempt Information	63. Prohibition of access to exempt information	

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
		64. Public interest overriding other interests 65. Classified information 66. Personal and other information of third parties 67. Commercial and economic information of information holders and third parties 68. Protection of life, health, and safety of individuals and of properties 69. National security and defence 70. International relations 71. Law enforcement 72. Legally privileged documents 73. Academic and professional examinations and recruitment processes 74. Manifestly frivolous or vexatious requests 75. Facilitating of commission of offences 76. Information about to be published 77. Severance of exempted portion of requested information 78. Information granted becomes public information 79. Burden of proof on exempt information	
Labour Act 11 of 2007	Chapter 2: Fundamental Rights and Protections	Clause 3: Prohibition and restrictions of child labour Clause 4: Prohibition of forced labour Clause 5: Prohibition of discrimination and sexual harassment in employment Clause 6: Freedom of Association	Engagement with workers representatives or workers self and engagement with Trade Unions representing workers

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
	Chapter 3: Basic Conditions of employment	Part A: Application of that Chapter Part B: Remuneration Part C: Hours of Work Part D: Leave Part E: Accommodation Part F: Termination of employment	Same as above
	Chapter 4: Health, safety, and welfare of employees	Part A: Rights and duties of employers and employees Part B: Health and Safety Representatives and Committees	Engagement with both workers and or employers' reps
	Chapter 5: Unfair labour practices	Clause 48: Unfair disciplinary action Clause 49: Employee and Trade Union unfair labour practices Clause 50: Employer and Employers organization unfair labour practices	Same as above
	Chapter 6: Trade Unions and Employers Organization	Part C: Recognition and organizational rights of recognized Trade Unions Part D: Collective agreements Part F: Labour Inspectorate	Engagement with TU's to enter into Recognition Agreement or Collective Agreements – Labour Inspector will occasionally visit workplaces to inspect conditions under which employees are working. Ministry of Labour, Industrial Relations and Employment Creation (MLIR&EC) also approval buildings or factory infrastructures
LABOUR ACT, 1992: Regulations relating to the Health and Safety of employees at work	Chapter 1: Rights and Duties of Employers with regard to employees' health & safety Chapter 3: Welfare and facilities at workplaces Chapter 4: Safety of Machinery Chapter 5: Hazardous Substances Chapter 6: Physical Hazards and general provisions	Regulations 2-13 Regulations 30-47 Part I: Regulations 48-52: General safety of machinery Part II: Safety relating to Machinery Part III: Safety of Machinery	

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
	<p>Chapter 7: Medical Examinations and Emergency Arrangements</p> <p>Chapter 8: Construction Safety</p> <p>Chapter 9: Electrical Safety</p> <p>Chapter 10:</p>		
<p>Water Resources Management at No 11 Of 20013</p>	<p>Part 11: License to abstract and use Water</p> <p>Part 12: Control and Protection of ground water</p>	<p>Clauses 44-55:</p> <p>44. License to abstract and use water</p> <p>45. Consideration of application for a license to abstract and use water</p> <p>46. Determination of application</p> <p>47. Combined license to abstract and use water and to discharge effluent</p> <p>48. Term of license to abstract and use water</p> <p>49. Renewal of license to abstract and use water</p> <p>50. Amendment of license to abstract and use water</p> <p>51. Suspension or cancellation of license to abstract and use water</p> <p>52. Procedure upon expiry or cancellation of license to abstract and use water</p> <p>53. License to abstract and use water not transferable</p> <p>54. Succession to license to abstract and use water upon death of holder of license</p> <p>55. License to abstract and use water does not guarantee availability of water</p> <p>Clauses 56-67:</p> <p>56. Drilling or construction of borehole or well</p>	

Name of Act, bill, or Regulations	Chapters/Parts	Articles/Clauses	Requirements Regarding Stakeholder Engagement
		57. Amendment of borehole license 58. Borehole license not transferable 59. Succession to borehole license upon death of holder of license 60. Duty to keep records and provide information on drilling 61. Borehole drilling for mining or other operations 62. Refusal of access to state-owned borehole 63. Wastage of groundwater 64. License to dispose of groundwater abstracted from mine or underground work 65. Water abstraction in emergency 66. Protection of aquifers 67. Licensing of borehole drillers and well constructors	
	Part 13: Water Pollution Control	Clause 68: Pollution Control Clause 69: Obligation to provide and operate systems for discharge of effluent, wastewater and waste Clause 72: Application for license to discharge effluent or construct or operate wastewater treatment facility or waste disposal site Clause 73: Advertisement of application and submissions Clause 76: Standards of effluent quality	Engagement includes MAW&LR, landowners, surrounding communities (if any); occupiers of land, interested persons and institutions, can also be invited by MAW&LR to raise concerns by writing to MAW&LR or attending public hearings, other ministries and other institutions as well as affected and interested stakeholders

4. STAKEHOLDER IDENTIFICATION

This section contains an overview of the stakeholder identification process and the subsequent tools and techniques used to determine the stakeholders.

The identification process will continue throughout the implementation as the engagement of stakeholders during all phases of the project life cycle is paramount. Hence, new stakeholders will be identified while others will lose their relevance as the project goes forward.

4.1. CLASSIFICATION OF STAKEHOLDERS BASED ON THE WORLD BANK ESS10

4.1.1. Government Ministries and Agencies

Engaging with Government Ministries, Institutions, agencies, authorities, and departments will serve two main purposes: one is to build consensus and ownership, and secondly is to identify the governance framework for socio-economic development and environmental management. Identified ministries and agencies or authorities during planning are presented in this SEP with their roles and responsibilities respectively.

4.1.2. Affected Parties

Project affected people here refer to those who will be directly affected by the project. This group includes people who will temporarily lose land, properties (Crops and trees) due to project activities, vulnerable groups and users of the project area, for example: users of the land, beneficiaries of the productive users, etc.

4.1.3. Local Communities

Involvement of local communities at earlier stage of the project will help prevent or mitigate early on problems/complaints that may arise and hinder project progress in the next phases; and beside that, community participation is a basic human right and fundamental principle of democracy. During project implementation especially in construction phase, project components especially electricity access will require compensation of the affected assets (crops, trees) in the targeted area. There will be a need to communicate with owners of trees, crops (seasonal or perennial) and properties for which project activities will require acquisition to agree on fair compensation of the loss caused by the project.

4.1.4. Vulnerable Individuals/Disadvantaged Groups

Vulnerable/disadvantaged groups are community members likely to be affected but may have difficulty in engaging with during stakeholder consultation process and thus may not be able to fully express their concerns regarding the proposed Project.

Vulnerable groups could be for example: women headed households, people with physical or mental disabilities, small scale farmers using the lands.

4.1.5. Non-Governmental Organisations and Private Sector Organisations

The Non-Governmental Organizations in the project area include youth groups, women gender-based advocacy group, human rights activists, faith-based organizations, NGO intervening the area of environment conservation etc. They have influence on the project especially when it comes to stand for the PAPs and advocate for vulnerable groups and environment protection. These organizations have been and will be consulted at district level during project implementation.

The skills and knowledge of engineers and professional organizations will be required for the project to achieve its objective. The required safeguard documents such as ESIA will be carried out by national and/or international environmental assessment practitioners while the construction of infrastructures like electrical lines, Rehabilitation, and site servicing will require a pool of skills with state-of-the-art technics and modern engineering practices in electrical and civil engineering. All these stakeholders will be identified and consulted in due time according to the project implementation timelines.

4.1.6. World Bank and Other Development Partners

The infrastructures to be developed under this funding will be provided by the World Bank. Moreover, World Bank is also committed to supporting and enhancing the capacity of national environmental and social frameworks to assess and manage the environmental and social risks, this Stakeholder Engagement Plan is prepared by the NamPower to comply with the World Bank requirements.

4.1.7. Media

The media including, newspapers, magazines, other printed media, televisions, local radio stations, community radios, and electronic media will be used to communicate about the project mostly during stakeholder engagement activities and progress. It will also serve as a channel to communicate with stakeholders and a platform where stakeholders can express their concerns and issues as regard the projects.

4.2. STAKEHOLDER REGISTER

A stakeholder register is an index of all project stakeholders with their corresponding attributes. This document is expected to be updated periodically during the life cycle of the project.

The stakeholder register with a list of both external and internal stakeholders was generated using the brainstorming tool/technique process is indicated in Error! Reference source not found..

4.3. STAKEHOLDER ROLE PROFILE

The stakeholder role profile defines the impact, influence, constraints, and functional requirements of the stakeholders to meet the objectives of the project. Each stakeholder will impact the triple constraint (Budget, Schedule, and Scope) and therefore will have to be managed diligently.

The stakeholder role profile is defined for each stakeholder in the stakeholder register.

4.4. DECISION TRAIL

A decision trail technique is used to determine the stakeholders involved in decision making processes. This technique is used to identify stakeholders at each of the project decision making nodes of the project. The stakeholders identified to be involved in the decision-making process are included in the stakeholder register.

4.5. STAKEHOLDER LIAISON

Government ministries, regulatory authorities, private entities, and councils have predefined communication channels to ensure effective control over information and conformance with established corporate practices and regulatory frameworks.

The communication is channelled through a centralised representative for each entity in the stakeholder register.

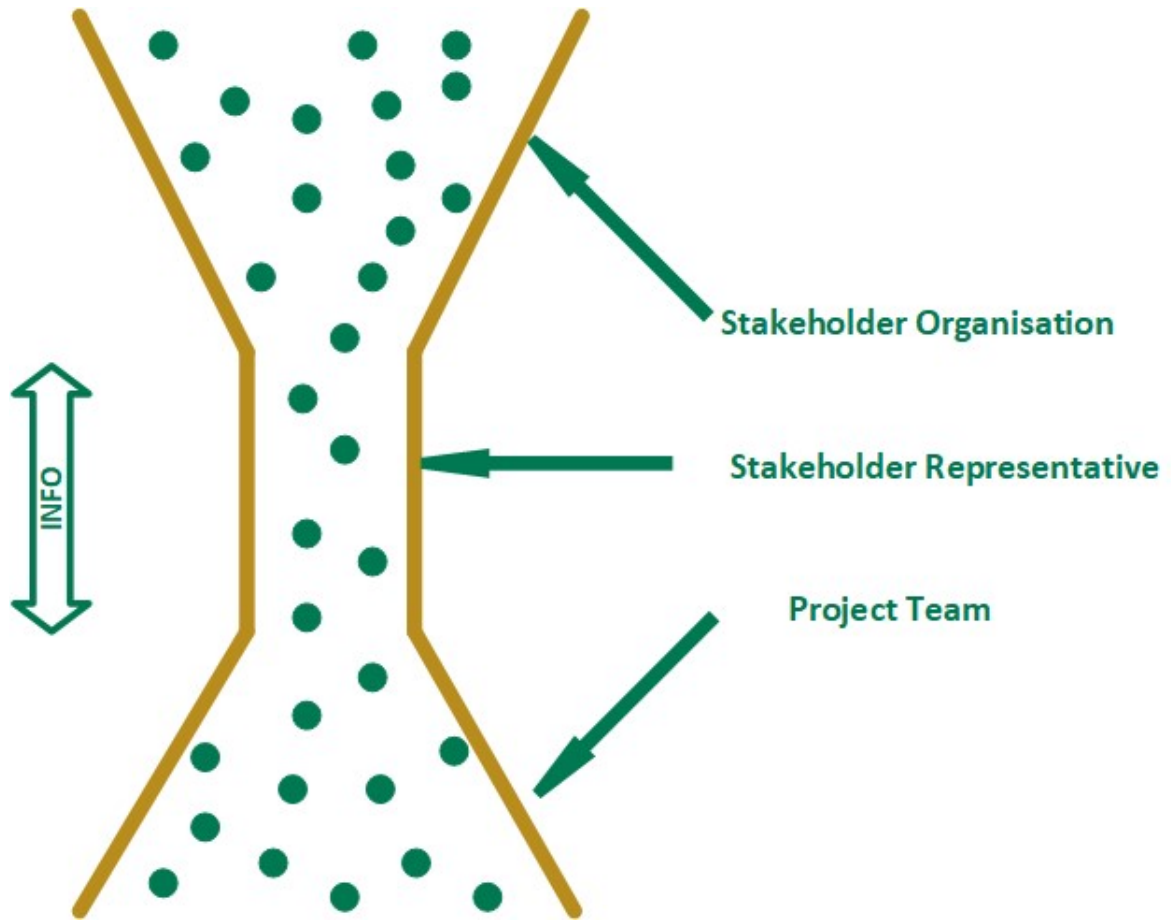


Figure 4-1: Representation of Communication Channel

The representative for the stakeholder entities will be the respective communication liaison for NamPower. The representatives of the stakeholders are included in the stakeholder register.

For external stakeholders, communication for this Project will be channelled through NamPower's Managing Director to the respective representatives of the stakeholders as provided in the Communication Management Plan indicated in Error! Reference source not found.. In addition, other communication methods will be carried out by either project manager, the Section/division head, or head of BU, as determined.

For internal stakeholders, communication will be channelled through the project manager to the respective representatives of the stakeholders.

5. STAKEHOLDER MANAGEMENT DEVELOPMENT

This section prioritises and categorises the important stakeholders of the project. Subsequently, the categorised groupings for the stakeholders are analysed and a management strategy is developed using recognised project management tools and techniques.

5.1. PRIORITISE STAKEHOLDER

The stakeholders are prioritised and categorised into groups using a data representation technique, stakeholder prioritisation graph. Stakeholders are prioritised and categorised according to variabilities of interest, power, and influence. These variables are explained as follows:

- The power is determined by the level of authority of the stakeholder on the project.
- The influence is determined by the level of involvement of the stakeholder on the project (ability to influence the project); and
- The interest is determined by the level of concern the stakeholder has towards the project.

The prioritisation process is developed for both the external and internal stakeholders. The stakeholder prioritisation graph is based on assumption and constraint analysis i.e., permitting, approvals, triple constraints (scope, cost, time), etc.

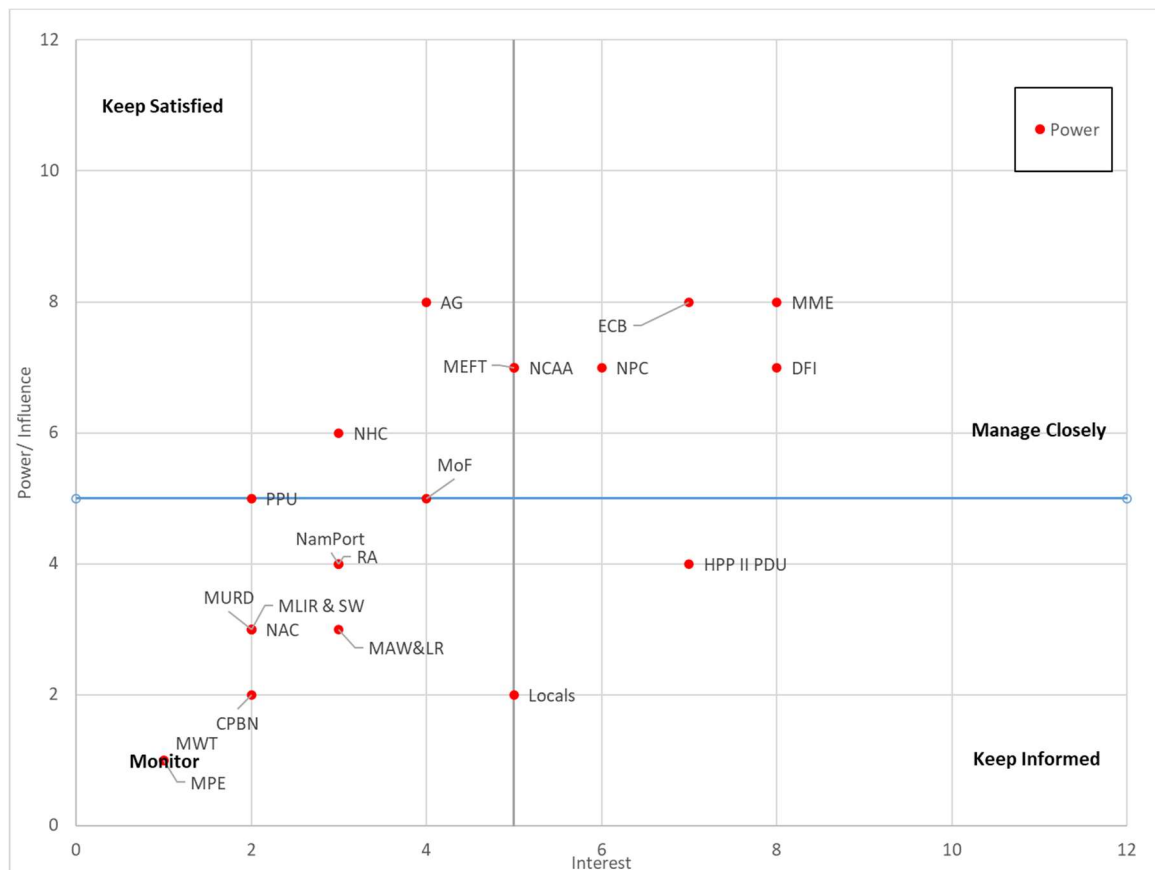


Figure 5-1: External Stakeholder Management Strategy

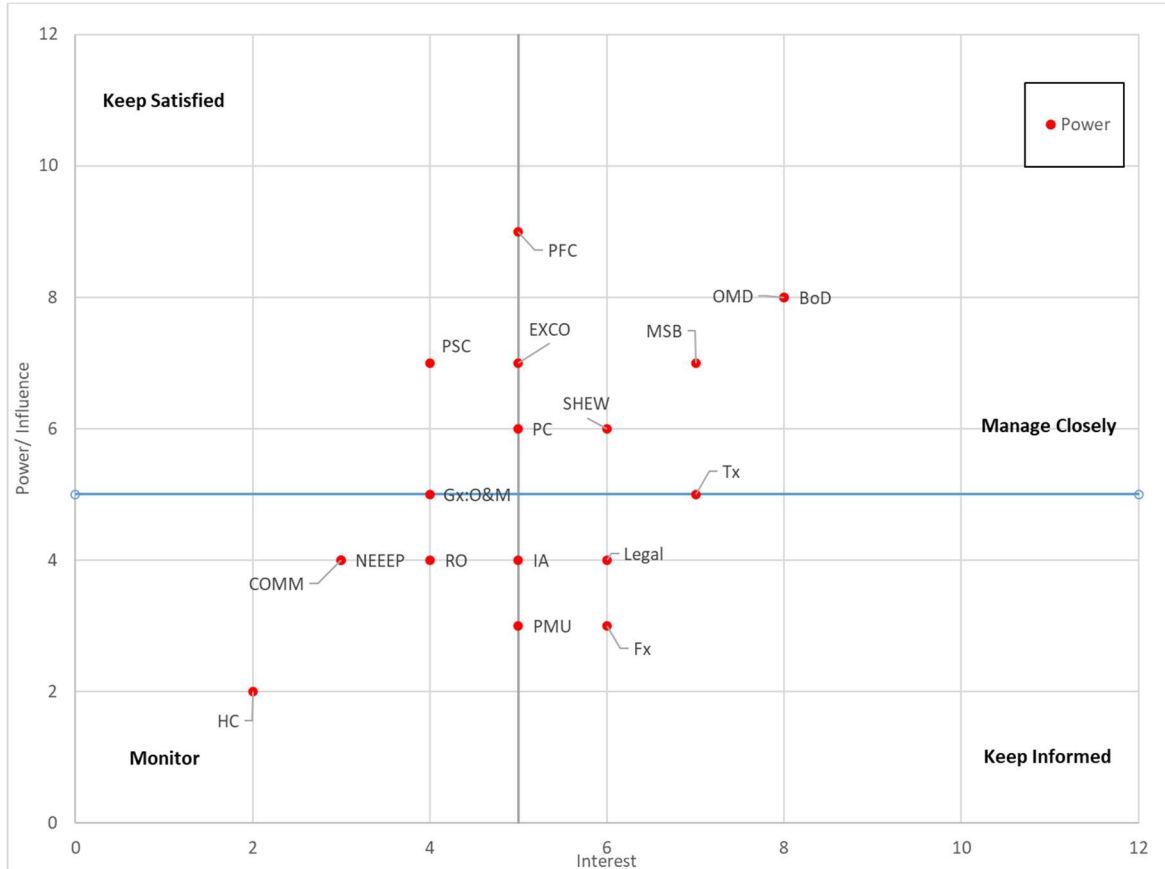


Figure 5-2: Internal Stakeholder Management Strategy

5.2. MANAGEMENT STRATEGY

Based on the prioritise stakeholder process, stakeholders are characterised in four (4) distinctive groups according to the following order of precedence:

- Manage Closely – High power, high influence, and high interest.
- Keep Satisfied – High power, high influence, and low interest.
- Keep Informed – Low power, low influence, and high interest; and
- Monitor – Low power, low influence, and low interest.

It is important to incorporate into this dynamic, the potential for some stakeholders to accompany positive attributes. Subsequently, these could be exploited. Alternatively, negative attributes should be mitigated.

6. CONTINUOUS STAKEHOLDER MANAGEMENT

This section describes the process of executing the stakeholder strategies through communication tools and techniques provided in the Communication Management Plan i.e., what we say, when we say it, and to whom affects the involvement and perception of stakeholders.

6.1. COMMUNICATIONS MANAGEMENT PLAN

It is imperative that the effective execution of the stakeholder management strategies is based on the effective execution of the Communication Management Plan.

For each identified stakeholder, this Communication Management Plan describes our strategy (i.e., approach and format) for providing the right information, to the right people, in a useful format, with the proper frequency. The knowledge gained about stakeholders during the Stakeholder Identification and Stakeholder Response Development steps will inform the communication strategy for each person or group. The mere act of consciously planning communication can transform stakeholder management from reactive to proactive.

A Communication Management Plan is attached to Error! Reference source not found.. This lays out the recipients, message types, mediums, frequency of communication, process initiators and the objectives for consulting each stakeholder.

6.2. DECISION/RESPONSIBILITY MATRIX

Phases and activities during the project require different stakeholder involvement, subsequently a decision/responsibility matrix is developed indicating the involvement of stakeholders at different phases. The involvement is as follows:

- Responsible – Responsible for executing or driving the task or required to perform the oversight.
- Approval – The project team is required to obtain permits and authorisations to comply with regulatory authority requirements.
- Consult – Advise or expertise are sought for informed decision making, project development, monitoring, and control.
- Inform – The stakeholders are to be informed of progress, decision making and impact of the project.

The decision/responsibility matrix is appended in **APPENDIX C**.

7. PROJECT STAKEHOLDER GRIEVANCE PROCEDURES

NamPower is committed to fostering a constructive project work environment in which the views and rights of both NamPower and its internal and external stakeholders are respected. Feedback received from stakeholders will contribute to the development and status of the stakeholder engagement matrix.

The project has therefore, instituted this grievance procedure aimed at:

- Providing all stakeholders (internal and external) with the opportunity to raise any individual or group grievances; and
- Ensuring a consistent and fair approach in addressing any stakeholder dissatisfaction/grievance that has been raised within the project.

7.1. PRINCIPLES

- The project is committed to the fair treatment of all its stakeholders who lodge a grievance and stakeholders are therefore encouraged to raise grievance without prejudice to the contracts/interest/roles, provided that the grievance is not false or of a malicious nature.
- Any stakeholder has the right to submit all its grievances to the Project Manager for a solution.
- Provided that the grievance issue is within the Project Manager’s control, the Project Manager shall attempt expedite the resolution of the matter diligently.

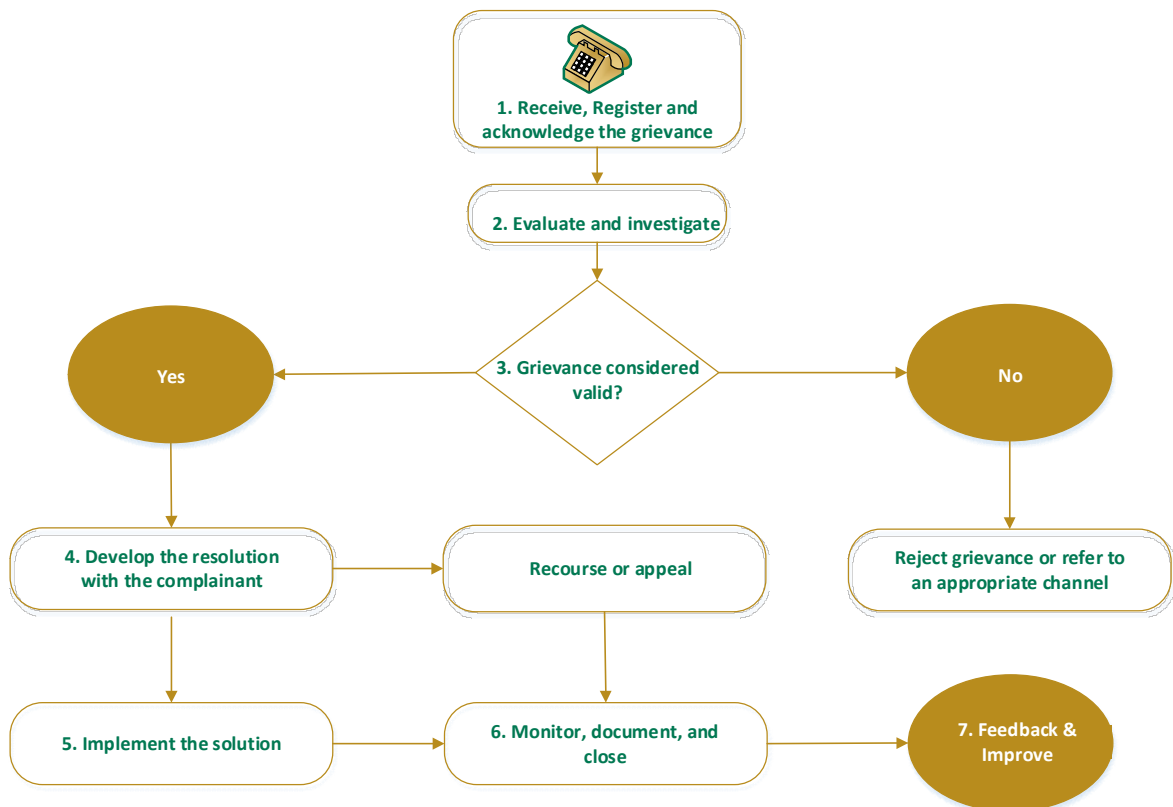


Figure 7-1: Stakeholders Grievance Resolution Procedure Flowchart

7.2. GRIEVANCE STEPS TO BE FOLLOWED BY STAKEHOLDER

7.2.1. Receiving, Registering, and Acknowledgement of a Grievance

The stakeholder who feels aggrieved on any matter related to the Project should raise his grievance through completion of the Grievance Form (**APPENDIX D**) or various means/methods of communication (telephonically, email/letter etc.) to the Project Manager. Upon receiving the grievance, the Project Manager should acknowledge receipt within three (3) working days and register the grievance.

7.2.2. Evaluation and Investigation

The Project Manager on receipt of the grievance should within five (5) working days evaluate the grievance to determine if it warrants further investigation or can be resolve amicable between the parties.

7.2.3. Action to Resolve the Grievance

The Project Manager should engage the stakeholder formally within five (5) working days from investigation of the grievance, to obtain more information if required about the grievance. Alternatively, within five (5) working days from investigation of the grievance, arrange a meeting with the aggrieved stakeholder to resolve the grievance and agree on timelines related to the development and implementation of a solution.

Should the stakeholder not accept the provided solution to the grievance, the Project Manager, depending on the magnitude/nature of the grievance the Project Manager may reject the stakeholder's grievance or refer it to the next level of authority within five (5) working days. In this case, the aggrieved stakeholder should be afforded a chance for a recourse or appeal to the next level of authority.

7.2.4. Develop the Resolution with the Complainant

If the aggrieved stakeholder agreed to the resolution, the Project Manager should within the agreed timelines between the parties engage and involve the stakeholder in developing the solution to address the matter raised.

7.2.5. Implementation of the Solution

The solution or procedure on how to resolve such grievances developed by the parties should be implemented within the agreed timelines of the parties. The implementation within the agreed timelines is to avoid re-occurrence of similar grievances either by the aggrieved stakeholder or any other stakeholder involved or having interest in the project.

7.2.6. Monitor, Documenting, and Closure

The Project Manager should implement continuous monitoring mechanisms for stakeholders' grievances to proactively provide solutions. He/she must document and keep records of all grievances received and resolved. These records may be updated within five (5) working days following successful resolving of a grievance.

7.2.7. Feedback and Improvement

The Project Manager should ensure that feedback and continues engagement and communication in line with the project Communication Management Plan is maintained and done regularly to all relevant internal and external stakeholders. Continuous communication improvement must be improvised to avoid future grievances or misunderstandings from taking place.

8. INFORMATION DISCLOSURE

NamPower will disclose project information to allow stakeholders to understand the risks and impacts of the project, and potential opportunities. As early as possible before the World Bank proceeds to project appraisal, and in a timeframe that enables meaningful consultations with stakeholders on project design, stakeholders will have access to the following information:

- The purpose, nature and scale of the project;
- The duration of proposed project activities;
- Potential risks and impacts of the project on local communities, and the proposals for mitigating these, highlighting potential risks and impacts that might disproportionately affect vulnerable and disadvantaged groups and describing the differentiated measures taken to avoid and minimize these;
- The proposed stakeholder engagement process highlighting the ways in which stakeholders can participate;
- The time and venue of any proposed public consultation meetings, and the process by which meetings will be notified, summarized, and reported; and
- The process and means by which grievances can be raised and will be addressed.

Environmental and Social Framework instruments and other associated documents will be disclosed in Namibia and at World Bank external website. These reports will be made available to project affected groups, local NGOs, and the public at large extend.

9. MONITORING AND REPORTING

Monitoring and Evaluation (M&E) is used to assess the performance of projects to improve current and future management of outputs, outcomes, and impact. Monitoring is a continuous assessment of programmes based on early detailed information on the progress or delay of the ongoing assessed activities. An evaluation is an examination concerning the relevance, effectiveness, efficiency, and impact of activities in the light of specified objectives.

Monitoring and evaluation of the stakeholder process is considered vital to ensure NamPower can respond to identified issues and alter the schedule and nature of engagement activities to make them more effective. Adherence to the following activities will assist in achieving successful engagement:

- Enough resources to undertake the engagement;
- Inclusivity (inclusion of key groups) of interactions with stakeholders;
- Promotion of stakeholder involvement; - Clearly defined approaches; and
- Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Specifically, by identifying key performance indicators that reflect the objectives of the SEP and the specific actions and timings, it is possible to both monitor and evaluate the process undertaken. Two distinct but related monitoring activities in terms of timing will be implemented:

- During the engagement activities: short-term monitoring to allow for adjustments/improvements to be made during engagement; and
- Following completion of all engagement activities: review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

10. ESTIMATED COST TO IMPLEMENT THE SEP

The specific Project and its lifespan are yet to be established, as such the duration of the stakeholder engagement activities discussed in the previous sections are yet to be clearly defined. The following table provides a tentative estimation of costs that has been proposed with the assumption that it will be revised and updated or amended as appropriate depending on arising project need and available new stakeholders to be engaged during the project implementation. These costs are based on the methods of engagements and frequencies as defined within the Communications Management Plan.

Table 10-1: Estimated Cost to Implement the SEP

Planned Activities	Estimated Costs Year 1	Estimated Costs Year 2	Estimated Costs Year 3	Source of Funds
Telephones, Emails and Letters to <i>Government Ministries and Agencies</i>	N\$1,000.00	N\$1,100.00	N\$1,210.00	RETF/NamPower
Meetings and Presentations to <i>Government Ministries and Agencies</i>	N\$3,000.00	N\$3,300.00	N\$3,630.00	RETF/NamPower
Telephones, Emails and Letters to <i>Local and Regional Authorities</i>	N\$1,000.00	N\$1,100.00	N\$1,210.00	RETF/NamPower
Meetings and Presentations to <i>Local and Regional Authorities</i>	N\$10,000.00	N\$11,000.00	N\$12,100.00	RETF/NamPower
Telephones, Emails and Letters to <i>Local Community and Traditional Authorities</i>	N\$3,000.00	N\$3,300.00	N\$3,630.00	RETF/NamPower
Radio, Print Media, social media, Presentations, Printed documents, Posters to <i>Local Community and Traditional Authorities</i>	N\$150,000.00	N\$165,00.00	N\$181,500.00	RETF/NamPower
Grievance Resolutions for all stakeholders	N\$35,000.00	N\$38,500.00	N\$42,350.00	RETF/NamPower

11. CONCLUSION

Projects are performed by and for people. People represent both opportunities and threats – they can smooth the path or create obstacles. Ultimately, it is people who judge the success of the project. This Stakeholders Engagement Plan is a living document to be monitored, reviewed, and updated during the duration of the project.

12. APPENDIX A: STAKEHOLDER REGISTER

Table 12-1: Stakeholder Register

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		(L/H/M)	I	P	E	
EXTERNAL STAKEHOLDER REGISTER												
Ministry of Mines and Energy (MME)	Line Ministry - the competent authority for EIA	Windhoek	Office of the Executive Director- Mr. Simeon Negumbo: Executive Director Tel: (061) 2848312/219 OR Directorate of Energy - Mr. John Titus: Director; (061) 2848322 – John.Titus@mme.gov.na	X	X	X	H	X	X	X	X	Regulatory oversight and competent authority
Ministry of Environment, Forestry and Tourism (MEFT)	Environmental Impact Assessment (ECC, Permits and related approvals)	Windhoek	Office of the Executive Director- Mr. Teofilus Nghitila: Executive Director Tel: (061) 2842184/5 – ps.secretary@met.gov.na	X	X	X	H	X	X	X	X	Regulatory authority (EIA, ECC, Permits and related approval)
Local Community	Acceptance and support of project			X	X		M			X	X	
Traditional Authority	Acceptance and support of project			X	X		M			X	X	
World Bank	Project Funding/Financing			X	X	X	M/H					Provision of funds
Ministry of Finance (MoF)	Appointing Authority (PMU and CPBN)	Windhoek	Office of the Executive Director - Mr. Titus Ndove: Executive Director, Tel.: (061) 2092929	X		X	H		X	X		Overseer of Public Procurement Act
Ministry of Agriculture, Water & Land Reform (MAW&LR)	Relevant water permits, licenses, OLRs/Lease Agreements and related approvals	Windhoek	Office of the Executive Director- Mrs. Ndiyakupi Nghituwamata: Executive Director, Tel: (061) 2087649 – Percy.Misika@maw.gov.na	X	X	X	H		X			Regulatory authority and issuer of (water permits, licenses, OLRs/Lease agreements and related approvals)

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H) (L/H/M)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		I	P	E	C	
Ministry of Works & Transport (MWT)	Approval of any road upgrades or alternations from harbor to project site. Lease agreements	Windhoek	Office of the Executive Director - Mrs. Esther Kaapanda: Executive Director, Tel.:(061) 2088822/31 Esther.Kaapanda@mwt.gov.na	X	X	X	L	X	X	X	X	Regulatory oversight and approval of any road upgrades/alterations
Ministry of Labour, Industrial Relations & Social Welfare (MLIR &SW)	Regulatory requirements w.r.t. Labour Act 2007 (Act No. 11 of 2007) and the construction of the power plant,	Windhoek	Office of the Executive Director - Mr. Bro-Mathew Shingwandja; Executive Director, Tel.:(061) 2066324, Email address: bro.mathew.shingwandja@mol.gov.na	X			L	X	X	X		Regulatory oversight
Ministry of Urban and Rural Development		Windhoek	Office of the Executive Director - Mr. Daniel Nghidunua; Executive Director, Tel.:(061) 2975180, Email address:						X	X		Custodian and regulatory authority/oversight of urban and rural authorities
Ministry of Home Affairs, Immigration, Safety & Security	Work Permits	Windhoek	Office of the Executive Director - Mr. Etienne Maritz; Tel: 061-292 2111	X			L			X		Custodian, regulatory authority and issuer of work permits
Harambee Prosperity Plan II Performance Delivery Unit Team/Committee - Office of the President	Overseer & Implementer of HPP II	Windhoek	Head/Director: HPP II Team	X			M			X		Overseer of the implementation of HPP II and Rapporteur on HPP II progress status to Office of the President
Ministry of Public Enterprises	Overseer of all SOEs	Windhoek	Office of the Executive Director - Ms. Annascy Mwanyangapo; Executive Director, Tel.:(061) , Email address:	X			L				X	Regulatory oversight and competent authority over all public enterprises categorized under commercial value
Attorney General	Approval for contracts/agreements in	Windhoek	Office of the Attorney General - Mr. Festus Mbandeka; Attorney General, Tel.:(061) 281 2908, Email address:	X	X	X	M	X	X	X	X	Government legal adviser on contracts/agreements wrt

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H) (L/H/M)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		I	P	E	C	
	acquisition of state-owned land											state-owned land/properties
National Planning Commission	Bilateral agreements in securing funding for the Projects	Windhoek	Office of the Executive Director - Mrs. Wilhencia Uiras; Executive Director, Tel.:(061) 283 4225, Email address: wuiras@npc.gov.na	X	X	X	H	X	X		X	Responsible for sourcing bilateral agreements on behalf of government in securing funding for national projects
National Heritage Council	Approval of excavations and removal/alteration of historic infrastructure in areas of historic importance	Windhoek	Office of the Director - Ms. Erica Ndalikokule; Director, Tel.:(061) 244 375	X	X	X	M		X	X	X	Custodian and regulatory oversight of all excavations and removal/alterations of historic infrastructure in areas of historic importance
Namibia Ports Authority	Harbor related logistics	Walvis Bay and Luderitz	Office of the Chief Executive Officer - Mr. Andrew Kanime: CEO, Tel.: (064) 208 2111	X	X		M			X		Owner of the Ports/harbor
Roads Authority	Roads upgrades, alterations	Windhoek	Office of the Chief Executive Officer - Mr. Conrad Lutombi: CEO, Tel.: (061) 20847074	X	X	X	L			X		Road Access Permit
Electricity Control Board (ECB)	Regulatory Authority and issuer of Gx license	Windhoek	Office of the Chief Executive Officer - : CEO, Tel.: (061) 374300, Email Address: info@ecb.org.na	X	X	X	H	X	X	X	X	Regulator and issuer of Gx License
Procurement Policy Unit (PPU)	Overseer of PPU role as per Public Procurement Act (PPA) of 2015 (Act No. 15 of 2015)	Windhoek	Office of the Head - Mr. Francois Brand: PPU Head, Tel.: (061) 2092369/2799		X	X	H		X			Approval of EPC procurement documents
Central Procurement Board (CPB)	Overseer of procurements of bids as per PPA	Windhoek	Office of the Chairperson - Mr. Patrick Swartz: Chairperson, Tel.: (061) 447 700,	X	X	X	H		X	X		Approval of procurement documents; implementation of the entire procurement process till appointment of contractor

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H) (L/H/M)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		I	P	E	C	
Namibia Airports Company	Aviation Clearance for Infrastructure	Windhoek	Office of the Chief Executive Officer - Mr. Bisey /Uirab: CEO, Tel.: (061) 295 5000,	X	X	X	H		X	X	X	Competent authority over aviation clearances
Namibia Civil Aviation Authority	Aviation Clearance for Infrastructure near Airfields	Windhoek	Office of the Executive Director – Ms. Toska Sem: Interim Executive Director, Tel.: (061) 2352000,	X	X	X	H		X	X	X	Competent authority over aviation clearances and infrastructures near airports and airfields.
INTERNAL STAKEHOLDER REGISTER												
Board of Directors (BoD)	Oversight and Strategic Approval of projects	Windhoek	Board Chairperson		X	X	H		X			Oversight and approval of profitable projects
Office of the MD	Overall Approver of projects activities. Sponsor of projects, as well as main communication channel to other stakeholders	Windhoek	Simson Kahenge Haulofu	X	X	X	H	X	X	X	X	Procurement of generation projects for NamPower
EXCO	Approval Committee of projects	Windhoek	Simson Kahenge Haulofu	X	X	X	H	X	X	X	X	Manage change control, monitoring and controlling projects progress and evaluation
Project Framework Committee (PFC)	Steering Committee	Windhoek		X	X	X	H	X	X	X	X	Company Project Framework Reviewers
Project Steering Committee (PSC)	Steering Committee	Windhoek		X	X	X	H	X	X	X	X	Company Projects Steering Committee
Transmission (i.e., System Security and Planning)	Responsible for the design and the approval for the transmission connection Plan and manage system development integration	Windhoek	Braam Vermeulen	X	X	X	H		X	X	X	Ensure transmission connection requirements are met Provide transmission connection offer and manage system integration

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H) (L/H/M)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		I	P	E	C	
Modified Single Buyer (MSB)	Market operator, tariff regulator and compilation of tariff model for the project	Windhoek	Paulina Kandali Iyambo	X	X	X	M	X	X	X	X	Influence on the generation mix of the project
Finance	Sourcing of project funding and project budget approval	Windhoek	Michael Gotore	X	X	X	H	X	X	X	X	Source funding, execute expenditure
Procurement Management Unit	Management of project procurement activities	Windhoek	Elizabeth Nashidengo	X	X		H	X	X	X	X	Management of project procurement activities for NamPower
Procurement Committee	Responsible for the operation and maintenance of the completed plant	Windhoek	Chairpersons	X	X	X	H	X	X	X	X	Consideration and recommendation of project procurement activities for NamPower
Generation Operations	Provision of design requirements input. Project owner at handover	Windhoek	Rinus Carstens	X	X	X	H	X	X	X	X	Input to the technical specifications/employers' requirements/witnessing testing & commissioning and take over the plant as asset owner Receiver of complete functional power plant
SHEW	Custodian and regulator of all safety, health and Environmental related activities in NamPower	Windhoek	Nadia Haihambo	X	X	X	H	X	X	X	X	Safety, Health and Environmental and Wellness
Legal, Compliance & Company Secretary	Regulatory, compliance and mitigator of threats	Windhoek	Zoe Nambahu	X	X	X	H	X	X	X	X	Compliance to all regulatory frameworks and laws. To mitigate threats for NamPower
Marketing and Corporate Communication	Communication interface between the Project and Public	Windhoek	Tangeni Kambangula	X	X		L	X	X	X	X	Maintain transparency on projects development

Name of Stakeholder	Purpose/Role/Position	Location	Contact details	Engagement Level			Influence (Low: L, Medium: M, High: H) (L/H/M)	Stakeholder Involvement in Project Phases (Initiation: I, Planning: P, Execution: E, Closing: C)				Interest/Requirements
				Inform	Consult	Approvals		I	P	E	C	
NEEEP	Responsible for the promotion, adherence and implementation of NEEEP	Windhoek	Teckla Uwanga	X			L		X	X		Responsible for the promotion, adherence and implementation of NEEEP
Human Capital	Custodian and responsible for all human resources and related matters to the projects	Windhoek	Selma Ambunda					X	X	X		Custodian and responsible for all human resources and related matters to the projects
Risk Office	Custodian and responsible for all company and its projects Risk frameworks/strategies	Windhoek	Emmy Muandingi	X	X		L		X			Custodian and responsible for all company and its projects Risk frameworks/strategies
Internal Audit	Custodian and responsible for all company internal audits	Windhoek	Christo Bezuidenhout	X	X		L		X	X		Custodian and responsible for all company internal audits

13. APPENDIX B: COMMUNICATIONS MANAGEMENT PLAN

Table 13-1: Communications Management Plan

Name of Stakeholder	Recipient of Message	What? (Message Communicated)	How? (Communication Tools or Method)	When? (Time and or Frequency)	Process Initiator	By whom? (Communicator)	Why? (Objectives)
EXTERNAL STAKEHOLDERS							
Ministry of Mines and Energy (MME)	Executive Director/Director: Energy/ Mining Commissioner/Diamond Commissioner	Project status and progress reports; Projects sites acquisitions/Leasing; Entry permits	Telephones, Letters, Emails, meetings and presentation	Monthly; Quarterly; and When required	Head: GX Capital Projects/Project Managers	Executive: Gx	Provide project development progress and approvals.
Ministry of Environment, Forestry and Tourism (MEFT)	Executive Director/Environmental Commissioner/Director: Wildlife & National Parks/Director: Multi-lateral & Green Climate Funding	Environmental health & safety matters; Projects sites acquisitions/Leasing; Environmental Clearance Certificates; Entry permits; Projects funding etc.	Telephones, Applications, Letters, Emails, meetings, submissions, presentations	Quarterly, and When required	Project Managers	Executive: Gx/ Head: GxCP	Engage/consult/update; seek/obtain approvals, permits/licenses/sites/certificates/exemptions
Local Community	Community members	Project information sharing	Radio, Print Media, Social Media, Presentations, Printed documents, Posters, Emails, Letters, Meetings, Focus Group Meetings	Ad-hoc and when required	Project Manager	Project Team	Engage and inform the community on the project
Traditional Authorities	Traditional authority members	Project information sharing	Radio, Print Media, Social Media, Presentations, Printed documents, Posters, Emails, Letters, Meetings, Focus Group Meetings	Ad-hoc and when required	Project Manager	Project Team	Engage and inform the community on the project
Funding Instructions	Country Representative	Project status, project fundings proposal, contractor claims, progress reports, Procurement of contractors and consultants	Telephones, Emails, online meetings and presentations	Ad-hoc and monthly	Project Manager	Head: Gx Capital	Obtain project funding and meet their expectations.

Name of Stakeholder	Recipient of Message	What? (Message Communicated)	How? (Communication Tools or Method)	When? (Time and or Frequency)	Process Initiator	By whom? (Communicator)	Why? (Objectives)
Ministry of Finance (MoF)	Minister/Executive Director/Central Procurement Board of Namibia/ Procurement Policy Unit/ Procurement Management Unit	Procurement related matters; guidance and directives	Telephones, Letters, Emails, presentations, submissions, applications	Quarterly; and When required (i.e. PPA, Funding)	Head: GX Capital Projects/Project Managers	Executive: Gx	Procurement regulator and manager, Bid evaluation
Ministry of Agriculture, Water & Land Reform (MAW&LR)	Executive Director/Director: Water Resources Management/Director: Hydrology/Director: Environment and Water/Director: Water Supply & Sanitation/Director: Land Reform	Projects updates, applications submissions, obtain approvals/permits/land acquisitions/lease agreements/occupational land rights/title deeds/land surveying & mapping etc.	Telephones, Letters, Emails, Meetings, applications, submissions	Meet and or present as and when required	Project Managers	Head: GxCP	Engage, consult, obtain and update: approvals, exemptions, title deeds, registrations, occupational land rights, lease agreements, permits etc.
Ministry of Works & Transport (MWT)	Executive Director	Project status and Progress reports	Telephones, Letters, Emails, Meetings	Meet and or present as and when required	Project Manager	Head: Gx Capital	Monitoring of work done on site
Ministry of Labour, Industrial Relations & Social Welfare (MLIR &SW)	Executive Director/Labour Commissioner	notice informing of works related activities	Telephones, Letters	before site handover or before construction	Head: GX Capital Projects/Project Managers	Executive: Gx	ensure labour activities comply with Labour Act
Ministry of Urban and Rural Development	Executive Director	notices, feedback and clarifications, approvals	Telephones, letter, emails, application	during project development	Project Managers	Head: GxCP	to develop and approve urban planning.
Ministry of Public Enterprises	Executive Director		Telephones, Letters, Emails, Meetings	Monthly; Quarterly; and When required	Executive: Gx	Managing Director	
Ministry of Home Affairs, Immigration, Safety & Security (MHAIS&S)	Executive Director	Work Permits Applications request & Support letters	Application Forms	When required	Project Manager	Head: GxCP/MD	Regulator and issuer of work permits
Harambee Prosperity Plan II Team/Committee	Head/Director	Update/progress status of projects	Reports	Monthly	Head: GX Capital Projects/Project Managers	Executive: Gx BU	Updating Office of the President on GxCP Projects' Status
Attorney General	Attorney General	approval of contract/agreement documents	Letters, Emails, Meetings	Meet and or present as and when required	Project Managers	Head: GxCP	draft EPC Contract to be approved by AGO

Name of Stakeholder	Recipient of Message	What? (Message Communicated)	How? (Communication Tools or Method)	When? (Time and or Frequency)	Process Initiator	By whom? (Communicator)	Why? (Objectives)
National Planning Commission	Executive Director	Project status and Progress reports	Letters, Emails, Meetings	Monthly; Quarterly; and When required	Project Manager	Head: Gx Capital	Monitor the progress of the project and that their NDP is achieved.
National Heritage Council	Director	Notices, approvals on heritage related issues	Letters, Emails, Meetings, applications, submissions	As required during project development and execution; Quarterly during construction.	Project Manager	Head: Gx Capital	Comply with regulations related to National Heritage Council Act.
Namibia Ports Authority	Chief Executive Officer	Notices on port related issues	Letters, Emails, Meetings, applications, submissions	As required during project development. Frequently during construction.	Project Manager	Head: Gx Capital	Access to NamPort services and facilities.
Roads Authority	Chief Executive Officer/Executive Officer: Engineering	approvals, notices on road related issues	letter, applications, meetings, emails.	during project development and execution	Project Manager	Head: Gx Capital	Access road requires authorization from RA
Electricity Control Board (ECB)	Chief Executive Officer	approvals, notices	Letters, meetings, emails and presentations	during project development and execution/ monthly	Head: GX Capital Projects/Project Managers	Executive: Gx	Generation license applications, regulator, transmission connection.
Procurement Policy Unit (PPU)	Head	Procurement related matters, guidance's and directives.	Emails, letters, Submissions, online meetings.	Frequently during the Procurement phase (on Ad-hoc basis)	Project Manager	Head: Gx Capital	Ensure that procurements are transparent and in line with the procurement act
Central Procurement Board of Namibia (CPBN)	Chairperson	Procurement related matters, guidance's and directives.	Emails, letters, Submissions, online meetings.	Frequently during the Procurement phase (on Ad-hoc basis)	Project Manager	Head: Gx Capital	Ensure that procurements are transparent and in line with the procurement act
Namibia Airports Company	Chief Executive Officer	Notices, approvals on airspace obstructing surfaces related issues	Emails, letters, Submissions, online meetings.		Project Manager	Head: Gx Capital	Comply with Namibia Civil Aviation Authority Act and airport restrictions.
Namibia Civil Aviation Authority	Executive Director	Notices, approvals on airspace obstructing surfaces related issues	Emails, letters, Submissions, online meetings.		Project Manager	Head: Gx Capital	Comply with Namibia Civil Aviation Authority Act and Regulations.
INTERNAL STAKEHOLDERS							
Board of Directors (BoD)	Chairperson of the Board	resolution sought, reporting on project progress, directives, approvals	reports, presentations, memorandum submission, meetings	quarterly reports, as and when required	Head: GX Capital Projects/Project Managers	Executive: Gx	The board manage the strategic plan for the company.

Name of Stakeholder	Recipient of Message	What? (Message Communicated)	How? (Communication Tools or Method)	When? (Time and or Frequency)	Process Initiator	By whom? (Communicator)	Why? (Objectives)
Office of the MD	personal assistant of MD	updated on project progress, directives, assigned company representative for communication	reports, presentations, memorandum submission, meetings	Monthly or quarterly or as and when required	Head: GX Capital Projects/Project Managers	Executive: Gx	update the board quarterly on the progress of the projects.
EXCO	personal assistant of MD	progress of project, assigned responsibilities, approvals	reports, presentations, memo submissions, email, meetings	weekly/ monthly	Head: GX Capital Projects/Project Managers	Executive: Gx	EXCO ensure correct operations and control management of the company
Transmission	Executive: Tx	Tx connection application, clarification and feedback from asset owners, notices	presentations, letters, memos, emails, meetings	as and when required	Project Managers	Head: GxCP	Tx responsible for establishing Tx connection for power plants.
Modified Single Buyer (MSB):	Executive of MSB	drafting PPA, projections for electricity demand, involved in financial modelling of projects	emails, presentations, meetings, reports	as and when required	Project Managers	Head: GxCP	responsible for establishing and managing power purchase agreements from electricity suppliers. Setting of tariffs to the customer, trading electricity.
Finance	Chief of Finance CFO	financial modelling, budgeting, procurement, auditing, stores, approvals	emails, presentations, meetings, reports, budget submission,	as and when required	Project Managers	Head: GxCP	responsible for budget management
PC/PMU	Procurement administrator	procurement related matters, procurement plan, IPP applications, variation order request, notifications, approvals	emails, presentations, meetings, reports, budget submission, applications, reporting	as and when required	Project Managers	Head: GxCP	plan, manage and implement procurement activities
Generation Operations	Senior Manager: Gx O&M	involved in specification development and design (O&M), involved in training and initial operations of plant	emails, presentations, drawings, meetings, progress reports and issues (O&M related)	as and when required	Head: GX Capital Projects/Project Managers	Executive: Gx	Responsible for O&M, custodian of power plant at handover
SHEW	Manager of SHEW	SHEW Plans, EIA & EMP review, Environmental Impact related matters,	emails, presentations, meetings, reports	as and when required	Project Managers	Head: GxCP	ensure compliance with Environmental, Safety and Wellness related activities. Including develop, review

Name of Stakeholder	Recipient of Message	What? (Message Communicated)	How? (Communication Tools or Method)	When? (Time and or Frequency)	Process Initiator	By whom? (Communicator)	Why? (Objectives)
		ECC application and renewals.					and monitoring of SHEW plans and policies.
Legal, Compliance & Company Secretary	Head of Legal, Compliance and Company Secretary	drafting of procurement bidding documents, contracts, agreements, PPA's. Legal representation, negotiation, approvals.	emails, presentations, bid documents, reports, meetings. Memorandums	as and when required	Project Managers	Head: GxCP	Ensure compliance to laws, develop agreements, legal consultation, represent and negotiate on behalf of the company on any legal matter.
Marketing and Corporate Communication	Manager: Marketing and Corporate Communication	advertisements, public relations, announcements, and public ceremonies, project fact sheets, media statements for community development, marketing	emails, presentations, reports, meetings, articles.	as and when required	Project Managers	Head: GxCP	ensure and maintain corporate public communications and marketing
NEEEP	Head of NEEEP	development and review of bidding documents, audit to ensure economic empowerment.	emails, presentations, reports, meetings, articles.	as and when required	Project Managers	Head: GxCP	to ensure equitable economic empowerment objectives within the procurement act.
Human Capital	Executive Human Capital	HR, Security and IT related matters	emails, presentations, reports, meetings, articles.	as and when required	Project Managers	Head: GxCP	responsible for HR, IT and Security operational systems and related services
Risk Office	Manager: Corporate Risk	New and updated Risks Registers	emails, presentations, meetings, risks registers	quarterly and when required	Project Managers	Head: GxCP and/or Project Managers	Comply with NamPower policy and approval of risk register

14. APPENDIX C: DECISION RESPONSIBILITY MATRIX

Table 14-1: Decision Responsibility Matrix

PROJECT RELATED ACTIVITIES ASSOCIATED WITH STAKEHOLDERS												
Name of Stakeholder	Obtain Board Approval	Apply for Tx Connection Agreement	EIA	Securing Project Site	Data Measurement	Securing Funding	Procurement of EPC	Obtain Board Approval (FID)	Appoint EPC Contractor	Construction of Power Station	Operation of Power Station	Decommissioning
EXTERNAL STAKEHOLDERS												
Ministry of Mines and Energy (MME)	I	I	C, I	C, I	I	I	I	I	I	I	I	I
Ministry of Environment, Forestry and Tourism (MEFT)			A, C, I	A, C, I	A, C, I	I				I	I	I
Local Community			I	I						I		
Traditional Authority			I	I						I		
Funding Institutions			I	I	I	A, C, I		I	C, I	I	I	I
Ministry of Finance (MoF)	I			I		A, C, I		I				
Ministry of Agriculture, Water & Land Reform (MAW&LR)				I						I		
Ministry of Works & Transport (MWT)				C, I								
Ministry of Labour, Industrial Relations & Social Welfare (MLIR & SW)			I		I					I		I
Ministry of Urban and Rural Development										I		
Ministry of Home Affairs, Immigration, Safety & Security (MHAIS&S)												
Harambee Prosperity Plan II Performance Delivery												

PROJECT RELATED ACTIVITIES ASSOCIATED WITH STAKEHOLDERS												
Name of Stakeholder	Obtain Board Approval	Apply for Tx Connection Agreement	EIA	Securing Project Site	Data Measurement	Securing Funding	Procurement of EPC	Obtain Board Approval (FID)	Appoint EPC Contractor	Construction of Power Station	Operation of Power Station	Decommissioning
Unit (HPP II PDU) Team/Committee												
Ministry of Public Enterprises	I					I		I	I	I	I	I
Attorney General				A, C, I		C, I			I			
National Planning Commission	I					A, C, I		I		I	I	I
National Heritage Council			C, I	I						I		I
Namibia Ports Authority			C, I							A, C, I	A, C, I	I
Roads Authority										A, C, I	A, C, I	I
Electricity Control Board (ECB)		I	I			I		I		I	I	I
Procurement Policy Unit (PPU)							A, C, I		I			
Central Procurement Board (CPB)							C, I		I			
Namibia Airports Company			C, I	A, C, I	A, C, I					C, I		C, I
Namibia Civil Aviation Authority				A, C, I	A, C, I					C, I		C, I
INTERNAL STAKEHOLDERS												
Board of Directors (BoD)	R, A							R, A				
Office of the MD	R, A							R, A	R, A	A		
EXCO	R, A							R, A				
PFC												
PSC												
Transmission												
Wire Business (Transmission)												

PROJECT RELATED ACTIVITIES ASSOCIATED WITH STAKEHOLDERS												
Name of Stakeholder	Obtain Board Approval	Apply for Tx Connection Agreement	EIA	Securing Project Site	Data Measurement	Securing Funding	Procurement of EPC	Obtain Board Approval (FID)	Appoint EPC Contractor	Construction of Power Station	Operation of Power Station	Decommissioning
System Security and Planning												
Modified Single Buyer (MSB)										A		
NP National Control - System Controllers (MSB)											I	
System Planning (MSB)		C									I	
Market Operator (MSB)		C									I	
Finance							C		C			
Procurement Management Unit												
Procurement Committee							C					
Generation		C								R, C, A, I		
Generation: Power Plants Operations and Maintenance		A, R										
Human Capital												
SHEW	R, A							R, A	R, A	R, A		R
Legal, Compliance & Company Secretary	R, A							R, A	R	R		R
Marketing and Corporate Communication										C, I, A		
NEEEP										C, I, A	R	
Risk Office										A, C, I		
Internal Audit										A, C, I		

15. APPENDIX D: GRIEVANCE FORM

Table 15-1: Grievance Form

GRIEVANCE FORM <i>(Please forward your completed form to the Project Manager)</i>	
1. Case No.:	
2. First Name and Surname:	
<input type="checkbox"/> I request that my personal / company details not be disclosed.	
<input type="checkbox"/> I consent that my personal / company details may be disclosed.	
3. Contact details: <i>(Please indicate the preferred method of communication: by post, email, or phone)</i>	
<input type="checkbox"/> By Post:	<i>(Please enter the correspondence address)</i>
<input type="checkbox"/> By Phone:
<input type="checkbox"/> E-mail:
4. Grievance Description: <i>(Please indicate the subject of the grievance; date of occurrence, location relating to the grievance, persons involved in the grievance and effects of the ensuing situation)</i>	
Subject:
Date:
Location:
Persons involved:
Effects of the ensuing situation:
5. Date of incident / occurrence of the subject of the grievance /emergence of the case:	
<input type="checkbox"/> One-time incident/grievance	Date:
<input type="checkbox"/> Happened often	<i>(Indicate how many times):</i>
<input type="checkbox"/> Ongoing	<i>(A currently existing problem)</i>

GRIEVANCE FORM	
<i>(Please forward your completed form to the Project Manager)</i>	
Recommendations (Please propose measures that would provide solutions to the problem):	
.....	
.....	
.....	
Signature:	Date:
Please forward this form to:	
(Name & Surname):	
Postal Address:	
Email:	
Phone Number:	